FROM COMPLEXITY TO CLARITY!

Communication Strategy 2016–2020

Local Government, Elections and Rural Development Department, Government of Khyber Pakhtunkhwa

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FROM COMPLEXITY TO CLARITY

PRELUDE BY THE SECRETARY
LOCAL GOVERNMENT, ELECTIONS AND RURAL DEVELOPMENT

In the current political, social and economic environment, the way the Local Government, Elections and Rural Development Department used to operate in the past is changing. In essence, there is a new modality that is emerging in terms of citizen engagement. The traditional approach of reaching out to the citizens with one-sided information is fast fading out.

Now, the citizens actively seek more opportunities and better mediums which can sustain two-way communication between them and the department. What they see, the services they receive, the information they read - every contact and every experience they have with us form an opinion of what we stand for. These opinions resultantly set the foundations on which our image and reputation are built in the long-run.

Citizens have the right to be; in the know of local services they are entitled to, more aware about their civic responsibilities, timely informed about the changes in laws that affect them, taken onboard in the decisions taken and briefed about the allocated against spent budgets. Communication can play a definitive role to enable us to do that.

To ensure that strong reputations are sustained, we are aligning our communication with every aspect of our core functions. This is how we aim to strengthen two-way communication with local governments as well as with citizens and other stakeholders

we come in contact with. At a time when the local governance landscape in Khyber Pakhtunkhwa is experiencing an extensive reform process, it is more important than ever to manage our communication well with the resources available to us. Furthermore, we also want to support local governments in their communication since they are generally the first point of contact for citizens.

The rise of social media, the electronic media boom, the advent of new forms of information and communication technologies, and the vibrancy of civil society are all shaping up the formulation and delivery of our communication messages. The Government of Khyber Pakhtunkhwa has stressed the importance of communication to assess the needs of the citizens for better utilisation of resources and delivery of services. Our communication approach is aligned with the provincial government's priorities to integrate communication as one of the strategic support functions, rather than assigning it a standalone role.

Wherever required we will also support our devolved district offices as well as tehsils and village/neighborhood councils to foster a harmonised and pro-active communication. In the latter, I see particular importance since the actions of local governments touch the lives of hundreds of thousands every day. This lays an emphasis on the way we communicate with them but also how they communicate with the citizens of the province.

To ensure that our priority towards stronger communication is managed in a structured and sustainable manner, we have developed a comprehensive long-term communication strategy. The core purpose of this communication strategy is to provide the LGE&RDD with a framework to ensure we provide consistent, accurate and timely information first of all to the citizens as our clients and also other stakeholders, such as civil society, non-government organisations, and development partners, by utilising the appropriate communication channels to underpin what we are aiming to achieve.

This overarching strategy prioritises our communication activities over the next five years (2015-2019), both internally and externally. This is our guiding document on how to improve and strengthen our communication. Therefore, to ensure that we implement its recommendations in a sustainable manner, 'our collective responsibility' will be substantial to own, lead and implement the communication strategy.

The Local Government, Elections and Rural Development Department feels privileged to have the technical support of the Support to Good Governance Programme during the development phase of this strategy. The joint Programme is implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the German Federal Government. In this process, GIZ has always been a helpful and reliable partner.

I would welcome you with the ambition that the strategy does not only promote learning but also inspires actions. Let us work together in our ambition and purpose of fostering our communication from complexity to clarity!

SYED JAMAL UD DIN SHAH
Secretary
Local Government, Elections and Rural Development Department
Government of Khyber Pakhtunkhwa

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ACRONYMS

AD	Assistant Director
BPS	Basic Pay Scale
CCO	Chief Coordination Officer
CDS	Comprehensive Development Strategy (of the GoKP)
CIDA	Canadian International Development Agency
CMO	Chief Municipal Officer
CWC	Communication Working Committee (of the LGE&RDD)
DFID	Department for International Development
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GoKP	Government of Khyber Pakhtunkhwa
ICT	Information and Communication Technologies
IEC	Information, Education and Communication
IT	Information Technology
LGA	Khyber Pakhtunkhwa Local Government Act 2013
LGE&RDD	Local Government, Elections and Rural Development Department
M&E	Monitoring and Evaluation
NWG	Newsletter Working Group (of the LGE&RDD)
PCNA	Post-Crisis Needs Assessment 2010
PC-I	Project Cycle I
PDF	Portable Document Format (computer application)
RTI	Right to Information (referring to an Act of the GoKP)
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
USAID	U.S. Agency for International Development

Section 1:

BACKGROUND

Answering the 'what' part of communication strategy

1.1
THE ESSENCE AND ELEMENTS OF A COMMUNICATION STRATEGY

The communication strategy studies the existing communication landscape to establish the objectives of the communication project, which also carries the communication vision, mission and priorities of the Local Government, Elections and Rural Development Department (LGE&RDD) as a whole.
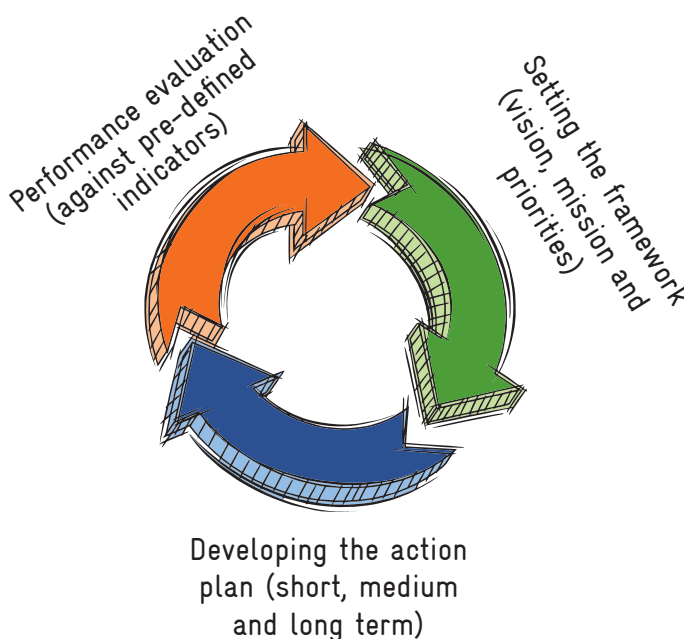
Getting the answers to these aspects helps in the elaboration of a communication action plan, which lists a series of specific short, medium and long term communication activities to facilitate the department to speak to the partners as well as stakeholders and also listen to them. Once these activities get in the implementation process, their success will be continually measured by analysing a series of performance indicators.

Communication strategy development and implementation process:

The cycle involving all these elements – doing the communication audit, setting the communication objectives along with priorities, developing the communication action plan and analysing the performance indicators – will explain the canvas of this communication strategy.

The communication strategy process is therefore a step-by-step approach towards setting, organising and practicing communication related plans and priorities of the LGE&RDD. While the strategy development process starts with the assessment of the communication needs and concludes at the elaboration of a 5-year communication action plan, implementation of the communication strategy is an ongoing process and thus may require adjustments from time to time.

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

Performance evaluation (against pre-defined indicators)

Setting the framework (vision, mission and priorities)

Developing the action plan (short, medium and long term)

Similarities may exist in the form of internal and external communication methods, such as emails, notifications, letters, memos, publications, events, websites, etc. However, the context within which the communication takes place is the differentiating factor between the two.

Among the LGE&RDD employees, focus on improving their internal communication can contribute towards better cooperation, understanding and teamwork between the senior officers taking the decisions and the officers implementing them. Similarly, stronger internal communication management can help foster a feeling of belonging to their respective offices and groups, which in turn increases the productivity of staff and improves the efficiency in service delivery. Internal communication plays a significant role because it is the building block of the organisational culture. When an organisation is communicating effectively with its internal stakeholders, whether they are employees, management or partners, it has a cohesive culture where everyone is focused on the same goals and has the similar purpose.

External communication is referred to as the gateway which keeps an organisation and the external environment connected. Strategically executed external communication activities educate, inform, advocate and persuade key audiences about actions taken by the department. They also ensure an organisation's visibility among critical sources of support i.e. primary and secondary stakeholders. For the LGE&RDD, the primary stakeholders are its employees and the citizens of Khyber Pakhtunkhwa. Whereas, secondary stakeholders include line departments, development partners, media institutions and non-government organisations.

External communication is vital for local governments as well. The budgets of local governments often rely on funds provided by the provincial government and revenue collection from the citizens. To ensure continuity of funds and revenues, it is imperative for these local governments to share consistent information with citizens and provincial government on how the money is spent and the types of services being offered in return. In this particular scenario, the LGE&RDD can facilitate local governments.

> Both these components, internal and external, make up the wider communication spectrum that the communication strategy delivers on!

1.2
WHY DOES THE LGE&RDD NEED ITS OWN COMMUNICATION STRATEGY

In order to answer that fundamental question, it is imperative to refer to the policy and strategic level guidelines set by the Government of Khyber Pakhtunkhwa as contextual references to the LGE&RDD communication strategy. In recent times, a lot of emphasis has been laid down on developing an integrated approach towards sustainable development and peace building.

These policies and strategies have identified communication as a cross-cutting theme requiring strategic orientation and focus. Governance reform, as one of the main priority areas, has also been linked up with the efforts to strengthen public sector communication.

Empirical evidence suggests that skillful implementation of communication activities can play a critical role in translating reform objectives to actual results on the ground. The role of communication in achieving good governance outcomes lies primarily in the area of influence. Through effective use of communication mechanisms, reformers can influence opinions, attitudes and behaviours among stakeholders towards supporting governance reform objectives.

This, however, can be achieved only if communication happens in an ongoing and sustainable manner, under a long-term strategic agenda. Before we get into the specifics of the communication strategy, let us briefly review the policy and strategic approaches to develop a context for need of the LGE&RDD communication strategy.

1. Khyber Pakhtunkhwa Comprehensive Development Strategy (CDS) 2010-2017, was developed to provide a strategic direction to the development priorities and interventions of the provincial government across all sectors. The CDS has also addressed communication issues and challenges faced by the line departments in Khyber Pakhtunkhwa. The goal that the CDS has set in this pretext states, bridge the GoKP citizenry information gap through more effective communication. On more than one instance, the CDS mentions the elaboration of specific communication strategies for various Departments of Khyber Pakhtunkhwa, including, Population Welfare, Information Technology, Public Relations and Local Government.

2. The Post Crisis Needs Assessment (PCNA), adopted by the Government of Khyber Pakhtunkhwa in 2010 as the official peace building strategy recognised the prevalent communication gap between the state and citizens as one of the drivers of conflict. The PCNA, amongst other priority recommendations, also recognises that local governments need to communicate more extensively with their stakeholders. Similarly, the report has also stressed the importance of listening to the views and voices of citizens by providing formal and structured communication platforms. The PCNA asserts that implementation of a communication strategy can contribute to build responsiveness and effectiveness of the state to restore citizen trust (PCNA Strategic Objective 1).

3. With the implementation of the Khyber Pakhtunkhwa Local Government Act 2013, the province has braced itself to undergo a major restructuring of the local government system. Under these reforms, the district councils will be managing the affairs of several line departments as devolved functions. Similarly, the municipal committees retain the mandate of providing municipal services. A major change introduced is the reformation of the lowest tier into village/neighbourhood councils. Government of Khyber Pakhtunkhwa has completed the delimitation process by dividing the province into 3,493 village/neighbourhood councils. This communication strategy will identify thematic areas where the LGE&RDD can facilitate their communication with citizens, among councils, the provincial government and other stakeholders in a coherent and organised manner.

4. The Local Government, Elections and Rural Development Department (LGE&RDD) of Khyber Pakhtunkhwa, by recognising the role and impetus of communication towards better state-society relations, has developed a concept note on establishing a system of two-way communication as a means of "local governance pulse check". The central idea is to have an information management mechanism which can help in decision making and strategic orientation. However, the communication strategy is predominantly based on the findings, assessments and recommendations of CDS 2010-2017, PCNA 2010 and the KP LGA 2013.

5. Owing to the GoKP's socio-economic development strategies and policy frameworks along with the post-enactment implications stemming from the Khyber Pakhtunkhwa Local Government Act 2013, the LGE&RDD is being challenged to be more strategic in its own communication efforts. In the same way it feels responsible to support the autonomous local governments. This explanation is based on the argument that local governments can function best when they are able to reflect upon the needs and expectations of the citizens and stakeholders, which can be better achieved through making communication possible and accessible. Communication activities must add up to more than a series of isolated events such as the dissemination of an occasional publication or a press release. Being strategic requires being more deliberate, innovative, savvy and proactive in communication practice. The LGE&RDD can substantially gain from recognising communication as essential to the overall success of its tasks and functions.

6. Khyber Pakhtunkhwa Right to Information Act 2013 was approved by the Provincial Assembly on 31st October, 2013. The Act is facilitating the people of Khyber Pakhtunkhwa in their fundamental right to have access to information held by provincial public bodies. It has opened a whole new vista of ensuring transparency and accountability in public administration through specifying policies and mechanisms for open information sharing. Since every department of the provincial government has been made

answerable and accountable to provide citizens with access to 'permissible' information, there is a greater need than ever for the LGE&RDD to manage and steer its communication strategically.

7. Khyber Pakhtunkhwa Right to Public Services Act 2014 was passed by the Provincial Assembly on 15th January, 2014. The Act prescribes mechanisms to ensure delivery of public service to the citizens and also has provisions to reprimand service providers for administrative inefficiency. The law entitles citizens of the province to demand performance of duties and functions by the designated officers and hold them accountable for deficiency in public service delivery. Any citizen residing in the province is eligible to lodge a complaint against any delay or inefficiency in the delivery of public service. The law is applicable to all institutions owned, controlled or substantially financed by the government. District councils, municipal committees, village/neighbourhood councils and local area development authorities also fall under the ambit of the provisions of the Act. In addition to informing citizens about the services being offered, another important aspect for the LGE&RDD is to educate and mobilise its employees towards the provision of this law. This can be done far more effectively if a communication strategy is in place which identifies the roles and responsibilities within the department regarding its internal and external communication.

To sum it up, the explanation listed above builds an ideal case for the LGE&RDD to develop its own communication strategy, as the guiding document, which answers the key questions on improving the internal information management and external stakeholders' engagement.

Such guidelines will provide the necessary inputs to further steer the department's communication agenda as a success factor towards responsiveness, transparency, and accountability, adhering to the Government of Khyber Pakhtunkhwa's legislative, policy and strategic guidelines.

Section 2:

ANALYSIS

Answering the 'why' part of communication strategy

2.1
THE COMMUNICATION CAPACITY AUDIT OF THE LGE&RDD

A communication capacity audit is a systematic assessment (mostly formal) of an organisation's capacity for, or performance of, essential communication practices. It helps in determining what is working well, what is not and what might work better if adjustments are made. To be able to evaluate the existing status of communication prevalent within the LGE&RDD, which also generated the necessary inputs to be fed into the communication strategy, a "communication strategy review and input workshop" was held in Peshawar on the 10th October, 2013.

The workshop design brought together the elements of communication capacity audit as a tool to assess the prevalent communication measures as well as to develop recommendations on how to work towards making communication better at the LGE&RDD. It must also be noted that in addition to the workshop findings and discussions, other sources of information gathering included key informant interviews with the LGE&RDD officers, review of department's publications covering different topics and personal observations made during visits to the LGE&RDD offices.

Due to the diversity in the official mandates, work responsibilities and job functions, the workshop participants presented a mix of officers from the provincial, district as well as tehsil level offices. Ranging from senior level officers, such as the Special Secretary and Secretary Local Council Board, to Chief Coordination Officers and Tehsil Municipal Officers, the workshop provided the first ever opportunity to the province-wide local government setup to reflect upon their ongoing communication practices and to strategically think about ways to improve them.

Before the commencement of group work, an interactive presentation was delivered to the participants in order to build an overview of the essential elements of the communication strategy and the reasons as to why did the local governments need such an action plan at all. The participants were also briefed on the questionnaire which recorded their insights, experiences and recommendations with regards to the communication capacity audit exercise. The questionnaire for the communication strategy is attached as Annex I for reading and reference.

Levels to measure the communication capacity during the audit process

The communication audit scale was utilised in order to assess the present communication performance of the LGE&RDD. According to the audit tool, one can distinguish between five levels of communication explained as under:

Level 01: Ad Hoc

The communication practice is unorganised. Few if any staff and financial resources are dedicated to communication management. Success is based on the competence and efforts of one or two "heroic" individuals.

Level 02: Planned

Communication is deliberate as opposed to being performed on a reactive or emergent need basis. Resources are allocated to the practice, responsibilities are assigned and the process is managed within the organisation.

Level 03: Institutionalised

The communication practice is routine and part of the organisation's fabric. The organisation has qualitatively determined the best way to approach the practice and has institutional mechanisms for it. Practices are well known and regular coordination takes place within and outside the organisation.

Level 04: Evaluated

The practice is evaluated and analysed. Measures of performance and progress are collected and analysed. Often a quantitative understanding of success is known and tracked, and the organisation has a better ability to predict or estimate performance.

Level 05: Optimised

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

Ad Hoc	Panned	Institutionalised	Evaluated	Optimised
LEVEL 01	LEVEL 02	LEVEL 03	LEVEL 04	LEVEL 05

The communication capacity audit scale

2.2
IDENTIFIED GAPS OF COMMUNICATION

During the capacity audit workshop, the working group was provided with a detailed questionnaire having open ended questions on the prevalent gaps which are obstructing communication within the LGE&RRD. Below is a summarisation of the identified gaps.

- Specialised communication unit and communication officers are neither appointed nor working within the department. Thus, communication is managed by individuals who do not have specific technical expertise in media management or public relations.

- Communication function within the LGE&RDD does not operate in coherence and is generally regarded as an extra workload by staff due to low awareness and orientation levels.

- Communication strategy and action plan are non-existent within the LGE&RDD. In the absence of a reference document or an action plan, it becomes even more challenging to implement and sustain regular communication practices.

- Communication budget has not remained an allocation priority for the LGE&RDD in the past. This implies that communication activities are funded on reactive and need basis only.

- Formal coordination mechanisms are substituted by ad hoc arrangements for inter-department and intra-department communication. No culture of formal communication briefings, either verbal or written, has been harnessed.

- Communication roles are neither specifically assigned nor clearly communicated.

- External communication is limited. Internal communication of the LGE&RDD with the provincial government (Minister LGE&RDD and Line Departments) takes place regularly and is more formalised and relatively efficient.

- Communication with citizen groups, media representatives, non-government actors and civil society is virtually absent.

- Information and communication technologies are not utilised even to a satisfactory extent. IT hardware and network systems are mostly used to prepare documents in Word and Excel formats.

- Inter-deparment and intra-department communication of the LGE&RDD is still largely based around written documentation delivered via postal services. Email is used for official correspondence, but to a little extent.

- Management Information System is in place but not functional. A lot of energy, time and money has been spent on establishing an MIS for the LGE&RDD but due to some structural changes, which are needed, the system is lying dormant.

- Frequent changes due to postings and transfers hamper the overall communication practice.

- Local governments would require support in the development of model by-laws, guidelines and mechanisms for citizen participation and feedback.

2.3
RECOMMENDATIONS TO PLUG SHORTCOMINGS

The idea behind recollecting and documenting the gaps was not only to identify the existing problems but to also come up with practical recommendations of overcoming these issues. The gaps and recommendations have thus set the foundations on which the communication strategy has been structured upon. Below is a summarisation of the given recommendations..

• The Secretary LGE&RDD must provide clear identification of roles and responsibilities for the implementation and evaluation of the communication strategy.

• Communication function needs to be made uniform through clear set of instructions and guidelines to be specified in the communication strategy's action plan.

• Communication focal persons and media spokespersons are identified and assigned in the department.

• Communication strategy must not only provide theoretical discourse on strengthening internal and external communication but should also provide a way forward in the form of a communication action plan.

• Budget requirements of the communication action plan must be fulfilled through allocation of funds within the LGE&RDD's annual budget.

• Relations with media need to be strengthened through active liaison where senior level officers meet the journalists on a regular basis. Local governments need to be supported in working with the local media.

• Through web enabled information platforms and use of social media forums, the internal and external communication efforts of the LGE&RDD can be improved exponentially.

• Automation of official correspondence within different sections of the LGE&RDD must be initiated in a steady manner. Gradually, paper based communication should be discouraged with a few exceptions.

• Frequent changes, especially at the senior management level, due to postings and transfers, can be offset by nominations on the basis of positions held rather than individual names. An example exists in the form of the Communication Working Committee (CWC).

2.4
OUTCOMES OF THE COMMUNICATION CAPACITY AUDIT

The outcome analysis is rooted in the findings of the capacity audit workshop, key informant interviews, study of the LGE&RDD publications and observations during visits to the offices at the province, district and tehsil levels. Within the contextual perspective, a clear communication vision and set of communication objectives to be pursued do not exist.

However, the capacity audit has revealed that the LGE&RDD is reasonably clear about its key audiences, as they do not change over time. Please refer to the communication strategy component 2 'analysing the communication stakeholders' to read details about the key audiences of the LGE&RDD from communication strategy perspective. When it comes to formal communication efforts, such as a communication campaign development and rollout, the LGE&RDD has a planning mechanism in place to develop communication messages and select the appropriate media channels.

However, this communication function is driven by occasion rather than purpose, which means, only when a situation develops that the LGE&RDD resorts to communication practice, such as, Green Khyber Pakhtunkhwa Initiative, Provincial Cleanliness Campaign, etc. Budgeting for communication related activities is done on ad hoc basis, without any prior allocations in the LGE&RDD budgets, district annual development plans or local council funds. Similarly, evaluation of communication performance and progress is not in practice. Therefore, when speaking in communication terms, the LGE&RDD is categorised at level 1, i.e. Ad hoc.

Comparing existing knowledge, skill and attitude against capacity audit levels

	Vision	Objective	Audience	Message	Medium	Budget	Evaluation
Level 5 Optimised							
Level 4 Evaluated							
Level 3 Institutionalised							
Level 2 Planned			�	▒	▒		
Level 1 Ad Hoc	▒	▒				▒	▒

The communication capacity audit workshop also provided essential background information on the implementation mechanisms of the past and present communication practices being applied by the LGE&RDD and local governments. As highlighted before, communication has not yet been integrated in any policy or strategy

> In a nutshell, communication patterns within the LGE&RDD are ranging between level 1 and level 2. The communication strategy is thus a practical document to advance the overall outlook to level 3, i.e. institutionalisation of communication function within the LGE&RDD as a cross-cutting theme.

of the department. Also local governments run communication activities entirely on ad hoc basis and only rely on communication messages and mediums in a reactive manner. Following is an activities-based description of some of the communication practices of the LGE&RDD and local governments.

Electronic communication

There is not a uniform approach towards communication through electronic modes within the LGE&RDD. Although the services of a purposeful IT Cell at the department level and Computer Operators in the lower administrative offices have been made available, communication via information technology (such as email and internet) is still one of the weakest links, especially across internal communication. A study of prevalent ICTs culture within the department was undertaken in 2010 with the support of the Support to Good Governance Programme implemented by the LGE&RDD and GIZ, which also identified the capacity gaps and technical issues, for example, computers not connected to a server, no official emails for the department's staff and paper based forms not following uniform standards. Since then, some progress has been made to rely more

on electronic form of communication, however, the LGE&RDD has to do more in order to bring the standards and practices to an appropriate level.

The reality facing all local governments in Khyber Pakhtunkhwa is that communication takes place without the support of information technology. That does not mean that IT is completely absent, but computerised systems have not been used to their full potential. No one within the local government setup possesses organisational emails or an intranet. Individual officers will have personal email addresses but that is not the recommended arrangement towards making communication streamlined and structured.

Coordination mechanism

Even though the Government of Khyber Pakhtunkhwa has been actively pursuing the introduction and integration of web enabled and computer based coordination structures, the LGE&RDD is still relying on manual documentation, which is also the case with other provincial government departments in Khyber Pakhtunkhwa. Meeting notes, concept papers, project proposals (PC-I), etc. are manually prepared, compiled and archived. This not only takes a lot of room space and has financial implications, efficient time and information management also becomes an issue when the documentation has to be retrieved from shelves and drawers. The primary medium of internal communication is the paper letter or memo travelling from one office to another. Greater use of computers, and particularly the internet, could be leveraged at low cost (for both external and internal communication). This potential has been recognised, and a LGE&RDD website has been developed by the IT Cell of the LGE&RDD.

The exercise illustrates the cohering potential of technology, as the various offices have been able to coordinate effectively to feed information to the IT Cell for the website's main content. The website has been designed using state-of-the-art web development

technology and has the potential of meeting the department's online communication needs to a good extent. In addition to providing static information about the functions, services, projects and structures of the LGE&RDD, the website has integrated advanced features to host dynamic content, such as textual and audio-visual material. The website also has an embedded feedback format for citizens to share their suggestions and recommendations with the department regarding its services and projects. The IT Cell has the responsibility to keep the website functional and updated at all times, which it is doing efficiently. All in all, the website is a rich addition to the LGE&RDD communication and can play a central role around which other communication related aspects can be improved or initiated.

Citizen outreach

For the support of local governments in strengthening their local accountability systems, one of the most important aspects is to enable citizens to exercise their "client power". However, this can only be achieved when they have access to information in two types of areas:

1. What they are entitled to in terms of service delivery, including information about funds allocated to service delivery and the performance of local governments.

2. Their participation in ensuring service delivery, including what needs to be done if they do not receive the services they are entitled to.

The public, at large, is unaware of the processes involved in ensuring that their local governments are successful in implementing their work. Recent articles in the press have been scathing about the performance of local governments and the way they have handled allocated funds. This can be attributed to the fact that there appears little public information on service delivery, progress made in this regard, and on the course of action to be taken by the citizens in case the service delivery levels are not met.

Public relations

The LGE&RDD needs to be more proactive in its public relations by highlighting the good work that the department does in the form of press releases, news reports and special features. Information, education and communication (IEC) material is prepared and disseminated from time to time. But the IEC material is mostly event specific rather than a regular feature which the LGE&RDD develops for knowledge sharing and awareness creation in order to reach out to the citizens of Khyber Pakhtunkhwa. Currently the department is not cashing in on the potential of public relations opportunities that a closer and responsive relationship with the media could offer. In relationship with the print and electronic media, no standard policy or protocol exists which sets out how to interact or respond to their questions and interactions.

There are no media briefings organised by the department at any level. The frequency of media coverage shows that print and electronic media have shown a great deal of intent and interest in the business of the local governments. However, it also remains a fact that mostly such coverage projects the department in undesirable limelight. Ironically still, there have hardly been any systematic efforts to utilise these influential communication forums to convey messages, build relationships, alter perceptions and communicate achievements. An occasional press conference by the Minister LGE&RDD or an appearance in a television talk show remains the only saving grace for the department and local government officers when it comes to public relations.

Social media

The LGE&RDD accepts the power of social media as a possible area of cross-cutting support to foster their work productivity and performance. For that matter, an

official Facebook pages does exist of the LGE&RDD. Yet again, it remains largely under utilised. The social media platform is not kept updated which is due to the fact that there has not been mandatory assignment of responsibilities within the LGE&RDD for maintenance and update of the Facebook account. Only a few paragraphs on the roles and functions of the local governments, combined with some pictures from local government specific events fall way short on the promise the potential of social media has. Interestingly, many officers who are working at the department as well as field levels do have their personal Facebook accounts and turn to it frequently with personal as well as official information exchange.

Official publication

Printed policies, studies, reports and strategies make up for a big bulk of the LGE&RDD's external communication products. Here again, a lot of thinking and planning does not go into the proper distribution of the printed material, and therefore, the efforts and initiatives of the department go unregistered among a large number of their potential stakeholders. Discussions with the senior officers revealed that there used to be flagship publications "Azm" and "Rawan Dawan", both of which have been discontinued as of now. These publications were periodically disseminated among the LGE&RDD officers and local councils which provided them with useful insights about the achievements and initiatives of the local governments. The LGE&RDD plans to revive the internal print information sharing mechanism, in the form of a biannual newsletter for which planning has already started. Development of publications, such as progress reports, research studies, success stories, etc. has also been a mainstay of the technical cooperation between the LGE&RRD and development partners.

Information management

A "diagnostic study" was carried out in order to assess the need and modality of a tailor-made Monitoring and Evaluation (M&E) System. The study unearthed that the importance of an automated information management system was immense for the LGE&RDD given the diversity of reporting and complexity of functions undertaken. An automated information managed system is simply a system by which information is processed for collection and distribution through a series of automated processes. The system often requires very little human interaction other than setup and maintenance. The use of an automated information management system can be of great benefit to public sector institutions, such as the LGE&RDD. Such type of system can do several functions ranging from providing an easier overview of budget allocations through graphic aids to assisting decision making through aggregated development statistics.
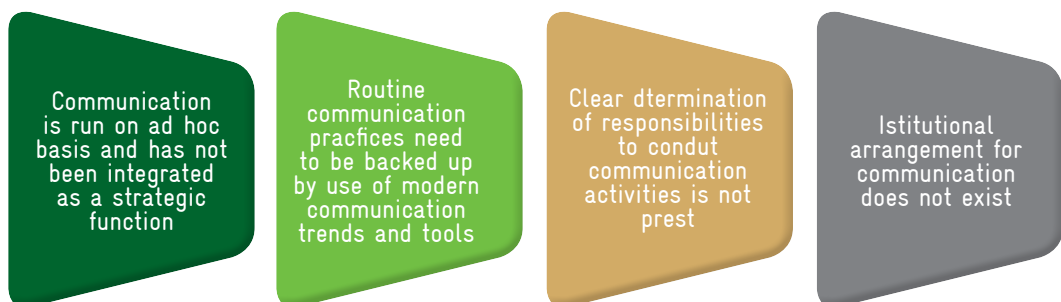
The study was followed-up by the design and development of a web enabled M&E System with the technical and financial assistance of USAID Municipal Services Program. The M&E System was designed while responding to the configuration of the previous local government system (i.e. Khyber Pakhtunkhwa Local Government Act 2012). Under the Khyber Pakhtunkhwa Local Government Act 2013, the system needs to be adjusted in line with the changes which have taken effect, such as renaming tehsil municipal administration as municipal committee, adding village/neighbourhood councils instead of union councils, and etc. Therefore, it could not be readily launched so far. In a second step, one will also have to assess as to what extent the devolution of functions through the LGA 2013 has led to a change of roles and responsibilities between autonomous local governments and the LGE&RDD. The M&E System, once ready, will provide information to improve decision making, priority setting and budget assigning of the LGE&RDD to the province, and to districts, tehsils as well as village/neighbourhood councils through graphs, charts and tables on budget allocations, spending trends, performance levels and progress updates.

2.5
KEY CHALLENGES FOR COMMUNICATION

To summarise the narrative that this section has tried to build, while a lot of potential exists as far as the LGE&RDD communication is concerned, there are also a number of challenges that need to be addressed by the department. The foremost challenge is that the communication within the LGE&RDD is run on ad hoc basis and therefore a real potential exists for the communication strategy to be applied in a way that communication activities are carried out in a planned manner. Similarly, the LGE&RDD needs to embrace modern communication trends and tools being offered by web and social media. Communication roles are not clearly defined within the LGE&RDD, which is also a stumbling block towards stronger and efficient communication. The communication strategy has assigned specific responsibilities to officers within the LGE&RDD in order to harness ownership and commitment towards the improvement of the department's communication. For the communication strategy to be adopted and implemented in the manner it has been developed, the department has to institutionalise communication as one of the strategic functions.

Communication is run on ad hoc basis and has not been integrated as a strategic function

Routine communication pracfices need to be backed up by use of modern communication trends and tools

Clear dtermination of responsibilities to condut communication activities is not prest

Istitutional arrangement for communication does not exist

Section 3:

STRATEGY

Answering the 'how' part of communication strategy

" This section takes a step-by-step approach in order to integrate the five main components of the communication strategy. Each of these components focuses on specific communication strategy related aspects in a coherent manner. These components include, setting the communication framework, analysing the communication stakeholders, formulation of core communication messages, specification of communication tools and outlining the 5-year communication action plan. What follows is a detailed narrative of all the five components in the order stated above. "

3.1 COMMUNICATION STRATEGY COMPONENT 1
SETTING THE COMMUNICATION FRAMEWORK

Just like any coherent and pragmatic overarching strategic document, a sound communication strategy has the ability to regroup the vision and objectives of an organisation's communication into an implementable action plan with SMART indicators (specific, measurable, achievable, relevant, time-bound). These are the foundations on which the structure of internal and external communication is built. If the foundations are strong, so is the structure.

The website relates that the LGE&RDD has a unified vision that lays down its priorities, values and goals:

> To support and enable local governments in autonomous and accountable decision making with a focus on improving public service delivery and fostering socioeconomic development in Khyber Pakhtunkhwa.

It is important to develop a long-term communication vision which is aligned to this overarching vision of the LGE&RDD.

The communication framework should also be able to make a connection with and contribute to the policy and development strategies of the Government of Khyber Pakhtunkhwa, such as the Comprehensive Development Strategy 20102017-, Post-Crisis Needs Assessment 2010, Khyber Pakhtunkhwa Local Government Act 2013 and Khyber Pakhtunkhwa Right to Information Act.

Something important to remember is that there is little point in having a strong vision and determined goals to pursue if they are not known within the organisation among the workforce or communicated to the external stakeholders.

The communication vision of the LGE&RDD

To streamline two-way communication as a strategic function in the LGE&RDD and support local governments accordingly to support the delivery and quality of services through consistency, collaboration and consultation, thereby, promoting an ongoing state-society dialogue.
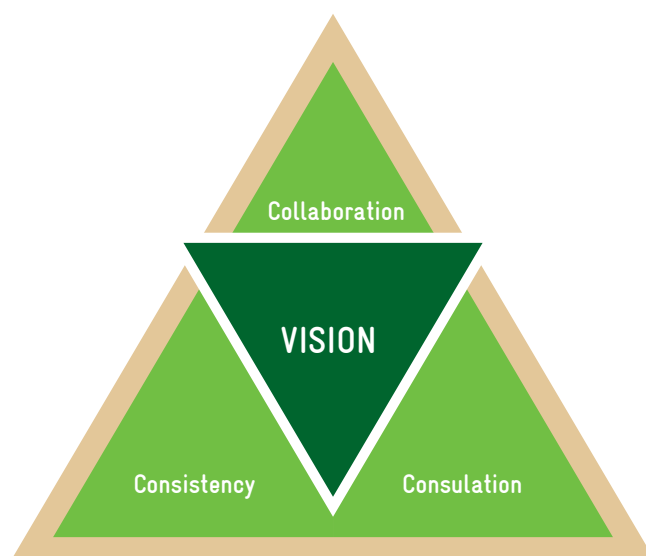
Consistency, collaboration and consultation will be the hallmarks of the communication strategy which will be nurtured through the right mix of messages and selection of media.

The communication objectives

By giving insights into the existing communication challenges and providing a range of options to address them, this communication strategy provides cross-cutting support function to the LGE&RDD at two major levels.

1. Ensure familiarity and understanding of the citizens and stakeholders towards the:

- Identity of the LGE&RDD a progressive and vibrant institution.

- Roles, functions and services provided by the LGE&RDD.

- Successful citizen centric initiatives and ongoing public service projects.

- Reform processes to improve functions and services of the LGE&RDD.

2. Ensure ownership and acceptance of employees towards the:

- Recognition of the need to institutionalise communication as a strategic function.

- Delivery of a consistent approach to all forms of internal communication.

- Involvement of individuals and teams in shaping and influencing communication.

- Acceptance of their role in achieving the communication vision and objectives.

- Translation of the communication strategy into an action plan.

Branding the LGE&RDD

In a world where perception has been embraced as reality, it becomes more so important to distinguish the corporate image of the LGE&RDD which also trickles across the lower tiers of administration in districts, tehsils and villages/neighbourhoods. When this communication is repeated over several times on multiple instances, it slowly but surely becomes the cornerstone upon which the "reputation" of the LGE&RDD and local governments in Khyber Pakhtunkhwa can hinge upon.

Therefore, the communication strategy provides understanding and guidance on building a brand image for the LGE&RDD which must be displayed consistently and continuously by all the employees of the LGE&RDD. This brand image is a reflection of the department's **"three i" approach**, i.e. integrity, innovation and initiative:

It is a collective responsibility of everyone working in the department to contribute towards upholding the image not only through words but also with their actions.

Likewise, a clear and consistent visual identity is fundamental to maintaining a strong image for the LGE&RDD. Through consistent use of communication identity elements, the department will have a unified look for all forms of communication practices and products. Constant application of the logos, typefaces, colours and designs will strengthen a positive image of the department and also make a connection with the values of integrity, innovation and initiative. Please refer to Annex III 'communication identity guidelines' for understanding and compliance. The LGE&RDD logo consists of:

> Integrity: We set high-quality standards in providing essential public services. We remain responsive, open, transparent and accountable with respect to our roles and functions towards our stakeholders.

> Innovation: Urbanisation trends, rural expansions, technological changes, demographic shifts and scores of other newer phenomena inspire us to look out for unique solutions to address multifarious public sector development challenges.

> Initiative: We have developed a culture of proactive approach within the department which is characterised by utilising available resources in swift and sustainable ways for the welfare of the citizens of Khyber Pakhtunkhwa.

- The official Government of Khyber Pakhtunkhwa logo

- Full description of Local Government, Elections and Rural Development Department

- The slogan, "Fostering and enabling the third tier but first pillar of good governance"

Local Government, Elections and Rural Development Department
Fostering and enabling the third tier but first pillar of good governance

The standard logo incorporates the full description of the LGE&RDD. The logo must be reproduced in its entirety without any modifications or amendments. This applies to every design form, variation, and all applications. The logo must be in proportion to the design to which it is applied. For more details on the terms of use, please refer to Annex III 'communication identity guidelines'.

The visual identity of the LGE&RDD to be adopted and adhered to by every office and employee is a key element that makes up part of the brand that the LGE&RDD represents. The logo, slogan and colours are key parts of this brand, however, there is much more to it.

Branding just like communication is only result oriented when it is consistent across different mediums and channels. The logo placement, use of fonts and application of colours on printed letterheads and electronic documents should strike a close resemblance.

Communication branding obviously involves logo development, slogan formulation, colour usage and font placement. The branding component also includes guidelines on how to work with printed and online material, such as posters, banners, reports, letters, memos, forms, advertisements, etc. Communication identity guidelines are provided as Annex III for understanding, learning and practicing.

3.2 COMMUNICATION STRATEGY COMPONENT 2
ANALYSING THE COMMUNICATION STAKEHOLDERS

An integral part of the communication strategy formulation process is the "target audience profiling" of the communication messages to be rolled out under the communication action plan. "Who does the LGE&RDD want to inform, engage and mobilise through various communication approaches?" is a critical question for at least two reasons.

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

Through discussions with the officers of LGE&RDD a diverse mix of target audience was identified with specific communication needs. The communication strategy does not only identify target audience but also provides tailored messages to reach out to them.

Within the context of this strategy, the target audience has been defined as:

• Core recipients of the communication messages who are directly reached out by the LGE&RDD, e.g. citizens.

• Ancillary recipients working as 'carriers' of communication messages to reach out to the core recipients, e.g. media.

• Such groups have also been clustered as the target audience who must be encouraged and involved more actively in the strategy implementation process.

Target audience profile

Critical to the successful implementation of the communication strategy is identifying who the department wants to reach. So the next step in developing the communication strategy is to determine the target audience for the LGE&RDD. The target audience profile of the LGE&RDD is quite diverse. Below is a description of the various target groups identified under the communication strategy with the corresponding reasons explaining what makes them important parts of the target audience profile.

People of Khyber Pakhtunkhwa

This target group comprises of the whole population (women and men) which makes up the demography of Khyber Pakhtunkhwa. While this may sound quite general, study of the roles and functions of the LGE&RDD and local governments will reveal that these services have a direct impact on the lives and livelihoods of all citizens living in the province:

• To make them aware of their rights and duties under the Khyber Pakhtunkhwa Local Government Act 2013.

• To educate them on the mandatory functions of local governments.

• To inform them about the reform measures undertaken in the local government sector.

• To mobilise them for increased participation in their respective local governments› affairs.

Employees at district, tehsil and village/neighbourhood council level

One of the key target groups, this group by virtue of its assigned roles and responsibilities work directly at the people level:

- To promote the spirit of information sharing with, citizens, line departments and development partners.

- To utilise communication technology as an influential medium in augmenting the work of local councils.

- To implement faster and easier alternatives for provision of service delivery.

- To apply stronger accountability and transparency culture within local councils through open communication and regular feedback.

Elected local councilors

Within the local government structure in Khyber Pakhtunkhwa, this key target group does not exist at this point in time. However, with the conduct of the local government election, local councilors will be taking up key roles and responsibilities within all the local governments having Nazims as Executive Authorities. They require support:

- To establish a collaborative approach in working with local administration through regular interaction.

- To be able to provide readily available information to local organisations and media channels on council related matters.

- To give more voice to the people who are represented by the councils via bringing in participatory planning approaches.

- To obtain regular feedback from users of services about the issues faced in the quality and delivery of these services.

- To provide feedback to local administration and representation about the public perception vis-à-vis service delivery outputs.

Provincial leadership (political)

This particular target group can also be touted as the policy making group, and thus is another target audience for the department. Policies and laws framed by the political leadership (Chief Minister, Minister LGE&RDD, etc.) have a direct correlation with the way local governments operate. They are a target:

- To bring the apex policy making authority onboard in support of strengthening positive communication about local governments in the province.

- To establish a communication process with the LGE&RDD for lobbying and reporting.

- To muster the required backup in terms of allocation of sufficient budgets for local governments.

- To harmonise communication of the LGE&RDD in line with provincial government's communication priorities.

Line departments

The LGE&RDD cannot and therefore do not work in isolation. Devolved offices of the porvincial government departments in the districts will be of high relevance after the conduct of local government election, since these devolved offices will directly work under the local councils.

This makes it equally imperative to support Assistant Directors LGE&RDD and other officers working in the devolved offices:

- To reinforce working relationships

through proactive coordination and communication.

- To communicate needs and priorities for joint planning and implementation.

- To share results and outputs in a documented format in the outcome of collaborative efforts.

- To provide time bound feedback on the quality and range of completed activities for knowledge management and lessons learnt.

Other important stakeholders

Media

This particular target group contains both electronic (television/radio) as well as print (newspaper/magazine) media journalists and reporters. Local governance has been a topic of utmost importance and interest for media organisations in Khyber Pakhtunkhwa. Therefore, it becomes equally imperative for the LGE&RDD to reciprocate this trend:

- To project the positive image of the Government of Khyber Pakhtunkhwa through the development initiatives and achievements of the LGE&RDD.

- To streamline correspondence with the media in an organised and professional manner.

- To provide a point of contact (focal person) at the LGE&RDD for better media management.

- To ensure accuracy, timeliness and relevance of the information being communicated to media.

- To develop capacities within the LGE&RDD and support local governments on public relations and media handling.

- To respond to media inquiries and

requests after having established the authority to do so.

Development partners

The financial and technical assistance from multilateral, bilateral and non-government organisation (international and local) can be utilised to improve the department's communication and to support the implementation of communication guidelines developed for local governments by:

- Supporting communication for development (C4D).

- Fostering the regular coordination, reporting and monitoring of local governments.

- Strengthening internal and external communication management.

The target audience groups 'people of Khyber Pakhtunkhwa' receives the highest priority followed up by the other groups including employees working at local governments, elected local councilors, line departments, and political leadership. While media is the most important channel, development partners are an important stakeholder towards the implementation of the communication strategy.

These entries significantly helped in the communication target audience and stakeholder analysis for the LGE&RDD communication strategy. The participants of the communication strategy and review workshop were provided with a questionnaire which also has a section on target audience specific question (Annex I 'questionnaire for the communication strategy'). They were asked to list down the target audience for the LGE&RDD communication strategy in order of importance and relevance.

3.3 COMMUNICATION STRATEGY COMPONENT 3
FORMULATION OF CORE COMMUNICATION MESSAGES

In the result of the communication capacity audit of the LGE&RDD, it was revealed that the local governments in Khyber Pakhtunkhwa have not sustained a progressive and positive image among the recipients of its functions and services. This does not spontaneously mean that professional commitment, service quality or institutional impassiveness issues have led to such a void. Rather, one of the major reasons is attributed to weak communication linkages between the LGE&RDD and its stakeholders, resulting in the policies, initiatives and achievements going largely under the public perception and awareness radar.

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

Clarity of the core messages which have been formulated under this communication strategy is therefore essential to achieve the "communication strategy vision and objectives" specified in the preceding chapter. The term "core messages" does not imply to mean a slogan or any catchphrase but rather it denotes simple and clear ideas on how the LGE&RDD can reshape communication to garner positive publicity and favourable response. These core messages are meant to provide guidance for all kinds of communication, from the content of leaflets to the interface of the LGE&RDD website.

The core messages are meant to be adopted and used by the LGE&RDD in its communication with different target groups. They will also be proposed to local governments for their communication. The messages have been developed on the basis of target groups earlier identified due to their specific issues and needs. These messages are to be used during any interactions of the LGE&RDD verbal, written, electronic, interactive, etc. That is the purpose of specifying these messages in the first place - to have readymade templates of messages which the department can take up and use in its messages.

Overall message

The visibility and outreach of the LGE&RDD is conducted in a manner that it is regarded as the department which pursues a progressive reform agenda aimed at improving the quality standards of local governance in Khyber Pakhtunkhwa.

Core messaging for specific target audience

People of Khyber Pakhtunkhwa

Communication barriers
- Citizen engagement is missing to a large extent in local government affairs.

- Low level of awareness and knowledge about the positive developments taking place in local government institutions.

- Clarity is missing amongst the people of their responsibilities towards making their local governments self-sustainable.

Communication messages

- Help your local government serve you better.

- Under the reforms agenda of the Government of Khyber Pakhtunkhwa, your local government is working round the clock to provide you quality and accessibility of services.

- Contribute in making your local government financially sound and stable.

- Community participation is fundamental to good local governance. Let's make it work together.

- We are harnessing our strengths and resources to improve outcomes for our communities.

- We value your feedback regarding our services which can help us improve further.

- To improve the quality of your lives, we are working hard to provide you with a range of public services.

- The municipal services that we deliver include provision of drinking water, proper treatment of sewerage, management of solid waste, facilitation through street lighting, pavement of streets, capability of firefighting and maintenance of playgrounds.

Employees at district, tehsil and village/neighbourhood council levels

Communication barriers

- Information sharing is not standardised with line departments and citizen groups.

- Communication technology mediums largely remain untapped for outreach and advocacy efforts.

- Role of communication is nearly overlooked in service delivery matters.

- Feedback gathering and grievance redress mechanisms are not properly implemented.

Communication messages

- Regular sharing of information with partner organisations and local communities add up to the image and performance.

- By communicating the impact of offered services, ownership and acceptance by the citizens can be generated towards policies and plans.

- Monitoring through regular feedback helps to understand what works and what needs improvement, a measure of self-accountability.

- Communication technology has the potential to strengthen partnerships in so many ways in a lucrative cost-benefit way.

Elected local councilors

Communication barriers

- Weak coordination structures between elected representatives and local administration have a restraining effect on local governments' performance.

- Local council related matters are not projected or disseminated among audiences who may be keenly interested and highly relevant.

- Participatory development is not in practice even though strong emphasis is attached.

- Citizens' feedback is neither sought nor used as a benchmark to measure progress.

Communication messages

- Coordination does not only result in sharing of information but also helps in sharing of resources.

- Through communication, local governments can add more value and importance to their work by expanding the spread of information on completed projects, budgetary allocations, development policies, etc.

- Participatory development does not only symbolise increased citizen participation but also results in the sustainability of local councils' efforts.

- Citizen feedback as an effective monitoring and evaluation tool can help in keeping checks and balances.\

Provincial leadership (political)

Communication barriers

- Political level support is not sought in a manner which brings emphasis on the LGE&RDD communication.

- Communication practices and processes are not streamlined in line with the provincial government standards.

- Public relations is concentrated more on the political agendas instead of departmental functions.

Communication messages

- Communication can play a key role in steering messages associated with the local governance reform agenda of the political leadership.

- Continuity of communication management in local governments can only be ensured if financial requirements are met in the budget.

- A synchronised yet simplified approach needs to be introduced through the implementation of the LGE&RDD communication strategy.

- Communication Unit needs to be established within the LGE&RDD to provide public relations and information management support to local governments.

Line departments

Communication barriers

- Working relationships at the field level remain weak due to absence of any communication mechanism.

- Planning and implementation of joint ventures do not take into account any formal coordination setting.

- Results of completed projects are not properly documented and thus are not disseminated to the target audience.

- Experiences and lessons as a source of institutional memory and guiding reference are not recorded.

Communication messages

- Communication can improve the combined effect during joint implementation of projects.

- Every project phase, from planning to evaluation, needs to be recorded, filed and transmitted to keep progress on track.

- Future projects can be improved on the experiences of previous projects with knowledge and experience documented and shared.

Media

Communication barriers

- Media is perceived as a threat rather than a stakeholder.

- Correspondence with the media is done primarily on need basis for occasional coverage and publicity.

- There are no appointed media focal persons at any level, from the top provincial establishment down to the village/neighbourhood council.

- No specified mechanism to address media inquiries, requests and reports.

Communication messages

- Media as the fourth pillar of the state is a key actor and contributor in good governance reforms.

- Relationship management with the media should be accepted as an everyday task rather than an occasional necessity.

- Appointed focal persons to work and interact with journalists and reporters can bring a great deal of publicity without any cost implication.

- Media communication is a specialised field just like waste management and urban planning.

- Standard procedures must be in place to revert to media inquiries in a professional and timely manner.

Development partners

Communication barriers

- Communication to highlight and promote socioeconomic development related initiatives is not conducted.

- Development partners have relatively stronger communication and reporting standards which are not reciprocated by the LGE&RDD.

- Technical capacities are weak and act as a major communication barrier to fulfill the complex nature of reporting prerequisites of development partners.

Communication messages

- C4D is agreed and addressed in the project implementation documents and concept notes.

- The LGE&RDD and local governments are supported with technical and financial assistance to upgrade the standards of reporting and documentation.

- Trainings on communication and information management are delivered to communication focal person at the LGE&RDD and local governments.

Communication Barriers

Communication Messages

Communication Clarity
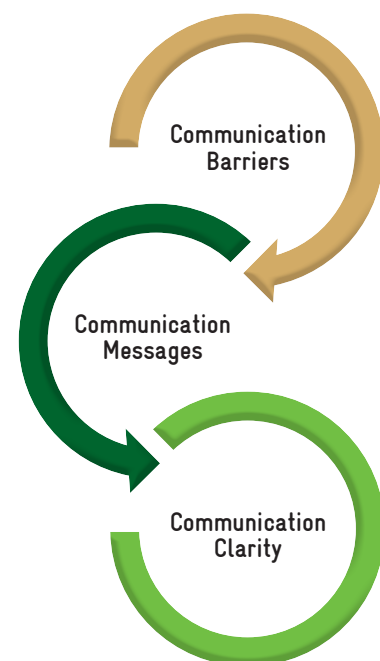
3.4 COMMUNICATION STRATEGY COMPONENT 4
SPECIFICATION OF COMMUNICATION TOOLS

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

While several communication tools are on the offer for adoption and use, the LGE&RDD will focus on creating the right mix of only those tools which fall in line with the communication objective, audience profile, core messaging and budget allocation. The idea is to have a "realistic" communication action plan which is also capable of delivering on its intended purposes.

The LGE&RDD has employed certain communication tools in the past and present to a fair degree. The department has recently launched an interactive website (www.lgkp.gov.pk). The website's interface and features have adequately covered the online communication needs usually associated with a public sector organisation's web presence.

The website, in addition to providing concise information to its users about the services, functions and projects, also facilitates two-way communication via providing space for an online feedback format. The website also gives a platform for multimedia products and printed material. All in all, the website is a commendable addition to the LGE&RDD's existing communication portfolio.

With the support of the newly established municipalities in Malakand Division, the LGE&RDD has set a precedence of documenting and publishing success stories to focus on the quality and delivery of municipal services. So far, these success stories highlight the good work done by the municipalities of Malakand Division. Further successes of the other municipalities in other districts of Khyber Pakhtunkhwa also provide an opportunity for the department to document their achievements and share them widely.

Printed publications remain the mainstay of the whole communication spectrum of the LGE&RDD taking the shape of research studies, survey reports, policy documents, training manuals, etc. While the content of these publications is of great value, their presentation needs uniformity in the layouts. The communication strategy has also addressed that aspect by providing 'communication identity guidelines' as Annex III.

The communication capacity audit revealed the media management of the LGE&RDD to be one of the areas that requires attention through which further improvements can be made. The communication strategy has prioritsed proactive media management as one of the priority communication interventions.

Understanding the need of the department to improve its media management outlook substantially, the communication strategy gives guidance to the employees on how to go about "working with the media".

Approaches to strengthen the internal and external communication

Setting up a communication unit

Presently, the LGE&RDD does not have a dedicated communication unit and most of such activities are assigned to the Information Technology (IT) Cell. For the LGE&RDD, a Communication Working Committee (CWC) has been formed which meets periodically, once every two months, to review the overall communication progress and also provide steering support to the IT Cell wherever required.

The CWC is led by the Secretary Local Council Board and also represented by Secretary Delimitation Authority, Deputy Secretary III, Deputy Director IT, and Assistant Director IT. Nevertheless, to ensure sustainable and consistent communication results, technical expertise and regulated functions will have to be setup at different hierarchical levels.

The planned Communication Unit will initially be a limited structure, led by a Communication Specialist who is supported by a Communication Officer. Depending upon the availability of office space, the Communication Unit will either be placed inside the Secretariat's Office or at the recently inaugurated Local Council Board's premises in Phase 7, Hayatabad, Peshawar. In case of lengthy procedures to get the communication staff onboard, the two positions are supposed to be filled through reorientation of some of the serving PUGF officers.

Recently, the LGE&RDD has inducted several officers who have also completed the pre-service training. Two of these officers, in BPS 17 and BPS 16, having demonstrated an aptitude for speaking and writing, might be appointed as the Communication Specialist and Communication Officer respectively. Technical expertise to carry out the associated tasks and functions can be developed through trainings which are offered in abundance within country as well as abroad.

Key responsibilities of the communication specialist
- To lead the implementation and management of the communication matters based on the communication strategy.

- To develop diverse forms of communication material in advancing the department's outreach.

- To support local governments in planning, designing and launching communication activities.

- To give technical advice to the senior management on improving internal communication structure.

- To write specialised content for the LGE&RDD website in collaboration with the IT Cell.

- To develop the LGE&RDD internal newsletter and supervise the rolling out of its biannual issues.

- To compile material and prepare photo documentation of formal events and official ceremonies.

- To support Local Governance School in developing a tailor-made module for local governance communication.

- To liaise with print and electronic media for coverage and publicity.

- To provide technical level feedback and guidance during the proceedings of the CWC.

Key responsibilities of the communication officer
- To support the communication specialist in the implementation and management of the communication matters based on the communication strategy.

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- To work on the implementation of diverse forms of communication material in advancing the department's outreach under the supervision of Communication Specialist.

- To visit district councils and municipal administrations as directed by the Communication Specialist in planning, designing and launching communication activities.

- To provide technical inputs to the Communication Specialist which can contribute as technical advice to the senior management on improving internal communication structure.

- To work closely with the Communication Specialist and IT Cell in the content management of the LGE&RDD website.

- To compile material for the LGE&RDD internal newsletter and also support the Communication Specialist in the rolling out of its biannual issues.

- To develop write-ups and conduct photography sessions of formal events and official ceremonies.

- To assist the Communication Specialist in conducting local governance communication trainings at the Local Governance School.

- To keep an updated contacts database of print and electronic media representatives for the LGE&RDD coverage and publicity.

- To record and document the proceedings of the CWC meetings to enable further necessary follow-up and action.

Designating an official spokesperson

In order to add more meaning to the LGE&RDD's communication, it is important to give it a face that the media representatives and target audiences can relate to. Certain points are paramount for consideration when deciding upon the LGE&RDD's spokesperson job.

Scope and functions of the spokesperson
- The spokesperson will be responsible to speak on behalf of the LGE&RDD on department specific affairs and news.

- The spokesperson will work with the media to ensure projection of the LGE&RDD's work in a positive context. The spokesperson will also respond to media inquiries after coordinating internally with the relevant officers first.

- The spokesperson will also have the responsibility to represent the LGE&RDD during press briefings and news conferences as and when organised.

- Communication Unit will be required to work closely and actively with the spokesperson by sharing regular progress update in a documented format, providing speaking points around specific issues and giving media management support.

Managing the media

Media management is about selling information to the media and through the media, to the public. As an independent actor, media is not under any obligation or directive to accommodate the LGE&RDD's news and events. However, through strong working relation, newsworthy content and acceptable presentation, this factor can be managed to a great extent.

Although media management is as much dynamic as the media itself these days, there are certain steps which can contribute towards constructive and stimulating media management experience of the LGE&RDD.

Steps for media management
- Whether a particular story is relevant to be carried by television, radio or newspaper, this aspect has to be clear from the onset. The choice of target media actually

shapes the development and presentation of the communication material.

- After the selection of a media, the next step is to put together a contact list including media organisations, journalists with local government beat and contact information.

- A news report or a success story can be shared with the media in several ways, such as, through mail, fax and telephone. However, email remains the most common form of media communication these days. It is due to the ease of access and the time it saves. Since every journalist in Khyber Pakhtunkhwa has access to official or personal email account, therefore, this mode has to be used for distribution of news reports, success stories and press releases.

However, the presentation of the email - having proper subject line, correctly edited content in the email body and availability of necessary attachments - makes all the difference between an email being read or discarded.

Telephone briefings, fax copies and personalised letters are other common but less popular ways of reaching out to the media in Khyber Pakhtunkhwa. Such mediums can be utilised in case exchange through email is not possible. The Communication Unit will lead and manage all the media management processes with the inclusion of the spokesperson wherever necessary.

Standardising printed publications

The LGE&RDD's major bulk of communication is rolled out in the form of studies, reports and documents prepared to meet various purposes. Several development partners (GIZ, USAID, CIDA, DFID, UNDP, UNICEF, etc.) have also provided technical assistance in the preparation and publication of policy, strategic and institutional level documents.

In order to add uniformity to the presentation of its publications as well as provide orientation on the development of these printed resources, specific guidelines concerning the visual and graphic standards have been developed as a part of the communication strategy. Please refer to Annex III 'communication identity guidelines' for understanding and compliance.

Keeping the website updated and running

The LGE&RDD's own website exhibits a professional and versatile appearance. For information on the main projects, functions and services, the website gives enough details. Also, the website gives useful insights into the ongoing reform initiatives which are taking place within the local government sector in Khyber Pakhtunkhwa.

The website also has an e-citizen corner, which offers its users with options such as downloads of publications, updates through news, slideshows of event specific photographs, review of tender notices, description of career opportunities and also collects suggestions on a range of local governance related topics.

The website also has an integrated feedback format which allows the users to share their suggestions, opinions and recommendations with the department via email. Currently, the LGE&RDD is preparing the guidelines on receiving and responding to these information requests with clear responsibilities of handling them and the necessary steps to be taken as response measures.

Analysing the characteristics of the website in detail, it can be indicated that the website is packed with nearly every major aspect which can contribute towards strengthening the internal and external communication of the LGE&RDD. However, equally important will be to keep the website relevant, current

and updated. While the Communication Unit will be tasked with the content management related aspects of the website, the IT Cell has to look after the technical issues during the maintenance and management of the website.

Launching the internal newsletter

Back in the day, the LGE&RDD used to circulate an in-house magazine known as "Rawan Dawan" which was discontinued later. The department understands the role of such communication products to inform, educate and encourage the local government staff about the developments and accomplishments taking place within the local government sector.

Therefore, the LGE&RDD has initiated preliminary discussions to launch a biannual newsletter to be known as "Baldiyat". For that purpose, a newsletter working group will be notified soon. The newsletter is envisaged to carry narratives, figures and graphics about the entire local government setup in the province. Staff will be encouraged to share updates and exchange material to be carried in the biannual issues of the newsletter.

The newsletter will make up an important part of the LGE&RDD internal communication by providing a one-stop platform to the employees to exchange their success stories, educate each other through lessons learnt, raise competitiveness by highlighting their achievements and nurture ownership towards communication with their contributions. Furthermore, the content developed for the newsletter will also be shared with the media for wider information sharing and publicity generation.

Developing multimedia content

During the last 8 years, multimedia platforms have grown tremendously. This has also resulted in the opening of new ways and means for public sector organisations to inform, engage and communicate.

The LGE&RDD has recently been working on a documentary film project to highlight the achievements of municipal administrations in Malakand Division by overcoming the challenges due to the fallout of militancy crisis in 2009 and subsequent flood disaster in 2010.

It is a common misconception that content developed for electronic media formats such as video documentaries, radio spots, etc. carry high expenditure requirements. As a matter of fact, television news channels and local radio stations are always on the lookout for human interest stories. Working directly on the projects which have an impact on the lives of people, the LGE&RDD should not have any dearth of such stories to share.

Multimedia content can expand the reach and influence of the LGE&RDD internal and external communication in a variety of ways. For internal communication, documentary films, video slideshows, graphic presentations can enhance the reception of the message being delivered. Such products will also help in the recognition of importance of such media by the employees and partners.

In the form of external communication, the LGE&RDD can effectively communicate the utilisation of taxpayers' money and the outcomes these efforts have had on the lives of people through television news reports and featured programs on the radio. Television and radio have reasonable prevalence through the breadth of Khyber Pakhtunkhwa in terms of availability and coverage.

Revitalising social media

The LGE&RDD has a social media presence via Facebook. The page, although quite recently updated, does not have adequate amount of information or material on the provincial local government portfolio. The Facebook page will be upgraded into a vista which carries meaningful content in the shape of posts, photographs, videos,

etc. that can contribute in terms of sharing knowledge and experience on the activities and achievements of the LGE&RDD and local governments. The department's IT Cell will be responsible for its management as well as for all the information shared on the page timeline.

Social media policy has been prepared as a part of the communication strategy which provides support to provide guidelines in managing the official social media interactions of all local governments. It is also planned to link up the LGE&RDD Facebook account with its official website, which is not the case at the moment. The 'social media policy guidelines' are attached as Annex IV.

Maximising print publicity

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

Print publicity approach is used to announce a multiplicity of news items, including, scheduled events, new initiatives, achievement of targets, development of success stories, etc. However, at the back of such publicity techniques, media management works. It is important to take note of the fact that newspaper editors receive hundreds of press releases every day. Given the limited space available and time pressure amidst tight deadlines, an editor has to make a choice between what goes into print and what makes it to the bin.

Therefore, the press notice or media release has to be drafted in such a manner that it catches the attention and interest of the editor within the first couple of lines. While the responsibility of preparing the media write-ups lies with the Communication

Unit, everything that goes to the media for information or publicity must be approved by the Secretary LGE&RDD beforehand. The Communication Unit will be facilitated by the respective officer(s) in gathering the required source material, such as, statistics, facts and photographs. For guidance and compliance, a reference template for a press notice has been provided in the Annex II 'guidelines for writing an effective press release'.

Improving management of intra-departmental communication

One of the future needs for stronger internal communication, which was also identified during the communication capacity audit, is to implement an official emailing system within the LGE&RDD.

Currently, majority of the officers of the department have their personal email accounts which are used for official correspondence and exchange as well. These email accounts have been setup on free web based email service, such as Gmail, Yahoo, Outlook, etc.

A better and more professional approach towards through which the intra-departmental communication will be improved is to develop an official email system which is made mandatory for the employees of the department for all official exchanges done through email.

The LGE&RDD already has a registered domain 'lgkp.gov.pk' which can be readily applied when configuring its email exchange server. The same domain name must appear in the email addresses to be created for the employees of the department, such as, secretary@lgkp.gov.pk or itcell@lgkp.gov.pk.

3.5 COMMUNICATION STRATEGY COMPONENT 5
OUTLINING THE 5-YEAR COMMUNICATION ACTION PLAN

Secretary LGE&RDD, supported by the department's Communicating Working Committee (CWC), will have the leadership function to support and guide the successful implementation of this endeavour. Specifying the importance of the "leadership function", four factors will be essential to the delivery of the communication strategy:

• The leadership is convinced of the importance of communication for the LGE&RDD and local governments.

• The leadership agrees that communication must be planned in a strategic way, just like other core administrative functions.

• The leadership allocates budget and resources (including subject matter experts) for the communication action plan of the LGE&RDD.

• The leadership insists for regular updates and reviews of the communication strategy because of the ever changing situation on the ground.

In principle, every office and officer working within the ambit of the LGE&RDD has a role to perform in establishing and maintaining communication channels with citizens and stakeholders. While a lot of attention has been paid to set out achievable and realistic communication goals, it is not the preserve of the responsible communication unit and team alone.

In order to achieve the communication goals as listed in the action plan, those who need to communicate must be able to contribute with ideas and initiatives in order to showcase successful projects, best practices and good examples. Similarly, the channels utilised for communication have to be reviewed regularly to ensure they are achieving the intended communication outcomes (listed in the subsequent communication action plan). Lastly, but most importantly, communication must not be viewed at as a standalone function. Rather, it needs to be recognised as a strategic part of the LGE&RDD's planning and implementation processes.

The communication strategy of the LGE&RDD is developed as an organic document which provides orientation and reference on how to go about the internal and external communication practices in supporting other fundamental departmental functions. Through proper monitoring, review of communication impact will be carried out in order to seek opportunities for any adjustments and further improvements.

> Before embarking on the communication action plan, there are certain aspects of paramount importance and regarded as the drivers in the attainment of the LGE&RDD's communication strategy objectives.

These aspects are specified below:
• The responsible communication working group (CWC) and implementation team (Communication Unit) must be involved at an early stage to ensure an effective and consistent approach.

• The implementation of the communication strategy will be carried out by the Communication Unit, under the guidance of the CWC. Until the

Communication Unit is established, the CWC will be the management and implementation authority. Secretary LGE&RDD has the leadership role and will provide guidance and approval before a communication initiative takes place.

- Local governments can all usefully contribute towards the success of the communication strategy with their ideas and inputs to the Communication Unit or the CWC.

- Review of methods and channels of communication will be initiated regularly to ascertain that the communication strategy is being implemented as per its intended goals.

The action plan is a derivative of preceding four major steps and builds on them towards a pragmatic and coherent communication action plan. The communication strategy document outlines how the LGE&RDD plans and prepares to achieve its communication objectives over the 5-year period, i.e. 2015-2019.

As the LGE&RDD prepares for the implementation of the communication strategy, it is important to stress that every office and officer of the department has to support and contribute towards its implementation. This is a strategy for the department and therefore, everyone has to work according to the recommendations of the strategy. Every employee of the department has a responsibility towards the strategy, and it is the fulfillment of these individual and collective responsibilities which will contribute towards the success of the LGE&RDD communication. Let us begin our journey from complexity to clarity.

THE 5-YEAR COMMUNICATION ACTION PLAN (2016–2020)

Activity	Timeframe	Responsibility	Budget	Monitoring
Setting up a Communication Unit of LGE&RDD (Specialist and Officer resourced with essential communication equipment)	**Short-term:*** Recruitment of staff and setting up a unit **Mid-term:*** Complete staffing and resourcing of Communication Unit **Long-term:*** Sustainability and operationalisation of Communication Unit	Secretary LGE&RDD for approval CWC** will develop the concept note, terms of reference and operational guidelines	Salaries for core staff of Communication Unit: Communication Specialist and Officer Necessary equipment for the Communication Unit: Laptops (02), laser printer (01), business photocopier (01), high-end scanner (01), voice recorder (02) and digital camera (01)	CWC will review the performance of the Unit against an annual workplan CWC will give recommendations to the Secretary LGE&RDD
Designating an official spokesperson	**Mid-term:** A spokesperson to be designated with immediate effect upon the approval of communication strategy	Secretary LGE&RDD will nominate a senior level officer and assign responsibilities CWC will frame the standard operating procedures along with the working guidelines for the spokesperson	Specific trainings (national or regional) for the nominated officer on the tactics and skills of being a responsive and effective LGE&RDD spokesperson	Communication Unit will provide written feedback to the CWC on the efficiency of the spokesperson in dealing with media and other stakeholders As a follow-up, the CWC will give its inputs and suggestions for the consideration of the Secretary LGE&RDD
Managing the mass media (electronic and print media)	**Long term:** Management of the media to be an ongoing process across the length of the entire 5-year action plan	CWC will look after media management in the short-term until the Communication Unit is up and running Media responsibilities will be eventually taken up by Communication Unit	Theoretical + hands-on training of CWC on important topics, such as, writing press releases, preparing for media briefings, news content writing, etc.	Media coverage reports will be generated on monthly basis and shared with the Secretary LGE&RDD for the purpose of information and decision making Number of press releases, frequency of media reports, positive vs. negative reporting, etc.
Standardising printed publications (internal documents and external reports)	**Short-term:** To frame standard guidelines for the publications **Mid-term:** To apply standard guidelines and also seek opportunities for improvements	Secretary LGE&RDD will approve the standards and issue directives for their compliance CWC will steer the process of guidelines formulation	External consultant to support the CWC in developing the publication guidelines and standards of use for internal and external purposes 45 days consultancy: -PKR 675,000 (one time)	Communication Unit will brief the CWC periodically on use of guidelines and give recommendations for improved compliance

Activity	Timeframe	Responsibility	Budget	Monitoring
Maintaining the LGE&RDD website current and updated (lgkp.gov.pk)	**Long-term:** Maintenance and update of the website to be an ongoing process across the length of communication action plan	LGE&RDD IT Cell will lead on website related matters. Communication Unit will work closely with the CWC in providing support functions to the IT Cell, especially, in content management	Capacity building of the IT Cell on web development and management related topics, such as, writing the content for website, usage of graphic elements in website, working with multimedia content, etc.	The visibility and outreach of the LGE&RDD is conducted in a manner that it is regarded as the department which pursues a progressive reform agenda aimed at improving the quality standards of local governance in Khyber Pakhtunkhwa.
Launching the internal newsletter for the entire local government system in KP (proposed title: Baldiyat)	**Short-term:** Establishment of process with the launch of the first issue. **Medium-term:** Improvements via first experiences when preparing and publishing the second issue. **Long-term:** Rolling-out of the biannual issues of the newsletter on a consistent basis	Newsletter Working Group*** (NWG) will lead on the preparation of the first two issues of the newsletter. Subsequent issues will be taken over by the Communication Unit as its primary function. Communication Unit will collect content for the newsletters from officers in the department and of local governments	Initial design and layout of newsletter (one-time cost): -PKR 100,000 (one time). Capacity building of NWG on various aspects of newsletter development: -PKR 500,000 (recurring). Printing of 2000 copies of each issue for wider distribution along with PDF version: -PKR 200,000 (recurring)	Quality of content and printing will be ensured by the NWG in close collaboration with the CWC. Communication Unit will share full draft of the newsletter prior to finalisation for printing
Developing multimedia content for outreach and publicity (video documentary and public service messaging)	**Short-term:** Production of a documentary film on the success stories of services in Malakand. **Long-term:** Development of audio and visual products to share successes across a wide range of opportunities	Documentary film production process will be led by CWC under existing arrangements. Multimedia content production will be then taken over by the Communication Unit in the long-term	A video documentary consultant will support the production of the documentary film under process: -PKR 260,000 (recurring). Capacity building of the Communication Unit in multimedia content filming, such as, videotaping seminars, covering trainings, recording conferences, etc. The Communication Unit will be also responsible for the formulation of public service messages to be diffused through web, social and print media	Each product will be reviewed by Secretary LGE&RDD before its finalisation and further diffusion. CWC will review the contents of the public service messages in tandem with the Communication Unit for further changes and improvements. Communication Unit will also monitor the impact through the collection of feedback on the website and social media accounts

Activity	Timeframe	Responsibility	Budget	Monitoring
Revitalising social media (The LGE&RDD official accounts on Facebook, Twitter, Vimeo and Flickr)	**Short-term:** Formulation and propagation of the social media policy **Medium-term:** Creation and/or alignment of social media accounts with the strategy **Long-term:** Consistent use of the platforms and findings ways to improve practices	CWC will work on the creation of social media policy Secretary LGE&RDD will review the policy and ensure compliance of the policy by all staff Communication Unit will regulate, manage and monitor the use of social media accounts of LGE&RDD in line with the approved policy	Consultant will work with the CWC to frame social media policy and working guidelines 30 days consultancy: –PKR 450,000 (one time)	Communication Unit will regularly monitor the content being shared on social media accounts of the LGE&RDD by the offices and staff Communication Unit will prepare a quarterly report for the CWC on the social media engagements and activities, including, number of online posts and the level of engagement of users for impact evaluation
Maximising print publicity of the LGE&RDD	**Short-term:** Development of standard working guidelines for press releases and media interviews **Medium-term:** Designation of the Departmental Officers to engage in print publicity as needed **Long-term:** Coverage and publicity of the LGE&RDD generated in a planned, consistent and proactive manner to exchange news updates, highlights about projects, reports on events, etc.	Publicity guidelines will be structured by the CWC Secretary LGE&RDD will review and approve the guidelines, and also issue directives to all offices to work with the print media in accordance with the guidelines Communication Unit will support the LGE&RDD in working effectively with the print media	Development of orientation seminars for LGE&RDD Officers and officers of local governments (Secretariat staff. ADs, CCOs and CMOs) to develop a common approach on working with the print media for the projection of local councils initiatives and achievements 4 seminars: –PKR 10,000,00 (recurring)	Monitoring of printed news reports, press notices and media interviews to check for uniformity against publicity guidelines Communication Unit will check regularly and extend support to LGE&RDD in meeting its publicity needs

* Short-term: to be completed within 1 year (2015), **mid-term:** to be carried out between 2 to 3 years (20162017-), **long-term:** to be stretched across 4 to 5 years (20182019-)

** CWC: Communication Working Committee has been constituted in the LGE&RDD which works as a focal point of reference and information for the Secretary LGE&RDD on all matters related to communication. The communication strategy is one of the mandates assigned to the CWC by the Secretary LGE&RDD.

*** Newsletter Working Group: Secretary LGE&RDD nominated Mr. Sajid Gul, Secretary Delimitation Authority, Mr. Adil Siddique, Director General LGE&RDD and Mr. Barkat Ullah Khattak, Deputy Secretary III Local Council Board, as the members of the NWG.

Annex I

Questionnaire for the Communication Strategy

Introduction

Your time, attention and focus are requested in order to help us fill in different parts of this questionnaire. Results gathered in the outcome of this questionnaire will directly contribute towards formulation of the Department's first-ever long-term communication strategy, and therefore, may be considered as a highly useful and concrete exercise.

Name: ....

Job cadre: ....

Department: ....

Unit: ....

Telephone: ....

Mobile: ....

Email address: ....

Date: ....

1. Within the context of the roles and functions of the Local Government, Elections and Rural Development Department (to be referred to as the Department from this point forward), why does the Department require a communication strategy over a long-term?

    ≥ *For example, communication is the need of the Department as a supplementary function to support its core tasks and responsibilities or the Department's communication activities could be better organised and structured when they are rolled out under a laid down vision and an implementation plan, which are the ingredients of the communication strategy.*

2. In your opinion, what are the key objectives which the Department can pursue by having a comprehensive communication action plan in place? Please indicate as many objectives as you may deem appropriate but these should be coherent and pragmatic.

3. What are some of the communication initiatives which have been undertaken by the Department during the last two years or since your association with the Department? Please, list down as many as you can recall.

4. Who make the primary and secondary target audiences for the Department's communication efforts? Please list them down in order of priority.

   ≥ *Primary target audience includes decision makers with the authority to directly affect the outcome of the communication goals, such as, Minister and Secretary Local Government, Elections and Rural Development Department. Secondary target audience refers to individuals and groups which can influence the decision makers towards an anticipated action, such as, civil society groups, media organisations, etc.*

   Primary audience:
   -
   -
   -

   Secondary audience:
   -
   -
   -

5. What are some of the key messages which the Department needs to communicate with its primary and secondary target groups? Please clearly differentiate between the messages on the basis of primary and secondary stakeholders, due to the difference in their messaging needs.

   ≥ *For example, local governance is the key to development at the grassroots level. Or the Department is there to serve you better, please cooperate with their staff and adhere to their procedures.*

6. Considering the present financial and technical resources availability within the Department as well as the penetration and trend of available media platforms in the Khyber Pakhtunkhwa Province, which are the most effective ways of reaching out to the Department's target audiences with specific messages?

   ≥ *For example, radio, television, print, internet, advocacy, outreach, etc.*

7. What are the main hurdles or bottlenecks in the way of effective internal and external communications of the Department? Can you suggest some remedial or mitigation measures to overcome some or all of these barriers?

8. In order to reach out to the citizens directly, what can be the most effective medium of communication and what should be the applied methodology?

9. What should be the most appropriate institutional mechanism within the Department to steer and monitor the activities under the communication strategy on a sustainable basis?

   ≥ *For example, content review committee, communication steering committee, communication and public relations cell/unit.*

10. Do you have any recommendations on the allocation and utilisation of resources, such as, human resource, financial provision and technical skills capacities? How can available resources be dedicated to the implementation of communication strategy's action plan in an optimal manner?

11. Digital communication (through internet) has become one of the key drivers of internal and external information sharing and management. How far do you think a dedicated Department's website and an official emailing system can enhance the internal and external communications of the Department?

12. Timely monitoring of communication activities for is a key component of the communication strategy. What should be included in the monitoring and evaluation mechanism to measure the success of communication activities?

13. What specific role do you see for yourself or your team in the successful launching and functioning of the communication strategy?

    ≥ *For example: As a member of the content advisory committee, a regular contributor to the internal newsletter, writing success stories on municipal services delivery achievements, documenting pictures at official events, acting as communication focal person at the district council or municipal committee level, etc.*

14. In what possible ways can the Department provide an interface to the citizens of Khyber Pakhtunkhwa in order to develop a two-way communication channel between the government and citizens?

    ≥ *For example: Establishing a feedback mechanism at local councils level, providing an online communication forum on the Department's website, training of citizens in multimedia journalism, participation through posting text messages, etc.*

15. How can academia, civil society and non-government sectors become part of the communication process in highlighting issues and aspects that have relevance with the Department's mandate?

    ≥ *For example: Symposiums between representatives of academic institutes at the Peshawar University, theme based radio talk-shows on community issues at the local level inviting speakers from government, non-government and development sectors, etc.*

Annex II

Guidelines for Writing an Effective Press Release

Introduction

A press release, news statement, media notice, etc. is a written or recorded communication directed at members of the news media for the purpose of announcing something newsworthy. The use of press release is common in the field of communication and public relations. Typically, the aim is to attract favourable media attention towards your organisation (Local Government, Elections and Rural Development Department in this case). Usually, they are mailed, faxed or emailed to assignment editors at newspaper offices, radio stations, televisions networks, etc. A press release has to be a written statement to the media which announces a range of news items including scheduled official events, launch of municipal services, introduction of local government policies, etc. It is a fundamental tool of communication and public relations work and can benefit anyone who is willing to use the proper format and technique.

1 WRITING A PRESS RELEASE

It is a corporate document send to media agents (reporters, journalists or sub-editors) on behalf of the Department to announce news or events associated with the LGE&RDD - communication of which provides a benefit to the institution.

- A press release provides the basic facts needed to develop a news story and increases the chances of the news being reported.

- Journalists like clear and concise write-ups which provide all of the information they need to know about what is going on, presented in a newsworthy manner.

- Journalists are always on a lookout for hooks which will form the main focus of their story. They like to know outcomes of research and they prefer a human angle to ensure that the story will generate public interest.

- A press release acts as an invitation for the press. Once you send out a release, you have to be prepared to talk to the media as they are likely to want to follow-up on the information they have received.
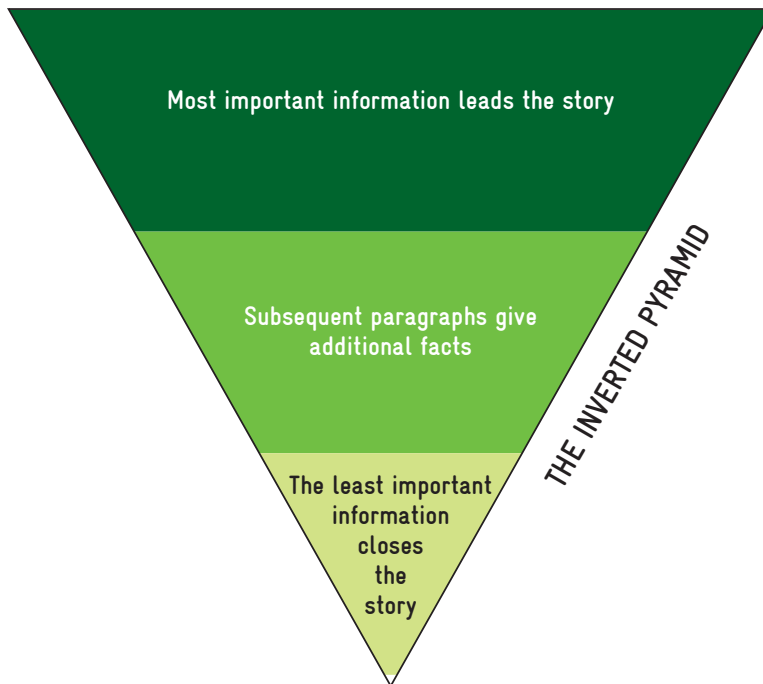
2 TOP TIPS FOR WRITING A PRESS RELEASE

The best tip anyone can give you is to answer the five Ws - who, what, where, when and why. It is important to include the key information in a press release to grab the journalist's attention. This is achieved by doing it in the following manner.

WHO has done something?	Main focus of your story – a person or group of people that are the essential element of the story.
WHAT have they done?	The news, event or project with which your organisation is involved.
WHERE did they do it?	The location of the event.
WHEN did they do it?	The time, day and date of an event or the time period involved for a person or any particular initiative.
WHY is it importation?	The reason this event, person or initiative is significant to the general public to know about.

- Add HOW, if relevant.

3 THE INVERTED PYRAMID STRUCTURE

Introduce all of the vital information at the beginning of the release and use subsequent paragraphs to elaborate and provide evidence to support your opening statements. This structures a press release in order of declining importance and ensures that a journalist receives the most important information first. Due to editorial policies, stories can be cut short at any time and therefore, it is important that vital information is still carried by the published press release.

Most important information leads the story

Subsequent paragraphs give additional facts

The least important information closes the story

THE INVERTED PYRAMID

It is important to conform to a clear structure when writing a press release. Journalists spend an average of three seconds to decide whether a press release is worth reading, therefore, it is crucial that all the key information is presented at the beginning of the piece to hook them in. When writing a press release, it is a good practice to follow the 'Inverted Pyramid' model shown here. Journalists or editors may wish to cut a story due to available space constraints, which makes it imperative that all of the key information is presented at the beginning to ensure it isn't cut.

1. The introductory paragraph should contain the key information you wish to share, answering the 5 Ws (who, what, where, when and why).

2. Next, the subsequent paragraph should contain additional information to support the introduction, expanding on the information already given.

3. Follow this with a quotation from a person who is involved in the event, project, etc. to add credibility to the story and making it more personable. The more important the person quoted, the more important the press release becomes.

4. Then provide more detail to explain the content of the quotation.

5. Conclude the press release with an additional comment detailing more information, to summarise what has already been presented. If done properly, it forms a lasting impression of the press release.

4 PRESS RELEASE CHECKLIST

Always check the following:

- Is the press release an accurate reflection of the event/news? If not, make necessary changes.

- Have you consulted any individuals or organisations with an interest?

- Can you confirm that by issuing this release, there will be no ethical or confidentiality issues with the text and photos?

- Be prepared to speak to the press if contacted.

The releasing process

Once a press release has been finalised and approved, the responsible office/ officer within LGE&RDD will distribute it appropriately. All released created by the Department should be posted on its website, and also sent to the relevant media. There are a number of ways of sending a release to journalists including through personal contacts, external support and subscription to online distribution portals.

Embargoing a release

Sometimes we choose to embargo a press release, meaning we issue the information to the media with a date and time restriction. They, therefore receive the release before they are allowed to publish a story. This is normally reserved for stories we expect to garner a lot of media attention, allowing journalists sufficient time to prepare and follow-up on the story.

5 PRESS RELEASE PITFALLS

This guide will provide you with some inside knowledge of how press released are constructed. However, there may still be some room for error. The following list identifies a few common mistakes often made when writing a press release with some advice on how to overcome them.

Language choice

Using complex jargon will make your press release difficult to reflect upon and thus likely to be ignored by the journalists. It is easy to forget that terms which you use in your workplace may mean nothing to non-specialist members of the public. Therefore, there is a need to use simple language to explain your point.

Worthwhile content

Only write a press release if you have something to say. As this guide shows, constructing a press release follows a standard formula which can be applied to any subject matter. However, it is important to preserve the reputation of LGE&RDD and therefore, a press release is only distributed to the media if it is about something that is newsworthy and will grab their attention. So before you begin, ask yourself, do I have something interesting to say?

Undue exaggeration

Do not use extreme exaggeration to get noticed. It is very tempting to over-emphasise your story in hope that it will sound more exciting to journalists than it perhaps is in reality. However, they will be able to see-through this and are even more likely to ignore your information if not presented to them in a straight forward manner. Be honest, and stick to the occasional 'firework', a one-sentence paragraph, a very good quote or a powerful statistic that resonates with the reader.

PRESS RELEASE

DATE / TIME

HEADLINE

SUB-HEADING

Paragraph 1: Introduction contains a summary of the key information, including answers to the five Ws (Who, What, Where, When and Why).

Paragraph 2: Provide more details to the information outlined previously in the introduction section of the press release.

Paragraph 3: Include a quote from you or someone relevant to the release which will add credibility to the story and make it more personable.

Paragraph 4: Add any extra but relevant information, expanding further on the quote detailed in the previous paragraph.

Paragraph 5: An additional quote (though not mandatory) on the presented themes and ideas, may add up further credibility and personification to the press release.

Paragraph 6: In the conclusion section of the press release, summarise what has been already said, to wrap it up conclusively.

Notes to editor:

Provide an optional profile of the authority mentioned within the release, including his/her designation and function.

List contact details you are happy for journalists to use to get in touch should they require more information. An email address is essential, work telephone number is desirable and mobile phone number is optional.

Boiler plate:

The responsible officer of the LGE&RDD will attach information to the end of the release to provide the journalist with background information about the institution the press release is coming from.

Please note: This sample template is shared for reference only.

Annex III

Communication Identity Guidelines

Introduction

A clear and consistent visual identity is fundamental to maintaining a strong image for the Local Government, Elections and Rural Development Department, Government of Khyber Pakhtunkhwa. Through consistent use of our communication identity elements, we strive to create a unified look for all forms of communication practices and products. Constant application of our logos, typefaces, colours and designs will strengthen a positive image of the Department and also connect us with our values of integrity, innovation and initiative.

All print and electronic communication should be clearly identified as originating from the Local Government, Elections and Rural Development Department through the use of the logo and wordmark. The logo and workdmark must be used according to these authorised guidelines and cannot be redrawn, reproportioned, embellished or modified in any way. All offices working under the Department across Khyber Pakhtunkhwa are required to take guidance from these standards in an effort to contribute towards the implementation of the Department's communication strategy.

1. The logo

Colour reference:

	CMYK	RGB	
Green	100 – 0 –100 – 50	0 – 107 –62	
Golden	0 – 20 – 60 – 20	210 – 174 – 109	
Cyan	15 – 0 – 0 – 0	212 – 239 – 252	
Black	0 – 0 – 0 – 100	55 – 52 – 53	
Gray	0 – 0 – 0 – 50	150 – 152 – 154	

Logo variant:
Full colour logo should be used on light backgrounds

Logo variant:
White logo should be used on dark backgrounds

For colour printing format,
the logo should appear in full colour

For one colour printing format
the logo should appear in black and white

For two colour printing format,
the logo should appear in green

2. The typeface

Typeface for the Department's name

Local Government, Elections and Rural Development Department

Colour reference:

	CMYK	RGB
Black	0 - 0 - 0 - 100	55 - 52 - 53

Font: Arial Bold

Typeface for the Department's slogan

Fostering and enabling the third tier but first pillar of good governance

Colour reference:

	CMYK	RGB
Light Green	60 - 0 -100 - 0	118 - 192 - 78

Font: Arial Ragular

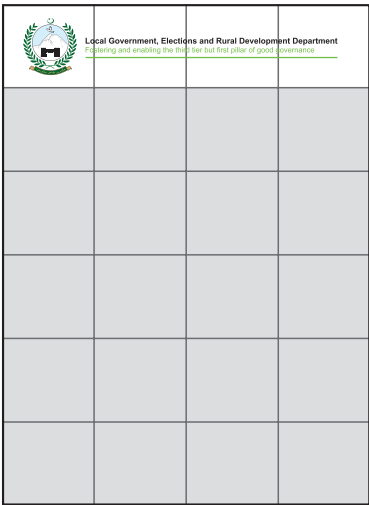Logo with the Department's name and slogan

Local Government, Elections and Rural Development Department
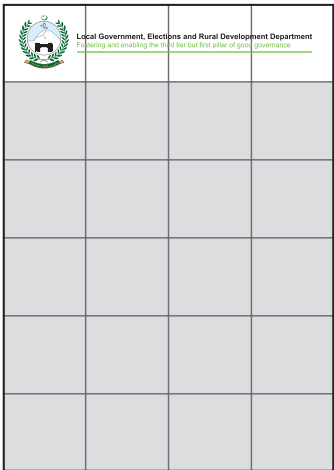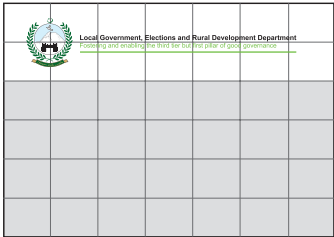Fostering and enabling the third tier but first pillar of good governance

3. The positioning

Logo with the Department's name and slogan must appear at the top left
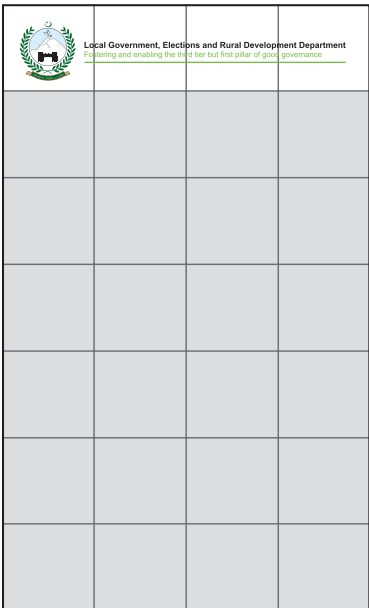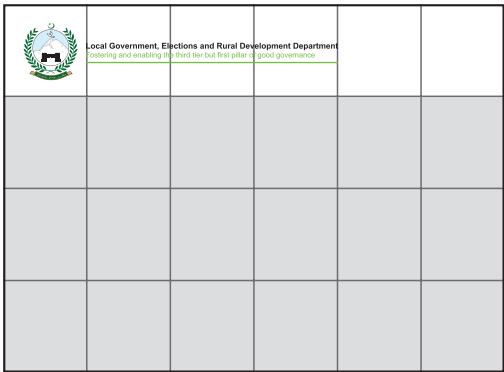
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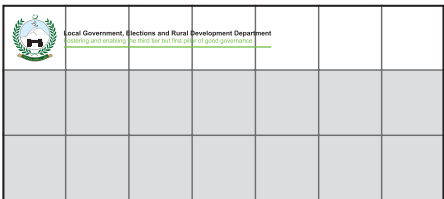PORTRAIT
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A4 LETTERHEAD
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A5 ENVELOP
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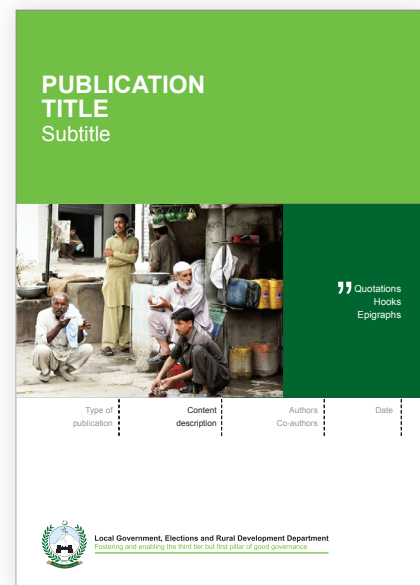**ENVELOP**
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4. The publications

Report title must always keep the bottom third white

Logo with the Department's name and slogan must appear at the bottom left

PUBLICATION TITLE
Subtitle

" Quotations
Hooks
Epigraphs

| Type of publication | Content description | Authors Co-authors | Date |

Local Government, Elections and Rural Development Department
Fostering and enabling the third tier but first pillar of good governance

A4 REPORT
PORTRAIT
210 X 297

Local Government, Elections and Rural Development Department
Fostering and enabling the third tier but first pillar of good governance

NEWSLETTER TITLE

ISSUE 01 | JANUARY 2015

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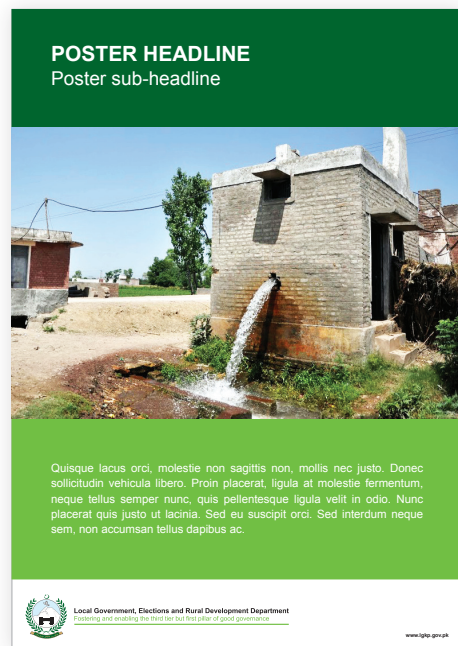**A4 NEWSLETTER**
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Logo with the Department's name and slogan must appear at the top left

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Local Government, Elections and Rural Development Department
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www.lglrp.gov.pk

A2 POSTER
PORTRAIT
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BROCHURE TITLE
Subtitle

" Quotations

Local Government, Elections and Rural Development Department
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A4 BROHCURE
PORTRAIT 2 FOLD
210 X 297

Logo with the Department's name and
slogan must appear at the bottom left

Logo with the Department's name and
slogan must appear at the bottom left

FLYER TITLE
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A4 FLYER
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Logo with the Department's name and
slogan must appear at the top left

Local Government, Elections and Rural Development Department
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WEBSITE LAUNCHING CEREMONY

**Local Governance School,
Peshawar**

25th June, 2014

BILLBOARD
LANDSCAPE
20 X 10

6. The advertising

GOVERNMENT OF KHYBER PAKHTUNKHWA
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REQUEST FOR PROPOSAL (RFP)

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(DEPUTY DIRECTOR B&R) D(W&S) PDA
Local Government, Elections and Rural Development Department
Fostering and enabling the third tier but first pillar of good governance

TENDER NOTICE
PORTRAIT

Logo of the Department without its name and slogan must appear at the top right

Logo of the concerned Department's unit must appear at the top left

Logo with the Department's name and slogan must appear at the bottom centre

CAREER OPPORTUNITIES
QUISQUE LACUS ORCI, MOLESTIE NON SAGITTIS

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Local Government, Elections and Rural Development Department
Fostering and enabling the third tier but first pillar of good governance
Government of Khyber Pakhtunkhwa

EMPLOYMENT NOTICE
PORTRAIT

Logo with the Department's name and slogan must appear at the bottom left

QUARTER PAGE ADVERTISEMENT
PORTRAIT

Logo with the Department's name and slogan must appear at the bottom left

HALF PAGE ADVERTISEMENT
LANDSCAPE

Annex IV

Social Media
Policy Guidelines

Introduction

The phenomenal growth in digital technology and the rise of social media platforms over the past few years have revolutionised the way in which people communicate and share information. The use of social media tools in public sector around the world has been gaining acceptance in all spheres of government. This provides an opportunity for the Local Government, Elections and Rural Development Department of two-way communication between government and stakeholders, thereby, increasing the frequency and speed of engagement.

1 THE PURPOSE:

WHY DOES THE DEPARTMENT NEED SOCIAL MEDIA GUIDELINES?

The purpose of these guidelines is to create awareness about some of the opportunities that social media presents for the Local Government, Elections and Rural Development Department (hereby referred to as the Department), as well as making its employees aware of how to manage the opportunities and risks associated with the use of this kind of technology. The guidelines focus on the use of social media within the Department's communication environment, in order to improve government transparency, participation and interaction with the public. These policy guidelines establish the principles for:

- The Department employees using social media for official government communication purposes

- Personal use of social media by the Department employees, when the employees' government affiliation is identified, known, or presumed

Please note that these guidelines are not an exhaustive user manual or instruction guide on social media or specific social media tools. An exhaustive user manual on social media would run into hundreds of pages, and generally be redundant before it is published, in terms of information being up-to-date. While the Department may face some challenges in adopting social media tools, the potential benefits of using selected social media tools far outweigh any risks, and these benefits will continue to grow as more and more citizens in Khyber Pakhtunkhwa bridge the digital divide.

As public servants, we have a unique opportunity to step out and be part of the digital revolution, joining a historical transition that allows conversations with the public, rather than simply communicating to them. The Department employees have the same rights of free speech as other citizens when it comes to the use of, and participation in online social media platforms. As public servants, however, they have some additional obligations when it comes to sustaining, building and defending the reputation of government through social media.

Social media are powerful communication tools that have a significant impact on institutional and professional reputations. Because they blur the lines between personal opinion and institutional voice, the following policy guidelines will help clarify how best to enhance and protect institutional and personal reputations when participating through social media.

2 THE SCOPE:

HOW TO EMBRACE THE NEW WORLD OF GOVERNMENT COMMUNICATION?

Social media is the platform that can be used by the citizens through highly accessible digital technologies such as social networks, online blogs, message boards, etc. The following are the perceived benefits to the Department in using social media:

- Increasing access to information and communication for audiences

- Improving the accessibility of government communication

- Allowing to adjust or refocus communication quickly, where necessary

- Bringing long-term cost effectiveness to the Department's communication

- Increasing the speed of constituent feedback and input

- Reaching specific audiences on specific issues

- Reducing dependence on existing media channels to communicate with constituents

For the Department, the measure of success for any social media tool or application should be if it allows engagement with the Department's internal and external stakeholders by facilitating one or more of the following:

> Communication, disseminating information, interaction, and /or education

The use of social media in itself does not make for good practice. In order to be effective, initiatives must form part of a wider communication strategy - supplementing rather than replacing traditional communication platforms - and deliver at least some of the tangible benefits listed above.

3 THE GUIDELINES:

HOW TO GO ABOUT THE DEPARTMENT'S SOCIAL MEDIA PRESENCE FROM HERE?

The following policy guidelines prescribe acceptable behaviour for the Department's employees using social media for official government communication purposes as well as personal use. However, there are some generic guidelines that the employees need to adhere to in order to direct their efforts in social media use.

3.1
General guidelines for social media use

There are some guidelines that can be applied across all forms of social media. Knowing these basic guidelines of engagement will help you, whether you are fully responsible for establishing and hosting an on-line community, or if you are just a contributor in an existing community. When using any type of social media, you must:

- be credible - accurate, fair, thorough and transparent

- be respectful - open to constructive criticism and deliberation

- be cordial, honest and professional at all times

- before entering any conversation you need to understand the context:

  Who is the potential audience? Is there a good reason to respond?

- be reliable - you have to know your facts and only mention credible sources

- be both reactive and responsive - when you gain insight, share it where appropriate

3.2
Social media guidelines for the official Department's communication

The protocols that apply when you are acting as an official representative of the Department should be the same whether you are talking to the media, speaking at a press conference or using social media.

Note: The employee(s) making comments or contributions on behalf of the Department should only do so with express approval or authority.

3.2.1
When contributing on behalf of the Department, the employees should consider the following:

Keep your postings legal, ethical and respectful
Before engaging with a specific social media channel, ensure you understand its terms of reference, conventions and etiquette. Employees may not engage in online communication activities which could bring the Department into disrepute. Personal details of yourself or other employees should not be given out - only the official contact details (email, telephone, or fax) for reference purposes.

Respect copyright laws
An official may not post any material that is protected by copyright. When posting

text and/or images, you must respect the corporate identity of your Department as a whole. If you are unsure about the use of any visual elements, please consult with the Department's 'communication identity guidelines 2014'.

Ensure that information published online is accurate and approved

In official social media online postings, all reasonable efforts must be made to publish only facts and statements that can be verified - not opinions or speculations. People should be referred to official sources, where appropriate, for more detailed information.

Comply with your Department's communication strategy

Only authorised spokespeople or duly delegated officials may provide comment(s) to the media on Department-related issues. If you are contacted by the media about posts on any social media site, you must refer all media enquiries to the designated Department's spokesperson.

3.2.2
When using social media in personal capacity, employees should consider the following:

Keep Department-confidential information confidential

The employees must not use personal social media platforms to post any confidential or proprietary information of the Department or the Government as a whole. Social media platforms may be used to share specific news if that information has already been officially

published in the public domain. Employees must familiarise themselves with the content of any non-disclosure agreement they signed when joining public service, and ensure that all personal social media activities are in alignment and compliance with the applicable regulations, acts and policies.

Keep personal social media activities distinct from Department's communication

The Department's logos and other government branding symbols may not be used in personal social media posts without explicit permission in writing from the designated Department authority. Employees can be held legally responsible for all comments that they post on their personal social media platforms.

Respect the time and resources of the Department

Official computers, other resources (including stationery) and time at work are reserved for Department-related business. Employees must ensure that their personal online activities do not interfere with their work performance and professional duties.

Considerations before implementing social media platforms

Planning to use social media platforms should be done as part of a wider effort to implement the Department's communication strategy. Once the Department understands the objectives of its communication strategy, it can then determine which social media tools will meet its needs more optimally.

4 THE SOCIAL MEDIA MENU:
HOW TO BLEND THE RIGHT MIX OF AVAILABLE SOCIAL MEDIA?

There are a great variety of social media tools available today, without a universally accepted classification system. For purposes of this resource, the social media policy guidelines have categorised the different social media tools which may be relevant and useful based on their general features and functions.

Category	Examples	Description	Consideration	Facts
Social networking	Facebook LinkedIn Plaxo	Social networking tools allow you to share information about your Department and its activities	**Privacy issues:** Sensitive and personally identifiable information is maintained, which can be easily accessible **Copyright issues:** The Department should ensure that copyrighted material, such as photos and videos, are not uploaded to their official Facebook profiles	Facebook is second only to Google in terms of internet traffic The fastest growing Facebook demographic is those 35 years old and older LinkedIn has an online network of more than 70 million individuals which the site describes as qualified professionals
Online blogging	Blogger.com WordPress	Allows users to become online publishers. It involves an individual or group of individuals sharing a running log of events and personal insights with other online audiences on a regular basis. Ability of readers to post comments in an interactive format is an important feature of many blogs	**Quality control issues:** Material that is posted without necessary quality controls can damage the Department's reputation **Copyright issues:** Such issues may arise if the material is plagiarised from another source	There are over 110 million blogs in the world today More than 120,000 new blogs appear every day
Micro blogging	Twitter	It is a short-messaging broadcast service (less than 140 characters) that allows people to keep their communities (their 'followers') up to date on their events, thoughts, activities, etc.	**Privacy issues:** All your followers could see everything you tweet **Confidentiality issues:** Inadvertent or intentional disclosure of sensitive or inappropriate information **Content limits:** 140 characters limitation has the potential for user misinterpretation	There are more than 44 million Twitter users Every day more people create accounts on Twitter than they do on any other social media platform 80% of Twitter users are over 25 years of age
Video	YouTube Daily Motion Google Video	Allows the organisations as well as individuals to distribute, share and stream video content and other audio visual material online	**Privacy issues:** YouTube and Daily Motion keep track of personally identifiable information	YouTube has more than 80 million visitors per month More than 150,000 video clips are uploaded on YouTube daily

Category	Examples	Description	Consideration	Facts
			Copyright issues: The Department should be careful not to upload copyrighted materials on YouTube Content issues: Unintended association or implied endorsement of commercial products or potentially offensive video clips	More than 50% of users go to YouTube weekly or more often
Photo	Flickr Picasa	Tools that allow organisations and individuals to archive and share photos online	Access issues: Uncontrolled access to your image collections Copyright issues: The Department should be careful not to upload copyrighted materials Content issues: Without restricted access and comment features, anyone can access and make comments, blog, etc. about the Department photos	Flickr averages over 5,000 photograph uploads every minute Flickr boasts an online collection of more than 5 billion images
Wikis (what I know is)	Wikipedia	Wikis are web sites that allow people to collect and edit their intelligence in one place at any time using a web browser Volunteers contribute information based on their expertise and knowledge Material creates an encyclopedic type knowledge base that is founded on the integrity of the contributors' additions	Quality issues: Inconsistent quality of contributions Content issues: User-generated errors and deliberate vandalism with regards to the Department information (deleting and / or changing content on the page)	Wikipedia is the world's largest resource of online user generated content, containing more than 10 million articles
Productivity tools	Google Docs SlideShare SurveyMonkey Google Alerts	Tools to further improve institutional productivity – whether it be through increased collaboration and content sharing in private/public networks, research templates and tools, off-site storage of content that can be accessed from any computer by registered users, etc.	Copyright issues: Department should be careful not to upload copyrighted materials to sites such as SlideShare Quality issues: Duplication of effort (e.g. multiple pages created on the same topic)	SlideShare is the world's largest community for sharing presentations, with more than 25 million monthly visitors Google Docs allows registered users to view and make changes to a document, spreadsheet, presentation, etc. at the same time, but allowing you to see exactly who changed what and when

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Government of Khyber Pakhtunkhwa

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