



GHANA RESEARCH AND ADVOCACY PROGRAMME (G-RAP)

COMMUNICATIONS AND PUBLIC RELATIONS STRATEGY DOCUMENT

This document defines targets for G-RAP's communication effort, provides strategies and means of evaluation and a timeline for implementation

K BLEBOO
1/29/2009

Table of Contents

ACRONYMS.....	3
1.0 INTRODUCTION.....	4
2.0 RESPONSE TO REQUEST FOR PROPOSAL.....	5
3.0 COMMUNICATIONS CHALLENGE.....	6
4.0 COMMUNICATIONS OBJECTIVES.....	6
5.0 TARGET AUDIENCES.....	7
6.0 G-RAP STRATEGIC RELATIONSHIPS.....	8
7.0 TARGET AUDIENCE DESCRIPTION.....	9
8.0 COMMUNICATION STRATEGIES.....	14
9.0 IMPLEMENTATION STRATEGIES.....	17
10.0 TACTICS.....	19
11.0 COMMUNICATION PLAN.....	21
12.0 COMMUNICATIONS AND PUBLIC RELATIONS ACTIVITIES PERFORMANCE INDICATORS.....	25
13.0 CO-ORDINATION.....	26
14.0 MONITORING AND EVALUATION.....	27
15.0 Detailed Timeline with Cost.....	28
APPENDIX.....	31
Short Term Consultancy Contract between GRAP Programme Management and Monica Bleboo , KBleboo and Associates.....	31
Curriculum Vitae of Monica Bleboo.....	31

ACRONYMS

GOG	Government of Ghana
CIDA	Canadian International Development Agency
DFID	UK Department of International Development
RNE	Royal Netherlands Embassy
WB	World Bank
EU	European Union
JICA	Japanese International Cooperation Agency

1.0 INTRODUCTION

The **Ghana Research and Advocacy Programme (G-RAP)** was established in September 2004, to provide grants to Ghana based institutions engaged in pro-poor public policy research and advocacy. G-RAP provides core grants support – as opposed to project support- to strengthen the capacity and funding base of these institutions

G-RAP funding targets institutions that can contribute to the national policy dialogue with government, parliament, district assemblies, donors and non-state actors. Typical beneficiaries are think tanks, development organizations and advocacy networks.

G-Rap is jointly financed by the United Kingdom, Canada, Denmark and The Netherlands Governments which contribute to a pooled fund.

G-RAP is an important mechanism for the donors (CIDA, DANIDA, DFID, and RNE) - supporting multi-donor budget support- to build the capacity of Research and Advocacy organizations to conduct in-depth evidence based research and analysis of social and economic issues and to monitor and contribute to the implementation of government policies.

Right from its inception G-RAP has recognized the need for a focused, systematic and consistent Communications and Public Relations strategy to engage with various stakeholders and achieve mutually beneficial relationships with its targets. G-RAP has pursued this agenda through meetings, workshops, newsletters, a well designed user friendly web-site among others.

However the innovative nature of G-RAP, coupled with a lack of reference to precedents threw up some communication challenges. Obviously this affected relationships with some stakeholders.

G-RAP contracted STRATCOMM AFRICA to conduct a perception survey among key stakeholders, and develop a communication framework for governing body and management that allows for maximum transparency in relations with target groups.

2.0 RESPONSE TO REQUEST FOR PROPOSAL

This proposal from KBLEBOO & ASSOCIATES is in response to a request by G-RAP's Programme Management Team for a 3 year Communication Strategy that outlines tactics for specific target audiences with timelines and a financial component.

ASSUMPTIONS

1 G-RAP accepts the survey results in the framework document by STRATCOMM AFRICA.

2 That the communication Implementation Strategy document, provided by KBLEBOO & ASSOCIATES, reflects in principle the conclusions in the Communication framework document as summarized:

1 A shared vision is yet to be achieved among the different stakeholders about G-RAP.

2 A lot more could be done to promote support for the programme

3.0 COMMUNICATIONS CHALLENGE

- Managing mistrust, misunderstanding, communication gaps, expectations of all target audiences especially Research and Advocacy Organizations – (RAOs).
- Using communications to ensure that findings and activities of Research and advocacy organizations filter down to the public and more significantly to policy makers
- That ultimately communications is used to impact G-RAP's goal of getting GOG to adopt pro-poor policies

4.0 COMMUNICATIONS OBJECTIVES

- To create a more receptive message environment and build maximum credibility for G-RAP programme messages.
- To support RAOs in disseminating their findings and generate public debates of these findings
- To create favourable attitudes toward G-RAP and its programmes and activities and ensure target audience collaboration
- Inform and educate NGO, CSO sector, media, potential RAOs and the general public on G-RAP procedures processes etc
- Increase awareness and understanding of G-RAP's role in development
- To improve the flow of information between G-RAP and major stakeholders and foster effective stakeholder relationships
- To build capacity in the NGO/CSO community to improve their effectiveness

5.0 TARGET AUDIENCES

PRIMARY TARGETS

RAOs (Existing/Potential)

Funders Committee - CIDA, DFID, RNE, Danida

Programme Board

Media

Internal Publics

SECONDARY TARGET

Strategic Partners - Think tanks, Development Partners

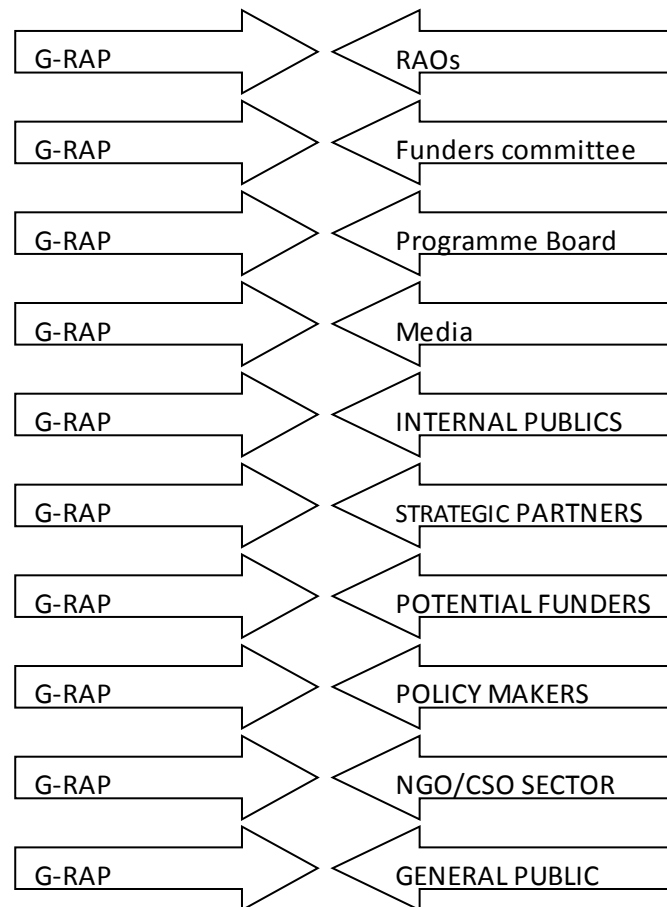
Potential Funders e.g. WB, EU, JICA

Policy makers – GOG, Parliament

NGO/CSO Sector

General Public

6.0 G-RAP STRATEGIC RELATIONSHIPS



7.0 TARGET AUDIENCE DESCRIPTION

RESEARCH AND ADVOCACY ORGANIZATIONS - (RAOs)

RAOs are not only beneficiaries of G-RAP funding but are also participants in some of G-RAP's structures. An annual RAO convention engages RAOs in the strategic direction of the programme. It is this forum which elects two RAO representatives to the Programme Board (PB).

RAOs that are grantees have ongoing contact with the Programme Management Team (PMT). Liaison with donors is through the PMT. RAOs are institutions involved in influencing policy through debates, research papers and engagement with policy makers and institutions who determine development policy and direction.

A major thrust of G-RAP's approach is to promote linkages between RAOs – encouraging collaboration and networking. Major players in this segment are intelligent and articulate with strong opinions. They have credibility with a significant number of people who consider them as experts. Paradoxically some sections of the public are suspicious of their motives and method. Their major sources of information are reports, annuals, specialized journals, newspapers, radio and TV and the internet. Major channels of communication are reports, letters, emails, telephone, meetings, workshops, seminars, and the media.

FUNDERS COMMITTEE (FC)

The FC comprising of participating donor representatives, acts as an advisor to the PB - advising on the FC's funding priorities and the amount of funding that is available for disbursement. It has special responsibility in relation to fiduciary risk management, monitoring and evaluations. The participating funders select a chair for the funders committee.

As the lead donor in the pool, UK's Department of International development-DFID UK – has the responsibility of contracting the service provider. Care UK is the Service Provider- represented in Ghana through a senior staff member in Care Gulf of Guinea. The Service Provider puts in place a Programme Management Team which is an autonomous entity in terms of operations and reporting. Care UK monitors the work of the Programme Management Team, including appraising the team leader. An additional role of the Service Provider is to establish and maintain effective working relationships with both the contracting donor and other donors, acting as arbitrator where there are disputes.

The FC is the lifeline of the GRAP programme and constitutes a special target for G-RAP strategic communication and demand a high level of accountability. Their sources of information include reports, strategic documents, government programme reports, media and meetings. They use reports, Guidelines, letters internet, telephone emails to communicate.

PROGRAMME BOARD (PB)

The Programme Board is the central body to the functioning of G-RAP, as it has final responsibility for G-RAP's overall management, strategy, policy development, external relations and the setting of priorities. It is the PB that has final responsibility for selecting grantees and for determining the level of individual grants while ensuring robust transparency and governance standards operate.

The nine- member PB consists of 2 RAO representatives, 2 parliamentarians, the chair of the Funders committee and four eminent Ghanaians. The PB elects a Chair and Vice Chair who chair meetings and act as liaison links with other sub-units of G-RAP.

The PMT acts as Secretariat to the PB with liaison between the Team Leader and the Chair or Vice Chair. The Team Leader attends PB meetings as a non-voting recorder. The PB is able to invite non-voting observers to its meetings.

RAOs are able to make contact with the PB through the two elected RAO representatives.

Grants Sub Committee (GSC)

This is a subcommittee of the PB, where three members of the GSC are selected from the PB members. They are to ensure that G-RAP's grant process is effective, efficient, transparent and fair. Focus is not only on individual RAO grantees but also upon the implications for wider institutional issues. Recommendations on funding are made to the PB. The two RAO representatives are not eligible to be elected to the GSC.

The PMT serves as secretariat to the GSC with the team leader and Financial Analyst in attendance in an advisory capacity. The GSC elects a chair and is able to recruit external expertise if considered necessary.

The programme Board's and by inference the GSC's major sources of information include reports, letters, memos, telephone conversations and the media. Channels of communicating comprise face to face, telephone, emails internet letters memos etc.

MEDIA

Since the liberalization of the media in the 1990's, with its attendant proliferation, the media has become the most immediate and reliable source of information for the populace. The media is pervasive. It can be used to tell your story, but can be used by opponents to destroy you. The world of development partners, NGOs etc can be unfamiliar territory to most journalists. This is not helped by the fact that the major agenda for journalists is politics, leading to a crowding out of development news. Nevertheless the average journalist is willing to learn about and report on development issues, giving the necessary support. Packaging of information to give it immediacy and clarity is one way of giving this support. For example sending of Media Alerts and providing relevant background information and bios of key people, relating statistics to everyday life etc.

Effective use of the media amplifies the voice of development agents. Studies, reviews etc, reported in the media can reach policy makers and the public with greater force, than a report sent or emailed. Ultimately creative use of the media to point out important facts can create greater awareness, understanding and support for G-RAP and RAOs programmes and activities.

The media's sources of information include events, press conferences, press releases, beat reporting, leaks, information packs and press kits.

INTERNAL PUBLICS

The internal public are the Programme Management with its supporting staff.

The PMT is the SP's implementation unit for G-RAP in Ghana. It essentially assumes responsibility for all aspects of grant disbursement and management – designing procedures, systems, structures and processes for assessment.

The PMT acts as Secretariat to the PB, FC and GSC and has responsibility for coordinating activities around the annual RAO convention. Liaison with the PB is through the PB's Chair and the PMT's Team Leader. FC contact is through the Donor Link person. Individual RAOs and grantees are able to establish bi-lateral relationships with the Team Leader and Programme Manager. Sources of information include reports, reviews, internet, internal communications, media, meetings etc. They communicate via the internet, reports, memos, letters, face to face, and other internal communication forms

STRATEGIC PARTNERS - Development Partners

These are inter-agency organizations, United Nations Bodies, bi-lateral and multi-lateral agencies with programmes in Ghana. They have good networks, both within the country and globally. They can be engaged in public debate on pro- poor policies and also use their own networks to significantly contribute to discourses on pro- poor policies. Their sources of information include the internet, research papers, publications, government policy papers, mass media, letters, seminars and workshops.

POTENTIAL FUNDERS

These are organizations that provide financial and technical support in support of pro-poor policies and national development goals. They include potential donors to G-RAP programme like JICA, WB and the EU. They also have good networks both locally and globally and have good working relations with policy makers. They are convinced by credible research and personal verifications.

Their sources of information include the internet, research papers, publications, government policy papers mass media, letters, seminars and workshops.

POLICY MAKERS (PM)

The legislative and the executive who provide policy direction for the country. Appreciative of the work of development partners and NGOs and CSOs, but sometimes suspicious of their motives and methods. Although politics can be a driving force in decision making, they can be allies when convinced by a well formulated and executed advocacy programme.

Their major sources of information are the media, reports, papers and meetings.

NON GOVERNMENTAL ORGANIZATIONS/CIVIL SOCIETY ORGANIZATIONS (NGO CSO)SECTOR, THINK TANKS

They are the organizations working in programmes to support pro poor policies, hold governments accountable and ensure sustainable development. They mostly depend on donors for financial support. As a result of their policy advocacy, they are critical in supporting civil society to effect change and improve their livelihoods.

The think Tanks for example can be major transmitters of pro- poor policies by using their extensive networks including academics and researchers.

As NGOs or CSOs grow in size and scope they face the challenge of trying to balance their liabilities to donors, and other stakeholders, as well as retain the organization's flexibility and creativity. Their major sources of information are research reports, journals, mass media, workshops, seminars, training programmes, and internet. They communicate via letters, reports, telephone, internet and radio and TV

GENERAL PUBLIC

The beneficiaries of development benefits among whom are the most vulnerable groups including women, children, disabled, poor etc. They are organized at the level of the community. The community can be identified as a group of people with similar or peculiar attributes, language, aspirations or vocations. Their ages range from 0-70 or more with varying levels of education. Sometimes their lives can be interwoven, so the whole community looks like one large

family. Here news travels fast by word of mouth and most effective when the source is trusted and perceived as knowledgeable. The media especially radio is the pre-dominant source of news. Communities are receptive to anything that means “progress” or “development”. They sometimes however lack the necessary information and support to effect change, and look upon outside bodies including the NGO and CSO sector to help effect those changes. They sometimes also depend on these NGOs and CSOs to be their voices.

8.0 COMMUNICATION STRATEGIES

ALL AUDIENCES

Communicate that:

- G-RAP works with its partners to strengthen civil society institutions to secure stronger pro-poor policies and hold governments accountable.
- G-RAP considers gender mainstreaming a critical part of sustainable development.
- G-RAP will work to foster effective stakeholder relationships

RAOs

Communicate that:

- G-RAP is a partner and is committed to providing the necessary support to qualified organizations to do their work.
- Gender mainstreaming is a fundamental principle of G-RAP
- G-RAP will continue to keep the flow of information going through periodic guides meetings etc to facilitate working relationship with RAOs.
- It is important for RAOs to share information with their constituents and civil society and G-RAP will provide support to do this when feasible.
- G-RAP is an evolving entity and will need the support of RAOs to remain relevant and effective as it evolves.
- The programme manages limited funds which it disburses on merit
- G-RAP funding is not indefinite and RAOs must build the capacity to function in the long term

FUNDERS COMMITTEE

Communicate that:

- G-RAP's programmes are well planned and executed.
- The funding provided through G-RAP plays a critical role in promoting pro-poor policies and holding government accountable

- G-RAP PMT will keep lines of communications open to ensure effective coordination of the programme.

PROGRAMME BOARD/GRANTS COMMITTEE

Communicate that:

- G-RAP's Programme management team will provide the necessary information and logistics to facilitate their work
- They are partners with the PMT to ensure the effective and accountable resource allocation
- The PMT appreciates their role in the operations of the programme

MEDIA

Communicate that:

- The media play a critical role in providing accurate information to guide policy makers and civil society in the development process.
- G-RAP will provide the media with the necessary information and support to facilitate their work.

INTERNAL PUBLICS

Communicate that:

- They are critical in the smooth functioning of the G-RAP
- Their work impacts on the image and identity of G-RAP
- G-RAP will provide the necessary environment to make them more effective

STRATEGIC PARTNERS

- G-RAP appreciates their role in promoting pro-poor policies and will collaborate with when necessary to achieve common goals

POTENTIAL FUNDERS

- G-RAP is a well managed programme
- G-RAP seeks the participation of other funders to provide resources to more organizations
- G-RAP operates an accountable and transparent policy and will provide the necessary information/documentation to facilitate their decision making

POLICY MAKERS

Communicate that:

- Policy makers play a critical role in promoting pro-poor policies and holding themselves accountable.
- G-RAP will work with policy makers, providing accurate information and the right sort of engagement to help in their role as policy makers
- Adopting policies in favour of the poor is good for Ghana's development

NGO/CSO Sector, Think Tanks

- G-RAP works with its partners to strengthen civil society institutions to secure stronger pro-poor policies.
- G-RAP sees them as partners in sustainable pro-poor programmes and will endeavour to provide qualified organizations with the support to be effective.
- G-RAP will provide the necessary information and funding to build their capacity and make them more effective.

GENERAL PUBLIC

- G-RAP works with its partners to strengthen civil society institutions to secure stronger pro-poor policies.
- Local support and participation are vital to the success of pro-poor policies and holding governments accountable

9.0 IMPLEMENTATION STRATEGIES

G-RAP already has existing channels and strategies for communicating with stakeholders. These include reports, reviews, emails, letters, web site, Face to face, newsletters etc. Our proposals will focus on making existing channels and processes more effective and propose other strategies to complement these. The major change recommended is to do with content and timeliness rather than form. Forms of communicating may largely remain the same but the contents must reflect communication need of recipients, be easy to understand and be timely too.

Information overload can cause a resistance to message reception. Therefore communication has to be carefully managed to avoid this. It must be participatory as much as possible, simple, short and visual. The use of mass media with its “newsy” approach can be supportive of the process.

One of the main goals of designing and implementing a G-RAP communication strategy is to obtain feedback from stakeholders. Collecting feedback in a systematic and timely manner helps drives preparation and implementation. Developing a clear feedback mechanism is essential in both policy formulation and implementation. In the preparation stage the feedback will help establish ownership and partnership in particular, while in the implementation stage it will ensure transparency and accountability. Such feedback is a means to promoting inter stakeholder relationships.

Feedback can be obtained for example from the following:

- When distributing print materials, include short questions to make sure recipients read and get the intended message. Open ended questions that elicit their opinions, reactions, are appropriate. It also promotes participation of recipients in the communication process. Examples of questions may read like this:
 1. In what ways can we improve the processes described?
 2. How can we improve the relationship between A and B?
- Articles in newspapers can invite participation or reaction by posing questions at the end.
- Provide Question and answer sessions in seminars, workshops and meetings to provoke discussions
- Follow audio visual programmes or presentations with discussion by preparing guidelines for discussion.
- G-RAP can adopt the concept of “mini workshops or seminars” with 5-10 participants. This is more effective and result oriented than large ones that load participants with information that is not utilized.

The underlying principle in all this is that communication must be proactive more than reactive.

STRATEGIES

- Use newsletters, information packages, meetings, web site to reach major stakeholders
- Use print and electronic media to reach all audiences
- Build and maintain partnerships and coalitions with stakeholders
- Use PR programming to reach the general public
- Use advocacy meetings and briefing meetings to reach and build relationships with policy makers , funders , potential funders etc
- Use Spokespersons Training to prepare G-RAP spokespersons to communicate using the media and other platforms

10.0 TACTICS

G- RAP has a fairly strong identity evidenced by the contents and form of its communication materials, e.g. web site and reports. This needs to be reinforced by a carefully laid down and pursued corporate culture that is known to all staff and stakeholders of G-RAP.

- Develop a corporate culture hand book and produce highlights in poster form to be displayed at G-RAP offices. Staff will sign a commitment form to exemplify the culture.
Key words like **PROFESSIONAL, INTEGRITY, FRIENDLY, and PROMPTNESS** may form key elements of this culture. Its development must be a participatory process with input from staff and other stakeholders
- Existing Bi-annual and quarterly reviews – These must be made more effective, return forms to be delivered within a specified timeframe must be given to participants. The return forms will deal with feedback from the institutions represented.
- Collate best practices and significant conclusions derived from the work of RAOs and publish as a newspaper supplement and use in radio discussions (to supplement internet and other channels for wider dissemination)
- Review and simplify existing communication materials and package them for dissemination.
These include newsletters, fact sheets, reports etc. Packaging and dissemination of information will be target specific
Place info packs at reception of development partners, Parliament potential donors etc.
- Set up information verification centre and update information when necessary. Advertise this centre. The centre will additionally offer face to face communication with users
- Review the mailing list to provide a current list for dissemination of information. Mailing list to have colour tabs for different categories like advocates, policy makers etc. Makes it easier to direct the right communication to the right person
- Produce a press kit for the media. This will include programme backgrounder, Q& As etc
- Organize media training for G-RAP and selected RAO spokespersons
- Publish features and other articles to advocate policy makers and other stakeholders for support
- Send periodic press releases and media alerts when necessary to bring relevant issues to the attention of civil society
- Hold quarterly lunch meetings with core group of journalist with interest and expertise in pro-poor policies and government accountability. Meetings are intended to build partnerships and discuss agenda for media's involvement

- Develop a briefing package on G-RAP to potential funders to get more funds for G-RAP operations. This will be used for other engagements with others like policy makers, strategic partners etc.
- Organize meetings with the potential funders and show G-RAP documentary on the impact of funding on the activities of RAOs
- Develop and publish in the public Agenda monthly guidelines for RAOs NGOs and CSOs to build their capacity to be effective. All newspaper publications must include a factoid on G-RAP and display the contacts including the web-site address of G-RAP
 - Topic includes;
 - Basic Public Relations
 - How to deal with the media
 - Communicating in a crisis
 - Organizing events to generate news
 - Effective advocacy
 Other topics to dealing with programme management and the role of civil society in pro-poor policies and holding governments accountable will be included.
- Use participation in RAO convention as an occasion to publicize the work of G-RAP by doing Media interviews with the participation of RAO representatives and others
- Produce documentary on G-RAP and the impact of its relationship with RAOS to use in briefing meetings with development partners ,RAO conventions, policy makers, potential donors etc. and air on TV for public wider dissemination
- Support RAOs and other stakeholders to produce a programme on radio identified as a platform for discussion pro-poor issues and policies and the way forward.
 - The programme is supposed to inform, educate and advocate. It is not meant as a debate
 - The programme will highlight results of research and advocacy activities funded by G-RAP in simple language.
 - Discuss how results can be used by others
 - Get policy makers to sit up, knowing the public is informed
 - The programme will run once a week for 6 weeks.

It is important to involve policy makers as active participants in as many activities as possible. This will foster better partnership with them

11.0 COMMUNICATION PLAN

Target	Objectives	Activity	Output	Timeline
RAOs	<ul style="list-style-type: none"> • Create favourable attitudes • Create receptive message environment • Improve flow and effectiveness of communication 	<ul style="list-style-type: none"> • Quarterly Review • Bi-annual review • Info packs, website update, newsletters ,meetings • Features & supplement • RAO convention • Reports, publications • Telephone, email ,letters etc 	<ul style="list-style-type: none"> • Review meetings organized and report disseminated • Info packs and other communication materials produced and disseminated 	<ul style="list-style-type: none"> • Feb, April, July 09, Jan 10 • April, Sept 09 • March 09- March 10 • March 09- March 10 • 1st quarter • March 09- March 10
Funders Committee	<ul style="list-style-type: none"> • Improve communication flow • Build stronger ties • Foster relationships with other stakeholders 	<ul style="list-style-type: none"> • Quarterly review • Bi-annual review • RAO convention • Reports, Publications, meetings Newsletter, email, telephone correspondence 	<ul style="list-style-type: none"> • Review meetings organized and report disseminated • Relevant reports, newsletters etc sent and necessary feedback received • 	<ul style="list-style-type: none"> • Feb, April, July 09, Jan 10 • April, Sept 09 • 1st quarter • March 09-March 10

Target	Objectives	Activity	Output	Timeline
Programme Board	<ul style="list-style-type: none"> Improve communication flow Foster relationships with other stakeholders 	<ul style="list-style-type: none"> Quarterly review Bi-annual review RAO convention Reports, Publications, meetings, Newsletter, email, telephone correspondence 	<ul style="list-style-type: none"> Review meetings organized and report disseminated Relevant reports, newsletters etc sent and necessary feedback received 	<ul style="list-style-type: none"> Feb, April, July 09, Jan 10 April, Sept 09 1st quarter March 09- March 10
Target	Objectives	Activity	Output	Timeline
Media	<ul style="list-style-type: none"> Create awareness Build partnerships Educate on main issues of G-RAP 	<ul style="list-style-type: none"> Production and dissemination of press kit Quarterly lunch meetings with selected journalists RAO Convention Train Spokespersons 	<ul style="list-style-type: none"> Press kit disseminated Quarterly lunch meeting organized Publicity on G-RAP, RAOs, Pro-poor activities Spokespersons trained 	<ul style="list-style-type: none"> April 09 March, July, November 09, March. 10 1st Quarter July 09
Internal Public	<ul style="list-style-type: none"> Promote a strong corporate culture and identity 	<ul style="list-style-type: none"> Guidelines on corporate culture 	<ul style="list-style-type: none"> Guidelines discussed Guidelines produced and disseminated & adopted 	<ul style="list-style-type: none"> April-May 09 June 09
Strategic Partners	<ul style="list-style-type: none"> Create awareness Develop partnerships 	<ul style="list-style-type: none"> Disseminate briefing packs Meetings, reports, letters 	<ul style="list-style-type: none"> Briefing packs disseminated Meetings organized, other communication sent 	<ul style="list-style-type: none"> August 09 August09-March10

Target	Objectives	Activity	Output	Timeline
Potential Funders	<ul style="list-style-type: none"> Solicit their participation in funding Advocate for support of RAOs 	<ul style="list-style-type: none"> Disseminate briefing pack and documentary RAO Convention Meetings Send reports, letters etc. 	<ul style="list-style-type: none"> Briefing packs disseminated Meetings organized, Relevant Reports, letters sent 	<ul style="list-style-type: none"> August 09-March 10 1st quarter August 09- March 10 August 09- March 10
Policy Makers	<ul style="list-style-type: none"> Create greater awareness and knowledge Advocate for support for RAO activities and pro-poor policies 	<ul style="list-style-type: none"> RAO convention Newspaper publications Radio Programme Use briefing Packs & documentary to engage them 	<ul style="list-style-type: none"> Participation in RAO convention Articles published Radio programme aired Policy makers briefed 	<ul style="list-style-type: none"> 1st quarter April 09- March 10 July- September 09 August 09- March 10 February 10
NGOs/CSO Sector/Think Tanks	<ul style="list-style-type: none"> Create greater awareness and increase knowledge Educate on G-RAP main issues 	<ul style="list-style-type: none"> Capacity building articles Radio programme Feature/Press releases Newspaper supplement 	<ul style="list-style-type: none"> Capacity Building articles published Radio programme produced and aired All info disseminated 	<ul style="list-style-type: none"> March 09- March 10 July – September 09 March 09 – March 10 July 09

Target	Objectives	Activity	Output	Timeline
General Public	<ul style="list-style-type: none"> • Create awareness and increase knowledge levels 	<ul style="list-style-type: none"> • Newspaper publications to educate the general public • Radio programme to inform and educate and receive feedback 	<ul style="list-style-type: none"> • Newspaper publications • Radio programme produced and aired • Feedback from radio show collated and analysed for decision making 	<ul style="list-style-type: none"> • June 09, November 09 • July – July 09

12.0 COMMUNICATIONS AND PUBLIC RELATIONS ACTIVITIES

PERFORMANCE INDICATORS

Result Indicators

- Level of being informed among stakeholders(source opinion poll)
- Information dissemination effectiveness and correspondence of chosen channels to the needs of target groups(source opinion poll ,)
- Manner and extent of G-RAP and G-RAP supported coverage (positive, neutral , negative) in mass media(source media monitoring and content analysis)

Measure	Output
Review meetings	Number of meetings Number of participants
Information materials	Number of info packs Targets covered
PR/Advocacy meetings	Number of meetings Number of participants
Audio visual materials	Frequency of use Audience/Territory covered
Press kit	Number produced Journalists covered
Radio Programme	Frequency of airing Audience/territory covered
Newspaper publications	Number of publications
Spokesperson Training	Number of participants

13.0 CO-ORDINATION

All aspects of this strategy will be co-ordinated by the PMT and the consultants. The leader of the team is the PMT coordinator

Monthly progress meetings will be held to discuss all matters concerning implementation. Status reports together with any feedback in the form of press cuttings, radio clips will be made available to client. Finally a project report will be submitted at the end of each phase of the project.

14.0 MONITORING AND EVALUATION

The baseline for monitoring is the perception survey conducted by STRATCOMM AFRICA.

Feedback will be monitored from the media, the information verification centre and meetings and engagements with stakeholders, as well as return forms sent to various targets

Formative evaluation, including pre-testing will be used to assess the strengths and weaknesses of materials before implementation. Evaluation techniques recommended include concept and materials pre-testing.

Process evaluation will be used to examine procedures and tasks involved in implementation. This also allows for tracking the number of materials distributed, number of stories and activities carried out. It also allows for checking message clarity and consistency.

Finally an outcome evaluation will be undertaken to determine impact.

15.0 Detailed Timeline with Cost

Task	Responsibility	Cost Estimate \$	Jan 2009 - Mar 2009			Apr 2009 - Jun 2009			Jul 2009 - Sep 2009			Oct 2009 - Dec 2009			Jan 2010 - Mar 2010		
Prelim discussions with client /Collection of relevant materials	G-RAP/Consultant		x														
Submission of proposal And discussions	G-RAP/Consultant			x													
Plan /Organize quarterly review Bi -annual review	G-RAP			x		X		x			x				X		
Review existing communication materials	G-RAP/Consultant			x													
Rewrite/repackage materials	G-RAP/Consultant	2000			x	x	X										
Review mailing list	G-RAP/Consultant			x													
Disseminate materials	G-RAP/Consultant						x	x	x	x	x	x	X	x	X	x	x
Train Spokespersons	Consultant	5000									x						
Discuss and Develop corporate culture document	G-RAP					x	x										
Print Corporate culture documents	G-RAP/Consultant	500						x									
Features in Public Agenda	G-RAP/Consultant	5000			x	x	x	x	x	x	x	x	X	x	X	x	

Task	Responsibility	Cost Estimate \$	Jan 2009 - Mar 2009			Apr 2009 - Jun 2009			Jul 2009 - Sep 2009			Oct 2009 - Dec 2009			Jan 2010 - Mar 2010		
Meeting stakeholders	G-RAP		x	x	x	x	x	x	x	x	x	x	X	x	X		
Quarterly meeting with journalists	G-RAP/Consultant	1000			x				x				x				
Plan documentary	G-RAP/Consultant	1500				x											
Produce documentary	G-RAP/Consultant	15-20,000					x	x	x								
Air documentary	G-RAP/Consultant	5000								x							
Update website	G-RAP		x			x				x			X				
Publish newsletter	G-RAP							x									
Collate RAO best practices	G-RAP		x														
RAO Convention	G-RAP			x													
Disseminate best practices	G-RAP								x	x	x	x					
Plan Radio Programme	G-RAP/Consultant	1500						x	x								
Produce	G-RAP/Consultant	20,000															
Air radio Programme	G-RAP/Consultant	To be negotiated with radio station selected							x	x	x						
Prepare supplement	G-RAP/Consultant	1500				x											
Publish supplement	Consultant	3000						x									
Formative evaluation	G-RAP/Consultant		x														
Process evaluation	G-RAP/Consultant			x	x	x	x	x	x	x	x	x	X	x			
Outcome Evaluation	G-RAP/Consultant													x			
Reports	Consultant								x							x	

TIMELINE COVERS PERIOD FROM Feb 09- FEB 10 AS PHASE ONE. SUBSEQUENT STRATEGIES WILL BE DEVELOPED FOR FOLLOWING PHASES TO ALLOW FOR THE DYNAMICS INVOLVED IN IMPLEMENTING A COMMUNICATION STRATEGY

APPENDIX

Short Term Consultancy Contract between GRAP Programme Management and Monica Bleboo , KBleboo and Associates

Engage key stakeholders in a timely fashion to participate meaningfully and actively in all relevant processes and activities

Address issues relating to identified gaps in communication as per the document submitted by the Communications Consultant as well as those identified by KBleboo & Associates through verbal and written communications#

Ultimately, the Communication strategies proposed should make G-RAP more effective by improving the flow of communication with stakeholders.

PROFILE OF CONSULTANT

Consultant must have the following profile:

- a communications expert with considerable experience of the social development context of Ghana especially with regards to the role of non-state actors in development policy formulation
- a strong background in communications planning
- good communication and reporting skills

Deliverable(s)

- A communication Strategy document with an implementation plan including timelines and monitoring indicator

Curriculum Vitae of Monica Bleboo

CURRICULUM VITAE

Name: Monica Bleboo
Profession: Public Relations/Communications Consultant
Nationality: Ghanaian

EDUCATION / TRAINING

1978 – 1981 University of Ghana – BA (Hons)

1984 –1984 School of Communication Studies, University of Ghana – Master of Arts degree.

Courses taken: - Print and Broadcast Journalism, Social Psychology,

Advertising, Public Relations, Media Management, Research

1993 – Accreditation course – Institute of Public Relations.

1996 – Diploma in Management and Marketing for Social Change - Georgetown University – Washington.

Courses taken: Strategic/Marketing Planning, Research,

Communications, Advertising and Public Relations, Quality and Services, Marketing and Distribution.

PROJECTS

- 1988 – 1990 Carried out research in Social Marketing and Consumer Marketing, for various clients.
- 1994-1995 Planned co-ordinated and executed training programmes for the Institute of Public Relations Ghana.
- 1995 – Developing PR plans, communication, strategies and materials, for Clients, Planning and organizing special events for clients.
- 1995 – 1997 Formulated and implemented PR and Communication strategies for the Ghana Social Marketing Foundation on Family Planning, Health and Disease prevention.
- 1996 –1997 Developed PR and communication strategies for the Ghana Social Marketing Programme with reference to specific targets like adolescents and hard to reach individuals.
- 1996 Consultant on various HIV/AIDS related projects e.g.
- Development of HIV/AIDS documentary funded by Danida
 - HIV/AIDS response Document funded by UNAIDS, DFID
 - and other donors
 - Development of Operational Manual for Ghana HIV/AIDS Response Fund (GARFUND) funded by World Bank.
- 1998 – To date

- Communications Consultant to Ghana Association of Bankers- Developing and implementing Communication Strategies for the Association
- Advising on issues management
- Training of Spokespersons
- Organizing events for the Association including their annual Business Luncheon with high level participation from the Executive and the Legislative
- Communications consultant for Environmental Protection Agency developing and implementing a communications strategy
- Conducting Public Speaking, media Training and Crisis Communication training programmes for Banks, Government Officials and various spokespersons of organizations

EXPERIENCE RECORD:

- 1981 – 1984 – School Teacher (English) – Tema Secondary School
- 1986 – 1988 – Public Relations Officer – Lewis Coffee Products, Accra
- 1988 – 1990 – Researcher – Marketing and Social Research Institute.
- 1990 – 1995 – Public Relations Manager – Co-operative Bank Limited.
- 1995 – Group Head Ad Vantage PR, A.P Lintas Ghana Limited

2000 - - Chief Executive Officer – K. Bleboo & Associates

MAJOR AREAS OF EXPERTISE

- ◆ Expertise in Behaviour Change Communication – especially in health sector, helping organizations to manage crises and provide quality customer care services.
- ◆ Expertise in training Spokespersons in issues management, Media Relations with particular reference to interviewing skills, Public Speaking and Image makeover.

Languages: Language Proficiency.

English - Excellent, reading and writing.