

Department of Agriculture
Philippine Rural Development Project

Operations Manual

Information, Advocacy, Communication
and Education (InfoACE) Unit

under the
I-SUPPORT COMPONENT

As of May 2023

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I. Introduction

A. Rationale

A strategic information, education, communication (IEC) and advocacy system has been proven to be vital in the successful implementation of development projects. This realization came out as part of the recommendations drawn from the lessons learned from the implementation of the Philippine Rural Development Project (PRDP). As stakeholders gain a more comprehensive understanding of the program and its processes, they become more engaged, actively and creatively dealing with implementation issues at the ground level.

In its nine years of implementation, encompassing the Original Loan, First Additional Financing (AF1) in 2018 and Second Additional Financing in 2021, the PRDP has gained a wealth of experience from its engagement with various partner agencies and has become a viable platform for engagement with local government units (LGUs). In the scaling-up of the PRDP, the InfoACE Unit will further intensify its existing efforts in promoting the project and documenting its implementation. It will also introduce new and improved strategies such as the conduct of information caravans, a shift in focus on human interest, vernacular writing at the regional level, the adaptation of new avenues of content creation and intensified Project branding.

As the primary image builder of the Project, the InfoACE Unit performs a communication thrust that fosters active involvement of stakeholders, a process that would eventually change their attitude—that is, rising from the culture of passivity to assuming roles, small or big, in the implementation of the Project. This change in attitude can only be achieved through well-planned and sustained IEC and advocacy activities.

To make its efforts more relevant to its long-term communication goals and similarly to the Project's development objectives, the InfoACE Unit captures the PRDP's implementation beyond hard data, facts and figures. It endeavors to put a human face on the process and impact of implementation through success stories published and broadcast on various local and national platforms, including online media.

The PRDP also introduces a number of new approaches and tools in rural development work that may be adopted by institutional stakeholders, specifically local government units (LGUs) and the Department of Agriculture (DA) bureaucracy. It is then vital that an education program be put in place to focus on the development, packaging and dissemination of materials and training activities that will guide relevant stakeholders in utilizing and adopting these approaches and tools.

As a project operating on a national scale, IEC and advocacy activities should be carefully planned and implemented. With such large-scale operations, the InfoACE Unit

needs to adopt a mix of bottom-up and top-down approaches to pursue its strategic direction. To reflect the diversity of regions covered by the Project, the Regional Project Coordination Offices (RPCOs) shall be the centers of information sources in terms of immediate dissemination with the assistance of the LGU Infoace focal person/s. While there is an InfoACE Unit at the National Project Coordination Office (NPCO), effective communication strategies at the PSO level would be there to ensure that all communication activities and materials cover cluster-wide coverage.

This Operations Manual spells out the strategies and processes inherent in the delivery of functions, roles and responsibilities of the InfoACE Unit cascading from the national to the cluster and regional support offices. It also includes discussions on the working arrangements and requirements of the unit with other components and units of the PRDP. This manual is a comprehensive document for use by InfoACE staff and a ready reference material for other components and units requiring the services of the unit in implementing communication and advocacy activities under the project.

B. Unit Goals, Objectives and Outcomes

The Unit aims to:

1. Provide an active role in the planning and execution of information, education, advocacy and communications requirements of the various components of PRDP from pre- to post-implementation stages of various subprojects;
2. Establish a network of InfoACE partners from local government units, government line agencies and government and private media in the formulation and execution of a unified regional information, education and advocacy agenda;
3. Develop, conduct and distribute various IEC and advocacy materials on PRDP policies, guidelines and implementation issues including popularized technical information on value chain and climate change adaptation using identified communication approaches and media platforms;
4. Document and promote the project's progress and impacts through news and success stories to demonstrate value and educate stakeholders about the outcomes of the project. This is also an effective and efficient way of providing the "human face" of the project where a positive change in the lives of the beneficiaries including "best practices" of stakeholders will be emphasized.

At the end of the Project, the InfoACE would have:

1. Contributed to social mobilization activities and strengthening transparency and accountability mechanisms in the implementation of various projects of the different components of PRDP;

2. Organized a core of regional and provincial core of advocates and institutionalized mechanisms for partnership collaboration in the advancement of information, advocacy, communication and education requirements of implementing and cooperating agencies, LGUs, peoples organizations and other stakeholders of the Project;
3. Developed a sufficient number of information, education, advocacy and communication materials such as primers, manuals, audiovisual and others that would support the implementation projects under the different components of PRDP; and
4. Documented and published success stories that will capture the impact of the project among its beneficiaries and communities and heighten stakeholders' and the public's appreciation and understanding of the government's investments in rural development programs.

C. Conceptual Framework

1. IEC and Advocacy: Its purposes and utilization

Information, education and communication or IEC can be defined as “a planned process of interventions which combine informational, educational, and motivational messages aimed at achieving measurable knowledge, attitude and behavior changes among a group of well-defined target audiences through the use of a variety of communication channels.”

IEC seeks to change individual knowledge, attitudes and ultimately behavior, and through intervention, influences the beliefs, values and socio-cultural norms of the community, whereas advocacy seeks to change laws, policies and programs to improve the enabling environment.

2. Difference of IEC from Advocacy

1.1 The output of advocacy efforts is a change in a specific law, policy or program, whereas the output of IEC interventions is a change in the behavior of the individual community members.

1.2 The objectives in undertaking advocacy go further than for IEC in that advocacy sets out to achieve changes, whereas in undertaking IEC, it is assumed that by fully informing and educating individuals, changes will eventually occur.

1.3 Advocacy, as a process, seeks to create support, strengthen that support through consensus building, and foster a favorable climate and supportive or enabling environment for rural development. It aims to win support from various stakeholders other than the project clientele/beneficiaries.

| Level/Parameter | IEC | Advocacy |
|--|---|--|
| Goal/output | Change in people's knowledge | Change in public policy and program |
| Target audience | Individuals, couples, and families | Policymakers, political and religious leaders, program managers and decision-makers at different levels of administration and management, etc. |
| Communication process | Creating awareness, providing knowledge, changing attitudes, changing practices | Creating awareness, providing knowledge, changing attitudes, changing practices, policies and programs |
| Levels of communication | Interpersonal, group and mass communication | Interpersonal, group and mass communication |
| Communication strategies/channels/activities | Coaching/Mentoring, lectures, seminars, workshops, theatre/stage presentations, print, radio, TV and film, etc. | Political lobbying, dialogues, fora, conferences, building alliances with other sectors, including mass media networking, etc. |
| Materials | Comics, posters, brochures, flipcharts, news or feature articles, books, films, advertisements, etc | Fact sheets, bulletins, position papers, audiovisual presentations, etc |

Figure 1. The InfoACE Conceptual Framework

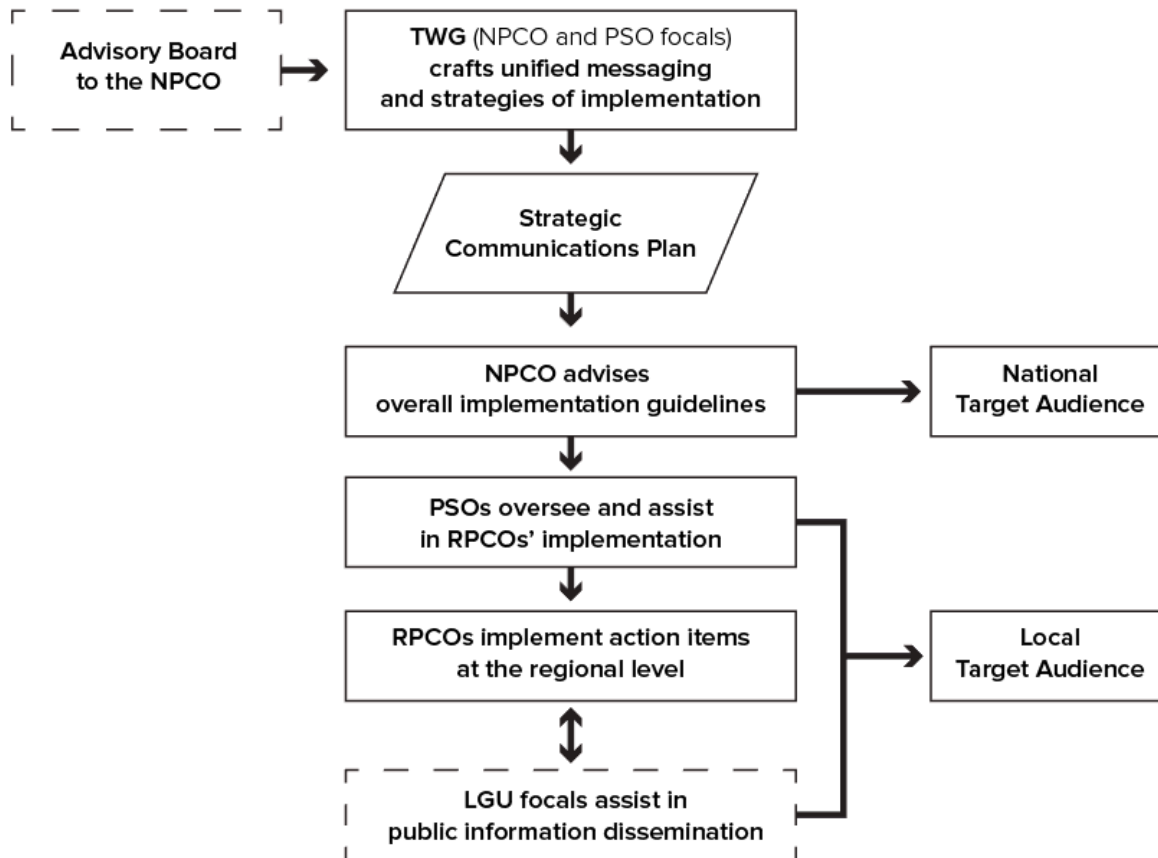


Figure 1 illustrates the coordinating and working relationship of the information team from the National Project Coordination Office (NPCO), Project Support Offices (PSOs), Regional Project Coordination Offices (RPCOs) and Provincial information partners to reach its intended audiences.

A Technical Working Group (TWG), which shall be formed before the start of the Project Scale-Up, will be composed of focal persons from the NPCO and the four PSOs to act as the lead implementer of all information, advocacy, education and communication and knowledge management activities of the Project. The TWG will also act as a decision-making and/or decision-recommending body between regular coordination meetings, among other relevant functions.

The NPCO InfoACE shall lead in the crafting of the unified IEC and Advocacy systems for the campaign and other communication needs of the Project with inputs coming from the InfoACE PSO and RPCOs, with consideration of other components and units'

development objectives.

Constant feedback mechanisms in both formal and informal channels will be done in order to assess activities conducted and fortify IEC and advocacy activities.

The InfoACE at the PSO in North Luzon, South Luzon, Visayas and Mindanao will lead the IEC and advocacy activities in their respective clusters.

Upon finalization of the PRDP Scale-Up staffing pattern, communication plans shall be crafted by the PSOs and RPCOs to be assessed by the TWG to ensure unified messaging and feasibility.

The PSO communication plans shall be tailored-fit to the needs of their respective clusters and trickle down the implementation of their plans to the RPCOs.

The RPCOs, on the other hand, shall then implement their respective communication plans and modify them, if necessary, to fit the IEC and advocacy needs in their areas of jurisdiction, especially with respect to vernacular information dissemination.

II. Development of Communication Strategies and Communication Approaches

In coming up with effective communication strategies, the following activities will be conducted and or observed:

- A. **Communication Needs Assessment (CNA)** – A Communication Needs Assessment (CNA) would guide information officers in coming up with effective communication objectives and strategies based on identified needs, available resources and preferred medium of communication. This can be conducted through focus group discussions (FGD) or Key Informant Interviews (KII) among intended communication audiences. A guide questionnaire or survey form shall be crafted by the TWG to attain the needed information.
- B. **Communications Audit** – Communications audit is an identification and quick assessment of communication capabilities, skills and equipment of the InfoACE units from the national down to regional levels. This can be done through FGD and or KII using the communication's audit matrix to be crafted by the TWG. Inputs gathered from this activity will serve as a valuable tool for designing communication plans and strategies. Convergence among various levels of communication and information partners will be forged to include resource sharing and complementation of programs and activities.

- C. **Communications Planning**– A yearly communications planning will be conducted to come up with a Communication Plan at the PSO and RPCO levels. The Communication Plan (Appendix A) will serve as a guide in the implementation of InfoACE activities. It contains communication objectives, intended audiences, and appropriate communication channels where the perceived messages will be disseminated. Updating, reviewing, and revising of the communication plan will be conducted every quarter, if necessary, to address implementation issues and bottlenecks that need to be resolved.

In designing and implementing a multi-disciplinary and multi-media communications program, various communication approaches are observed. The InfoACE as a communication arm of a development program will employ the following approaches usually adopted and proven to be effective among several development programs:

- D. Information, Education, and Communication (IEC) – involves the development, production and dissemination of information materials for use in the PRDP processes. It will also develop and produce educational materials for stakeholders and beneficiaries to better understand PRDP implementing policies and guidelines including popularized technical information that can help improve farm production and product processing and help increase beneficiaries' income.
- E. Advocacy – a deliberate and strategic use of information to influence decision-making. This usually intends to communicate to decision-makers such as national officials, local chief executives, and national and local legislators whose decisions have a bearing on program implementation such as budget allocation and equity sharing;
- F. Social Marketing – is the process of using persuasive marketing techniques and behavior change tools and messages to get communities and leaders to buy into the idea and participating in a development program such as PRDP;
- G. Social Mobilization –is the use of public participation techniques to inform and educate the public about PRDP. It is a process of bringing together all feasible and practical inter-sectoral allies to be involved in project implementation. This includes activities such as public consultations, forums, and dialogues, which are expected to foster cooperation among various stakeholders.

III. Utilization of Communication Platforms

A. Print Media

1. Press Releases in the community, regional and national newspapers

To update stakeholders/beneficiaries on the implementation status of the Program, InfoACE will regularly publish press releases of news and or feature articles. Published articles will not only serve as promotional material but also as a means to lobby local and national support among beneficiaries, partner agencies and donor institutions.

Press releases must be done on a regular basis where InfoACE PSO TWG member and focal person will serve as the editor and clear the news articles for release/publication. InfoACE PSO TWG member and focal person should be responsible for checking facts and ensuring that no derogatory statements are quoted in the press releases.

In times of necessary immediate release, RPCOs can directly publish press releases or public statements, provided that they are cleared by their respective Regional Project Directors.

2. Photo Releases of PRDP activities and projects

Aside from press releases, photo releases (project turnover, consultations, and other relevant photos) will be also sent to local and national media to help in projecting a positive image for the Project.

3. Publication of In-house Newsletters

Each PSO and the NPCO must come up with a monthly in-house newsletter covering news articles and success stories that will build positive alliances with its stakeholders, beneficiaries, donor agencies and other support organizations.

The number of circulation will be identified by concerned PSOs and the NPCO.

4. Production of print IEC materials (leaflets, posters, flyers, brochures)

This covers the packaging of information on program implementation (such as a checklist of documentary requirements, FAQs, and guidelines) and technology-based information needed by farming communities.

IEC materials must be pre-tested prior to mass production to ensure the accuracy of the information and technical data. Pre-testing must involve a subject matter specialist and representation of the intended audience/reader.

The final draft of printed IEC material must be approved by the PSO Deputy Project Director at the PSO level and the RPCO head at the regional level.

B. Broadcast Media: DA Radio Programs

The InfoACE will tap the existing radio and TV programs of the DA (including national) regional field office in disseminating news and information about the Project. DA-RAFIDs usually maintain radio programs where news, updates, and technology breakthroughs are aired regularly. It already has a strong following and effectively served its purpose of communicating and educating farmers on the programs, policies and technologies developed by the agency.

However, InfoACE must design and prepare the materials needed for broadcasting PRDP news and updates. A broadcast digest where a compilation of updated news articles tailor-made for broadcast must be provided to DA farm-casters. Radio plugs and sound bites must also be provided to make the airing of news more attractive and convincing.

C. Online Media

With new media becoming a more popular form of communication, the InfoACE Unit, aside from maintaining the website, shall utilize social media sites for fast and free information dissemination.

An administrator will be assigned to update the content and regulate the posting of articles, photos, videos and other content. Electronic copies of the in-house newsletter and IEC materials will be posted on the website and social media for wider dissemination and easier access among stakeholders and beneficiaries.

D. Interpersonal Communication

Despite the advances in media technology, interpersonal communication activities such as public forums, one-on-one meetings, consultations and the like are still considered potent tools in advocacy and social mobilization.

PRDP will continue to utilize this strategy in engaging Project stakeholders and beneficiaries. Appropriate interpersonal communication strategies will be best identified by particular PSOs or RPCOs since different approaches would fit a particular community or group of beneficiaries.

IV. Implementation Strategies

1. The InfoACE Unit aims to strengthen existing organizations and push for the collaboration, complementation and or unification of the Information, Education, Advocacy and Communication campaign of the Department of Agriculture (DA) in support of the PRDP implementation and other agriculture and fishery development programs.

2. It shall support activities that would further strengthen partnerships and collaboration between national service agencies and the Local Government Units (LGUs) in support of PRDP.
3. It shall work for the involvement of civil society groups and the media in advocacy activities and in creating awareness among the target sectors and policymakers for the needed reforms.
4. The Unit will cut across the different components and will provide a key support role in the identification, development, packaging and execution of information, education, advocacy and communication requirements of each component.
5. In order to capture the components' needs throughout the project cycle, every component has to take part in the staging of activities. The process in itself is a cycle that follows the input-output order across the components, such that the output of one component at the first level of activity would be an input to another component at the next level and so on and so forth. One of the crucial functions of the InfoACE is to document the impact of the program where before-and-after photos and videos as well as testimonies from beneficiaries and implementers must be captured and documented.
6. The InfoACE Unit is allotted its own funding for the cost to be incurred in the packaging and execution of specific InfoACE strategies. The budgetary requirements are incorporated in the Communication Plan which should be prepared at the beginning of the fiscal year.
7. The InfoACE shall initiate a communications audit on existing programs, technology and other resources on IEC and Advocacy of the various agencies/offices concerned and discuss possible collaboration and the manner in which every agency/office could collaborate with each other (i.e. sharing of information for publication to each others' newsletters, magazines, etc; co-sponsoring advocacy activities, exhibit, media summit, and other relevant activities/events)

InfoACE Development Stages and Collaboration

To better understand the implementation strategies of the InfoACE Unit, listed below are the types of communication materials that the unit produces.

In-house Communication Materials. In-house communication materials are inherent in InfoACE communications work which are regular in schedule. These include daily, weekly and monthly activity publications in support of Project publicity and transparency in

implementation (e.g. social media content, radio segments, newsletters).

Support Communication Materials. Support communication materials are those requested by the major components (I-PLAN, I-BUILD, I-REAP) and the I-SUPPORT Units for their respective communication needs in conducting activities. Sample support materials are audio-visual presentations, report layouts, activity materials designs such as backdrops, certificates, PowerPoint templates and the like. The publication of these support materials is led by the requesting component or unit to confirm the validation of the design and data or information to be reflected in the materials.

Regional Communication Materials. These are communication activities, materials, or publications initiated by the cluster or regional offices which are directly ordered by their respective directors or management. They are mostly materials to promote the Project and its beneficiaries in local events such as exhibits, trade fairs, LGU-led celebrations and the like. These materials are produced in collaboration with cluster and regional PRDP components/units and the LGUs.

Tables 2-4 below list down the various InfoACE activities that would be done, the corresponding actors and the expected outputs.

Table 2. Matrix of In-House Communication Materials Production

| IN-HOUSE COMMUNICATION MATERIALS | | | | |
|---|---|------------------------------|--|---|
| Topic/ Activity | Lead/ Coordinating Office/Unit | Implementing Unit | Output | Dissemination Actors |
| Project tools and innovations | InfoACE Units with validation of information from key components/units if necessary | InfoACE Units | PRDP Tools and Innovations communication materials that may either be in the form of IEC materials or knowledge products | PRDP staff led by the InfoACE Unit |
| Project updates | InfoACE Units with validation of information from key components/units if necessary | InfoACE Units | social media content/project briefs/reports/brochures/pamphlets/leaflets/flyers/presentations/scripts for private and government media appearances | InfoACE Unit and concerned component/unit/offices |
| Project activity coverage | InfoACE Units | InfoACE Units | News/feature articles with photo/video documentation Activity/event collaterals | InfoACE Unit and concerned component/unit/offices |
| Success stories | InfoACE Units with assistance in data validation from key components/units | InfoACE Units | Audio-visual presentations, coffee table books, TV appearances | PRDP staff led by the InfoACE Unit |

Table 3. Matrix of Support Communication Materials Production

| SUPPORT COMMUNICATION MATERIALS | | | | |
|---|---------------------------------------|--|--|---|
| Topic/Activity | Lead/ Coordinating Office/Unit | Implementing Unit | Output | Dissemination Actors |
| Component/unit activities | Concerned components/Units | InfoACE Units | News/feature articles with photo/video documentation Activity/event collaterals | InfoACE Unit and concerned component/unit/offices |
| Collaborative activities and initiatives between component/unit and InfoACE | Concerned components/Units | Concerned components/Units and InfoACE Units | Activity/event collaterals | Concerned components/Units and InfoACE Units |

Table 4. Matrix of Regional Communication Materials Production

| REGIONAL COMMUNICATION MATERIALS | | | | |
|---|--|--------------------------|---|--|
| Topic/Activity | Lead/ Coordinating Office/Unit | Implementing Unit | Output | Dissemination Actors |
| Regional events | InfoACE Unit and InfoACE focal person at the PPMIU | InfoACE Units | News/feature articles with photo/video documentations Activity/event collaterals | PRDP and PPMIU staff led by the InfoACE Unit |

Table 5 shows the activity flow and cycle for the implementation of communication materials production.

Table 5. Matrix of InfoACE Activities, Actors and Outputs

| Activities | Lead/Coordinating Office | Implementing Unit | Output |
|---|----------------------------------|--|--|
| 1. Identification of processes/topics for information, education and advocacy materials development | TWG and Project Components/Units | Project Components at the PPMIUs | Lists of Processes, concerns for the development of IEC/Advocacy materials |
| 2. Development of Information, Education and Advocacy materials and strategies | InfoACE Unit | LGU InfoACE Unit/Information Offices, Information Officers of Provincial Agriculture Offices | IEC/Advocacy materials/strategies |
| 3. Execution | NPCO/PSO/RPCO | RPCO/PPMIU | Efficiently executed information, education, and advocacy |
| 4. Feedback Mechanism | NPCO/PSO/RPCO | RPCO/PPMIU | Recommendations for improvement |

V. ROLES AND FUNCTIONS OF THE UNIT

1. InfoACE Unit at the NPCO

The InfoACE Unit at the NPCO shall lead the execution of various communication needs as agreed upon by the Unit Head and/or the TWG.

Role:

The NPCO InfoACE Unit will address the communication needs at the NPCO which include packaging information materials of national scope; documentation of

activities; coordination and monitoring of InfoACE activities at the PSOs; and establish networks with the national government and private media.

Functions:

- Coordinate the development and consistent articulation of the PRDP communication strategy with focus on value-chain approach and climate-smart agriculture;
- *Ensure communication activities are guided by the principles promoted data (social, environmental, etc), special reviews and studies.*
- Ensure the communications strategy is implemented and monitored at all levels, from national to community level.

2. Technical Working Group

A Technical Working Group (TWG) will be formed to provide technical advice and directions for unified InfoACE activities across various levels of the program implementation.

Role:

The TWG will identify various communication needs and strategies to address them. It shall set the directions for unified, harmonized, and comprehensive InfoACE activities of the Project, which include the development of core messages, setting communication objectives and corporate branding and promotional activities.

The TWG could meet at least twice a year to evaluate and assess the InfoACE activities. It may also call for a special meeting if necessary.

3. InfoACE Unit at the Project Support Office

Role:

The InfoACE Unit at the PSO level should be put in place to ensure that all communication activities and materials reflect the diverse nature of regions in a fair, representative and inclusive manner.

Further, it will also coordinate, harmonize and orchestrate the unification of an area-wide (i.e. Mindanao) Information, Education, Advocacy and Communications Plan in support of PRDP and complement activities of the regional and provincial focal persons.

Functions:

Lead in the implementation and promotion of cluster-wide Project publications

- a. Assist in the coordination, monitoring, and implementation of communication

activities at the RPCO

- b. Assist the RPCO in the identification and networking of the InfoACE focal persons at the Provincial, City, and Municipal LGUs;
- c. In coordination with the component heads at the Project Support Office, identify the Information, Education, Advocacy and Communication needs of the components;
- d. Assist the project components at the PSO in identifying and packaging the IEC materials of each component

Assist the RPCO InfoACE Units in the formulation of a unified regional InfoACE plan responsive to the Project implementation of the respective regional offices;

- e. Spearhead the consolidation and harmonization of the Regional InfoACE Plans and propose an area-wide system of complementation/collaboration between partner institutions/agencies/LGUS and other stakeholders in the execution of the Project's InfoACE plan;
- f. Establish links with the other government agencies in their respective areas and support convergence initiatives;
- g. Establish partnership arrangements with government and private media outfits at the local and national levels; and
- h. Provide regular updates/news releases to the Agriculture and Fisheries Information Division (AFID) and NPCO.

4. InfoACE at the Region

In advancing and pushing for the mainstreaming design, the Program shall utilize the Regional Agriculture and Fisheries Information Division (RAFID) at the RPCOs; and Information Offices of the PLGUs.

In order to establish order and system, an InfoACE Focal person shall be assigned at the RPCOs and PLGUs, who shall be responsible for orchestrating and mainstreaming the PRDP IEC and Advocacy plans into the Provincial Information Plan and ensuring its efficient execution.

4.1 InfoACE Unit at the RPCOs

The InfoACE Unit at the RPCO will lead in the implementation and execution of communication plans at the regional level in coordination with the identified PPMIU information focals; hired staff will be directly under the supervision of the Regional Agriculture and Fisheries Information Division (RAFID) Chief at the Regional Office, and will be provided assistance by the InfoACE Unit at the PSO.

The InfoACE unit at the RPCO shall submit an updated contact list of the LGU InfoACE focal person/s to the PSOs for simultaneous coordination. All materials of the RPCO InfoACE shall be cascaded to the PIO PPMIUs for dissemination.

Role:

To facilitate the mainstreaming of PRDP InfoACE plan into the regular local information programs of the region and ensure its efficient execution

Functions:

- a. Spearhead the formulation of the Regional InfoACE Plan, packaging and assisting in the execution of the IEC strategies;
- b. Work closely and interface with the Project Components at the RPCO in order to determine the materials and recurring IEC needs of the components;
- c. Spearhead the harmonization and synchronization of Regional IEC and advocacy activities along with the other cooperating agencies and the LGUs;
- d. Spearhead the conduct of IEC and Advocacy activities;
- e. Establish partnership arrangements with government and private media outlets at the local and regional levels; and
- h. Provide regular updates/news releases to the InfoACE unit at the PSO.

4.2 The LGU InfoACE Focal Person/s

The Team will be under the supervision of the Provincial Information Office (PIO) and Provincial Program Management Implementing Unit (PPMIU) with the assistance of the DA-RAFID and the RPCO InfoACE Unit.

The InfoACE Focal Person at the provincial level like the other staff members of the PPMIU will serve as one of the counterparts/manpower complement of the provincial LGU.

Role:

To facilitate the mainstreaming of the PRDP IEC and Advocacy plans into the Provincial

Information Plan and ensure its efficient execution.

Functions:

- a. Mainstream the PRDP IEC and advocacy activities into the Provincial activities;
- b. Spearhead the conduct of a provincial-wide information, education, advocacy and communication planning and execution;
- c. Work and interface with the Project Components at the PPMIU in order to determine the materials and recurring IEC needs of the components;
- e. Lead in the execution of the Provincial InfoACE activities;
- f. Provide feedback to the Regional InfoACE Unit for possible revision and/or improvement;
- g. Assist the RPCO InfoACE in the documentation of best practices and successful subproject implementation at the provincial level;
- h. Assist the RPCO InfoACE in the publication and dissemination of project accomplishments;
- i. Establish and maintain media relations, particularly at the local/provincial level.
- h. Assist the RPCO InfoACE in the publication and dissemination of Project information materials.

VI. Manpower Complement

The InfoACE Units at the NPCO, PSO and RPCO levels shall hire full-time consultants* and designate regular DA personnel** to perform the tasks and responsibilities required for the positions below. The NPCO InfoACE Unit will prepare the detailed terms of reference (TOR) for each position and the InfoACE units at the PSOs and RPCOs will adjust each TOR based on their respective organizational context and needs. The TORs will also be updated as needed to suit the needs of the PRDP's implementation. **The organizational unit structure below shall be followed across the NPCO, PSOs, and RPCOs to ensure enough manpower for the proper execution of the strategic communication plans.**

- 1. Unit Head**
- 2. Alternate Unit Head at the NPCO */**
- 3. Information Specialist*
- 4. Media Production Officer*

5. Information Officers*
6. Writer*

Roles and core functions of the positions are as follows:

1. Unit Head

- a. oversee the overall activity of the InfoACE Unit
- b. spearheads the entire implementation of the designed communication plan (CommPlan) to achieve communication targets; plans/designs/strategizes communication activities including media and Project events, messages and materials (for various media platforms) as needed in the Project implementation; and
- c. Act as the TWG chair and provide insights, recommendations and feedback for effective and efficient implementation of unified national InfoACE.

2. Alternate Unit Head

- a. The Alternate Unit Head at the NPCO shall have the same functions as the Unit Head

3. Information Specialist

- a. Lead in the crafting and execution of communication plans, campaigns, and unified message of PRDP; Monthly update of communication plan based on regional, national or international agricultural events; new agricultural policies, updates and the like;
- b. Conceptualize IEC/advocacy materials such as press releases, speeches, scripts, brochures, briefs, fact sheets, AVPs, motion graphics, etc to ensure consistent messages and accurate information in coordination with other components/units;
- c. Lead in the production of KM products in coordination with other components/units;
- d. Edit IEC materials such as newsletters, press releases, speeches, scripts, brochures, briefs, fact sheets, etc to ensure consistent messages and accurate information;
- e. Manage the official PRDP NPCO social media accounts/website and attend to the queries of the stakeholders and general public;
- f. Establish linkages with the media partners and other stakeholders of the Project; and
- g. Coordinate with counterparts in PSO and RPCO levels.

4. Information Officers

- a. Assist in the crafting and execution of communication plans, campaigns, and unified message of PRDP; Monthly update of communication plan based on regional, national or international agricultural events; new

- agricultural policies, updates and the like;
- b. Draft IEC/advocacy materials such as press releases, speeches, scripts brochures, briefs, fact sheets, AVPs, motion graphics, etc to ensure consistent messages and accurate information in coordination with other components/units;
- c. Assist in the production of KM products in coordination with other components/units;
- d. Edit IEC materials such as newsletters, press releases, speeches, scripts, brochures, briefs, fact sheets, etc to ensure consistent messages and accurate information;
- e. Manage the official PRDP NPCO social media accounts/website and attend to the queries of the stakeholders and general public;
- f. Assist in the establishment of linkages with the media partners and other stakeholders of the Project; and
- g. Coordinate with counterparts in PSO and RPCO levels.

5. Media Production Officer

- a. Coverage of major PRDP activities such as meetings, field visits, seminars, mission progress in select subprojects sites and the experience of concerned partner LGUs and proponent groups
- b. Provide artistic and reader-friendly illustration/representation/rendition/visualization of Project data, processes and information for use in IEC and advocacy material production; develop the visual creative work plan on the overall communication plan for PRDP; create needed PRDP office graphics: employee IDs, certificates, among others; organize and store graphic/photo/video files for easy retrieval;
- c. Draft and finalize design and layout of KM products and IEC materials; and
- d. Create AVPs/sneak peeks/motion graphic videos/radio plugs that cover the Project's accomplishments or are value-adding to the Project.

6. Writer

- a. Provide news documentation/coverage of major PRDP activities such as meetings, field visits, seminars, missions; progress in select subprojects sites and the experience of concerned partner LGUs and proponent groups;
- b. Gather, process and package information from other units and component KM focal persons for the production of KM products;
- c. Gather, process and package information from other units and components, as well as from subproject site visits, for the production of newsletter and other IEC materials; and
- d. Conceptualize/write scripts of AVPs/motion graphic videos/radio plugs that cover the Project's accomplishments or are value-adding to the Project.

| Position | NPCO | PSO | RPCO |
|--------------------------|-------------|------------|-------------|
| Unit Head | 1 | 1 | 1 |
| Alternate Unit Head | 1 | - | - |
| Information Specialist | 1 | 1 | 1 |
| Information Officers | 2 | 2 | 1 |
| Media Production Officer | 1 | 1 | 1 |
| Writer | 1 | 1 | 1 |

VII. Interface with other Components and Units

As the communication arm of the Project, the InfoACE Unit shall work closely with other components and units, identifying their IEC and advocacy needs and executing these at all stages of the Project's implementation. The Unit shall also facilitate strengthened internal communication that is needed for increased project management efficiency.

The matrix below presents some of the materials and activities that the InfoACE Unit produces and conducts with other components/units of the Project:

Table 7. Interfacing of InfoACE Unit with other Components/Units

| Component /Unit | Pre-Implementation | Implementation | Post-Implementation |
|------------------------|---|---|---|
| I-PLAN | <ul style="list-style-type: none"> ● Production of IEC materials in support of PCIP promotion ● Others as deemed necessary by the component | <ul style="list-style-type: none"> ● Circulation of IEC materials ● Publication of S&T materials in support to PCIP and VCA promotion and ownership | <ul style="list-style-type: none"> ● Documentation of mainstreaming of PCIPs into provincial plans (success stories) |
| I-BUILD | <ul style="list-style-type: none"> ● Documentation of before-subproject scenario ● Others as deemed necessary by the component | <ul style="list-style-type: none"> ● Production and Installation of Billboards to ensure that infrastructure projects | <ul style="list-style-type: none"> ● Documentation of after-subproject scenario ● Production of beneficiary success |

| | | | |
|------------------|---|---|---|
| | | <p>established are properly identified by PRDP and concerned partner agencies</p> <ul style="list-style-type: none"> ● Photo documentation of project implementation ● Press Releases/news stories ● Production of subproject briefers ● Production of AVPs | <p>story materials in different IEC forms</p> |
| I-REAP | <ul style="list-style-type: none"> ● Identification of private sector engagement materials ● Others as deemed necessary by the component | <ul style="list-style-type: none"> ● Photo and video Documentation ● Deepening of public awareness through various IEC materials in public areas and events ● Support communication materials to digital marketing platforms | <ul style="list-style-type: none"> ● Documentation ● Production of success story materials in different IEC forms |
| I-SUPPORT | | | |
| M&E | <p>Identification of necessary knowledge products for production</p> | <p>Presentation materials for public data disclosure</p> <p>Production of knowledge products</p> | <p>Publication of good practices</p> |
| SES | <p>Identification of necessary IEC materials for distribution</p> | <p>Installation of Grievance Redress Mechanism and other</p> | <p>Publication of good practices</p> |

| | | | | |
|--|--|--------------------------------------|-----------|--|
| | | awareness materials subproject sites | IEC along | |
|--|--|--------------------------------------|-----------|--|

Table 8. Timeline of Materials Production

| Communication Materials | Lead Time for Preparation (no. of days) | Remarks (Review and Approval Levels) |
|---|--|--|
| Print | | |
| Press release | 1-2 | Unit Head/DPD |
| Brochure | 14 | Unit Head/DPD |
| Speeches | 5-7 | Unit Head/DPD |
| Web-based | | |
| Web articles | 1-2 | Unit Head/DPD |
| Social media posts with graphics | 3 | Unit Head/DPD |
| Audio-visual presentations | | |
| 2-minuter | 7 days (plus 1 week if field visits are to be conducted) | Concerned Component/Unit Head/DPD |
| 5-minuter | 14 days (plus 1 week if field visits are to be conducted) | Concerned Component/Unit Head/DPD |
| 8-10 minuter | 21 days (plus 1 week if field visits are to be conducted) | Concerned Component/Unit Head/DPD |
| Other Services | | |
| Layout and design (report covers, tarpaulin, certificate designs) | 3 | Concerned Component/Unit Head/DPD |
| Visuals (diagrams, flowcharts) | 5 | Concerned Component/Unit Head/DPD |
| Templates (presentations, | 5 | Concerned Component/Unit |

| | | |
|--------------------------------|--|----------|
| letterheads, thumbnails, etc.) | | Head/DPD |
|--------------------------------|--|----------|

VII. Crisis Communication Management

In times of unforeseen events that might affect the Project's integrity, crisis communication must be initialized by the InfoACE Unit in close coordination with the Legal Unit of the Project.

Crisis communication management shall be spearheaded by the concerned office through public statements, announcements, and/or disassociation from malicious groups or individuals.

Clearance from the NPCO and its legal arm shall be heeded before public announcements of such communication materials.

VIII. Monitoring and Evaluation

Monitoring and Evaluation (M&E) of Advocacy and IEC Activities

M&E forms will be in place for major activities. Internal assessment will be conducted and the report would have to be submitted by key implementers. **A semestral report will also be required from NPCO and PSO to help gather feedback and comments to improve the strategies and activities that will be developed as the InfoACE unit gears up for the communication campaigns from year to year.**

Areas requiring evaluation tools are:

1. *Print material readership*
2. *Broadcast listenership, as well as broadcast partners' satisfaction with the quality of broadcast, feeds*
3. *Exhibits Client Inquiries*
4. *Effectiveness of Social Media as advocacy/IEC tool*

1. M&E on communications outputs and outcomes
2. M&E on individual performance to realize outputs and outcomes

ANNEXES

Annex I. Communication Needs Assessment Tool/ Information Needs Assessment Tool

Annex II. Communication Audit Tool

Annex III. InfoACE Strategic Communication Plan

Note: The tools in Annexes 1 and 2 are to be developed by the TWG before the start of the PRDP Scale-Up.

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