People
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UNDP

Strategic Communication & Effective Partnership Building

Capacity Building of Afghan CSOs on strategic level communication and effective partnership techniques with diverse stakeholders different levels.

30th July to 07th August, 2023
Bamyan, Afghanistan

Introduction

Civil Society Organisations (CSOs) play a critical role in enhancing transparency and accountability and providing effective and efficient services at the national, sub–national level and community levels. they provide both immediate relief and long – term transformative change by promoting collective interests, accountability, public participation, influencing decision making, directly engaging in service delivery and acting as a bridge between duty bearers and right holders.

In view of recent political change and socio-economic landscape Civil Society Organizations (CSOs) have become more critical than ever to outreach and support the Afghan people at such critical moments and operate in a complex context and face several immediate challenges such as most carry out activities in unstable conditions and insecurity. Currently CSOs are limited by operational factors such as financial and technical capacity –internal environmental dynamics that impact programme results and sustainability.

During last several years ACTION project continued the engagement with the national civil society organizations (CSOs) to further strengthen the anti – corruption efforts by mobilizing local communities and creating an enabling environment to fight corruption such as reporting corruption cases by media, conducting community-based monitoring of health facilities, and carrying out social audits of service delivery. The project is highly relevant in relation to the UNDP Strategic Plan (2022-2025) outcome 3 "strengthening countries and institutions to prevent, mitigate and respond to crisis, conflict, natural disasters, climate and social and economic shocks" and UNSF outcome 3.1 addressing formal and informal governance, community-based institutions, and decision-making platforms and mechanisms are more inclusive, responsive, accountable, and better able to contribute to social cohesion and reconciliation.
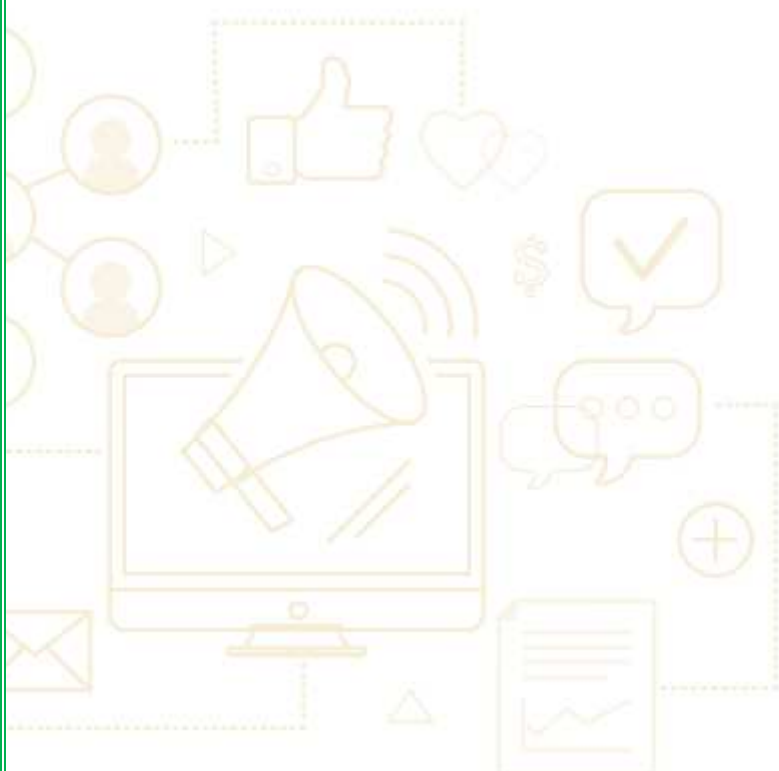
Session 1 Introduction
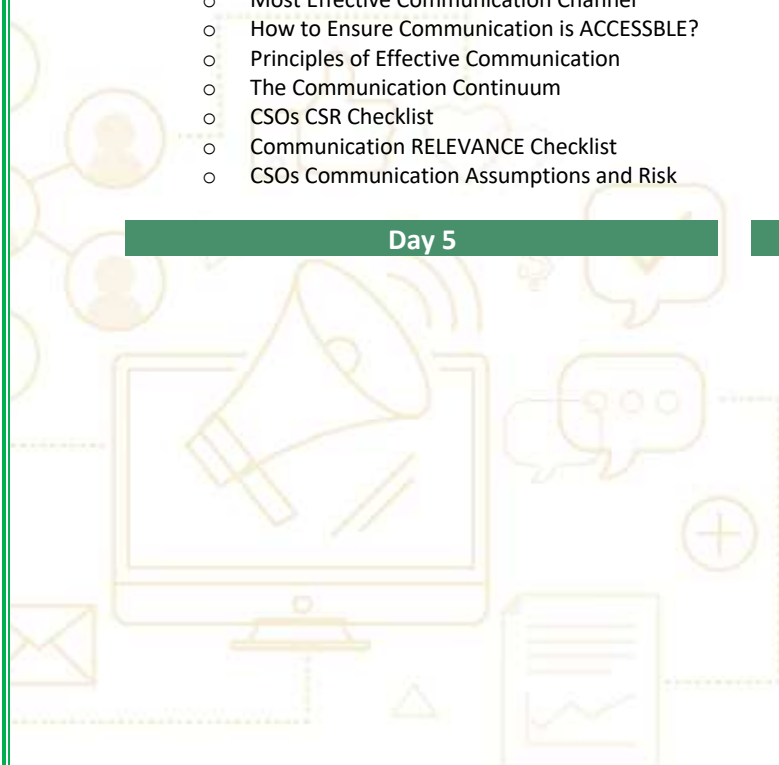
Objectives and Agenda

OBJECTIVES: By the end of the workshop, CSO representatives will be able to:

1. To develop the ability to understand the contractual context, empathize with others' perspectives, emotions, and needs, leading to more empathetic and development compassionate communication.
2. Develop communication strategies and campaigns to communicate key messages effectively to influence public opinion, policies, and decision-makers, creating social change and promoting the organization's advocacy efforts.
3. Develop an understanding of stakeholder categorize and prioritize them on their influence, interest, and importance to the organization. Learn how to adapt communication strategies and messages to different stakeholder segments, taking into account their unique characteristics, needs, and communication preferences.

Agenda

Day 1	Day 2
Session 1 - Introduction	Recap
o Pre-Test	**Session 2 – Communication (Cont'd)**
o Creative Introduction	o Communication Modalities and Representation System
o Training Objective	o The Communication Equation
	o Effective Communication Skills
Session 2 – Communication	o Barriers of Communication
o What is Communication?	o Tips for Effective Communication
o Communication Model	o Levels & Channels of Communication
o Types off Communication	
o Goals of Communication	

Day 3	Day 4
Session 2 – Communication (Cont'd)	Recap
o Special People Special Communication	**Session 3 – Strategic Communication**
o Most Effective Communication Channel	o Strategic Communication
o How to Ensure Communication is ACCESSBLE?	o Principles of Communication Strategy
o Principles of Effective Communication	o Elements of Strategic Communication
o The Communication Continuum	o Project Specific Communication Strategy
o CSOs CSR Checklist	
o Communication RELEVANCE Checklist	
o CSOs Communication Assumptions and Risk	

Day 5	Day 6

Recap

Session 3 – Strategic Communication (Cont'd)

- o Appraisal of Communicating Strategy & Adding Risk Communication Principles
- o Evaluating Principles of effective communication
- o Communication in Result Chain
- o 07 Step Communication Evaluation Model
- o Evaluating Communication in Result Chain

Recap

Session 4 – Stakeholder & Partnership

- o Who is Stakeholder
- o Stakeholder Segmentation
- o Stakeholder Segmentation
- o Steps and Stages of Analysing Stakeholder's Communication
- o Communication Strategy for my Stakeholders/Partners
- o Stakeholders Consultation and Communication
- o Community / Stakeholders Communication Plan
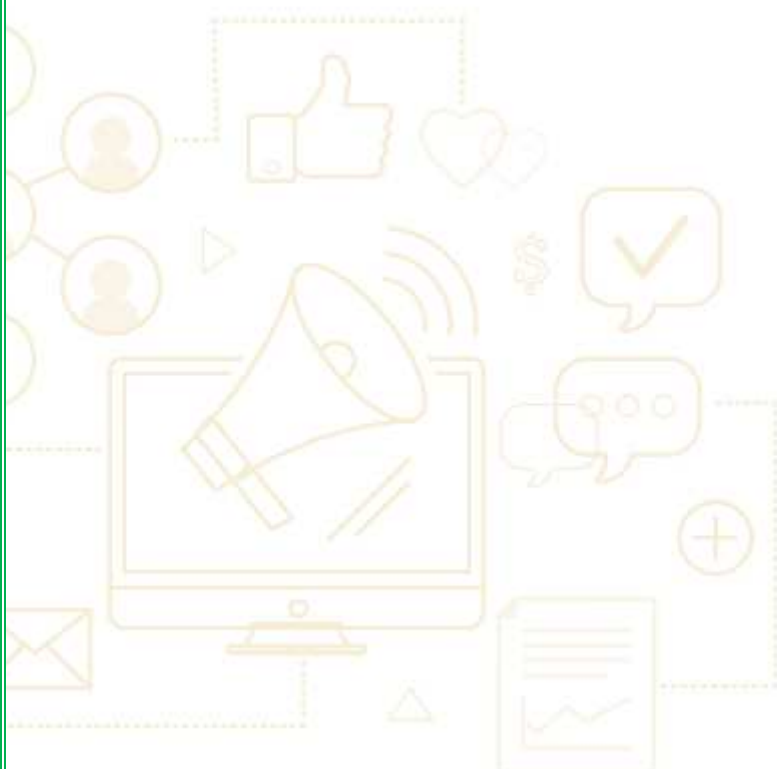- o Developing Communication Strategy

Day 7

Recap

- o Group Presentation

Session 5 – Evaluation & Close

- o Post-test
- o Evaluation & close

Session **2** Communication

Communication

Communication is the process of exchanging information, ideas, thoughts, and feelings between individuals or groups. It involves the transmission and reception of messages through various channels, such as verbal, nonverbal, written, or visual means. Communication is an essential aspect of human interaction and plays a crucial role in personal, social, professional, and organizational contexts.

What

a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior.
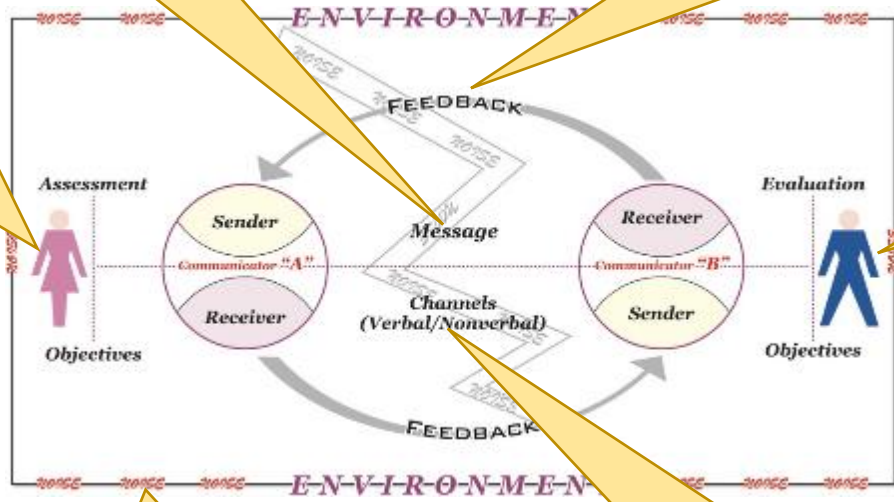
Why

Effective communication helps us better understand a person or situation and enables us to resolve differences and build trust and respect.

The information, ideas, or thoughts being conveyed by the sender. Messages can be expressed through words, gestures, body language, images, or other symbols.

The response or reaction provided by the receiver, indicating their understanding, agreement, disagreement, or any other relevant response. Feedback helps to ensure effective communication and allows for clarification or adjustment if necessary.

The person or entity initiating the communication by formulating and encoding a message to be transmitted.

The individual or group intended to receive and decode the message sent by the sender.

E-N-V-I-R-O-N-M-E-N

NOISE NOISE NOISE NOISE

FEEDBACK

Assessment

Sender

Communicator "A"

Receiver

Objectives

Message

Channels (Verbal/Nonverbal)

FEEDBACK

E-N-V-I-R-O-N-M-E-N

NOISE NOISE NOISE NOISE

Evaluation

Receiver

Communicator "B"

Sender

Objectives

Any interference or barriers that can disrupt the communication process, leading to misinterpretation or loss of information. Examples of noise include distractions, language

The channel, medium or method through which the message is transmitted, such as face-to-face conversations, written documents, phone calls, emails, video conferences, or social media platforms.

Types of Communication

Verbal Communication	Nonverbal Communication
Involves the use of spoken or written words to convey information or ideas. It includes face-to-face conversations, presentations, speeches, phone calls, interviews, emails, and written reports.	Communication through gestures, body language, facial expressions, posture, eye contact, and tone of voice. Nonverbal cues can convey emotions, attitudes, and intentions, and they often complement or contradict verbal messages.
Written Communication	**Visual Communication**
Communication through written words, such as letters, memos, reports, emails, texts, or chat messages. Written communication provides a permanent record and allows for precise and well-thought-out messages.	Communication through visual elements, such as images, charts, graphs, diagrams, videos, or presentations. Visual aids can enhance understanding, convey complex information, and engage the audience.

Goals of Communication

To provide information, advice, and guidance to decision-makers (key audiences) to prompt action that will protect the health of individuals, families, communities and nations.

Inform	☐ **Persuade** ☐ **Educate** ☐ **Lobbying** ☐ **Advocacy**	**Relationships**

Communication Goal

Which communication Method did you used to achieve your goal?

Goal	Inform	Persuade	Educate	Lobbying	Advocacy	Relationships
Verbal						
Nonverbal						
Written						
Visual						
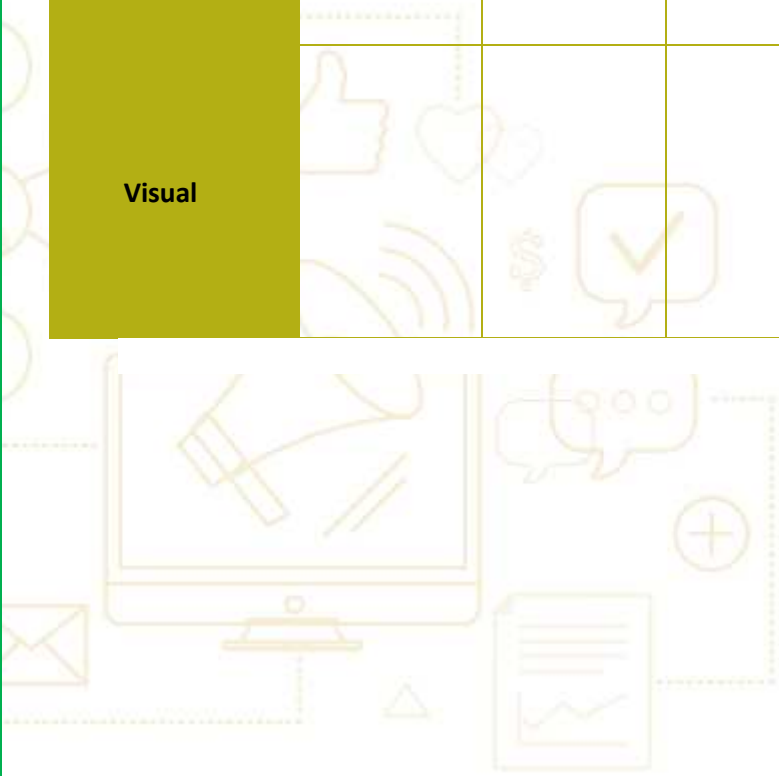
Platinum Rule of Communication

"Communicate with others the way they want to be communicated with"

We communicate as per our personality
NOT what other wants.

VISUAL
"I see what you mean."

KINESTHETIC
"It feels to me like..."

AUDITORY
"I hear what you're saying."

80% of workplace issues are communication related

Tone	Body Language	Words
40%	50%	Only 10%

Tone — 40%
- What you hear
- Tone of voice
- Vocal clarity
- Verbal expressiveness

Body Language — 50%
- What you see or feel
- Facial expression
- Dress and grooming
- Posture/ Body Language
- Eye contact
- Touch
- Gesture

Words — Only 10%

WORDS……..

Written material

If words disagree with the tone of voice and nonverbal behavior, people tend to believe the tonality and nonverbal behavior.

Effective Communication Skills

Did you maintained eye contact?

Did you ensure the understanding (how)?

Did you encouraged the audience to talk, discuss, feedback?

Did you smile during the session?

Did you talk continuously or there were pauses?

Did you ask questions and provided relevant answers?

How was the body language of the presenter?

Did you summarize and provided way forward at the end?

Skills:
- Eye contact & visible mouth
- Checking/Understanding
- Encouragement
- Smiling face
- silence to continue
- Some Questions
- Summarization
- Body language

Barriers of Communication

Did you used the local language, did they understand?

Was there any noise? Unwanted voices?

Were you in hurried or enough time for session

Did you prepare well?

Were there any disability? Learning, hearing, visual, understanding, what did you do?

Why? How did you handle them?

Were there any?

What was the distraction?
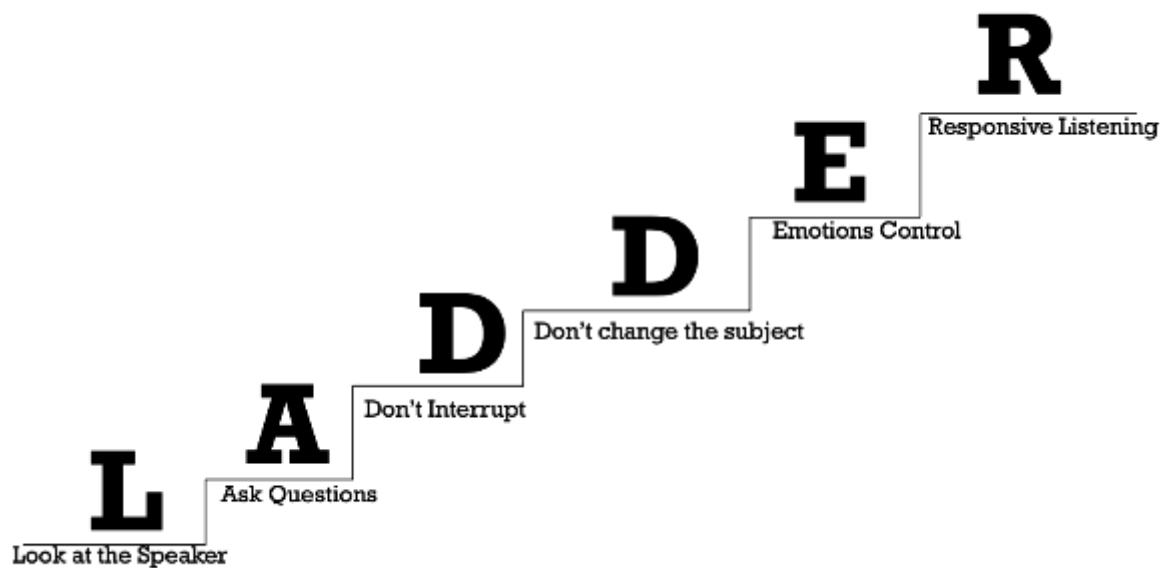
Tips for Effective Communication

1. Break down information into essentials
2. Keep the amount of information given at any one time small.
3. Keep the chain of information transmission short.
4. Make sure the message is received and understood.
5. Showing is often more effective than telling.
6. Wherever possible use two-way communication
7. Record important data.
8. Don't expect everyone to interpret the same data the same way.
9. Information has to be shared in order to be used
10. Effective oral communication requires careful listening.
11. Don't confuse assumptions with facts.
12. Remember that we are constantly communicating our feelings and attitudes non-verbally.

R Responsive Listening
E Emotions Control
D Don't change the subject
D Don't Interrupt
A Ask Questions
L Look at the Speaker

LACE Technique

Listen actively to what people say

Acknowledge or confirm that you have received the message

Check whether you understand the message correctly

Enquire or ask for more information

Levels of Communication

In a community setting, communication can occur at various levels, depending on the context and purpose, including:

Intrapersonal Communication	Interpersonal Communication
This level of communication involves an individual's internal thought process, self-reflection, and self-talk. It is the communication that happens within oneself, influencing thoughts, feelings, and decision-making.	Interpersonal communication takes place between two or more individuals. It involves direct interaction and exchange of information, ideas, opinions, and emotions. Interpersonal communication can occur in face-to-face conversations, phone calls, video calls, or written exchanges.
Small Group Communication	**Public Communication**
Small group communication involves a limited number of individuals, typically ranging from three to twelve people. It occurs within a small team, committee, or working group where members collaborate, share ideas, discuss issues, and make decisions collectively.	Public communication involves one person or a few individuals speaking or presenting to a larger audience. It can occur in community meetings, town halls, public forums, or presentations where information is shared with a broader group of people.
Mass Communication	**Organizational Communication**
Mass communication refers to the transmission of messages to a large, diverse, and often geographically dispersed audience. It involves the use of mass media channels like television, radio, newspapers, magazines, websites, social media, and advertising to communicate with a wide range of individuals in the community.	Organizational communication occurs within formal structures and hierarchies of community organizations, institutions, or agencies. It involves the exchange of information, directives, feedback, and ideas between leaders, managers, employees, and stakeholders to facilitate the functioning and coordination of the organization.
Community-wide Communication	
Community-wide communication encompasses communication efforts that involve the entire community. It includes initiatives such as public service announcements, community newsletters, websites, social media platforms, community events, and campaigns aimed at disseminating information, promoting engagement, and fostering a sense of belonging and collective action.	

It's important to note that these levels of communication are not mutually exclusive, and they often overlap in practice. Effective communication within a community involves utilizing a combination of these levels to ensure that information is shared, understood, and acted upon by community members.

Channels of Communication

Community-led development involves empowering community members to actively participate in decision-making processes and take ownership of their own development initiatives. Communication channels play a crucial role in facilitating information sharing, engagement, and collaboration within community-led development efforts.

Face-to-Face Meetings

Community Representatives and Leaders

Community Radio

Community Notice Boards

Social Media and Online Platforms

Print Materials

Community-Based Organizations & Networks

Mobile Technology

Community Events

Communicators need reliable channels that are appropriate for the specific context and target audience, considering factors such as literacy levels, technological infrastructure, cultural norms, and language preferences. An effective communication strategy in community-led development ensures inclusivity, active engagement, and two-way information flow to foster meaningful participation and sustainable development outcomes.

Special People Special Communication

To achieve communications objectives, communicators must ensure that everyone can access information, advice and guidance. The United Nations Convention on the Rights of Persons with Disabilities recognizes that access to information and communication technologies is a basic human right.

To ensure individuals with low or no vision have access to information, advice and guidance, communicators can use a variety of techniques to enhance usability of web material. For example, adding ALT (alternative) text to an image such as a picture allows screen readers to describe that images to someone with low vision. This provides users who cannot see the image to have an idea of what it depicts by listening to the content.

Most Effective Communication Channel

Channel	Two Way (Yes / No)	Community Participation (Yes / No)	Effectiveness (Yes / No)
Face-to-Face Meetings			
Community Representatives and Leaders			
Community Radio			
Community Notice Boards			
Social Media and Online Platforms			
Community-Based Organizations & Networks			
Mobile Technology			
Community Events			
Print Materials			

How to Ensure Communication is ACCESSBLE?

Communicators can start the planning process by considering how key audiences receive project and organization's information. The following questions need to be addressed.

Sr.	Accessibility Option	Response
1	What channels do audiences have access to?	
2	What channels do audiences prefer for receiving or seeking information?	
3	Are there any partner channels that are used by hard-to-reach audiences?	
4	What channels encourage two-way engagement with community people, enabling interaction between community decision-makers and project staff?	
5	Which set of channels best supports the communication objectives identified for the project?	
6	What resources are required to develop the products needed for specific channels? For example, television public service announcements may provide the greatest reach, but the costs to develop them must be considered.	

IF **Building Awareness** is the objective, what channels offer the greatest opportunities for exposure and for ensuring sufficient message frequency (repetition)

IF **Behaviour Change** is the objective, what channels provide opportunities for the audience to see others who have adopted the recommended behaviour and can serve as role models?

Principles of Effective Communication

The Framework is organized according to six principles[1] to ensure communications are:

WHO strives at all times to ensure these principles are at the core of its communication activities and are reflected in the full range of materials and activities: social media messages; web-based fact sheets, feature stories, commentaries, infographics, Q&As; intranet content for WHO staff; press conferences, news releases and media advisories; videos; visibility and outreach activities etc.

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[1] WHO Communication Framework

Motivate and appreciate on their decision.

6 Action, Decision

Encourage them by giving example of cost of medicines for such illness & diseases.

5 Cost-benefit analysis

Train the community about various local methods of safe

4 Capacity to change

Inform about various local methods of safe drinking water

3 Awareness of solutions

Link with water born and stomach diseases.

2 Relevance

Create Awareness about Safe drinking water

1 Awareness

EVALUATION

**Do you have such example of your community, please inform other**

Communication plays a vital role in fulfilling the social responsibility of Civil Society Organizations (CSOs). Effective communication strategies can help CSOs promote transparency, engage stakeholders, raise awareness, advocate for social change, and build trust and credibility. Here are some key considerations for using communication as a CSO's social responsibility:

Sr.	Responsibility	Check
1	Define your mission and values	☑
2	Influence norms	☑
3	Stakeholder Engagement	☑
4	Transparent communication	☑
5	Authentic and clear messaging	☑
6	Advocacy and awareness campaigns	☑
7	Engage with media	☑
8	Digital communication	☑
9	Collaboration and partnerships	☑
10	Evaluation and learning	☑
11	Ethical communication practices	☑
12	Reinforce benefits to overcome barriers	☑
13	Instill the confidence to Act.	☑
14	Promote knowledge of solutions	☑
15	Support an appropriate understanding of the risk	☑
16	Promote knowledge of solutions	☑

Communication RELEVANCE Checklist

KNOW THE AUDIENCE	**UNDERSTAND SOCIO-DEMOGRAPHIC AND CULTURAL CHARACTERISTICS** • Age, gender, educational background, income, geographic location, cultural beliefs and civic structure all influence how people receive messages.
	DETERMINE COMMUNICATION PREFERENCES • how the target audience prefers to receive messages • what communications channels the target audience uses • what messages gained the target audience trusts • any preferences the target audience has for product format and design
	RECOGNIZE ATTITUDES TOWARDS THE RISK • Communicators must also take into account audience perceptions and attitudes toward the project themeto, pic and associated risk.
LISTEN TO THE AUDIENCE	**LEARN BY LISTENING** • their level of interest in the issue • their perceptions and attitudes about the topic or risk and the promoted action (behaviour change, policy adoption, etc.) • their current position or behaviours responding to their issue • the concerns about the health issue of at-risk audiences and the organizations that support them • how the media portrays the issue • the focus of conversations on social media • any inaccurate coverage or misinformation
	LISTEN TO PUBLIC OPINION • National and local CSOs and aother local responder agencies may have methods for recording public opinion, including media monitoring systems. • Research institutes and media sometimes conduct public opinion surveys covering various topics. These can provide background context related to broad public perception of global / local issues.
	LISTEN TO ENQUIRIES • Other organizations with hotlines or consumer enquiry phone lines. The questions and queries of people ask may help identify the gaps in existing information, which can be filled through CSOs communication materials.
	LISTEN TO PARTNERS Traditional partners such as religious groups and business associations, provide different perspectives based on their networks and listening

|	
	methods. CSSOs should be aware of what partners believe the target audience thinks and needs.
COMMUNICATE AT THE RIGHT TIME	**LEVERAGE AWARENESS DAYS** Communicators can focus messaging on a particular day or period of time that advocacy groups have already chosen to promote awareness of a issue (health day, women day, labour day, etc.)
	PLAN TIMING OF MESSAGES TO THE RISK • Promote messages about natural hazards, such as floods, hurricanes, tornadoes and extreme heat or cold, immediately before and during the seasons in which they most frequently occur. • Engage a target audience, such as older adults, at specific life stages. Develop age-specific recommendations for them and encourage age-related screenings. • Choose communications channels that reach decision-makers at critical age-related times.
USE PLAIN LANGUAGE	**USE FAMILIAR WORDS** • be clear about the desired outcome • get to the point quickly • know what the audience wants and needs • advice and guidance in the message
	PRACTICE GOOD WRITING • organize information so the most important points come first • create a single overarching communication outcome (SOCO) that defines the desired outcome, for example, behaviour change • break long and complicated information into understandable portions • use simple language to explain the meaning of technical terms • format documents with plenty of white space so they are easy to read
MAKE IT VISUAL	• presenting technical information with illustrations and images so it is easier to understand • clarifying sequences, timelines and relationships with drawings to show the steps in a process • including images and graphics in social media content to encourage the target audience to share messages through their social media networks, increasing the dissemination of easy-to-understand content.
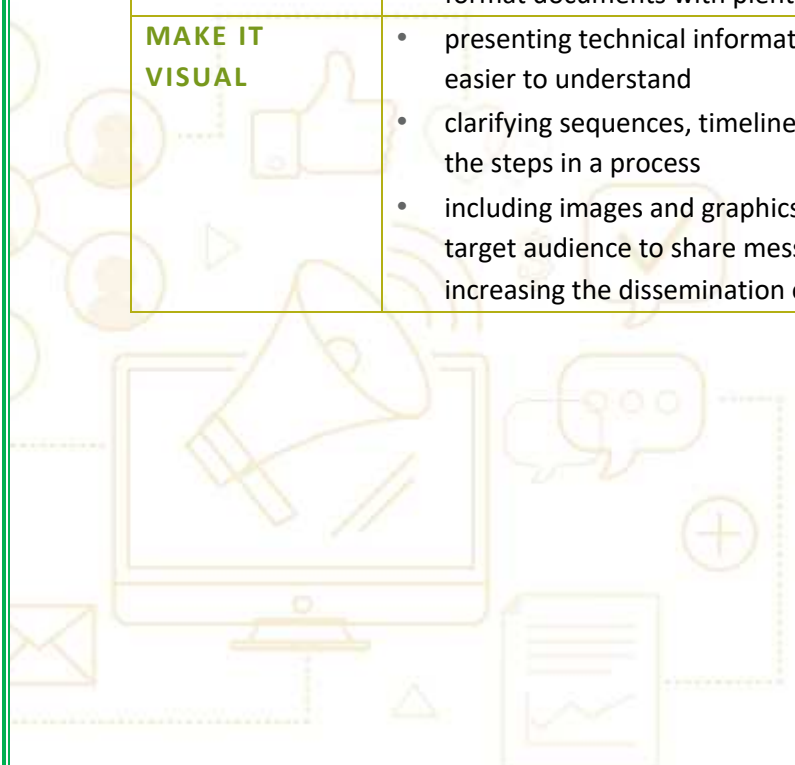
CSOs Communication Assumptions and Risk

CSOs (Civil Society Organizations) operating in Afghanistan face unique communication assumptions and risks due to the complex socio-political context of the country. Here are some specific assumptions and risks related to CSO communication in Afghanistan:

Assumptions	Risks
Stakeholder Receptiveness: CSOs assume that stakeholders in Afghanistan, including community members, government officials, and donors, are receptive to their communication efforts. They assume that stakeholders are interested in participating, providing feedback, and engaging in dialogue.	**Security Risks:** CSOs operating in Afghanistan face significant security risks related to their communication efforts. There is a risk of targeted attacks, threats, or intimidation from armed groups, insurgents, or other actors that may oppose the CSO's mission or activities.
Information Dissemination: CSOs assume that stakeholders in Afghanistan have access to the necessary communication channels, such as radio, television, mobile phones, or community gatherings, to receive and understand their messages. They assume that stakeholders can access and interpret the information shared by the CSO.	**Access Constraints:** CSOs may face challenges in accessing and reaching stakeholders in remote or conflict-affected areas of Afghanistan due to infrastructure limitations, geographical barriers, or ongoing conflict. Limited access to communication channels can hinder effective information dissemination.
	Language and Cultural Barriers: CSOs may encounter language and cultural barriers when communicating with diverse ethnic, tribal, and linguistic groups within Afghanistan. Accurate translation, cultural sensitivity, and effective cross-cultural communication are crucial to ensure messages are understood and well-received.
Trust and Credibility: CSOs assume that stakeholders in Afghanistan trust their organization and perceive them as credible sources of information. They assume that stakeholders have confidence in the CSO's ability to deliver on its mission and contribute to positive change.	**Limited Infrastructure:** CSOs may face challenges in leveraging modern communication technologies due to limited infrastructure in some parts of Afghanistan. Lack of reliable electricity, internet connectivity, or access to digital devices can hinder the dissemination of information through digital channels.
	Political Instability: Afghanistan's political instability presents risks for CSOs in terms of their ability to freely communicate and engage with stakeholders. Shifting political dynamics, changes in government policies, or civil unrest may impact the CSO's communication activities.
Cultural Sensitivity: CSOs assume that they have a good understanding of Afghan culture, customs, and norms, allowing them to effectively communicate and engage with stakeholders. They assume that their messages align with cultural sensitivities and are tailored to the local context.	**Misinterpretation and Misinformation:** There is a risk that CSO messages may be misinterpreted or distorted by stakeholders in Afghanistan, leading to confusion, misinformation, or loss of trust. Cultural nuances, biases, or misunderstandings can impact the effectiveness of communication.
	Legal and Regulatory Constraints: CSOs operating in Afghanistan need to navigate legal and regulatory frameworks that may impose restrictions on freedom of expression, association, or access to information. Compliance with these regulations while maintaining effective communication can be challenging

CSOs operating in Afghanistan should conduct context-specific risk assessments, implement robust security protocols, establish strong relationships with local stakeholders, and continuously monitor and adapt their communication strategies to mitigate these risks. Collaboration with local partners, utilizing trusted community networks, and investing in capacity building efforts can enhance the effectiveness and impact of CSO communication in Afghanistan.

What are the Risk and Assumption of your Working Area?

Assumptions	Risks

Session 3 Strategic Communication
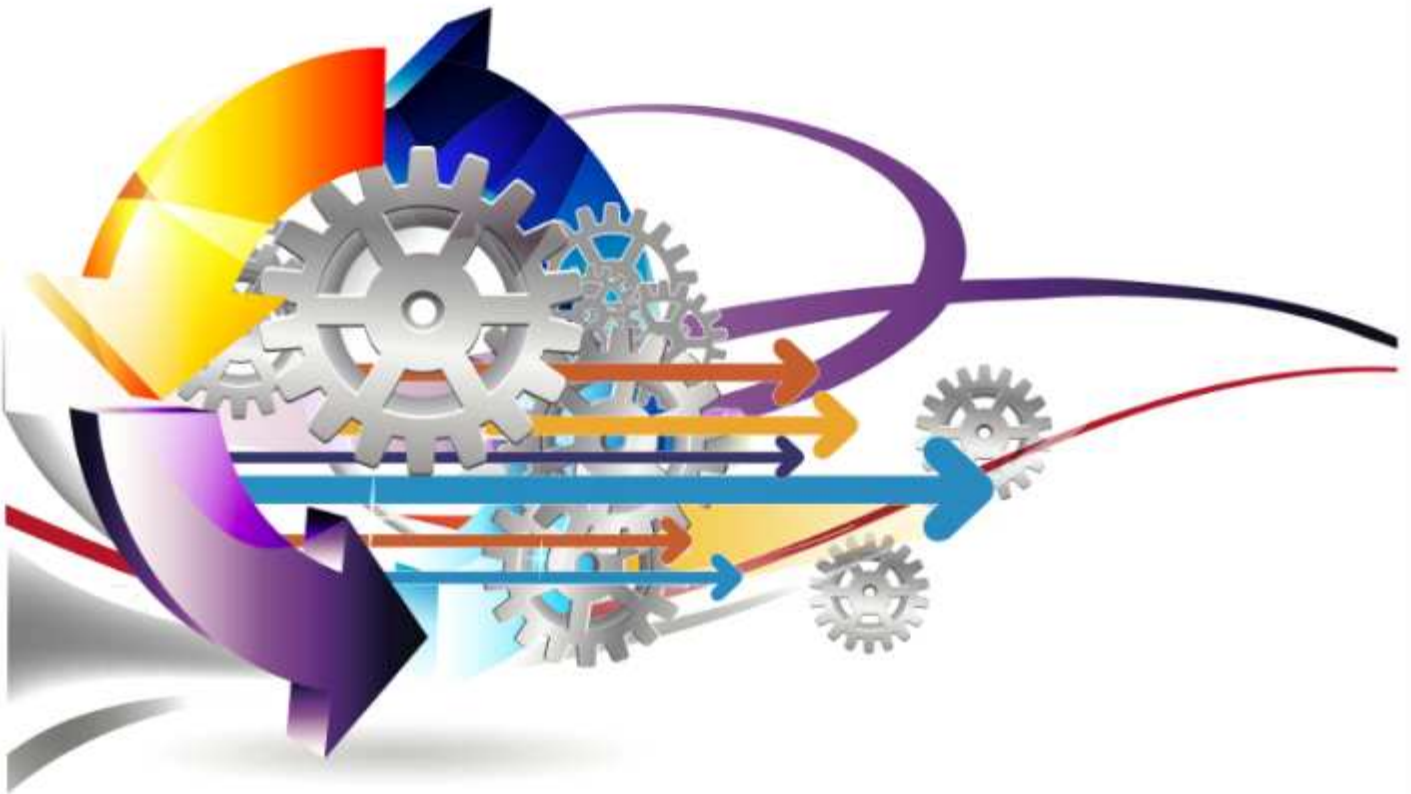
Strategic Communication

A communication strategy is a comprehensive plan that outlines how an organization or individual intends to effectively communicate with their target audience to achieve specific goals and objectives. It serves as a roadmap for guiding communication efforts and ensures that messages are delivered consistently, clearly, and in alignment with the organization's overall mission and objectives.
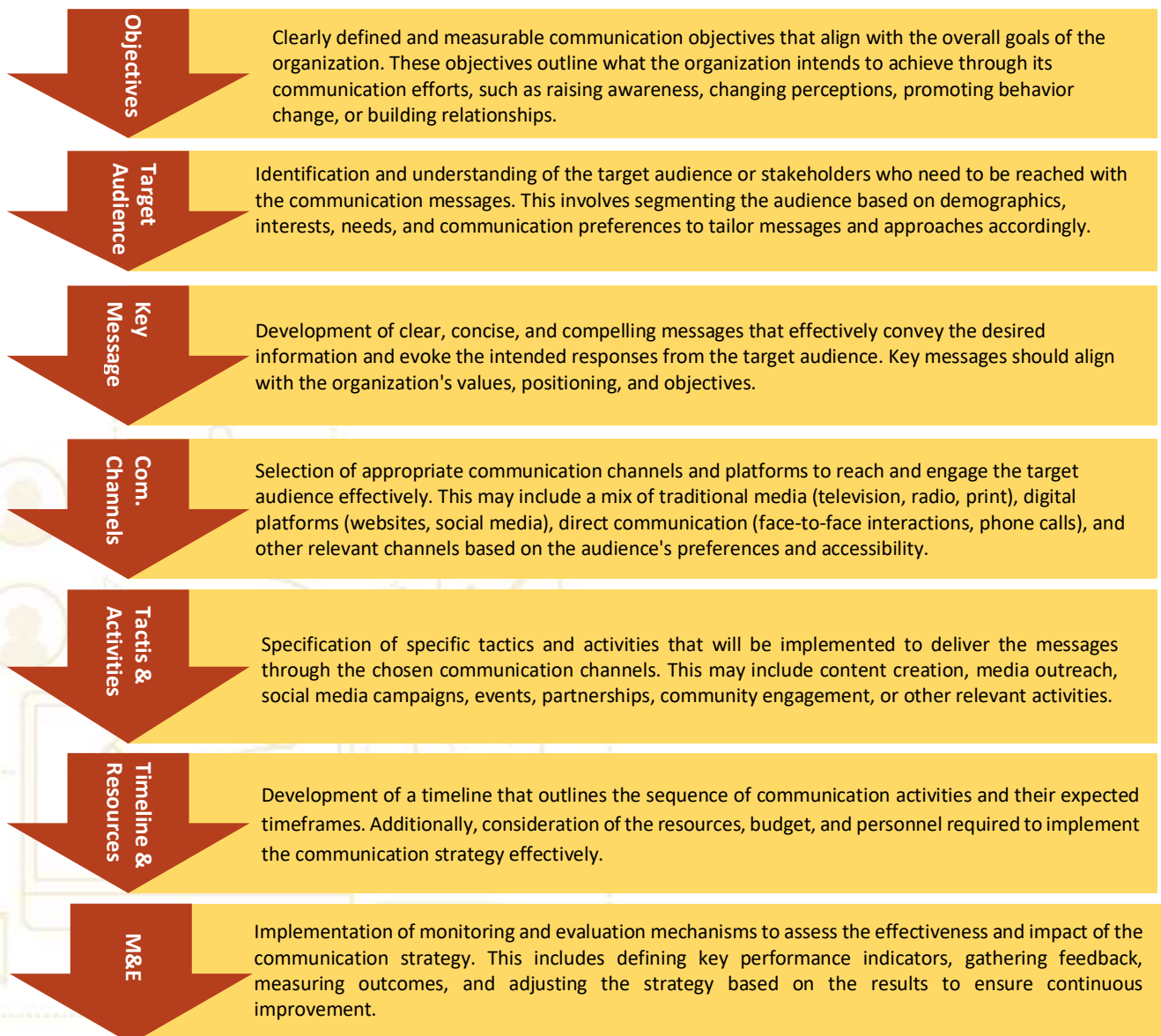
Principles of Communication Strategy

Principles and processes of strategic communication in Afghanistan communities involve adopting a comprehensive and contextually appropriate approach to effectively engage stakeholders, promote understanding, and achieve communication objectives. Key **Principles** to consider for strategic communication in Afghanistan:

- Develop a deep contextual understanding of community
- Adopt Stakeholder-Centric Approach
- Ensure a Two-Way Communication
- Demonstrate and respect cultural sensitivity and respect
- Prioritize transparency and accountability in communication

A well-developed communication strategy typically includes the following elements:

Element	Description
Objectives	Clearly defined and measurable communication objectives that align with the overall goals of the organization. These objectives outline what the organization intends to achieve through its communication efforts, such as raising awareness, changing perceptions, promoting behavior change, or building relationships.
Target Audience	Identification and understanding of the target audience or stakeholders who need to be reached with the communication messages. This involves segmenting the audience based on demographics, interests, needs, and communication preferences to tailor messages and approaches accordingly.
Key Message	Development of clear, concise, and compelling messages that effectively convey the desired information and evoke the intended responses from the target audience. Key messages should align with the organization's values, positioning, and objectives.
Com. Channels	Selection of appropriate communication channels and platforms to reach and engage the target audience effectively. This may include a mix of traditional media (television, radio, print), digital platforms (websites, social media), direct communication (face-to-face interactions, phone calls), and other relevant channels based on the audience's preferences and accessibility.
Tactis & Activities	Specification of specific tactics and activities that will be implemented to deliver the messages through the chosen communication channels. This may include content creation, media outreach, social media campaigns, events, partnerships, community engagement, or other relevant activities.
Timeline & Resources	Development of a timeline that outlines the sequence of communication activities and their expected timeframes. Additionally, consideration of the resources, budget, and personnel required to implement the communication strategy effectively.
M&E	Implementation of monitoring and evaluation mechanisms to assess the effectiveness and impact of the communication strategy. This includes defining key performance indicators, gathering feedback, measuring outcomes, and adjusting the strategy based on the results to ensure continuous improvement.

Project Specific Communication Strategy

Project Name _____

Sr.	Assumptions	Detail
1	**Overall Objectives**	
2	**Target Audience**	
3	**Key Messages**	
4	**Communication Channel**	
5	**Tactics and Activities**	
6	**Timeline & Resources**	
7	**M&E**	

Appraisal of Communicating Strategy & Adding Risk Communication Principles

Conducting an appraisal of a communication strategy and incorporating risk communication principles for Afghanistan communities requires a thorough assessment of the existing strategy, its effectiveness, and the specific risks and challenges in the Afghan context.
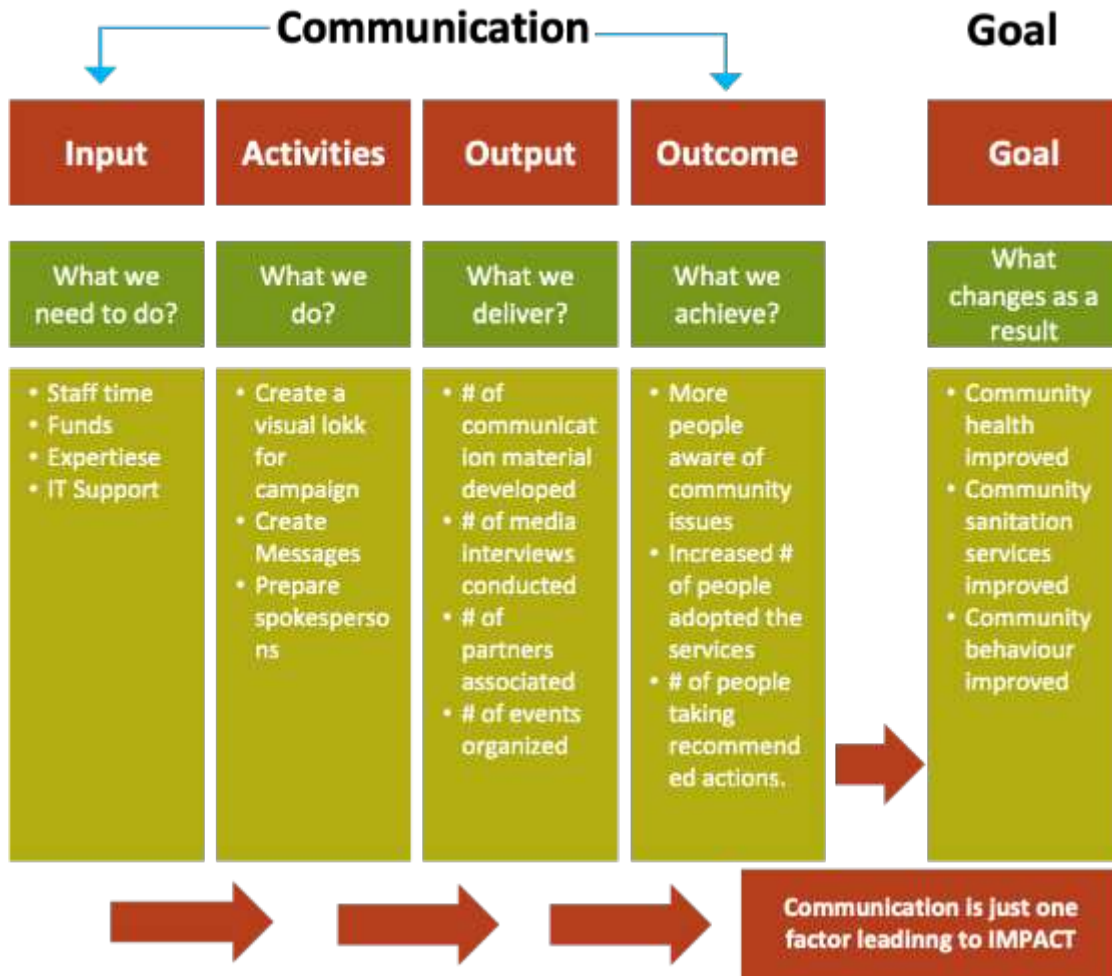
Steps to conduct risk assessment of communication strategy:

1. **Review the Existing Communication Strategy:** Start by reviewing the current communication strategy, including its objectives, target audience, key messages, communication channels, tactics, and activities. Evaluate its alignment with the organization's goals and the Afghan context.

2. **Assess Effectiveness:** Evaluate the effectiveness of the current strategy in achieving its objectives. Gather data on key performance indicators, such as audience reach, message comprehension, behavior change, and stakeholder engagement. Use surveys, interviews, and feedback mechanisms to gather insights from stakeholders.

3. **Contextual Analysis:** Conduct a thorough analysis of the Afghan context, including cultural, social, political, and security factors. Understand the specific risks and challenges associated with communication in Afghanistan, considering factors like cultural sensitivities, security concerns, information accessibility, and the diverse ethnic and linguistic landscape.

4. **Identify Communication Risks:** Identify and assess the communication risks that may arise in Afghanistan, such as misinformation, misinterpretation, security threats, or political sensitivities. Consider the potential impact of these risks on the organization's objectives and reputation.

5. **Incorporate Risk Communication Principles:** Integrate risk communication principles into the communication strategy to effectively address potential risks and challenges. This includes principles such as transparency, accuracy, timeliness, empathy, and engagement with stakeholders. Develop guidelines and protocols for managing communication during times of crisis or heightened risk.

6. **Stakeholder Analysis:** Conduct a stakeholder analysis to understand the communication needs, preferences, and concerns of different stakeholder groups in Afghanistan. This analysis will help tailor communication strategies to address specific audience segments and enhance engagement.

7. **Develop Mitigation Strategies:** Based on the assessment of communication risks and stakeholder analysis, develop mitigation strategies and tactics to address identified risks. These may include protocols for managing sensitive information, crisis communication plans, training for staff on risk communication, and establishing feedback mechanisms to address misinformation or rumors.

8. **Monitoring and Evaluation:** Establish monitoring and evaluation mechanisms to track the implementation of the revised communication strategy and assess its impact. Regularly review and adjust the strategy based on feedback, emerging risks, and changing needs.

9. **Capacity Building:** Provide training and capacity-building opportunities for staff involved in communication to ensure they are equipped with the necessary skills and knowledge to effectively implement the revised strategy and incorporate risk communication principles.

10. **Continuous Improvement:** Foster a culture of continuous improvement by encouraging learning, feedback, and adaptation in communication practices. Regularly revisit the strategy, reassess risks, and refine communication approaches based on lessons learned.

It is essential to work closely with local partners, communities, and stakeholders in Afghanistan to ensure cultural sensitivity and effective engagement. Adaptation and flexibility are crucial, considering the evolving dynamics and specific challenges of the Afghan context.

Communication in Result Chain

Communication				Goal
Input	**Activities**	**Output**	**Outcome**	**Goal**
What we need to do?	What we do?	What we deliver?	What we achieve?	What changes as a result
• Staff time • Funds • Expertiese • IT Support	• Create a visual lokk for campaign • Create Messages • Prepare spokespersons	• # of communication material developed • # of media interviews conducted • # of partners associated • # of events organized	• More people aware of community issues • Increased # of people adopted the services • # of people taking recommended actions.	• Community health improved • Community sanitation services improved • Community behaviour improved

Communication is just one factor leadinng to IMPACT

07 Step Communication Evaluation Model

1. Identify an activity to improve
2. Identify a tactic to improve performance
3. Create indictors to measure improvement
4. Connduct a baseline assessment
5. Refine Indicators
6. Performm new tactic(s)
7. Meassure progress

Result of evaluation should inform decision-making for next steps or future outreach

Evaluating Communication in Result Chain

Think one of your completed projects with regards to communication and advise the following?

Goal	Outcome	Output	Activities	Input
What was the communication goal, what changes were expected?	**What project wanted to achieve**	**What project wanted to Deliver?**	**What communication activities performed on different level.**	**What was needed for a comprehensive communication campaign?**
What is changed?	**What actually achieved?**	**What actually delivered**	**What was the impact on activities**	**What was available?**
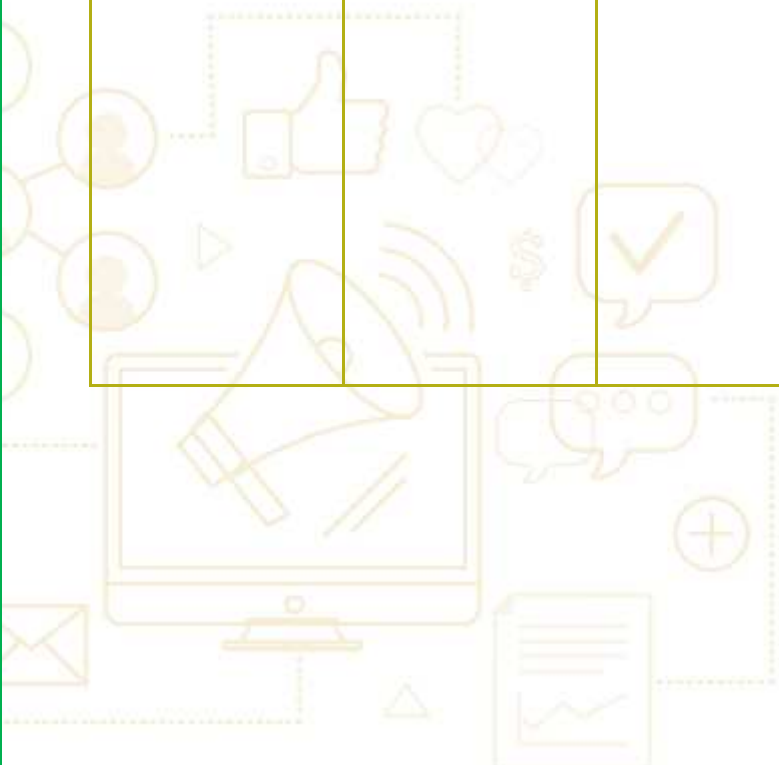
Session 4 Stakeholders & Partnership

Who is Stakeholder

Stakeholders are individuals, groups, or organizations that have a vested interest in or are affected by the project's outcomes.

> Alone we can do so little;
> together we can do so much.
> Helen Keller, deaf-blind author and activist, 1880–1968

Stakeholder Segmentation

Stakeholder segmentation in community-led projects involves categorizing the various stakeholders involved in the project based on their level of influence, interests, and relationship with the project. Segmenting stakeholders helps project organizers identify and prioritize their engagement strategies, communication channels, and tailored approaches to effectively involve and address the needs of different stakeholder groups. Following are the common stakeholder segmentation approaches in community-led projects:

Primary Stakeholders	Secondary Stakeholders
These stakeholders have a direct and significant interest in the project's outcomes. They are typically the individuals or groups directly affected by the project or those actively participating in its implementation. Primary stakeholders can include community members, local organizations, or residents living in the project area.	These stakeholders may not have a direct interest in the project, but they can still be influenced by its outcomes. They could include government agencies, neighboring communities, or businesses that may be indirectly affected by the project's activities or results.

Key influencers	Supportive Stakeholders
These stakeholders may not be directly impacted by the project, but they have a considerable influence on the community or other stakeholders involved. Key influencers could be community leaders, local authorities, opinion leaders, or experts whose support or endorsement can significantly impact the project's success.	These stakeholders may not have a direct interest or influence in the project, but they provide valuable support, resources, or expertise that contribute to its success. They can include funding organizations, technical advisors, or volunteers who assist in various project activities.

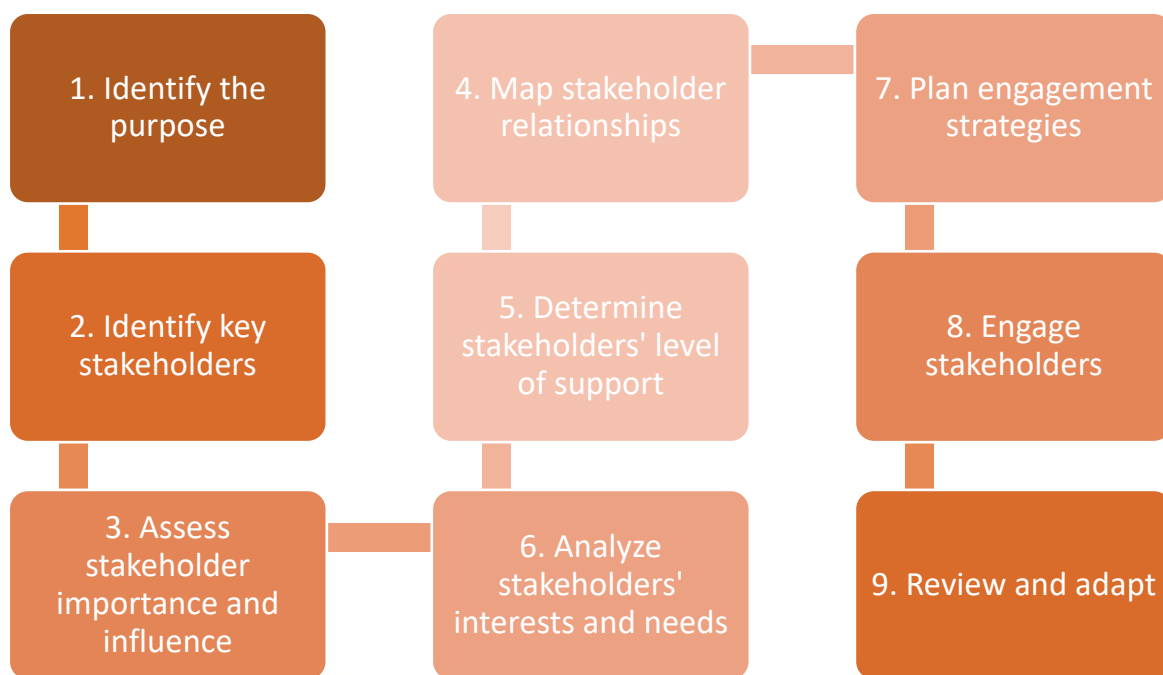| Opposing Stakeholders	Collaborative Stakeholders
These stakeholders may have conflicting interests or concerns regarding the project. They could include individuals, groups, or organizations that perceive potential negative impacts or have different goals or priorities. Identifying and understanding opposing stakeholders is important to address their concerns, mitigate conflicts, and seek common ground for collaboration.	These stakeholders are potential partners or organizations that share similar goals or interests with the community-led project. They can include NGOs, local businesses, academic institutions, or other community-based organizations that can contribute resources, expertise, or networks to support the project's objectives.

Stakeholders/Partners Segmentation and their Role and Expected Output/Outcome in the Project.

Sr.	Stakeholder Type	Interest	Engagement Strategy	Expected Output /Outcome
1	Primary Stakeholders			
2	Secondary Stakeholders			
3	Key influencers			
4	Supportive Stakeholders			
5	Opposing Stakeholders			
6	Collaborative Stakeholders			

Steps and Stages of Analyzing Stakeholder's Communication

Performing a stakeholder analysis will help you to identify stakeholders and sort them according to their impact on the project, and the impact the project will have on them. The best time to perform a stakeholder analysis is during the preparation phase of the project, in order to shape your communications plan, and on a regular basis as the plan progresses. The survey process (detailed in Chapter 10) will help you to identify stakeholders you may not have previously considered, determine what they believe about your project already, and what is most important to them. There are many ways to perform a stakeholder analysis depending on the level of depth. Following is the standard procedure to conduct stakeholder analysis.

```
1. Identify the          4. Map stakeholder        7. Plan engagement
   purpose                  relationships             strategies

2. Identify key          5. Determine              8. Engage
   stakeholders            stakeholders' level        stakeholders
                           of support

3. Assess                6. Analyze                9. Review and adapt
   stakeholder             stakeholders'
   importance and         interests and needs
   influence
```

Communication Strategy for my Stakeholders/Partners

Group/Organization_____ Sector_____

Stakeholder / Stakeholders_____

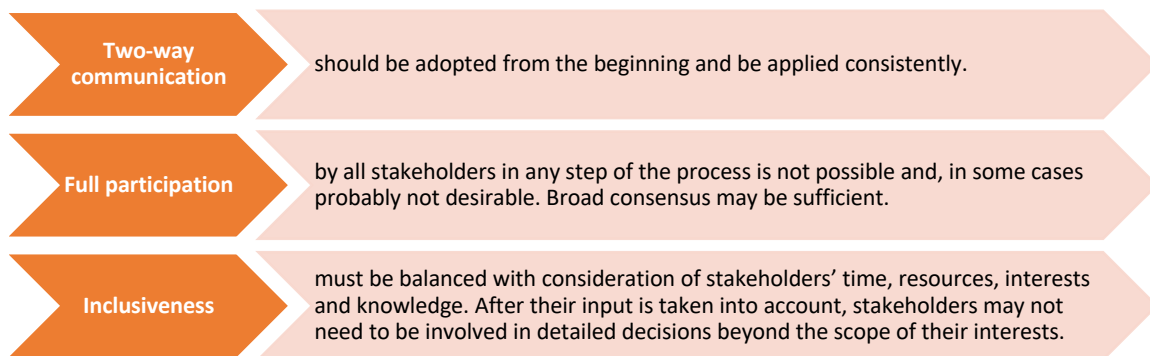| Sr.	Steps	Segment 1	Segment 2	Segment 3
2	**Purpose**			
2	**Strength, Importance and influence of Stakeholder**			
3	**Interests and needs**			
4	**Potential level of support**			
5	**Current Relationship Level** (Excellent 1- Poor 10)			
6	**Engaging Strategies**			
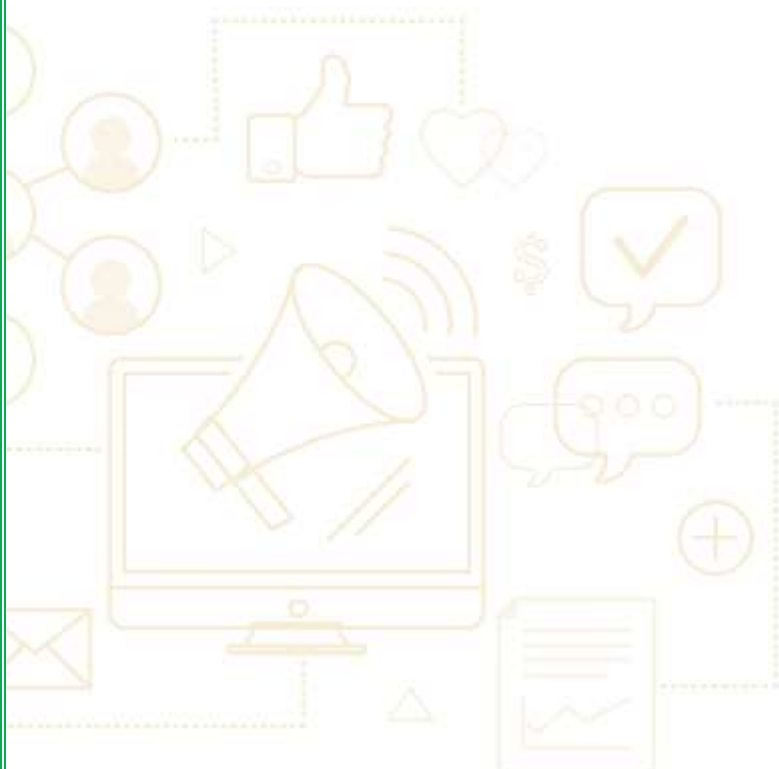
Community / Stakeholders Communication Plan

CLD participatory communication is an approach based on dialogue, which allows the sharing of information, perceptions and opinions among the various stakeholders and thereby facilitates their empowerment. It is not just the exchange of information and experiences: it is also the exploration and generation of new knowledge aimed at addressing situations that need to be improved. Participatory communication tends to be associated with community-led development, but it could be used at any level of decision making (local, national, international) regardless of the diversity of groups involved.

By actively engaging stakeholders from the start and by seeking a broader consensus around development initiatives, participatory communication has begun to be considered a crucial tool. This is partly because many conflicts and obstacles can be prevented if addressed quickly. Genuine participation also increases the sense of ownership by local stakeholders, enhancing sustainability.

To be genuinely participatory and truly effective, communication should occur among all parties affected, ensuring all have similar opportunities to influence the outcome of the initiative. Ideally, participatory communication should be part of the whole project process:

Two-way communication	should be adopted from the beginning and be applied consistently.
Full participation	by all stakeholders in any step of the process is not possible and, in some cases probably not desirable. Broad consensus may be sufficient.
Inclusiveness	must be balanced with consideration of stakeholders' time, resources, interests and knowledge. After their input is taken into account, stakeholders may not need to be involved in detailed decisions beyond the scope of their interests.

The communication programme cycle can run parallel to the project cycle when they both start at the same time. The basic phases of a communication programme are:

Phase 1	Phase 2	Phase 3	Phase 4
CLD Communication Assessment	*CLD Communication Strategy Design:*	*Implementation of Communication Activities*	*Monitoring and Evaluation*
Issues are researched and analysed through exploratory two-way communication. For these tasks to be successful, it is necessary to establish an open or common space where key stakeholders can interact freely with each other.	Successful strategy design begins with the definition of the objectives. Instances where strategies are designed on broad, poorly understood objectives are surprisingly frequent.	An action plan is needed to guide implementation and facilitate the management and monitoring of all relevant activities.	Evaluation should be planned from the beginning of an initiative. Furthermore, if participation means that stakeholders are partners in the decision-making process, they must also be partners in impact evaluation.

Developing a Plan for Communication

☐ A plan will make it possible to target your communication accurately. It gives you a structure to determine whom you need to reach and how.

☐ A plan can be long-term, helping you map out how to raise your profile and refine your image in the community over time.

☐ A plan will make your communication efforts more efficient, effective, and lasting.

☐ A plan makes everything easier. If you spend some time planning at the beginning of an effort, you can save a great deal of time later on, because you know what you should be doing at any point in the process.

Purpose and Rationale of Communication

Prior to developing a plan for communication, you have to consider some basic questions:

Why do you want to communicate with the community?	**What's your purpose?**
To whom do you want to communicate it?	**Who's your audience?**
What do you want to communicate?	**What's your message?**
How do you want to communicate it?	**What communication channels will you use?**
Whom should you contact, and what should you do to use those channels?	**How will you distribute your message?**
Why do you want to communicate with the community?	**What's your purpose?**
To whom do you want to communicate it?	**Who's your audience?**

The answers to these questions constitute your action plan, what you need to do to successfully communicate with your audience. The remainder of your communication plan, involves three steps:

☐ **Implement your action plan.** Design your message and distribute it to your intended audience.

☐ **Evaluate your communication efforts and adjust your plan accordingly.**

☐ **Keep at it.**

Planning for communication is an eight-step process. The steps are:

1. Identify the purpose of your communication
2. Identify your audience
3. Plan and design your message
4. Consider your resources
5. Plan for obstacles and emergencies
6. Strategize how you will connect with the media and others who can help you spread your message
7. Create an action plan
8. Decide how you will evaluate your plan and adjust it, based on the results of carrying it out

1. Identify Your Purpose

What you might want to say depends on what you're trying to accomplish with your communication strategy. You might be concerned with one or a combination of the following:

- [ ] Becoming known, or better known, in the community
- [ ] Educating the public about the issue your organization addresses
- [ ] Recruiting program participants or beneficiaries
- [ ] Recruiting volunteers to help with your work
- [ ] Rallying supporters or the general public to action for your cause
- [ ] Announcing events
- [ ] Celebrating honors or victories
- [ ] Raising money to fund your work
- [ ] Countering the arguments, mistakes, or, occasionally, the lies or misrepresentations of those opposed to your work.
- [ ] Dealing with an organizational crisis that's public knowledge – a staff member who commits a crime, for example, or a lawsuit aimed at the organization.

Identify your Purpose	

2. Identify Your Audience

Who are you trying to reach? Knowing your audience makes it possible to plan your communication logically. You'll need different messages for different groups, and you'll need different channels and methods to reach each of those groups.

There are many different ways to think about your audience and the best ways to contact them. First, there's the question of what group(s) you'll focus on. You can group people according to several characteristics:

- [ ] *Demographics*. Demographics are simply basic statistical information about people, such as gender, age, ethnic and racial background, income, etc.
- [ ] *Geography*. You might want to focus on a whole town or region, on one or more neighborhoods, or on people who live near a particular geographic or man-made feature.
- [ ] *Employment*. You may be interested in people in a particular line of work or in unemployed people.
- [ ] *Health*. Your concern might be with people at risk for or experiencing a particular condition – high blood pressure, perhaps, or diabetes – or you might be leveling a health promotion effort – "Eat healthy, exercise regularly" – at the whole community.
- [ ] *Behavior*. You may be targeting your message to smokers, for example, or to youth engaged in violence.
- [ ] *Attitudes*. Are you trying to change people's minds or bring them to the next level of understanding?

☐ commits a crime, for example, or a lawsuit aimed at the organization.

Identify your Audience Demographic	

3. The Message

When creating your message, consider content, mood, language, and design.

Content: In the course of a national adult literacy campaign in the 1980s, educators learned that TV ads that profiled proud, excited, successful adult learners attracted new learners to literacy programs. Ads that described the difficulties of adults with poor reading, writing, and math skills attracted potential volunteers. Both ads were designed to make the same points – the importance of basic skills and the need for literacy efforts – but they spoke to different groups.

Proposed Content or Message	

You should craft your message with your audience in mind; planning the content of your message is necessary to make it effective.

Mood: Consider what emotions you want to appeal to. The mood of your message will do a good deal to determine how people react to it. In general, if the mood is too extreme – too negative, too frightening, trying to make your audience feel too guilty – people won't pay much attention to it. It may take some experience to learn how to strike the right balance. Keeping your tone positive will usually reach more people than evoking negative feelings such as fear or anger.

Mood of Message	

Language: There are two aspects to language here. One is the actual language – English, Spanish, Korean, Arabic – that your intended audience speaks. The other is the style of language you use – formal or informal, simple or complex, referring to popular figures and ideas or obscure ones.

Language(s) of the Message	

Channels of communication: What does your intended audience read, listen to, watch, or engage in? (Select the Medium)

Community meetings	Workshops and trainings	Religious Institutions
Influential Groups	Cultural Events	Community radio
Door-to-door visits	Focus groups	Information centers or notice boards
Word of mouth	News stories in both print and broadcast media	Press releases and press conferences
Posters, brochures, and fliers	Outreach and presentations to community groups	Special events and open houses
Mobile phones and text messages	Social media and online platforms	
Newsletters	Promotional materials	Posters
Comic books or other reading material	Internet / Facebook	News stories
Community outreach	Public demonstrations	Music / Movies
Exhibits and public art	Theater and interactive theater	TV / Cable

4.   Resources

What do you have the money to do? Do you have the people to make it possible? If you're going to spend money, what are the chances that the results will be worth the expense? Who will lose what, and who will gain what by your use of financial and human resources?

Sr.	Resources	Source
1		
2		
3		
4		
5		

5. Anticipate Obstacles And Emergencies

Any number of things can happen in the course of a communication effort. Someone can forget to e-mail a press release or forget to include a phone number or e-mail address. A crucial word on your posters or in your brochure can be misspelled, or a reporter might get important information wrong. Worse, you might have to deal with a real disaster involving the organization that has the potential to discredit everything you do.

Sr.	Emergency	Rescue Plan
1		
2		
3		
4		
5		

6. Strategize to Connect the Media to Spread Your Message

Establishing relationships with individual media representatives and media outlets is an essential part of a communication plan.

Sr.	Media	Arrangements
1		
2		
3		
4		
5		

7. Create An Action Plan

Now the task is to put it all together into a plan that you can act on. By the time you reach this point, your plan is already done, for the most part. You know what your purpose is and whom you need to reach to accomplish it, what your message should contain and look like, what you can afford, what problems you might face, what channels can best be used to reach your intended audience, and how to gain access to those channels.

8. Evaluation

If you evaluate your communication plan in terms of both how well you carry it out and how well it works, you'll be able to make changes to improve it. It will keep getting more effective each time you implement it.

Plan Ready to Go?	Yes	No

Useful Links

1. https://ctb.ku.edu/en/table-of-contents/analyze/where-to-start/design-community-interventions/main

2. https://www.forbes.com/sites/forbesagencycouncil/2018/11/29/14-strategies-to-keep-communication-open-between-partner-agencies/?sh=304593403700

3. https://slideplayer.com/slide/9261621/

4. https://youtu.be/9NNRaUgxkHo

5. https://youtu.be/P2rXrHSCN3Y