

Hunger Safety Net Programme 2

Communications Strategy and Plan
2014-2017



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Acronyms

ASAL	Arid and Semi Arid Lands
CC	County Coordinator (HSNP)
CDC	County Drought Coordinator
CRA	County Resource Allocation
CT	Cash Transfer
CT-OVC	Orphans and Vulnerable Children Cash Transfer
DFID	Department for International Development
DFAT	Department of Foreign Affairs and Trade (Australia)
FSD	Financial Sector Deepening Trust
GOK	Government of Kenya
HSNP	Hunger Safety Net Programme
INGO	International Non-Governmental Organisation
MIS	Management Information System
MoLSSS	Ministry of Labour, Social Security and Services
NDMA	National Drought Management Authority
NRB	National Registration Bureau
NSNP	National Safety Net Programme
NSPP	National Social Protection Policy
OM	Operations Manual
OPCT	Older Persons Cash Transfer
PILU	Programme Implementation and Learning Unit
PWSD-CT	Persons with Severe Disabilities Cash Transfer
SPR	Social Protection and Rights
UFS-CT	Urban Food Subsidy Cash Transfer

Summary

This revised communication strategy for the Hunger Safety Net Programme Phase 2 (HSNP 2) has been developed to mobilise and sensitise communities in the four programme counties so they are prepared for the HSNP process of targeting and disbursing cash transfers. It therefore deals with disseminating the information necessary for implementing the programme at community level (taking into account that in some areas there is already experience of cash transfers under phase 1).

Additionally the strategy addresses the problems that the cash transfer operation generate as presented to the right committees and partners in the field through the rights and grievances mechanism.

The communication strategy also considers the context within which HSNP 2 operates; this includes addressing the concerns of MPs from the four counties, its status as a social protection programme and its importance as an innovative way to combat extreme poverty and possible drought induced famine.

The strategy thus has three components, each with its own communications objective. These can be related back to the HSNP logframe outputs:

HSNP 2 Output in Logframe	Component	Communication Strategy Objective
HSNP is integrated into the broader National Safety Net Programme framework	1. Positioning, significance and impact	To develop an understanding of, and support for HSNP 2 as an effective way to target chronic poverty and combat acute threats to livelihoods in ASALs.
HSNP beneficiaries receive timely, predictable electronic cash transfers	2. Implementation of cash transfers	To support the cash transfer process for households in four targeted counties through consistent, timely and practical information on accessing HSNP payments.
Improved operation of HSNP 2 for the poorest in the 4 targeted counties	3. Develop beneficiary trust and capacity in using HSNP 2 financial services	To raise awareness of the beneficiary grievances and complaints procedure, user rights and opportunities.

To reach the objectives, communication messages and activities are identified for each component, appropriate for the target audience in each case. Key messages are intended to encourage the target audience to respond in some way, for example by registering household details or by lending support at a political level. Key messages are further elaborated as secondary information. Together the messages and secondary information provides the overall shape for developing specific materials.

As well as the usual mix of website, brochures, newsletters and process communications, recommended activities include a communications field guide for programme partners working directly with communities, simple messaging on withdrawal receipts for beneficiaries, and e-newsflashes for positioning the programme. An SMS feedback mechanism is also recommended.

Estimated costs are provided for each of the communication activities as well as the human resources required to implement the strategy.

The strategy has been reviewed by the implementing partners (FSD, Equity Bank and HAI) and reflects their comments and suggestions.

1. Introduction

The Hunger Safety Net Program (HSNP) is a cash transfer (CT) programme operated by the Government of Kenya (GoK) with support from the UK Department for International Development (DFID), Australian Department for Foreign Affairs and Trade (DFAT) and several contracted implementation partners. The GoK's contribution during Phase II will be Ksh.4.6 billion over four years: DFID will provide Ksh.11.3 billion (around £85.5 million).

HSNP 2 currently operates in the four Counties of Mandera, Marsabit, Turkana and Wajir. HSNP aims to reduce extreme hunger and vulnerability among the poorest households in the four counties through an unconditional cash transfer paid every two months.

During Phase 1 of the HSNP, the programme operated under the Ministry of State for the Development of Northern Kenya and Other Arid Lands. It was managed by an HSNP Secretariat. Phase 1 provided transfers to around 350,000 beneficiaries in 69,000 households. The programme was managed by a number of development partners, including NGOs and contracted agencies. Three forms of targeting were tested during Phase 1 (community-based, dependency ratio, and a social pension).

Phase 2 of the HSNP, which began in 2013, saw a number of changes to the programme. Responsibility was transferred to the National Drought Management Authority (NDMA) under the Ministry of Devolution and Planning. The Secretariat was strengthened and replaced by a Programme Implementation and Learning Unit (PILU) within NDMA, while the NDMA took on responsibility for programme administration. The Financial Sector Deepening Fund (FSD) remained responsible for the delivery of the cash – with Equity Bank selected as the payment service provider through a competitive tender process – and the National SPR Partner (HelpAge International) continued with a strengthened rights and grievance component.

HSNP 2 aims to provide 100,000 households in the four counties – with a cash transfer of Ksh. 4,600 every two months¹. Furthermore, all households in the four counties are provided with bank accounts so that, in an emergency, they can receive short-term payments. The beneficiaries of the regular transfer have been selected using a combination of a proxy means test and community based targeting.

HSNP is considered part of the broader National Safety Net Programme (NSNP) in Kenya, which includes four other social protection schemes:

- 1) Orphans and Vulnerable Children Cash Transfer (CT-OVC);
- 2) Older Persons Cash Transfer (OPCT);
- 3) Persons with Severe Disabilities Cash Transfer (PWSD-CT)
- 4) Urban Food Subsidy Cash Transfer (UFS-CT).

The NSNP Secretariat in the Ministry of Labour, Social Security and Services (MoLSSS) is responsible for the oversight of Kenya's social protection system. A National Social Protection Policy (NSPP) was approved in 2012. This sets the future direction for Kenya's national social protection system. The policy – and the National Safety Net programme – is aligned to realising the right of all Kenyans to social security, as set out in Article 43 of the National Constitution.

Three of the national social protection schemes – the CT-OVC, OPCT and PWSD-CT – are operational in the four HSNP counties and the HSNP will act as an important complement to these national programmes.

¹ Rose to KSh. 4,900 every two months from July 2014

2. Situational Analysis

The Communication Strategy and Plan has been developed to match the programme design, the context in which it operates and the communication opportunities that are available to the target audiences. These are described in the situational analysis; conclusions are italicised.

The situational analysis is the result of a review of project documents, discussions with NDMA senior management, HSNP implementation partners at national and county levels, with DFID, and the Social Protection Secretariat. Also views were sought from the county administration, communities, Right Committee (RC) members, and the Equity Bank supervisor and management and its agents, all in Turkana County.

2.1 Programme Design

HSNP is implemented by the National Drought Management Authority (NDMA), supported by the Programme Implementation and Learning Unit (PILU). Cash transfers are made from the Financial Sector Deepening fund (FSD) through a service contract with the Equity Bank. HelpAge International (HAI) provides the rights, complaints and grievances component through their network of community nominated Rights Committee advisors either directly or through partner SPR (Social Protection and Rights) NGOs.

The three main actors NDMA (PILU), FSD and HelpAge all receive support from UK DFID and Australia DFAT within which they implement their strand of the programme. Thus there is no central budget for the programme as such but rather three budgets of which communications is a component in each.

PILU is responsible for developing and implementing an external communications strategy that ensures the visibility of HSNP in national and international discussions on social protection. At present the main elements of HSNP external communications include a HSNP newsletter, short leaflets about key moments of the cash transfer process and a website. HSNP Phase 1 had a similar range of core materials plus others developed by implementing partners.

The HSNP Communications Specialist has already developed a communication strategy for the phase 2, however it has only partially been implemented.

This update takes many of the components of the existing strategy and puts them within a strategic framework that takes account of the existing NDMA communications strategy and adds an implementation plan.

There is no communication strategy for FSD, however FSD manage the Equity Bank service contract for HSNP. While this contract has a communications dimension, the actual substance, or extent of the communications activities due under the contract has not been defined. FSD releases funds to Equity Bank to implement its strand of the programme including communications, but the initiative for communications comes from Equity rather than FSD directly.

HelpAge International has its own communications strategy and activities that are linked to its advocacy role. HAI intends to implement its communication activities within HSNP bundled up with its own community outreach and sensitisation activities.

The communication strategy needs to have the assent of all implementing partners, and be consistent with their own activities, whilst at the same time providing a common framework and objectives within which all work.

It can be seen that the programme design brings together a private sector organisation (Equity Bank) with government (NDMA, DFID, DFAT) and non-government organisations (FSD and HelpAge) that have a development agenda. Expectations about good practice are therefore likely to differ. This finds expression in planning and implementation, and especially in the field itself, where for example bank staff are more used to banking hall procedures than working with poor communities.

Communication between partners is, of course, vital for smooth implementation. Core partners are ready and willing to share information, as it is needed, and this is currently handled through meetings and frequent email exchanges. PILU, FSD and HelpAge regularly meet to resolve operational issues but are less often joined by NDMA or Equity Bank officials. The newly introduced programme governance and management structure will result in HSNP meetings being convened by NDMA and attended by necessary staff from the core implementing partners and others when necessary.

HSNP 2, although having already made 7 payment cycles by August 2014, is still developing many business processes and regarding registration, opening accounts and procedures over cash transfers. Some of these are raising untested policy questions that need to be resolved compatibly with GoK, DFID, and the broader parameters of the National Safety Net Programme (NSNP). The programme intends to shortly begin opening bank accounts for Group 2 registrants (for drought intervention - those not receiving regular transfers), although many Group 1 beneficiaries have not yet received payments for a variety of reasons.

NDMA needs to find a way to create efficient business processes for delivering cash transfers through a mix of commercial and development organisations, guided by government. At the same time continuous consensus building is required to create a programme model that conforms to the accountability needs of all implementing partners. Consensus building should be helped by the new governance structure and continued sharing of information through emails and meetings. Regular status updates on HSNP 2 milestones would help keep all partners apprised on progress, and help maintain a sense of common cause in programme delivery.

2.2 Position in NDMA

HSNP 2 is new programme within the National Drought Management Authority having previously been managed through Ministry of State for Development of Northern Kenya and Other Arid Lands (MSDNKAL) with delivery through several contract service providers. A new Programme Implementation and Learning Unit (PILU) has now replaced the HSNP 1 Secretariat and PILU has recently moved from the old secretariat offices to NDMA itself.

Early discussions with senior management revealed that NDMA are keen for the programme to be firmly positioned as an activity of NDMA. This means that the communication strategy should not only reflect the new home of the project through branding but also should be aware of the overall corporate communication objectives.

The HSNP 2 should therefore be portrayed within an overall context of building resilience for the poor communities of the arid north, as much as an emergency response mechanism. Insofar as HSNP 2 is a major programme of NDMA, it will contribute to raising its profile. The HSNP communication strategy should be compatible with NDMA positioning, messaging and branding.

The NDMA has county and sub-county offices. HSNP has recently recruited four County Coordinators (CCs) that work alongside the NDMA County team. The NDMA also has field staff at sub-county level that will be complemented by 12 HSNP sub-county coordinators. Thus the programme is integrated into NDMA at both national and country level government. In the long term this will help build capacity within NDMA to deliver pro-poor programmes without donor assistance.

New opportunities exist to make use of NDMA county and sub-county structures to support implementation of HSNP 2 in communities.

2.3 Interest from other organisations

The innovative features of HSNP 2 are already beginning to attract interest outside immediate implementation partners.

The programme has been designed with scale-up potential so that everyone can receive money during emergency. But there are other possibilities (yet to be tried out); the bank cards could also be used to issue relief items such as water, health care, etc. and for disaster preparedness. The bank card

system therefore has the potential to be used can be used in variety of ways and can offer channels for other organisations to deliver emergency support both in cash and in kind.

Also the MIS database can used in different ways, for HSNP purposes households are ranked by poverty for but could be ranked using other criteria.

Also HSNP operates through opening a regular bank account, this means that, in principle, beneficiaries are treated the same as other clients, they do not for example have to come to special centre on special day.

On the other hand HSNP 2 is still working through its own challenges in delivering cash transfers and so it may be premature to represent the programme as worthy of emulation .

Nonetheless HSNP is building a platform for scalable safety nets that can be used by other interventions.

There is significant interest by key stakeholders in HSNP's scalability component. Stakeholders are very interested in learning from the experience developed. The communication strategy should cultivate this interest without overselling the programme's capacity to deliver.

2.3 Political interest

Whereas HSNP Phase 1 attracted little scrutiny from MPs, revised targeting and financial contribution from the Government of Kenya, and the broadening of Phase 2 has led to vigorous representations from politicians seeking to increase resource allocation for their constituency. The outcome was a move from simple poverty based targeting as originally planned to a blend of poor and county-based allocation of cash transfers based on the CRA formula. Although this meant a more even spread of resources between the four counties, an effect was that the trigger point for receiving cash transfers now differs *between* counties.

These kinds of changes in programme methodology obviously create a challenge for presenting the programme to both beneficiaries and to stakeholders. For example targeting has now moved from modified CBT in phase 1, to combined CBT and PMT in phase 2. More recently in Moyale CBT and validation has now been agreed as way forward that will satisfy the Programme, local representatives and communities.

Politicians continue to make representations to the programme seeking to increase resource allocation to their constituency. This has had an impact at county level leading to delays in payments in Marsabit and Moyale. On the other hand, in Turkana, there appears to be political backing for HSNP with the county government already pledging further money to be distributed under the programme. Moreover Wajir County has expressed interest in allocating 100million to cash transfers for poor households not served by HSNP. The county administration has shown an interest in learning from HSNP on the best way to deliver the transfer.

HSNP clearly needs to ensure that its model is trusted and perceived to be fair and efficient, before other counties would consider putting extra county level resources through HSNP. However the risk is that counties / MPs will want money to be distributed evenly, rather than on poverty grounds.

HSNP can readily become contentious. Information about the programme therefore needs to be accurate and clear to avoid rumours and misunderstanding. The communication strategy must recognise that HSNP has to be sensitive and responsive to politics. This means the strategy must be sufficiently flexible to be able to take account of changes in methodology as the programme evolves.

Although resource allocation is not solely determined on a poverty based approach, the programme still needs to demonstrate how HSNP targets the poorest in each county, whilst at the same time creating the means to provide an emergency safety net for all. Because of the mix of targeting methodologies used it may be impossible to give a universal explanation of how targeting works in

detail. It may be better to simply say that the programme uses PMT as part of a package of criteria to determine who benefits regularly.

To help respond to understandable concerns, MPs can be reminded that the programme now reaches much further than the pilot phase. For example; all villages in all constituencies in the four counties now benefit from the programme, and the payments have increased too. Furthermore MPs could help the poor in their constituency by channelling more funds through the programme. County governments are more likely to be able support local communities by using devolved funds allocations.. However it has to be acknowledged that cash transfer programmes are always likely to attract political interest, since quite rightly MPs are concerned with numbers of beneficiaries in their constituencies. So given that the programme is always unlikely to fully satisfy their concerns the strategy needs to find alternative ways to engage their support by promoting other benefits such scale-up during emergencies. MPs can also be reminded that the programme design can easily change; in Phase 1 only a limited number of areas were targeted and the current programme has much wider reach.

2.4 County level implementation, perceptions and attitudes

The launch of HSNP 2 coincided with the establishment of County governments and increased devolution; as well as the establishment of new NDMA operational structures at county level, where NDMA staff are now working under the Ministry of Devolution. Despite these changes there is awareness at county level about the various issues that the new phase has brought with it, especially from the new HSNP County Coordinators who may have already worked on HSNP 1. In fact there is a realisation that HSNP 2 is not working as well as it could and indeed some disappointment about how phase 2 has been implemented. One officer pointed out that although HSNP is no longer a pilot, it doesn't seem to have learned from the lessons of phase 1. This undermines a message from phase 1 that lessons learnt in targeting would be addressed in phase 2.

In particular, PMT has created anomalies in targeting that county implementers find hard to defend to clients. County level workers in NDMA and the SPRs point that the use of PMT was not always sensitive to the livelihood strategies and opportunities of households. For example some very poor households had received basic household items from the Red Cross but then owning these same items impacted on the PMT score. Similarly if a beneficiary lived in a town, he might not be counted amongst the poorest but could very likely be destitute having lost all his livestock, and since his life as a pastoralist was no longer viable had no choice but to come to town to seek work.

All county level partners appear to be more comfortable with CBT combined with community validation and believe it gives more reliable results.

This all suggests that there needs to be more county level explanation before communication with communities begins. Field staff are an important source of knowledge about the realities of implementation of cash transfers, and their opinions need to be shown to be listened to, and their experience respected. HSNP 2 also needs to engage County government, and other development agencies at county level.

Until recently, HSNP 2 community mobilisation and sensitisation was largely carried out by HAI and its SPR partners, Equity Bank and NDMA at county level. To an extent this mobilisation and sensitisation appears to be compartmentalised with for example Equity Bank staff mainly concerned with the practicalities of opening an account, and this was not always done in sync with community sensitisation led by the SPRs.

However one responsibility of the newly appointed HSNP County Coordinators (who work alongside established NDMA County Drought Coordinators) will be to co-ordinate communications activities as part of the overall implementation of the programme at local level. As a focal point for all HSNP matters they will also be responsible for building support for HSNP across a county, this will include keeping county government informed, working with chief and sub-chiefs and engaging other NGOs working in the area. The community reach of HSNP in NDMA will also be enhanced by new HSNP sub-county coordinators based in sub-county NDMA offices.

SPRs, Equity Bank and county and sub-county co-ordinators all need to be aware of how the communication plans should be implemented. All need to be kept up to date with both the detail of programme implementation and the decisions that guide it.

2.5 Community context, perceptions and attitudes

The main underlying factors that pose communication and mobilisation challenges for the programme are:

- high illiteracy rates (up to 82% in Turkana)
- long distances between settlements, and between settlements to towns with banks
-
- a culture in some counties that limits the participation of women in civic activities
- conflict in some counties between tribal groups over pastures and water, allocation of limited resources
- a deteriorating security situation along the Somali border particularly affecting Mandera and Wajir Counties
- chronic poverty deteriorating periodically into famine causing disruption in communities
- mobile pastoralism that separates households into nomadic men and sedentary women

The strategy needs to take account of difficulties in accessing information for poor, remote communities with marginalised segments.

Additionally there are a series of issues related directly to implementing the programme.

Firstly, the HSNP 2 communication strategy needs to address the legacy of phase 1. This has created expectations in communities about what phase 2 will bring. For example, beneficiaries may treat the phase 2 payments that go into a bank account as if they were payments to a smartcard as used in phase 1. This results in withdrawing all money right away in case it gets taken back.

The benefits of having a free bank account are not fully realised.

Secondly, it is not always clear to phase 1 beneficiaries *why* they no longer benefit under phase 2 even though they are still as poor. This may be for any number of reasons including changing the selection methodology from purely community-based targeting to a mix of CBT and proxy means testing (PMT). The status of households may also have changed as they become relatively poorer or marginally more wealthy depending on local conditions and opportunities.

However when asked about why some households are not included both RCs and beneficiaries both appear to struggle to find any good reason at all. Instead community members may simply say that it is the choice of God, or a computer, whilst RCs explain the situation by saying that people were fortunate to be included in the first round and so should not worry about not being beneficiaries in the second. Evidently this is at odds with a rights based approach.

The differences between phase 1 and phase 2 *processes* have also impacted community understanding of the programme. In particular the lack of community validation of phase 2 targeting has left villagers at a loss to explain why some poorer or equally poor households have been excluded from regular payments. There is poor understanding of how PMT and CBT work together. However county level staff and community RCs both recognise that explaining the mix of CBT and PMT used in phase 2 would be very challenging.

These anomalies in the targeting, and the lack of obvious rationale lead communities to prefer phase 1 over phase 2, whilst at the same time being appreciative of what they do get.

RCs and communities need to better understand the rationale driving the programme. Even though the targeting procedure has been imperfect, HSNP 2 should continue to emphasise that it is designed

to assist everyone in times of extreme hardship but is targeted to help the extremely poor on a regular basis: "Communities you may not know can be even poorer than you."

Thirdly, because the programme is now working in all parts of the four counties this has created the impression that the programme is actually smaller. In fact the HSNP 2 is significantly larger than HSNP 1 but the effect at community level is to dilute coverage. RCs then rationalise this by saying that the donor/ government cannot afford to pay everyone.

HSNP 2 needs to demonstrate that although scaled-up it has also "scaled-out".

Fourth, HSNP 2 introduces pre-requisites for receiving payments that are not necessarily poor friendly, are not under the direct control of the programme. Notably to receive benefits requires opening a bank account, and that requires a new national ID card. These are issued from Nairobi by the National Registration Bureau (NRB). Households may either entirely lack the ID card, or the name given may not match with registration details due to alternative ways of spelling names. In both cases opening an account fails.

The end result of these kinds of process issues is that community frustration with HSNP 2 can easily increase.² Although the county and local outreach teams can solve some issues themselves or refer such problems onwards, they are currently unable to track cases ("complaints") very far; it is raised as a case in the project MIS and then "closed" when it is referred onwards.

The communities, the RCs, and county-level implementing partners need to access and be able to share clear information on registrants' current HSNP 2 status.³

To keep the confidence of beneficiaries and county level providers, the programme needs to make its operations less opaque.

Fifth, there are issues around introducing bank accounts into communities that are not always accustomed to using financial service providers like banks.

Communities may not have easy access to Equity agents or branches and so some beneficiaries believe that mobile money services (MPesa) might support them better. Also Equity Bank prefers beneficiaries use finger-print matching ("bios") rather than a PIN for making withdrawals and this restricts access to those unable to travel or find it difficult to access agents, as without a PIN getting someone to withdraw money on your behalf becomes difficult.⁴ Indeed although PINs are available on request, the communities may not be aware that this is an option. Discussions with elderly beneficiaries revealed that if a PIN were available they felt they may have trouble remembering a personal secret number. And given that many individuals are very trusting this may lead to sharing the PIN too readily.

Also there is a risk that opening of bank accounts for group 2 will lead some to think that all households will now be receiving regular payments.

Lastly there may be immediate problems with accessing money from agents due to connectivity problems (although Equity Bank is planning to give all agents a VSAT connection).

Options for making the process of cash withdrawal more accessible need to be publicised. The purpose of opening bank accounts for all households needs to be made clear.

² There have been some allegations that HSNP2 requires IDs to deliberately lock out some communities

³ Work on providing a local window into the MIS, with more detail on case management is in progress and will be provided in the next 3 months

⁴ Lodwar Branch of Equity Bank will accept a letter of explanation from a Chief, but local agents need bios or a PIN.

The second round of bank account openings is an opportunity to be prepare households to receive some money in emergency situation – it because is “there is a safety net” that all households are covered.

2.6 Beneficiary process communication opportunities

Most communication with communities is based on the process stages required to deliver payments to beneficiaries: sensitisation of the community, mobilisation for registration, registration itself, validation, opening of bank accounts, distribution of debit cards, and payments from agents on a regular cycle, rights and grievances. Delivery of this kind of process information is community based and depends on using pre-existing communication channels. Phase 1 made good use of community meetings — barazas⁵ — called by Chiefs for sensitisation and mobilisation. Phase 2 adopts much the same approach. It is important to recognise that this is a tried and tested method for reaching local people, and is well understood by all. It remains the main method for HSNP community communications but can be enhanced in a number of ways suggested below

The HSNP operations manual tries to ensure consistency in the delivery of information at public events by listing “key messages” that should be read out as if a script by each of the different parties. However local protocols and expectations need to be respected if the messages are to work, so there needs to be guidance on key points to be made rather than a prescriptive approach. A more portable and readily accessible format than the operations manual also needs to be used.

The Chief or Assistant Chief is the local point of contact between communities and the county administration, and his or her office is a place where communities can inspect notices including entitlement to HSNP payments. Communications about the programme must always go through the Chief’s office first. Chiefs hold a lot of authority and influence over the Communities and going through Chiefs to reach beneficiaries sends a message to communities that HSNP is a government led programme. The Chief’s office notice boards could also be used for programme posters. The application process for national ID cards also goes through the local Chief.

Not all the community may be reached through the barazas however, notably nomadic herders may be absent on the day such meetings are held. Non-sedentary peoples are always difficult to reach on a consistent basis, as they are often beyond daily contact, and in northern Kenya may be out of reach of radio and mobile phone networks. However the communications strategy can take advantage of individuals returning to villages from afar for food and supplies by encouraging households to pass the message on. Word of mouth is recognised as a powerful communication tool that works well in Northern Kenya whilst at the same time being prone to distortion over time as the source of the message become increasingly distant

Sharing of messages by word of mouth should be encouraged as way of accessing hard to reach communities but needs to be reinforced through mass media to help consistency.

Information sharing between households is in fact a normal part of everyday life, with, for example success at accessing a new cycle of transfers readily shared with a neighbour. Similarly if an individual does have a mobile phone this is commonly used as a point of contact to pass on information beyond the immediate owner.

RCs are more likely to have mobile phones than other community members, and all county level staff have mobile phones or even access to long-range radio transmitters that link the sub-location police stations together. Indeed NDMA county and sub-county staff has been encouraged to use Twitter to post live information about drought conditions.

⁵ A baraza is a community meeting called by the Chief or Assistant Chief for a variety of purposes, including public sharing of information. “Town” criers will announce the baraza to the village. In the OM a baraza is called for the purposes of informing beneficiary Households and non-beneficiary households of their status in addition to other processes (registration, card distribution, nomination and recruitment of RC committees), in the programme, key messages and next steps.

All the four counties have several local FM radio stations that reach at least some parts of the counties. They also have local (mostly weekly) newspapers. So although traditional sharing of information by word of mouth either in meetings or through conversation is the dominant and accepted method for public sensitisation, alternative, or rather supplementary, channels do exist. HSNP messaging need not stop at mobilisation, registration and card distribution; opportunities also exist during the collection of payments. For example the receipt provided when money is withdrawn from an ATM or POS could also include the remaining balance and the date of the next cash transfer, as well as the amount withdrawn. Other messages could follow in due course.

Equity Bank recognises the potential for messaging as part of a transaction, and has provided some bank account holders with a mini-guide to using their MasterCard at POS machines in agent stores. They have also suggested proving wallets for card storage. Both these could be used to provide further messages about the safe use of the card or how to best use the account itself.

Agents⁶ and branches both have signage or places for posters, and draft versions of posters have already been designed.

Equity Bank has its own in-branch TV “channel” that featured a HSNP documentary for Phase 1. This proved very popular when it showed local scenes that customers recognised.

The HSNP payment process consists of a series of transactions that starts with registration and ends with a payment transfer; each transaction is an opportunity for a communications message. The communication strategy needs to take advantage of and respect local methods of information sharing, and can bring consistency to communications through writing out the key points that need to be covered at the various process moments. These key points can be backed-up by using mass media and SMS and other print.

2.7 Rights, Complaints and Grievances communications

HelpAge International (HAI) is responsible for implementing the rights, grievances and complaints component of the programme. HAI works primarily through Right Committees. Rights Committees comprise a number of members (between 11- 13), each representing a Village, and a RC Chair.

RCs are local volunteer groups recruited by SPR Partners (HAI and other local NGOs) from communities who are trained on a variety of rights-related issues, including those related to the HSNP. RCs are responsible for informing Beneficiary and Non-Beneficiary Households of their rights and mechanisms for recourse under HSNP Phase 2. Some of these complaints can be resolved with on-the-spot information provision, other complaints (such as intra-household disputes) may need further support but can be resolved by one or several Rights Committee members. Complaints that cannot be resolved by the rights committee are documented in a logbook and forwarded to the County organisation responsible for the rights component. Again some complaints can be resolved at the county level, either by referring beneficiaries direct to the Equity Branch (for complaints related to lost cards, or the need for a PIN number), but others need to be referred to Nairobi. Although complaints which can be resolved at sub-location and county level can often be addressed quite rapidly, when the issue has to be referred upwards or to other authorities (in the case of ID cards) there can be significant delays. Currently it is not possible to track the status of a complaint once it is referred to another organisation (it appears as “closed” on the MIS).⁷ This means that complainants and support workers have no way of knowing what is happening to a case beyond lodging the initial complaint.

RCs form an important link between the community and the programme and need to have access to good quality and reliable information to share with villagers.

⁶ All permanent agent locations have an EB sign

⁷ Access to, and information available on the MIS is currently being improved. Equity Bank may make available limited accounts that do not require a valid ID card before opening.

According to the HAI communication strategy, HelpAge is responsible for implementing communications activities relating to two aspects of the programme:

1. Communication on use of complaints and grievances mechanism
2. Mobilisation for other HSNP activities undertaken by Equity Bank and NDMA

HelpAge intend to use the following approaches:

- **Word of mouth:** This involves communications and mobilization through HelpAge volunteers (100 individuals) Rights Committee members (c. 3,000 individuals) to talk to individuals who are the target of the communication and mobilization messages; to use religious institutions to pass messages; to use chiefs Barazas to pass the communications and mobilization messages.
- **Use of audio visual techniques:** HelpAge will use drama, puppets and sports to communicate programme messages mainly to the youth who do not attend Barazas or religious activities and yet are the largest number in the community.
- **Use of Radio:** HelpAge will use radio to communicate to all people within the three counties as radio is a trusted source of information and is listened to by opinion leaders who will then pass the information further to the intended targets.
- **Multiplier effect:** Most people who get the communication will typically pass it to five other people. As the chain of multiplier gets longer the message gets distorted. So while we will use the multiplier effect to pass the message, we will continuously reinforce the messages through Radio, original word of mouth and audio-visual activities.

HelpAge not only assists in the provision of face-to-face advice about HSNP issues, it also participates in barazas and intends to use mass media to sensitise communities. However the exact mechanism for production of HSNP message in conjunction with PILU and DMA is unclear. A communications guide for use in the field could guide face-to-face advice and set the framework for barazas and local media.

2.8 Other social protection schemes

The National Social Protection Secretariat is responsible for delivering four further safety net programmes, Orphans and Vulnerable Children Cash Transfer (CT-OVC); Older Persons Cash Transfer (OPCT); Persons with Severe Disabilities Cash Transfer (PWSD-CT), Urban Food Subsidy Cash Transfer (UFS-CT). Three very simple leaflets exist for the first three programmes.

The NSPS is in the process of developing a communication strategy for raising the profile of social protection. According to the strategy social protection is a relatively new idea within the Kenyan context and not yet well understood. The objectives of the twelve-month campaign are:

- Build and position Social Protection brand identity
- Raise awareness and increase demand for SP services and enhance sustainability efforts
- Avail sufficient information on projects to policy makers across sectors to enable integration at decision making level and increase support on SP Programmes.

The campaign is aimed at such as policy makers at national and county levels, the mass media and Community representatives, leaders, beneficiaries and international organizations and donors. It intends to use a mix of Internet, press, radio and TV and workshops.

HSNP is a significant component of a range of social protection measures now being implemented in Kenya, and also appears to have the most developed communications activities of any of the current schemes. The HSNP strategy should recognise that social protection is still a new idea for many in Kenya. There is an opportunity to demonstrate the potential for applying HSNP procedure and lessons in other social protection contexts. For example through the production of a documentary for national TV or through feature stories in national newspapers.

3. Communication Principles

Some general and programme-specific communication principles can be identified and should be followed when developing messages and materials.

- The overall guiding principle of communications activities is to first create understanding of HSNP goals and then encourage the audience to respond in a certain way. This means messages must be accessible, accurate, and have right level of detail for each target audience.
- The selection of communication activities thus depends on the functional needs of the programme. In every case, the strategic question to ask is “what would the programme like to happen as a result of the communication activity”. Usually this means that the target audience will be asked to do something (give support, register their details etc.) At that point a suitable communication channel or tool can be selected to achieve the desired result.
- Approaching communication activities in terms of desired results makes evaluation of communication impact much simpler. Success is measured in terms of results not completion of a task.
- A piece of information that is intended to have a desired result is a “key message”. The benefits of the result are “supporting information”. Details about what to do to access the service or information are “key points”. When writing and designing communication materials and planning activities is always a good idea to respect this hierarchy.
- It is usual in communication strategies to select multiple tools or channels to achieve the same result. For example radio messages are used to reinforce information that has already been given through public meetings. Where the process allows it is useful to ask target audiences which communications method was most influential in prompting an action. Getting feedback on communication activities helps determine where best to put resources in future: value for money.
- The HSNP 2 methodology, particularly around targeting is technically complex. Care should be taken when explaining these sorts of technical topics. It is not necessary to explain all features of the programme to all target audiences. The content of communications should be determined by what you would like to happen as a result of sharing information. Approaching message development this way helps edit and structure content. It also helps keep the language used as simple and clear as possible.
- HSNP 2 is still working out procedures and practices, particularly over the finer points of access to cash transfers. It is therefore likely that key points (rather than the core key messages) are likely to change. This means that materials should be designed so that particular details can be easily altered. For example printed material could be designed so that pages can be swapped out when it needs updating.
- Not all communication channels are equally good at conveying particular messages. Some key points in HSNP, particularly around process communications, are hard to explain verbally so some form of written messaging is inevitable. Care should be taken that the more complex messages are available at the right level and are accessible. For example it is better to place detailed written messages with RCs rather than villagers, as illiteracy is high amongst ordinary people.
- Messages need to be timely. HSNP 2 makes regular payments to group 1 beneficiaries, and they need accurate and timely information about when payments are released. Also HSNP will set deadlines on the take up of benefits through account opening. These dates need to be given well in advance.

- The strategy and plan are not a complete solution to communication needs, just a framework. They should be implemented in a flexible way; where communications opportunities arise they should be exploited, where an approach is shown to fail, it can be amended or even dropped.

4. Strategic Framework

This communication strategy is aligned with the three outputs of the HSNP 2 logical framework. As such it directly supports the implementation of the programme.

Additionally, the HSNP communication strategy also meshes with the corporate communication strategy developed by the NDMA, and encompasses communication activities already being undertaken by the programme implementation partners, HelpAge International and Equity Bank (with oversight from FSD).

The Communication Strategy consists of three components:

1. HSNP positioning, significance and impact
2. Implementation of cash transfers
3. Develop beneficiary trust and capacity in using HSNP 2 financial services

Component 1: *HSNP positioning, significance and impact* deals with the broader contribution that HSNP 2 can make towards national safety net programmes and emergent social security provision in Kenya. But it also has a local dimension in that it includes the dissemination of success stories between communities, and between counties. This component also includes branding of HSNP within NDMA and in relation to the basket of national safety net programmes.

Component 2: *Implementation of cash transfers* deals with specific information that core beneficiaries need to receive from local service providers such as Equity Bank and its agents, from community support workers managed by HelpAge through SPRs, and from the county level administration itself. This component includes mobilisation of communities and continued messaging about the detail of the disbursement process. Although the main focus of this component is on communities, the service providers also need to be supported in delivering accurate and useful messages about the payment process.

Component 3: *Develop beneficiary trust in using the HSNP 2 financial model* relates to realising the potential of the HSNP for communities, and making the HSNP bank account model a trusted instrument for savings as well as receiving cash transfers. It therefore relates to building resilience as well as servicing immediate needs. The component also includes explaining targeting decisions and how to raise cases (“complaints”) if things go wrong (and then being given status reports). Although, again, the main focus of this component is on communities, evidently the partners at county and community levels also need support in making sure that these kinds of messages are consistent and accurate, and that they have an overview of how project design decision fit into the overall approach.

Each of these three components has an objective as listed below in Table 1: Communication Strategy Framework.

The Communications Plan (§5) consists of a selection of communication activities that are designed to reach these communication objectives given the context described in the situational analysis (§2).

Table 1. Communication Strategy Framework

HSNP 2 Output in Log frame	Component	Communication Strategy Objective
HSNP is integrated into the broader National Safety Net Programme framework	1. Positioning, significance and impact	To develop an understanding of, and support for HSNP 2 as an effective way to target chronic poverty and combat acute threats to livelihoods in ASALs.
HSNP beneficiaries receive timely, predictable electronic cash transfers	2. Implementation of cash transfers	To support the cash transfer process for households in four targeted counties through consistent, timely and practical information on accessing HSNP payments.
Improved operation of HSNP 2 for the poorest in the 4 targeted counties	3. Develop beneficiary trust and capacity in using HSNP 2 financial services	To raise awareness of the beneficiary grievances and complaints procedure, user rights and opportunities.

As described in chapter 2, it is useful to formulate communication objectives in terms of what one would like the target audiences to do. This helps the development of key messages (KM) and secondary information (SI), the selection of media or communication channel, and finally in assessing impact.

Table 2: Communication Strategy, below, sets this out for each of the communication strategy components.

Key messages and secondary information are described generically to give guidance on what needs to be said for each component.

The media or communication channel has been selected for accessibility, and capacity to carry the message. To ease evaluation indicators have been selected for each component of the strategy rather than each activity. The project literature mentions conducting a beneficiary satisfaction survey, if required this can be designed to measure further dimensions of the communication strategy including changes in understanding of programme objectives, preferences for selection of media and so on.

Chapter 5, the Communications Plan takes the communication activities detailed in the strategy and breaks them down into tasks. It also gives an indication of when they should be implemented and by whom.

In general terms PILU will lead the implementation of component 1 “Positioning, significance and impact and will provide guidance to the programme implementation teams in the field for components 2 and 3.

Table 2: HSNP Communication Strategy

Component 1. Positioning, significance and impact				
<i>Objective: "To develop an understanding of, and support for HSNP 2 as an effective way to target chronic poverty and acute threats to livelihoods in ASALs"</i>				
Target audience	Desired result	Key Message / Secondary Information	Media / Channel	Indicators / source
Policy makers National administration NDMA (including counties) HSNP implementation partners (FSD, HAI, Equity) Donors INGOs County administration MPs	Increase understanding of and develop support for HSNP 2	<p>KM: HSNP2 deploys innovative ways to target extreme poverty in the north. These are the lessons we have learned ...</p> <p>KM: HSNP 2 builds on the pilot phase. It now covers most of the four counties. Under HSNP, all benefit when times are very bad, but the very poor benefit regularly because their lives are always tough.</p>	<ul style="list-style-type: none"> - HSNP print brochure setting out benefits, innovations and potential, and impact on individuals (with end FAQ section on how HSNP works) - HSNP website re-structured around main benefits, innovations and potential (with illustrative success stories), integrated into NDMA site - Quarterly electronic newsletter featuring practical examples of how HSNP benefits poor HHs across the 4 counties - HSNP email "newsflash" at each programme technical milestone and at every transfer cycle sent to updated email contact list - Briefs to, and presentations at national, regional and international meetings and SP conferences developed out of lesson learnt papers - Briefing papers and presentations to parliamentary committees and Kenyan MPs - Develop press understanding and support and organise national and county press coverage at critical moments using briefed journalists - Develop photo library for supporting press and website - Briefs to advocates for programme (factsheets on benefits) - Presence at open days and international awareness raising days (e.g. WFP events in counties, World Social Protection Day etc.) with banners, flyers. 	<p>Impact:</p> <ul style="list-style-type: none"> - Record engagement with using HSNP model in other contexts in reports - Media monitoring reports - Record political representations to programme in reports

			- Video on programme impacts
encourage use of HSNP MIS data to help plan distribution of long term and emergency aid	SI: HSNP 2 has developed a livelihoods database for every HH in Turkana, Marsabit, Wajir and Mandera. This database can help you plan your intervention.		- all media / channels above
political risks to programme are minimised by stressing how HSNP focuses on the very poor in all sub-locations	SI: HSNP is a programme that aims to reach the poorest in the Arid North by concentrating spending where it is most needed. Inevitably this means targeting. Household payments rise over the programme in line with prices and so provide a real safety net.		- all media / channels above
other projects consider using the HSNP payment mechanism to distribute targeted aid	SI: HSNP 2 is in the process of opening MasterCard debit accounts to every HH in 4 northern states, once in place, this can provide a direct way to help selected HHs.		- all media / channels above
other donors / govt. consider making further contributions using HSNP payment mechanisms	SI: HSNP 2 is a trusted and secure way to make cash transfers to poor HHs in the north. By channelling your resources through the HSNP mechanism you can be sure your money will go directly to beneficiaries.		- all media / channels above
HSNP 2 is recognised as a step forward from HSNP 1	KM: This is how, at community level, the HSNP 2 approach results in improved resilience		- all media / channels above (success stories integrated into brochure, website and newsletter)

		<p>so communities are better able to manage during drought. This is how other organisations have used the HSNP approach.</p>	<ul style="list-style-type: none"> - brief media with positive stories where local discontent with Phase 2 has been resolved and people have benefitted.⁸ - video on HSNP 2 for showing on “Equity TV” and national TV (can include critics of programme as well as advocates) - success stories on local FM-radio (mini-testimonials) 	
	<p>situate HSNP as a programme of the NDMA (together with others)</p>	<p>KM: HSNP is a programme of the NDMA, the lead organisation for building resilience in the ASALS</p>	<ul style="list-style-type: none"> - HSNP website placed as micro-site within NDMA - branding and visibility: text: “HSNP is a NDMA programme supported by UK Aid and Australian Aid” NDMA logo with HSNP logo / slogan “Ending Hunger, Protecting Assets” on all communications. Follow DFID and DFAT visibility guidelines for aid. 	

⁸ e.g. Saku, Moyale, Lafey

Component 2. Implementation of cash transfers				
<i>Objective: "To support the cash transfer process for households in four targeted counties through consistent, timely and practical information on accessing HSNP payments."</i>				
Target audience	Desired result	Key Message / Secondary Information	Media / Channel	Indicators /source
County and sub-county NDMA and HSNP staff Equity Branches & Agents HAI and SPRs RCs Communities in 4 counties including nomadic herders	All HHs register but expectations of receiving money are managed	<p>KM: HSNP 2 will provide regular cash payments to the poorest (give number) in this county. To access HSNP 2 you must register, and provide as many details as you can.</p> <p>In each county Phase 2 tries to help the poorest regularly, and can reach everyone if there is serious drought.</p>	<ul style="list-style-type: none"> - provider guide with key messages and secondary information about HSNP 2, including key points about what to say publically at each stage to support community mobilisation, sensitisation and implementation at barazas and in SPR/RC advice. Provider guide to include FAQs at end categorised by topic for reference. - local FM radio spots/announcements whenever communities need to be mobilised for process events (sample script in field guide) - communities encouraged to spread the message to neighbours and especially to herders away from the village (as individuals return for supplies) through poster / radio ad that demonstrates sharing information - CC, sub-CCs and RCs reiterate messages from barazas - Process update SMS texts to CCs, sub-CCs and RCs 	<p>Impact:</p> <ul style="list-style-type: none"> - record usefulness of provider guide through feedback form at each iteration - reports from county providers include communications dimension captured in template - % of beneficiaries who know programme objectives and entitlements from survey
	Dispel impression that targeting was arbitrary and that the programme has not scaled up.	<p>SI: Phase 2 covers all parts of the county. And although it is a bigger programme it is spread wider, so individual communities may have fewer beneficiaries this time. HSNP tries to make sure the poorest get the help they need by targeting payments. The list of regular beneficiaries is available at these places.</p>	<ul style="list-style-type: none"> - provider guide as above for use in barazas and RC advice - CC, sub-CCs and RCs reiterate messages from barazas 	

	<p>HHs use the HSNP bank account as the best place for their money</p>	<p>SI: Phase 2 is introducing a new way of making payments by using an Equity Bank MasterCard. Unlike the Phase 1 smart card the MasterCard means that money is deposited in a bank account like any other. It is safe there and can be left until you need it.</p>	<ul style="list-style-type: none"> - provider guide as above for use in barazas and RC advice - CC, sub-CCs and RCs reiterate messages from barazas 	
	<p>HHs use the right information provider to check their CT status</p>	<p>SI: Your new bank account card will be distributed once all your details have been entered into the system, and checked. There may be some delays while this happens but you will never lose any money you are entitled to. Your status is ...</p>	<ul style="list-style-type: none"> - provider guide as above for use in barazas and RC advice - CC, sub-CCs and RCs reiterate messages from barazas - status of HH posted on Chief’s office, and NDMA sub-county offices - poster showing visual difference between group 1 and group 2 cards (no photo on group 2 cards) 	
	<p>Card owners arrive at agents only when money is in their accounts</p>	<p>SI: Your next cash transfer will be after this date. The easiest way to get money is by using your bios but you can get a PIN if you need it.</p>	<ul style="list-style-type: none"> - message on cash withdrawal receipt - Equity Bank “using your card” mini-guide - local FM radio spots/announcements for emergency payments - communities encouraged to spread the message to neighbours and especially to herders away from the village (as individuals return for supplies) through poster / radio ad that demonstrates sharing information 	

Component 3. Develop beneficiary trust and capacity in using HSNP 2 financial services				
Objective: "To raise awareness of the beneficiary grievances and complaints procedure, user rights and opportunities"				
Target audience	Desired result	Key Message / Secondary Information	Media / Channel	Indicators / source
Communities in 4 counties including nomadic herders	An increased percentage of registrants are aware of their rights under the programme	KM: You may be concerned with an aspect of the HSNP process. You can raise your case with your local SPR/RC volunteer. If she can't solve your problem, they will advise on how it can be dealt with. Check back on the status of your case in x days (according to target for programme).	<ul style="list-style-type: none"> - provider guide as above for use in barazas, RC and Equity advice - process communications (barazas and at events) - T-shirts/badges for RCs with "HSNP 2" design - MIS accessible to provider organisations to show detail on all beneficiaries not only "complaints" - messages on withdrawal receipts 	<p>Impact:</p> <ul style="list-style-type: none"> - record usefulness of provider guide through feedback form at each iteration - reports from county providers include communications dimension captured in template
	Beneficiaries who find it difficult to access HSNP through bios are aware they are able to use a different method	SI: There are different ways to access your account, if using bios is not practical you can ask for a PIN	<ul style="list-style-type: none"> - provider guide as above for use in barazas, RC and Equity advice - process communications (barazas and at events) - Equity bank mini-guide revised to show PIN use 	<p>Increase of 37% (OPM baseline) to 65% of beneficiaries</p>
	More beneficiaries are aware that the HSNP 2 card account is more than just a smart card	KM: The HSNP account is a bank account like any other. Every HH in your county can have a free-to-use HSNP bank account. Once you have a bank account you can use it in many productive ways.	<ul style="list-style-type: none"> - provider guide as above for use in barazas, RC and Equity advice - messages on withdrawal receipts - messages on local FM-radio radio on cash transfer process including complaints and grievances - success stories on local FM-radio (mini-testimonials) - SMS feedback from CCs, s-CCs, CDCs, RCs and beneficiaries 	<p>aware of rights by programme end in MIS (understand roles and responsibilities, aware of rights to complain, aware of ID process) through survey</p>

5. Communications Plan

5.1 Positioning, significance and impact

Objective: “To develop an understanding of, and support for HSNP 2 as an effective way to target chronic poverty and acute threats to livelihoods in ASALs”

Communication Activity	Responsibility	Procedure	Priority	'14	'15	'16	'17	note
New TOR and deliverables for PILU Communication Specialist	PILU	develop with PILU TL and HDMA, update annually	H	Q4	
Programme identity	PILU / contract	develop “look”, create templates	M ⁹		Q1	used for project life
Website integration with NDMA	NDMA / PILU	HSNP site redirects to NDMA programme pages	M		Q1	used for project life
Website revision and redesign	PILU / contract	rework content for objectives/KM, use template	M		Q1	used for project life, update regularly
Website promote	PILU	update contacts, put on all business comms.	M		Q1	
HSNP newsflash	HSNP / PILU	milestone or event, use template, email out	H	Q4	
HSNP brochure write	PILU	structure text around KMs and SIs	M		Q1	Q1	...	used for project life, update bi-yearly
HSNP brochure design and print	PILU	use template, new photos, updated distribution	M		Q1	
HSNP newsletter write	HSNP / PILU	content impact and position, shared contribution	H	Q4	3 issues a year
HSNP newsletter design and print / email	PILU	use template, new photos, updated distribution	H	Q4	
Presentations to committees	NDMA / PILU	messages written by PILU, use template	M	as required
Participation in national forums	NDMA / HNSP	messages written by PILU, use template	M	as required
Participation in open days and events	NDMA / PILU		L	as required

⁹ VH = immediate, H = high, M = medium, L = low

Flyers	PILU	the programme in brief, use template	M	for events but useful at other times
Banners	PILU	follow programme look	L	as required
Promotional video on HSNP impact	HSNP / contract	commission from show reel, develop brief, outline script, 20 days shoot over 2 months, edit	L		Q3	to demonstrate successes to both stakeholders and beneficiaries
Build press understanding and support	NDMA / PILU	1-day workshop, programme briefing, news issues, support offered to journalists	M		Q1	builds a cadre of journalists that can cover HSNP in a knowledgeable way
Photo library developed	PILU / contract	commission from portfolio, develop brief, 20 days, non-continuous.	H	Q3	contract for around 20 days to provide images for all publicity
Simple posters on impact	PILU	design uses documentary photo, series of three, mini stories	M		Q2	for use in range of contexts

5.2 Implementation of cash transfers

Objective: “To support the cash transfer process for households in four targeted counties through consistent, timely and practical information on accessing HSNP payments.”

Communication Activity	Responsibility	Procedure	Priority	'14	'15	'16	'17	note
<i>NDMA / PILU Communications</i>								
Communication field guide with FAQs	PILU	refine key points and FAQs from strategy, use template, ring bound, glossy paper	VH	Q3	develop and update for project lifetime
Process Communications	NDMA / PILU	barazas and smaller meetings with support from Communication field Guide	VH	Q3	already being used, update implementation for group 2
HSNP worker T-shirt	PILU	design, Swahili slogan	M		Q1	field recognition
HSNP ID	PILU	HSNP badge with state name	M		Q1	field recognition
SMS to county implementation partners	PILU	set up MIS for sending SMS, short code rent and gateway for replies	M		Q1	more urgent if needed for drought relief
“sail flags”	PILU	portable ground banner design	M		Q1	can be used for project life
Simple posters on impact	PILU	as above	M		Q2	for use in range of contexts
<i>Equity Bank Communications</i>								

Process communications	PILU/ FSD / EB	as above	VH	Q3	already being used, update implementation for group 2
HSNP worker T-shirt	PILU	as above	M		Q1	field recognition
HSNP ID	PILU	as above	M		Q1	field recognition
Flags for vehicles	PILU / EB	design, print	M		Q1	field recognition
Stickers for vehicles	PILU / EB	design, print	M		Q1	field recognition
Bank card support print and wallets	FSD / EB	in place already, monitor and improve	M		Q2			update current print and ensure all card users have a copy
Posters at banks, in agents	FSD / EB	design uses documentary photo, series of three, mini stories	M		Q2	
Messages on withdrawal receipts	FSD / EB / PILU	investigate possibility, plan series of messages	M		Q2	plan messages for duration of project
<i>HAI communications</i>								
Process communications	PILU/ HAI	barazas and smaller meetings	VH	Q3	already being used, update implementation for group 2
Radio spots	PILU / HAI	refine messages from strategy, book time, write, record	VH	Q3	use for group 2 bank account mobilisation, add further messages for project duration
Flags for vehicles	PILU / HAI	design, print	M		Q1	field recognition
Stickers for vehicles	PILU / HAI	design, print	M		Q1	field recognition
HSNP worker T-shirt	PILU	design, Swahili slogan	M		Q1	field recognition
HSNP ID	PILU	ID card printer, supplies, digital camera	M		Q1	field recognition
Local traditional entertainment	PILU / HAI	give challenges and solutions as brief to troupe	M		Q3	how best to use your money ...

5.3 Develop beneficiary trust and capacity in using HSNP 2 financial services

Objective: “To raise awareness of the beneficiary grievances and complaints procedure, user rights and opportunities”

Communication Activity	Responsibility	Procedure	Priority	'14	'15	'16	'17	note
<i>NDMA / PILU communications</i>								
Communication field guide with FAQs (as in 5.2)	PILU	refine key points and FAQs from strategy, use template, ring bound, glossy paper	VH	Q3	develop and update for project lifetime
Process communications	NDMA / PILU	barazas and smaller meetings with support from Communication field Guide	VH	Q3	already being used, update implementation for group 2
Simple posters on impact	PILU	as above	M		Q2	
SMS feedback gateway	PILU	contract through mobile operator	M		Q2	create feedback number for beneficiaries to comment on programme, publicise widely
<i>Equity Bank Communications</i>								
Process communications	PILU/ FSD / EB	barazas and smaller meetings with support from Communication field Guide	VH	Q3	already being used, update implementation for group 2
Messages on withdrawal receipts	FSD / EB / PILU	investigate possibility, plan series of messages	M		Q2	plan messages for duration of project
Bank card support print and wallets	FSD / EB	in place already, monitor and improve	M		Q2			update current print and ensure all card users have a copy
<i>HAI Communications</i>								
Process communications	NDMA / HAI	barazas and smaller meetings with support from Communication field Guide	VH	Q3	already being used, update implementation for group 2
Local traditional entertainment	NDMA / HAI	give challenges and solutions as brief to troupe	M		Q3	how best to use your money ...
RC interaction with clients	HAI	use communication field guide as information source	VH	Q3	develop and update for project lifetime

Radio spots on process / rights	HAI / PILU	refine messages from strategy, book time, write, record	VH	Q3	use for group 2 bank account mobilisation, add further messages for project duration
Simple posters on rights	HAI / PILU	design uses documentary photo, series of three, mini story	M		Q2	for use in range of contexts

6. Resources

6.1 Human Resources

The communication strategy will be implemented by the HSNP partners with direction and support from PILU. Community mobilisation, sensitisation and awareness raising is the joint responsibility of HAI and its SPRs, Equity Bank, NDMA county staff and the HSNP county level staff.

Equity Bank has its own communications unit that produces materials for the entire bank including its HSNP contract. Under the strategy the bank will continue to produce materials in consultation with PILU and the other core partners.

Similarly, HAI will commission its own communication materials but again with support from PILU.

PILU has a full time communications specialist who has experience of working on Phase 1 of HSNP, including developing print and web materials, supporting process communications and dealing with the mass media. To assist the rapid implementation of this revised strategy, it is intended to engage complementary short-term consultants to: a) develop the new communications field guide including FAQs and new messages, b) provide templates for publications and rework the HSNP website in line with NDMA, c) develop a new photo library. The draft ToRs are provided in Annex A.

6.2 Budget estimates

The following table provides estimates for implementing the strategy up to the financial year 16/17.

It is intended that the implementing partners such as Equity Bank and HAI fund some of the communication activities for component 2 and 3 from their own budgets, supported through DFID and DFAT. NDMA has indicated that it will fund the PILU components.

Consultancy fees will be met through DFID / DFAT support to HSNP.

Annex A: Terms of Reference for consultants

1. Communications Consultant

Background to HSNP2:

HSNP2 is a Government of Kenya initiative delivering regular cash transfers to selected poor households in four counties in Northern Kenya: Marsabit, Mandera, Turkana and Wajir. In 2014, HSNP2 will expand its coverage to provide regular cash transfers, in the first place to provide bi-monthly transfers to 100,000 households through accounts held at Equity Bank. In addition, it will also expand to a further 274,000 households in order that they can be assisted during periods of drought.

The Programme Implementation and Learning Unit (PILU) manages the day-to-day implementation and oversight of HSNP2, working closely with the NDMA, DFID, HelpAge International (HAI), Financial Sector Deepening (FSD) Kenya and Equity Bank. PILU ensures coordination and builds capacity within Government of Kenya structures.

PILU ensures the effective management of HSNP 2 in conjunction with the National Drought Management Authority (NDMA), and builds capacity in Government of Kenya (specifically the NDMA) to implement HSNP 2 within its own structure by 2017.

HSNP2 is supported financially by GoK, DFID (UK) and DFAT (Australia).

Background to the ToR:

HSNP2 has developed an effective and targeted Communications Strategy, and a plan for its implementation is at its inception stage. The Communications Strategy is critical to building the political capital and public acceptance, participation and understanding that HSNP2 requires to operate in the field and to build support for future continuation. HSNP2 Communication Strategy aims at complimenting the NDMA Communication Strategy that is already in place.

Communications has been considered at every level of the programme with clear and measurable objectives and outputs developed for each. Appropriate messages will be developed at each stage of the project cycle, consistent with the HSNP2 Operations Manual (which describes national and field level project cycle activities). HSNP2 communications will constantly be adapted to reflect knowledge gaps and respond to misunderstandings. The NDMA County Staff, other implementing partners such as HelpAge International and Equity Bank staff will be involved, so they are fully attuned to and trained on the HSNP Communications Strategy.

HSNP2 beneficiaries who are the primary audience will actively be engaged to ensure their experiences and understanding is passed onto their peers. Most beneficiaries will hear of HSNP in the first instance by word of mouth or at public meetings.

HSNP2 Communication components and objectives:

- **Component 1: Positioning, significance and impact.**

Objective: *To develop and understand of, and support for HSNP2 as an effective way to target poverty and acute threats to livelihoods in ASALs.*

- **Component 2: Implementation of cash transfers**

Objective: *To support cash transfer process for households in four targeted counties through consistent, timely and practical information on accessing HSNP payments.*

- **Component 3 : Develop beneficiary trust and capacity in using HSNP2 financial model**

Objective: *To raise awareness of the beneficiary grievances and complaints procedure, user rights and opportunities*

HSNP2 Target audiences include:

- *County and community level:* County Government, Members of Parliament, Chiefs, Assistant Chiefs, point of sale vendors, registrars, HSNP2 beneficiaries and the general public;
- *HSNP implementation partners:* HSNP-PILU including County Coordinators, implementing partners such as FSD Kenya, Equity Bank and HelpAge International);
- *National and International:* NDMA, Relevant GoK, UK and Australian Ministries;
- *External:* Other across GoK (NSNP, Ministry of Devolution and Planning, Treasury, NRB, and the International development community, DFID and other donors, etc.

The Communications Strategy will use media and channels that include:

- *Information materials:* newsletters, pamphlets/flyers, posters, stickers, photos, maps produced in English, Swahili and major local languages (where possible) across the four Counties;
- *Meetings and events:* public barazas, community theatres, public exhibitions;
- *Media:* National TV and Community radio, social media (website, twitter, blog), newspapers;

Use of materials and medium suitable for target populations in Northern Kenya.

1.0 Duration:

Between September 2014 and December 2014, number of days: 40.

NB HSNP2 is holding a 5-day training event anticipated to take place 3rd week of September 2014. This would be an ideal event for the Communications Consultant to participate in, in order to understand the HSNP2 better, be introduced to some key HSNP2 staff and implementing partners, as part of the implementation of Communication plan.

2.1 Scope of Work

The Communications Consultant will work closely with the Communication Specialist- HSNP PILU staff in the implementation of the Communication Plan. The scope of the Consultant's services includes but is not limited to assisting in the following:

- Developing communication field guide booklet for use by implementing partners (National and County), NDMA County Staff, Rights Committee members, Chiefs and Assistant Chiefs;
- Developing key messages and FAQs that cut across the project cycle (*registration, targeting, validation, payments, complaints and grievances, MIS, M&E and Governance*);
- Developing of content for use in the different channels that include- communication products (*newsletters, brochures, fliers, posters*) and platforms such as website, blog, open days. Content will be on programme's benefits, innovations and opportunities to enhance knowledge and understanding;
- Compiling messages for use in newsflash, print media and dissemination through County Community radio;
- Preparing information packs (fact sheets, policy briefs, communication products) for sharing with policy makers, MPs, INGOs, Mass Media;
- Updating the media contact database and distribution lists of communication products;

The Consultant will be required to interface constructively with the other partners delivering on this programme.

2.2 Outputs

The required outputs will include, but may not be limited to:

- a. Communication Field Guide
- b. Updated Key messages and FAQs
- c. Communication products

- d. Updated media contact database and distribution lists (journalists, parliamentarians, INGOs, GoK)

2.3 Location of Work

The Communications Consultant will be based in Nairobi, Kenya. The work will include travel to the HSNP2 programme operations area, i.e. the counties of Turkana, Marsabit, Wajir and Mandera.

2.4 Lines of reporting

The Consultant will report to the HSNP-PILU Team Leader, (Ric Goodman) and should collaborate closely with the NDMA Communications Team.

2. Website and Graphic designer

Background to HSNP2:

HSNP2 is a Government of Kenya initiative delivering regular cash transfers to selected poor households in four counties in Northern Kenya: Marsabit, Mandera, Turkana and Wajir. In 2014, HSNP2 will expand its coverage to provide regular cash transfers, in the first place to provide bi-monthly transfers to 100,000 households through accounts held at Equity Bank. In addition, it will also expand to a further 274,000 households in order that they can be assisted during periods of drought.

The Programme Implementation and Learning Unit (PILU) manages the day-to-day implementation and oversight of HSNP2, working closely with the NDMA, DFID, HelpAge International (HAI), Financial Sector Deepening (FSD) Kenya and Equity Bank. PILU ensures coordination and builds capacity within Government of Kenya structures.

PILU ensures the effective management of HSNP 2 in conjunction with the National Drought Management Authority (NDMA), and builds capacity in Government of Kenya (specifically the NDMA) to implement HSNP 2 within its own structure by 2017.

HSNP2 is supported financially by GoK, DFID (UK) and DFAT (Australian).

Background to the ToR:

HSNP2 has developed an effective and targeted Communications Strategy, and a plan for its implementation is at its inception stage. The Communications Strategy is critical to building the political capital and public acceptance, participation and understanding that HSNP2 requires to operate in the field and to build support for future continuation. HSNP2 Communication Strategy aims at complimenting the NDMA Communication Strategy that is already in place. HSNP website www.hsnp.or.ke is one of the key media identified for disseminating programme's information to the target audience. The current website needs to be restructured for effective delivery of the communication strategy. The restructured website will complement NDMA's website www.ndma.go.ke in branding and visibility since HSNP2 is delivered under the management of NDMA, Ministry of Devolution and Planning.

HSNP website and communication products such as newsletters, brochures, posters, banners and fliers will be used to deliver Communications that has been considered at every level of the programme implementation. The website will constantly be updated with comprehensive, relevant, accurate and timely information on HSNP2 to enhance knowledge and understanding of the target audience.

HSNP2 Communication components and objectives:

- Component 1: Positioning, significance and impact.

Objective: *To develop and understand of, and support for HSNP2 as an effective way to target poverty and acute threats to livelihoods in ASALs.*

- Component 2: Implementation of cash transfers

Objective: *To support cash transfer process for households in four targeted counties through consistent, timely and practical information on accessing HSNP payments.*

- Component 3: Develop beneficiary trust and capacity in using HSNP2 financial model

Objective: *To raise awareness of the beneficiary grievances and complaints procedure, user rights and opportunities*

HSNP2 Target audiences include:

- *County and community level: County Government, Members of Parliament, Chiefs, Assistant Chiefs, point of sale vendors, registrars, HSNP2 beneficiaries and the general public;*

- *HSNP implementation partners:* HSNP-PILU including County Coordinators, implementing partners such as FSD Kenya, Equity Bank and HelpAge International);
- *National and International:* NDMA, Relevant GoK, UK and Australian Ministries;
- *External:* Other across GoK (NSNP, Ministry of Devolution and Planning, Treasury, NRB, and the International development community, DFID and other donors, etc.

The Communications Strategy will use media and channels that include:

- *Information materials:* newsletters, pamphlets/flyers, posters, stickers, photos, maps produced in English, Swahili and major local languages (where possible) across the four Counties;
- *Meetings and events:* public barazas, community theatres, public exhibitions;
- *Media:* National TV and Community radio, social media (website, twitter, blog), newspapers;

Use of materials and medium suitable for target populations in Northern Kenya.

1.0 Duration:

Between September 2014 and October 2014, number of days: 20.

2.1 Scope of Work

The Website and Graphic designer will work closely with the Communication Specialist- HSNP PILU staff in the restructuring of the website and design of templates for HSNP communication products. The scope of the website and graphic design includes but is not limited to the following:

Re-structuring of HSNP Website with the following:-

- a. Content:
 1. Home page- introduction of HSNP, programme brochure, links for latest news, online newsletter, HSNP data request form, NDMA website, logos (GoK, UKaid and DFAT);
 2. About HSNP: objectives, expected results, impact, context, governance structure;
 3. Programme activities: registration, targeting, validation, payments, rights, MIS, M&E, capacity building, scaling up;
 4. Publications: communications products, media briefs, press releases, surveys/ reviews/ monitoring/ evaluation reports, policy briefs- to showcase innovations and opportunities;
 5. Gallery: photos showcase programme's activities, success stories, innovations;
 6. Contact us: feedback online form info@hsnp.or.ke
- b. System features:
 1. Compatibility – The web site will fully work in multiple browsers (and browser versions) can and also involve creation of multiple versions of code/pages. The fully functional HSNP website should work in:
 - Microsoft® Internet Explorer versions 5 and up
 - Netscape Navigator/Communicator version 4 and up
 - Mozilla Firefox version 1.0 and up
 - Opera
 2. Content Management System – to allow the system administrator change images and content of the website.
 3. Subscription Module- To allow the users subscribe for updates on the website and also allow HSNP send updated to registered users.
 4. News and Events Module- Manage, display and group news. This will list news titles that lead to a detailed page. News to be categorized in current and defined archives.
 5. Project Module- To manage, display and group HSNP projects. This will list project titles that lead to a detailed page. Projects to be categorized in current and defined archives
 6. Photo Gallery Section: for users to view
 7. Google Analytics will be used to provide web site statistics.
 8. Site Map to allows the website structure to be displayed on any page.
 9. Online Forms- contact forms/enquiry/feedback: built in forms to provide an easy way for interested users to contact HSNP through info@hsnp.or.ke .

10. Online newsletter- provide a quick way of disseminating information to subscribers.
11. FAQs- organized and searchable lists of answers
12. Built in Search Engine
13. Download section- help users gain access to and download documents such as newsletters, reports, HSNP2 data request form.
14. Blog- will contain posts such as publications, articles, survey reports and other posts for target audience.
15. Colour Scheme: similar to the NDMA's website www.ndma.go.ke

The Consultant will be required to interface constructively with NDMA Communications team.

2.2 Outputs

The required outputs will include, but may not be limited to:

- a. A fully functional HSNP website
- b. Design templates with a brand for HSNP newsletters (hard copy and online), brochures, flyers, banners, posters and guide booklets.

2.3 Location of Work

The website and graphic designer will be based in Nairobi, Kenya.

2.4 Lines of reporting

The Consultant will report to the HSNP-PILU Team Leader, (Ric Goodman) and should collaborate closely with the NDMA Communications Team.

3. Professional Photographer

Background to HSNP2:

HSNP2 is a Government of Kenya initiative delivering regular cash transfers to selected poor households in four counties in Northern Kenya: Marsabit, Mandera, Turkana and Wajir. In 2014, HSNP2 will expand its coverage to provide regular cash transfers, in the first place to provide bi-monthly transfers to 100,000 households through accounts held at Equity Bank. In addition, it will also expand to a further 274,000 households in order that they can be assisted during periods of drought.

The Programme Implementation and Learning Unit (PILU) manages the day-to-day implementation and oversight of HSNP2, working closely with the NDMA, DFID, HelpAge International (HAI), Financial Sector Deepening (FSD) Kenya and Equity Bank. PILU ensures coordination and builds capacity within Government of Kenya structures.

PILU ensures the effective management of HSNP 2 in conjunction with the National Drought Management Authority (NDMA), and builds capacity in Government of Kenya (specifically the NDMA) to implement HSNP 2 within its own structure by 2017.

HSNP2 is supported financially by GoK, DFID (UK) and DFAT (Australia).

Background to the ToR:

HSNP2 has developed an effective and targeted Communications Strategy, and a plan for its implementation is at its inception stage. The Communications Strategy is critical to building the political capital and public acceptance, participation and understanding that HSNP2 requires to operate in the field and to build support for future continuation. HSNP2 Communication Strategy aims at complimenting the NDMA Communication Strategy that is already in place.

The Communication strategy has identified the need for high quality photographs for use in illustrating programme activities, innovations and opportunities. Photographs will be used to positively influence the perception of target audience on the programme by their use on communication products, HSNP and NDMA websites, and the media.

Photos will also be used to engage HSNP2 beneficiaries who are the primary audience by capturing their stories and experiences. Thus, there is a need for developing high quality photos that portray the different aspects of the programme.

HSNP2 Communication components and objectives:

- **Component 1: Positioning, significance and impact.**

Objective: *To develop and understand of, and support for HSNP2 as an effective way to target poverty and acute threats to livelihoods in ASALs.*

- **Component 2: Implementation of cash transfers**

Objective: *To support cash transfer process for households in four targeted counties through consistent, timely and practical information on accessing HSNP payments.*

- **Component 3 : Develop beneficiary trust and capacity in using HSNP2 financial model**

Objective: *To raise awareness of the beneficiary grievances and complaints procedure, user rights and opportunities*

HSNP2 Target audiences include:

- *County and community level: County Government, Members of Parliament, Chiefs, Assistant Chiefs, point of sale vendors, registrars, HSNP2 beneficiaries and the general public;*

- *HSNP implementation partners:* HSNP-PILU including County Coordinators, implementing partners such as FSD Kenya, Equity Bank and HelpAge International);
- *National and International:* NDMA, Relevant GoK, UK and Australian Ministries;
- *External:* Other across GoK (NSNP, Ministry of Devolution and Planning, Treasury, NRB, and the International development community, DFID and other donors, etc.

The Communications Strategy will use media and channels that include:

- *Information materials:* newsletters, pamphlets/flyers, posters, stickers, photographs, maps produced in English, Swahili and major local languages (where possible) across the four Counties;
- *Meetings and events:* public barazas, community theatres, public exhibitions;
- *Media:* National TV and Community radio, social media (website, twitter, blog), newspapers; Use of materials and medium suitable for target populations in Northern Kenya.

1.0 Duration:

Between September 2014 and October 2014, number of days: 20.

2.1 Scope of Work

The Professional Photographer will work closely with the Communication Specialist- HSNP PILU staff the development of HSNP Photo Bank. The scope of the photographer's work includes but is not limited to the following:

- Developing a work plan on how s/he will deliver the assignment;
- Advising on how best to capitalise in the use of the photos in enhancing visibility;

Key areas to be covered through photography include but not limited to:

- **Community participation** such as:- public barazas, bank account opening, card distribution etc;
- **Transfers:** payment at the agents, beneficiaries showcasing their cards and cash, payment devices (POS, satellite dishes)
- **Use of cash:** beneficiaries buying basic goods, children with uniforms and books, asset retention and accumulation (shoats, purchase of donkeys for carrying goods), wealth creation (table shops etc), improved homesteads (purchase of iron sheets, doors, renovating or building of new manyattas)
- **Images of HSNP beneficiaries:** profiles of men, women and children of different cultural background, age and livelihoods.
- **Complaints and grievance:** RC members holding discussions, engaging with beneficiaries, NDMA, implementing partners;
- **County Governance:** capture CTWG meetings, NDMA staff engaging with beneficiaries; Chiefs/ Assistant chiefs mobilizing; County leaders addressing HSNP communities; trainings on different aspect of the programme at the County;
- **Programme branding:** images of posters and other branded materials at agent shops, County offices, on beneficiaries (Visa cards);
- **Context:** the environment in which the programme is implemented (ASALs, infrastructure, villages, climate conditions, markets, livelihood, and other unique and interesting features).

The Consultant will be required to interface constructively with the NDMA County staff and other partners delivering on this programme.

2.2 Outputs

The required outputs will include, but may not be limited to:

- a. High resolution full colour photographs on CD (RAW AND JPEG)
- b. All photos have to be indexed for cross- referencing

2.3 Location of Work

The Professional Photographer will be based in Nairobi, Kenya. The work will include travel to the HSNP2 programme operations area, i.e. the counties of Turkana, Marsabit, Wajir and Mandera where s/he will be accompanied to the field by the respective HSNP County Coordinator, staff from the NDMA and implementing partners. The County staff will facilitate and ensure that all the essential images are captured.

2.4 Lines of reporting

The Consultant will report to the HSNP-PILU Team Leader, (Ric Goodman) and should collaborate closely with the NDMA Communications Team.