Sao Tome and Principe

Development of effective delivery system

Communication strategy for SP programs in Sao Tome and Principe

2018

SPL

Contents

Figures and Tables

INFORMATION, EDUCATION AND COMMUNICATION STRATEGY IN SAO TOME AND PRINCIPE[1]

The objective of this component is to support the Government of Sao Tome and Principe setting up a proper communication strategy and procedures to make sure that poor and vulnerable households have access to information related to existing social services and safety nets programs.

The need for information, education and communication strategy is essential to ensure that social protection programs achieve their goals in meeting the needs of its beneficiaries. Is key to inform poor and vulnerable households about existing social safety net programs, guarantees communication channels and provides effective problem-solving procedures that are culturally appropriate. Enhance the effectiveness of social safety net interventions since it helps reduce project risks by giving communities a way to communicate, understand their role, express concerns and achieve solutions and promote mutually constructive relationship. The information and monitoring system in Sao Tome and Principe aims to inform and capture beneficiaries feedback but also, to monitor program's performance by reaching beneficiaries through several communication channels.

Context

Sao Tome and Principe does not have an information and monitoring system for its social safety net programs. There is no communication or information strategy and there are still some who do not know about the social protection programs and services in the country. There is no monitoring or assessment of program implementation. Program documentation is not available for all safety net interventions. There are no guidelines for grievance and appeals and currently, complaints are received in the field and sometimes direct solution is given without any guidelines.

Social protection sector has limited capacity and lacks information system. The country has 6 districts and the Autonomous region of Prince and most of them have a DPSS facility (except Lembá and Mé-Zóchi) but facilities need repairs and do not have adequate equipment such as computers, printers, and internet access. Each of the districts is run by a DPSS team composed of a coordinator and several technicians (18 employees in total)[2]. Overall, they have been working for many years (between 9 to 41 years) with the communities and most of them have basic education and some higher education. The role of coordinators and technicians is essential as they are in contact with the communities and coordinate with community leaders and focal groups. They provide information about safety net programs, receive complaints,

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1 This task was supported by a grant from the Rapid Social Response Fund (RSR; Task ID P163445)

[2] Água Grande ⇒ 1 coordinator and 4 technicians

Cantagalo ⇒ 1 coordinator and 3 technicians

Caué ⇒ 1 coordinatorr and 1 technician

Lobata ⇒ 1 coordinatorr and 1 technician

Lembá ⇒ 1 coordinatorr and 1 technician

Mé-Zóchi ⇒ 1 coordinatorr and 3 technicians

Príncipe ⇒ 1 Coordinatorr e and technicians

sometimes give solutions, and registry some of these appeals in their notebooks without any guidance. Right now, they verified compliance with education conditionalities by visiting schools. They are also the ones who make the payments in cash: they bring the money in their backpacks and take a taxi to go to their districts to deliver the payments. They have also a waiting list of beneficiaries.

Little interest and credibility among social safety net beneficiaries and society. Due to lack of information and credibility of the sector because program implementation failures, beneficiaries have lost interest understanding the benefits to which they are entitled and the obligations they have. Very rarely, beneficiaries complain and when they do, many times receive no solutions or follow-up. Furthermore, an important share of the population is still illiterate or very low educated and cultural and language diversity had limited beneficiary's participation and engagement to the programs. There are also a lot of people still waiting for support without knowing who to reach out.

Some institutions in Sao Tome and Principe, have developed communication strategies to achieve their missions and objectives:

- **UNICEF has used several communication channels for promotion of their objectives on health and education.** UNICEF has promoted reductions in child mortality, maternal mortality and malnutrition and empowerment of communities though different communication channels. UNICEF has a communication department in charge of communication strategy in the country. Among others, they have used community radios, television (mini-series), community visits, reports, music, Facebook, YouTube, flyers, group theaters and have worked very closely with community mothers to promote behavioral changes.

- **The Department of Domestic Violence has developed an effective and efficient communication and outreach strategy in the country.** The institution supports victims of domestic violence. For about 10 years, they have been using a free phone line "Linea Verde" to receive all kind of complaints related to domestic violence. The line can receive and make calls for free and works from Monday to Friday. A specific form is used to fill the information whenever they received a call or when people come to the facilities. They guarantee confidentiality and provide support and monitoring depending on the case. They coordinate with community leads, different entities such as health and education institutions, and, the police. They give direct solution and/or refer case to these institutions based on the victim's needs. Close coordination with the police has allowed them to mutually refer to each other depending on the severity of the case. The police and community leads have helped to identify the community needs and type of support needed. As part of their mission, they have developed a communication strategy using spots in tv, community and school visits and radio to promote no domestic violence and to publicize the line. Usually, they do a pre-visit to communities to identify the strategy to be used and get relevant information. One of the most effective communication channels has been community visits between 12:00 to 15:00 hours especially accompanied by group theaters and used computer rooms, available in all communities, to show movies.

Sao Tome and Principe has the capacity to develop a sustainable, efficient, and effective information and monitoring strategy to enhance the impact of its social protection programs. To this end, it is necessary to analyze the different communication options as well as cultural context and profile of beneficiaries and target population. The next section describes the different communication channels in the country as well as the profile of beneficiaries. Then, the strategies are presented.

Communication Channels

The country has several outreach communication channels from technology devices such as radio, television, and mobile phones to informal channels (Table 1). Freedom of expression is protected constitutionally and respected in practice. Although the state controls a local press agency and radio and television stations, there are no laws forbidding independent broadcasting. Free airtime is granted to opposition parties. Newsletters and pamphlets with governmental criticism can circulate freely.

Table 1: Communication Channels in Sao Tome

Channel	Names	Coverage	Services
Radio	Rádio National	National (strong in Agua Grande, Mezochi and Lobata) / Internet	For free in specific hours and in the news. Pay: Spots and specific programs.
	Rádio Jubilar	National	
	Rádio Viva	National	
	RDP	National	
	VOA	National	
	RFI	National	
	Radio comunitaria Tracha (Neves)	Lembá	
	Radio comunitaria Farol (Santa Catarina)	Lembá	
	Radio comunitaria Porto Alegre	Caué	
	Rádio Regional (community radio)	Principe	
	Somos todos primos (web radio)	Internet	
Television	TVS	National / Internet	For free in specific hours and in the news. Pay: Spots and specific programs.
	RTP Africa	National	
	Andim Média (web tv)	Internet	Pay: spots
Mobile phone companies	Companhia Santomese de Telecomunicacoes (CST)	National	Mobiles phones Land Lines Green line
	Unitel	National	
Press	STP Press	Internet	Advertisements
	Tela Non	Internet	
	Transparência	Internet	
	Tropical	Internet	
	Vitrina	Internet	
	STP Digital	Internet	
	Visão de Sábado	Internet	
	O Parvo	Alguns pontos da capital / Internet	
	DEUTSCHE WELLE		

|	LUSA		
	PANAPRESS		
	K		
Groups of theater	Amador		Spots for TVs or entertainment programs, Community work
	Os criativos		
Printing material	Globaltec, Copinet Solutions, Lexonics.		Brochures, flyers
Program - Staff Spot Check Publics	Spot Check Publics together with district coordinators and technicians	National	Community visits
Informal channels	Community Leaders	National	In contact with communities

1. **Radio:** National radio broadcasting is done by Radio Nacional de São Tomé and Príncipe, which is a state-operated radio service. There are two AM radio broadcast stations and four FM. The service works very well, has national coverage, works 24 hours and is also available online. They have direct emissions at 7:00, 12:30 and 19:30. They have correspondents in all districts and provide different services: spots, programs, public agenda (7:30, 10:00, 14:00 and 18:30), reports for news. The audience is greater at 10 am. Radio Nacional is more relevant in Agua Grande, Mezochi, and Lobata. There are also community radios but many of them have closed due to lack of resources. Community radios have a greater audience in Neves (Radio comunitaria Tracha), Santa Catarina (Radio comunitaria Farol) and Porto Alegre (Figure 1). Community radios are closer to locals and community leaders and they work together with radio nacional. Services have no cost.

2. **Television:** Television broadcasting is done by Televisão Sãotomense (TVS), a state-run national broadcaster. The State provides administrative support and finances 40 percent of operational cost. However, it operates independently and finances the rest 60 percent through their services. It has national coverage and is also available online, on mobiles, tablets, and streaming. Every district has correspondents who send information on live or through skype. Television broadcast is available 24 hours per day. However, access is limited in some districts. Several programs are free including live television broadcast. Among these programs are: Morning TVS, Antena Verde and Tarde TVS. News are broadcast every day during the morning, noon, and night. Other services (paid) include specific programs, interviews, spots etc. They have all the required equipment and experience and their main limitation is transportation.

   Andi Media is a private media that also provides audiovisual services since 2014. They produce spots, programs, live stream, interactive programs, music, social contents including programs to talk about everything that happened during the week, humor. They produce content for the national television but also show media on internet where they have 20 thousand subscriptions. They have high capacity and creativity and work 24 hours per day. They charge for their services. They do not have correspondents in the districts but receive direct information from society.

3. **Mobile phone companies:** The country has a 3G Network which covers 90% population in 80% of the territory. The use of mobile is quite widespread in the country; the percentage of households where at

least one member owns a mobile is 82.2%, with a distribution of 84.4% in the urban areas, and 77.8% in the rural areas (Household Survey). There are 2 mobile companies in the country: Unitel and Companhia Santomese de Telecomunicacoes (CST) (Figure 1).

Figure 1: Distribuition of Radio Stations and Mobile Companies

Radio Nacional

CST, UNITEL

Radio Comunitaria: Neves

Lobata

Radio Nacional

CST, UNITEL

Agua Grande

Mezochi

Radio Nacional

Radio Comunitaria: Santa Catarina

CST, UNITEL

Lemba

Cantalago

Caue

CST, UNITEL

Radio Comunitaria: Porto Alegre
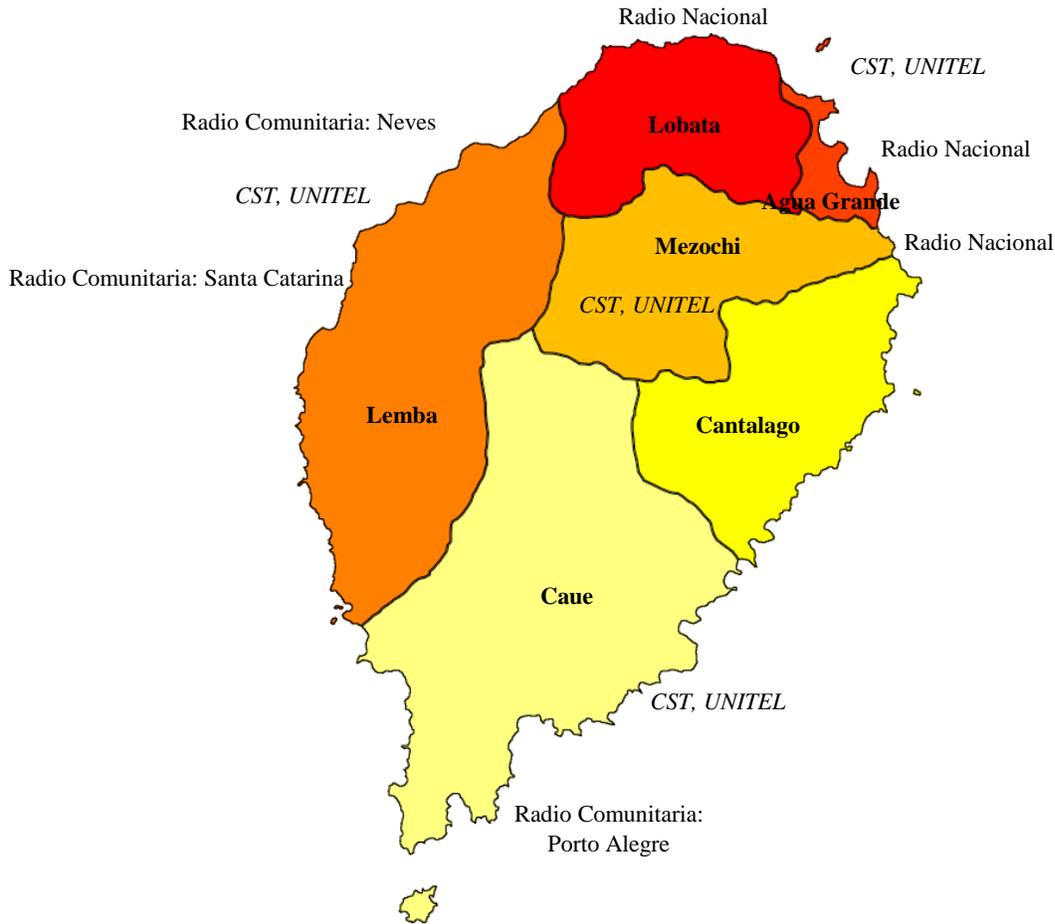
Unitel is a private company from Angola which started operations in STP in July 2014. Unitel has limited coverage, they focused on places with low denstity of population including the central and south zones. Unitel, has 93% mobile territorial coverage, and plans to expand to 99% coverage to include the southern part of the main island. No social responsibility agreement,

CST is the largest telecommunications company in Sao Tome, having 90% mobile territorial coverage with 158.000 clients and 7.0000 land lines (Figure 2). They offer different services but most of their clients are mobile users. Internet accees has grown but is still limited .They have social responsibility agreement. CST is 49 percent financed by the State. They offered free lines in the country (emergency lines), text messages packages (for instance, commercial banks notifiy clients through authomatic text messages) and have worked with the government sending free text messages to clients.. They do not have any agreement with UNITEL.

Figure 2: Total Clients and Coverage Rates (% Population), CST
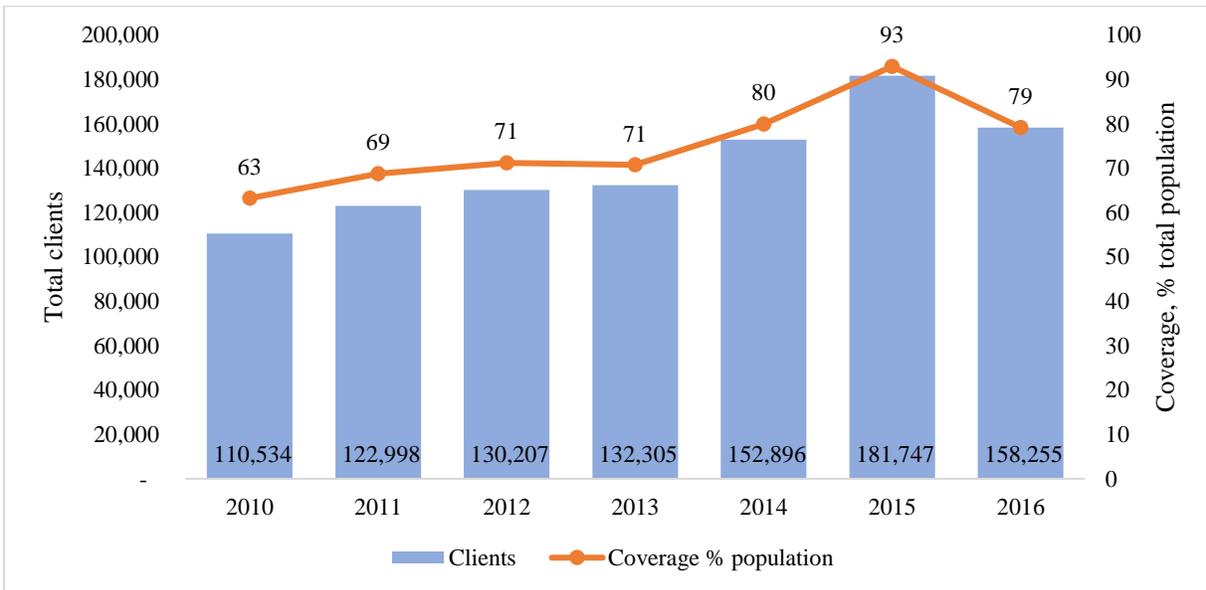
Source: http://www.cstome.net/index.php/sobre-a-cst/sustentabilidade/desempenho-de-sustentabilidade

4. **The Press:** weekly newspapers are published in São Tomé and Príncipe: Revolução, an official organ of the Ministry of Information, Diário da República and Tribuna, both of which are also online. The Diárioda República, with the aid of the Imprensa Nacional-Casa da Moeda of Portugal, is the first official web-newspaper of a country with Portuguese as the official language. Povo is a weekend newspaper and magazine. Tela Non Diario de Sao Tome e Principe – daily newspaper can be accessed online, in Portuguese.

5. **Group theaters:** There are two well-known group theaters, Amador (2 people) and Os criativos (8 people) for shows, comedies on tv or on live. Both group theaters can work with communities and have tv shows several days per week for entertainment where they have the freedom to select different topics. They have worked with institutions such as UNICEF to produce dramatizations for tv spots. Both group theaters have cameras and required equipment and can work together. Group theaters have proven to be very effective in communities but their main limitation is transportation.

6. **Printing materials:** There are several media agencies that provide services such as printing materials: books, brochures, flyers, t-shirts, caps etcs.

7. **Spot Check Publics and District Coordinators and Technicians**. The Spot Check Public are vehicles with the required equipment to go to all districts and reach beneficiaries. Together with coordinators and technicians (32 in total), the Spot Check Publics are the best opportunity to disseminate information about the program, respond to questions and provide direct solution to request.

8. **Informal channels:** Community leaders, camaras distritales.

The selection of communication channels will depend on their capacity to reach poor and vulnerable populaion but also on the capacity of the poor to access and understand these channels and their messages.

More than 60 percent of the population in Sao Tome and Principe is poor. 80 percent of the poor are concentrated in Agua Grande, Mezochi, Lobata and Lemba. Beneficary individuals are concentrated in Agua Grande, Cantalago, Lobata and Lemba (Figure 3). Assuming perfect targeting of the poor, Agua Grande and Mezochi have the lowest coverage of the poor while the number of beneficiaries in Cantalago is greater than the total extreme poor.

Figure 3: Number of Poor and Number of Beneficiaries
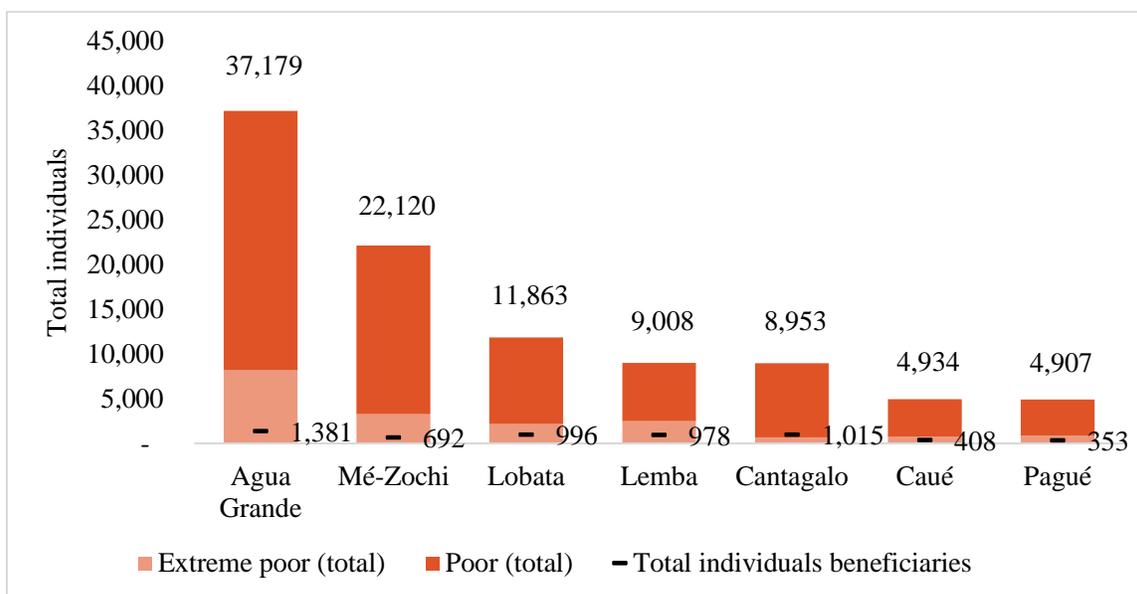
Source: Household survey for number of poor and extreme poor, registry of beneficiaries for total individual beneficiaries.

Note: The number of beneficiary correspond to household with female household head and with at least one children.

Access to services is limited in particular for the poor. According to household survey, access to mobile phones is greater than access to television and radio in all districts (Figure 4). . Beneficiary households have less access to services than the average poor but overall, they have more access to mobile phones that other services as well (Figure 5).

Figure 4: Access to Sevices, Poor Families, by Districts
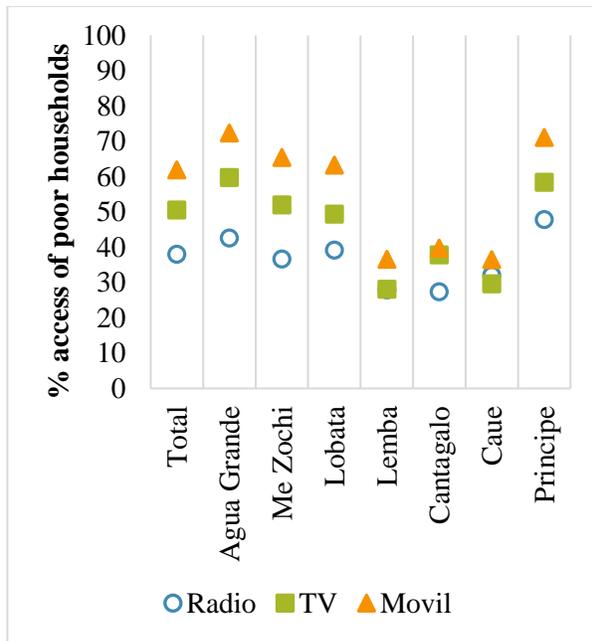
Source: Household Survey

Figure 5: Access to Services, Beneficiary Households, by Districts
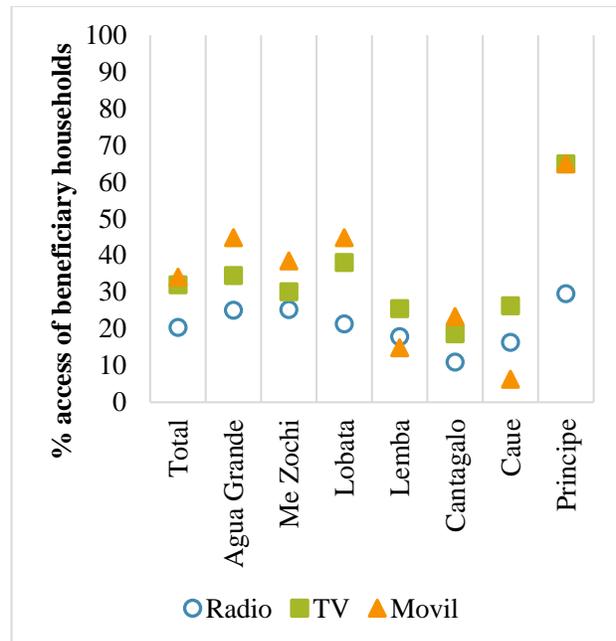
Source: Registry of beneficiaries

Figure 6: Distribution of Poor, Beneficiaries and Access to Services

Number of poor	Number of beneficiaries

Radio %	TV %	Movil %
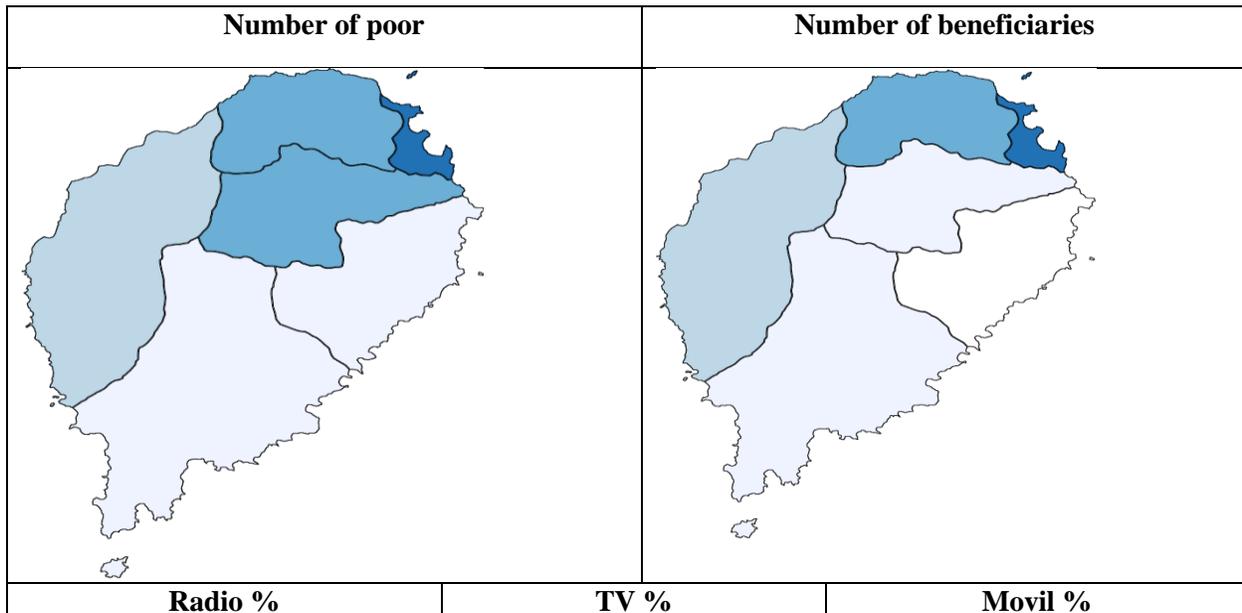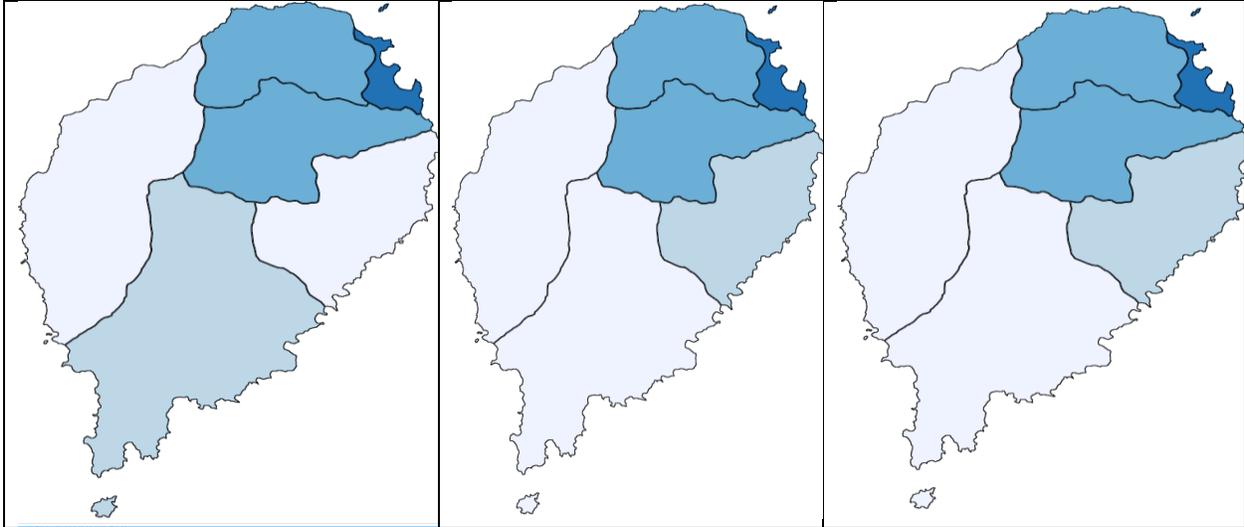
Source: Household Survey database.

Note: Distribution of beneficiaries from registry of beneficiaries and considers only household with female household head and with at least one children

Most of beneficiary female head households have some level of education. Most of female household head have some basic education while arounf 20 percent have no education (Figure 7). Caue and Lemba have the highest share of illiterate household head, 37 and 31 percent repectively. Educational level is higher among the children. If household heads have some basic education, they can better engage, participate and understand social protection programs.

Figure 7: Levels of Education of The Household Head
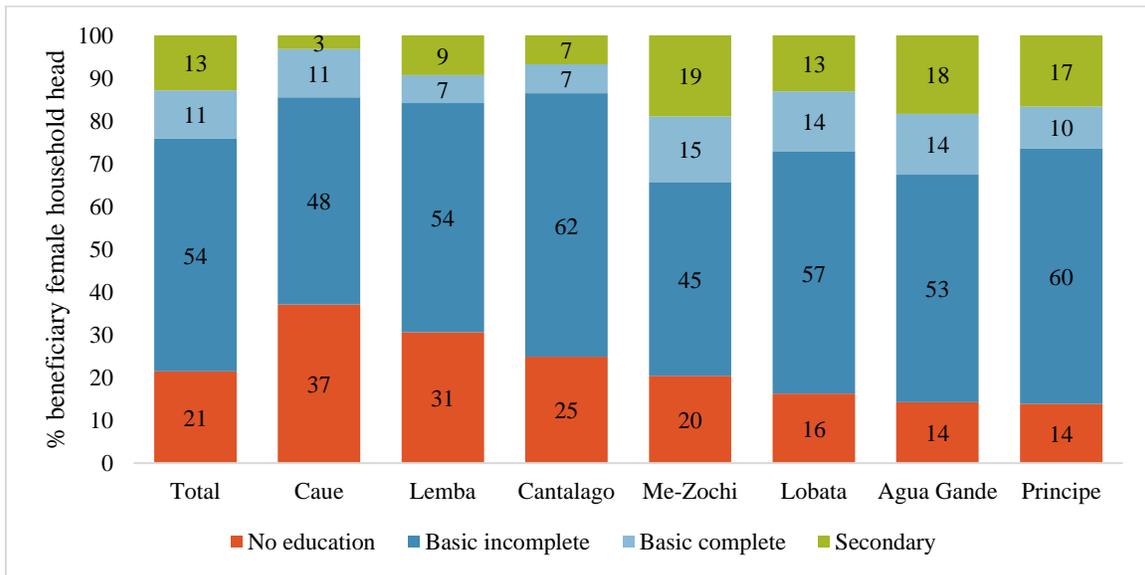
Source: Registry of beneficiaries.

Note: Considers only household with female household head and with at least one children

12

Communications is a means of providing key program information to external and internal audiences through formal and informal channels. A well-planned and -executed communications strategy can help identify program obstacles and opportunities for program success, and promote an enabling environment to broaden program understanding. It helps create awareness, understanding, improve participation/outreach and reduce risk of mis-information (negative spiral, lack of credibility, reputational risk, divisiveness, politicization, reversal of reforms, program failure, unintended impacts, false information). As safety net systems develop and programs expand in coverage, the role of effective communications has become increasingly important.

The information and communication strategy aims to enhance the effective delivery of information to beneficiaries using the most appropriate channels and outreach tools. Effective communication and accurate and timely information dissemination does not only enhance transparency and accountability but are also key factors to facilitate public dialogue and social awareness, and provides a mechanism to enhance program implementation. Adequate communications activities should be incorporated into project design from the outset and should consider the local context and existing communications.

Methodology

1. **Assesment:** Develop a needs assessment to identify the most appropriate communication channels, profile of beneficiaries, current perceptions of the program, information gaps, and desired communications objectives.
2. **Identify the target audience:** Communications messages must be separately tailored to external and internal audiences.
   a. **External audiences** are program beneficiaries, decision makers at all political levels, academia, the media, and civil society.
   b. **Internal stakeholders** include partner organizations that fund and help implement the program, nongovernmental organizations (NGOs) that contribute to program accountability, and program staff at various levels.
3. **Identify key messages:**
   a. **General information on the social protection sector and social programs in the country:** Targets the general audience such as civil society, media, academia etc.
   b. **Detailed information of the safety net program and its process.** Includes objectives, rationale, launching, expansion, program rules, targeting mechanism and registry. Targets program beneficiaries and program staff.
4. **Identify branding**: The strategy includes the creation of a brand name and a unique identity for the program. Recognizable slogans and logos have the capacity to capture the attention of target audiences.

5. **Identify communication channels/tools:** The particular outreach material and channel to be used will be determined by the message type and targeted audience. Messages targeting different audiences should be relayed using a variety of formal and informal channels. The selection of it will imply sub-contract specific tasks and work with a wide range of partners: radio, television stations, newspapers, theatre groups, mobile companies, printing companies, community leaders, etc.

   a. **Inter-Personal Channel**: word of mouth, face-to-face interactions, meetings. spokesperson, community leaders, DPSS technicians and coordinators, call centers, hotlines.

   b. **Printed materials:** include posters, leaflets, brochures, beneficiary lists, letters, forms, and they will be posted at strategic locations in the target districts.

   c. **Dramatizations, Jingles**: Media agencies and theatre groups will be contracted when necessary to carry out sensitisation activities and develop dramatizations, jingles reflecting key messages of the program.

   d. **Mass Media**: include radio, television, newspapers and mobiles phones. Periodic announcements, electronic public documents, tv/radio spots, jingles, etc., reflecting key messages of the program.

   e. **Social Media:** Information will also be shared on web sites and various social media networks such as Facebook, Twitter, etc.

   f. **Specialized strategies:** specialized training, seminars, conferences, selective dissemination of meeting notes, internal newsletters, etc.

Decisions about who to target, where, when, how and what method to use will depend largely on the target audience and the program cycle. The intended groups are: beneficiaries, policy makers and key partners as NGOs, general public and the media. The communication/information strategy will target these groups to ensure better understanding of the program, harmonise information flow, manage possible misconception/misinformation and ensure transparency and accountability in the implementation of the programme. The selection of specific outreach materials will increase their effectiveness and impact, as the various groups have specific needs and are best reached through specific channels. Produce periodically relevant information according to activities of the social safety net programs and guarantee they are are reported in their various communication tools.Table 2 summarizes the types of audience, communication goal and effective communication channels.

Table 2: Audience, Communication Goal and Channels

Audience	Communication message and Goal	Communication Channel
Beneficiaries and potential beneficiaries	Make beneficiaries aware of the program and its process. Explain in simple and clear terms, the scope and limitations of the program, eligibility criteria, procedures, roles and responsibilities and other facts about the program;	- Interpersonal channel
		-Posters, leaflets and brochures
		-Dramatizations, Jingles
		-Mobile phones

		-Mass media (TV, radio, newspapers, mobiles)
General Public, Civil Society	Ensure an overall visibility of the SSN and promote awareness about its activities and programs.	-Mass media (TV, radio, newspapers)
		-Social media (facebook, twitter)
Media	Build working relationship with the media. Ensure an overall visibility of the SSN and promote awareness about its activities.	-Mass media (TV, radio, newspapers)
		-Social media
		-Specialized strategies: specialized training, seminars, conferences, selective dissemination of meeting notes, internal newsletters, etc
Policy makers (political parties, community leaders, mayors, etc.)	Support program as pro-poor, promote transparency and secure their support for budget.	-Mass media (TV, radio, newspapers)
		-Social media
		-Specialized strategies: specialized training, seminars, conferences, selective dissemination of meeting notes, internal newsletters, etc
Partner agencies	Ensure an overall visibility of the SSN and promote awareness about its activities and programs.	-Mass media (TV, radio, newspapers)
		-Social media
		-Specialized strategies: specialized training, seminars, conferences, selective dissemination of meeting notes, internal newsletters, etc
Program staff and implementing agencies (central and local)	Awareness of program objectives, and rules, local role as communicators and value of transparency.	-Social media
		-Mass media (TV, radio, newspapers)
		-Specialized strategies: specialized training, seminars, conferences, selective dissemination of meeting notes, internal newsletters, etc

Implementation

Table *3* to 5 summarize the main activities and mechanisms proposed under the communication strategy according to the cycle of the project and the targeted audience.

Table 3: External Communication Implementation Plan: *General Public: Includes all External audience (program beneficiaries and potential beneficiaries, decision makers at all political levels, academia, the media, and civil society)*

Communication Activities	Mechanism	Date	Cost (USD)	Financing
1. Creation of a brand name and a unique identity for the program (and DPSS)	i. Consider revising the name of the program name through consultations, contests (radio, schools, etc.) or media agency.	Month 0 - Month 6	-	RSR
	ii. Hire media agency (or consultant) for logos and slogans design.	Month 0 - Month 12	2,000	RSR
2. Support the creation of a web site with relevant information about social programs	i. Define content of the website (DPSS and program staff)	Month 0 - Month 12	-	RSR
	ii. Hire consultant company to create the website.	Month 0 - Month 12	5,000	RSR
3. Support the creation of a Facebook page with relevant information about the new social safety net program	i. Create a Facebook page with basic information on the new social safety net program	Month 0 - Month 12	-	-
4. Meeting with key partners and agencies, and community leaders to promote awareness of the new social safety net program	i. Organize an event with key partners and agencies to inform and create awareness of the new social safety net program	Month 0 - Month 12	-	RSR
	ii. Organize an event with community leaders and camaras distritales	Month 0 - Month 12		RSR
5. Invite the media and/or produce relevant information to ensure overall visibility of the new social safety net program	i. Produce short notes for the media (television and radio) on development/progress on the new social safety net program	Month 0 - Month 12	-	RSR
6. Launch of the project: create a launch event, produce didactic material, and ensure coverage in the media	i. Invite the different actors on the day of the official program launch. The official release should be broadcast on radio and television	Month 12	2,000	Project
	i. Produce posters and brochures	Month 12	5,000	Project
	ii. Produce T-shirts to identify program staff in the communities	Month 12	1,000	Project
	iii. Produce a video to inform about the new program.	Month 12	1,000	Project
	iv. Produce jingle short song or tune	Month 12	800	Project
	v. Update and release information in the program website and Facebook page on the launch of the project.	Month 12	-	Project

	vi. Produce dissemination material to inform the media about the launch of the new safety net program	Month 12	100	Project
7. Periodically engage with mass media to disseminate progress of the project	Produce short newsletters on social safety net implementation progress - Once every 3 months	Month 12-Month 36	-	Project
	Organize interviews with radio and television to talk about the program and answer questions - Once every 3 months	Month 12-Month 36	-	Project
	Engage with the TV entertainment program to include the social safety net program as one of their topics.	Month 12-Month 36		Project
	In the first year of the program, record beneficiaries experience in short video/notes and disseminate in radio and television	Month 12-Month 36		Project
8. Program Web site and Facebook page	Maintenance and update with relevant program information - Once every 3 months	Month 12-Month 36	-	Project
9. Meet with the media to promote and disseminate information about the program.	Organize event once every year.	Month 12-Month 36	1,500	Project
10. Meet with key partner agencies to disseminate information about the program and secure their support.	Organize event once every year.	Month 12-Month 36	1,500	Project
Total			**19,900**	

Table 4: External Communication Implementation Plan: _Beneficiaries and Potential Beneficiaries_

| Communication Activities	Mechanism	Date	Cost	Financing
1. Registry process: inform beneficiaries and potential beneficiaries	i. Inform beneficiaries on radio, television and through community leaders	Month 0 - Month 12		RSR
2. Enrolment process: inform beneficiaries	i. Television media (dramatization/advertisement and news) to inform about enrolment process	Month 0 - Month 12	3,000	RSR
	ii. Radio (advertisements and news) to inform about enrolment process	Month 0 - Month 12	-	RSR
	iii. Send text messages to beneficiary households - days before the enrolment of beneficiaries	Month 0 - Month 12	-	Social Responsibility
	iv. Print beneficiary cards, and didactic and informative material (flyers, brochures) with basic information on the new program	Month 0 - Month 12	3,000	RSR
3. Payment process	i. Send reminders through text messages	Month 6 - Month 36	-	Social Responsibility
	ii. Produce promos for radio and tv	Month 6 - Month 36	2,000	Project
	iii. Inform during the news in radio and tv	Month 6 - Month 36	-	Project
4. Communication campaign in the communities, to explain to program beneficiaries, the objectives of the new program and to resolve doubts and concerns.	i. Community sensitization through town hall meetings, dialogue forums, dramatizations, to explain the nature of the program.	Month 5 - Month 36	5,000	Project
	ii. Dramatization, produce flyers with relevant program information and calendar with dates of payments	Month 5 - Month 36	10,000	Project
5. Promotion and recall of program systems and procedures (such as the GRM)	i. Produce advertisement for radio and television on GRM system.	Month 5 - Month 36	5,000	Project
Total			**28,000**	

Table 5: Internal Communication Implementation Plan: _Implementation Unit and Government and World Bank_

Communication Activities	Mechanism	Date	Cost	Financing
1. Training on program objectives, components, and rules for DPSS and PIU staff	i. Training sessions every year	Month 6 - Month 36	500.00	RSR
	ii. Produce and distribute of program material	Month 6	1,000.00	RSR
2. Meeting with MEAS and other relevant ministries to inform about program objectives, components and rules	i. Organize an event with policy makers at the central level	Month 6	600.00	RSR
3. Evaluate program performance	i. Distribute internal reports every 3 months with information regarding performance of program using information from MIS	Month 6 - Month 36	-	Project
	i. Distribute internal reports every 6 months with information regarding appeals and complaints with the program	Month 6 - Month 36	-	Project
4. Evaluate beneficiary satisfaction through beneficiary survey using mobile phones	i. Define questionnaire	Month 6 - Month 36	1,000.00	Project
	ii. Purchase of text message package to telecommunications company	Month 6 - Month 36	-	Social Responsibility
	iii. After every payment, conduct a beneficiary survey through mobile phones	Month 6 - Month 36	-	Project
	iv. Analyze data and circulate findings	Month 6 - Month 36	-	Project
5.Monitoring session with MEAS, DPSS and World Bank	i. Meeting sessions with MEAS, DPSS and World Bank every 6 months	Month 6 - Month 36	1,200.00	Project
Total			4,300.00	

A communication and marketing unit will be created in the Project Management Unit (PIU) (Figure 8). A communication specialist will oversee the unit and will plan, coordinate and ensure successful implementation and management of communication activities for social safety net programmes. The communication strategy must: generate understanding, acceptance, and cooperation among beneficiaries of the existing benefits and obligations; raise awareness regarding the guidelines of the programme; create awareness and understanding of the programme among the public.

Figure 8: Organizational structure of the Project Management Unit (PIU)
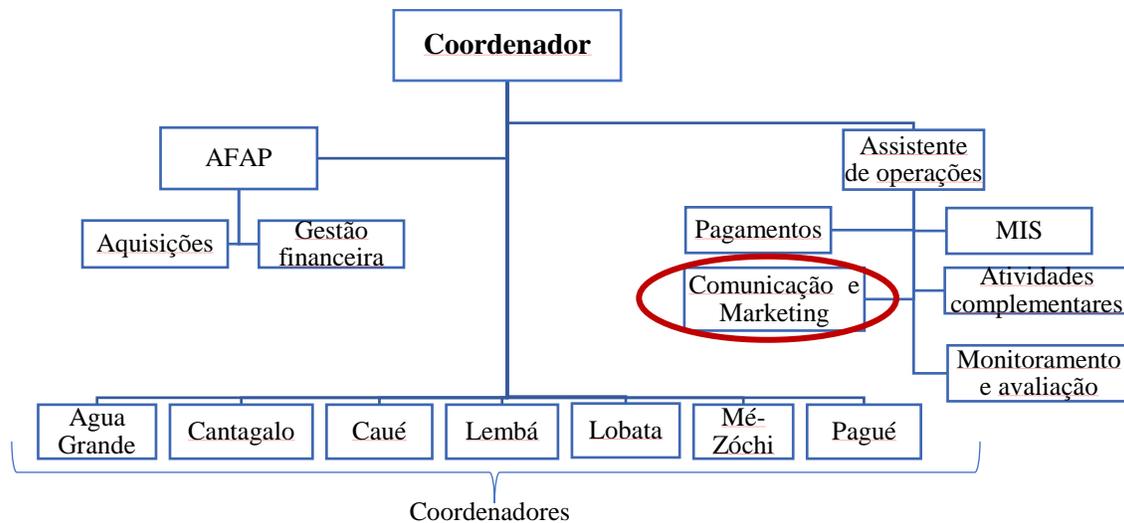
Specifically, the communication specialist will:

1) Develop a comprehensive communication strategy addressing the information and training needs including the development of national, regional, and community-level communication plans.
2) Supervise, coordinate and mobilize resources for communication activities throughout the country
3) Develop, facilitate and implement training and other capacity-building activities to strengthen communication related to social safety net programs at all levels
4) Facilitate monitoring, evaluation and utilization of data collected to improve planning of communication activities at all levels. Develop a monitoring tool and check list to detect any need for adjustments, gaps or changes in strategy implementation and to track problems and needs
5) Take stock of ongoing parallel communication initiatives for collaboration and cooperation with other stakeholders to ensure consistency in strategy and messages.
6) Oversee the pre-testing of messages, methods and materials developed, to ensure audience attention, comprehension and acceptability, and that the message is persuasive, culturally appropriate, and accurate.
7) Sub-contract the development, production and dissemination of the communication materials.
8) Partner with and engage media executives and practitioners in orientations, briefings, and message dissemination to ensure message accuracy coordination and consistency in the timing of messages released to the public.

Communication strategy to each tartgted audience will be led by communication specialists in each area. The external communication strategy to the general public (all external audience: program beneficiaries

and potential beneficiaries, decision makers at all political levels, academia, the media, and civil society) will be led by communication specialist on mass and social media. The external communication strategy to program beneficiaries will be led by an operational specialist. The internal communication strategy to implementation unit and government will be led by a specialist in information and monitoring with strong technical skills.

Monitoring and evaluation

Regularly monitor and evaluate information dissemination strategies to measure successes, identify challenges and take appropriate action. Outreach Messages transmitted through multi-media will be systematically monitored and evaluated to determine their relevance, effectiveness and timeliness. Monitoring indicators will include:

- ✓ Percentage of households and individuals aware of the program
- ✓ Percentage of beneficiaries who know their rights and responsibilities in terms of conditionalities, program rules and entitlements

Annex

Beneficiary survey using Mobile Phones

The relative important access to mobile devices represent an excellent opportunity to reach beneficiaries, disseminate information and monitoring. In Sao Tome, poor households and beneficiary households from the registry, have higher access to mobile phones than any other services (Figure XX). Although mobile phone ownership is not universal, beneficiaries who do not own a mobile phone can be given a phone face to face during a specific event, registry, payments etc.

Mobile Phones can be used to gather high-quality, high-frequency data on effectiveness of social safety net programs and also to disseminate relevant information. The need for more rapid, less expensive, less complicated, and more nimble data collection methods has attracted much of the attention on mobiles phone as a new tool for collecting high-frequency and, oftentimes, low-cost survey data. Mobile phones can generate routine monitoring data at real-time, facilitate more effective and targeted interventions and if sensitive information is being collected, mobile phone surveys may be preferable.: The fact that others cannot overhear the questions being asked may sometimes allow respondents to feel more secure in providing information over the phone rather than face-to-face. Mobile phone surveys are not suited for lengthy interviews and are rather more effective for monitoring rapidly changing conditions and obtaining real-time feedback from households. Depending on the context and aim of the data gathering effort, mobile phone surveys can be cost-effective.

A growing number of initiatives, primarily across Sub-Saharan Africa, are now using mobile phone technology to facilitate welfare monitoring and opinion polling almost in real time. Mobile phone surveys have recently been employed by various organizations and researchers in data gathering efforts in developing countries: to track food security in refugee camps (WFP 2015); to collect data to monitor the Ebola crisis and its effects on food security and to provide estimates of its socioeconomic toll in the three most affected countries in West Africa Guinea, Liberia, and Sierra Leone, (Himelein 2014; WFP 2015); the Word Food Programme achieved promising results with IVR interviews to gather food security panel data in central Somalia (WFP 2015); in Uganda, U-REPORT, with over 200,000 participants respond to questions sent by short message service (SMS).

Mobile Phone–Based Modes of Data Collection

There are several mobile phones–based modes of data collection including:

- ✓ Voice (live interviews): computer-assisted telephone interviewing (CATI)
- ✓ Interactive voice response (IVR)
- ✓ Unstructured supplementary service data (USSD)
- ✓ Short message service (SMS)
- ✓ Wireless application protocol (WAP)

Each of these methods of data gathering has specific benefits and limitations. Several studies have found that CATI surveys generated the lowest attrition among other mobile modes of data collection: Patnaik, Brunskill and Thies 2009 in India; Ballivian et al. (2013) in Honduras and Peru. CATI collects data through a basic call center, which consisted of a group of interviewers had phones and a computer with a standard data entry screen. Live interviews allow for more flexibility in conducting interviews in different languages, posing more complex questions that may require explanations, and accommodating illiterate respondents and respondents owning low-end phones without Internet connectivity. Calling respondents on their phones can also avoid costs for the respondents. Moreover, phone interviewers can build rapport with respondents during their conversations, thus increasing trust and goodwill, reducing drop-out rates and encouraging more truthful answers, especially if question topics are sensitive.

Methodology

1. Define objectives:
   - ✓ Define the Target population: Beneficiaries included in the registry
   - ✓ Determine the Information to be collected: timely feedback from people participating in the program
   - ✓ Establish the Length of the questionary and the frequency of data collection: once per month
   - ✓ Select Phone–Based Modes of Data Collection: CATI and/or USSD
   - ✓ Repondent selection: Head of the household
   - ✓ Distribution of mobile phones: to ensure the representativeness of the survey results. The distribution might occur according to one of the following strategies:
      a) *Provide mobile phones to all respondents*: In favor of this method is the argument that receiving mobile phones and chargers incentivizes participation in the panel. Moreover, distribution of mobile phones to all respondents whether these already have mobile phones or not ensures the representativeness of the sample across all households irrespective of wealth status.
      b) *Provide mobile phones only to those respondents who do not already own mobile phones*: narrow budgets mainly drive This decision. If opting for this method, one should be aware that it may lead to demoralization among the MPPS respondents who do not receive new phones.
   - ✓ Information campaign information to promote survey participation.
2. Mobile phone interviews: Once the pilot has been completed and data collection methods are tested and all respondents have phones, the next step is to undertake mobile phone interviews through a call center or USSD.
3. Data analysis, archiving, and dissemination: Because questionnaires are typically short, analysis can be completed quickly after data gathering, and reports can be prepared and distributed shortly after data gathering.

Implementation

Table 6: Beneficicary Survey Using Mobile Phone: Implementation Plan

Steps	Objective	Activities	Date
1. Pilot Phase	Aims to discover gaps, fine-tune the survey instruments, and tweak the survey interview scheme before interviewing the target sample	1. Conduct a random digit dialing (RDD) from the registry of beneficiaries: - Test the USSD and CATI application 2. Analyze the data collected during the pilot phase.	May 2018-Sept 2018
2. Conduct mobile phone data collection every 6 months	Gather high-quality, high-frequency data on effectiveness of the social safety net program	1. Undertake mobile phone data collection to beneficiaries. 2. Data analysis, archiving, and dissemination	Dec-18