UTILITIES

STRATEGIC COMMUNICATION GUIDE

Water is Life..

Foreword

As the fourth most water-impoverished country in the world, Jordan has stood face to face with water shortages for more than two decades. The annual amount of water available per capita is less than one-third of the international water poverty line. Global climate change may lead to greater strain on already limited resources. This ongoing water shortage has caused drastic over-pumping of groundwater aquifers that has resulted in a major decrease of available water. On the other hand, Jordan's stability, tourism attraction, and the quality of its business and health services make it a prime regional hub for investment. This challenging situation provides a great opportunity for Jordan to efficiently use each drop of its water.

Since the late 1980s, the government of Jordan has been taking steps to improve water management through policies, regulations, institutional reforms, and the use of new technologies. Water-use efficiency programs were launched later on to promote water conservation in the agricultural sector which uses more than 60 percent of the national water resources. In early 2000, the Kingdom embarked on a nationwide program to introduce urban water-use efficiency to the public and create a culture of water conservation. This was followed in 2007 by an institutional program that developed a water-demand management policy for the urban and agricultural sectors and established the institutional model for urban water-demand management at the Ministry of Water and Irrigation, water utilities, and relevant public and private institutions. The program produced a set of water-saving standards and a plumbing code for water-use efficiency. It also identified large consumer categories and conducted water audits and surveys to better help users understand their water use and pinpoint potential water-efficiency measures. A menu of best management practices was prepared for each water-use category, showing the ways to improve efficiency and explaining the benefits of saving water. The saved water will be accompanied by financial benefits, including savings on energy and wastewater treatment costs, which will provide additional resources to reduce water shortages. The water-efficiency best management practices are presented in six guides covering the residential, health, tourism sectors, high rises, office buildings, and landscaping, as well as a guide for communication.

Acknowledgements

This Guide is the result of collaboration between USAID-Public Action Program and USAID-IDARA project. It was prepared by Mona Grieser and Maha Khatib, of the USAID-Public Action Program, and Hala Dahlan, IDARA project. Special thanks to Setta Tutundjian, USAID, for her valuable input and her effective review of this guide.

Special appreciation to Eng. Nisreen Haddadin, director of the Water Demand Management Unit, Ministry of Water and Irrigation, for her thorough review of this guide

Sincere thanks to the following members of the BMPs guideline committee for their beneficial contribution:

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- Tony Gregg, USAID-IDARA
- Rania Abdel Khaleq, Ministry of Water and Irrigation
- Joumana Al Ayed, Miyahuna
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High appreciation to Prisma Marketing and Communication for their invaluable review of the BMPs. Thanks to Cory Eldridge for his excellent editing work.

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Introduction

Why Have a Communication Function at Water and Energy Utilities?

The role of the utility, whether water or energy, is changing. There is a shift from monolithic, state-run structures to smaller, more efficient privately-owned institutions; a move from a principal role of promoting sales of water and energy to a new focus on conducting campaigns to reduce consumption. Whether the changes are due to diminishing resources or increased service costs, the need to communicate with customers is of utmost importance. The success of Ireland's campaign to save energy (see sidebar) demonstrates the positive results of wisely using communication strategies.

The best utilities put the customer front and center. Learning to listen to the public you serve has become a crucial feature of providing utility services, even where there is no apparent competition. Your customers depend on your water and energy services for their health and livelihood, and every citizen has an expectation of uninterrupted water and energy service. That expectation is the source of pressure for a utility to perform its best.

To please their customers, most utilities constantly upgrade their services to provide continuous and improved energy services or high-quality drinking water. Many water utilities provide an annual report to the public to demonstrate how they test water and ensure its quality before it reaches any home. Similarly, energy utilities' annual reports present their steps to improve facilities, increase power availability, and apply efficiency measures that will help keep costs down. Many utilities, water and energy alike, offer improved billing systems and alert systems to inform customers when maintenance is planned or when unavoidable cuts in services are expected. These reports demonstrate good will and commitment to the end user.

Many water and energy utilities have citizen advisory committees who provide feedback to executives and senior staff about the public's views on a utility's strategic plan, financial management, service, and issues of general concern. Developing a reciprocal relationship with the public is a central part of the work of any utility, and the cornerstone of any functioning democratic society.

This guide is intended to inspire and help Jordan's utilities develop such relationships with their subscribers. Jordan's serious water and energy situation requires dialogue between its utilities and public and a sense of mutual responsibility for finding solutions to problems. The most powerful tool a utility has for this task is the communication division. Across the Kingdom, these are currently underused and undervalued, but they posses enormous potential to build bridges with the public and policymakers alike.

In order to play this role well, the communication division must take part in all planning and decision making. This is the first and most important best management practice: Communication departments should not be isolated from the service or corporate function of a utility. Communication departments are increasingly becoming significant because they interpret and convey key decisions to the various target audiences—from the media to interest groups (industry, agriculture, etc.) and, most importantly, to the general public.

In 2006, Ireland's national energy utility set targets for energy reduction across the economy and began campaigns to promote saving energy. In 2007, the campaign was evaluated. The result showed that the Irish economy had saved €750 million as a result of energy efficiency measures undertaken since 1995, but the savings made in 2007 alone, during the campaign, equaled the annual energy use of half a million houses.

By 2009, the progress report showed that overall energy use had declined by 9%. The business sectors that witnessed the greatest fall included industry, whose use dropped by 13%, the services sector by 12%, and transportation by 10%.

"Lesson Learned: Campaigns that are systematically and strategically designed and implemented work."

How Does Communication Improve Your Role as a Utility?

It saves you money:

Utilities that use communication well and wisely can develop positive relationships with customers. Those relationships help a utility solve problems faster, meet conservation goals, decrease use of expensive and unnecessary media, combat theft of energy or water services, all of which make a utility more efficient and saves money. For instance, good communication can help an energy utility handle their customer load by showing some customers the benefit of switching their energy use to off-peak hours. A water utility can help water customers build in-ground water reservoirs, which saves the utility the cost of supplying tanker water when water pressure is low.

Strategic communication forces a utility to examine how its communication funds are used, and whether there are measureable results from that effort.

It gains you trust:

The government of Jordan is increasingly concerned with maintaining high-quality services for customers and better support services for utility personnel. Throughout Jordan, the public is no longer a passive recipient of services. They have the expectation of quality service and they know how to voice their disapproval when that expectation is not met, which can create problems for utility managers and ministry workers. Weak and unfulfilled public relations responses, which are unfortunately typical of utilities and government agencies, no longer satisfy the public. Strikes, sit-ins, and mass demonstrations are now common tools of dissatisfied customers and employees.

Managers, now more than ever, need to protect themselves by developing positive relationships with both groups. The principal tool of every public and private institution is strategic communication and woe to the utility manager who neglects it. One-way communication, where the utility talks but does not listen to the public, is not good enough. Consultation and relationship building is an imperative must. The utility that has mastered this saves money, and the utility that has not will be at loss.

It can harness customer relations at times of resource crisis:

The apparent weakness of authorities to communicate information in a timely and effective way influences the public's attitudes and practices towards water and energy. Simple awareness by Jordan's citizens of our country's resource limitations is not enough to resolve the underlying resource crisis or evoke a meaningful reduction in consumption.

Utilities and public authorities need a systematic approach to assess the barriers the public faces when using water and energy and to identify any benefits that can promote adoption of new, sustainable behavior. Employing best management practices for communication strategies, using behavior change models, implementing best commercial and industrial practices, engaging in key policy reforms, and assuring enforcement are all steps to voluntary public compliance of efficient resource use. That, in turn, creates positive change.

About This Guide

This guide was prepared for you—the communication and outreach staff at frontline ministries and utilities, including those managed by the Ministry of Water and Irrigation and the Ministry of Energy and Mineral Resources and those under independent management such as Miyahuna, Aqaba Water Company, and Kingdom Electricity for Energy Investments. This guide strives to show the link between strategic communication planning and an organization's performance, and also demonstrate how strategic communications can become an integral component of planning and operations. The research-based information and industry-tested tools presented here will guide your utility or ministry while developing its communication programs.

This guide provides you with the 10 Best Communication Practices used by utilities all over the world, practices that can be implemented by all of Jordan's utilities. While communication tools are evolving and new tools emerging, such as the internet and social media, these are tried-and-tested tools and some basic principles that guide communication planners. One of the most useful tools described in this guide is the BEHAVE framework, which is a people-centered approach that helps change behavior (it can be found in Section 4). From a utility's perspective, this approach can address environmental, public, and individual's needs by creating a connection in people's minds between their livelihood and lifestyle behaviors and the availability of water and energy in Jordan.

This guide will also benefit a secondary audience, those who make policy and affect program strategies at target institutions. Devising solutions to improve conservation of water and energy will require a shift in program strategies. Education and communication at all levels should be modified to respond to the priorities, knowledge, and practices of each target group, which will help them change the way they use energy and water.

Upon reading this guide, you will gain the following knowledge and learn to:

- Integrate research findings into communication strategies at all levels.
- Comprehend the different roles and purposes of various communication functions.
- Foresee and plan relevant communication interventions to support different organizational needs.
- Identify the steps to behavior-change communication as outlined in the BEHAVE framework.
- Design and implement a planned behavior-change communication program that is sensitive to the context and needs of your audience.
- Evaluate program implementation and incorporate necessary revisions.

Jordan's Resource Challenges

SECTION 1

What is Communication? Defining Terms:

Throughout this guide we will use the word communication to describe all the activities that fall under the umbrella of communication, but each specific activity in communication has its own appropriate tools and the professional communicator should be aware of them and use the correct tools appropriately. All tools start with analyzing a situation and defining the problem in question, followed by establishing objectives and target audiences to ensure that activities relate to the problem and resolve it.

Communication generally refers to the provision of information. Communication seeks to deliver information for a purpose—either behavioral or perceptual or to impart knowledge.
It does not necessarily require a change in behavior on the part of the recipient. For example, letting students know that Jordan's principal supply of water comes fromw its aquifers and from treaties with neighboring countries does not require that student to change behavior. Similarly, informing your customers of the price of their monthly water bill does not necessarily require a change in their behavior. Therefore, when planning a communication program, it is important to identify its purpose or objectives—changing behavior or imparting knowledge or both.

Advocacy includes tools that are intended to inform, persuade, and present information and facts to decision makers. It is most useful in "upstream" work, which is the work of engaging in policy formation, regulation, and enforcement. A successful advocacy effort can make it unnecessary to campaign for behavior change. For example if the government decreed that all large cistern toilets would be banned from the Kingdom, you would no longer need to design programs encouraging people to purchase low-flow toilets. They would be the only ones in the market. Advocacy is an important tool in upstream behavior change activities.

Public relations tools are used by utility communicators to protect and promote the relationship between the consumer and the utility and to protect the institution's brand. Public relations activities are most often unpaid promotion and present the institution in the best possible way. PR is essential in times of crisis but just as valuable during routine activities. PR differs from advertising because the latter is paid. In Jordan, unfortunately, PR tools are often used as a substitute for evidence-based communication and consequently PR efforts are mistrusted by the public. PR does not replace strategic communication or behavior change communication. It is only one tool in the communicator's arsenal, but too often it is the only one that utilities use.

Social marketing tools are used whenever you want a change in behavior. It is the most strategic of the tools. Social marketing is systemic and comprehensive in its approach, it encompasses public relations, advocacy, and informational communication, as well as recognizes any structural changes that may be needed in the system. Social marketing is not easy and multiple steps are necessary to applying it well, but research shows that when marketing tools have been employed in a campaign it is much more likely to succeed. Social marketing has many years of theoretical research supporting it

What We Know. What We Ought to Know

What do We Know About the Water Crisis in Jordan?

"The hard reality is that Jordan is consuming more water than it has available from secure (annually renewable) sources. A water catastrophe is imminent, as groundwater resources will slowly dry up."
Embassy of the Hashemite Kingdom of Jordan, Washington D.C.

Left unaddressed, the following trends point to a troubling scenario in the near future. These realities will present serious challenges to your institution. You will need to consider how they will affect your ability to deliver water services and how to communicate these realities to your customers so they respond appropriately.

Increasing Demand and Insufficient Resources. By 2020, Jordan's expected sustainable water supply will be sufficient to meet only the demand of industry and municipalities' basic needs, leaving out demand from agriculture. High rates of population growth as well as an increase in consumption from lifestyle changes contribute to this unsustainable situation.

Over-Exploitation of Non-Renewable Sources. More than half of the supply needed to meet current water consumption is obtained from non-renewable underground aquifers. As a result, the water table is dropping throughout the Kingdom, and streams and oases are slowly drying up. Soil salinity is increasing, making land less productive.

Global Climate Change. Current models predict that rainfall will drop by as much as 15% and temperatures in Jordan will rise by five degrees centigrade, putting a greater strain on already limited resources. These are considered conservative estimates.

Uneconomic Use. Agricultural activities consume 65% of Jordan's total water supply yet contribute only 2.5% to the Gross Domestic Product. Farmers are not charged enough for the water they use.

Costly New Sources. The government of Jordan is currently developing all affordable sources of renewable water, including treated wastewater and desalinated groundwater. New supplies from the Disi aquifer and the proposed Red Sea-Dead Sea Conveyor will be costly and unlikely to supply significant quantities of water before 2015, placing additional, irreparable stresses on aquifers.

Coping With the Crisis

In coming years, Jordan's future water scenarios will, at a minimum, need to include the following actions and responses:

- The government will incorporate the impact on water resources into the decision-making process, whether at the national, regional, or local levels.
- Jordanian citizens will need to be carefully educated about the crisis in water supplies in order to promote a culture of conservation among citizens and industry.
- The government will strictly enforce current laws and regulations, and consider new legislation to further support conservation efforts.

Research conducted with households in Jordan suggests that while the public generally understands that Jordan is a water poor-country they are less knowledgeable about the extent of the shortage. The research also shows the public is unprepared to adapt to the possible reality of significantly higher costs for water and lower per capita consumption.

Typically, the functions of a private company include: (a) provision of water, (b) collection of fees, (c) infrastructure maintenance, and (d) removal of wastewater. Since water is currently heavily subsidized, the public is unaware of the real cost of water.

Water conservation has become one of the most important tools to help manage demand. As representatives of water authorities and utilities, you must build trust among your customers and reach out to keep them informed of the water situation. With communication and trust, utilities and customers can develop a positive relation that will help them work together to address the water crisis.

Important Realities of Jordan's Water and Energy Resource Situation:

- Increasing demand (due to population growth and lifestyle changes)
- Over-exploitation of non-renewable resources
- Global climate change
- Need for efficient resource allocation while considering contribution to GDP
- Costly new sources
- A vital link exists between water and energy

What do we know about the Energy Crisis in Jordan?

Jordan imports 96% of its energy and energy costs accounted for 12% of GDP in 2009. With continued population growth and the expansion of commercial and industrial activities, the absolute amount of energy consumed nationally will grow. As representatives of an energy utility, you will have to confront the following realities:

Rise in Demand. Energy demand in Jordan has risen in the last decades and is predicted to rise even faster in the coming decades as the large number of young people (currently over 65% of the population) form families and create their own households. Expectations for improved lifestyles will increase that demand further, putting even more pressure on energy utilities to provide reliable and continuous energy services. Already, Amman is experiencing blackouts during peak periods, and customers are generally unprepared and unhappy when they occur.

Rise in Cost. Energy costs are increasingly rising. As most of the country's energy supplies are imported, Jordan is already experiencing that rise. It will keep feeling it. In combination, rising demand and cost will increase pressure on the government.

Low Confidence in Energy Efficiency Concepts. Most Jordanians do not have faith in or understand the importance of energy efficiency in their lives. This might be due to the lack of relevant and useful energy-efficiency research and studies, low product quality in the market, the high cost of more efficient products, and bad past experiences.

Global Climate Change. As global climate change is expected to warm temperatures in the region above historic norms, energy utilities will find themselves under increasing pressure to deliver services.

Resource Theft. Some individuals are resorting to energy theft to adapt to restrictions in energy supply and the cost of energy. Instructing the public how to further reduce energy use without undermining their trust in the government's responsibility to provide energy will be an important task for utilities.

Energy in Jordan is already a concern for many people as high prices, coupled with scarcity, make conservation a part of household financial decisions. Even without pressure from the government or utilities, families are already using low-energy light bulbs or fluorescent bulbs. Motivating the public to take efficiency measures or understand more restrictive measures means you and other important actors in the sector will need to put campaigns into place that make the reasons for sacrifice more transparent.

Influencing Public Participation by Iinfluencing Public Perceptions

"Perception and participation are closely related."

Perception has to do with one's own view of things; participation is a collective process that is influenced by the individual but is larger than any single persons' perception.

How we behave depends greatly on how we understand and see things. Communicators understand that our choices are not necessarily rational but depend heavily on a complex set of emotions that define our perception and therefore our response. For many years, technical experts have assumed that humans make rational choices and thus offer technical solutions that expect a rational response. This isn't how it always works. The communicator bridges the gap and makes the science understandable—we call it popularizing the technical, but it also makes it meaningful on a personal level to customers. The communicator looks for the nexus where the science touches the emotion of the individual, affecting his perception and potentially his willingness to participate.

Besides addressing individual perceptions, we need to create the perception that individuals are not alone in adopting the new behavior, that they are part of a larger community and that behaving in this different way is "fun, sophisticated, intelligent, classy" or any other words that resonate with the audience. Only by doing so, will the public accept new behaviors that we present to them and be spurred to public participation.

In Jordan, drought is a perpetual summer problem, and yet none of our utilities have triggers that indicate when drought conditions have been achieved nor do they put in place the restrictive measures that the public needs to take to ensure that water access is assured all summer. As a consequence, public perception of summer drought is limited to the moment when water supply to homes is no longer available or becomes restricted. If perception was raised earlier, through communications that are relevant and of interest to the public, subsequent public participation in taking conservation measures might be greater.

What Factors Affect Public Perceptions?

Legitimacy and Credibility of the Source: Perception and public participation are highly influenced by the level of trust in a source. Trust is built through planned communication, over time when:

- Dialogue is sustained.
- The public can raise questions.
- The public is involved at early stages of planning.
- Information is accessible to the public.
- The source of information has considerable credibility.

Sincerity and Honesty of the Source: Honesty is tied to perceptions of fairness. Fairness is related to the decision making process and is a judgment of the outcome of that process. It is also closely tied to perception.

EXAMPLE: Although most residences in Amman get water access once or twice a week on schedule, the varying economic ability of people to purchase water tanks means that some people have a one- or two-meter tank to last the week while others have a 50-meter reservoir to resort to should they run out of water. This knowledge of inequity colors the perception of lower income people and inhibits their willingness to take conservation steps unless they see the more affluent making changes first. This is an irrational stance to take since efficiency measures would benefit the poor personally by reducing their energy or water bills, but it confirms what social marketers know—that public perception is not necessarily rational.

Comprehensiveness, Clarity, and Coherence: The level of perceived knowledge an individual or an agency has about an issue affects public perception about it. It is the communicator's role to deliver accurate information and knowledge that is focused yet reaches people regardless of their educational level. Remember that the type of information you communicate, including the degree of complexity, needs to correlate to the problem at hand.

Relevance: Communication responds to the concerns of the target audience and relates directly to their interests and values. Segmenting audiences into distinct, related groups is the first step in addressing target audience needs.

"Individuals will more likely be moved to action if your communication relates to their lives personally."

By putting the target audience at the center of all communication planning, it is more likely the needs of that specific segment of the public will be better addressed, that they will receive relevant information, and their behavior will change.

EXAMPLE: During the economic downturn, Miyahuna recognized the desire of individuals to reduce their water bills and began, with the help of USAID projects and private sector support, to distribute faucet aerators to households. The aerators, in principle, will reduce the amount of water consumed by a household without substantially affecting their lifestyles. One consumer, responding to a query from a researcher, stated she was "most pleasantly surprised to see that a water institution understood her needs".

Organizational Role and Functions of Communication

SECTION 2

Role of a Communication Department

As Jordanian society faces major transitions in the near future, including declining resource availability and increasing population, water and energy authorities will experience changes in service supply and require reduced consumption and/or sacrifices from citizens that may or may not be embraced. To a great extent, how citizens react will depend on how these changes are communicated and presented to them. This places a greater emphasis on the role of communications departments.

The most important function of a communication department should always be maintaining goodwill and mutual understanding between the organization and the public.

Despite the critical ways communications departments can help an organization fulfill their mandate, these departments are still undervalued and viewed as an afterthought.

The levels of interaction between utilities and stakeholders are addressed by the multiple roles within a communication department. These include:

1. Support organizational objectives
2. Support delivery of services
3. Public education/public awareness/public action
4. Fostering policy dialogue for reform
5. Internal communication
6. Crisis communication

The next section aims to show you how customer service and communication work together to achieve results and satisfy customers.

Support Organizational Objectives

In addition to the overarching objective of supplying Jordanians with a continuous and reliable supply of water or energy, you, as a communication professional, and your organization must also focus on the following three organizational objectives:
(1) Customer satisfaction
(2) Regulation compliance
(3) Financial sustainability coupled with efficient resource management

The three organizational objectives are tightly interwoven and together represent the focal areas of every organization's work: (1) the customer focus, (2) the policy focus, and (3) the business focus (see Exhibit 1). Organizational structures, including a code of business practices and work flows, are designed to fulfill each of the three focal areas. Within the organizational objectives, you can use communication activities to reach audiences inside and outside your firm.

The business focus of a water or energy utility is to provide high-quality services while still remaining profitable. This includes the day-to-day operations, service delivery

Exhibit 1:The Three Focal Areas of Organizational Work

very, billing and collecting, soliciting of new customers, and other activities which all require communication.

The policy focus of a utility may include expansion into new areas, the offering of new services such as solar energy, dealing with regulators and government agencies, and assuring water quality.

The customer focus is a utility's direct dealings with the public. This work is anything from a formal customer complaint center to the way telephone operators speak to customers. It can also be the many ways in which a utility addresses its customers' needs by thinking specifically about what the customer wants rather than what the corporation wants. Have a look at Exhibit 2 below which is extracted from a utility's annual report and exemplifies, in its first part, how the customer is put in focus.

Vision
To be the best Utility for our customers

Mission
To improve the quality of life for all Memphis and Shelby County customers through the efficient and safe delivery of electricity, natural gas and water

Values
- Customers
- Safety
- Trust
- Employees

Strategic Areas of Focus

Customer/Stakeholder:
For Highly Valued Relationships, establish a trust-filled and value-driven relationship with all customers and key stakeholders through performance excellence, open communication and active partnership

Exhibit 2: MLGW Strategic Areas of Focus

Support Delivery of Services

We have said that organizations structure their business functions and practices around three focal areas (business, policy, consumer), and a communications department provides broad support across these focal areas and other business functions and practices. It is important to understand your organization's interpretation and value of each focal area, how each contributes to its work and mandate, and how management approaches these focal areas in strategic planning. A utility will have many external customers, but as a communications professional these focal areas are your "internal customers," directing your work and purpose. To give proper attention to each focal area, you must conduct an internal process of gathering and assessing information to provide reliable and factual information about your institution. This will allow you to better perform any communication work within or outside the institution.

"The brand touchpoints comprise all the ways an organization's brand interacts and communicates with stakeholders."

Working in the water and energy sectors, you face many kinds of challenges, including rising costs, aging infrastructure, regulatory requirements, changes in demographics and population, and many others. To address these challenges, specifically the challenge of resource planning and allocation, your organization will work independently or with other groups to implement a range of short- and long-term actions designed to promote and achieve your organization's goals.

Many of these short- and long-term actions and the accompanying decisions involve people, both within and outside your organization, who may or may not have knowledge of environmental issues that would inspire them to engage in positive environmental practices. Instilling and communicating this environmental knowledge is the first step to promoting behavioral or perceptual change among these people. The knowledge will also help you achieve objectives within your organization. In other words, communication voices what your organization wants to achieve. Messages must be simultaneously integrated and harmonized with other programs to collectively translate into the larger goal of creating conservations about water or energy use.

To help clarify how you will support other departments in completing their respective tasks, we will provide in Section 3, a flow chart that exemplifies how your communication output should be coordinated.

Delivering a Consistent Customer Experience

Having previously discussed how organizations structure their business functions to enable service delivery to their customers, this section invites you to think about all the ways your organization interacts with its customers and makes an impact on their perceptions. Though you could name many interactions, some of them are obvious, others are not, the fact remains that customers view your organization as one entity and only from the outside.

From customers' expressions of frustration and complaints, we know that organizational structures sometimes unintentionally work against delivering a seamless and harmonized customer experience. With each functional unit working hard to fulfill its own targets, the big picture can be lost, and the very people responsible for delivering the customer experience often function independently and do not coordinate their efforts. The question is: Who is actually responsible for making sure customers receive a seamless experience?

Every interaction, tactic, and promotion your organization has with its customers, whether through the website, direct mail or even a telephone call, is what's called a brand touchpoint. The brand touchpoints comprise all the ways an organization's brand interacts and communicates with stakeholders. They refer to all the places where you "touch" your current and prospective customers. Keeping a consistent message between these brand touchpoints is difficult. Generally speaking, the more customers a business is trying to serve, the more challenging it becomes to align service delivery.

Look at Exhibit 3 below and think of the different places your organization is in contact with or "touches" its constituencies on a daily basis. It shows that customers interact with and experience your brand in many different ways, both directly and indirectly.

Exhibit 3: Various Brand Touchpoints

Have you ever had an irritating experience when you've been put on hold for more than ten minutes while trying to reach your utility's hotline, only to be told by the customer service representative that the system is down and that you need to call back later for answers to your question? This may make you wonder, if the system is not functioning properly, why isn't there a recorded message informing you of this immediately instead of directing calls to the customer service representative? Why make customers wait for unreasonably long time on the phone when convenience is a key reason for a hotline service?

On the other hand, you may have had positive experiences with a customer service agent at a utility. For instance, maybe you've had a new service connection completed by a pleasant technician who explains to you how the new meter will be read and how to keep it protected. This type of service will endear a customer to the company.

Exhibit 4:Communication Pathway

Public Awareness/Public Education/Public Action

To get customers to become more efficient in their use of water and energy, utilities need to implement communication programs that help people develop understanding, clarify values, expand attitudes of concern around issues, and increase the motivation and skills to address the issue.

Public awareness is the first step in helping people become familiar with an issue. At the start of this communication pathway, the target audience knows very little about an issue. The issue could be a more efficient technology they have not heard of (use of water aerators, for example) or a larger issue like water or energy scarcity. In either case the first step for the communicator is to make the audience aware, and in subsequent steps reduce the barriers that may exist for them to go from knowing about an issue to taking action—doing something about it. This explanation obviously considerably simplifies the process.

While the process is discussed here as if there were a start and a finish, the reality is that your audiences may be anywhere along the pathway. Focusing on general awareness of water issues can be a waste of funds, except with very young children, as research tells us that most people in Jordan already know that Jordan has a severe water shortage. Bear in mind that what most people here in Jordan need is:

a. Exposure (awareness) to new technologies or services that can make their water use more efficient.

b. Knowledge and assistance to access those technologies more easy (Basically answers to questions like: Where can they get them? How much do they cost? How easy are they to use? What's the benefit?)

c. Maintenance of existing practices and any new practices they might take advantage of. For example, USAID is training plumbers to support the new plumbing code that addresses weaknesses in plumbing, which can result in water loss at the household level. Making customers aware of these plumbers and the benefits of getting the plumbers to reduce water leaks should be one of the goals of a utility.

d. Knowledge of codes and laws that potentially regulate usage.

Using Your Website and Technology

The majority of Jordanians have access to a cell phone and there are, according to recent research, over a million people with access to the internet in Jordan, whether or not they own a computer themselves. This means that each ministry or institution should have a well-maintained and regularly monitored website that addresses customer concerns, provides interactive education, and supports consumer-centric information. But an attractive, informative website is not enough. Communications staff should respond rapidly to queries, and perform regular and random evaluations to determine the extent of on-line customer satisfaction. The website should be in Arabic but mirrored and interactive in English. Web-presence is important, but for at least a couple of years after launching, an office should also be available for face-to-face interaction and customer service.
One example that could be copied in Jordan is the website of the Washington Sanitary Commission in the US: http://www.wsscwater.com/home/jsp/home.faces

It demonstrates the kind of customer service that websites provide to utilities. E-government initiatives in Jordan are increasing, and utilities and ministries need to understand the value of such virtual services.

Using Social Media

Ministries and utilities can also use social media and the internet to perform simple outreach functions such as informing consumers by e-mail of water cuts in their neighborhood and when services can be expected to resume. It is this sort of timely, relevant information that can create a close, valuable relationship between institution and customer. Increasingly social media is becoming the default method for staying in touch with customers. To best use social media platforms, answer the following questions. Your answers will help you engage and communicate with your customers using new media.

Questions for communicators on their use of social media

1. Do you know what your audience is interested in and have you included this in your interactive communication campaign? How do you expect these interactions will help you achieve your campaign objectives?

2. Have you done a demographic study to determine where your primary audiences spend time online? Are you even in the right networks?

3. Have you created a content calendar and engagement strategy? Do you offer anything valuable (namely relevant information) to your audience?

4. Do you have a community manager to ignite interest? Have you invested in the staff for this to work? Do you have the capacity to run a two-way communication campaign?

5. Are you monitoring discussions, identifying and engaging the key influencers in the online community? Do you have the tools and know-how to do this?

Answers to these questions and tips on how to improve your use of social media can be found in Annex II of this guide.

Example: How Thames Water Uses Twitter To Communicate With Its Cutsmors

Tweet a leak

With a colder-than-usual winter, we need your help to fight leakage by reporting bursts and leaking pipes when you spot them

Twitter users can '**tweet a leak'** @thameswater
you can also call our free 24-hour leakline on 0800 714 614

Tips to Improve Your Use of Social Media

#1: Use a blog to tell your story.
Treat your blog like the digital printing press that it is. Use text, photos, and videos to tell stories about the people you've helped, problems you solved, and the impact you're having on the community or the world. Engage your audience with storytelling on your blog.

#2: Make sure your stories are shareable
Include social media links like Twitter's retweet button, facebook's like button, and share this to allow your blog visitors to quickly share your story with their networks.

#3: Make it easy to subscribe to your stories
Make your RSS feed impossible to miss by putting it at the top of your page and highlighting it.

#4: Use video to tell your story
Videos of volunteers helping neighbors install aerators or promoting low-emission light bulbs can be incredibly persuasive ways to influence customers. Get non-profit partners to leverage YouTube's non-profit program that offers such benefits as: call-to-action overlays for videos, listing on the sites nonprofit channels, and the ability to drive fundraising through a Google Checkout donate button. (Donate links can be embedded right in your videos.)

#5: Create a Facebook page for your organization
Organizations doing good work are infinitely more "likeable" than traditional businesses, so get involved with the half-billion-plus people currently using Facebook. Make your page more engaging by including a custom-designed and branded landing page that includes photos and video. Make sure your wall is set to show posts not just from your organization, but also from your fans, NGO and project partners so they'll be more likely to engage you.

#6: Get into the Facebook news feed
"The future of Facebook is the feed," say social media experts. In other words, people may not visit your page every day, but they may see your news in their news feed. Getting people to like or comment on your Facebook content improves the chances that more people will see it in their feed, and doing that requires you to engage other people.

#7: Post photos and videos, and "tag" volunteers
You can take photos of fundraisers, community events, and school programs and then post them to your Facebook page. Tag volunteers to thank them for their help. This will draw attention to their good work and spread your message to their friends. Use this strategy judiciously. This can also work on Flickr, but it doesn't have the same reach as Facebook.

#8: Create a Facebook group for your cause
Facebook groups have some advantages over fan pages, such as the ability to send emails to members. Although there's some chance you might be diluting your brand, you could create a group around your cause, whether that cause is to promote water conservation or energy conservation.

#9: Use Facebook ads to raise awareness and use Facebook Events and LinkedIn Events to spread the word
Events are easy to share and get further promotion as people RSVP. Also use Foursquare, Gowalla, or Facebook places to promote your events.

#10: Go local with Twitter's advanced search
It's important to listen to local conversations. Use the advanced search at Twitter to find, listen to, and engage with nearby "tweeple."

#11: Start conversations around hashtags
If your audience is active on Twitter, start a conversation around a hashtag (#) to get people talking, whether it's #climate change, or #tips for reducing energy consumption.

#12: Ask for the retweet
Metrics show that when you end a tweet with "please RT!" you're more likely to get people to retweet your message. You are a cause-based service, a "please retweet" request seems less self-serving. Still, use judiciously.

#13: Find potential board members on LinkedIn
LinkedIn is full of successful entrepreneurs with non-profit board experience. Be sure to join local or cause-based LinkedIn Groups and start engaging with future board members now.

#14: Put your presentations online with SlideShare
Your presentations can be viewed, shared and embedded through SlideShare. If your organization puts on presentations to raise awareness and increase donations, make that work go further by posting your slides to SlideShare, the "YouTube of presentations."

Fostering Policy Dialogue for Reform

From a broader policy perspective, you can also help the organization achieve critical public interest goals such as decreasing the burden from importing energy into the country. To achieve greater energy independence, the national government relies on and needs to promote more investments from the private sector to help diversify and increase energy created in the country. To do this, place greater emphasis on communications that influence the government's incentives to the private sector and facilitate your organization's role in the process.

Internal Communications

Your staff is as much a part of your brand as your product and services. Today, organizations are conscious of the value of getting staff to believe in the mission of the institution and turn them into "brand ambassadors."

Internal communication is becoming an increasingly powerful tool for organizations; it establishes the culture of an organization. Recent years have shown that successful companies are the ones that value their staff as important assets. So why are these companies doing this well? What could be the link between internal communication and the bottom line?

Let us consider the following statement: "A strong communications program begins at home." Why is that true? The reason is that employees are the backbone of your organization. Whether on the job or off duty, they interact with each other, with customers, with their friends and family, and the community at large. When your employees are informed about what is taking place at their organization and are appreciated for their contribution, they become better representatives of their organization and deliver better customer service. On the other hand, if employees feel they are left out of the loop, do not receive information, or are not part of the decision making process, they tend to fill the gap with false or inaccurate information.

A proper flow of information improves communication and enhances relations in the workplace. Good internal communications will:

- Help create a can-do culture and build a committed and high-performing workforce focused on achieving the organization's goals.
- Boost morale and motivation.
- Minimize unnecessary delays.
- Help the organization learn—your staff is a vital source of information and ideas.
- Provide a better customer service—informed frontline staff will be up to speed on what's happening in the organization and why.

Achieving these results relies on the kind of employee connections that support effective channeling of communication. Team briefings, whether downward or upward, help disseminate key messages throughout the organization. These messages are usually concerned with:

a. Personnel changes and challenges
b. Organizational change
c. Launch of a new product/service
d. Soliciting feedback
e. Policy decisions
f. Team building

Crisis Communication

Today no business is immune to crisis. Crisis may hit an organization because of bad governance or unethical practices by key management personnel. Crisis management is tightly linked to reputation management and organizational communication, which endangers an institution's image and puts its pride at stake.

How well you protect your organization's bottom line depends on the combination of how well you're viewed as a "good corporate citizen" and how well you've communicated your point of view during a crisis. In today's operational circumstances, reputation is everything.
A good reputation can:
1- Inspire stakeholder loyalty
2- Attract new consumers
3- Strengthen your supply chain
4- Keep the regulators from your door
5- Protect you during a crisis
6- Drive value by defending your bottom line.

As a communicator, you need to have your resources in place and readily available during crisis management. Remember that every relationship you've developed is part of your resources. So if you have fostered good relationships—if you had citizen boards providing feedback, NGOs who communicate with the public, media connections that you have nurtured—they could provide you with much-needed support during a crisis.

At some point in your work, you will have to deal with a crisis. There are two kinds of crisis: Those you can and should anticipate and those you cannot. Let's look at the recent crisis of the Egyptian gas pipeline explosion that temporarily shutdown Jordan's gas supply. Such a crisis was a golden opportunity for communicators to engage the public, both to reassure them about their electricity needs and to remind them of Jordan's overall dependence on external sources for energy—something the public seems unaware of. It was an ideal event to raise consumer awareness and get them on the road to increasing efficiency in their energy usage.

At all times, the single most important thing during crisis is to keep your communication flowing. People usually understand that mistakes happen and things go wrong, provided you demonstrate that you want to give the correct information, show good governance, and act in the public interest.

Core Competencies

A skilled marketing and communication professional is key to organizational leadership. Communication staff selected for ministries and utilities should be specialists, and standards should be established that set minimum skills and competencies for these roles, including English-language skills. An organization's image and prestige ride on the capabilities of these individuals.

The table below is extracted from the website of the Chartered Institute of Marketing, United Kingdom . It lists six core marketing competencies (abilities) a person needs to be able to apply best practices at the work place. We introduce them here because there is little difference between marketing competencies and social marketing competencies.

	6 Core Marketing Competencies	Scope	Competency: Can you…
C1	**Research, insights, and analysis**	Understanding markets	Obtain and analyse information through effective intelligence gathering systems and interpretation of results
C2	**Strategy and planning**	Developing strategy and marketing plans	Influence strategy formulation and ensure an effective marketing planning process and plans
C3	**Brands and products**	Developing and managing competitive brands and products	Create, build, and manage competitive brands. Create, build, and manage competitive products, portfolios & services
C4	**Marketing program implementation**	Developing and delivering effective communications	Develop and implement integrated marketing communications strategy and activities
		Developing and implementing pricing policies	Create competitive and sustainable pricing policies, use pricing strategically and creatively
		Managing channels	Establish and develop effective channels for your business and support for channel members
		Managing customer relationships	Deliver and manage effective customer relationships and infrastructure for same
		Managing programs and projects	Establish, plan and manage programme and project frameworks and plans against objectives and budget
C5	**Measuring effectiveness**	Measuring the effectiveness of marketing to inform future marketing decisions	Establish, promote, and use metrics to improve effectiveness Create and use a system of critical review to make more informed future decisions
C6	**Managing people**	Managing marketing teams and oneself	Manage oneself and a marketing team Manage cross-functional relationships effectively Develop teams and oneself to enhance marketing performance

Learn How to Seek Expert Help and Outsource When You Can.

This section asks you to examine your own competencies. If you have never written a film script, get an expert. If you have never written good copy for a brochure, ask an expert. There are many ways to get expert help, hire them. But if budget restraints don't allow that, look for help online from an appropriate list-serve, or from the alliances you have formed with other groups, or from USAID projects.

Such support can be solicited for the purpose of designing and implementing an outreach program or only for specific aspects of the promotion. For example, a communicator may decide to use mass media channels for a program, and therefore require the help of an advertising agency. Or maybe the help of a community outreach channel like a local NGO or CBO is the better option. In either case, the process for hiring external help is similar. In this section, we aim to clarify some of the key issues to consider while contracting external support to help you deliver your program.

The Three Involved Parties in Hiring External Expert Help

If you decide to proceed in hiring external expert help, there are three parties who would become involved in the design and implementation of your program: the client, the consultant or expert, and the distribution channel or outlet. The client, being yourself, sets and explains a program's needs; the consultant or expert takes your description of the needs and creates and/or implements the program for you; and the distribution channel is your medium for delivering your program. (Here "deliver" means bringing your messages out to the public through various means, which can either be mass media (newspapers, radio, TV) or community based outreach vehicles, such as training, workshop, kids play, youth activity, etc.)

Let us explore the role of each of these three a bit further.

a) The Client

The client usually prepares a request for proposals (RFP) document after the communication team identifies the need for external support. At this stage, the purchasing department of your institution should be involved in the procurement process to help provide benchmark costs and inform you of legislation or regulations within your organization and sector.

Once the consultant/expert is commissioned, the client provides a briefing of the rationale for and desired outcome of the intended program. It is the responsibility of the communication team at this point to brief and follow up with the commissioned expert/ consultant.

b) The Consultant/Expert

As you will come to discover, the development, production, and distribution of a single program can be time consuming and may require the involvement of a large number of people with a variety of skills that are not available to you within your organization. In such a case, as you come to commission external expert help, the outsourced partner, depending on their contract, should be capable of performing the tasks as explained in your RFP document. Besides capability, we list some of the basic things to look for when seeking a partner:

1. They must understand your business: This is vital. That's why one of the most important criteria when choosing your partner is ensuring that they understood your explanation of the project and that they have sufficient knowledge about your sector, and that they appear to take an interest in what you do.

2. Quality of the staff assigned for the work: How senior are the people who will be working on your business? Are their qualifications, backgrounds, expertise suitable for your assignment?

3. Competencies: Some of us are better at doing some things than we are at others. However, if you are looking for a partner that is particularly good at a certain type of service, then you shouldn't think that because they are good at one thing that they are good at everything and vice versa.

4. Credentials: Has this potential partner handled similar tasks in the past? Does this person have a good market reputation?

5. Location: Is your potential partner situated in an area accessible to your staff? Or accessible to your target audience?

c) The Distribution Channel

Distribution channels are vehicles through which audiences can see, hear, or watch your message. Choice of medium is something you need to research well, because the proper choice of a medium assures you reach your target audience. Each medium has its own strategic strengths or weaknesses in addressing specific demographic segments and accordingly provides different values to your promotional mix. For example, a newspaper is usually used to disseminate information while television is used to strengthen brands with its rich visuals and emotional appeal. A community based radio station can provide you with triple the reach in that specific community than the country's TV channel.

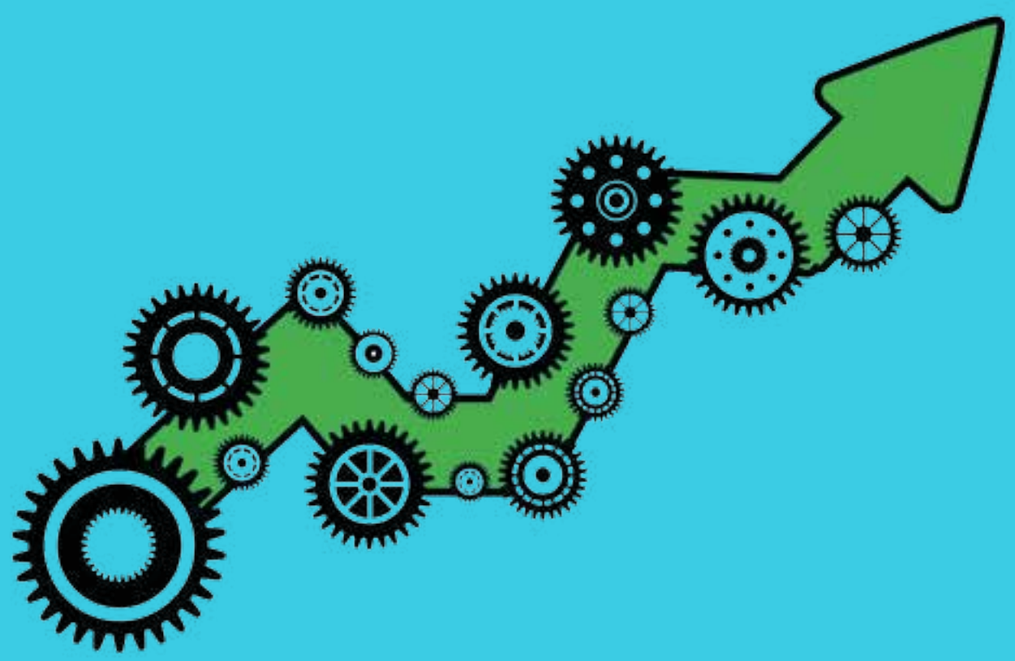
The Request for Proposal (RFP) Document

To maximise the value you receive from an outside expert or consultant, we are presenting you with a brief explanation of the basic pieces of an RFP, which comes at the first stage of hiring outside help. A request for proposal is the most common way to solicit offers from outside experts and consultants to work on a specific project. Proposals are usually submitted in two parts, one financial and one technical.

There are variations to how organizations structure and format an RFP, but it typically needs to reflect short and long-term business objectives, provide detailed insight on the project that will help the expert or consultant determine how much to charge for the project. There are some common RFP features you should consider when working with the finance department to prepare such a document:

1. Organization background: Provide background about your organization including major alliances and competition, along with key milestones in the life of your organization. Provide information about the sector and any trends that will affect the project.
2. Program/assignment context: Provide details as to why are you undertaking the program/assignment, what the current situation is, and who are your targets.
3. Program/assignment objectives: clarify anticipated results.
4. Description of services: clarify the scope of work, anticipated approach, and specific requirements for completing the project
5. Program/assignment delivery timeline: Provide key milestones for service delivery.
6. Point of Contact: It is recommended that you specify in the RFP announcement a team member who is willing to answer questions. This is most likely a member of the selection process.
7. Selection Criteria: Explain what criteria will be used to evaluate a proposal and what the basis will be for selecting the winning contract.
8. Submission closing date.

Best Practices
SECTION 3



Now that you have an overview of the essential role the communication specialist plays in a ministry or utility, and you understand the skills and core competencies you need to carry out your work, let's turn to how you do your work. While there are many approaches and strategies you can and should use, here are the essentials we call:

Best Management Practices in Strategic Communication

The following ten practices are the main practices that communication professionals use to define, plan, and deliver a communication strategy. Between them, they support an organization's business focus, policy focus, and customer focus. Here they are:

1. Start your communication planning process with a situation analysis.
2. Integrate communication into all planning and decision-making processes, which will allow you to support all functions and departments of an organization.
3. Learn your utility's technical issues, its goals, its brand, and the image it wishes to reflect, and ensure that the entire institution is aware of them.
4. Develop relationships with diverse groups (citizen boards, market surveys, mystery shopper survey, CBOs, and NGOs) and provide timely and accurate feedback.
5. Place the customer's needs front and center in all public communication efforts.
6. Become the first and only point of contact for the public and media, especially in times of crisis.
7. Plan and evaluate your strategy for impact and cost effectiveness.
8. Understand and routinely use qualitative and quantitative research methods as tools to better monitor the quality of service your organization provides.
9. Segment audiences for greater impact and address audience barriers and benefits.
10. Use social marketing behavior change methods for all behavioral concerns.

Now, let's look in depth at each one.

1. Start Your Communication Planning Process With a Situation Analysis

Given that communicators are putting resources (time and money) into their activities, it is important for them to understand the issues they are facing. What are the priority problems and critical issues they are facing? Is it really a communication problem?

The only way you can answer these questions is if you begin with planning. If you have data, so much the better, then you can really see why you need to address an issue. For example, losing water to theft can mean income loss to the utility, and that makes it worth addressing. Another problem worth addressing would be your utility has an energy shortage for the summer and will need to have rolling blackouts). The planning steps are:

1. Ask what the problem is. Is it big enough to warrant your attention? Will working on it really make an impact? How big an impact will it be compared to other uses of your time and resources?
2. If it's worth your time, then ask what a resolution to the problem should be. Is it a change to a law (an advocacy issue), a change of behavior (social marketing), providing basic information (communication), or some other outcome? At this stage you should know whether it is a behavioral issue, a knowledge issue, or an upstream policy issue.
3. Regardless of whether it's a communication issue or a behavior that needs changing, the next step is figuring out whose behavior, if changed, would impact the problem most. That helps define who you need to reach with information.
4. Then you write your objectives in a way that will reach that group of people and change their behavior in a positive way.

Objectives are always written as SMART and so are indicators:

Objectives should be SMART:

- **S:** Specific. Be precise about what you are going to achieve and who you are targeting.
- **M:** Measurable. Quantify your objectives.
- **A:** Achievable. Are you attempting too much? Have you taken care of barriers and identified benefits
- **R:** Realistic. Do you have the resources to make the objective happen?
- **T:** Timed. State when you will achieve the objective.

2. Integrate Communication Into the Planning and Decision Making, and Support all Functions and Departments of an Organization

The communications department plays a key support role in your institution and should therefore be part of all planning and decision making. Communication departments are vital as they interpret and convey key decisions to the various target audiences—from the media to interest groups (industry, agriculture, etc.), to the general public. Having a communicator serving on management committees means helping the organization understand who key audiences are, when to approach them, and how best to approach them when designing or implementing a program.

Management of a utility should ensure that the communication division is informed and involved in the planning and design process of a product/service or a program. The communication division should be capable of providing timely and relevant support. To help clarify how you support other organizational functions, have a careful look at the flow chart in Exhibit 5 below. It explains how a communication output is coordinated internally within your organization.

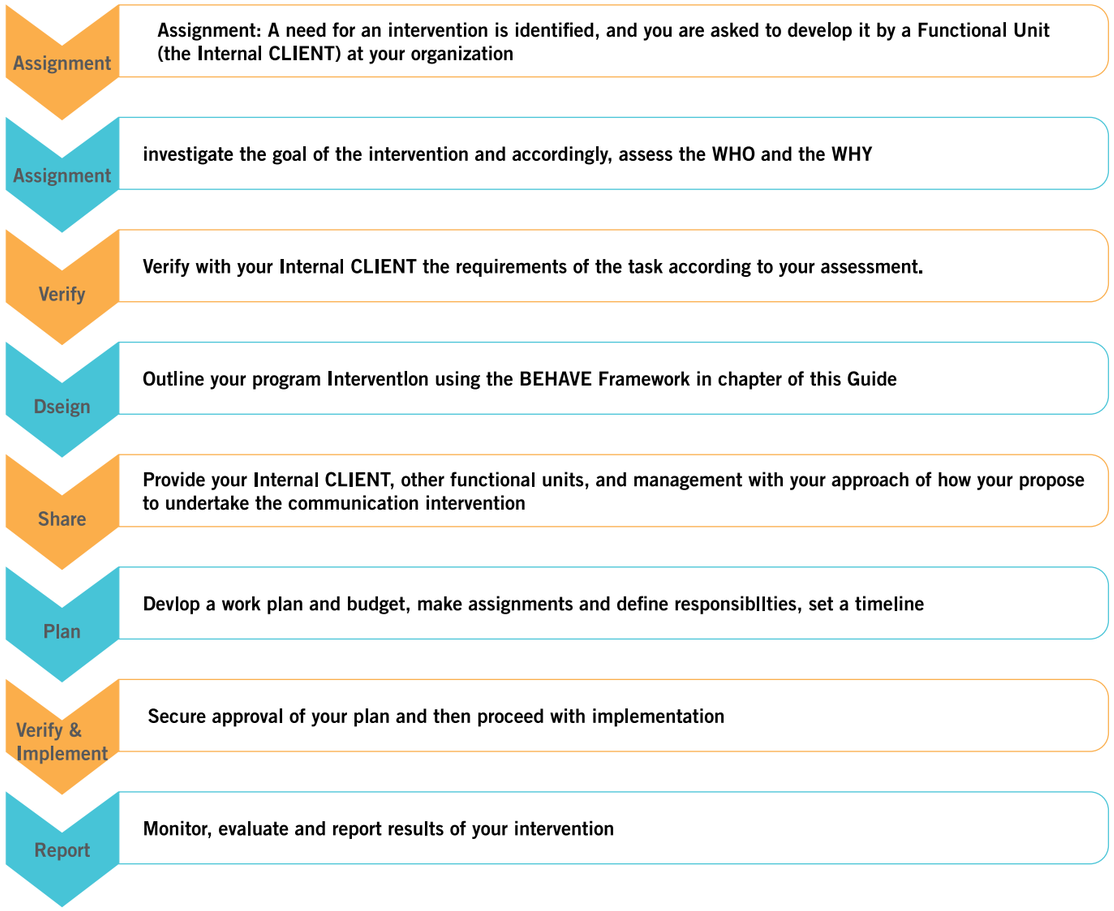


Exhibit 5:Internal Coordination of a Communication Output

(1) Assignment: Suppose that you were approached by your institution's customer service and finance departments, who need to inform customers that the bill cycle is changing as well as the bill design. As a communicator you should be involved to help clarify and simplify the display of information—where and how to pay the bill is something customers should understand easily when given a utility bill.

(2) Assessment: You need to start assessing the reason that brought about this request as well as what kind of reaction utility customers might have. How do people receive and read their bill? Who reads it and why? In Jordan we know that around one third of younger householders (18-34 years old) and a quarter of older householders (35-plus) do not know how their water bill was calculated. You need to specify your communication objective, and segment your audience so you can know more about them. Here are some questions you should answer: Where do these different groups reside? Will some require additional messages? How frequently do they pay their bills? Do they pay the bill themselves? And where?

(3) Verify: Then you can put all of this information on paper and verify the brief details with your 'internal customer'—the customer service and finance departments in this case—and your direct supervisor as well.

(4) Design: Start designing your program intervention only after you've received verification of your assessment by your 'internal client'. When designing you'll go over the steps of the BEHAVE framework (described in Section 4). Please notice how the promotion mix only comes at a much later stage of your design.

(5) Share: When you've reached this point, you need to verify again with your 'internal customer' and management.

(6) Plan: Your plan, which comes next, needs to consider all the resources available and who else needs to be informed or be part of the initiative. Be reasonable when setting timelines and expecting others to cooperate with implementation. Be strategic with your budget in order to cover all aspects of the program in a way that best serves your target.

(7) Verify and Implement: Go back and check again before going ahead with implementation.

Communications departments use various channels to convey necessary information to their customers and stakeholders and support service delivery. These channels include the organization's website, the utility bill itself, customer service outlets, among many others. Such information includes, for example, requirements for starting a utility service connection and its accompanying financial fees.

The communication department should coordinate with other divisions to prepare for seasonal interventions and other predictable issues. Things like winter pipe bursts can be anticipated and responses planned accordingly.

"your role is not limited to giving advice on material designs or branded giveaways. Being responsible for internal communication, you are (1) the guardian of the brand and (2) guardian of internal trust.."

3. Learn Your Utility's Technical Issues, Its Goals, Its Brand, and the Image it Wishes to Convey, and Ensure That the Entire Institution is Aware of Them

As explained earlier in section 3.6, "Effective Delivery of Organizational Goals," your communication efforts require a deep understanding of and coordination with the organization itself. All members of an organization—the board, management team and staff—use communication and outreach in support of their respective roles, which makes external communication a shared responsibility.

It is your role as a communicator to make sure that your external efforts are aligned internally. There are various ways to help you achieve this, including:

- Make the goals and actions of the organization and senior leadership clear to the employees by communicating key activities, issues, and developments. Thus, employees are able to understand and explain their own mandates and goals within the organization.
- Facilitate regular and continuous opportunities for employees to provide feedback to management. Ways to accomplish this include employee surveys, suggestion boxes, individual or small group meetings with managers, and an organizational culture that supports open, two-way communication.
- Assess the needs and wants of employees and involve them in the development and implementation of workplace practices.
- Encourage top management to engage and participate in workplace activities and make it visible to the employees. Help them set examples.
- Update employees regularly on any external communication programs and protocols. Conduct training sessions where necessary. Managers and staff in the ministries and utilities should be specifically trained in how communication and social marketing can assist in achieving their goals. Training for staff should be customized and specifically addreses the technical concerns of their departments.

Know that your role is not limited to giving advice on material designs or branded giveaways. Being responsible for internal communication, you are (1) the guardian of the brand and (2) guardian of internal trust. It's sometimes the internal communicator who poses the challenging questions!

4. Develop Relationships With Diverse Groups and Provide Timely and Accurate Feedback

We've talked about how to use various media to help an organization advance its profile and foster conversations inside and outside the institution. However, media is not the only channel for the organization's outreach. Reaching out to non-official constituencies such as civil society, centers of learning, the think tank community, and even the private sector can be of great value, not only in terms of explaining an organization's work but also to get the feedback your organization needs to improve its operations.

CITIZEN BOARDS: Perhaps the best feedback mechanism for your organization is the citizen board. To ensure that citizens participate in public discussions around your services, all major utilities should have a citizen board that meets two or three times a year to discuss and raise issues. They can also provide input on the quality of services, proposed regulations to water and energy use, new technologies and innovations before widespread implementation, and assist in the formulation of policy.

Polling Community Leaders: Discussing issues with neighborhood community leaders and using neighborhood committees, are active ways to engage citizens in public discourse. Most utilities and ministries use the services of these committees in overly passive ways—asking them to hold meetings where an expert from a utility or a ministry comes to give a lecture to a specific audience. Harnessing the knowledge of the community in more active ways and allowing them to be creative and innovative in designing neighborhood programs can often bring improved services and point out problems that can be rapidly solved.

Informal Leaders: There are often volunteers or ad hoc leaders in a community, and if you can identify these informal leaders you can use their help to get greater impact from your communication programs. A strong female in a community can influence others to follow her behavior. For example, persuading others to use water aerators.

NGOs and CBOs: Finally one of the strengths of Jordan is the many non-profit agencies, non-governmental organizations (NGOs), and community based organizations (CBOs) that have strong community ties, are committed to social causes, and are eager to participate in programs that benefit others socially and economically. There are many examples of such links both with large NGOs as well as with much smaller ones. These are natural partners in advocacy work upstream and in promotion downstream.

Included in these informal networks are the religious groups who have both reach and credibility in neighborhoods and households. Neighborhood imams have preached water scarcity effectively and a book prepared under a previous USAID project uses the power of faith and spirituality from the Holy Quran to promote water issues. Partnering with other agencies can dilute a utilities brand but research indicates that it can also help a brand's image considerably. Use your local NGOs, make them your partners.

Other Feedback Mechanisms: There are other simple ways to get feedback about your organization's services. Product marketers use mystery shoppers—you can too. A mystery shopper pretends to be a customer of your service and will do things like pay a bill or call to find out why water or electrical service has been disrupted. The mystery shopper assesses the customer service—the length of time waiting for a response, the quality of the response, if the agent is able to resolve the problem, if the agent is polite or rude. These touch points are what can make or break a reputation of a utility. A mystery shopper can ensure your customers are being treated right.

5. Place the Customer's Needs Front and Center in all Efforts

The customers of utilities and ministries are diverse and their needs should be linked to a ministry or utility's program priorities. The needs of a family renting an apartment may not be the same as someone planning to build a home. An investor's needs are different from the needs of industries. Segment audiences into distinct, related groups is the first step in addressing a customer's needs. By putting the target audience at the center of all communication planning, it is much more likely that the needs of that constituency will be better addressed, information conveyed, and behavior change will take place

The key is to know exactly who your audience is and look at everything from that group's point of view. You have to understand the world from their perspective: What do they want, struggle with, care about, dislike? For this, you need to engage in research to determine how people know, think about, value, and act on a subject.

6. Become the First and Only Point of Contact for the Public and Media, Especially in Time of Crisis

The communication department's role is to filter the organization's voice when talking to the general public and partners, channeling the information in the best way to reach target audiences. It is the main point of contact for the media and the public, especially in times of crisis.

Bear in mind that though it is your management that determines your organization's response to a crisis, you have a big role in building and instituting the process of crisis communication management. You need to prepare your organization in advance by creating a crisis communication policy. A good way to present this process to your organization is a written statement that explains a series of steps to follow that would guarantee best communication practices in a crisis.

There are two golden rules you need to keep in mind:

1- Always listen to people's concerns before responding, and show them that you are listening,
2- Tell your stakeholders the facts as soon as you can. It may be tempting to delay or cover up, but the truth, when revealed, will bring much more harm to your reputation.

When facing a crisis and questions from stakeholders, talk about what happened, what you're doing about it, and how you will prevent it from happening again. Be seen to take stakeholder concerns seriously. Remember, if you're not talking about the crisis, someone else is.

To help you in the process of drafting a press release for the media, we've provided an "Editorial Briefing Form" (Annex 2), which outlines the basic content requirements for a press release and defines your editorial approach. This form should usually be filled out by the PR and/or media relations officer in coordination with the 'internal client' that is the focus of the crisis (please refer to section 2).

The end result for using the "Editorial Briefing Form" is consolidated in the press release. In order for the press release to be effective, it must be concise (no longer than a few paragraphs) and communicate the news worthiness of your information. Furthermore, and to ensure readability of the press release by editors, it should follow a standard format. The press release layout and template are exemplified for you in Annex II.

7. Plan and Evaluate Your Strategy for Impact and Cost Effectiveness

Rarely does a communicator have an unlimited budget. One important task of the specialist is to be as precise as possible about what needs to be communicated and how, so as to be cost-effective. Constant measurement is your best friend in this. As you implement programs, check to see what works and what is simply cosmetic. By what works we mean, "which of your program activities are really making an impact." If they are not contributing to your organization's goals, drop them, no matter how attractive they may seem or how easy to do.

We know, from the research already conducted that there is very high knowledge about Jordan's water shortage—close to 90%. Awareness programs about Jordan's water shortage are not cost-effective. If people need to be moved to take action, then your communication role is to help them understand what they can do and how they can do it. If you want them to reduce water consumption by using aerators, or replace incandescent bulbs with CFLs, then your communication campaign should tell them about these, show where they can buy them, explain how they are used and the benefits of one over another, address misgivings (some people do not like CFLs because they dislike the white glare they emit—but we now have soft yellow ones which they might not know about)—in other words move your communication to what is going to be cost effective and figure out the best way to reach those people with communication and/or social marketing tools.

We know that children in school have the highest knowledge of all citizens about water issues, but we still continue to visit them regularly, paying for buses, gifts, and staff time. How does this support our conservation goal? Is it cost-effective—not for water. But it is cost-effective for energy issues, considering that children have little or no understanding about Jordan's energy situation? Still, no. The average utility or ministry communication team visits an individual classroom only once, rarely going back to the same classroom twice. The learning that takes place is very limited as children see these visits as an escape from normal curriculum and a chance to get gifts. Teachers see them as a chance for light duty. A more cost-effective method would be to engage a local CBO or NGO that can visit the same school several times, develop a relationship with the principal, offer opportunities for children to engage in community activities, and offer competitions.

- With tight budgets it is imperative that the communication specialist be cost-effective and plan for impact. Key components of an evaluation plan are:
  - » What will be measured?
  - » How will it be measured?
  - » When will it be measured?
  - » How will results be used?

You should measure

  - » outcome (results)
- Changes in behavior, knowledge, beliefs, campaign awareness, customer satisfaction, responses to campaign
  - » processes (activities)
- Changes in policy and infrastructure, media coverage, dissemination of materials, participation, contributions from sources, assessment of program, and campaign implementation

8. Understand and use Qualitative and Quantitative Research Methods as Tools to Better Monitor the Quality of Service Your Organization Provides

All communication programs begin with research. You should not be frightened of the idea of doing research or think that you might not have the funds to engage in research. In designing campaigns, there are usually two kinds of research you will do:

- **Situational analysis:** This is the kind of research that will give you a good idea of the scope of the problems you are facing, identify specific, measurable communication goals, identify who might be target audiences, see what "upstream" work might be needed, find out what has previously been done and identify other players in the sector as well as potential partners.
- **Formative research:** This research comes after you have identified an audience and communication goals and is intended to help you refine your strategy. This research tells you how to structure and frame your program so your messages have the greatest impact.

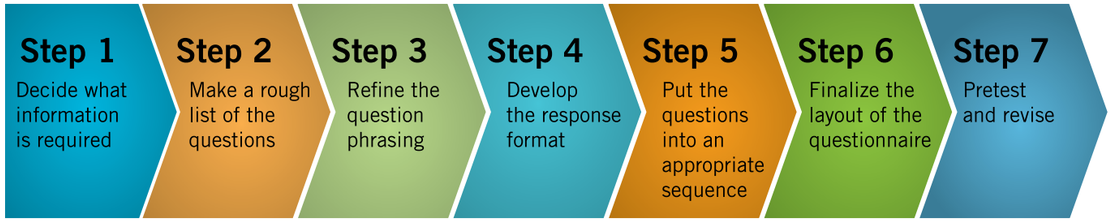
Whether performing a situational analysis or formative research, both qualitative and quantitative research methods can be used, but a utility or ministry communication specialist typically uses qualitative research to learn more about its audience.

Qualitative Research is available to you in a number of ways. You can get it by going out and talking to your customers or walking around a neighborhood and observing how water is used outdoors. You can learn a great deal from your meter readers who go house to house. You will learn from the telephone calls concerning complaints about service, lack of water, or interruptions of electricity. This wealth of information will help you understand the needs of your subscribers, and from those needs inform a communication campaign. We have already spoken about mystery shoppers. Use them.

Quantitative Research is also available to you in the form of the energy or water consumption rates of your customers, as noted on their bills. You can organize your data for subscribers by apartment or villa, by neighborhood, by income (using neighborhood as a proxy measure). You can learn a great deal from the data your utility already has. Additional data is also available from the Department of Statistics, from universities, from projects and from government web sites.

Questionnaires Whether you are doing qualitative or quantitative surveys or just individual interviews, typically you will use a questionnaire as a starting point. In quantitative surveys—which are looking for factual responses, not emotional ones—it is vital that every questionnaire is asked in exactly the same way so that your responses are standardized and uniform. This means training your research staff how to administer questionnaires properly.

In a qualitative questionnaire, you will want to start with basic questions, but also leave yourself free to probe more deeply. These questionnaires can be more subjective and personal. You need to carefully listen to responses to pick up on subtle signals people give when they are talking, which reveal how they feel or understand a subject.
There are seven steps in the design of a questionnaire whether it is for a quantitative or a qualitative survey:

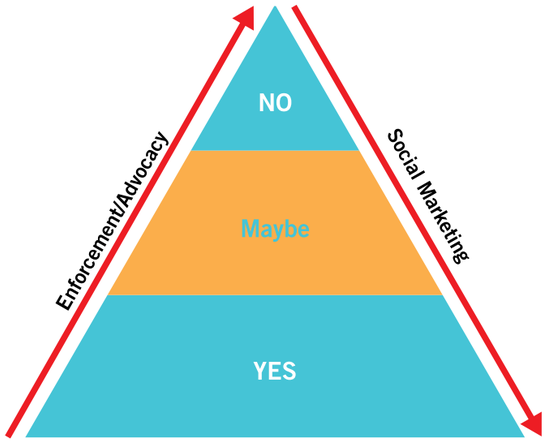


There are three kinds of questions communicators typically ask:

1. Behavioral: What the respondent does
2. Attitudinal: What people think about a service or a product, their image and ratings, why they do things
3. Classification: Information to see if respondents can be grouped by age, gender, education, social class etc.

9. Segment Audiences for Greater Impact and Address Audience Barriers and Benefits.

The people you are talking to will not listen if they sense that you do not understand them. One way to understand an audience is to break it into groups. This is called segmentation. The idea of segmentation is to break up the audience into smaller groups who have some common interests or variables. It also requires being as specific as possible in describing exactly who you're reaching, because even for each segment you might reach members of the audience in a different place, and when you reach them use a different pitch.



Audience Motivation

The triangle above is a tool to help you segment. If your research shows that an audience knows about a behavior and is willing and ready (the "yes" tier in the triangle), then simple communication or social marketing models are the most effective because they call for and rely on voluntary compliance. This is often known as the "nudge" factor. Others in this "yes" group may be ready for an action but do not know what to do or how. Informational rather than behavioral messages are used to move this group to action.

As you move up the pyramid to tier two, "maybe" audiences require a different approach because, for example, transaction costs may be too high for this group. This group calls for a mixed model of enforcement and advocacy to create incentives, along with promotion via social marketing for voluntary compliance. This group may be less informed of the behavior and of the benefits to themselves. There may even be some resistance. At this stage, the marketer may use advocacy techniques along with social marketing to ensure that enforcement occurs in order to reduce the transaction costs and create an enabling environment for this audience. This group may just need to know that penalties exist to change their behavior voluntarily.

At the top of the pyramid, the remaining target audience, the "no" group, is simply intransigent and unwilling to act on their own; only enforcement will have an effect. The new behavior is no longer voluntary but becomes mandatory. Codes, regulations, standards, and other enforcement mechanisms are a key tool in any behavior change strategy. As your program succeeds in reaching the easy audiences, the "low-hanging fruits" or early adopters, more and more often you will come across people who are harder to convince and may need laws and enforcement to act. Segmentation will help you make these decisions.

For example, say you are trying to persuade homeowners to install double-flush or low-flush toilets. You may segment the homeowners into new homeowners who are currently constructing a home and existing homeowners. New homeowners may be persuaded to install a double-flush or low-flush toilet because they want to increase the value of their home, it could help them comply with impending building codes, and contribute to the overall sleekness and modernity of their home. Existing homeowners may be targeted for the installation during a major renovation or when preparing to put the house on the market. They may be convinced by how much water will be saved compared to their past toilet-water use rates. New and existing homeowners will value and think about the installation of a double-flush or low-flush toilet or any other efficiency technology differently. Target them differently.

"The people you are talking to will not listen if they sense that you do not understand them."

10. Use Social Marketing Behavior Change Methods for all Behavioral Concerns.

While we have referred to social marketing in other BMPs, here we state categorically that if you wish to change behavior the most useful model is social marketing. We have already stated that people do not necessarily behave logically. What we think, feel, and do is often determined by our social and economic circumstances. Dr. William Smith, a social marketing practitioner with over 30 years of experience, defined social marketing as a process of creating, communicating, and delivering benefits that a target audience wants in exchange for audience behavior that benefits society without financial profit for the marketer.

The key concept is that social marketing is an exchange process, similar to commercial marketing, but it focuses on "selling" behaviors, meaning promoting the benefits of adopting a new behavior.

What is your audience getting in exchange for giving up or acquiring a behavior? For many people who are unfamiliar today with social marketing, the term "marketing" suggests a communication activity that uses "campaigns" that are primarily media oriented. That was once true, TV or radio spots and print advertising were all at one time considered the heart and soul of a marketing campaign. But marketing has evolved enormously since the days when jingles and a pretty face sold products.

For example, if your goal is to increase household efficiency in the water sector and the way to do that is to focus on increasing the use of technology, then the behavior change you're looking for might be to encourage men and women in households to purchase and use aerators on all faucets. It is this logical sequence from a large purpose (goal), to a program focus (objective), to a target audience, and then to a specific measureable behavior that distinguishes social marketing from other communication models.

Ten Steps to Social Marketing

1. **Background, purpose, focus**
2. **Situational analysis, review prior and similar campaigns**
3. **Select target markets**
4. **Set objectives and goals**
5. **Identify barriers, benefits, and the competition**
6. **Desired positioning**
7. **Strategic marketing mix**
8. **Monitoring and evaluation plan**
9. **Budget and funding sources**
10. **Implementation of plan**

Social marketing is systematic, not ad hoc. While there are several models to help change behavior, it is social marketing that has the widest acceptance in the behavior change field. Please visit Section 4 of this guide for the BEHAVE framework which is one of the easiest and most popular approaches to social marketing.

"women have a greater role in making decisions regarding their needs"

"As water and energy issues are mainly managed at the domestic level, women are key stakeholders. So in this context, it is vital that women have a greater role in making decisions regarding their needs, because they are directly related to those of their families and communities as a whole.

" HRH Princess Basma Bint Talal

"Telling stories, not giving facts or preaching, is the way we all learn."

"Telling stories that change people's lives. The first thing we must do as marketing communicators is listen to the people, understand their lives and the real barriers they face to saving energy. Then we must find those few people among them who have discovered a way to save energy, despite all the problems everyone else has encountered. And we must tell their story. Telling stories, not giving facts or preaching, is the way we all learn. We must move people emotionally to understand that they can change and inspire them with the stories of those like them who have succeeded.

" Bill Smith (International Social Marketing and Communication Expert)

"Citizens need to start seeing these utilities as professional organizations with strong brands."

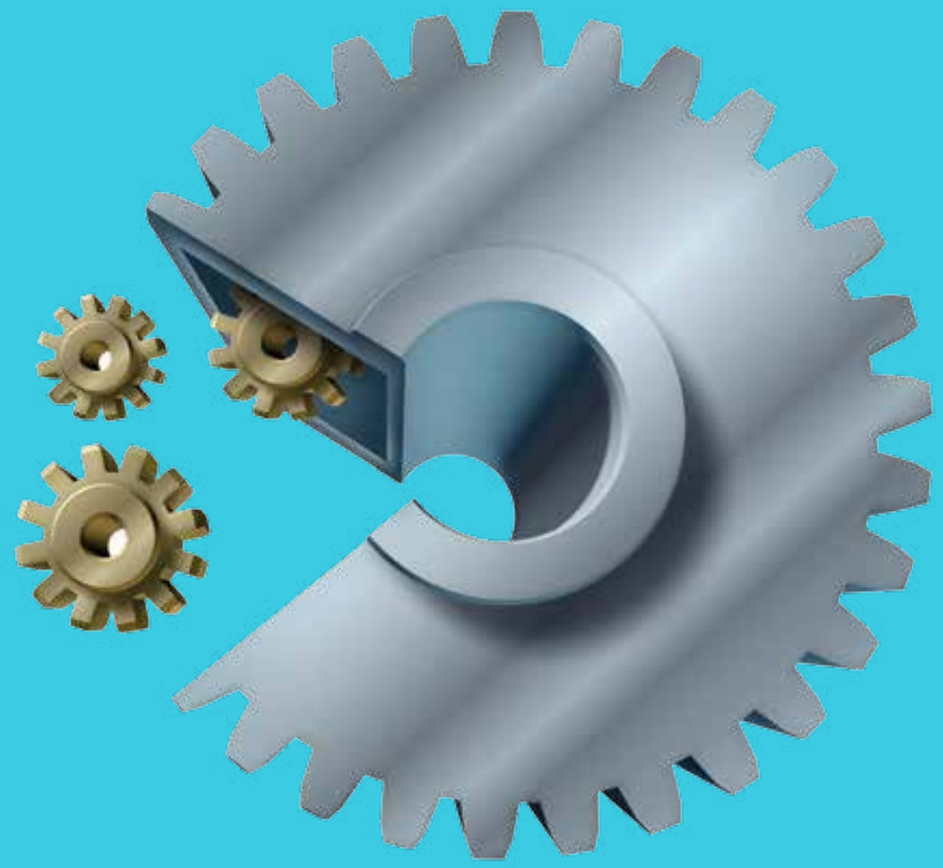
Here is my communication advice…

1. Ministries need to shift towards a language that tells people the truth. Today, I find the prevailing tone in the media from those ministries and utilities is: "Everything is OK." "We will be able to cope." "Our service is good." Well, everything is not great. And it needs to be communicated. People need to feel a little more worried about resources.
   I have seen communication by British utilities that warn people about drought in the summer and about watering their lawns. Can't Miyahuna or the Ministry of Water engage people with newsletters, articles in the media, and web videos about the realities of water in Jordan? I am a Miyahuna customer. I can't remember ever receiving a newsletter from them.
2. Sustained communication: This can't be a one time effort. Today you need to keep repeating the messages until they stick. Newsletters need to be monthly. There has to be consistency and continuous communication.
3. More innovative ways to drive messages home. For example, by using more information graphics rather than text or by having exhibitions with strong messages in malls or universities. Imagine an exhibition that employs not just graphics but also objects like a water tank, a toilet, a water tap in an exhibition in a mall.
4. Clearer branding of utility assets. A Miyahuna car or the electricity company car needs to be fully branded (we worked with Miyahuna on this but it was very difficult to get them to do this). Citizens need to start seeing these utilities as professional organizations with strong brands. In the same way you see an Aramex car. Uniforms, equipment and so on need to be branded. The Greater Amman Municipality partially does this well. We all see the orange men sweeping the street and realize GAM is doing that job.
5. Fully embrace social media. Get onto Twitter and Facebook. There are a million Jordanians on Facebook today… Talk to them. Put short videos on Youtube... Really engage in conversations with people online."

Ahmad Humeid (CEO, SYNTAX)

BEHAVE Farmework

SECTION 4



BEHAVE Framework

One of the easiest and most popular approaches to social marketing is the BEHAVE Framework. It breaks down your approach to changing a behavior into the following Essential Questions. Use the information gathered from your completed research to answer these questions:

The Essential Questions

(1) Who is your audience?
Target Audience. Know exactly who your audience is and look at everything from their point of view.

(2) What do we want members of the audience to do?
Action. Identify a specific, observable action under certain conditions. This is your bottom line; the audience action is what counts.

(3) What are their perceptions about the behavior?
Determinants. What determines the target audience's action? People take action when it benefits them. Barriers keep them from acting.

(4) What can we do to influence those perceptions?
Marketing Mix. Use a marketing mix aimed at the behavioral determinants. Your activities should maximize the benefits and minimize the barriers and matter to the target audience.

The answers to these questions will be useful in designing a social marketing intervention. You should remember that changing behavior is an evolutionary process that addresses the dynamics of change. Determinants of behavior will be key to assessing how your audience will react to your campaign and how to design it. The following illustration demonstrates some of the factors that influence behavior and should be considered when answering the Essential Questions of the BEHAVE Framework.

In general, people's behaviors are influenced by internal and external determinants, which are listed below:

A. External Determinants	B. Internal Determinants
• Skills: necessary skills and abilities to perform the behavior. • Access: existence of services or programs, availability and ease of access. • Economics • Policy: laws and regulations that affect behaviors and access to products and services. • Culture: set of customs, lifestyles, values, and practices of target audience. • Actual consequences: what actually happens after performing the desired behavior.	• Attitudes: what an individual thinks or feels towards an issue. • Perceived consequences: what an individual thinks will happen after performing the new behavior. • Self-efficacy: does the individual feel capable of performing the behavior. • Intention: the individual's intention to perform the behavior based on his/her subjective judgment. • Perceived risk: the individual's perception of how vulnerable they feel. • Social pressure: the individual's perception of what other important people think they should do. • Self-image: behavior suits how individuals see themselves.

According to the determinants that are unique to your audience, focus your messages and activities on eliminating the key negative factors and reinforcing the positive ones. The challenge is to find out what will motivate people to change and then position the communication program in a way that highlights these motivating reasons.

Developing a Strategy Statement

After you have a clear understanding of your audience and have completed your research, you should develop a strategy statement tying together all that you know. This statement should crystallize your thinking and give you a simple description of your project. The strategy statement ought to fit easily in a paragraph or even a single sentence. Two examples are shown below.

The strategy statement can look like this:

In order to help (A)	
to do (B)	
this program will focus on (C)	
using the following marketing mix (D	

Or

Problem statement: What I am trying to accomplish?
Objective: The action I want to influence.
Audience: The group I want to perform the action.
Key benefit: What the audience will get from the program that they want.
Support: The tactics I will use to ensure they believe me.

Let us return to the adoption of efficiency technology as an example, a strategy statement might look like this:
In order to help (A) women in middle-income households (B) increase the efficiency of residential water consumption by installing an aerator, this program will focus on (C) the positive effect of reduced water consumption on the household water bill and the satisfaction a woman feels for completing her public duty to help alleviate the national water crisis using the following marketing mix: (D) Residential water technology expos, free audits of water consumption by the utilities that include a free aerator, free aerator give-ways, a "tips for saving water" brochure, and a thank you for conserving water included in residential billing statements, funding to support print media messages that link water conservation to economic savings and national pride.

Or, using the other form of the statement:

- ✓ I am trying to increase the efficiency of residential water consumption.
- ✓ I want women in middle-income households to install aerators on their faucets.
- ✓ The key benefit I will offer them is a reduced household water bill.
- ✓ The second benefit is the satisfaction a woman feels completing her public duty to help alleviate the national water crisis
- ✓ We will use residential water technology expos, free audits of water consumption by the utilities that include a free aerator, free aerator give-ways, a "tips for saving water" and a thank you for conserving water included in residential billing statements, funding to support print media messages that link water conservation to economic savings and national pride to promote the program.

After you have defined your strategy, it is time to develop a plan.

The BEHAVE Framework has eight clear steps to create a marketing plan.

Step 1: Name Your Bottom Line.

What is the expected social benefit of your program? Think about what is behind the effort. What do those judging its success want to see? This should be something simple and measurable, preferably the measure your boss or a governing body plans to use. For example, while saving energy may be a result of a CFL (energy-efficient light bulbs) campaign, your success may be measured by the percentage of homes or businesses using CFLs. Use that measure as your bottom line. Even if it isn't the ultimate benefit to society, it is how your work will be judged. By clearly stating this goal, you can ensure that your marketing program will be designed with this purpose in mind.

Step 2: Name the Behavior You Want to Change.

A behavior is a specific action taken by a specific audience under a specific set of circumstances. If people adopt the new behavior, you will accomplish the goal you stated in Step 1 above. For example, one behavior could be large contractors installing CFLs in new buildings. Another behavior could be city directors buying streetlights that are more efficient. While both actions could be described as selling CFLs, the two behaviors are very different.

Step 3: Develop a Strategy.

Now, it's time to figure out what you might do to change this behavior. In this step, you should conduct your formative research, analyze the results, specify the determinants of behavior – including the barriers or benefits of a behavior—that are important, and then write a summary of how your interventions will affect the key determinants. This summary— which is your strategy—should be expressed in three to four easy-to-remember bullet points. Or better yet, you should boil the strategy down to a single declarative sentence, if possible. Use this shorthand to ensure that your tactics (to be developed next) are "on-strategy."
Your written plans for Steps 4 through 7 below, are what constitute your written "marketing plan."

Step 4: Define the Marketing Mix

Once you understand the benefits and barriers that matter to your audience it is time to construct your marketing mix. The decision about your product or services is always the first step.

1. Product or Service: What can you create that will help your audience reduce barriers and increase benefits they care about?
2. Price: What will putting that product or service in place cost?
3. Place: Where will you make that product or service available so that it is easily accessible?
4. Promotion: How will you promote that product or service so that people believe its benefits are credible?

Communication channels that can be used in social marketing campaigns include: mass communication, community-based approaches, public relations, and advocacy. The combination you choose is as the media mix.

Which media is included in the mix depends on a number of factors including:

- Audience research addressing media habits
- Allocated budget for campaign
- Availability of staff and/or volunteers
- Complexity of campaign messages
- Audience size and location

Mass Media Communication Channels may Include:

Mass media is media intended for a large audience. It usually takes the form of broadcast media, as in the case of television and radio, print media, like newspapers and magazines, or other media like billboards. Internet media can also attain mass media status, and many mass media outlets maintain a web presence to take advantage of the ready availability of the internet in many regions of the world. People generally rely on mass media for news and entertainment. Usually, mass media aims to reach a very large market, such as the entire population of a country. By contrast, local media covers a much smaller population and area, focusing on regional news of interest.

Below are common mass media tools used in social marketing campaigns:

- Television
- Radio
- Newspapers
- News coverage
- Billboards
- Internet

Community-Based Approaches may include:

- Public fairs/events
- School presentations
- Door to door discussions and literature dissemination
- Utility bill stuffers

Public Relations

Public relations involve ongoing activities to ensure extensive media coverage for a project over a long period of time. PR activities also work to enhance a project's image and credibility. PR activities are used as an outreach tool to raise awareness about an issue and provide updates on activities and achievements as they unfold. PR activities create momentum and help build consensus and participation. Key PR media tools include:

- Press conferences
- Press releases
- Media roundtables
- Media interviews
- Opinion features
- Letters to the editor
- Television and radio appearances
- Editorials

Advocacy

Advocacy involves the mobilization of resources and groups of people to support certain issues and policies with the aim of changing public opinion. Media advocacy relies on mass media to advance an agenda on social or public policy initiatives. Media advocacy works mostly with news staff like journalists, editors and producers. Its main aim is to shed light on important issues and put pressure on decision makers to act. Media advocacy relies on the goodwill of media gatekeepers to provide adequate and reliable content and coverage to help build favorable public opinion regarding the topic at hand. Key advocacy tools include:

- Events, such as press conferences and fun events
- Press releases
- Press conferences
- Television and radio appearances
- Television, radio, or printed interviews
- Media websites
- Letters to the editor
- Editorials
- Articles in newspapers and magazines

In social marketing, a combination of mass communication methods and community-based approaches are used to yield optimal results. If your audience is small and spread over a specific geographic location, then you can limit your media use to local media including news media and community radio stations. You can also use community-based approaches, which are effective in disseminating information and conveying specific messages to a small audience in a specific geographic location. Conversely, if your audience is large and dispersed, mass media may be more effective. It is worth remembering however, that behavior change does not usually happen from surface level communication and you will always need to complement your mass media with in-depth interpersonal communication which can significantly enhance your communication effort and help bring about attitude and behavior change.

Step 5: Prototyping and Pre-testing

Once you have an idea, it needs to be tested. Prototyping is used to test new products and services. In short, marketers create a series of increasingly complex mock-ups of their ideas and try them out with small groups of potential consumers, who then become full partners in the design process. Pre-testing is often used to test messages for comprehension, appeal, and relevance. Use the following Message Checklist when prototyping.

Message Development Checklist

The following checklist will help you gauge whether your audience will understand, accept, and respond to your messages and materials:

Are the messages accurate?
Ensure that experts have reviewed message content and verified it from a scientific point of view. ☑

Are the messages and materials consistent?
- Messages in all materials and activities reinforce each other and follow the communication strategy. ☑
- Campaign elements have the same visual identity in terms of colors, illustrations, type-face, and overall look and feel. ☑

Are the messages clear?
- Messages are simple and contain few or no technical terms. ☑
- Messages state explicitly the actions the audience needs to take. ☑
- Visual aids are used to help the audience understand and remember the message. ☑

Are the messages and materials relevant to the audience?
- Messages state the benefits of the proposed behavior that the audience will value. ☑
- Presentation style of messages is suited to the audience's preference: rational vs. emotional, serious vs. light. ☑
- Messages take into account any regional differences ranging from language, dress, etc. portrayed in the materials used. ☑
- Messages and materials speak to the experience of the audience. New and unfamiliar information is related to something familiar to help the audience identify with the message and learn the new information in an easy manner. ☑
- Messages suit the audience's readiness to adopt the new change. ☑

Are the communication channels credible?
- Is the source of information credible, does it come from opinion leaders, respected organization, etc.? ☑
- If using celebrities or spokespersons, make sure they are carefully selected, are directly associated with the message, and practice the desired behavior. For instance, if your campaign is about healthy lifestyle then you might want to include a famous sports celebrity. ☑

Are the messages and materials appealing?
- Messages stand out and draw the audience's attention. ☑
- Materials are of high of quality by local standards. ☑

Are the messages and materials gender-sensitive?
- Messages do not reinforce inequitable gender roles or common stereotypes ☑
- Messages, materials, and activities are suited for the needs and circumstances of both men and women and account for differences in workload, access to information, and services, as well as mobility. ☑

Messages and materials should always be pre-tested, even when other experts revise these materials. Pre-testing should be conducted on a representative sample of the target audience. So many messages have failed to reach their intended audience simply because no pre-testing was done and the assumptions made by experts proved to be inadequate reflections of real experience. Pre-testing is usually conducted using focus group discussions led by a focus group moderator. During pre-testing, members of the intended audience see or hear preliminary versions of the campaign's materials and are asked to provide their feedback. Typical questions used in pre-testing include:

- What message does the TV spot convey?
- What does this visual mean to you? Are the characters in the TV spot credible?
- Is the information in the brochure easy to understand?
- What is attractive about this press ad?
- What is unattractive about this poster?
- Is the press ad offensive in any way?

Answers to such questions may indicate a need to change or revisit some or all of the material. Pretest reactions must never be overlooked, irrespective of how minor or substantial the required revisions may be.

Step 6: Implement

Now, it's time to carry out your plans and implement your campaign. Using what you learned from pre-testing, alter your marketing plan, and then begin carrying it out. One thing to remember: Consider how the campaign will be evaluated. Ensure that a plan is in place and ready to go before you implement the intervention.

It is important to customize your messages to match the different media. For instance, a radio ad should draw on the imagination of the audience since there are no visual aids. Conversely, a TV ad should use visuals in a compelling way. Below are key media tools that can be used in a campaign:

Media Tools

A. Print Advertisements

Print advertisements appear in newspapers, magazines, and other print media. In order to be effective, print media must capture the target's attention and must be meaningful to their lives. The copy text used in the ad must be clear, concise, easy to read and understand, and must address a single issue.

Headlines

Headlines grab readers' attention more than body text. Most effective headlines state a promise or benefit and contain news or useful information. Be brief and catchy.

Body Copy

The text of the ad should support the headline and feature the major benefit to the intended audience. The body copy should give the audience "take-away" information that they will remember.

Layout

The layout refers to the overall design of the ad. It determines the placement of the headline, images, and body copy. The layout should be visually appealing to grasp attention. The illustrations used should be simple and big enough to register with the audience. The layout of the ad should be designed in a way that allows it to be easily reproduced for newspapers, magazines, etc. The font should be legible, and size should be user friendly. If logos are included in the ad they should not dominate the ad.

B. Posters and Billboards

Posters can be hung in public places where the intended audiences gather. Billboards are highly visible and provide 24-hour exposure. Messages on posters and billboards should deliver a benefit in words and pictures. They should grasp attention and be visibly appealing. Text should be clear and concise. The major benefit to the audience should be in the body copy. The font should be legible and big enough to be seen from a distance. The body copy should contain one major point and take no longer than 13 seconds to read.

C. Brochures and Flyers

A brochure is an effective way of providing information which the audience can keep. Brochures can explain a problem and provide solutions in ways that consumers can understand through visual aids and body copy. A good brochure should be interesting, convincing, and make several key points including a call for action, usually supported by strong body copy. Graphics should be used and should relate to the body copy. The content should not be too long, otherwise readers will lose interest. Brochures should always contain contact details for more information.

D. Radio Spots

Radio is an effective way to reach a large number of people at one time. A good radio spot will be remembered by the audience and will relate to them. The spot should be appealing and convincing. It can use sound effects, music, or other aids to help create a visual image in the minds of listeners. The announcer or actor's voice should sound credible to the audience.

E. Television Spots

Television is the only medium that allows for visual and verbal communication at the same time. It has the unparalleled power to create an image that is memorable, immediate, and urgent. A TV spot is single-minded and communicates one strong point, which is usually the message's major benefit to the audience. It also contains a call for action, giving viewers something to do after viewing the spot. Each scene must be given enough time to ensure it registers with the target audience. The actors should be credible and the audience should be able to relate to them.

Step 7: Monitor and Evaluate

You need to know whether your marketing plan is working. Perhaps parts of your plan are effective while others are not. An evaluation of the program should be designed before it is launched. And make sure this evaluation relates back to the

social benefit listed in Step 1 of the process. In the best campaign, certain parts of the evaluation are ongoing and can be measured regularly (daily, weekly, monthly, as often as possible), so the campaign can be tweaked as it moves forward.

Monitoring assesses the work in progress and checks that the design and implementation of activities remain in line with the campaign's stated goals and objectives. Evaluation is concerned with measuring the final impact of a communication effort. Overall, monitoring and evaluation allow you to:

- Ensure work is being conducted in line with stated goals and objectives.
- Refine and fine-tune the process of implementation and adopt corrective actions where needed.
- Learn from past mistakes to make future communication efforts more effective.
- Ensure good management and accountability of resources dedicated to any communication effort to donors and decision makers.
- Assess, demonstrate, and quantify the effectiveness of any communication effort.
- Gain advocacy with decision makers.

MONITORING

Questions and indicators to consider when monitoring the work in progress include:

Questions	Sample Indicator
1. Are activities being implemented according to schedule or as planned? 2. What problems have you encountered during implementation? 3. Which components of the program are or are not working? 4. What is the audience's reaction?	• Number of times messages are aired on radio or TV in a reference period. • Number of materials distributed by type during a reference period. • Number of audience members participating in community mobilization events. • Percentage of audience who recall hearing or seeing a specific message.

Evaluation

The purpose of a public communication program is to change the target audience's attitudes and behaviors. Evaluation of the program provides valuable feedback for refining and improving programs and helps establish accountability. There are three types of evaluation methods used to evaluate a public information effort:

- Process Evaluation
- Outcome Evaluation
- Impact Evaluation

Process Evaluation

Process evaluation evaluates the entire program including, planning, partnerships, timelines, and budgets. Process evaluation uses internal tracking reports and research, asking about every stage of the process including:

- Did you collect the necessary baseline data?
- What type of data did you collect and what did it tell you about your audience?
- Did you tap into all your potential partners, stakeholder groups, and community resources for support?
- Did you develop and test your program concept and messages with your target?
- Did the target receive and recall your messages?
- Did you stay on schedule?
- Did you stay within budget?

Outcome Evaluation

An outcome evaluation measures changes in knowledge, self-efficacy, skills, attitudes, and behaviors against the communication objectives. You therefore need to have defined goals and measurable objectives and conducted a baseline survey to measure outcomes against. It is worth noting that observed changes may or may not be due to the communication effort and you need to verify this when conducting your outcome evaluation.

Changes in outcomes are usually measured using quantitative and qualitative research tools. Surveys are one of the common tools used to evaluate the outcome of social marketing campaigns. However, surveys are a form of self-reporting, which is not always reliable. This is why other measures should also be considered, including focus-group discussions and individual interviews. The latter can be used to collect information measuring changes in behavior, attitude, knowledge, etc. For instance, to determine changes in attitude, you can ask members of the audience about their likelihood to engage in a certain behavior. Similarly, to determine changes in behavior, you can look at sales figures before and after the campaign.

Impact Evaluation

Impact evaluation deals with long-term successful outcomes. However, the actual impact of a social marketing campaign is often difficult to assess because it's not easy to determine if changes have occurred as a result of the communication effort or other external factors. There are generally five stages of impact evaluation that one can consider:

- Reaction
- Learning
- Action
- Local Diffusion
- Widespread Diffusion

Reaction

At this stage, you need to determine whether the audience remembers your messages. If they do, you need to know what they thought of them.

Learning

At this stage, you need to determine if the audience received the message, how they reacted to it, and whether the message had the desired educational effect.

Action

At this stage, you need to know whether the audience received and liked the message, if they learned from the message, and if they acted on the message.

Local Diffusion

At this stage, you need to know if the audience not only received and acted on the message but also spread the word to other people within their immediate sphere of influence.

Widespread Diffusion

Once the initial audience receives, acts on, and spreads the message, more people will buy into the message. This will eventually lead to a significant level of widespread diffusion, which will start manifesting itself in real change. In the case of water-saving projects, for instance, this would be reflected in significant water conservation.

In general, outcome and impact evaluation seek to answer the following key questions using the following sample indicators:

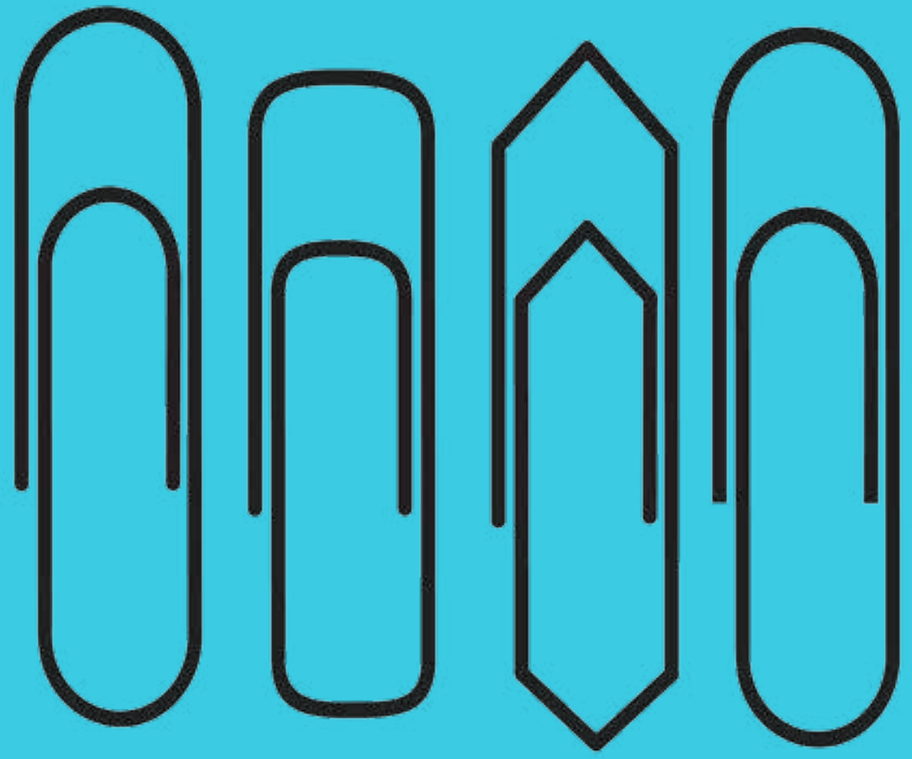
"Evaluation of the program provides valuable feedback for refining and improving them."

Type of Evaluation	Questions	Sample Indicator
Outcome Evaluation	1. Did the desired changes in outcomes take place? 2. How much did knowledge, attitudes, and behaviors change?	• Percentage of audience who know of the recommended behavior. • Percentage of audience with a specific attitude whether favorable or unfavorable towards the recommended behavior. • Percentage of audience who is confident they could perform the recommended behavior. • Percentage of audience who practice the recommended behavior.
Impact Evaluation	1. Are changes in outcome due to the behavior change program? 2. Did communities with the program have better results than communities without the program? 3. Did people with greater exposure to the program experience better results than people with little or no exposure at all?	

Step 8: Refine the Campaign.

Use the results of your evaluation to make changes in the campaign. Set aside a certain time to re-evaluate what you're doing. Even if the results are good, nothing is perfect. You can make your campaign stronger. Before you launch the campaign, set the date for this re-evaluation, based on your evaluation schedule so you don't miss an opportunity to revisit a campaign and make it better.

Annexes



Annexes 1: Clarifying Jargon

Audience Research
Gathering information about a specific audience to gain a comprehensive understanding about their attitudes, knowledge interests, preferences, or behaviors.

Audience Segmentation
The process of breaking up your entire target audience into smaller similar groups so you can then use the different strategies to reach and persuade different audience segments.

BEHAVE Framework
A strategic planning tool developed by AED for managers of behavior change communication programs that enables them to decide what data is needed at each step in a project and to focus on the target group's point of view. Such a framework focuses on defining your target audience, the action you want to adopt, what determines their behavior, and what marketing mix to employ.

Behavioral Science
The study of what affects or influences the actions of individuals. It includes the study of communication strategies by individuals and the dynamics between individuals and their environments. It includes the fields of anthropology, organizational behavior, organization studies, sociology, and social networks.

Behavior Change Communication
The strategic use of communication to promote positive social outcomes, based on proven theories and models of behavior change. BCC employs a systematic process beginning with formative research and behavior analysis, followed by communication planning, implementation, and monitoring and evaluation. Audiences are carefully segmented, messages and materials are pre-tested, and both mass media and interpersonal channels are used to achieve defined behavioral objectives

Best Management Practices
The most efficient (least amount of effort) and effective (best results) way of accomplishing a task, based on repeatable procedures that have proven themselves over time for large numbers of people in management positions.

Brand Touchpoint
All the various ways an organization's brand comes to interact and communicate with its stakeholders

Branding
Integrated and harmonized use of all marketing instruments with the aim of creating a concise, comprehensive, and positive brand image within the relevant competitive environment

Community Relations
Corporate social outreach programs designed to foster understanding of the role of the business to neighbors in the local community

Corporate Social Responsibility (CSR)
A company's commitment and there responsibility to use their resources in both an environmentally and socially sound way. The goal of CSR is to embrace responsibility for the company's actions and encourage a positive impact through its activities on the environment. The role of public relations in CSR strategies is to communicate effectively to build corporate accountability and transparency.

Demographic
A statistic characterizing human populations (or segments of them) by age, sex, class, culture.

Determinants
Personal perceptions that influence an individual's behavior.

Environmental Communications
A PR sector specializing in communication on sustainable use of resources, environmental impact of business, and corporate responsibility.

Evaluation
Measuring the impact of a public relations campaign. This process is typically linked with planning and research.

Exchange
Refers to the act of giving something and getting something else in return. The exchange is usually equal or sufficiently reasonable so that both parties engaged in the exchange are satisfied.

Formative Research
This research tells you how to structure and frame your program and your messages to have the greatest impact.

Goal
The communication goal in social marketing describes the desired results of the communication effort, i.e. what it hopes to achieve.

Internal Communications
Organizational use of communication to help achieve corporate objectives. Includes employee and shareholder communications.

Mass Media
Media which is intended for a large audience. It usually takes the form of broadcast media, as in the case of television and radio, or print media, like newspapers and magazines, or other media like billboards or the internet.

Media Mix
A combination of different media channels including mass media, community-based channels, PR, and advocacy. The selected mix depends on the audience's media habits as determined by the audience research.

Media Relations
Dealing with and building up good working relationships with journalists from broadcast and print media.

Message
In social marketing, messages are designed to motivate people to adopt a new behavior that will improve their overall well-being and that of society. For messages to be effective they must capture the target audiences attention, be meaningful to their lives, and be kept short, simple, and singular.

Monitoring
A process to track program implementation and audience response. Monitoring includes assessments of whether materials are being distributed to the right people and in the correct quantities, the extent to which program activities are being carried out as planned and modified if needed, and other measures of how and how well the program is working. Monitoring also measures the extent to which members of the target audience are exposed to program components.

Objective
The communication objective states exactly what needs to be done to achieve a goal and by when it should be achieved.

Participation
One's willingness and ability to contribute collectively, such as to benefit the country or to support an ethic we believe in.

Perception
One's own personal understanding of the reality around us. It is based on personal experience in life.

Press Release
Statement describing an event or item which is considered to be of sufficient interest to readers, viewers, or listeners for an editor to publish or reference.

Pre-Testing
A type of formative research that involves systematically gathering target audience reactions to messages and materials before they are produced in final form.

Public Relations
The determined, planned, and sustained effort to establish and maintain mutual understanding between an organization and its public. Also understood as reputation management.

Qualitative Research
A method to explore and investigate a topic using techniques such as focus groups, prototyping, talking to community leaders, direct observation, and in-depth individual interviews. These techniques generally refer to studies where samples are typically small and are not reliably projected to the greater population.

Quantitative Research
Research designed to count and measure knowledge, attitudes and behaviors, and yield numerical data that are analyzed statistically. Surveys are a common type of quantitative research.

Situational Analysis
This type of research provides a good idea of the scope of the problems you are facing, helps identify a measurable behavior, target audiences, upstream work that may need to be done, potential partners, etc.

Social Marketing
The use of marketing theories and techniques to influence behavior in order to achieve a social goal.

Strategy
A statement that provides a blueprint for action.

Target Audience
Smaller part, or segment, of the general population.

Annexes 2: Editorial Briefing Form and Press Release Template

I. EDITORIAL BRIEFING FORM

Reference no.

TASK NAME:	
Requested by: (Your Internal Customer)	**PROJECT PARTNER:** (If applicable)
DATE:	**LAUNCH DATE:**
PRIORITY : HIGH / MEDIUM / LOW	**LANGUAGE :**
Communication Objectives: (Why are we communicating?) 1- 2- 3- 4-	
Target Audience: (Who are we talking to? brief description)	
Editorial Format: (Press release/ feature/ summary/ interview/ speech/ official letter, profile)	
Key message: **(What is the single most important thing you want your audience to take away from this communication?)**	
Main angles / Focus on: (Main elements to be communicated) 1- 2-	
Spokesperson: (Specify name and title)	

Quote ideas:
Additional information: (Support content, References)
Pre-event / post-event circulation: (Requirements)
Medium: (Newspapers/ Magazines/ TV/ Radio/ Online/ Other)
Boilerplate: (A small paragraph which gives a brief background about the corporation)
Contact Person: (Specify person name at your organization for the press to contact)

Press Release Title
Subtitle Subtitle Subtitle Subtitle Subtitle

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-Ends-

About Miyahuna
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For further information, please contact:
Name Surname, Miyahuna, +962 6 xxx xxx ex. xx
name.surname@miyahuna.com.jo

Annexes 3: Useful links

1. Tools of Change: Water Resources
   www.toolsofchange.com/en/topic-resources/water-efficiency
2. Water and Environment Research and Study Center
   www.ju.edu.jo/centers/WERSC/Home.aspx
3. Utilities Communicators
   www.utilitycommunicators.com
4. Social Media Examiner
   www.socialmediaexaminer.com
5. American Water
   www.amwater.com
6. Nature.com
   www.nature.com
7. Eco-world
   www.ecoworld.com
8. Energy Star
   http://www.energystar.gov/
9. Mckinsey Quarterly
   www.mckinseyquarterly.com/home.aspx
10. Penn Well
   www.pennwell.com/index.html
11. US Department of Energy
   www.eere.energy.gov
12. Australian Government: Water for the Future
   www.environment.gov.au/water/publications/action/pubs/water-for-the-future.pdf

Annexes 4: Professional community links

13. Charted Institute for Public Relations
   www.cipr.co.uk
14. Chartered Institute for Marketing
   www.cim.co.uk
15. International Water Association
   www.iwahq.org
16. Americans Water Works Association
   www.awwa.org
17. National Social Marketing Center
   www.thensmc.com
18. Association of California Water Agencies
   www.acwa.com
19. United State Environment Protection Energy
   www.epa.gov
20. Street Law
   www.streetlaw.org
21. US Green Building Council
   http://www.usgbc.org/
22. World Green Building Council
   http://www.worldgbc.org

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Ministry of Water and Irrigation