



Republic of the Philippines

Department of the Interior and Local Government

COMMUNICATING FOR RESULTS

THE DILG STRATEGIC COMMUNICATIONS TOOLKIT

FOREWORD



A handwritten signature in black ink, appearing to read 'A. Panadero'.

Austere A. Panadero
Undersecretary

As a Department, it is crucial that we properly and effectively communicate our good governance reforms to our different stakeholders, especially now that we are implementing numerous projects in partnership with our local government units (LGUs). Communicating for results allows us to highlight the meaningful gains of our programs and projects and emphasize that indeed, good governance can lead to effective and high performing local governments and better delivery of basic services to our people.

Through this Strategic Communications Toolkit, each operating unit as well as our officials and employees will be guided on the processes and strategies of planning and implementing communication programs. May this toolkit be an instrument for us to effectively and strategically communicate the right messages to our different stakeholders and influence them to join us in our drive for transparency, accountability, performance, and citizen participation.

I specifically thank the Australian Government through the Philippines Australia Human Resource and Organizational Development Facility (PAHRODF) which worked closely with us, led by Planning Service Director Francisco R. Cruz, for making this Strategic Communications Toolkit a reality.

May we become effective communicators and advocates of good local governance to our different stakeholders and may we always embody the traits of being *Matino, Mahusay at Maaasahang Kagawaran para sa Mapagkalinga at Maunlad na Pamahalaang Lokal.*

How to Use This Tool Kit

This tool kit is designed to provide a practical guide to designing and implementing communication programs for the Department of the Interior and Local Government (DILG).

This is divided into two parts. The first part describes the strategic system and key processes and the second part provides a list of worksheets that can be used as tool in developing the DILG Strategic Communications Strategy, Plan or specific components of such.

This is intended to guide all those who will be involved in designing, implementing and evaluating the DILG Strategic Communications like the DILG Public Affairs and Communications Service (PACS) , DILG Program/ Project Teams, Communication Program Service Providers and Partners of DILG.

TABLE OF CONTENTS

The DILG Strategic Communications Model	1
Chapter 1: The DILG Strategic Communications Framework	3
Chapter 2: Analysis	4
Chapter 3: Formulating the Communications Strategy	7
Step 1: Establishing Communication Goals and Objectives	8
Step 2: Audience Analysis and Segmentation	9
Step 3: Messaging	13
Step 4: Communication Channels, Tools and Resources	20
Step 5: Forming the Communications Team	21
Chapter 4: Implementing the Communications Strategy	22
Chapter 5: Measuring the Effectiveness of the Communications Strategy	23
Appendixes	26
Appendix A: Overall Communications Plan Worksheet	26
Appendix B: Communication Plan Worksheet	28
Appendix C: Stakeholders Analysis Worksheet	29
Appendix D: Stakeholders Mapping Worksheet	30
Appendix E: Message Worksheet	31
Appendix F: Primary Audience Worksheet	32
Appendix G: Secondary Audience Worksheet	33
Appendix H: Communication Channel Evaluation	34
Appendix I: Purpose-Audience-Message-Channel Worksheet	35

TABLE OF FIGURES

Figure 1: DILG Communications Model	-----	2
Figure 2: Strategic Communications System	-----	3
Figure 3: Identification of Influence and Impact of DILG Stakeholders	-----	5
Figure 4: DILG Stakeholder’s Prioritization and Approach Matrix	-----	6
Figure 5: Formulating the Communications Strategy	-----	7
Figure 6: Message House	-----	14
Figure 7: DILG Brand Message House	-----	15
Figure 8: SGLG Brand Message House	-----	16
Figure 9: PCF Brand Message House	-----	17
Figure 10: PCF Brand Message House (part 1)	-----	18
Figure 11: DILG Issues Message House	-----	19
Figure 12: DILG Crisis Message House	-----	19

THE DILG STRATEGIC COMMUNICATIONS MODEL

The Department of the Interior and Local Government (DILG) recognizes the importance of strategic communications in fulfilling its mandate as the catalyst of excellent local governance. Hence, it embarks on actively promoting its identity and aligning public perception on what it does as an organization, its projects, programs and accomplishments and how its various stakeholders can help promote sustainable and development-oriented local government units (LGUs).

DILG's mandate of general supervision of LGUs is continuously evolving to be more responsive to the needs of the LGUs in particular and the constituencies in general. To date, DILG's general supervision mandate takes the forms of (a) capacity building of LGUs both in terms of training and financial assistance for various essential infrastructure projects; (b) measuring and incentivizing LGU performance to encourage the practice of good governance; and (c) continuing practice of the delegated authority over provinces and highly urbanized cities.

With a more robust strategic communications system, DILG seeks to reach and influence not only its direct client and primary audience- the LGUs, but all sectors of society who are beneficiaries of good local governance, and whose behaviors can affect the promotion of good local governance. DILG's communication model begins with a clear understanding of what it does, how, why, for whom, and to whom communication is directed to, leveraging on a collective understanding from within. DILG then pursues an engaging two-way communication process with and among its stakeholders. This is directed towards strengthening sustainable and development-oriented LGUs that are (a) accountable, transparent, participative and effective in local governance; (b) socially protective and safe; and (c) environment-protective, climate change adaptive and disaster resilient and (d) business friendly and competitive.

In sum, the DILG communicates to bring about collective behavior that promotes excellence in local governance and DILG communication encourages two-way communication that goes beyond downloading information through issuances, circulars, and guidelines to a two-way communication that encourages dialogue, interaction and wider participation.

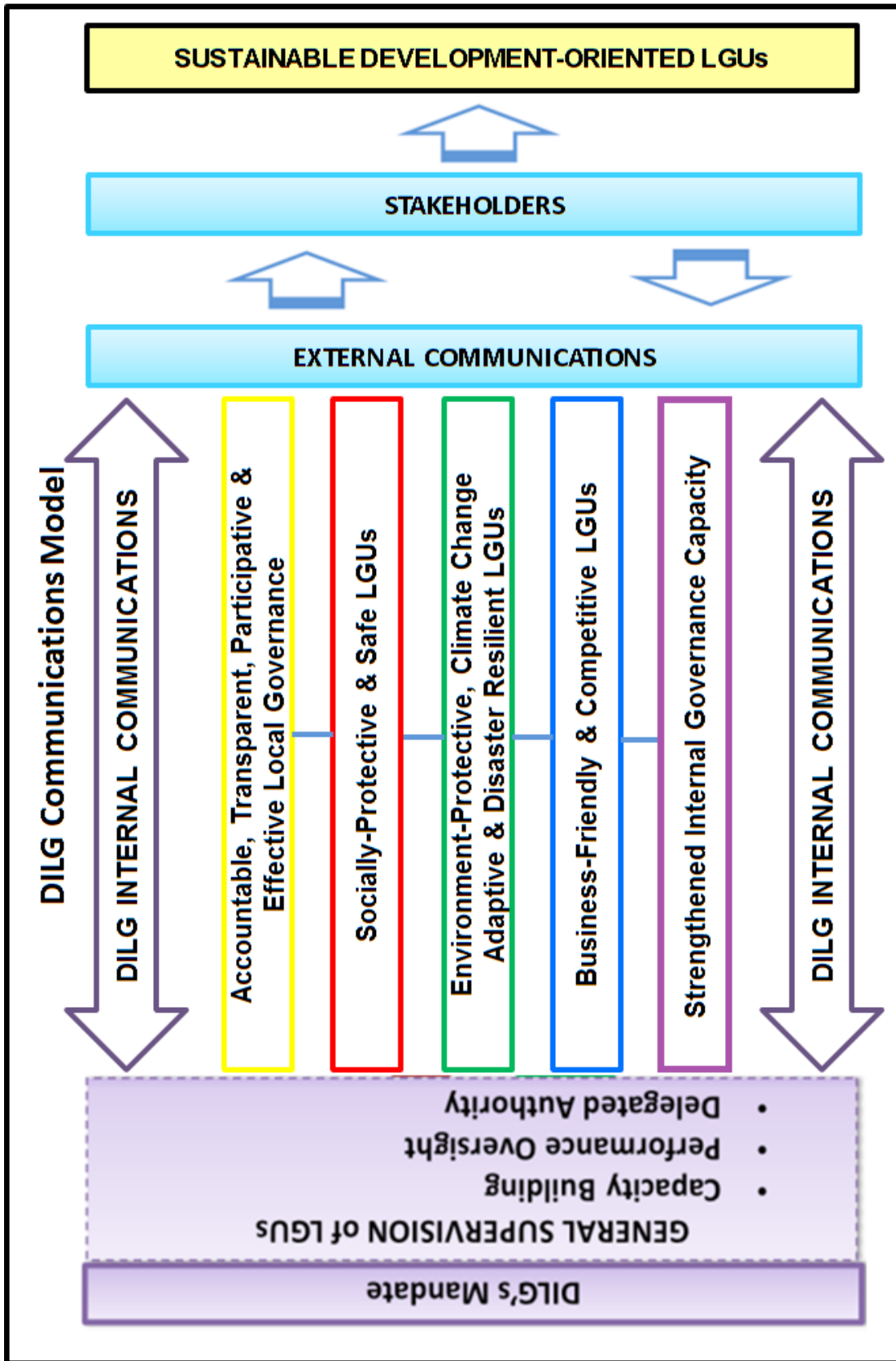


Figure 1. DILG Communications Model

CHAPTER 1: THE DILG STRATEGIC COMMUNICATIONS FRAMEWORK

WHAT IS STRATEGIC COMMUNICATIONS?

Strategic communications broadly means aligning communication initiatives to support an organization's strategic plan. It is structuring, designing, implementing and measuring communication to satisfy both the short term objectives and long term goals of an organization.

More specifically, strategic communications refers to "an evidence-based, results-oriented process, undertaken in consultation with the participant group(s), intrinsically linked to other programmer elements, cognizant of the local context and favoring a multiplicity of communication approaches, to stimulate positive and measurable behavior and social change"¹

Strategic Communications System observes an iterative process that is comprised by four major phases:

1. **Analysis** – establishes the over-all context of the communication strategy. At this phase the over-all communication needs and capacities are identified and over-all communication goals and directions are derived. This will include the identification of success indicators.
2. **Formulating Communication Strategy** – charts a clear course of action to attain the communication goals. At this phase, the different communications plans, programs, projects, activities are identified and designed; and the right mix of the elements of communication like communication objectives, target audiences, communication channels and resources are established.
3. **Implementing Communication Strategy**
– conducting the identified courses of actions like communication programs, projects and activities.
4. **Measuring** – monitoring and evaluating the implementation and the effectiveness of the strategy. Data is gathered periodically and compared with identified communication objectives and success indicators.



Figure 2. Strategic Communications System

¹ Lotse, C. (2005). *Strategic Communications for behavior and social change in South Asia. UN Working Paper*. Retrieved from http://www.unicef.org/rosa/Strategic_Communication_for_Behaviour_and_Social_Change.pdf.

CHAPTER 2: ANALYSIS

The phase establishes the over-all context for the DILG communication strategy. This begins by looking into the DILG strategic imperatives, its stakeholders and the individual and collective behavioral changes that are necessary to bring about its strategic goals. This establishes the DILG's priority needs that can be supported by communication and how DILG is capable to pursue the necessary communication initiatives, as well as how DILG can effectively communicate to its stakeholders and target audiences. The goal of the analysis phase is to identify how communication can help bring about DILG's performance targets and desired results including specific support structures, processes and mechanisms that can be strengthened by communication.

The key questions that must be answered are:

1. **What does DILG seek to achieve?**

This requires the review of DILG's strategic plan and its priority initiatives, performance results and targets and the internal and external factors that affect DILG's past, current and future performance. This can also be done during strategic and operational planning and review.



2. **What are the issues and challenges that communication can address?**

Based from the DILG performance goals, areas of concerns, issues and underlying causes of performance, the goals, systems, processes and structures that can be strengthened by communication are determined. How communication can help achieve performance targets and the competencies and resources needed are determined as well.

Below are some examples of areas of concerns or issues and underlying causes:

Area of Concern/Issue	Underlying Cause	How communication can help
LGUs have slow project completion rate	Due to certain project requirements, LGUs encounter challenges which delay and prolong the timelines in project completion	<ul style="list-style-type: none">• Provide information on how LGUs can comply with the requirements easily through information, education and communication (IEC) materials• Hold orientation meetings/consultations (especially with the most commonly encountered project requirements so that they can prepare beforehand and/or factor this in during project completion so as to allot contingencies)

3. **Who are the DILG’s stakeholders and how do they limit or facilitate the attainment of DILGs strategic goals?**

Stakeholder analysis is a starting point in understanding who DILG needs to communicate to and why. The stakeholders are those individual and groups who can influence and affect the accomplishment of DILGs strategic goals.

The stakeholder analysis must be able to answer the following questions:

- a. Who are DILG’s stakeholders and how do they affect the attainment of DILGs strategic goals?
- b. How does DILG affect them? How much power &/or influence does DILG have over them? What are the sources of these power &/or influences?
- c. How does each stakeholder affect DILG? How much power &/or influence does each stakeholder group have over DILG and what are the sources of these power &/or influences?
- d. What can DILG do to move/influence/support its stakeholders individually and collectively towards bringing about DILG’s strategic goals?

The matrices below can be used in determining who from among its stakeholders should DILG prioritize and focus its communication efforts to.

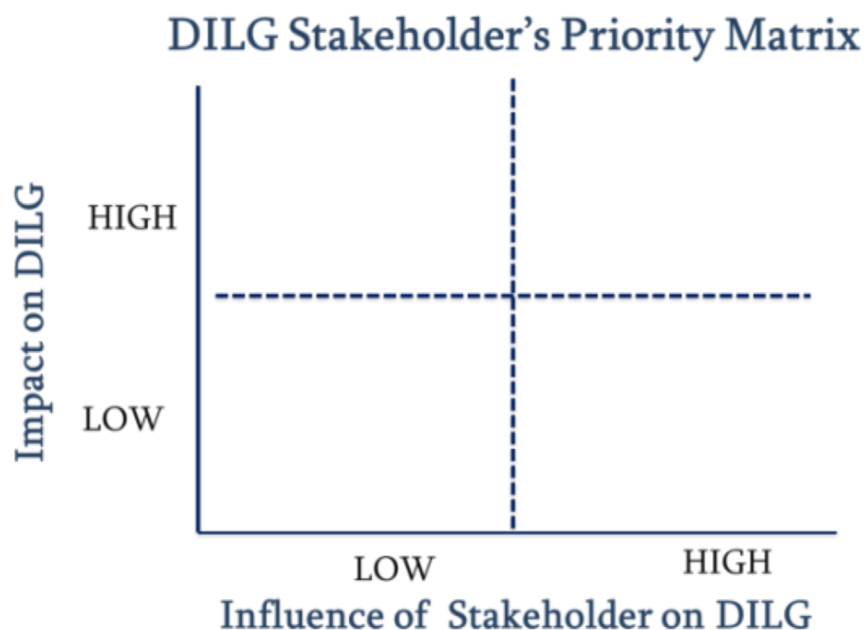


Figure 3. Identification of Influence and Impact of DILG Stakeholders

Figure 3 can be used to identify the level of influence and impact of specific stakeholders to DILG. Figure 4 shows how to prioritize and approach the stakeholders.

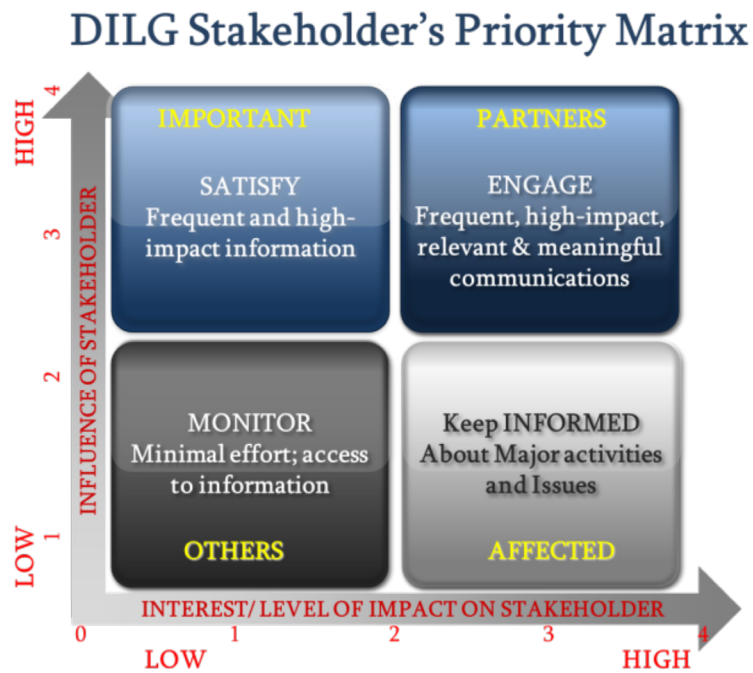


Figure 4. DILG Stakeholder's Prioritization and Approach Matrix

Some identified stakeholders of DILG:

- a. Local Government Units (LGUs)
- b. LGU Constituents, General Public
- c. Civil Service Organizations (CSOs) and interest groups,
- d. Government Decision Makers (Congress and Office of the President) and other national government agencies(NGAs),
- e. Institutional partners and donor agencies,
- f. Media
- g. DILG employees

CHAPTER 3: FORMULATING THE COMMUNICATIONS STRATEGY



Figure 5. Formulating the Communications Strategy

Step 1: Establishing Communication Goals and Objectives

The communication goals are the broad description of what DILG seeks to achieve through communication. From a clear understanding of its strategic goals and priorities, performance needs and stakeholders, and how communication can help, the communication goals are derived.

The communications goals shall reflect and articulate how communication can contribute to the attainment of the DILG’s strategic goals and priorities. These can be broken down into communication objectives. The communication objectives state more specific communication needs to be addressed or results to be achieved through communication. Communication objectives should be S.M.A.R.T.

- S** **SPECIFIC** – provides exact details of what to achieve
- M** **MEASURABLE** – standard can be set and progress can be compared with standards
- A** **ATTAINABLE** – realistic, can be achieved
- R** **RESULTS-ORIENTED** – target-specific, defines outputs, outcomes and impact
- T** **TIME-BOUND** – period, time to complete can be determined

Example:

Operational Goals	Communication Goal	Communication Objectives
To increase the number of LGUs that will pass the SGLG	To communicate the process and criteria of SGLG	Consistent and regular release of communications about SGLG process and criteria to help LGUs qualify for SGLG
	To motivate LGUs to comply with the criteria	Regular exposure to media or forum to communicate SGLG programs and benefits

Step 2: Audience Analysis and Segmentation

The audience analysis is a systematic study to identify more specifically the target population (audiences) from among the stakeholders to which communication initiatives will be directed. Audience analysis establishes the certain characteristics of the target audience to determine the most effective way to communicate to them.

Based from the stakeholders' analysis, and the communication goals and objectives, the priority groups to whom DILG needs to communicate is established. In the audience analysis, these stakeholders are profiled to determine how to communicate to them more effectively. Audience profiles contain the following information:

A **ATTRIBUTES** – characteristic and traits (demographics)

U **UNDERSTANDING** – knowledge, perception, meanings

D **DISPOSITION** – tendencies, attitudes

I **INFLUENCE** – drivers, motivators

E **EXPRESSION** – language, comprehension

N **NEEDS** – expectations, benefits or consequences,

C **CHANNEL PREFERENCES** – how information is received, timing

E **EXPOSITION** – actions, behaviors

Knowledge, Attitude, Behavior and Practice (KABP) Profiling

The knowledge, attitude, belief and practices (KABP) profiling intends to establish the baseline information and changes in the knowledge, attitude, behavior and practices relating to DILG goals and initiatives by its target audiences. This generates information about how the target audience(s) perceives, feels and reacts to DILG, its goals and initiatives. Knowing what drives the audience(s)'s is critical in communicating to them.

Data gathering methodologies like surveys, key informant interviews, focused group discussions, expert consultations and the like are conducted to establish the demographic and KABP profiles of audiences.

Demographic Profile includes age, gender, ethnic/cultural background, language/dialect, educational attainment, household income, household size and the like. These characteristics to be profiled depend on the purpose of the audience analysis.

The KABP Profiling elicits the audience's:

K

KNOWLEDGE – the understanding of any topic, issue or concern

A

ATTITUDE – displays feelings, motivations, preconceived ideas and meanings towards any topic, issue or concern

B

BEHAVIOR – observable actions and reactions towards any topic, issue or concern and

P

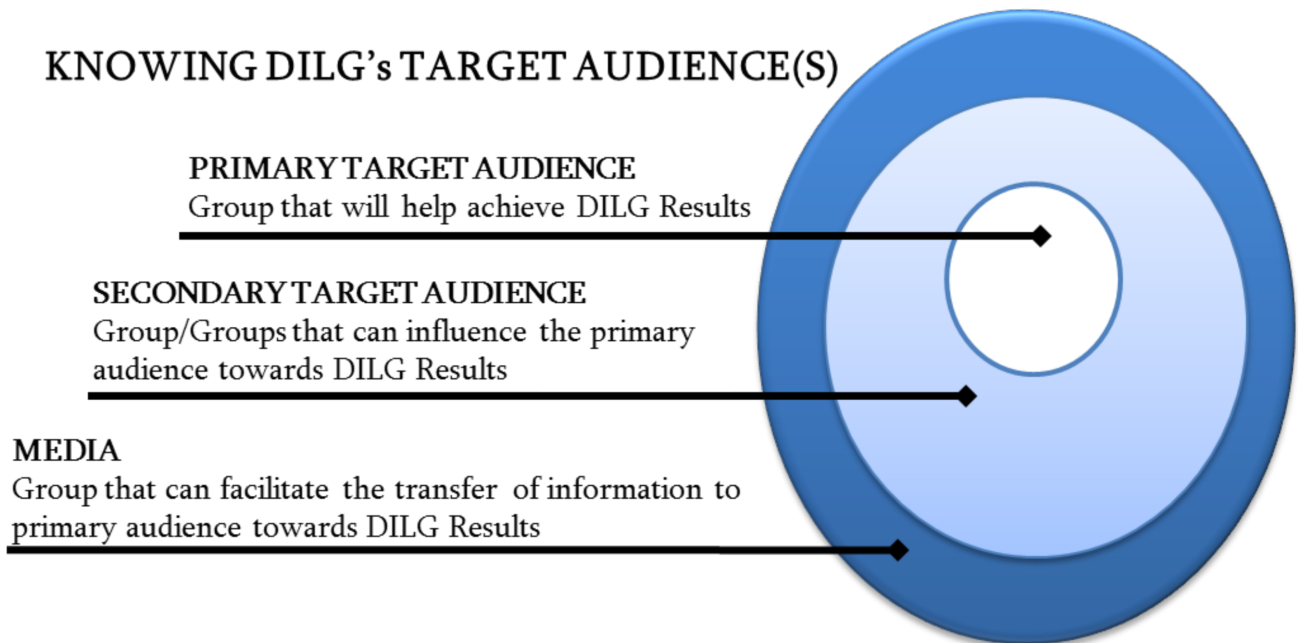
PRACTICE – established pattern of actions/reactions, consistently displayed towards any topic, issue or concern

KEY QUESTIONS

- Whose knowledge, attitudes, behavior and practices must be changed to meet DILG goals?
- Who else influence these knowledge, attitudes, behavior and practices?
- How do they seek and receive information?

KABP profiling also determines and establishes the pattern at which the target audience(s) gives and receives information, how they associate meanings to things and events in their environment and the factors that will facilitate and limit the adoption of desired behavior. All these information are significant in determining the channel of communication to be utilized, the language used and message to be developed, and the audience corresponding segments.

KNOWING DILG's TARGET AUDIENCE(S)



Tips in preparing a KABP Questionnaire:

1. Identify the KABP that are critical in bringing about communication goals and objectives
2. Pre-test the questions through a focused group discussion or an expert opinion. Questions for knowledge and practices are open-ended questions. Likert scale type of questionnaires can be used to draw out attitudes, beliefs and perceptions.
3. Validate the Questions – administer the questionnaire with small group to determine the degree to which questions are understood and how they are interpreted across groups, and how the questions are able to generate the required information and all areas are covered.

Further, the KABP analysis can establish the level of behavioral change of the target audience. This is helpful in determining the appropriate communication strategies and activities to be deployed, as exhibited in the table below:

Audience	Communication Strategies	Communication Activities
Unaware	<ul style="list-style-type: none"> • Raise awareness • Recommend Solution 	<ul style="list-style-type: none"> • Information campaigns through IEC materials and conduct of information dissemination events like a planned information caravan
Aware, concerned, knowledgeable	<ul style="list-style-type: none"> • Identify perceived barriers and benefits to behavior change 	<ul style="list-style-type: none"> • Distribution of IEC Materials • Conduct of planned and sustained local consultations • Quick responses to inquiries
Motivated to change	<ul style="list-style-type: none"> • Provide logistical information • Use community groups to counsel and motivate 	<ul style="list-style-type: none"> • Personalized letters to LGUs, Citizens, and CSOs • Quick response to Inquiries • Hold various experience sharing events like workshops, consultations
Tries new behavior	<ul style="list-style-type: none"> • Provide information on correct use • Encourage continued use by emphasizing benefits • Reduce barriers through problem solving • Build skills and behavior traits • Social Support 	<ul style="list-style-type: none"> • Personalized letters to LGUs, Citizens, and CSOs • Quick response to Inquiries • Hold various experience sharing events like testimonials, summit and conferences
Sustains new behavior	<ul style="list-style-type: none"> • Remind them of benefits of new behavior • Assure them of their ability to sustain the behavior • Social Support 	<ul style="list-style-type: none"> • Personalized letters to LGUs, Citizens, and CSOs • Quick response to Inquiries • Hold various experience sharing events like for a, summit and conferences Citizen’s awards • CSO awards

Step 3: Messaging

The messages should be tightly aligned to the communication goals and objectives. Messages must be able to bring the target audience towards these goals and objectives. Messages must appeal to reasons (tangible facts/actions) and emotions (values, feelings).

Various references provide characteristics of effective messages specifically:

- **CLEAR and CONCISE** – conveys and focuses few but key information
- **CREDIBLE** – message is realistic, factual, achievable
- **RELEVANT** – appeals to a specific need/expectation of the target audience, expresses what’s in it for the target audience, clear statements of benefit derived by the target audience and/or what specific need(s) are satisfied
- **COMPELLING** – encourages thinking, feeling, doing (ACTION)
- **EASY** – messages must be easy to recall, and present “call to action” as simple and easy to do

Tips in Developing Messages

1. Be clear on the purpose of the messages and messaging needs– revisit DILG’s strategic goals and align program objectives.
2. Gather all information and verify, messages must be backed up by facts, and facts must be differentiated from opinion. Substantiate, distinguish and add credibility. Facts, figures and statistics, quoting authorities, stories and visuals can be effective.
3. Focus on the important core messages, keeping to three to five key points at most, prioritize those that you want the audience to remember, considering the limited time of exposure.
4. Focus on benefits and outcomes, always include a message about “What’s in it for Me” for the target Audience.
5. Tailor messages to fit each target audience’s communication style and preference, use the language that they understand and the channel through which they receive information.
6. Review and pre-test the messages either through small focused group discussions or expert opinion. information and all areas are covered.

The Message House

The Message House is a powerful tool in crafting effective messages for various purposes and channels. It provides a logical structure on how messages are framed and presented.



Figure 6. Message House

Parts of the Message House

- **UMBRELLA STATEMENT/ KEY MESSAGE** – This states what the big picture is. This should contain the most important message that the target audience should remember, even after they have forgotten everything else. This should appeal to the hearts (emotional) and minds (rational) of the target audience(s). The message should contain benefits, results/ outcomes, short statement of what is and what is in it for the target audience
- **CORE MESSAGES** – These are the supporting messages and serve as the body of the message. These can include statements that describe the structure, features or procedures, answers to issues, actions being taken about or even call to action and other claims supporting the over-all message.
- **EVIDENCE(S), PROOF(S) or SUPPORT** – these are the details that add depth to the supporting messages. Details may include who, what, when and how, like scientific data, personal experience or anecdotal evidences.

Examples of a Message House

This can be used as a guide in strengthening the identity/brand of DILG

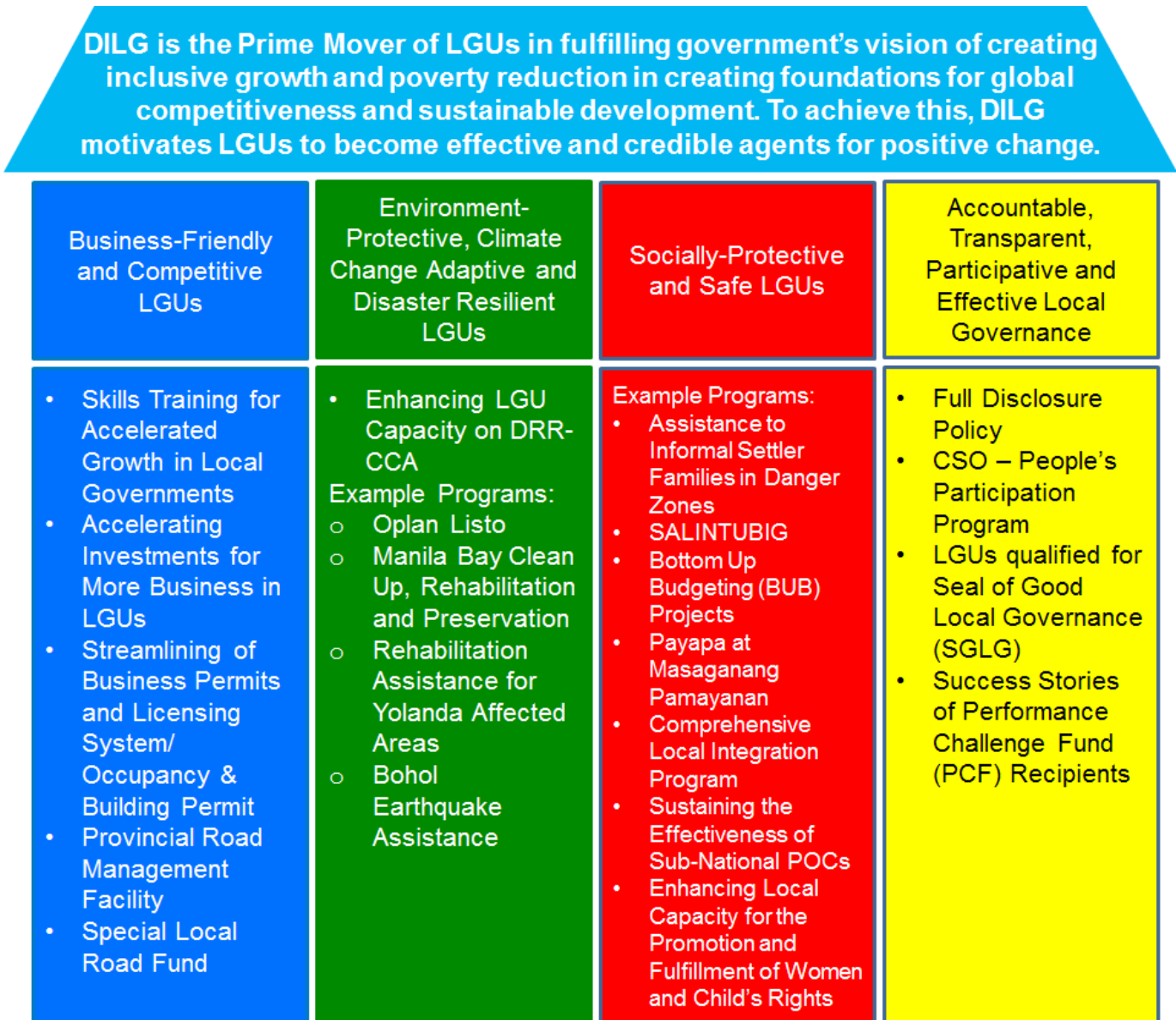


Figure 7. DILG Brand Message House

This can be used as a guide in strengthening the identity/brand of SGLG:

DILG is the primary government agency mandated to guide and transform local government units into able instruments of good governance directed at poverty reduction and attaining inclusive growth.			
Definition	History and Evolution	Benefits and Successes	Call to Action
<p>Seal of Good Local Governance (SGLG) is the recognition of good performance of provincial, city and municipal governments, not only on financial housekeeping, but also on other areas that directly benefit the people.</p> <p>It is a continuing challenge for local governments to perform better, and ultimately, achieve a desirable condition where local governments: (a) Sustain the practice of transparency and accountability in the use of public funds; (b) Prepare for challenges posed by disasters; (c) Demonstrate sensitivity to the needs of vulnerable and marginalized sectors of society; (d) Encourage investment and employment; (e) Protect constituents from threats to life and security; and (f) Safeguard the integrity of the environment.</p>	<p>The SGLG originated from the Seal of Good Housekeeping (SGH, introduced by the late Secretary Jessie Robredo. From its pilot run in 2010, the Seal of Good Housekeeping (SGH) has promoted transparency and accountability in local government operations, which assesses financial housekeeping through compliance with COA's accounting and auditing standards and the Department's Full Disclosure Policy.</p> <p>From 2 assessment areas of SGH, SGLG introduces 6 criteria assessment, 3 core areas: Good Financial Housekeeping, Disaster Preparedness, and Social Protection; and 3 essential areas: Business-Friendliness and Competitiveness, Peace and Order, Environmental Management)</p> <p>Today, SGLG is introduced to challenge local governments to continue good governance practices while providing better public services.</p>	<p>Recipients of the Seal are eligible to access the Performance Challenge Fund (PCF), a support fund to finance local development initiatives in furtherance of national government goals and strategic thrusts.</p> <p>Access to other program windows and capacity development assistance from the Department will form part of the incentives package, subject to national policies and guidelines.</p> <p>Municipalities are set to receive 3 million (up from 1 million) while cities are set to get 5 million (hiked from 3 million) and provinces are set to receive 7 million intended for development projects.</p> <p>The SGLG certification has also been made as one of the basic requirements for the approval of loan application of LGUs from government financial institutions and other funding agencies.</p> <p>For 2015, a total of 41 provinces, 28 cities and 185 municipalities were conferred with the SGLG.</p> <p>In the next run of the assessment and validation, 85% of the LGUs are targeted to pass SGLG.</p>	<p>For SGLG passers:</p> <ul style="list-style-type: none"> ✓ Use the PCF incentives for the intended purposes ✓ Sustain the good LGU performance in delivering public service ✓ Champion accountability and transparency in local governance <p>For non-SGLG passers:</p> <ul style="list-style-type: none"> ✓ Improve on areas for growth ✓ Sustain the areas passed

Figure 8. SGLG Brand Message House

This can be used as a guide in strengthening the identity/brand of PCF:

DILG is the primary government agency mandated to guide and transform local government units into able instruments of good governance directed at poverty reduction and attaining inclusive growth.			
Definition	Amounts Involved	Accountability of LGUs	Benefits/Call to Action
<p>What is Performance Challenge Fund?</p> <ul style="list-style-type: none"> A facility institutionalizing incentive system for local governments exemplifying good local governance performance. A performance-based reform program of the DILG that seeks to rationalize intergovernmental (National Government Agencies, Government Owned and Controlled Corporations) transfers to LGUs, and encourages convergence of local development initiatives with national development agenda, and priorities. It is an incentive to an eligible LGU in the form of a counterpart fund to finance high impact (poverty alleviation) local development projects identified as priority by the LGU. <p>When did PCF start?</p> <ul style="list-style-type: none"> In 2011 and 2012, the Department of the Interior and Local Government (DILG) through its Performance Challenge Fund (PCF) incentivized local government units that were committed in valuing the fundamentals of good governance having passed the Seal of Good Housekeeping (SGH) assessment, and in some, garnered the Gawad Pamana ng Lahi award (a DILG award system prior to SGLG which uses different set of indicators). 	<p>What is the source of fund for PCF?</p> <ul style="list-style-type: none"> The General Appropriations Act for the assigned year is the source of the PCF. <p>What is the modality of the PCF release?</p> <ul style="list-style-type: none"> In 2010-2014: <ul style="list-style-type: none"> Province- 7M Cities- 3 M Municipalities- 1 M In 2015 for winners of the Seal of Good Local Governance will receive an increase in the allocation for cities and municipalities: <ul style="list-style-type: none"> Province- 7M Cities- 5M Municipalities- 3M <p>How much have been released?</p> <ul style="list-style-type: none"> In 2010, 30 M has been provided for 30 SGH qualified (4th-6th Class) Municipalities In 2011, 351 SGH passer LGUs (2 Provinces, 18, Cities and 331 Municipalities) were able to access the 500 M PCF allocation For 2012, 515 SGH passers (43 provinces, 54 cities, 418 municipalities) accessed the 1.003 B In 2013, 990 M has been allocated and released to 734 (3rd -6th Class) LGUs For 2014, 248 (1st-2nd Class) LGUs were able to access the 470 M PCF 	<p>Good Performance Pays</p> <ul style="list-style-type: none"> The fund given to eligible LGUs will improve their accountability and transparency in : <ul style="list-style-type: none"> planning resource mobilization and financial management The PCF will encourage local chief executives to improve their performance and services to their constituents Wherefore, the eligible LGUs who shall receive the high-impact capital investment projects from DILG as counterparts to their 20% Local Development Fund (a component of the Internal Revenue Allotment that LGUs are entitled to receive annually) are accountable to implement and monitor these projects. They shall also submit a report to DILG on the accomplishment and utilization and liquidation of the funds. As means of monitoring of the proper use of the funds, the following documents are submitted: <ul style="list-style-type: none"> Certificate of Completion Certificate of Acceptance Disbursement Report Verified by local auditors of the Commission on Audit 	<ul style="list-style-type: none"> The PCF encourages LGUs to improve their services and institutionalize good governance reform initiatives. Pass the SGLG and access the PCF to improve delivery of Social Services; provide support on public infrastructure; enhance economic activities and on disaster preparedness measures. This is one source of funding for LGUs which can support local projects that could not be funded out of local budget. The Civil society is a vital part of this program who must be vigilant in ensuring that the LGU passes the assessment criteria and implement the projects identified for the target beneficiaries.

Figure 9. PCF Brand Message House (part 1)

DILG is the primary government agency mandated to guide and transform local government units into able instruments of good governance directed at poverty reduction and attaining inclusive growth.

Definition (cont.)	Amounts Involved (cont.)	Accountability of LGUs (cont.)
<p>When did PCF start? (cont.)</p> <ul style="list-style-type: none"> For CY 2013 and 2014, PCF institutes a progressive incentive system to influence LGUs to deliver public services more efficiently and create a business-friendly and safe environment. It also champions the institutionalization of CSO engagement in LGU project development, implementation, monitoring and evaluation; and disclosure of programs, projects and activities to the public. For CY 2015, the scaled-up PCF became an incentive for the winners of the SGLG. <p>How is PCF beyond rewarding good governance?</p> <ul style="list-style-type: none"> Encourage convergence of local development projects for LGUs to achieve the Millennium Development Goals; compliance with the Disaster Risk Reduction Management Act of 2010 and the Ecological Solid Waste Management Act of 2000. LGUs accessing the fund must identify projects that are within the following areas: <ul style="list-style-type: none"> a. Attainment of MDGs (school buildings, rural health units/health centers, birthing or lying-in facilities, water and sanitation and housing and settlements) b. Local Economic Development (e.g. core local roads and bridges, farm-to-market roads, tourism facilities, irrigation systems, post-harvest facilities, cold storage facilities, ports and wharves and other economic structures and growth enhancement projects like market, slaughter houses) c. Preparedness for Disasters/Adaptation to Climate Change (e.g. flood control, reforestations, storm drainage, dikes, seawall and related flood protection measures and slope protection, evacuation centers, rainwater collection facility, early warning system/devices and rescue equipment) d. Ecological Solid Waste Management (e.g. sanitary landfill, material recovery facilities, sewerage system) 	<p>How were the funds spent?</p> <p>Available data revealed that:</p> <ul style="list-style-type: none"> In 2011, 51% of the implemented projects were aimed to address the Millennium Development Goals (i.e construction of school buildings, farm to market roads); 29% were directed to support local economic development (i.e market, slaughterhouse); 12 % were in support of Disaster Risk Reduction and Management; and 8 % addressed the area on Ecological Solid Waste Management. In 2012, 57 % of the projects were MDG related, 26 % on LED; 13 % on DRRM and 4 % on ESWM. 	<p>Good Performance Pays (cont.)</p> <ul style="list-style-type: none"> LGUs must adhere to the procurement process and adhere to all the core elements by the SGLG such as financial good housekeeping (i.e. disclosure of financial documents & absence of COA adverse findings), disaster preparedness and social protection in order to access the PCF.

Figure 10. PCF Brand Message House (part 2)

This can be used as a guide in addressing issues:

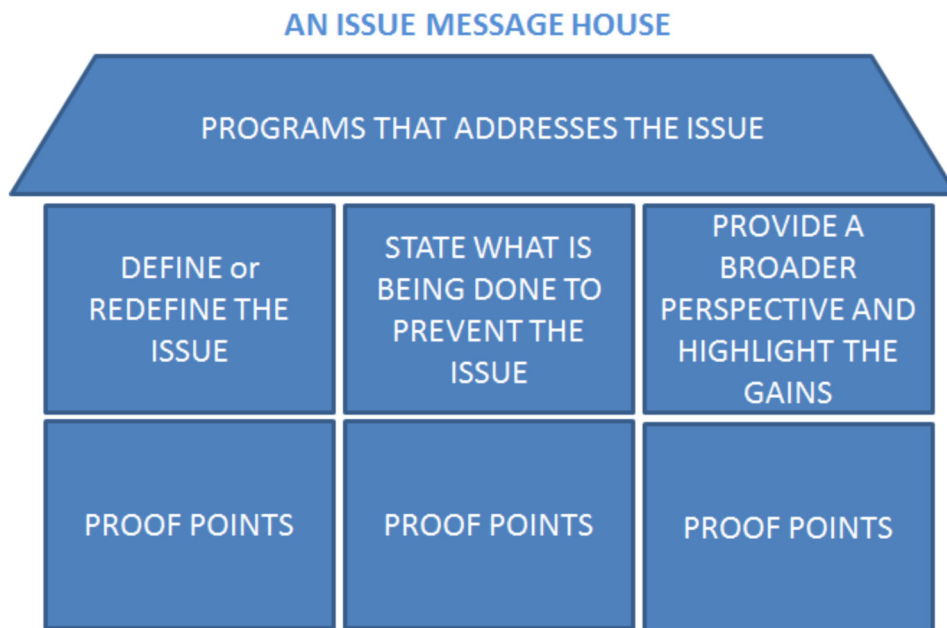


Figure 11. DILG Issues Message House

This can be used as a guide during crisis situations:

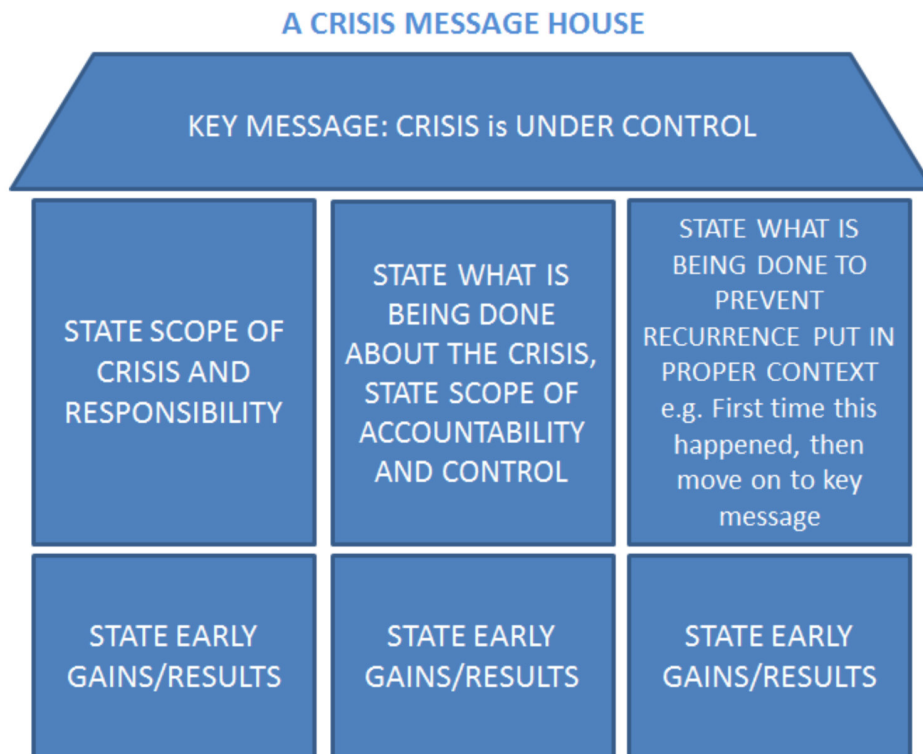


Figure 12. DILG Crisis Message House

Step 4: Communication Channels, Tools and Resources

Channel Analysis, Resources and Timing

Once messages are determined, the next step is to identify the channel for delivering the message(s). These mechanisms must be suitable to the target audience(s). The channel of communication must be selected considering the following:

- a. What is popular with the targeted audience?
- b. What is a reliable and credible channel?
- c. What is the audience's size?
- d. Which medium will reach more of the target audience?
- e. How complex or simple is the message?
- f. Which is cost-effective?

Messages must be delivered at the time that target audience are more likely listening, to ensure they are reached.

Factors to consider when selecting communication channels:

- a. **Reach**: what proportion of the audience is exposed to the channel?
- b. **Frequency**: how often are the audiences exposed to the channel?
- c. **Cost**: how much will it cost to achieve each contact with a member of the target audience?
- d. **Managerial Feasibility**: will it be possible for the project to manage the use of the channel over time, supervising outreach workers, or preparing effective media material?
- e. **Effectiveness per contact**: how much effect on knowledge or behavior will each contact with the channel produce?

Various options include:

1. IEC Materials, brochures, posters, advisories, position papers, circulars, letters, issuances, various memoranda
2. Availability Session/open house
3. Celebrations/special events
4. Electronic media, including email, websites
5. Face-to-face meetings with key stakeholders,
6. Focus groups discussions
7. Media, including cable TV, display ads, news releases, and press conference
8. Public hearing/Town hall meetings
9. Public or private schools
10. Social media tools, e.g., YouTube, Facebook, Twitter
11. Workshops, Seminars and other capability building activities

Step 5: Forming the Communications Team

After determining the Why, What, For Whom and How, an equally important step is determining who the members of the communications team are, and the spokesperson. The communications team will be the over-all lead in implementing and measuring the implementation of the communications initiatives.

The goal of the communication team is to ensure that the communication initiative is implemented as planned. This includes organizing tasks and activities, providing technical assistance to other implementing units and monitoring and evaluating both the process and the results.

There is also another member of the communication team who is tasked to help the audiences get the messages right. This is the designated communicator/spokesperson. The spokesperson is responsible in ensuring that DILG's stand point on various issues gets into news stories and communication channels at the most appropriate time. This includes those promoting a positive DILG image and addressing unfavorable ones, and keeping issues in pertinent context. The spokesperson is also responsible in answering questions, providing information to increase clarity and cohesiveness of the messages that DILG wants to convey to its audiences.

Pointers to consider when choosing a spokesperson

1. **Authority and Credibility** to speak in behalf of DILG; authority rests on his position and the extent to which his opinion is consistent with that of DILG, while credibility rests on his reputation and track record. The ability to handle confidential matters and the absence of any personal history of lying to the public, cheating, or being inconsistent in issuing statements, opinions, etc.
2. Profound understanding of DILG, its key issues and concerns. Ideally, an expert on the crisis subject matter and appointed management appoints the authorized spokesperson.
3. Has undergone training managing the press and crisis communications
 - a) Can communicate confidently in front of small or large groups and swift in replying to questions.
 - b) Ability to maintain composure under stressful conditions
 - c) Ability to establish strategic and cordial relationships with various stakeholders especially the media and people from the press

CHAPTER 4: IMPLEMENTING THE COMMUNICATIONS STRATEGY

When a communication strategy is formulated, DILG prepares for the implementation. The implementation stage involves the conduct of communication activities including the production and distribution of Information, Education and Communication materials. This includes organization of tasks and deployment of people and resources, management of communication channels and monitoring and evaluating the progress over time. The activities must be conducted based on the plan, and within the allocated resources and time period. It is important to look into how the activities are conducted and how they are bringing about the objectives. Implementing the strategy should be guided by a monitoring and evaluation plan that should essentially answer the basic question: Is the target audience being exposed to the messages as intended?

An important part of implementing strategy is documenting the progress of implementation not only to keep track of the progress and allocation of resources but also to capture the challenges, successes and lessons learned. This helps to facilitate continuing work, avoid repeating unfavorable steps and capture emerging best practices. These are the following areas to look into:

- Goals and Objectives set
- Goal and objectives attainment
- Factors that facilitated and limited the attainment
- Implementation of the plan and any deviations
- Difficulties/Challenges and measures, what worked and what didn't work
- Audiences and channels

CHAPTER 5: MEASURING THE EFFECTIVENESS OF THE COMMUNICATIONS STRATEGY

Monitoring and evaluation is critical in determining the effectiveness of the communication strategy. Establishing the standards and indicators of success of the communication strategy and initiatives is integral in establishing the goals and objectives. It is a continuous undertaking that tells whether the communications initiatives are bringing about the desired behaviors and results.

Monitoring and evaluation is carried out simultaneously with implementation. Programs are monitored to systematically gather information about audience response to messages, and subsequent changes in knowledge, attitudes, beliefs and practices (KABP) associated with DILG's programs and initiatives.

Some indicators of effectiveness of communication initiatives

OUTPUT LEVEL

- Number of IECD materials developed , produced and distributed
- Number of activities conducted
- Number of channels tapped
- Number of participants reached, attended
- Message effectiveness – reach, comprehension, recall
- Cost-efficiency – spending within budget

OUTCOME LEVEL

- Number of participants exhibiting desired behavior
- Observable changes in behavior among your target audience
- Changes in the number of patrons, supporters, partners, volunteers etc.
- Manifestations of support like policy considerations, budget approval, grant offers etc.
- Number of requests for materials or information
- Number of Web visitors (both unique and repeat visitors)
- Number of positive news stories or stories promoting your message
- Verbal or written feedback, negative or positive

Determining the Scope and Type of Evaluation

The scope and type of evaluation largely depends on the communication goals and objectives. Quantitative and qualitative methods may be used for M&E specifically in areas of:

- a. **Input:** economic and human resources budgeted and actually spent for one given activity
- b. **Output:** quality and quantity of the products of the communication campaign in terms of activities (meetings, mass, events,), materials (leaflet, poster, IEC materials, press release) and media
- c. **Outcome:** these are what the target audiences will acquire after being exposed to the communication activities, products etc., like understanding of the messages, formed opinion and perspectives. Impact: These results to quantifiable changes in knowledge, attitudes, behavior and practices

More specifically, evaluation can be in focused on:

- **Effectiveness of the messages** – are the messages received as intended by the target audience?
- **Effectiveness of the channels** – are the channels facilitating the transfer of messages accurately, covering all target audiences and at the opportune time?
- **Production and distribution of IEC Materials** – are materials produced delivering appropriate messages and distributed in time to reach the target audiences?
- **Conduct and implementation of activities** – are activities generating target participation and conducted as scheduled?
- **Cost Efficiencies** – are resources spent within reasonable limits?

Success indicators on should be established from as the communication goals and objectives are established.

OUTPUT LEVEL

- Number of IEC materials developed , produced and distributed
- Number of activities conducted
- Number of channels tapped
- Number of participants reached, attended
- Message effectiveness – reach, comprehension, recall
- Cost-efficiency – spending within budget

OUTCOME LEVEL

- Number of participants exhibiting desired behavior
- Observable changes in behavior among your target audience
- Changes in the number of patrons, supporters, partners, volunteers etc.
- Manifestations of support like policy considerations, budget approval, grant offers etc.
- Number of requests for materials or information
- Number of Web visitors (both unique and repeat visitors)
- Number of positive news stories or stories promoting your message
- Verbal or written feedback, negative or positive

IMPACT LEVEL

- More empowered LGUs promoting sustainable development and social protection
- Constituents benefitting from empowered LGUs, economic development and social protection

Appendix A: Overall Communications Plan Worksheet

**DEPARTMENT OF THE INTERIOR AND LOCAL GOVERNMENT
OVERALL COMMUNICATIONS PLAN**

Month	Communication Objective	Target Audience	Key Message(s)	Communication Channel/ Tools	Timeframe/ Frequency	Resources/ Description/ Remarks
January			1. 2. 3.			
February			1. 2. 3.			
March			1. 2. 3.			
April			1. 2. 3.			
May			1. 2. 3.			
June			1. 2. 3.			
July			1. 2. 3.			
August			1. 2. 3.			

September				1. 2. 3.				
October				1. 2. 3.				
November				1. 2. 3.				
December				1. 2. 3.				

Prepared by:

Approved by:

Signature over Printed Name, Position and Date

Signature over Printed Name, Position and Date

Appendix B: Communication Plan Worksheet

DEPARTMENT OF THE INTERIOR AND LOCAL GOVERNMENT COMMUNICATIONS PLAN

Name of the Program/ Bureau/ Service/ Region: _____
 Name of the Project: _____
 Communications' Objective(s): _____
 Overall Message: _____

Target Audience	Key Message(s)	Communication Channel/ Tools	Timeframe/ Frequency	Resources/ Description/ Remarks

Prepared by: _____

Approved by: _____

 Signature over Printed Name, Position and Date

 Signature over Printed Name, Position and Date

Appendix C: Stakeholders Analysis Worksheet

DEPARTMENT OF THE INTERIOR AND LOCAL GOVERNMENT STAKEHOLDERS ANALYSIS WORKSHEET

Name of the Program/ Bureau/ Service/ Region: _____
 Name of the Project: _____

Stakeholder	Stakeholder's Level of Influence		Stakeholder's Interest Level/ Level of Impact		Support/ Actions Needed
	Level*	How?	Level*	How?	

*Levels: (1) Low to (4) High

Prepared by: _____

Approved by: _____

 Signature over Printed Name, Position and Date

 Signature over Printed Name, Position and Date

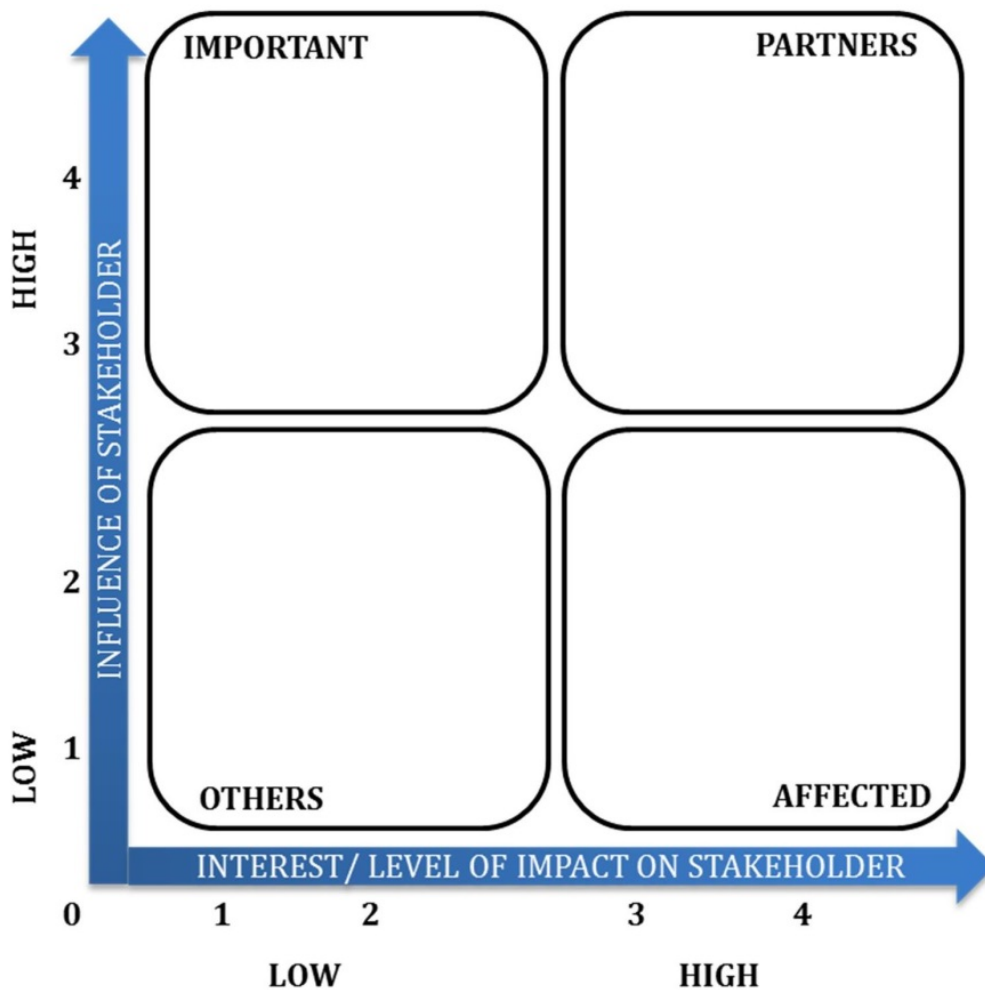
Appendix D: Stakeholders Mapping Worksheet

DEPARTMENT OF THE INTERIOR AND LOCAL GOVERNMENT STAKEHOLDERS MAPPING WORKSHEET

Name of the Program/ Bureau/ Service/ Region:

Name of the Project: _____

Stakeholder's Map



Prepared by:

Approved by:

Signature over Printed Name,
Position and Date

Signature over Printed Name,
Position and Date

Appendix E: Message Worksheet

DEPARTMENT OF THE INTERIOR AND LOCAL GOVERNMENT MESSAGE WORKSHEET

What is the promise—single most important benefit, key point that must be imparted?			
What are the key issues that the message should address, what are the critical information to impart?	What are the key issues that the message should address, what are the critical information to impart?	What are the key issues that the message should address, what are the critical information to impart?	What are the key issues that the message should address, what are the critical information to impart?
<ul style="list-style-type: none"> • What are the support statements? Reasons/Facts to believe the promise. • What details, processes, procedures, and facts should the audience know? • Is it communicated in the audience’s language – translations of DILG jargons and technical terms • What is the call to action? 	<ul style="list-style-type: none"> • What are the support statements? Reasons/Facts to believe the promise. • What details, processes, procedures, and facts should the audience know? • Is it communicated in the audience’s language – translations of DILG jargons and technical terms • What is the call to action? 	<ul style="list-style-type: none"> • What are the support statements? Reasons/Facts to believe the promise. • What details, processes, procedures, and facts should the audience know? • Is it communicated in the audience’s language – translations of DILG jargons and technical terms • What is the call to action? 	<ul style="list-style-type: none"> • What are the support statements? Reasons/Facts to believe the promise. • What details, processes, procedures, and facts should the audience know? • Is it communicated in the audience’s language – translations of DILG jargons and technical terms • What is the call to action?

Prepared by: _____

Approved by: _____

Signature over Printed Name,
Position and Date

Signature over Printed Name,
Position and Date

Appendix F: Primary Audience Worksheet

DEPARTMENT OF THE INTERIOR AND LOCAL GOVERNMENT PRIMARY AUDIENCE WORKSHEET

Audience	Demographic Profile	KABP Profile	Stage of Behavior Change	Factors affecting desired behavior	Sources of Information
<i>e.g. LGU</i>	<i>Class 5, low income</i>	<i>Informed, non-compliant</i>	<i>Reluctant to change</i>	<i>Lack of technical and financial capability</i>	<i>M&E reports from operations</i>

Prepared by:

Approved by:

Signature over Printed Name, Position and Date

Signature over Printed Name, Position and Date

Appendix G: Secondary Audience Worksheet

DEPARTMENT OF THE INTERIOR AND LOCAL GOVERNMENT SECONDARY AUDIENCE WORKSHEET

Secondary Audience	Primary Audience Influenced	Power of Influence (Low, Medium, High)	Source of Influence	Attitude towards Primary Audience Behavior	Secondary Audience Sources of Information
e.g. CSO	LGU	Medium	Participation to projects, so projects are approved by DILG	Reluctant	Bulletin Boards, Letters

Prepared by:

Approved by:

Signature over Printed Name, Position and Date

Signature over Printed Name, Position and Date

Appendix H: Communication Channel Evaluation

DEPARTMENT OF THE INTERIOR AND LOCAL GOVERNMENT COMMUNICATION CHANNEL EVALUATION

Channel	Target Audience	Audience Reach	Frequency of Audience Access	Advantages	Disadvantages
e.g. TV	<i>General Public</i>	<i>Wide</i>	<i>Daily -High</i>	<i>Wide reach</i>	<i>Costly</i>

Prepared by:

Approved by:

Signature over Printed Name, Position and Date

Signature over Printed Name, Position and Date

Appendix I: Purpose-Audience-Message-Channel Worksheet

DEPARTMENT OF THE INTERIOR AND LOCAL GOVERNMENT PURPOSE-AUDIENGE-MESSAGE-CHANNEL WORKSHEET

Communication Objectives	Target Audience	Key Messages	Communication Format/Channel	Measures of Effectiveness
<i>e.g. To increase participation of CSOs in LGU Projects</i>	<i>CSOs</i>	<i>CSOs help communities by participating in LGU projects</i>	<i>Face-to-face</i>	<i>Message Recall Change in participation level</i>

Prepared by:

Approved by:

Signature over Printed Name, Position and Date

Signature over Printed Name, Position and Date