

EMPOWERING COMMUNITIES FROM THE GROUND UP Through collective action

COMMUNICATION STRATEGY 2015-18

Khyber Pakhtunkhwa Community-Driven
Local Development (CDLD) Policy



Khyber Pakhtunkhwa Community-Driven Local Development Programme
GOVERNMENT OF KHYBER PAKHTUNKHWA

EMPOWERING COMMUNITIES

Prelude by the Secretary Finance, Government of Khyber Pakhtunkhwa

Do we need a communication strategy in the first place? The answer to that question is a definite “yes”. That is because at the center of the Community-Driven Local Development (CDLD) Policy lies the goal of empowering the citizens of Khyber Pakhtunkhwa in articulating their very own development priorities. The success of this approach is to a large extent dependent on effective access to information and systematic application of knowledge. Strategic communication remains one of the key means through which it can be ensured. It is thus as critical for CDLD operations as it is for other development initiatives.

Our CDLD Policy is rooted in the belief that given the right policy environment and access to information services, ordinary citizens can prioritise their needs, find appropriate solutions and become partners in long-term sustainable development through collective action with the government.

The phenomenal surge of social media platforms, the consistent upward growth of mainstream media channels, the advent of new innovations in communication technologies, and the vibrancy of civil society are breaking new grounds for public outreach and citizen engagement in Khyber Pakhtunkhwa (KP). To keep pace with the evolving communication trends and to ensure that the CDLD Policy delivers on its goal of actively involving local communities to improve frontline public service delivery, this communication strategy will lead the way in strengthening our information and communication management practices.

While traditional approaches to communication generally focus on top-down information flow,

the CDLD strategic communication approach is aimed at interventions designed specifically to enlighten, educate, and engage target communities at the grassroots level. We seek to share information and create knowledge which can be applied towards decision making, accountable management, social mobility, behavioural change and collective work that will lead to effective implementation of CDLD Policy as a pilot in the six districts of Malakand Division.

The communities will be empowered through media communication, citizen engagement, social mobilisation, and public outreach in a sustainable manner, as outlined in strategic communication action plan. The strategy is aligned with the provincial government’s reform priorities to integrate strategic communication within local development initiatives. The core purpose of the communication strategy is to provide information to our citizens, partners and stakeholders, and in doing so, sustain two-way dialogue for successful CDLD implementation.

“Empowering Communities from the Ground Up through Collective Action” prioritises our communication activities over the next three years - **2015-2018** - as the guiding document on improving our communication processes within the context of Khyber Pakhtunkhwa CDLD Programme. We are privileged to have the valuable assistance from the European Union during the development phase of this strategy. I am pleased to inform you that our strategy not only promotes mutual learning, but also inspires collective action. Therefore, let us work closer and together in our shared goal of “empowering communities from the ground up through collective action”.

SECRETARY FINANCE

Government of Khyber Pakhtunkhwa

TABLE OF CONTENTS

		PAGE
	Overview of contents and aspects of KP-CDLD Communication Strategy	5
1.0	Communication Strategy Rationale <i>Why does the KP-CDLD Programme need a communication strategy?</i>	6
2.0	Communication Strategy and CDLD Implementation <i>What is the essence and purpose of strategic communication for CDLD?</i>	9
3.0	Communication Audit <i>What are the prevalent challenges and opportunities for CDLD communication?</i>	10
4.0	Communication Strategy: The Five Key Components <i>How do we go from communication ideas to communication actions?</i>	12
4.1	Setting the Communication Framework	13
4.2	Analysing the Communication Stakeholders	15
4.3	Formulating the Key Communication Messages	18
4.4	Specifying the Communication Methods	20
4.5	Outlining the 3-year Communication Action Plan	24

LIST OF *ACRONYMS*



CBO	Community Based Organisation
CDLD	Community-Driven Local Development
CDS	Comprehensive Development Strategy
CFP	Communication Focal Person
GoKP	Government of Khyber Pakhtunkhwa
IDS	Integrated Development Strategy
IEC	Information, Education and Communication
KP	Khyber Pakhtunkhwa
LGA	Local Government Act
MIS	Management Information System
NGO	Non-Government Organisation
RMU	Reforms Monitoring Unit
RTIA	Right to Information Act
RTPSA	Right to Public Services Act
SRSP	Sarhad Rural Support Programme

EMPOWERING COMMUNITIES

A brief overview of the key contents and aspects of the KP-CDLD Communication Strategy

The Government of Khyber Pakhtunkhwa has embarked upon a revolutionary governance model entitled as the Community-Driven Local Development Policy. The policy has its objectives rooted in the philosophy of mobilising and involving local communities directly as a catalyst of sustainable local development. Therefore, the policy takes a paradigm shift from the top-down focus to a more participatory bottom-up approach in pursuit of improving the quality and availability of frontline service delivery.

Community-Driven Local Development (CDLD) is an approach that provides communities greater control over decisions and resources that affect their development. The strategic use of communication tools and techniques to assess obstacles to the process and use information effectively is crucial since the CDLD approach relies primarily on people and strives for their empowerment.

The CDLD Policy is being implemented by the Finance Department's Reforms Monitoring Unit in coordination with the six district administrations in Malakand Division. To engage implementing partners, mobilise community-based organisations, inform citizens about the policy objectives, and develop a coordinated approach among all the partners for collective action, the long term communication strategy has been prepared. The strategy is an outcome of detailed review of the existing provincial government's policies and indepth assessment of the communication priorities for successful CDLD policy implementation.

The communication strategy been developed in a step-by-step process through wide and diverse

consultations. It provides knowledge, experience and ideas on using communication messages and platforms effectively to integrate strategic communication as a key functions in CDLD specific planning and implementation activities.

The narrative part of the strategy begins with setting the context for the communication strategy with answering the fundamental question, "why does the KP-CDLD Programme need a communication strategy". The strategy document then builds further to determine the scope and purpose of strategic communication with specific reference to CDLD Policy implementation.

In the preceding section, the communication capacity audit of the institutions responsible for CDLD implementation has been conducted in order to assess the present capacities of undertaking strategic communication and then linking them up with existing challenges and opportunities. The last and the most important section of the communication strategy takes a stepwise approach to integrate the five main components of the communication strategy including:

Setting the communication framework, analysing the communication stakeholders, formulating the core communication messages, specifying the communication tools, and outlining the 3-year communication action plan.

The 3-year communication action plan has elaborated main activities with their sub activities stretched across measurable timelines and designated responsibilities. The communication action plan is therefore a practical guide to facilitate turning communication ideas into communication actions for successful CDLD implementation through collective action.

1.0 RATIONALE FOR THE STRATEGY

Why does the KP-CDLD Programme need a communication strategy?

The answer to the fundamental question lies in the policy and strategic level guidelines of the Government of Khyber Pakhtunkhwa (GoKP). In recent times, the focus of local development is shifting increasingly towards offering a bigger role to the communities in planning, organising and managing their own development priorities. The KP Local Government Act (LGA) 2013, Integrated Development Strategy (IDS) 2014 and the Community-Driven Local Development (CDLD) Policy 2014 are presenting new opportunities to citizens in the province to get actively involved in resolving their own governance and development related challenges by working closely with the representatives of local governments and district administrations through collective action.

Similarly, the provincial government policies and strategies have identified strategic communication as a cross-cutting intervention, running across these public administration and economic development reform measures. Local development, as one of the key priority areas, has also been associated with the need to improve public sector communication to bridge the state-citizen trust gap. Analysis of available literature and observation of the implementation progress on the ground clearly suggest that undertaking communication activities with a strategic focus have a strong tendency to translate reform objectives into actual results. The role of communication in achieving local development

outcomes lies primarily in the area of informing, influencing and involving the communities.

Through effective use of communication mechanisms, reformers can inform opinions, influence attitudes and change behaviours towards supporting the local development reform objectives. This, however, can be achieved only when the Reforms Monitoring Unit - RMU (the coordination unit for the KP-CDLD Programme¹) plans and implements its communication initiatives in a continuous and consistent manner, under a long-term strategic agenda. This strategic agenda, in more common terms, has come to be known as the communication strategy. Before we explain the essential components of our communication strategy, it is pertinent to first establish the context for the need of the CDLD communication strategy.

Khyber Pakhtunkhwa Comprehensive Development Strategy (CDS) 2010-2017

CDS aims to provide a strategic direction to the development priorities and programmes of the provincial government for all sectors. The strategy recognises communication as an important factor for development through specifying challenges faced by the government in terms of improving citizen oriented communication. The goal that the CDS has set in this context is to bridge the GoKP citizen information gap through more effective communication. The CDS prescribes to achieve this via sector communication strategies by the respective government departments, including Finance, under which the RMU is working.

<http://lgkp.gov.pk/wp-content/uploads/2014/03/11.-Report-on-Khyber-Pakhtunkhwa-Comprehensive-Development-Strategy-2010-2017.pdf>

(1) The KP- CDLD programme is financed jointly by the Government of Khyber Pakhtunkhwa and European Union. The Finance Department, through the RMU, coordinates the implementation of the CDLD Policy in the six pilot districts of

Malakand Division (Chitral, Dir Lower, Dir Upper, Malakand, Shangla, and Swat).

Khyber Pakhtunkhwa Local Government Act (LGA) 2013

The CDLD Policy and LGA 2013 have strong intrinsic linkages as far as successful implementation of both the policy frameworks is concerned. The concept of establishing village and neighbourhood councils (about 3,493 councils in total) at the lowest tier of local administration is a major stride forward to empower communities to uphold their rights and responsibilities as a key driver of good local governance across the province. Through effective communication, local governments can actively and effectively reach out to their constituents to understand their development needs, involve them in local development plans and assess the quality of service delivery.

<http://gkp.gov.pk/wp-content/uploads/2014/03/1.-A-printable-version-of-the-Khber-Pakhtunkhwa-Local-Government-Act-2013.pdf>

Khyber Pakhtunkhwa Right to Information Act (RTIA) 2013

With the enforcement of the RTIA, the citizens of KP are more empowered than ever before. Any individual in any part of the province can ask any government agency to provide information under a specified process with respect to its allocations and expenditures of public funds. It also has implications for the KP-CDLD Programme, since the citizens of Malakand Division can file a request to their respective district administrations to provide information about the criteria applied for evaluation and selection of community development projects. With the CDLD Policy in place, there is a greater need than ever for the RMU to manage and steer its communication strategically.

<http://www.kprti.gov.pk/rti/Cp/documents/140844166553f2f8cece65b.pdf>

Khyber Pakhtunkhwa Right to Public Services Act (RTPSA) 2014

To improve the quality and delivery of public services in Khyber Pakhtunkhwa, the RTPSA has

entitled citizens to demand performance of duties and functions by the designated officers and hold them accountable for any shortcomings in public service delivery. The law is applicable to all institutions owned, controlled, or substantially financed by the government. This means that the respective government agencies working towards the implementation of the CDLD Policy are also covered under the ambit of the RTPSA. Besides informing citizens about the services being offered, another important aspect for the RMU to work on is to encourage and support the district administrations in Malakand Division towards the implementation of this law. This can be done far more effectively if a communication strategy is in place which identifies the roles and responsibilities within the RMU regarding its internal and external communication. Therefore, this communication strategy is our initiative to align CDLD strategic communication with the provincial government's policy vision.

<http://www.khyberpakhtunkhwa.gov.pk/cms/downloads/kp.gov.pk-downloads-%206c12e99ea53501acbd66b58e9.pdf>

Khyber Pakhtunkhwa Integrated Development Strategy (IDS) 2014-2018

The IDS is an integrated approach towards building a synergy among the government's development priorities under a combined framework. Through IDS, the GoKP has consolidated the core elements of its various policy frameworks and development strategies, such as Comprehensive Development Strategy, Post-Crisis Needs Assessment and Economic Growth Strategy, in order to build on their respective strengths in a coherent and structured manner. IDS is applicable to all provincial government departments and implementation units which prescribes a conjoined approach to deliver comprehensive development programmes. Communication strategy formulation and implementation is one of the

major interventions to support other reforms measures in different sectors.

<http://lgkp.gov.pk/wp-content/uploads/2014/08/Integrated-Development-Strategy.pdf>

Khyber Pakhtunkhwa Community-Driven Local Development (CDLD) Policy 2013

The CDLD Policy envisages sustainable improvements in the coverage and quality of frontline public service delivery through the active involvement of local communities. The policy document provides guidelines for the respective implementing partners on the regulatory framework, capacity building, and enabling environment related aspects. Building on the existing structure of community participation in local development, the CDLD Policy aims to streamline and formalise the cooperation between the state and the citizens in a collective action process of participatory planning, organising, implementing and managing community identified projects. Implementation of the CDLD Policy is being piloted in the six districts of Malakand Division which can later be scaled up throughout the province in due course.

Finance Department's RMU is responsible to provide information on the CDLD Policy to district administrations, line departments, civil society, development partners, non-government organisations, media representatives, and community groups. Similarly, through extensive advocacy and outreach, community involvement in decision making and project implementation is being ensured.

Developing a collectively shared understanding of the CDLD Policy, strengthening coordination among implementing partners, soliciting proposals from community based organisations, and monitoring the progress of KP-CDLD Programme all require communication efforts of different scale and magnitude. These form the basis for the formulation and implementation of the CDLD communication strategy. The strategy will be implemented under the leadership of Secretary Finance and steered by the Reforms Coordinator of the RMU with the implementation assistance of the respective Deputy Commissioners.

<http://lgkp.gov.pk/wp-content/uploads/2014/01/Community-driven-local-development-GoKP-2013.pdf>

The preceding narrative builds a case for the Finance Department to structure its own communication strategy to improve internal and external communication with respect to the CDLD Policy. The strategy provides necessary inputs to further steer the KP-CDLD Programme communication agenda as a success factor towards responsiveness, transparency, and accountability, adhering to the GoKP policies and strategic level guidelines.

2.0 COMMUNICATION STRATEGY AND CDLD IMPLEMENTATION

What is the essence and purpose of strategic communication for CDLD?

The relationship between the citizens and state is being redefined in KP. The CDLD Policy takes inspiration from the spirit of empowering communities in the province to contribute to their own development. The policy enables this progression by bringing public service providers and recipients of these services together collectively to undertake a broad range of community development projects in the following major sectors+:

Primary healthcare, basic education, access roads, social welfare, cultural sports, agriculture development, farm management, soil conservation, social forestry, public infrastructure, and health engineering.

+ Within these sectors, additional sub-sectors have also been identified for funding and support by the respective district administrations in collaboration with the line departments.

The impetus behind the revamp of the local development approach in the province is the overarching CDLD Policy which rests on the model of local governance known as **collective action**. Under the policy, local development is resulting from a collaboration between local communities and district administrations with the community based organisations (CBOs) identifying and executing public sector funded development projects.

This collective action development model and the policy are the first ever in the history of Pakistan, which will strengthen transparency and accountability of public sector funds and implementation of development projects at the

lower tiers of local governance. The core feature of the CDLD Policy, which sets it apart from other governance frameworks, is the enhanced role of local communities in identifying their needs, developing project concepts, applying for public sector funding, and executing the projects collectively with the assistance of district administrations.

A comprehensive and targeted communication strategy is essential to not only inform the communities and stakeholders about the aspects of the CDLD Policy, but to also engage them in the local development process by establishing two-way communication mechanisms between the district administrations and community-based organisations.

Led by the RMU with the offices of the Deputy Commissioners playing a pivotal role, the communication strategy of the CDLD Policy will provide support in:

- Developing partnership among local communities and district administrations in prioritising their needs,
- Helping to overcome social and economic challenges in target areas by improving lives and livelihoods, and
- Improving state-citizen trust through planning, implementing, and managing community development projects collaboratively.

Focus of the CDLD communication strategy is to engage and connect key stakeholders on the aspects of the CDLD Policy besides informing the local communities about the steps involved in CDLD funding and implementation processes. The CDLD communication strategy will also enhance the public outreach of the RMU and the six district administrations in fostering participation from local CBOs.

3.0 COMMUNICATON AUDIT

What are the prevalent challenges and opportunities for CDLD communication?

The communication audit is a systematic tool of an organisation's capacity to undertake strategic communication practices. It helps in determining what is working well, what is not and what might work even better if adjustments are made.

To be able to evaluate the existing status of communication prevalence within the RMU and the district administrations, which also generated the necessary inputs to be fed into the communication strategy, an audit was carried out on the basis of a detailed review and major overhaul of the draft communication strategy that was developed during the formulation phase of the CDLD Policy.

Five levels of measuring communication capacity from the audit process

The communication audit scale was utilised in order to assess the present communication performance of the RMU and the district administrations with respect to the successful implementation of the CDLD Policy. According to the audit tool, one can distinguish between five levels of communication explained as under:

Level 1: Ad Hoc

The communication practice is unorganised. Few if any staff and financial resources are dedicated to communication management.

Level 2: Planned

Communication is deliberate as opposed to being performed on a reactive or emergent need basis. Resources are allocated to the practice,

responsibilities are assigned, and the process is managed within the organisation.

Level 3: Institutionalised

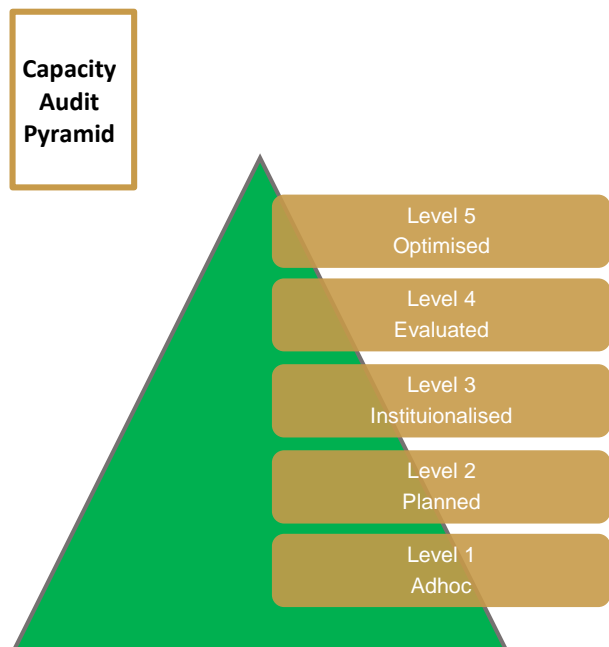
The communication practice is routine and part of the organisation's fabric. The organisation has qualitatively determined the best way to approach the practice and has institutional mechanisms for it.

Level 4: Evaluated

The practice is evaluated and analysed. Measures of performance and progress are collected and calculated. Often a quantitative understanding of success is known and tracked.

Level 5: Optimised

Because of its recognition as an integral function within an organisation structure, communication practice is continuously reflected on and improvements are brought from time to time.



The communication audit has revealed that the RMU and the district administrations are

reasonably clear about their communication objectives and key audiences with reference to the CDLD Policy implementation. When it comes to formal communication efforts, such as a communication campaign development and rollout, there are informal planning mechanisms in place to develop communication messages and select the appropriate media channels.

However, this communication function is driven by occasion rather than purpose, which means that only when a situation develops do they resort to communication practice, such as inviting first applications, advertising recruitment opportunities, launching any public information campaign, etc. Budgeting for communication related activities is done on adhoc basis, without any prior allocations in their administrative budgets, working plans or local development funds. Similarly evaluation of communication performance and progress is not in practice.

Therefore, when speaking in communication terms, the RMU and district administrations are presently categorised at level 1 - Adhoc.

Discussions with the Deputy Reforms Coordinator of the RMU and the Communication Focal Persons of the KP-CDLD Programme also provided essential background information on the implementation mechanisms of the past and present communication practices being applied. As highlighted before, communication has not yet been integrated in any policy or strategy of the RMU or district administrations with reference to CDLD implementation.

As a result, communication activities are entirely run on an adhoc basis and only rely on communication messages and mediums in a reactive manner. To summarise, while a lot of potential exists for CDLD related communication,

there are also a number of challenges that need to be addressed by the RMU with the support from the six district administrations.

The foremost challenge is that the communication is run mostly on emergent need basis and therefore a real potential exists for the communication strategy to be applied in a way that communication activities are carried out in a planned manner. Similarly, the implementing partners need to embrace modern communication trends and tools being offered by web and social media.

Communication roles are not clearly defined at the RMU level or in the district setup, which is also a stumbling block towards stronger and efficient communication. The communication strategy has assigned specific roles to harness ownership and commitment towards the improvement of the CDLD specific communication.

For the CDLD communication strategy to be adopted and implemented in the manner it has been developed, the RMU has to institutionalise communication as one of the strategic functions. This change also needs to be owned and implemented by the six district administrations.

4.0 COMMUNICATION STRATEGY: THE 5 KEY COMPONENTS

How do we go from communication ideas to communication actions?

Our communication strategy formulation process included a step-by-step approach towards setting, organising, and practicing communication related plans and priorities with specific reference to the CDLD Policy implementation. While the strategy development process started with the assessment of the communication needs and concludes with the elaboration of a 3-year communication action plan, implementation of the communication strategy is an ongoing process needing reviews and adjustments from time to time.

Broadly, communication can be broken down into two categories - internal and external communication. Internal communication denotes a type of communication within the organisation. On the other hand, external communication is an exchange of information and messages between an organisation and other organisations, groups or individuals outside its formal structure.

Among the RMU and district administrations staff, focus on improving their internal communication will contribute towards better cooperation, understanding and teamwork between the senior officers taking the decisions and the officers implementing them. Similarly, stronger internal communication management will help foster a feeling of belonging to their respective offices and groups, which in turn increases the productivity of staff and improves the efficiency in service delivery.

Internal communication plays a significant role because it is the building block of the

organisational culture. When an organisation is communicating effectively with its internal stakeholders, whether they are employees, managers or partners, it has a cohesive culture where everyone is focused on the same goals and has the similar purpose. External communication is referred to as the gateway which keeps an organisation and the external environment connected. Strategically executed external communication activities have the tendency to educate, inform, advocate and persuade key audiences about actions being taken.

External communication also ensures an organisation's visibility among critical sources of support i.e. primary and secondary stakeholders. For the RMU and the district administrations, their primary stakeholders are its key staff and the citizens of KP. Whereas, secondary stakeholders include line departments, social mobilisers, development partners, media institutions, civil society, and non-government organisations.

This section takes a stepwise approach to integrate the five main components of the communication strategy. Each of these components focuses on a specific communication strategy related aspects in a coherent manner. These include, setting the communication framework, analysing the communication stakeholders, formulating the core communication messages, specifying the communication tools, and outlining the 3-year communication action plan. What follows is a detailed narrative of all the five components in the order stated above.

4.1 Strategy Component 1:

Setting the communication framework

To make sure that we have a coherent and pragmatic communication strategy, we have aligned our communication goals with the policy guidelines of the CDLD. It is important for us to work on a long-term communication objective which contributes to the overarching goal of the CDLD Policy:

To achieve sustainable improvement in the coverage and quality of frontline public service delivery through the active involvement of local communities.

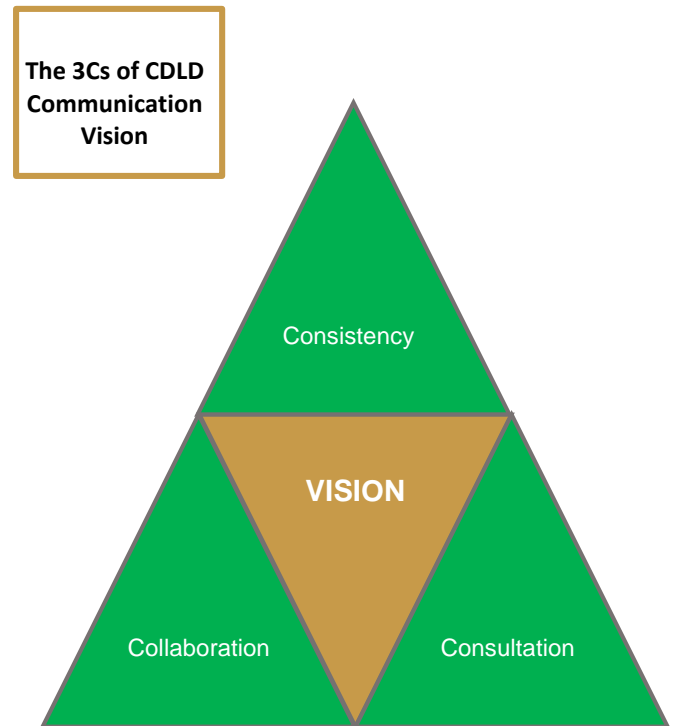
The communication framework clearly makes a connection with, and contributes to the policy guidelines of the CDLD, including:

- Developing communication products that foster community involvement in decision making and execution of development initiatives,
- Building mechanisms for transparency, accountability, and responsiveness in managing local development initiatives undertaken by government authorities and community groups,
- Sharing knowledge and experience on local development at the lowest competent level to ensure subsidiarity,
- Providing voice and inclusiveness to the local communities in designing, implementing, and overseeing their own development plans, and
- Documenting success factors and useful lessons from CDLD implementation and communicating them for knowledge management and institutional memory.

The communication vision of CDLD

Integrate communication as a strategic function within the RMU and support district administrations in the outreach of the CDLD

Policy to strengthen relationship and cooperation between the state and citizens. Consistency, collaboration, and consultation will be the hallmarks of the communication strategy which will be nurtured through the right mix of messages and selection of media.



The communication objectives

Through consistent and frequent communication, the RMU strives to collaborate and consult with its partners and stakeholders in achieving the CDLD Policy vision. By giving insights into the existing communication challenges and providing a range of options to address them, this communication strategy provides a cross-cutting support function to the implementation of CDLD at two major levels.

1. Ensure familiarity and understanding of the citizens towards the:
 - New approach that directly connects people to their local governments in binding and trustworthy relationship,
 - Brand identity of CDLD Policy that resonates well with the local sensibilities of target communities,

- Roles, functions, and services to be provided by the district administration under the CDLD Policy,
 - Rights and responsibilities that they have been bestowed with under the CDLD Policy recommendations, and
 - Culture of cooperation and coordination (collective action) as an essential element of the successful implementation of the CDLD Policy.
2. Ensure ownership and acceptance of stakeholders towards the:
- Conveyance of the objectives of the CDLD Policy to raise awareness, build understanding, and muster support,
 - Recognition of the need to institutionalise communication as a strategic function for CDLD,
 - Delivery of a consistent approach to all forms of communication management, public outreach, and citizen engagement initiatives,
 - Involvement of a diverse set of implementing partners in shaping and influencing communication, and
 - Acceptance of functions and responsibilities towards translating the CDLD communication strategy into an implementation roadmap.

Through mass communication, the citizens of the target areas will be informed and encouraged to access funding opportunities by establishing CBOs as representative bodies. Our communication focus will remain on measuring the citizen understanding in addition to analysing how these CBOs represent their respective communities. Since the CBOs are representing a large group of citizens to implement projects prioritised by them, measuring the satisfaction level of the citizens associated with these projects will also be a crucial determinant for future implementation directions. The CDLD communication strategy therefore entails community focused and community based communication approaches which connect district governments and local communities to: bridge the trust deficit, develop social capital, and improve service delivery.

4.2 Strategy Component 2:

Analysing the communication stakeholders

An integral part of the communication strategy formulation process is the “**target audience profiling**” of the communication messages to be rolled out under the communication action plan. Who the RMU wants to inform, engage, and mobilise in the implementation of the CDLD Policy is a critical question for at least two reasons.

Specific messages need to be tailored as appropriate and useful for different audiences. In addition, different audiences are reached through using a varying set of communication tactics and tools.

Based on the communication needs and priorities of the CDLD Policy, a diverse mix of target audience has been identified. The communication strategy does not only identify target audiences but also provides tailored messages to reach out to them. Within the context of this strategy, the target audiences have been defined as:

- Core recipients of the communication messages who are directly targeted, e.g. citizens,
- Ancillary recipients working as “**carriers**” of communication messages to reach out to the core recipients, e.g. media, and
- Other groups have also been clustered as target audience that ought to be encouraged and involved more actively in the strategy implementation process, e.g. development partners.

Target audience profile

Critical to the successful implementation of the communication strategy is identifying who needs to be targeted. The next step in developing the

communication strategy, therefore, is to determine the target audience for the RMU and the six district administrations with specific reference to the CDLD Policy. Below is a description of the various target groups identified under the communication strategy, and an explanation of what makes them important components of the target audience profile.

Citizens of the six districts in Malakand Division² (with a strong focus on women participation)

This target group comprises of the whole population (women and men) which makes up the demography of these six districts. While this may sound quite general, study of the functions and modalities of the CDLD Policy will reveal that it has a direct impact on the lives and livelihoods of all citizens living in these areas. This target group also covers CBOs which are planning, implementing and overseeing local development projects on behalf of their communities. This target group is reached out to:

- Make them aware of their rights and duties under the CDLD Policy,
- Educate them on why and how they can be in control of their own development initiatives and decisions,
- Inform them about the reform measures undertaken in the local development sector, and
- Mobilise them for increased participation in their respective local development affairs through a collective action approach.

District level administration (of the six partner districts in Malakand Division)

One of the key target groups, this group by virtue of its assigned roles and responsibilities under the CDLD Policy work directly at the people level. This target group is reached out to:

(2) Chitral, Dir Lower, Dir Upper, Malakand, Shangla and Swat

- Promote the spirit of timely information sharing with, citizen representatives, line departments, and mobilisation partners,
- Utilise communication technology as an influential medium in augmenting the work of district governments to facilitate the constituents,
- Implement faster and easier alternatives for provision of service delivery through modern information and communication technologies, and
- Apply stronger accountability and transparency culture with their citizens by means of open communication and regular feedback through a collective action approach.

Elected local councilors (with conduct of local government elections in KP)

With the successful conduct of the local government elections throughout the province (except District Kohistan), elected local councilors are now preparing to take up key roles and responsibilities within the local governments with executive administrative authority. This target group is reached out to:

- Establish a collaborative “collective action” approach in working with local administrations and local communities through regular interaction in planning and implementation of CDLD projects,
- Be able to provide information to community organisations and media channels on local development related matters,
- Give more voice to the people who are represented by the councils via bringing in participatory planning approaches,
- Obtain regular feedback from users of services about the issues faced in the quality and delivery of these services, and

- Provide regular feedback to the local administration about the public perception vis-à-vis service delivery outputs.

Government line departments (from pertinent sectors - health, education, etc.)

For the successful implementation of the CDLD Policy, the RMU and the partner district administrations cannot work in isolation. Devolved offices of the provincial government departments in the districts are of high relevance since they are directly involved in the implementation of community projects falling within their particular sectors. This makes it imperative to support district offices and their staff. This target group is reached out to:

- Reinforce working relationships for CDLD Policy implementation through strong coordination,
- Communicate sector development needs and priorities of local communities for joint planning and implementation through collective action,
- Share results and outputs with each other in a documented format in the outcome of collaborative efforts, and
- Provide time bound feedback on the quality and range of completed activities for knowledge management and lessons learnt to improve future implementation.

Social mobilisation partner for CDLD (Sarhad Rural Support Programme - SRSP)

The social mobilisation component of the KP-CDLD Programme, an important one, is being implemented through the SRSP. At the heart of all community-driven projects, mobilisation of the specific communities is the key. Through such mobilisation, the community is informed and involved to become part of the planning, organising, implementing, and monitoring of their own development projects. This target group is reached out to:

- Work closely with the staff of RMU, KP-CDLD Programme, and district administrations to spread awareness, build support, and give outreach for the CDLD process among the target communities through a collective action approach,
- Plan and implement community level advocacy by integrating key messages within the broad-based community visioning exercises,
- Provide regular content to enable the development of communication and outreach material for print, web and social media in support of KP-CDLD Programme, and
- Consult and work with the KP-CDLD Programme's communication team to facilitate the implementation of the communication strategy.

Other important stakeholders

Local media representatives (provincial and regional print and electronic media)

This particular target group contains both electronic (television/radio) as well as print (newspaper/magazine) media journalists and reporters. In recent times, community participation in local development has been a topic of utmost interest for media organisations in KP. Therefore, it becomes equally imperative for the RMU and partner district administrations to promote this trend. This target group is reached out to:

- Project the positive image of the GoKP through the development initiatives and achievements under the CDLD Policy featuring a collective action approach,
- Streamline correspondence with the media in an organised, professional, and speedy manner,
- Provide points of contact (focal persons) at the provincial and district level

administration for better media management,

- Ensure accuracy, timeliness, and relevance of the information being communicated to media, and
- To develop capacities within the RMU and support district governments on public relations and media handling.

Development and implementation partners (European Union, Human Dynamics, Mishal)

Financial and technical assistance from multilateral, bilateral, and non-government organisations have been substantial since the inception of the CDLD Policy. This also demands that the development partners of the GoKP are kept aware of the outputs and results with respect to their support. This target group is reached out to:

- Undertake communication for collective local development action which is in line with their communication goals,
- Foster regular coordination, reporting, and monitoring of the CDLD Policy implementation results,
- Strengthen external communication management with the representatives of the development partners to review progress and share results,
- Enhance internal communication management with implementing partners resulting in coordinated and planned actions, and
- Communicate the results of KP-CDLD Programme in the form of beneficiary testimonials, progress statistics, and implementation achievements.

4.3 Strategy Component 3:

Formulating the key communication messages

The communication capacity audit of the RMU and partner district administrations with specific reference to the CDLD Policy, revealed that a lot of potential still exists to build a progressive and positive image among the recipients of public services.

This does not infer that professional commitment, service quality, or institutional impassiveness issues have led to such a void. Rather, one of the major opportunities to improve communication is being presented in the shape of developing linkages between the RMU and the partner district administrations.

Messages can be transmitted very informally, like in a conversation between two colleagues, or in a very formal manner, such as, during a press conference or through a paid advertisement in a newspaper.

Clarity of the core messages which have been formulated under this communication strategy is therefore essential to achieve the **“communication strategy vision and objectives”** specified in the preceding chapter.

The term **“key messages”** does not imply a slogan or any catchphrase but rather it denotes simple and clear ideas on how the RMU needs to structure its communication to gather citizen ownership and stakeholder cooperation towards the KP-CDLD Programme. These key messages are meant to provide guidance for all kinds of communication, from the content of leaflets to the interface of the CDLD specific website.

Messaging for specific target audience

The purpose of these messages is to ensure that the visibility and outreach of the KP-CDLD Programme is conducted in a manner that it is regarded as a contributor to the progressive

reforms aimed at improving the delivery and quality standards of public services in Khyber Pakhtunkhwa.

Citizens of the six districts in Malakand Division

- What is CDLD Policy and what are its objectives?
- Which geographic areas does KP-CDLD Programme cover in the pilot phase (the six districts of Malakand Division)?
- What is the important role of the community in the KP-CDLD Programme implementation?
- What sort of project ideas have the potential to be funded under the CDLD Policy guidelines?
- What are the key steps involved in the application and assessment process as per the CDLD Policy?
- How can the status of proposal be tracked and what is the process of evaluation + selection?
- How can the role of women in the programme be maximised?

District level administration

- What are the sources for CBOs and other stakeholder groups to get more information from?
- What is the maximum and minimum parameter for a project to be evaluated and approved under the CDLD Policy?
- What is the specific role of the district administration as a facilitator in the implementation of community projects?
- What are the criteria and guidelines applied in the formulation of district level development strategies?
- How can the district government reach out to its respective target communities in a timely and effective way?

- Who should handle information requests and public grievances associated with the KP-CDLD Programme implementation?

Elected local councilors

- What are the roles and functions of the local councils within the CDLD as prescribed under the policy framework?
- How can elected councils be responsive to the development needs and priorities of their constituents?
- What are the ways through which elected representatives can work with local authorities towards successful CDLD Policy implementation?
- What are the proper fora for citizen feedback, complaint management, and grievance redress associated with CDLD?
- How are local development allocations and plans streamlined at the provincial, district, tehsil, and village levels?
- What are the monitoring and reporting mechanisms to measure the progress of community development projects?

Government line departments

- Which sectors are covered under the KP-CDLD Programme for project funding and implementation?
- When is it important to seek advice from or involve a government department at the time of preparing project proposal?
- What kind of support is expected from line departments to facilitate district administration in working with the CBOs?
- What is the implementation mechanism of the CDLD Policy and where do the line departments fit within the structure?
- How can the line departments report and document sector based project experiences and lessons?

Local media representatives

- What are the total expenditures versus allocations for projects under the KP-CDLD Programme?
- What are the existing communication mechanisms for information sharing and stakeholders engagement?
- How can the local media take an active part in the implementation of projects at different stages?
- What are the communication goals and objectives of the CDLD Policy under its communication strategy?
- What are the monitoring and evaluation tools to gauge the level of citizen satisfaction and quality of services?
- What are the available communication media to reach out to remote communities?

Development and implementation partners

- Why is social mobilisation so critical for CBO eligibility and acceptance?
- Are NGOs, other than CBOs also eligible for consideration under the CDLD Policy framework?
- How can NGOs work with government organisations to foster an inclusive and sustainable implementation process?
- What are the specific roles that can be taken up by NGOs for implementation under the CDLD Policy?
- What kind of information is crucial for development partners to know and make use of?
- How can progress be communicated in conformity with development partners' communication needs?

4.4 Strategy Component 4:

Specifying the communication methods

In this section, the emphasis has been placed on the “**how to do it**” part of the communication strategy after the “**what needs to be done**” aspect has been addressed in the previous sections. The communication tools outline the methods through which the target audience will be reached with the core messages identified earlier.

While several communication tools are available for adoption and use, we are focusing on creating the right mix of only those tools which fall in line with the CDLD communication objectives, audience profile, core messaging, and budget allocation. The idea is to have a “**realistic**” communication action plan which is also capable of delivering on its intended purposes.

Approaches to strengthen the internal and external communication for CDLD Policy implementation

Developing the capacities of the RMU, Finance Department

The strategic unit for CDLD Policy coordination and implementation lacks the requisite skills as far as strategic communication is concerned. Although the RMU is presently staffed by a senior public information officer working as Deputy Reforms Coordinator, the primary staff do not have the subject matter expertise in communication and information management. Therefore, the capacity development of the RMU will be one of the foremost interventions to lead the implementation of the communication strategy henceforth. The main communication initiatives of the RMU will be to:

- Lead the implementation and management of the CDLD related

communication matters based on this communication strategy,

- Publish diverse forms of communication material in advancing the RMU’s outreach,
- Support district and local governments in planning, designing and launching communication activities,
- Develop specialised content for the CDLD website in collaboration with the KP-CDLD Programme,
- Publish the CDLD newsletter and supervise the rolling out of its biannual issues,
- Compile material and prepare photo documentation of formal events and official ceremonies, and
- Liaise with print and electronic media on consistent basis for coverage and publicity.

Nominating an official spokesperson for coordination and engagement with media

To add more meaning to CDLD Policy communication, it is important to give it a face to whom media representatives and target audiences can relate. Certain points are paramount for consideration when deciding upon the CDLD’s spokesperson job:

- The spokesperson will have the mandate to speak on behalf of the RMU on CDLD specific affairs and news,
- The spokesperson will work closely with the media to ensure projection of the KP-CDLD Programme in a positive context,
- The spokesperson will also respond to media inquiries after coordinating internally with the relevant officers first,
- The spokesperson will also have the responsibility to represent the CDLD during press briefings and news conferences as and when organised, and
- RMU and KP-CDLD Programme will work with the spokesperson to share progress updates, provide speaking points around

specific issues and give media management support.

Managing the media for public outreach and stakeholders engagement

Media management is about selling information to the media and through the media, to the public. As an independent actor, media is not under any obligation or directive to accommodate the CDLD related news and events. However, through strong working relations, newsworthy content, and acceptable presentation, this factor can be managed to a great extent. Although media management is as much dynamic as the media itself these days, there are certain steps which can contribute towards constructive and stimulating media management experience of the KP-CDLD Programme.

- Whether a particular story is relevant to be carried by television, radio or newspaper, this aspect has to be clear from the onset. The choice of target media actually shapes the development and presentation of the communication material,
- After the selection of a media, the next step is to put together a contact list including media organisations, journalists with relevant beat and contact information,
- A news report or a success story can be shared with the media in several ways, such as, through mail, fax, and telephone, and
- Email remains the most common form of media communication these days. This is due to the ease of access and the time it saves. Since every journalist in KP has access to official or personal email account, therefore, this mode has to be used for distribution of news reports, success stories, and press releases.

The RMU of the Finance Department has deputed the Deputy Reforms Coordinator to lead and manage all the media management processes with the technical assistance of the Strategic Communication Specialist and Community Communication Specialist of the KP-CDLD Programme.

Developing, launching and managing the CDLD website

To cater to the information management needs of CDLD Policy, a website will be utilised. The website will exhibit a professional appearance through its neat and vibrant interface. The website will host sufficient details about the CDLD Policy and the implementation processes and progress carried out under the KP-CDLD Programme. The website will also play a key role in promoting and projecting the visibility of the European Union in terms of its contribution to the CDLD Policy implementation.

- The website will provide useful insights into the ongoing reform initiatives which are taking place within the community driven local development sector in KP,
- To facilitate its users, the website is primed to have an e-citizen corner, offering diverse options, such as, downloads of publications, updates through news, slideshows of event specific photographs, review of tender notices, description of career opportunities, and also gathering suggestions on a range of local development related topics,
- The website will also have an integrated feedback option to allow users to share their suggestions, opinions, and recommendations with the RMU and KP-CDLD Programme via email, and
- Analysing the characteristics of the website which is under development, it can be indicated that the website will be packed with nearly every major aspect which will

contribute towards strengthening the internal and external communication requirements.

However, equally important will be to keep the website relevant, current, and updated. While the RMU will be tasked with the content management related aspects of the website, the KP-CDLD Programme will be looking after the technical issues during the maintenance and management of the website.

Publishing and disseminating the CDLD biannual newsletter

For the CDLD Policy, the importance of a periodic newsletter to inform, educate, and encourage the communities and stakeholders about the developments taking place within the local development sector will be paramount. Therefore, the RMU with the technical assistance of the KP-CDLD Programme will be initiating collective efforts to launch a biannual newsletter to be known as “**ENGAGEMENT**”.

- For that purpose, a newsletter working group will be established comprising of Deputy Reforms Coordinator, Strategic Communication Specialist, Community Communication Specialist, and the District Communication Focal Persons,
- The newsletter is envisaged to carry narratives, figures, and graphics about the entire CDLD setup in the province,
- District administration staff and community members represented by CBOs will be encouraged to share updates and exchange material to be carried in the biannual issues of the newsletter,
- The newsletter will make up an important part of CDLD communication by providing a one-stop platform to exchange success stories, educate through lessons learnt, and raise competitiveness by highlighting main achievements, and

- The content developed for the newsletter will also be shared with the media for wider information sharing and publicity generation.

Developing and broadcasting multimedia content

During the last decade, multimedia platforms have grown tremendously. This has also resulted in the opening of new ways and means for public sector organisations to inform, engage, and communicate. It is a common misconception that content developed for electronic media formats such as video documentaries, radio spots, etc. carry high expenditure requirements. As a matter of fact, television news channels and local radio stations are always on the lookout for human interest stories. Working directly on the projects which have an impact on the lives of people, the RMU will not have any dearth of such stories to share.

- Multimedia content can expand the reach and influence of the CDLD Policy implementation in a variety of ways. Documentary films, video slideshows, and graphic presentations can enhance the reception of the messages being delivered far and wide,
- Therefore, the RMU with the assistance of the KP-CDLD Programme can effectively communicate the changes introduced and their positive effects on the lives of people through television news reports and featured programmes on the radio, and
- Television in general and radio in particular have extensive prevalence through the breadth of Khyber Pakhtunkhwa in terms of availability and coverage.

Communicating and engaging through social media platforms

Social media is the new communication fad and rightly so. Platforms, such as, Facebook, Twitter, Vimeo, Flickr have literally redefined the way

individuals, organisations, and projects communicated in the past.

- The KP-CDLD Programme will have its own Facebook page to be developed into a vista of meaningful content in the shape of posts, photographs, videos, etc. that will contribute in terms of sharing knowledge and experience on the activities and achievements of the CDLD Policy implementation,
- The RMU assisted by the KP-CDLD Programme will be responsible for its management as well as for all the information shared on the page timeline,
- The Facebook page will also be linked up with other social media handles including Vimeo and Flickr for hosting videos and posting photographs respectively,
- To ensure proper management of the social media interactions, the CDLD social media policy will also be formulated, and
- The social media pages will also be linked with the KP-CDLD Programme website.

Maximising the coverage and reach of the messages through print media publicity

Press notices, media releases or news statements all refer to written or specified information in a certain order and directed at the members of news media primarily for the purpose of announcing something ostensibly newsworthy. The use of such instruments is highly common and equally beneficial in generating affirmative projection and publicity.

- Print publicity approach is used to announce a multiplicity of news items, including, scheduled events, new initiatives, achievement of targets, development of success stories, etc. However, at the back of such publicity techniques, media management works,
- It is important to note that newspaper editors receive hundreds of press releases

every day. Given the limited space available and time pressure amidst tight deadlines, an editor has to make a choice between what goes into print and what is relegated,

- Therefore, the press notice or media release has to be drafted in such a manner that it catches the attention and interest of the editor within the first couple of lines, and
- While the responsibility of preparing the media write-ups lies with the RMU, the KP-CDLD Programme will provide the necessary technical expertise in maximising publicity by developing the context and liaising with the print media.

4.5 Strategy Component 5:

Outlining the 3-year communication action plan

The Reforms Coordinator assisted by the Deputy Reforms Coordinator and supported by the KP-CDLD Programme will have the leadership function to manage the successful implementation of the communication strategy. Specifying the importance of the “**leadership function**”, four factors are essential for implementation.

- The leadership is convinced of the importance of communication for CDLD Policy implementation,
- The leadership agrees that communication must be planned in a strategic manner like other core administrative functions,
- The leadership allocates budgets and resources for the action plan of the CDLD communication strategy, and
- The leadership insists for regular updates and reviews of communication strategy because of the ever changing situation on the ground.

In principle, all the officials in the RMU and the respective district administrations have a role to perform in establishing communication channels with citizens and stakeholders. To achieve the communication goals explained before, those who are communicating must be able to contribute with ideas and initiatives to showcase successful projects, best practices, and valuable lessons.

Similarly, the channels utilised for communication have to be monitored regularly to ensure they are achieving the intended communication outcomes. Lastly, and most importantly, communication must not be viewed as a standalone function. Rather, it needs to be

recognised as a strategic part of the CDLD planning and implementation processes.

The communication strategy is an organic document which provides orientation and guidance on how to go about the internal and external communication practices in supporting other fundamental CDLD related functions.

The action plan is a derivative of the preceding four major steps and builds on them towards a pragmatic and coherent communication action plan. The communication strategy document outlines how the RMU plans and prepares to achieve its communication objectives over the 3-year period, i.e. 2015-2018.

As the RMU prepares for the implementation of the communication strategy, it is important that every individual has to support and contribute towards its implementation. This is a collective strategy and therefore, the responsibility of the implementation must as well be shared. RMU, district administrations, line departments, social mobilisers and the KP-CDLD Programme have selective responsibilities towards the strategy, and it is the fulfillment of these individual and collective responsibilities which will contribute towards the success of the CDLD communication.

Now let us begin our journey of empowering communities from the ground up through collective action.

KP-CDLD Programme 3-year Communication Action Plan (2015-2018)

Communication Activity <i>As specified in the KP-CDLD Programme implementation plan</i>	Implementation Timeframe <i>Quarter wise breakup 2015-2018</i>										Roles and Responsibilities <i>Ownership of the execution and progress of the activities</i>	
	2015		2016				2017					2018
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		Q1
Main Activity 1: Update and implement the government communication strategy to promote CDLD to all stakeholders.												Senior Strategic Communication Specialist under the guidance of Team Leader and Key Expert 5
Sub Activity 1.1: Detailed review and adjustment of the communication strategy developed during the 'phase 0' of the KP-CDLD Programme.												Senior Strategic Communication Specialist overseen by the Team Leader with inputs from Key Experts and District Coordinators
Sub Activity 1.2: Share the revised draft of the communication strategy among Provincial and District Teams of the KP-CDLD Programme for any further adjustments.												Senior Strategic Communication Specialist under the strategic oversight of the Team Leader and managed by the Key Expert 5 with inputs from Key Experts and District Coordinators
Sub Activity 1.3: Present the KP-CDLD communication strategy to the RMU for feedback and finalisation. The RMU notifies the communication strategy for operationalisation.												Senior Strategic Communication Specialist with strategic oversight of the Team Leader and managed by Key Expert 5 to work closely with the Deputy Reforms Coordinator (RMU)
Sub Activity 1.4: Continuous support to the RMU and the partner districts in the implementation of the communication strategy.												Senior Strategic Communication Specialist with the assistance of Key Experts, District Coordinators and Communication Focal Persons
Main Activity 2: Develop and regularly update a website for the CDLD to support the ongoing communication activities under the Component 3.												Senior Strategic Communication Specialist with the technical lead of Web Developer and strategic oversight of the Team Leader
Sub Activity 2.1: Prepare a website development plan by taking the KP-CDLD Programme communication + information management needs into account.												Senior Strategic Communication Specialist to lay down the content and material plan for the Web Expert to build up on
Sub Activity 2.2: Finalise the beta version of the KP-CDLD website including content												Senior Strategic Communication Specialist to develop the content and

development, graphic visualisation and key uploads.												provide material. Web developer to create the KP-CDLD website
Sub Activity 2.3: Present the beta version to the Team Leader, Key Experts and District Coordinators for fine-tuning the website presentation and contents.												Senior Strategic Communication Specialist to present the website with the technical assistance of the Web Developer
Sub Activity 2.4: Share the website with the RMU for feedback and finalisation for official launching as the next sub activity which will lead to recognition + ownership.												Senior Strategic Communication Specialist and Key Expert 5 to present the website with Web Developer to take notes on comments received
Sub Activity 2.5: Official launching ceremony of the KP-CDLD website at the RMU to be presided by the Secretary Finance and other officials of the Finance Department.												KP-CDLD Programme to organise the website launching ceremony to be led by the Senior Strategic Communication Specialist and Deputy Reforms Coordinator (RMU)
Sub Activity 2.6: Regularly update the website to keep it packed with latest news and ongoing developments, such as, press releases, events details, important documents, picture galleries, progress reports, etc.												Senior Strategic Communication Specialist to be responsible for content management related tasks, whereas, Web Developer to be responsible for uploading website material from time to time
Main Activity 3: Prepare and organise a programme of workshops, seminars and conferences to support the dissemination of CDLD.												Senior Strategic Communication Specialist assisted by the Community Communication Specialist working with Key Experts and SRSP Team
Sub Activity 3.1: Develop an action plan in consultation with District Teams and SRSP Team on a series of CDLD communication skills workshops for the community based organisations.												Community Communication Specialist with the support of Senior Strategic Communication Specialist, District Coordinators, Communication Focal Persons and SRSP Team Leader
Sub Activity 3.2: Organise communication skills workshops with Key Expert 3, Key Expert 5, District Coordinators and SRSP Team for implementation.												Community Communication Specialist with the support of Key Expert 3, Senior Strategic Communication Specialist and SRSP Team Leader
Sub Activity 3.3: Plan and hold national level annual CDLD conferences/seminars "Community Development - Driven by Opportunities" to communicate success, increase support and share lessons from KP-CDLD Programme implementation.												KP-CDLD Programme Communication Team to implement the events with the consultation of Team Leader, Key Experts and Deputy Reforms Coordinator. Conferences/seminars to be held from 2016 on

(Deputy Commissioner and District Nazim) to engage local councilors (including women), CBOs and community networks (including women networks) for ensuring women participation + quota in CDLD projects.												Communication Specialist with Sector Specialist Gender, Social Architect and District Coordinators
Sub Activity 5.4: Support in the preparation of action plans in the follow up to the speaker programmes to ensure that the learning outcomes are being implemented in favour of women participation in CDLD projects (indicator: 15% target).												Senior Strategic Communication Specialist and Community Communication Specialist with Sector Specialist Gender, Social Architect and District Coordinators
Main Activity 6: Communication support to the Reforms Monitoring Unit in fostering the strategic and management level aspects of the CDLD implementation.												Senior Strategic Communication Specialist assisted by the Team Leader, Key Experts and the Deputy Reforms Coordinator
Sub Activity 6.1: Utilising radio medium to reach out to the communities in the six target districts of the KP-CDLD Programme interventions.												Senior Strategic Communication Specialist with the guidance of Key Expert 5 and the Deputy Reforms Coordinator
Sub Activity 6.2: Creating and updating regularly the social media accounts of the RMU to reach out to diverse stakeholders as specified in the communication strategy.												Senior Strategic Communication Specialist assisted by the Community Communication Specialist working with the Deputy Reforms Coordinator
Sub Activity 6.3: Providing media management related support towards the positive projection and coverage of RMU-CDLD specific interventions (PCRC results, MIS installation, website launching, etc.)												Senior Strategic Communication Specialist under the guidance of Key Expert 5 and with the consultation and assistance of the Deputy Reforms Coordinator
Main Activity 7: Communication support to the six District Administrations to enhance the implementation measures with regards to successful CDLD implementation.												Senior Strategic Communication Specialist under the guidance of Key Expert 5 and the respective District Coordinators
Sub Activity 7.1: Harmonisation of call for first application advertisements before the initiation of every cycle.												Senior Strategic Communication Specialist with the support of District Coordinators
Sub Activity 7.2: Production and airing of district level public service announcements to announce the launching of application cycles.												Senior Strategic Communication Specialist with the District Coordinators and Communication Focal Persons
Sub Activity 7.3: Operationalisation of CDLD helpline 'Zama Ghag' in the office of												Senior Strategic Communication Specialist with the support of Key Expert

Commissioner Malakand with linkages to the six Deputy Commissioners' offices.												5, District Coordinators and Social Architect
Sub Activity 7.4: Compilation and publication of CDLD success stories "The Driven Communities" to mark the successful implementation of CDLD projects.												Senior Strategic Communication Specialist assisted by the Community Communication Specialist working with District Coordinators and the Communication Focal Persons
Main Activity 8: Enable the community based organisations to improve projects implementation through increased awareness and communication support.												Senior Strategic Communication Specialist under the guidance of Key Expert 5 and the respective District Coordinators
Sub Activity 8.1: Preparation of information and communication material on CDLD Policy goals, application process, eligibility criteria and evaluation procedure for the knowledge and understanding of community based organisations.												Senior Strategic Communication Specialist assisted by the Community Communication Specialist and Key Expert 5 working with District Coordinators, PFM Specialists and Key Experts
Sub Activity 8.2: Compilation and production of community level success stories (audiovisual and print) to disseminate human interest stories among key stakeholders of CDLD.												Senior Strategic Communication Specialist assisted by the Community Communication Specialist and working with District Coordinators and Communication Focal Persons
Sub Activity 8.3: Development of a community handbook on CDLD related topics, including, what makes a good application, what are the eligible sectors, what is the funding mechanism, what are the monitoring indicators, etc.												Senior Strategic Communication Specialist assisted by the Community Communication Specialist and working with Team Leader, Key Experts, PFM Specialists and the respective District Coordinators
Sub Activity 8.4: Integrate community outreach and awareness component on CDLD Policy and approach as an integral part of the SRSP envisioning exercises to encourage participation.												Community Communication Specialist with the support of Senior Strategic Communication Specialist and assisted by the District Coordinators, Social Architect and the SRSP Team



“EMPOWERING COMMUNITIES FROM THE GROUND UP”

Through collective action



Khyber Pakhtunkhwa Community-Driven Local Development Programme
GOVERNMENT OF KHYBER PAKHTUNKHWA