“The social safety net program that I work with:

Your answers:

- A. Has a logo/tagline with clear messaging
- B. Has an active communication strategy
- C. Has an active communications team
- D. All of the above
- E. None of the above
WHY COMMUNICATE?

Awareness

Support

Opposition

Participation & Outreach

Understanding
Can’t assume people will understand
Risk of Negative Spiral
Lack of Credibility
Reputational risk (stock & flow)
Divisiveness, Politicization
Reversal of reforms
Program failure
Unintended impacts (e.g., when “Winners Feel Like Losers” - El Salvador Subsidy Reform Example from Oscar Calvo)
Be careful with FALSE Information (SMS text example in Brazil)
| **SSN Program** | • Objectives, Rationale  
|                | • Pilot, launching, expansion  
|                | • Program rules  
|                | • Changes  
| **Targeting & Registry** | • “Identity” of its own  
|                | • Especially if it’s a “multi-use” registry  
|                | • How it works  
|                | • Who can register  
| **Policy Reforms** | • For example if “coupling” SSN program with subsidy reforms or fiscal consolidation  
|                | • Rationale for reforms  
|                | • Compensatory measures  

**COMMUNICATE ABOUT WHAT?**
Branding:
- Recognizable NAME!
- Logo
- Taglines
- The importance of product recall

Build a narrative:
- Clear message!
- People remember stories not information
- Build a connection
- What does it mean for THEM?

Characterize the brand:
- Convey core values
- Such as: equity, inclusion, positive impacts, fairness, credibility, transparency, effective use of public resources, neutral (non-partisan, non-politicized), etc.
Knowledge and Exposure to Social Programs in Brazil
(IPSOS May 2006)

Ipsos survey of 1000 respondents (nationally representative for sex, age, education, PEA, region)
BRANDING OF WHAT?
PROGRAM, REGISTRY, & BROADER STRATEGY

Multiple Logos on Payment Card:
Federal Gov’t Logo: “Brazil: A country for Everyone”
Bolsa Familia Logo & Colors
Plus State Logo (state “top-up” benefit)

Unified Registry:
“Know Them to Include Them”
– “If we don’t know them, we can’t help them”
(President Lula, Dec 2010)

Broader Social Policy
“Brazil without Misery”
BUILDING A BRAND FOR THE SOCIAL REGISTRY IN THE PHILIPPINES

National Household Targeting System for Poverty Reduction (“NHTSPR”)

- Core social policy tool
- Main “spinal cord” of the CCT and other social programs / services
- Operated by the DSWD

Communication Assessment showed:

- Confusion on the field of what NHTSPR means
- Limited to association with Pantawid
- NHSTPR as an acronym is difficult to recall

New Brand needed to help with:

- Launching the next round of poverty targeting & registration
- Informing people, improving understanding and appreciation for what the NHTSPR really is
- Promoting unity and consistency nationwide
What is the NHTSPR?
- Scientific, nationwide, specific database
- Internationally-accepted methodology
- Tool for social protection

What does it mean?
- Champion of the Poor
- Reliable
- Non-partisan

Characterize the brand:
- Balance of “authority” and “compassion”
- Taglines should not over-promise (emphasis on the TOOL vs the CCT program or specific benefits)
- Must not be partisan
MARKET TESTING: BRANDING, MESSAGING & LOGOS

**Visuals:**
- Checkmark = symbol of accuracy & correctness
- House instead of tick-box

**Tagline:**
- “Correct Number, Correct Support.”
- Emphasis on accuracy & response
- Not over-promising
- Simple, easy to understand
- Universal

**Visuals:**
- Checkmark = symbol of accuracy & correctness
- Sun = offers hope, uplifting
- Nationalistic (colors of flag)

**Taglines:**
- “Correct Number, Correct Support.”
- “Philippines’ national registry of the poor”
- Not over-promising
- Simple, easy to understand
- Universal
MARKET TESTING:
BRANDING, MESSAGING & LOGOS

Visuals:
- House shaped by “caring hands”
- Prevalent color = red, a “feeling color” & from palette of DSWD

Tagline:
- Conveys “what it is” (NHTS)
- Caring message on purpose “Giving a name and face to poverty”

Visuals:
- Arrow = “Targeting”
- Dark blue & red = DSWD palette

Tagline:
- Conveys “what it is” (NHTS) but simpler acronym
- Conveys ultimate goal: aim to reduce poverty
Which branding logo do you think is more effective?

A. Listahanan
B. Giving a name and face to poverty.
C. Aim right to reduce poverty.
D. Tamapinas
Note change of tagline to read: “List of Needy Families” (rather than registry of the poor)

English version of Listahanan video (show this one)
https://www.youtube.com/watch?v=Ck5IWihu7wo

Nice video link on targeting, MIS, Listahanan
https://www.youtube.com/watch?v=9J-_Ls5L7zE
## WHEN TO COMMUNICATE

<table>
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<tr>
<th>Before Implementation</th>
<th>During Implementation</th>
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<tr>
<td>As inputs to design of reforms</td>
<td>Continue the narrative - branding &amp; messaging</td>
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<td>Build coalitions of key reformers</td>
<td>Promote outreach</td>
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<td>Build broad public support</td>
<td>Support implementation</td>
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<td>Build understanding</td>
<td>Respond to applicants/beneficiaries</td>
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<td>Prepare institutions, implementers (internal constituency)</td>
<td>Respond to media &amp; promote visibility</td>
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<td>Pay attention to timing &amp; sequencing</td>
<td>Monitor &amp; evaluate</td>
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**Continuously!**

**Repetition!**
Who speaks on behalf of the Program?
- Politicians
- Ministry officials
- Official spokesperson / COMMs team
- Local officials as points of contact AND communicators
- Hotlines, official website

Clear protocols are useful:
- Clear & consistent messaging
- “Talking Points” (including the “tough ones”)
- Official Use of Logos, etc.

Communications Teams (Philippines Example):
- “Social Marketing Services” (SMS) division in DWSD.
- Each project / program also has Comms specialist at national and regional levels
- Budget varies by project / program:
  - Budget for Targeting office = 2% of annual ops cost ($46K / year)
  - Budget for Pantawid CCT = $930K for 2014
COMMUNICATE WITH WHO?

- Beneficiaries & Potential Beneficiaries
- General Public, Civil Society
- Media
- Politicians, Opinion Makers
- Partner Agencies
- Implementing Agencies (central & local)

Program or Registry
COMMUNICATE WITH GENERAL PUBLIC & CIVIL SOCIETY

Building support
- Build awareness!
- Promote Transparency
- Demonstrate results
- Engage citizens in discussions on poverty & social policy
- Equip citizenry to demand better governance
- Provide info on policies, rules, processes

Supporting information
- Impact evaluations
- Testimonials of beneficiaries
- Transparency reports on use of public funds
- Targeting & program rules
- FAQs & Tough FAQs

Communications Channels
- Mass media
- Social Media
- Community Assemblies
- Success / development stories
- Local / community points of contact
USING SOCIAL MEDIA & WEBSITES TO SHARE INFO ON PROGRAMS

(PHILIPPINES & SENEGAL EXAMPLES)

From the Philippines: Facebook page for LISTAHANAN

From Senegal: Facebook page for Program of National Grants for Family Protection

Transparency note: Link to media article on irregularities on CCT
COMMUNICATING WITH OPINION MAKERS, POLITICIANS, “CHAMPIONS” & “ADVERSARIES”

“Champions”
- Prez + Advisors
- Cabinet
- Governors & Mayors (supportive)
- Legislators & Committees (budget, social policy)
- Community leaders
- Religious leaders
- Popular personalities
- Other key public figure heads

“Adversaries”
- Opposition political parties
- Governors & mayors (from opposition)
- Legislators (opposition)
- Community leaders
- Other public figure heads

Messaging:
- Be seen as “pro-poor” – or as “champions of the poor”
- Support program as pro-poor
- Promote registry for transparency, fairness
- Secure their support for BUDGET!

Channels of Communication
- Dialogue, face-to-face
- Invite “champions” to radio, TV programs
- Assemblies of beneficiaries & partners (from constituencies)
- Program caravans, study visits to successful sites
- Invite to media events, press releases
COMMUNICATING WITH THE MEDIA

Media Requires:
- Steady stream of info
- Significant interaction
- Prompt & accurate responses to their queries
- Materials (press kits, press releases)
- Media training helps

Transparency
- Sharing info
- Openness when problems arise
- Explaining errors
- Promote evidence-based journalism

Build Working Relationship with the Media
- Reach out to both supportive and adversarial media
- Invite press to key events (Program launches, anniversaries)
- COMMs team & spokesperson
- Maintain media contacts
- Provide materials & info
- Respond to queries (positive or negative)
- Invite to visits in successful areas
- Program caravans
- Meetings with beneficiaries

President Lula at launch of Bolsa Familia Program, October 20, 2003, Brasilia, Brazil
BUILDING INTERNAL CONSENSUS: PROGRAM IMPLEMENTERS: ALL CENTRAL & LOCAL AGENCIES

On message
• About objectives
• For country, poor
• For fiscal savings
• For efficiency, simplification
• Value of transparency

On Mechanics
• Institutional Roles & Arrangements
• Own roles as “communicators,” points of contact
• Beneficiary interface
• Business policies & processes
• Information flows, ICT
• Piloting, training, roll-out

Communications Tools & Channels
• 2-way communications (horizontal & vertical)
• Operational manuals
• Updates, announcements
• Electronic bulletins
• Regular reporting
• Seminars, training updates, training videos, capacity building
• Help-line for Technical Questions
• FAQs and tough FAQs
CHANGING BUSINESS PROCESSES: LOCAL ROLES, TRAINING, CAPACITY

What do the changes mean for them?

Photos from Azerbaijan

This one from US
“For the social safety net program that I work with, the main channel for beneficiaries to communicate with the program (and vice versa) is through:”

Your answers:

- A. Direct contact with program officials at home or in own community
- B. Direct contact with officials at local office
- C. On-line
- D. Through a hotline / call center
- E. Other?
COMMUNICATING WITH (POTENTIAL) BENEFICIARIES

How will the program help me?

How, when & where can I apply for benefits?

Who should I contact about the program?

What documents do I need to apply?

How & when will I be notified of the decision?

How & where do I have to recertify?

What is expected of me & my family / children?

When & how will I receive the benefits?

How & where can I appeal or file a complaint?
COMMUNICATIONS NEEDED FOR ALL CORE SSN BUSINESS PROCESSES THAT INTERFACE WITH BENEFICIARIES

Outreach & Promotion

Intake / Applications

Eligibility Notification

Conditionalities fulfillment

Payments

Queries
Appeals, Grievances,
Feedback
Recertification
Eligible families may face barriers to inclusion:
Distance & remoteness, homeless (no fixed address)
Barriers to information: less education & access to ICT
Social exclusion: ethnic, linguistic, cultural, disability (deaf, blind, wheelchair), gender

Strategies to improve take-up:
• Simplify Procedures!
• Open application process
• Advertising & public awareness campaigns
• Availability of promotional materials & application forms
• Websites, "FAQs"
• Social workers to assist applicants
• Translators & cultural adaptations + adaptations for disabled
Objective: Every extremely poor family must be part of **Bolsa Familia**

- Even with coverage of over 14 million families
- Evidence suggested many extreme poor families still not included - “Hard to reach”
- 919 thousand families have been located and added
- 600 thousand yet to be found (estimate)
MOBILE OUTREACH TEAMS:
GOING TO THE POOR TO REGISTER THEM
(BRAZIL BUSCA ACTIVA EXAMPLE)

1,197 social assistance mobile teams

113 speedboats for the mobile teams
Clarity on Process

• Where, when, how to apply?
• Notifications, announcements, ads, billboards!
• Inform on program & eligibility rules
• Explain that registering is no guarantee of benefits
• Inform what’s expected for conditionalities
• Calendar & process for updating & recertification

Application Forms & documents

• PMT ≠ intake questionnaire
• Intake questionnaire = communications device (pre-test, Albania example)
• Keep it simple!
• Language & disability adaptations
• Clarity on needed documents
• Don’t over-estimate patience or ability of applicants for complex on-line processes (US healthcare.gov example)
• Offer social worker assistance
COMMUNICATION EXAMPLES FROM BRAZIL’S BOLSA FAMILIA - RECERTIFICATION

You, who receive Bolsa Familia, You must always keep your data up-to-date

Check the info on your receipt. If you have any doubts, contact the BFP coordinator in your municipality

https://www.youtube.com/watch?v=FnmKMehl1oM

Families must update their registry information
“How long does it take the SSN Program that I work on to notify applicants of eligibility decision?”

Your answers:
- A. On the spot
- B. (About) 30 days
- C. (About) 3 months
- D. (About) 6 months
- E. No formal notification process
COMMUNICATIONS ASPECTS OF ELIGIBILITY NOTIFICATION, GRIEVANCES

- **Notification: Good practices**
  - Let the applicant know WHEN & HOW they will be notified
  - Inform them that registering is no guarantee of benefits!
  - Formal letters of notification or other means (for eligible & non-eligible)
  - Turnaround times / industry standards (e.g., 30 days)

- **Communications aspects of Grievances, Appeals:**
  - Letters & responses
  - Turnaround times / industry standards for response
  - Hotlines & trained staff
  - Web-based grievance redressal system (Pakistan example)
  - FAQs & info on websites reduce volume & answer common topics
  - Clarity of procedures
  - Local point of contact + central point of contact
COMMUNICATIONS ON PAYMENTS

- Beneficiaries need to know WHEN, HOW MUCH, and HOW they will receive
- Regularity & predictability crucial
- "Know your benefits" online tools can help (Azerbaijan pensions example)
- Automated payments & reconciliation can also help
- Payments can also be “touchpoints” for communication of other messages:
  - SMS texts with other “awareness message” (e.g., conditionalities)
  - Awareness seminars same day as payments events
  - Messages on “debit card receipts”

Payment agency (Caixa) informs that Bolsa Familia benefits are being paid according to calendar. Don’t believe Rumors.
Awareness about conditionalities is key for CCTs (whether hard or soft)!

Communications plays a central role

From the beginning and continuously.

Repetition of messages!

Many ways to communicate:

- Directly with beneficiaries & communities
- TV & Radio spots
- Websites
- Printed materials (Bolsa Familia Booklet)
- Press releases & news updates (Bolsa Familia announcements about certification of health conditionalities)
“Classic CCT” with health & education conditionalities

Program also now adding Accompanying Measures to promote “graduation” agenda

Incorporating the “Coaching Approach” via Family Development Sessions (health, parenting, economy, child protection)

Communications aspects:
- Community meetings with structured curriculum + training
- Brochures, workbooks
- Videos + cartoons (novela style with same characters)
CCT WITH ACCOMPANYING MEASURES
NIGER EXAMPLE

CCT:
• Monthly cash transfers
• Behavioral Component:
  • Positive parenting practices
  • Nutrition
  • Health
  • Psycho-social stimulation
  • Child protection
  • “Soft Conditions”

Structured Implementation & Communications
• Monthly meetings by NGOs, community educators
• Home visits
• INTENSITY – 3 activities per month
• Animation Techniques

Lessons Learned
• Structured content PLUS structured delivery – both matter!
• Participation & interest very high
• Quality focus is essential (continuous training, oversight)
• REPETITION of messages!
NIGER VIDEO – COMMUNICATIONS TOOLS IN ACCOMPANYING MEASURES

Test questions after video!

LINK TO VIDEO:
https://www.youtube.com/watch?v=QR5009bqjHU
“In the video on Niger’s CCT and Accompanying Measures, I saw the following types of communications tools being used:”

Your answers:

A. Home visits, discussions with social workers
B. Training & community meetings
C. Posters, workbooks, family booklets
D. Small group activities & discussions
E. All of the above
SO MANY COMMUNICATION TOOLS

- Spokesperson, COMMs team
- Local Offices, Points of Contact Communities
- Mobile Teams, Caravans (Outreach)
- Call Centers, Hotlines
- Beneficiary Lists, Letters, Forms
- Printed Materials Brochures
- Posters, Billboards
- Press Kits, Press releases, FAQs
- TV Spots, Videos
- Radio
- SMS Texts
- Websites
- Social Media (Facebook & Twitter)
- Periodic Surveys: Opinion polls, Perceptions surveys Beneficiary Feedback Impact Evaluations
Thank you!
COVERAGE & VISIBILITY IN THE MEDIA
(EXAMPLE OF CCTs IN BRAZIL)

OVERALL “TONE” OF MEDIA COVERAGE
(EXAMPLE OF CCTs IN BRAZIL)

Transition Year

Improvements in operating systems

Evolution of Tone of Press Articles on CCTs over Time
% of Focused Articles, 2001-06
(remainder is "no tone", not shown here for visual simplicity)

EVOLUTION OF MEDIA TONE WITH POLITICAL CYCLES

Average Tone by Quarter and Political Events

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<th>Time</th>
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<th>1st Year of Lula Mandate</th>
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More Critical of CCTs

SSN TOPICS RECEIVING MOST ATTENTION
IN THE PRESS: EVOLUTION

TARGETING: WHICH ISSUE GETS MORE ATTENTION IN THE PRESS?

A poor family without benefits?

(Errors of Exclusion)

OR, an non-poor family receiving the benefits of the program?

(Errors of Inclusion)
Errors of Inclusion receive far more press coverage (and more critical attention).

Despite the fact that the Bolsa Familia Program is very well targeted to the poor (low errors of inclusion),
Government adopts bold initiatives to strengthen oversight & controls and to reduce errors.

Transition year for BFP

Government adopts bold initiatives to strengthen oversight & controls and to reduce errors.

More Critical of CCT