ECONOMIC GROWTH SUPPORT ACTIVITY (EGSA)

STRATEGIC COMMUNICATION PLAN (SCP)

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INTRODUCTION

DevTech Systems is pleased to submit this Strategic Communications Plan (SCP) for the USAID/Indonesia Economic Growth Support Activity (EGSA). The SCP will guide EGSA staff and consultants in promoting the activity’s goals and objectives during the implementation phase.

This document first provides a brief background of EGSA and its central goals and objectives. It then briefly explains the principles that form the basis for guiding the execution of the SCP. The document also includes a section on SCP’s overarching objectives and how the Activity’s team will ensure the effective implementation of the plan towards achievement of the EGS’s programmatic goals. This document also outlines communication activities, engagement tools and tactics in details to help achieve EGSA’s communicate its deliverables, assessments and key trends derived from analytical work, while at the same time ensuring that USAID’s profile is appropriately recognized by the EGSA’s audiences including the Government of Indonesia (GOI), Civil Society Organizations (CSOs) and Indonesia’s other development partners.

BACKGROUND

Indonesia, the largest economy in Southeast Asia and an emerging middle-income country, has made impressive progress in growing its economy, maintaining stable inflation rates, and creating a strong job market since overcoming the Asian financial crises of the late 1990s. The continued sound macroeconomic and fiscal management, free trade policies, and stable exchange rate and inflation helped the country grow at a more stable rates and improve welfare outcomes across the country.

However, despite significant gains, economic growth has been slowing down and is still far below the pre-Southeast Asian financial crises level. Indonesians still face significant economic and social problems where more than 25.9 million Indonesians still live in poverty with an additional over 20 million people vulnerable to slipping into poverty. Majority of the poverty is centered in rural areas while the inefficient economic activity distribution only worsens Government of Indonesia (GOI) attempts to improve welfare outcomes and reduce poverty.

The current account deficit (of the balance of payments) is worsening as the country faces low levels of foreign direct investment (FDI). The inability of the financial markets in minimizing economic distortions and the resulting capital outflow pressures are leading to the depreciation of Indonesian Rupiah (IDR) and reducing levels of foreign currency reserves. FDI as a share of the country’s Gross Domestic Product (GDP) remains low compare to many other economies with similar level of social and economic development. The country’s high degree of FDI restrictiveness resulting from complex business enabling environment and unnecessarily stricter legal environment and cumbersome immigration procedures directly contributes to the status quo. In the face of the persistent poverty and the growing urban rural gap in economic activity, strengthening the country’s public financial management (PFM) systems can improve both efficiently and timely public and social service delivery while increasing the country’s revenue collection and improving its Journey to Self-Reliance (J2SR).

USAID recognizes that broad-based economic growth across all sectors is essential to sustainable and inclusive long-term development as it creates opportunities to reduce poverty, improve access to assist services at both central and local levels and enable the country to stand on its own feet and become a more self-reliant nation. USAID’s EG programs around the world include assisting partner governments and institutions in economic policy and analysis, improving PFM systems, improving trade and increasing investment, particularly FDI, increasing private sector engagement, improving
the enabling environment for private sector and empowering women as well as ensuring women play key role in the country’s development.

At a strategic level, the U.S Government is advancing a whole-of-government approach for the a free and open Indo-Pacific region in line with the President’s vision and is focused in three areas; creating open and transparent markets to unlock private enterprise-led growth; advancing citizen-responsive governance that adheres to a rule-based order and building a resilient network of security partners capable of addressing shared threats. At an operational level, USAID is reorienting its strategies, partnership models, and program practices to achieve greater development outcomes and work toward a time when foreign assistance is no longer necessary. Through its J2SR, USAID seeks to empower GOI to achieve locally sustained results, helping the country to mobilize its domestic revenues, strengthen local capacities, and accelerate enterprise-driven development.

The Economic Growth Support Activity (EGSA) enables evidence-based decision making through ongoing analysis linking the Indo-Pacific Strategy (IPS), Journey to Self-Reliance (J2SR), and GOI priorities and potential USAID/Indonesia assistance under USAID/Indonesia’s next Country Development Cooperation Strategy (CDCS). EGSA also aims at increasing and improving GOI technical capacity in tax collection, public expenditure, and financial accountability while improving business enabling environment for foreign and domestic business entities.

EGSA’s purpose is to provide consulting services to help USAID/Indonesia begin to reengage in the economic growth space. This includes, but may not be limited to; (i) assisting USAID/Indonesia in determining target areas for technical assistance under the Mission’s next Country Development Cooperation Strategy (CDCS) that address the main constraints to sustained economic growth and poverty alleviation; (ii) assisting the GOI in strengthening its capacity with respect to effective tax collection and improved execution of the budget; (iii) assisting USAID/Indonesia to strengthen its working relationship with central government ministries in support of future collaboration with USAID/Indonesia; and, (iv) assisting USAID/Indonesia in identifying partners to support and leverage their tasks among the GOI, donors, and the private sector.

THE STRATEGIC COMMUNICATION PLAN (SCP)

This Strategic Communications Plan (SCP) is based on the notion that development interventions are more effective when communications contribute to achieving programmatic objectives. Part of this includes communicating at the right time, with the right message, and using the right tool/channel to reach to all stakeholders. They include the GOI central ministries and organizations, relevant sub-national governments, national and local legislators, donor agencies working in the area of EG portfolio, PFM and private sector engagement (PSE), CSOs and local population as the ultimate beneficiaries of improvements in the GOI technical capacity.

The real and sustainable economic change depends on ability of the communication process to ensure that all stakeholders fully understand the dynamics of the status quo, the prevailing challenges, the opportunities and the need for economic change and their willingness and ability to participate and own the process. This outlines the significance of the effective communication which can help to unveil divergent views and knowledge of different stakeholders – GOI’s development agenda including the President’s five reform priorities, USAID’s policy, tools such as J2SR and practices, other donors’ development interventions, private sector’s creative and local solutions, a
holistic understanding of the market forces and available opportunities, and local knowledge — all together can ensure the success of the EGSA towards its programmatic objectives.

The SCP outlines strategic communication strategy and engagement approach to help achieve EGSA’s programmatic objectives, while at the same time ensuring that USAID’s assistance (from the American people) is significantly recognized by the EGSA’s audience. Communication process includes a wide range of activities including sharing information and findings, communicating key messages to EGSA’s stakeholders, audiences and counterpart agencies, and creating an enabling environment for improved stakeholders’ engagement.

An improved enabling environment can allow diverse group of stakeholders (i.e. USAID, GOI national and sub-national governments, donors, multilateral organizations, private sector, CSOs, representative of national and local legislators, and general public etc.) to come together and openly debate challenges in the area of economic growth impediments, the adequacy of PFM systems, transparency and accountability in management of public funds, the role of women in economic and social development, and the operating environment for private enterprises and their contribution in the economic and social development of Indonesia. The availability of such a platform will ensure a unified understanding and significance of the problems and challenges and will help in the identification of a balanced response and adequate development interventions to ensure the achievement of EGSA’s objectives.

**PRINCIPLES OF THE SCP**

EGSA’s SCP is based on the following key principles.

- **Strengthening the evidence-based decision making:** EGSA will produce key assessments and analyses including donor mapping, GOI demand mapping and other analytical documents and reports that will identify gaps in the EG areas for future development interventions and assess PFM capacity required for effective service delivery and improved transparency and accountability. Communicating key trends and findings will be based on evidence and will be clearly articulated in EGSA’s communication tools.

- **Transparency and accountability:** The Activity will seek ways to unveil the existing barriers to transparency in public financial management and build capacity of GOI at both central and local levels to ensure that information is widely shared and available to the public through various channels, including publishing various reports and data on relevant organizations’ websites. EGSA’s communication tools will highlight them as appropriate.

- **Clarity in understanding:** EGSA will seek to bridge the information gap and improve knowledge and understanding of various concepts in EG programming, strengthening PFM systems and the enabling environment for private sector and will aim at addressing existing knowledge gaps about Indonesia’s future economic growth potential that needs to be unlocked in the interest of development in Indonesia and the region.

- **Inclusivity:** The Activity will pursue all avenues to ensure inclusivity of the process it plans to assist to both USAID Indonesia and the GOI. The Activity will hold extensive consultations with the relevant stakeholders at all levels and findings of its analysis and reports will be widely disseminated through various mechanisms such as workshops, conferences and focused-group discussions.
Ownership: EGSA will seek to coordinate interventions with its counterparts at the GOI institutions at all levels and will ensure local ownership the Activity’s interventions.

Collaboration: EGSA aims at building positive relationships between various groups and stakeholders engaged in the socio-economic development of Indonesia including private sector, USAID/Indonesia, other donors, multilateral organizations, CSOs, and GOI. EGSA will establish and improve collaboration between USAID/Indonesia and GOI institutions.

Consistency: EGSA will seek to ensure consistency in its messaging throughout the Activity’s life.

COMMUNICATIONS OBJECTIVES

EGSA recognizes the significance of effective communications throughout the Activity’s implementation. Communication is especially important in times of producing and delivering the Activity’s results, outcomes, and objectives. Accordingly, the core objectives of this plan are as follows:

- Communicate that the assistance (in the form of this activity and its results/impacts) was made possible through the generosity of the American people.
- Increase the profile of the identified EG areas and USAID’s continued commitment to foster private sector led economic growth, improve self-reliance, and advance citizen-responsive governance in Indonesia.
- Increase awareness of the importance of improving tax efficiency and budget execution and how this will advance Indonesia’s self-reliance bring greater prosperity to more Indonesians.
- Strengthen collaboration, coordination and working relationships between USAID/Indonesia, GOI, donors and the vibrant private sector in support of development effectiveness and private sector development; and
- Ensure accuracy and coherence delivering key messages and updates and provide regular updates to all stakeholders about implementation progress across all Activity’s tasks.

EGSA Chief of Party (COP) will lead the implementation of this SCP. The team will also ensure that USAID Marking and Branding Strategy and the Branding and Implementation Plan as detailed in the Automated Directive System (ADS) Chapter 320 and Marking Plan will be observed in Activity implementation. Within regular work plans, EGSA will explain specifically how this strategic communications plan will be implemented to help advance the objectives of the work plan.

EGSA’s field team will be supported by a by national Communication Specialist STTA and a headquarter-based Program Manager in the implementation of the SCP. The team will develop communication materials in support of improved collaboration among EGSA’s stakeholders which will help publicize the program and achieve a very high-level of public visibility through an array of additional communications activities.
TARGET AUDIENCES

EGSA will plan to deliver key information and disseminate key messages from reports, assessments, and deliverables to a range of stakeholders and audiences in Indonesia. We categorize the targeted audiences for EGSA into two categories as follows.

PRIMARY AUDIENCES

EGSA’s team under the leadership of the COP will establish a regular contact and communication with the Activity’s primary audiences to promote the Activity goals and objectives and ensure they get timely updates on the EGSA’s achievements and highlights from assessments, studies and reports. Potential primary audiences are as follows.

- GOI ministries and agencies, including the Ministry of Finances, Ministry of Villages, Coordinating Ministry of Economic Affairs, National Investment Coordination Board, etc.
- Select sub-national governments, including Provincial Government of DKI Jakarta and City Government of Surabaya
- Private Sector Partners and agencies,
- Indonesian Chamber of Commerce and Industries (Association) / KADIN Indonesia and other business associations, including professional associations (lawyers, appraisals, accountants, etc)
- Academic institutions and think-tanks with interest in economic growth, public financial management reforms and private sector development
- Government Media Center, national media representatives, international media based in Jakarta with interest in EGSA supported activities.
- Women-owned businesses in Indonesia
- Civil Society Organizations (CSOs) and targeted focused organized groups of women and youth.
- General public

SECONDARY AUDIENCES

- International donor agencies supporting economic growth PFM reforms in Indonesia including Australian Department of Foreign Affairs and Trade (DFAT), Canadian International Development Agency (CIDA), British Embassy’s Foreign and Commonwealth Office (FCO)
- International Financial Institutions (IFIs) including the International Monetary Fund (IMF), the World Bank Group and the Asian Development Bank (ADB).
- Others as suggested by the Task Order Contracting Officer Representative (TOCOR) and Development Outreach and Communication (DOC) team.

KEY MESSAGES

All communications and materials directed to audiences will acknowledge that they were produced with assistance “from the American people”, whether through affixed USAID logos (marking) or messaging (branding). In all communication materials and EGSA-supported events and workshops, the Activity will be marked using the USAID logo following EGSA’s Branding Implementation and Marking Plan (BIMP).
To ensure proper branding, EGSA will use the message triangle to describe the WHAT, HOW, and WHY statement as described below:

- **WHAT**: EGSA will describe the achievable goal. A successful “what” statement will explain in clear, understandable language what EGSA is trying to achieve while communicating the context and persuasive argument for the activity’s work and objectives.
- **HOW**: EGSA will explain the unique approach used to achieve the goals while demonstrating the value added to the overall work of development.
- **WHY**: The “why” message will appeal to the common good. It will connect to their sense of reason and emotion, and it will tell them why they should care in terms of: it is the right thing to do, it is good for local/global economies, it protects all of us and our shared resources, shared progress and shared future.

The SCP’s objectives stated in section 4 will be achieved through a range of “general” and “audience-specific” messages.

**GENERAL MESSAGING**

General messages will increase the profile of USAID’s assistance from the American people and assert:

**WHAT**: USAID assistance to Indonesia provides support to advance broad-based economic growth across all sectors, which aims to create a sustainable and inclusive long-term development in Indonesia.

**HOW**: USAID engages in Economic Growth programs assisting GOI institutions in economic policy analysis, improving PFM systems, improving trade and increasing investment particularly FDI, and increasing private sector’s engagement.

**WHY**: USAID assistance in Economic Growth is essential to achieve sustainable and inclusive development, which will; (i) help GOI create opportunities for poverty reduction, improving access to social service, and enable the country to be a more self-reliant nation; (ii) encourage for more free and open Indo-Pacific region with open and transparent markets that are essential to unlock private enterprise-led growth and where national governments are more responsive to the citizens’ needs and (iii) bring prosperity and health to all Indonesians as well as the United States.

**SPECIFIC MESSAGING**

EGSA will have specific messages and communication with specific stakeholders and audiences that will emphasize the “General Messages” through a more tailored approach to specific stakeholders. These specific messaging are communicated in such way that the target stakeholders and audiences understand the intended impact of USAID’s assistance to Indonesia. The table below provides a snapshot of some of the specific messages to individual stakeholders.
TABLE 1. SPECIFIC MESSAGES TO SPECIFIC STAKEHOLDERS

EGSA STAKEHOLDER(S) | SPECIFIC MESSAGES
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Government of Indonesia (GOI) officials in including the central government agencies and sub-national governments | • Increase USAID engagement in the Indonesian economic growth sectors to support the achievement of GOI development priorities including the President’s five reform priorities and J2SR
 • Improving technical capacity of the GOI officials in improving budget execution to better finance public service at central and sub-national government levels
 • Improving service delivery at local levels through strengthened and accountable PFM systems.
Business leaders in the private sector | • Creating economic opportunities by liberating productive potential and attracting investment to the country
 • Improving ease of doing business in Indonesia to encourage foreign and domestic investment
Indonesian Population | • Creating economic opportunities by increased foreign and direct investments in Indonesian economy
 • Improving fiscal transparency and increasing accountability through strengthening PFM systems to create efficient government budget and revenue systems
 • Inclusion of local priorities in the national budget preparation to achieve better outcomes of government budget
Women | • Increasing opportunities for women to participate in job market and business ownership
 • Increase women potential and competitiveness in workforce through on-job trainings
International Donor Community and International Financial Institutions (IFIS) including the World Bank, International Monetary Fund (IMF) and the Asian Development Bank (ADB) | • Improved development cooperation and increased collaboration on development efforts in Indonesia
 • Enhanced working relationship between USAID and Indonesia’s development partners

COMMUNICATIONS ACTIVITIES AND TOOLS

COMMUNICATION ACTIVITIES

The communications activities will publicize USAID’s results and impact, provide information about EGSA’s activities (and that it is from the American people) and achieve a very high-level of public visibility. Communications activities will include, but are not limited to: launching the Activity¹ and other Activity’s milestones (to be determined with TOCOR and DOC, as appropriate), community

¹ This was planned for April 2020 but given the evolving situation with regards COVID-19, this will be planned for some future time when the crisis ends.
events, announcing research, briefing papers/reports, research publications, spotlighting trends in the sector, highlighting Activity’s impact or beneficiary stories, media briefings, general awareness activities, and media visits to the Activity sites (i.e. press conferences, training completion ceremonies etc.).

**COMMUNICATION TOOLS**

The COP, with support from a Communication Specialist (STTA), will produce the Activity’s communication tools and activities and will ensure that USAID written approval is secured prior to the production and dissemination of the outreach and communication materials. The following communications tools and products could be utilized appropriately depending on the target audience in order to publicize the USAID’s results and impact:

- USAID/Indonesia’s Facebook, Twitter, LinkedIn posts
- Press releases and other materials for media engagement,
- Press conferences (when applicable)
- Media interviews
- Site visits,
- Success stories to be published on USAID/Indonesia platforms,
- Beneficiary testimonials,
- Professional photography, videos, and
- Webcasts, e-invitations, or other e-mails sent to group lists, such as participants for a training session, and other Internet activities.

In accordance with the nature of EGSA as an activity which conducts research, assessments, and produces reports, the following additional communication activities and tools will be developed.

**RESEARCH ASSESSMENTS, REPORTS AND DELIVERABLES**

Research assessments and reports under all the three objectives, quarterly and annual progress reports and success stories will form as main Activity’s implementation deliverables.

**MATERIALS FOR TRAININGS AND WORKSHOPS**

A training package including presentations, case studies, articles and reports will be developed for trainings and workshops. All the materials will be produced in accordance with the USAID Branding regulations found in ADS 320 and the USAID Graphics Standards Manual.

**TRAINING AND WORKSHOPS’ REPORTS**

EGSA will be providing specialized trainings in PFM areas to the GOI officials (central and possibly sub-national government) and the training reports will be produced and disseminated widely (following USAID’s approval).

They will be properly marked/branded according to the BIMP and will feature the appropriate disclaimer language, i.e.:

*This study/report/audio/visual/other information/media product (specify) is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of [insert recipient name] and do not necessarily reflect the views of USAID or the United States Government.*
SOCIAL MEDIA

Indonesian society is rapidly becoming a modernized society where large number of the population have access to social media through smart phones. Social media campaigns are considered among the most effective ways to reach out to larger groups of audiences and inform them about USAID’s goals and achievements in economic growth area. EGSA will use USAID Indonesia’s existing social media platforms to share Activity’s updates such as, but not limited to: milestones, trainings, research, publications, site visits, and success stories. EGSA experts will provide content of these updates under USAID’s guidance and submit them to DOC for publication on USAID’s social media platforms.

PRESS RELEASES AND PRESS EVENTS

EGSA will closely coordinate with both USAID DOC and press/media departments of relevant GOI institutions on press events. EGSA will inform DOC and COR of any potential or planned press events to include USAID or other USG participation as far in advance as possible to facilitate coordination and clearances.

EGSA will develop a generic press release template for TOCOR approval, in consultation with DOC. EGSA will ensure that any USG quotes to be included in an EGSA press release to have full clearance, which DOC will coordinate. DOC reserves the right to provide inputs on draft press releases created by EGSA.

MONITORING THE SCP ACTIVITIES AND REPORTING

EGSA team with support from Home Office will regularly monitor the implementation of the SCP. Additionally, short-term technical assistance (STTA) will support the implementation of the SCP.

EGSA’s quarterly progress report will include a section on the implementation of the SCP that will include communications related deliverables including quarterly progress report of media coverage/press clips, website and social media reach, success stories, press releases, and training reports. In addition, a similar reporting section will also be included in the annual progress report and the activity completion/final report.