USAID IFACS COMMUNICATION STRATEGY

FEBRUARY 2011

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ACRONYMS AND ABBREVIATIONS

AusAID	Australian Agency for International Development
BCC	Behavior change communication
CSO	Civil society organization
DFID	Department for International Development (UK)
FOREST	Forest Resources Sustainability Program
FOREST-IP	Forest Resources Sustainability Program – Internet Portal
GIS	Global information system
GOI	Government of Indonesia
KAP	Knowledge, Attitude and Practice
M&E	Monitoring and evaluation
M3	Multimedia machine
NGO	Nongovernmental organization
PES	Payments for environmental services
REDD	Reduction emissions from deforestation and forest degradation
RDMA	Regional Development Mission for Asia
SFM	Sustainable forest management
USAID	United States Agency for International Development
USAID IFACS	USAID Indonesia Forestry and Climate Support Project
USG	United States Government

EXECUTIVE SUMMARY

The USAID Indonesia Forestry and Climate Support Project (USAID IFACS) is a 47-month program funded by the United States Agency for International Development (USAID) and implemented by Tetra Tech ARD. The project is designed to support USAID Indonesia's Country Program Strategy 2009 – 2014, Objective 2: "Sustainable Management of Natural Resources", Intermediate Result 1 "Improved Management of Forest Ecosystems". Working with government, the private sector, civil society, local communities, and other stakeholders, USAID IFACS seeks to reduce the threats of deforestation and climate change and help the Government of Indonesia (GOI) conserve the country's tropical forests, wildlife, and ecosystem processes, including carbon sequestration, in eight priority landscapes. The period of implementation is from November 2010 through September 2014. The communications strategy is designed to support and enable the three components of USAID IFACS to achieve their objectives.

Achieving USAID IFACS goals and objectives will require government commitment, support from the general public, and behavior change from key environmental actors. Especially to apply correct values to such services and enhance their delivery from forested landscapes through both improved sustainable forest management and governance. USAID IFACS will support **an integrated outreach and communications strategy** to stimulate stakeholder awareness of and support for improved services and practices necessary to achieve overall program goals and objectives. This strategy involves two components. The primary component is composed of **public outreach and communication field activities** that target USAID IFACS stakeholders in each priority landscape to effect commitment and behavior change through campaigns for community conservation awareness campaigns, improved forest management and governance, and increased public awareness. A secondary component consists of **program communication activities** that communicate program results, best practices, and lessons learned in a timely and professional manner.

USAID IFACS anticipates implementing integrated communication and outreach campaigns in each of the eight priority landscapes. **Forest management and governance campaigns** will focus on forest dependent communities, and urban areas including district and provincial capitals. Campaigns will use social marketing to stimulate behavior change to achieve USAID IFACS outcomes. **Public awareness campaigns** will be implemented in target districts focusing on climate change, low carbon development, and other major conservation threats to the area such as forest fires.

Campaigns will be tailored to local conditions and audiences as necessary and managed and coordinated across landscapes. Themes and messages formulated will build upon existing materials wherever possible.

USAID IFACS will implement a **communication strategy** that is responsive to the needs of USAID and its partners, to communicate program results, best practices and lessons learned. This will include the development of a **public web site**; a monthly email list service called **USAID IFACS News**; a set of **USAID IFACS technical fact sheets**; and broad distribution of USAID IFACS technical reports to Indonesian and international audiences.

This document defines the overall USAID IFACS communications strategy and outlines ways and means the project communications team will use to communicate with partners and beneficiaries as well as the approaches and tools that USAID IFACS will use to engage, inform, and promote positive behavior change among stakeholders in the eight priority landscapes.

1. INTRODUCTION

The USAID Indonesia Forestry and Climate Support Project (USAID IFACS) is a 47-month program funded by the United States Agency for International Development (USAID) and implemented by Tetra Tech ARD. The project is designed to support USAID Indonesia's Country Program Strategy 2009 – 2014, Objective 2: "Sustainable Management of Natural Resources", Intermediate Result 1 "Improved Management of Forest Ecosystems". Working with government, the private sector, civil society, local communities, and other stakeholders, USAID IFACS seeks to reduce the threats of deforestation and climate change and help the Government of Indonesia (GOI) conserve the country's tropical forests, wildlife, and ecosystem processes, including carbon sequestration, in eight priority landscapes. The period of implementation is from November 2010 through September 2014.

Achieving USAID IFACS goals and objectives will require government commitment, support from the general public, and behavior change from key environmental actors, especially to apply correct values to such services and enhance their delivery from forested landscapes through both improved sustainable forest management and governance. To do this, USAID IFACS will support **an integrated outreach and communications strategy** to stimulate stakeholder awareness of and support for improved services and practices necessary to achieve overall program goals and objectives. This strategy involves communication campaigns that target USAID IFACS stakeholders in each priority landscape to effect commitment and behavior change, including forestry management and governance campaigns, and awareness campaigns around climate change and low carbon development. It also involves communicating the results of implementation of the strategy, and lessons learned, in a timely and professional manner. USAID IFACS anticipates implementing integrated communications campaigns in each of the eight priority landscapes. A campaign is a coordinated series of linked messages, media, events, and activities, utilizing a variety of communications channels, that focuses on a common theme or themes, is directed at a particular segment of the population (the "target audience"), and aims at achieving a specific objective. Successful social marketing campaigns achieve far more than sporadic advertising and may last from a few weeks or months to several years.

Forest management and governance campaigns will focus on forest dependent communities, and district and provincial capitals. Campaigns will apply social marketing principles and best practices to stimulate behavior change among target groups necessary to achieve USAID IFACS outcomes. Finally, **public awareness programs** around climate change and low carbon development will be implemented in partnership with local media organizations and NGOs in target districts and provincial capitals. These programs will be tailored to local conditions and audiences.

USAID IFACS will implement this **program communication strategy** in a manner responsive to the needs of USAID and its partners, to communicate program results, best practices and lessons learned. This will include the development of a **public web site;** a monthly email list service providing USAID IFACS news and activities updates, in English and Indonesian, called ***USAID IFACS News***; a set of **USAID IFACS technical fact sheets** describing program activities; and broad distribution of USAID IFACS technical reports to Indonesian audiences.

Not all elements of the overall communications strategy will routinely be implemented in all landscapes or districts. Campaigns in each landscape will be managed and coordinated with others by the Communications Officer. Overarching USAID IFACS themes and messages will be communicated through these public awareness programs to disseminate information and 'calls for action' through a range of electronic and print media.

The communications strategy is designed to support and enable the three components of USAID IFACS to achieve their objectives.

- Under component 1, "land and forest resource governance," management and governance campaigns and support for local advocates of governance reform will improve recognition of local community rights and responsibilities and strengthen multi-stakeholder participation in forest and climate-related policy-making and planning.
- Under component 2, "improved management and conservation of forest resources in a changing climate," public outreach and communications will build local awareness and support for a landscape approach to forest management and, together with behavior change communications, encourage adoption of best management practices in forest management. Program communications activities will also increase private sector understanding of the US Lacey Act and build support for Indonesia's "legality standard."
- Under component 3, "private sector, local enterprise and market linkages," campaigns and program communications will provide information on best management practices and market opportunities that foster low carbon development.

This document defines the overall USAID IFACS communications strategy and outlines ways and means the USAID IFACS communications team will use to communicate with partners and beneficiaries. It outlines the approaches and tools that USAID IFACS will use to engage, inform, and promote positive behavior change among stakeholders in the eight priority landscapes. This provides a strategic framework for USAID IFACS communications and outreach, but it may need to be tailored to meet the specific opportunities and conditions in each of the eight sites.

1.1. PROBLEM STATEMENT

Environmental services provided by Indonesia's forests, including biodiversity and carbon, are not well understood and are under-valued by forest-sector actors and stakeholders. Current forest and land use practices are degrading the landscape and forest estate. There is a significant need for changes in forest policy and forest management, as well as land use practices.

1.2. VISION STATEMENT

The USAID IFACS communications strategy, in concert with technical and policy interventions and the efforts of partners and stakeholders, will enable members of forest-dependent communities and the general public living in and around priority landscapes to more fully understand how their forest and land use practices are degrading the landscape, and help them better value forest goods and services. They will recognize and actively seek opportunities provided by new markets for environmental services, business models for sustainable forest management, and increasingly hold government accountable for delivering benefits of good forest management. Better awareness and understanding of issues by government stakeholders will lead to improvements in forest governance policy.

1.3. STEPS IN THE COMMUNICATIONS PROCESS

Communications and outreach activities will be tailored to local conditions and audiences in each priority landscape and district, and not all elements of the overall communications strategy may be implemented in all landscapes or districts. Site-specific campaigns and in each landscape will be managed and coordinated

with others through **the Communications Officer**. It is anticipated that these strategies will be developed and implemented in the following steps:

- Develop detailed, site-specific communications programs with USAID IFACS subcontractors and key stakeholders in each priority landscape, including a social marketing-based campaign with core messages that can be adapted to local audiences, media outlets, and conditions.
- Engage professional service providers for media design, production, media placement, monitoring and testing in selected local outlets in target landscapes.
- Build and support a network of local NGO partners to disseminate information to local audiences and support the multi-stakeholder process.
- Develop a "community of practice" of forest-based enterprises active in target landscapes to exchange information about SFM, PES, and other innovative business models—including how to access private and public sources of finance—and document success stories to attract a widening circle of firms and policymakers.
- Provide behavior change communication (BCC) technical support for engaging communities, local government, and the private sector. BCC will be grounded in local knowledge, attitudes, and practices that affect forests and will reinforce cultural, legal, and economic incentives.
- Create a **public website** in collaboration with FOREST partners to disseminate information, provide capacity building, and build support for project activities.
- Create and maintain a variety of outreach platforms, including email newsletters, SMS text messages, radio spots, posters and banners, and project update stories in Indonesian and English.

2. OBJECTIVES

2.1. COMMUNICATION OBJECTIVES

The communications strategy is guided by two overarching objectives:

1. Creation of necessary conditions that enable stakeholders to develop open dialogue and democratic processes toward sustainable forest management, policies and practices in priority landscapes.
2. Strengthening of mechanisms and processes, such as public hearings and round-table discussions, involving stakeholders (NGOs, CSOs, government agencies, resource user groups, journalists, media outlets, and progressive private sector interests) to engage in a vibrant, productive forest communications network that enables their increased participation.

2.2. INTERMEDIATE RESULTS

The intermediate results are intended to progress the communications strategy and provide ongoing support to other USAID IFACS project components:

- Demonstrate and communicate the value of forest goods and services and benefits of new models of forest management and governance to a wide circle of practitioners.
- Influence policy and practices in districts, provinces, and throughout the forest sector through advocacy and capacity building.
- Mobilize public opinion and action through media campaigns and outreach.
- Provide timely information to target communities on the process of achieving legal, financial and market incentives.
- Identify behavior that prevents or undermines the achievement of USAID IFACS objectives and encourage alternatives helpful for achieving project objectives with tailored messages linked to incentives and development alternatives.
- Provide information and materials to project staff, government officials, outreach practitioners, and other partners to enable them to effectively communicate Project objectives to the media and target audiences.

2.3. GEOGRAPHICAL FOCUS AREAS

USAID IFACS anticipates working in eight priority landscapes located in Sumatera, Kalimantan, and Papua. Most landscapes cross two or more districts, and consequently the implementation of communication activities will occur at multiple levels of political governance.

2.4. GUIDING PRINCIPLES

All aspects of the communications strategy will be guided by principles of both good governance and development practice:

- Commitment to gender equality and marginalized groups.

- Transparency, honesty and trust.
- Local ownership with national support.
- Political neutrality.
- Multi-stakeholder approach.
- Science and threats-based approach.
- Working across landscapes and districts.

3. THEMES AND TARGET AUDIENCES

The overall USAID IFACS communications strategy includes the following guidelines and standards for the design and implementation of campaigns in the eight priority landscapes:

i) A critical element of the approach is to work on technical aspects of forest management across landscapes and should initially focus on selected forest-dependent communities and on forest management and governance aspects at the district level.

ii) All campaigns will center around three communications themes that are high-level messages which promote USAID IFACS objectives. These themes should be sufficiently broad to be consistent across all sites and nationally. Specific campaign messages, tactics, and targets consistent with the broad themes will be developed for the Project, and then tailored if necessary for each site.

The broad themes, along with some suggested activities, are tentatively framed here. But they will be subject to extensive stakeholder consultation and market-testing:

- *Promoting a low carbon economy*: forests provide goods and environmental services that sustain human welfare and support economic development. Environmental services maintain stocks and flows of carbon, water, and biodiversity and are threatened by deforestation and forest degradation. Without these services human quality of life will suffer.
- *Transforming forest management*: new markets for carbon and other forest services (water, biodiversity) along with new forestry business models offer economic opportunities by transforming the way forests are managed. Good forest management is a means to delivering the benefits provided by forests.
- *Improving forest governance*: good governance is the key to attracting investment and sharing the benefits of a new, low-carbon approach to economic growth. Good governance requires government to be accountable to its constituents, maintain rule of law, and ensure equitable access to forest goods and services.

iii) Campaigns should generally target four main audiences, though the development of these campaigns in each specific landscape may focus only on a sub-set of these:

- Forest resource users.
- Investors and the private sector.
- Policy makers.
- Community leaders.

iv) The communications strategy should be designed to mobilize these four target audiences through the coordinated use of media and leadership advocacy in unison with BCC and public education.

4. STRATEGIC DIRECTION AND APPROACHES

4.1. BASELINE KAP SURVEY

A baseline knowledge, attitudes and practices (KAP) survey will be undertaken at each site. The KAP survey will be based on a modification of the KAP survey undertaken during the NRM EPIQ project. This will provide the baseline for developing campaigns and allow for measurement of progress over time. This survey will provide relevant information about community needs, opportunities, problems, potential solutions, and perceptions and reveal useful communication networks and systems, including modern and traditional sources of information, preferred channels, and influential sources. It is important to carefully modify the KAP survey in order to accurately capture all relevant information about the target groups as mandated by the objectives of this Project.

4.2. COMMUNITY—BEHAVIOR CHANGE COMMUNICATION

Modified Behavior Change Communication (BCC) techniques will be used. It is beyond the scope of this project to conduct research. Instead, focus groups will be formed to assist evaluate campaign messages and themes. Effective BCC listens to and understands what the target audience wants and needs and then tailors the program components to meet those needs.

Behavior change communication (BCC) will focus on reducing high-risk behavior, creating and maintaining alternatives, and creating a conducive environment for behavior change among members of target communities. A risky behavior, in this context, is any behavior that prevents or undermines the achievement of USAID IFACS objectives. Examples of high-risk behavior are fire use in peatland or hunting of endangered species.

BCC must be selective: not all risky behavior is susceptible to significant, sustainable change, especially within a project timeframe. In consultation with USAID, we will identify particular high-risk behaviors in target landscapes that pose the most significant threats to forests and their biodiversity, and result in significant carbon emissions. Based on the KAP survey, we will identify the knowledge, attitudes, and practices associated with those behaviors; identify obstacles to change; and identify positive models for alternative, "helpful" behaviors that reduce risks (for example, alternative land preparation techniques that reduce fire risk or livelihood strategies based on the value of biodiversity conservation rather than hunting).[1] Based on best practices and experience from other BCC programs, the USAID IFACS communications team will design strategies to overcome obstacles to behavior change and reinforce helpful behavior. The strategies will address the specific factors that influence people's actions (or inactions). These factors may vary, so BCC strategies in each site will be guided by focal group trials that identify the specific factors that most influence risky behavior and the desired outcomes of behavior change.

[1] If alternatives already exist within the neighborhood of target communities, a "positive deviance" approach may be useful to progressively shift the behavior of outlying individuals towards the positive modeled by others in the community. This approach has been successful in some public health programs.

To address these factors, specific BCC interventions will be developed—increasing awareness, building skills, developing better products and services—that complement the multimedia campaigns encouraging better policies and building social support systems (media, groups, neighborhoods, religion, schools, communities) that reward and reinforce the desired outcomes. Communication strategies in forest-dependent communities will be reinforced by livelihood alternatives and incentives, including payments for environmental services (PES) as they become available and viable at the local level. Others audience groups, including policy-makers and the private sector, will be targeted by social marketing messages in campaigns.

BCC strategies will focus on the three campaign themes of promoting a low carbon economy, transforming forest management, and improving forest governance in ways that sustain forests and their environmental services, including biodiversity. Messages will communicate the costs of risky behavior, the benefits of helpful behavior, and the actions individuals can take to effect change.

The following principles will guide BCC programs:

- Tailor messages to segmented target audience groups. Three main target audience groups tentatively identified for BCC at this stage are forest- dependent community members, village government, and customary (*adat*) leaders.
- Develop attractive, relevant, and effective BCC methods and materials that do not require a high degree of literacy such as story boards, SMS messages, emails, comic books, and others.
- Promote local ownership. Sustainable forest management and biodiversity conservation depends on the people who live in immediate contact with forests and whole livelihoods directly depend upon them. The more local people feel ownership of forests and forestry programs, the greater the incentive for sustainable resource use and conservation. BCC programs will respond to this opportunity.
- Identify and repeat a coherent core of messages frequently enough that the target audience(s) can be well exposed to the messages, understand them, and act on them.
- Use persuasion, emphasizing the benefits target audiences will receive from helpful behaviors compared with the costs of risky ones.
- Draw on lessons and best practices from previous BCC programs, adapting them to the specific needs and conditions of target audiences in USAID IFACS priority landscapes.
- Support BCC with tangible development interventions that provide livelihood alternatives, capable institutions, and incentives linked to PES and other forms of sustainable forest management.

4.3. PUBLIC CAMPAIGNS

USAID IFACS will use a multimedia approach to engender sustained popular interest in public forum and enhance citizen participation in environmental issues, using media and other local institutions capable of independently influencing these forums. Utilizing multiple, pre-existing communications channels, the multimedia machine campaign increases the chance that audiences will be exposed to information a sufficient number of times to absorb and remember it. This is cost effective way for USAID IFACS to convey important environmental principles and themes to a broad audience. The multimedia approach for USAID IFACS will advance public understanding of, and participation in, progressive forest management policies and practices that help meet local needs while generating co-benefits (from the audience perspective) for biodiversity conservation and climate change mitigation.[2] This involves a cyclical, iterative process including but not limited to development of issue-based fact sheets, convening media gatherings for opinion leaders, and airing topical, forest-related issues and expert opinions through local radio and television programming.

[2] We recognize that what are primary objectives for USAID IFACS may be secondary objectives, or co-benefits, for local stakeholders.

Indicative Activities to be conducted:

- Communications material development (e.g., story boards, fact sheets, print materials, and twitter/SMS messages).
- Public events (e.g., plays and theaters, roundtables, field days, public/community forums).
- Large scale media campaign (e.g., Radio and TV commercials, programs and talk-shows at the provincial and district levels).
- Engaging local campaign implementer as appropriate.
- Maintaining relations with local journalist and being a source of information for them.

Public campaigns will be supported at two levels with the majority of the focus at the landscape and district level as described below.

NATIONAL & ACROSS LANDSCAPES

- Develop basic campaign themes.
- Support and coordinate local campaigns.
- Disseminate messages through national media outlets:
  - Local stories with wide appeal.
  - National stories with local relevance.

LANDSCAPE- & DISTRICT-SPECIFIC

- Identify feasible forestry business models appropriate for each landscape with examples to inform local campaigns.
- Leverage local campaign messages to achieve impact in neighboring districts, using provincial media and other channels.
- Develop collaboration with other, similar projects working in the same landscapes and provinces to coordinate messages and share costs.
- Utilize local media and organizations to provide a powerful set of tools to reach local government and district-level opinion leaders.
- Tap the power of local media to present news in ways that appeal to the local audience.

4.4. MEDIA TACTICS

Once the key target audiences, strategic direction, and core messages have been developed, media campaigns will be developed and implemented on an annual basis following a structured approach:

- Produce a steady stream of consistent and credible information and publicity around the three main themes targeted at the primary stakeholders using a variety of appropriate media as identified as appropriate through KAP surveys, and which may include to SMS texting, radio, TV, twitter, and internet.
- Selectively highlight specific, locally relevant issues by breaking the campaign into four periods each year to help focus the messages. One focal issue will be highlighted in each three-month campaign period, always accompanied by messages that develop and integrate the three main themes.
- Present media messages in ways that show how reducing landscape-level threats to the forest helps deliver benefits in line with the three themes (promoting a low carbon economy, transforming forest management, and improving forest governance).

- Involve the various layers of policy-makers and community leaders in multi-stakeholder dialogs around various, forest- related issues. These should be supported with factual information drawn from textbooks, published studies, the USAID IFACS technical work and other sources.
- Identify and support 'spokespersons' with good advocacy skills to deliver campaign messages to the media. Spokespersons can be drawn from local communities, CSOs, academia, the business community, and government to enhance credibility with these segments of the target audience.
- Develop fact sheets, story boards, comic books and other outreach materials as appropriate on focal issues and themes that convey general and specialized information, the results of initiatives to improve forest management, and "success stories" about USAID IFACS activities.
- Encourage and support local partners to mobilize their constituents to participate in activities linked to focal issues and campaign themes.

4.5. PROGRAM COMMUNICATION

USAID IFACS will implement a **program communication strategy** as a secondary and minor part of its overall communication strategy, responsive to the needs of USAID and its partners, to communicate program results, best practices and lessons learned. These partners include USG agencies working in Indonesia on climate change and forest management and USAID Indonesia/RDMA implementing partners working in these areas. This will include the development of a **public web site**; a monthly email list service providing USAID IFACS news and activities updates--including USG partner activities--in English and Indonesian, called **USAID IFACS News**; **USAID IFACS technical fact sheets** describing program activities; and broad distribution of USAID IFACS technical reports to Indonesian audiences.

USAID IFACS will help manage and coordinate the work planning and performance monitoring of IFACS and the USAID/Indonesia Forest Resource Sustainability Program (FOREST) through an approach led by our COP involving participatory work and performance planning, the establishment of a Partner Coordination Committee and Technical Advisory Groups, protocols for communication, and the establishment of a FOREST Internet Portal. To assist in the collection, processing and systematic distribution of information, USAID IFACS will establish a FOREST Internet Portal (FOREST-IP). The web portal may include planning and coordination tools, documents libraries, project databases, technical workspaces/chat rooms, and GIS-based project mapping. This will be a public website with varying levels of access authorization.

USAID IFACS may collaborate in the UN REDD knowledge network, or other established knowledge networks.

5. COMMUNICATION LANGUAGE, CHANNELS AND PROCESSES

Communications channels and processes will be selected after target audiences, methods, and tactics are determined and developed for each priority landscape. English and Bahasa Indonesia language will be used as appropriate, in consultation with the COTR. Specific large scale activities with significant costs (such as television costs, journalist field visits, cross-site visits and study tours) will be included in future work plans. All media activity content will be approved in advance by the COTR. The following table provides indicative channels and processes that may be utilized:

Activity	**Provincial**	**District**	**Community**
▪ TV, radio and talk shows*	X	X	X
▪ Twitter, SMS texting, e-mail, internet	X	X	X
▪ Articles print news stories	X	X	
▪ Op ed and Letters to the editor	X	X	
▪ Magazine feature stories	X		
▪ Journalist field trips resulting in print news and magazine feature articles*	X	X	
▪ Media events	X	X	
▪ Events and exhibitions		X	X
▪ Round table discussions	X	X	
▪ Public consultation/hearings		X	X
▪ Posters and billboards		X	X
▪ Interpersonal communication and outreach communication through informal organizations and cadres			X
▪ Promotional materials (stickers, flyers and brochures)			X
▪ Creative media (theatre, drama, concerts, competitions)			X
▪ Institutional communication channels (churches, mosques, CSOs, customary institutions			X

▪ Information, education, and communication materials (flip-charts, DVDs, story boards, comic books, booklets)		X	X
▪ Cross-visits and study tours*		X	X

** Activities requiring prior USAID approval for activity in annual work plan.*

6. MONITORING AND EVALUATION

A communications monitoring and evaluation (M&E) plan will be formulated by the USAID IFACS communications team and the M&E specialist in order to gauge achievements in the three main program areas: multimedia machine (M3) campaigns, behavior change communications (BCC), and program communication. It will also support programmatic adjustment based on acquired data, support advocacy, contribute to stakeholder participation, and contribute to general knowledge of forest management and conservation. The communications M&E plan will be designed to meet the following aims:

- Establish a baseline, using a KAP process as described in Section 4.1 above.
- Assess the progress and impact of USAID IFACS communication activities on (a) key program outcomes such as the level of multi-stakeholder participation in forest landscape management forums; (b) forest management and governance behavior; (c) behavioral variables such as knowledge, attitudes, and practices (KAP) at the individual levels in a frequency to be defined in the project PMP. Periodically update and adjust the communications strategies and programs based on analysis of interim results and recommendations for improvements.
- Document performance of the communications program to assist USAID IFACS management to maintain quality, comply with the approved project design and contractual obligations, and coordinate communication activities with other project components.
- Understand how the project has been experienced and perceived by community members and partners.
- Contribute to project evaluations.

The USAID IFACS communications team and the M&E specialist, in consultation with the COTR and key national and local partners, will develop a list of process and impact indicators, identify the source of information for each indicator, and prepare a plan to collect and analyze the data.

As noted in section 4.1 above, a knowledge, attitudes and practices (KAP) survey will be undertaken at each site which will provide the baseline profiles for target populations in each landscape, against which the project will measure progress over the life of the project. These surveys will be repeated over the course of the project as required to measure progress of the project on changes in knowledge, attitudes and practices.

7. BRANDING

All project communications will be branded with the USAID logo as per the USAID branding guidelines and the Tetra Tech ARD branding and marking plan.

8. STAFFING

The USAID IFACS communications strategy will be implemented by several project staff working in concert to accomplish the project communications objectives. The Project's Communications and Learning Specialist (CLS) will lead the overall implementation of the communications strategy, supported by communications/outreach officers (COOs) in each of the regional offices. COOs will engage local counterparts (either in the form of hired staff, seconded staff, or local NGOs or firms) as needed to carry out landscape level communication activities. COOs will report directly to regional coordinators on a day to day basis, but will have technical lines of reporting to the CLS. The CLS will work closely with the COP and key personnel responsible for the core program components to ensure communication and outreach activities are designed to support the core project deliverables.

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