

**ACTION PLAN FOR IMPLEMENTING
THE PDA COMMUNICATION STRATEGY**

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The Communication Strategy Framework shown on the following page identifies five tasks which will be implemented by the PDA project in association with DEVIDA, USAID and other partners. The conceptual base for this framework is the “Social Systems Behavioral Change Model (originally from Katz & Khan). This Action Plan is the first step in developing how these tasks will be implemented. Each task will develop either a detailed campaign plan (tasks 1, 2 & 3) or detailed work plan (tasks 4 & 5).

RESULTS: All the tasks in this communication action plan support these PDA behavioral change project results

- 1. Short Term:** Reduce illicit coca crops in target areas
- 2. Long Term:** Sustainable development in participating communities

TASK #1: Community Campaign

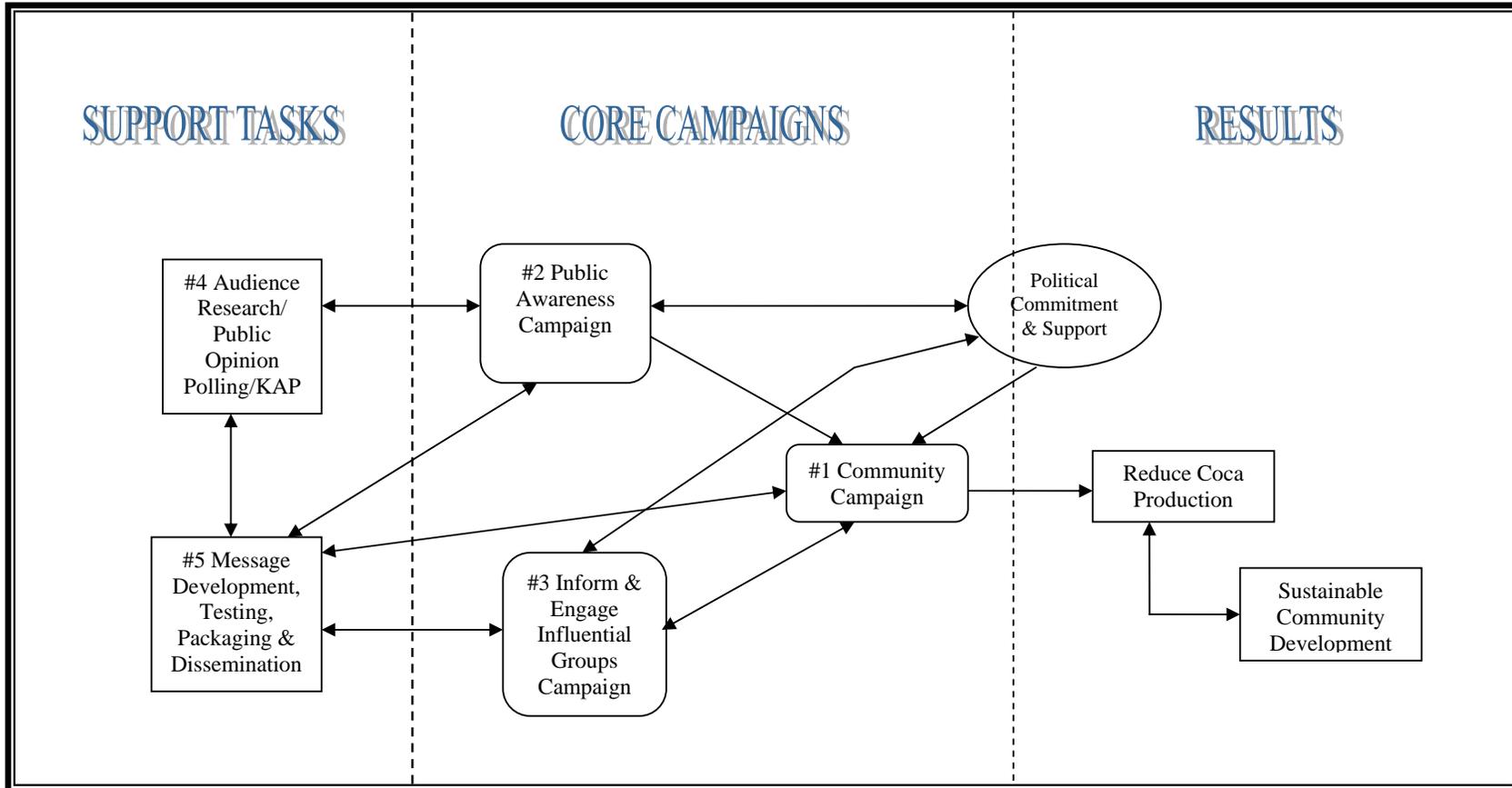
1. Objective:

To get communities in the target areas to change behaviors by signing agreements to voluntarily eradicate coca being grown and not to replant it in the future.

2. How this Task Contributes to Achieving the Results:

This task is the focal point for achieving the results for the coca eradication and alternative development program. Communities must volunteer to eradicate coca production in return for immediate benefits (wage labor, small social infrastructure projects and small productive projects) and assistance for long term community development. Therefore, this campaign supports the project work with the communities to formulate and negotiate agreements for voluntary eradication of coca. This campaign will also take into consideration those communities in the target areas which are currently not growing coca. These communities will also have to sign agreements to remain “coca free” to be eligible for assistance under the PDA. The other four tasks support this campaign either directly or indirectly.

ALTERNATIVE DEVELOPMENT PROGRAM COMMUNICATION STRATEGY FRAMEWORK



3. Goal/Indicators:

There are two levels of goals:

- The **immediate goal** of the community communication campaign is to support the work of the field teams to secure agreements with communities to voluntarily eradicate coca production. The **project indicator** is the number of communities signing agreements and the number of hectares of coca taken out of production. The **communications indicators** will be the change in knowledge and attitudes of the community leaders and farmers in the communities and other stakeholders involved in the program.
- The **long term project goal** which this communication campaign supports is a coca free community through sustainable socioeconomic development. The **project indicators** are the number of participating communities continuing not to produce coca and socioeconomic indicators of those communities such as number jobs created, improved roads, infant mortality, access to water and sanitation, school achievement, etc. The **communications indicators** will be the knowledge and attitudes of community leaders and farmers towards alternative development programs.

4. Recommended Overall Approach to Implementing the Task:

This campaign will support the field work being carried out by the Chemonics regional teams, CEDRO and any other potential players in this field. Therefore, the detailed campaign design will be prepared jointly with the Chemonics field team leaders and CEDRO staff. The PDA Communications Specialists will implement the campaign drawing upon audience research groups (task #4), messages developed in task #5 and ensuring coordination with the general awareness campaign (task #2). Special materials/programs will be prepared to support the field teams such as training materials, reference materials, communications aids they can use with stakeholder and farmer groups, etc.

5. Major Activities (steps for designing and implementing the campaign):

In general terms, the following are the main steps to follow for designing and implementing this campaign:

- **Initial plan of action** – working with the Chemonics field program team leaders and field communicator officers, if present, develop a plan of what will be done to design this campaign insuring it supports the field program.
- **Audience/stakeholder baseline survey** – conduct (supported by task #4) a baseline knowledge, attitude & practice (KAP) survey including farmers, community members, concerned district and provincial political leaders, and other key stakeholder groups. This will provide some guidance on what issues the campaign must address at each level.
- **Focus group sessions** – conduct (supported by task #4) focus group sessions on key target groups (farmers, community opinion leaders/promoter teams, district and provincial political leaders) to gather information for identifying issues to address, messages to use and not use, appeals to use, best channels of communication to use, etc.

- **Finalize the campaign plan** – the campaign plan will identify specific target audiences for the campaign, what actions they need to take, what messages to use, how best to facilitate their taking the required actions, influential groups to involve, materials/programs that must be produced, schedule/work plan, budget, who responsible for each activity, and a monitoring and evaluation plan. (See section 10 below for a preliminary analysis of this campaign plan.)
- **Materials/programs produced and tested** – based upon the detailed campaign plan, the communication support materials will be produced. This could include training materials for training field teams, reference materials providing information on key messages (from task #5), communications aids (such as flip charts/presentations, posters, fliers, etc.) to be used with different target audience groups, organizing events, enlisting local media (such as community radio) if relevant, etc. The key messages and materials need to be tested (supported task #4) on the target audience groups.
- **Train field teams on using the communications programs/materials** – conduct training of various PDA associated field teams providing them information from the KAP survey and focus group sessions and explain what the findings mean to their communications activities with specific target groups. Also provide them copies of the reference materials/fact sheets (from task #5) and communications aids they can use. Train them in participatory communication methods and how to use the communications aids.
- **Implement the communication program** – the field teams will implement the communication program with the local political leaders and communities. Constant feedback will be sought from the field teams to determine if additional materials/programs are needed or existing ones need to be modified. This will serve as the monitoring phase of the campaign. The field team work should be complimented by the general awareness campaign (task #2) and they should be able to draw upon influential groups identified and enlisted in task #3. The detailed campaign design for each area will identify if there are opportunities for using local media, such as radio, to support the communications efforts of the field teams.
- **Follow up KAP survey** – at an appropriate time (to be determined in the detailed campaign plan) a small follow up KAP study (supported by task #4) will be conducted on the key target and stakeholder groups. This is to determine if progress is being made and to identify where there might be problems. In the case where there are problems the concerned groups might be involved in additional focus group sessions (task #4) to determine how to best refine the campaign.
- **Document experience gained** – it is especially important in the early implementation of community campaigns. The experience needs to be documented so it can be shared with teams in other areas and by other groups and projects. This will also provide information which can be used as success stories for sharing with other regions/communities, USAID, DEVIDA and other Government of Peru agencies. The field team leaders and project communication team will be responsible for documenting this experience. They may also draw upon the monitoring work done by the audience research contractor (task #4).

6. Roles and Responsibilities of Partners in Designing & Implementing the Task:

The overall design of these campaigns will be the responsibility of the Chemonics PDA field teams and the communications team, and managed by the Communications Director. They will consult with USAID, CEDRO, DEVIDA and other key stakeholders in the design on the design of the campaigns and how they will implemented. The Chemonics field teams, CEDRO and other potential players will be responsible for implementing the campaigns in the field. DEVIDA will sign the agreements with the communities. Progress reports and lessons learned will be shared with DEVIDA, USAID and other interested groups.

7. Timetable/Schedule:

The following are rough dates for the overall program:

- The Chemonics field team leaders and communications team begin to identify subcomponents and immediately start to design the campaign to support them.
- The KAP and focus group sessions done by mid July 2003.
- Final campaign design done by the end of July 2003.
- Materials/programs production begins as soon as possible and basic materials done by August 2003.
- Training of field teams begin in August or earlier.
- Full scale implementation of campaign to match the work done by the field teams in their program implementation.

8. Estimated Budget:

To be determined.

9. Monitoring and Evaluation Plan of Implementation & Impact of the Campaign:

The following are the key monitoring and evaluation actions for this campaign:

- Baseline and follow up KAP surveys.
- Monitoring the timetable in the detailed campaign plan and address problems when they arise.
- Secure constant feedback from field teams on their communication activities, problems they encounter, needs for additional support, etc.
- Document success stories and lessons learned for sharing with other field teams/communities, DEVIDA, USAID, etc.

Target Audience and Stakeholder Analysis:

The following table is an initial analysis of the key target audiences and stakeholder groups. In preparing the detailed campaign plan this analysis will have to be developed much farther and focused/prioritized by the campaign design team which should include using information from the KAP survey and focus group sessions.

Audience/ Stakeholder Groups	Actions the Group Needs to Take	Messages Needed by the Group	Channels of Communication
Project field teams	To implement the communication program with local political leaders, local opinion leaders, communities and farmers	<ul style="list-style-type: none"> *Goals of the community program, what they need to do, who to work with, etc. *Findings from KAP survey & focus group sessions and how to use this information *Communication methods and how to use the communication aids *General information on benefits to the community *Success stories from other communities *What target and stakeholder groups have to do and why if this campaign is to succeed 	<ul style="list-style-type: none"> *Meetings/briefings on the program and communications materials/programs they should use *Briefing materials (fliers, fact sheets, etc.) with the messages they should use with various target and stakeholder groups *Communication aids (posters, flip charts, etc.) they can use when communicating with target groups *Training on participatory communications methods and how to use the communication aids *Feedback channels of communication (meetings, email, phone, etc.) for them to report problems and needs for new or refined communication materials
District & provincial political leaders	To support the program and encourage communities to participate in the voluntary coca eradication and alternative development program	<ul style="list-style-type: none"> *General information on benefits to the community, district & province *Success stories from other communities *What has to be done and why, and how can they support the program *Rewards the province, district and communities will receive 	<ul style="list-style-type: none"> *Meetings/briefings *Briefing materials (fact sheets, fliers, etc.) *Briefing presentations (desktop flip charts, video tapes, etc.) *Briefings by their counterparts in successful areas and/or visits to successful communities *Materials they can use for encouraging communities to participate in the program (posters, fliers, briefing materials, etc.)
Community communicators/ Promoters	To promote/ encourage communities to participate in the voluntary eradication and alternation development program	<ul style="list-style-type: none"> *Goals of the community program, what they need to do, who to work with, etc. *Findings from KAP survey & focus group sessions and how to use this information *Communication methods and how to use communication aids *General information on benefits to the communities & families *Success stories from other communities 	<ul style="list-style-type: none"> *Meetings/briefings on the program and communications materials/programs being used *Briefing materials (fliers, fact sheets, etc.) with the messages they should use with various target and stakeholder groups *Communication aids (posters, flip charts, video tapes, etc.) they can use when communicating with target groups *Training in participatory communications methods and how to use communication aids

Audience/ Stakeholder Groups	Actions the Group Needs to Take	Messages Needed by the Group	Channels of Communication
Influential groups (media, religious, teachers, NGOs, etc.)	(1) To encourage local political leaders to support the program and (2) to promote communities to participate in the voluntary eradication and alternative development program	*Goals of the community program, what they need to do, who to work with, etc. *Findings from KAP survey & focus group sessions and how to use this information *General information on benefits to the province, district, communities & families *Success stories from other communities	*Meetings/briefings providing them with information on the program and what they can do to support it *Briefing materials (fact sheets, fliers, etc.) to give them *Briefing presentations (desktop flip charts, video tapes, etc.) for the meetings *Materials they can use for encouraging political leaders and communities to participate in the program (posters, fliers, briefing materials, etc.)
Community leaders	To agree to participate in voluntary program and oversee its implementation	*General information on benefits to the community *Success stories from other communities *What has to be done and why *Rewards communities will receive	*Meetings/briefings providing them with information on the program and what they need to do to participate *Briefing materials (fliers, etc.) to give them *Briefing presentations (desktop flip charts, video tapes, etc.) for the meetings *If appropriate, local mass media (such as radio)
Farmers	To eradicate existing coca and adopt alternate development activities	*What has to be done *Benefits to their family and community	*Meetings/briefings providing them with information on the program and what they need to do to participate *If appropriate, local mass media (such as radio)

TASK #2: Public Awareness Campaign

1. Objective:

This task includes these objectives:

- To increase public and key stakeholder groups' understanding of the overall problems caused by coca which Peru faces at the national, community and family levels.
- To put on the national agenda the importance of reducing coca production.
- To mold public opinion to the need of reducing coca production and the benefits of alternative development.
- To encourage political commitment and support to this program.

2. How this Task Contributes to Achieving the Results:

This national public awareness campaign directly supports the community campaign through informing citizens and leaders at the community, district, provincial, regional and national levels of the problems caused by coca production and the advantages of coca-free communities. It also indirectly supports the community campaign through creating a positive public opinion towards the need to reduce coca production and gaining political commitment at all levels to support the coca eradication and alternative development program. This campaign will also aim at creating political consensus regarding the coca law, enforcement and interdiction.

3. Goal/Indicators:

The following are the goals of this national public awareness campaign:

- To increase understanding of the problems caused by coca in Peru at all levels. The **indicator** is the increased level of knowledge of the problems.
- To create positive public opinion towards the coca eradication and alternative development program. The **indicators** would be the levels of knowledge of the benefits of coca-free communities.
- To secure political commitment and support to the coca eradication and alternative development program. The **indicators** would include actions taken by political leaders at various levels and their knowledge and attitudes toward the program.
- Promote enactment and implementation of coca laws. The **indicator** for the communication campaign is the increase of knowledge level and attitude changes among law makers toward coca eradication.
- To get influential groups to accept and use public awareness messages and materials developed by the campaign. The **indicators** would include the number of groups supporting and promoting the program.

4. Recommended Overall Approach to Implementing the Task:

The implementation of this task should be contracted to a professional advertising agency that has experience in promoting social causes and designing and implementing campaigns in both urban and rural areas. A second firm, a public opinion polling/audience research firm, will also be contracted (as part of task #4) to conduct a baseline and follow up KAP surveys (including channels of communication) and do focus group sessions on messages, testing appeals, determine potential channels of communication, etc. The audience research and campaign implementation should be done by separate firms to ensure that there is no conflict of interest in carrying out these two functions.

5. Major Activities (steps to design and implement the campaign):

In general terms, the following key steps need to be carried out by the PDA project team to implement this campaign:

- **Overall terms of reference for campaign** – the PDA project team (COP, technical team leaders and communications specialists) in consultation with DEVIDA and USAID prepare, the overall terms of reference for the

campaign, including the audience research. This should include the objective of the campaign, goals it is to achieve, primary target groups and what is expected of them, how this campaign supports the overall communication strategy, and a timetable. Priorities must be assigned to key target groups in which the campaign is directed towards.

- **Prepare RFPs for campaign and audience research** – based upon the terms of reference, prepare two RFPs; one for the audience research component and the second for the implementing the campaign. The audience research will include activities listed in tasks 4 & 5 (slogan development, message testing, pre-testing key materials/programs).
- **Review bids and issue contracts** – use established project methods for selecting and awarding contracts.
- **Briefing meetings** – it is suggested that the first meeting include both the advertising agency and audience research firms to brief them on the overall terms of reference, discuss the roles of each and to develop coordination mechanisms between them. Then there should be a series of meetings with each separately developing specific approaches, work plans, targets, etc.
- **Review and approve plans** – each firm must submit their plans of work for the PDA team (COP, technical team leaders and communication specialist) to review and approve.
- **Monitor implementation of the campaign** – the PDA project communication director should maintain constant contact with both firms throughout the design and implementation of both components and ensure their efforts are coordinated. Periodic briefing meetings should be conducted by both firms with the Communication Committee explaining what is being done, problems, successes, etc.
- **Monitor the results of the campaign** – the audience research firm will monitor the impact of the campaign on the key target audience groups and report back to the project team, the Communication Committee and the advertising agency. The findings of the audience research during the design and implementation phases must be documented so that it can be shared with the other tasks in the communication strategy and with other stakeholders and partners.
- **Prepare case study report** – when the campaign is finished a consultant should be hired to prepare a case study report on what was done, results, successes, constraints and recommendations for future public awareness activities.

6. Roles and Responsibilities of Partners in Designing & Implementing the Task:

The PDA project team (COP, technical team leaders and communications specialists) will prepare the overall terms of reference in consultation with DEVIDA and USAID. The Chemonics communications director will oversee the implementation of the campaign and contractors; and report back to the PDA communication committee what is happening, problems, successes, etc. This will be coordinated with the work DAI is doing with DEVIDA developing communications supporting coca related legislation and for improving the image of DAVIDA.

7. Timetable/Schedule:

The following is a general suggested timetable:

- General terms of reference prepared by mid June 2003
- RFPs issued by 1 July 2003
- Contracts issued by 1 August
- Campaign plans approved by 15 August
- Initial focus group work completed and slogan and key messages agreed upon by 1 September
- Campaign implementation began by 1 October
- Campaign completed by 1 January 2004
- Case study completed by 15 January 2004

8. Estimated Budget:

To be determined.

9. Monitoring and Evaluation Plan of Implementation & Impact:

The monitoring and evaluation plan will include:

- Monitoring the implementation of both campaign components which will include maintaining the agreed to schedule, problems encountered, etc.
- Document findings coming from the audience research for sharing with others
- Monitoring the impact of the campaign through a follow up KAP survey, and if needed, focus group sessions.

10. Key Target Audience Groups for this Campaign:

This general awareness campaign should be directed at the following groups:

- **Political leaders** – this includes all levels from national, regional, provincial and district levels. It also includes legislators.
- **Influential groups** – this is linked to task #3 which will follow up with specially targeted influential groups (such as journalists, religious leaders, NGOs, schools, etc.). This campaign should create a general awareness among these targeted influential groups and open doors for formal contacts with them in order to prepare them to influence political leaders and/or target communities..
- **General public** – it is essential that public opinion be changed by reducing misconceptions of the situation; increasing the understanding of the problems being faced at the national, local and family levels; and benefits of a drug-free Peru.

TASK #3: Campaign for Informing and Engaging Influential Groups

1. Objective:

To engage key opinion leaders to support and promote the coca eradication and alternative development program to (1) by encouraging behavioral change with the political leadership at all levels (including legislators), (2) and behavioral change by target communities and (3) enlist other stakeholder groups.

2. How this Task Contributes to Achieving the Results:

Involving influential opinion leaders is essential in bringing about the needed changes by political leaders, communities and other groups. Therefore, it is important to identify at all levels the key groups who can influence political leaders, target communities and other stakeholder groups; and enlist their participation in the program. Possible influential groups could include community leaders, NGOs, mass media representatives (both managers and journalists), religious leaders, teachers, etc. The general awareness campaign (task #2) should open the doors for this campaign to make direct contact with the key influential groups, provide them information they can use, and enlist their active support in the program.

3. Goal/Indicators:

To identify key opinion leaders and groups, and engage them in supporting the coca eradication and alternative development program. The **indicator** is the number of individuals/groups engaged.

4. Recommended Overall Approach to Implementing the Task:

This campaign is linked to the general awareness campaign (task #2) in that this campaign focuses on actually contacting and working directly with the priority target audience groups. The Communication Committee should identify the priority groups to try and engage in the program and then develop a plan of how this will actually be done with the groups. It is important that each group be treated separately with a specific approach and plan of action. The major focus will be personal contact with these groups as they are essential for the success of the PDA communication program, especially at the behavior change stage.

5. Major Activities (steps to design and implement the campaign):

The following are the recommended steps for designing and implementing this campaign:

- As part of preparing the overall terms of reference for the general awareness campaign, the Communication Committee should identify the priority influential groups (such as journalists, community leaders, etc.) that should be targeted for this campaign. The PDA Communication Director should ensure that the general awareness campaign also targets these same groups.
- A preliminary plan should be developed for each target group. This preliminary plan should include

- Defining what we want the group to do – lobby political leaders (including legislators), promote the program with target communities or other types of support to the program
- Deciding if we need more information on the group and how to gather it, such as through focus groups, surveys, etc.
- Determining how best to contact the group (through an association or some other type of group which represents this group).
- Deciding what might be done for the group to give them knowledge, change their attitudes (if needed) and enlist their participation – briefing meetings, information/fact sheets, training, etc.
- Deciding who will give leadership in contacting and working with this group
- Establish a timetable for establishing contact and initiating work with the group
- Establish initial contact with the group to assess their reactions to participating in the program, what information they need, willingness to carry out various support activities (such as contacting political leaders, working with leaders in target communities), etc. It is key at this time to determine what incentives to provide and the benefits to these influential groups. Task #4 (audience research) might be involved to conduct focus group sessions on some groups in order to gather more information on how to work with them, what messages and appeals to use and the best channels of communication to use.
- With representatives of the group, develop a detailed plan of what the PDA project will do for them – training, information, meetings, etc.
- Implement the campaign following the plans developed with specific groups and keep records of who is contacted, what was done, problems, successes and reactions from the various target influential groups.
- Monitor the implementation to ensure the campaign remains on schedule and if there are problems take corrective actions.
- Monitor the knowledge, attitudes and actions taken by the influential groups. This should be at the end of the work with them.
- Maintain contact interaction with the influential groups providing them up-to-date information and continuing to encourage their full participation in the program.
- Monitor over a longer term (4-6 months) what these targeted influential groups actually do and, if needed, set up more interventions with them. Also, ensure they are using the correct messages that support the program. It would be a disaster if we worked with a group and they turned against the program.

6. Roles and Responsibilities of Partners in Designing & Implementing the Task:

This campaign will involve all the project stakeholders including the PDA project team (COP, technical leaders and communication specialists), DEVIDA and USAID. This will include identifying who the most important influential groups are to be targeted and the working together to enlist the support of these groups for the coca eradication and alternative development program. The implementation of this campaign will be done by all the stakeholders of the PDA project – DEVIDA, USAID and Chemonics (and its subcontractors). This

campaign will also be coordinated and linked to the communications activities supported by the DAI institutional strengthening project with DAVIDA.

7. Timetable/Schedule:

The following is a general suggested timetable:

- Identifying priority influential groups (as part of developing task #2 general terms of reference) – mid June 2003
- Initial plans for establishing contacts and working with each group – July and onward
- Focus group sessions on key groups, if needed, in August
- Initial contacts with groups and developing action plans – August and onwards
- Implementing action plans – September and onwards

8. Estimated Budget:

To be determined.

9. Monitoring and Evaluation Plan of Implementation & Impact for the Campaign:

The monitoring and evaluation plan includes:

- Monitor the implementation of the campaign – schedule, problems encountered, etc.
- Monitor the impact on the target influential groups during and at the end of the interventions
- Monitor what the influential groups do after the interventions are completed – follow up 4-6 months after the interventions

10. Criteria for Selecting Targeted Influential Groups:

The following are some criteria for selecting priority influential groups to target for this campaign. These criteria need to be further developed during the first step in planning the campaign.

- The credibility and potential for influencing political leaders at various levels and/or the targeted communities.
- The potential for succeeding in enlisting the group. Obviously, if it will be impossible for some reason to not enlist a certain group, then they should probably left off the priority group list.
- Groups that would gain something through the interventions.
- Groups which recognize they have social responsibilities to the targeted communities such as school teachers, religious leaders, etc.
- Groups who are already promoting anti drug causes and their work could either broadened or to help enhance their effectiveness. This could be NGOs, community based groups, etc.

Task #4: Audience Research/Public Opinion Polling/KAP

1. Objective:

To provide guidance in designing the campaigns and monitoring their implementation.

2. How this Task Contributes to Achieving the Results:

This task is essential to ensure that the programs/materials, messages and channels of communications are most effective for the various target audiences. The types of activities include:

- Knowledge, attitude and practice (KAP)/public opinion poll baseline and follow up studies for monitoring progress being made with key stakeholder groups.
- Pre-testing messages and materials/programs to ensure they are understood and adopted by the target audience groups.
- Focus group studies involving all appropriate levels of society to gather information for designing campaigns and determining messages.
- Monitoring the implementation of campaigns and their impact.

3. Goal/Indicators:

To support the design and implementation of the three campaigns and message development task. The **indicator** is the integration of appropriate audience research tools into each campaign and the message development task.

4. Recommended Overall Approach to Implementing the Task:

This task will be subcontracted to an audience research/public opinion polling firm. The contract will be an umbrella to support all the other tasks in the audience research, pre-testing and monitoring activities.

5. Major Activities (steps to design and implement this task):

Since this will be contracted out, the following activities will be carried out by the PDA project team:

- Prepare the overall terms of reference for the audience research contract describing the types of research needed, target groups, and how this will fit into the overall communication program.
- Prepare the request for proposal (RFP), conduct the bidding process and select the contractor.
- Conduct a briefing meeting for the contractor by the PDA COP and technical team leaders, the Communication Committee (PDA, DEVIDA and USAID) and any other relevant stakeholder groups. Describe the overall communication strategy and how their work will support all the other tasks.
- Develop a work plan identifying specific research activities they will be responsible for in supporting the three campaign (tasks 1, 2 & 3) and message task (#5).

- The contractor should prepare detailed plans for each of the activities identified describing their approach, steps to be carried out, timetable, budget and deliverables.
- Implement the specific activities in partnership with the campaign teams, technical teams, advertising agency (task #2), and other involved groups. Some of the activities supporting the other tasks include:
 - Task #1: Community Campaign – Baseline KAP study (including identifying communications channels they use) of farmers, community leaders and district and provincial leaders; focus group sessions with same groups and assistance to campaign planners and field teams; pre-test communications materials to be used by field teams; follow up KAP surveys when appropriate; and help documenting experience gained and impact evaluation.
 - Task #2: National Public Awareness Campaign – Baseline KAP (including channels of communications used) for political leaders (including legislators) and other key stakeholder groups (different than those for task #1); pre-test messages (also see task #5) and materials to be used; possible monitoring media exposure of messages; monitor the results of the campaign with various target groups; and help prepare the case study report at the end of the campaign.
 - Task #3: Campaign for Informing and Engaging Influential Groups – Possible focus group sessions with key influential groups (for messages, appeals, channels of communication) and provide assistance to campaign design team; pre-testing messages (also part of task #5) and materials; monitoring impact on key target groups; and conduct post evaluation on selected groups 4-6 months following the campaign.
 - Task #5: Message Development, Testing, Packaging and Disseminating – Focus group sessions (for developing possible slogans) and testing slogans; testing messages for selecting the best and determining how to package; and pre-testing materials.
- Monitor the work done by the research firm and ensure that the findings are integrated into the campaigns.
- Capture any findings from KAP and focus group sessions and package for sharing with the Communication Committee, field teams and other stakeholder groups.
- Capture and document success stories for USAID, DEVIDA and other appropriate groups.

6. Roles and Responsibilities of Partners in Designing & Implementing the Task:

The PDA team will develop the terms of reference for the audience research contract in consultation with the Communication Committee. The PDA communications director will oversee the work of the contractor. The contractor will work with the technical teams and communications specialists involved in each of the campaigns, including the advertising agency contracted to implement the National Public Awareness Campaign (task #2). The contractor will periodically brief the Communication Committee on what is being done, what was found, problems encountered and successes.

7. Timetable/Schedule:

The following is a general suggested timetable:

- General terms of reference prepared by mid June 2003
- RFPs issued by 1 July 2003
- Contracts issued by 1 August
- Initial research activity plans developed by the contractor approved by 15 August
- Initial focus group work completed and slogan and key messages agreed upon by 1 September
- Support to campaigns begin 15 August

8. Estimated Budget:

To be determined.

9. Types of Audience Research Which Could be Done Under this Task:

The following is a brief description of some of the types of audience research that might be done to support the PDA communication strategy:

- **Baseline Research/Surveys** – This is normally knowledge, attitude and practice (KAP) surveys to learn what targeted audience groups are currently doing so that follow up surveys can determine if progress is being made. Baseline KAP surveys generally also include seeking information on what channels of communication are used and preferred by the target groups.
- **Focus Group/Action Research** – This is doing in-depth structured discussions with groups representing the key target groups. This will reveal their perceptions to the program, reactions to various messages, what types of appeals will work best for them, identifying groups that influence them, etc. This research is most useful for using the findings in designing campaigns.
- **Pre-Testing Messages/Programs/Materials** – This is generally done in special focus groups or sometimes with individuals. It is important that the messages and materials are tested on the specific target groups. It is especially important to carefully test slogans and logos which will be used in many campaigns and programs.
- **Monitoring Media Exposure** – When mass media is used, it is often good to monitor how often and when/where they use the materials provided to them. The media or a media monitoring organization can also provide information on the number of people reached, geographic location of the audience and some information on the audience's socioeconomic profiles.
- **Measuring Impact** – Most of the campaigns will need to have follow up KAP surveys or focus group sessions to determine the impact which the campaign has had on the target audience taking the desired actions.
- **Post Evaluation** – It is also important to follow up 4-6 months after the campaigns to monitor if the target groups are continuing the new practices and are still committed to the program.

Task #5: Message Development, Testing, Packaging & Dissemination

1. Objective:

To ensure that the messages used by the campaigns are appropriate and effective.

2. How this Task Contributes to Achieving the Results:

This task supports directly the three campaigns and in some cases other programs operated by DEVIDA and other partners in the following ways:

- Identify common messages/themes and ensure they are effective when used by the three campaigns and other communications activities. This includes the slogan for the coca eradication and alternative development program, key problems caused by coca production and the key benefits of the coca eradication and alternative development program.
- Identify specific messages and ensure they are effective for the various target audiences involved in the campaigns (such as political leaders at various levels, opinion leaders, target communities and farmers, etc.).

This task must be closely linked to Task #4, audience research, for the development and testing of messages. Once messages are developed and tested, this task will then package and disseminate the messages through the campaigns, to partners and to various stakeholder and influential groups.

3. Goal/Indicators:

The following are the goals of this task:

- Messages are appropriate and effective for the various target audience groups. The **indicator** is focus group test results.
- Messages are packaged in a form which the campaigns and stakeholder/influential groups can effectively use. The **indicator** is feedback from the users (could be program promoters, opinion leaders, journalists, political leaders, etc.) of the actual messages and on how they are packaged.
- Messages are disseminated to all appropriate groups and used. The **indicator** is monitoring who receives the messages and how they use the messages.

4. Recommended Overall Approach to Implementing the Task:

This task supports all the campaigns and is closely linked with the audience research (task #4). There will be times when consultants (such as slogan writers, technical writers for fact sheets and other materials) and production houses (for printed materials and audio/video programs) will be contracted to produce specific materials that will support more than one campaign. In other cases, the campaigns will contract and pay for materials that are specific for that campaign.

5. Major Activities (steps to design and implement):

The following are the key activities which will be carried out under this task:

- Development and Testing Slogan – it is recommended the following activities be carried out:
 - Have the audience research firm (task #4) conduct focus group sessions on all the key stakeholder groups (from farmers, key influential groups and national politicians) getting feedback on the current slogan and determine if it should be replaced. The focus group sessions should give good information on ideas, concepts, appeals and specific words which could be used in developing a new slogan.
 - Provide the findings of the focus groups and goals of the program to a professional slogan/copy writer to develop a series of possible slogans
 - Have the Communication Committee and possibly other stakeholder groups (such as CEDRO and other subcontractors) to review and short list the slogans produced by the slogan/copy writer
 - Have the audience research firm (task #4) test the short listed slogans and provide recommendations on which one to use and why
 - Put the agreed upon slogan on all new materials produced
- Develop key messages:
 - The Communication Committee, project technical leaders and other key stakeholder groups need to assemble a list of key messages that might be used – describing problems caused by coca production, benefits of the alternative development program, what actions various groups should take and why, and other information needed by the campaigns and the various partners. Examples of subjects could be the economic impact of coca on Peru, increase in violence, successful communities, the social-economic impact on communities growing coca, etc.
 - Have the audience research contractor (task #4) test these messages on appropriate target groups and report back which are not relevant and which ones should be further developed.
 - Produce fact sheets on all the key messages so that there is a consensus on what is the information to be communicated and that will serve as a base for producing other materials/programs, briefings, etc. See section 10 below for more information on fact sheets.
 - Where needed, test some of the key fact sheets on the target audience groups to ensure that the information is relevant and understandable.
- Work with the campaign teams to ensure that relevant information/messages are available to them and help them to repackage the information into the most effective forms for their use.
- Create an Alternative Development Information Clearinghouse at DEVIDA which contains relevant all the reports and materials generated by DEVIDA, relevant drug-related data from Peru and neighboring countries, reports from previous and other on-going projects/programs, KAP and focus group research reports, best practices from in-country and outside, all the fact sheets and other materials/programs produced by this project and others, case studies and lessons learned, etc. This clearinghouse will be an information resource base for the campaigns, DEVIDA, USAID and all other stakeholder groups. DEVIDA should be active in promoting this information clearinghouse and

encourage as many influential groups to use it as possible include academic institutions, political organizations, etc. This clearinghouse could also be linked to the DEVIDA web site. It is recommended that an information science consultant be hired to do a needs assessment for the clearinghouse and, if concludes it is a relevant program, then to design it, identify resources needed to operate, staffing and their training, etc.

6. Roles and Responsibilities of Partners in Designing & Implementing the Task:

The PDA communication director will oversee this task and ensure that it is linked to each of the campaigns. The Communication Committee will have inputs on identifying messages that should be tested and developed. The audience research firm (task #4) will test the slogan and messages and pre-test key materials/programs.

7. Timetable/Schedule:

The following is a suggested timetable:

- Developing an inventory of possible messages should begin immediately and continue. However the initial list is needed by 1 August 2003 so that testing can begin.
- Testing and development of the slogan – August 2003
- Testing and selecting key messages – 1 September
- Production of fact sheets – begin August and continue
- Needs assessment and design of the Alternative Development Information Clearinghouse – completed by 15 January

8. Estimated Budget:

To be determined.

9. Monitoring and Evaluation Plan of Implementation & Impact of this Task:

The following is recommended to monitor and evaluate this task:

- Monitor the implementation of the slogan and message development, producing fact sheets, dissemination of materials and their use by the campaigns and various stakeholder groups.
- The impact monitoring and evaluation of the campaigns should provide useful information on the effectiveness of the messages which could lead to selecting different messages or modifying existing ones.
- If the Alternative Development Information Clearinghouse is created, the monitoring should focus on the number of users and how they use the information.

10. Suggestions for Producing Fact Sheets

The following is some information on fact sheets and recommendations on how to produce them:

- **What is a fact sheet?** – The term “fact sheet” is a generic term for brief printed materials – generally one or two pages in length – on specific subjects that will be used by the project and partners for providing information to field teams, stakeholders, influential groups (including the mass media), and many other groups. Fact sheets should capture the most relevant facts needed by the various target audiences—policy makers, partners and influential groups. They are designed to be used by intermediary groups who in turn will repackage the information and communicate it to target audience groups.
- **What is the purpose of fact sheets?** – There are two purposes:
 - For a specific subject, a fact sheet puts all the relevant facts on to paper so it can be reviewed for technical content, policy and political appropriateness, and its relevance for the intended audience and program. It is essential to get approvals on the specific facts before other materials (such as news releases, leaflets) on this subject are produced. Fact sheets are the basic information source for producing other communication materials and programs. Getting consensus of the exact messages a project is to relay is often a difficult process; one which fact sheets forces all parties to come to agreement.
 - For disseminating correct and uniform information to intermediary groups. The reason for producing fact sheets is to ensure that all participating groups are relaying the same messages. Fact sheets provide intermediary groups with information which they can integrate into their programs and communicate to target audience groups. Therefore, with fact sheets it more likely these groups will be relaying to target groups the recommended messages and the information will be accurate. Fact sheets should be the beginning step in putting together information that can be used for all the various communication programs in the project.
- **Who are potential users of fact sheets?** – In the case of the PDA project there are many groups who could use fact sheets including the project staff and field teams, policy makers, political leaders and their staffs, influential groups (including NGOs, associations, etc.), media representatives, schools, field workers (in agriculture, health, etc.), donor agencies and their projects, foreign officials and visitors, and many other groups.
- **How to prepare fact sheets** – The following steps have been tested and proven in many countries on many subjects. They should be adapted to the PDA program:
 - **Select subjects** – one of the most important tasks is to identify the subjects which fact sheets will be prepared. The subject must fit the priority messages for the project. The subjects should be specific so that it can be put into a page or two with graphics or photographs included. A series of fact sheets can be prepared for a general subject. A “subject tree” needs to be prepared with multiple sub boxes under each main subject. Each box should represent a subject which a fact sheet is to be prepared. As you go down the subject tree the topic becomes more detailed on a specific subject. It is important that each

fact sheet *covers one specific subject which contains a single recommended practice or theme*. If a fact sheet contains too much information it needs to either be simplified or broken into two or more fact sheets.

- **Establish a production team** – a team consisting of a technical copywriter, a technical person from the project or partner, and a graphic artist/desktop publishing specialist. The writer is the team leader and is responsible for making sure the information can be understood and is relevant to the target audience. The technical person is responsible for ensuring the facts are correct. The artist is responsible to make the fact sheets look good and that appropriate visuals are used to contribute to understanding the message.
- **Prepare draft fact sheets** – the production team should determine the fact sheet series title, titles for individual fact sheets, write the copy, and prepare one or more layouts.
- **Pre-test** – it is always recommended that the draft fact sheets be tested on some of the target groups who will be using them. The main thing to test is their understanding of the fact sheet. If you have multiple layouts they should also be tested. It is also a good idea to test the title for the fact sheet series to make sure it is interesting and communicates the theme you want.
- **Secure approvals** – before fact sheets are put into final form they must be approved by the Chief of Party and appropriate project team members, partners, and in some cases USAID. The approvals will involve checking for technical accuracy, policy issues and understandability.
- **Prepare camera-ready copy and print** – once the approvals are received, the fact sheet will be finalized and printed.
- **Dissemination** – each fact sheet should have a distribution plan such as to field teams, partners, influential groups, media representatives, training courses, policy makers, donor agencies, foreign officials, etc.
- **Archive** – a filing system must be put into place to keep all fact sheets available for future uses.
- **Explore further uses** – as a number of fact sheets are produced they should be put into notebooks for project staff, consultants, and other associated groups. The fact sheets should be organized in problem solving sections in the notebooks so that users can easily locate the fact sheets when preparing for meetings, producing other printed materials or broadcast programs, for officials preparing to be interviewed, or answering questions to clients and stakeholders.
- **How to determine which subjects fact sheets should be prepared** – One of the hardest tasks is selecting the subjects for fact sheets. It is recommended that fact sheets be prepared on all the major subjects/recommendations/issues a project wants to communicate to stakeholders and target audience groups. It is recommended that a "subject tree" be prepared identifying subjects where fact sheets will be prepared. For example, the top of the tree could reflect the overall objectives of the project/program. This could be followed by one fact sheet summarizing each of the project components/programs/campaigns. Under each component there could be a series of subjects at the next layer

explaining the process and specific recommendations. There are a couple criteria for selecting subjects that need to be taken into consideration:

- **Relevance to Target Audiences** – this includes policy makers, partners, influential groups, target audience groups, and other groups important to the project. The subjects selected should reflect concerns of these groups or subjects which they should learn more about.
 - **Importance to Project** – each box in the subject tree should be an important subject which contributes to the project achieving its targets.
 - **Subject Can be Explained in Two Pages** – the subject should be specific enough to be clearly explained (without details) in two pages on one sheet of paper. If it can't be done, then break the subject into sub topics which can be explained in the space available on a fact sheet.
- **Suggested outline for fact sheets** – the following outline has been developed and tested in many countries. It should be modified to fit the needs of PDA:
 - **Series Title** – to be interesting and fit the overall theme of the alternative development program.
 - **Fact Sheet Title** – should be descriptive of the subject for that particular fact sheet, interesting and where possible show the benefit.
 - **Logo and Slogan** – the logo of DEVIDA and overall slogan for the alternative development program
 - **Highlighted Summary** – A summary of the message stressing the positive benefit or why important should be in a box in larger font somewhere prominent in the layout on the front page so that it attracts the attention of the reader and sets the stage for reading the fact sheet.
 - **Main Body** – The body of the main message—maybe 2/3s of a page in length—should include briefly information about:
 - a. what it is
 - b. why important/benefit
 - c. summary how done (if relevant)
 - d. who involved (if relevant)
 - e. when (if relevant)
 - **Frequently Asked Questions** – A series of questions with brief answers should be included. These should be questions which readers would have and be issues that need to be addressed. These questions provide the opportunity to address concerns of readers in positive terms. It gives the fact sheet credibility and allows including relevant information in a brief form.
 - **How to Effectively Disseminate this Information** – in some cases it is important to give the intermediary groups suggestions on how they can package this information for communicating to target audience groups. Examples would be people to interview for mass media, how to organize events, visuals that can be produced, etc. This section does not apply for many fact sheets.
 - **The Facts In Summary** – if appropriate and space is available, the last section should contain bullets stating the primary facts you want the reader to remember.
 - **Where to Get More Information** – at the bottom on the back page should be this section which names the technical specialist, DEVIDA address, telephone number and email address.

- **Date** – at the bottom should be the date prepared; normally month and year
- **Code** – a code should be given at the bottom. It is suggested that the code contain the component number (1.1, 1.2, 2.1, 2.2) and the sequence number for each starting with number 1
- **Graphics** – each fact sheet should have at least one drawing, photograph, chart or some other visual which helps explain the subject and to make the fact sheet more interesting.