

COMMUNICATIONS STRATEGY

POVERTY ALLEVIATION IN INDONESIA 2012-2014



National Team for the Acceleration of Poverty
Reduction (TNP2K)

July 2012

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1 Background

1.1 Programme for the Alleviation of Poverty in Indonesia

The economic crisis of 1998 dealt a heavy blow to Indonesia's national economy, pushing up the number of people living in poverty to 49.50 million people (around 24.23 percent of the total population), from only 34.01 million (17.47 percent) in 1996. In response, the Government of Indonesia (GoI) committed poverty reduction as its top development priorities and established measures towards alleviating it.

Since 1998, poverty alleviation programmes have successfully helped lift millions out of poverty, with the levels standing falling to lows of 28.07 million (11.37 percent) in March 2013. According to the World Factbook, BPS and World Bank, the rate at which Indonesia's poor population contracted was among the fastest globally – equivalent to 0.8 percent per year (2005-2009), much higher compared to other countries, including Cambodia, Thailand, China and Brazil (at 0.1 percent per year).¹

At present, the government has a number of integrated poverty alleviation programmes, including social assistance-based programmes, community development-based programmes and programmes to empower small enterprises. These are being carried out by several government agencies, at both the central level and regional level.

To improve effectiveness of measures to alleviate poverty, the president issued Presidential Regulation Number 15 of 2010 on the Acceleration of Poverty Reduction, which aims to cut the poverty rate to between 8 and 10 percent by the end of 2014.

Efforts to alleviate poverty centre around four fundamental strategies:

1. Improvement of social protection programmes.
2. Improvement of access to basic services by the poor.
3. Community empowerment.
4. Inclusive development.

In regard to the above strategies, the GoI established instruments for the alleviation of poverty. They are divided into four clusters:

Cluster I - An Integrated family-based social assistance programmes

In Cluster I, the objective is to reduce multiple burdens on poor households by improving access to healthcare, education, clean water and sanitation facilities. Programmes include:

- Family Hope Programme (*Programme Keluarga Harapan*, or PKH)
- School Operational Assistance (*Bantuan Operasional Sekolah*, or BOS)
- Cash Transfers for Poor Students (*Bantuan Siswa Miskin*, or BSM)
- Health Insurance Scheme for the Poor (*Jaminan Kesehatan Masyarakat*, or JAMKESMAS)
- Programme for the Sale of Subsidised Rice to the Poor (*Beras Miskin*, better known as RASKIN)

¹ The Poverty Alleviation Program of the United Indonesia Cabinet II, Ministry of Communication and Information 2011

Cluster II – A Community Development - based Poverty Alleviation Programmes

Here, the objective is to develop the potential of and to strengthen the capacity of poor community groups so that they are able to participate in community empowerment-based development. Included in this cluster are:

1. The National Programme for Community Empowerment (Programme Nasional Pemberdayaan Masyarakat, or PNPM), which includes:
 - Independent National Programme for Community Empowerment in Rural Areas (*PNPM Mandiri Perdesaan*)
 - Rural PNPM R2PN (Rehabilitation and Reconstruction of Nias island)
 - Agrobusiness/Smallholder Agribusiness Development Initiative (SADI) Independent PNPM
 - Smart and Healthy Generation PNPM
 - Independent Rural Environment PNPM (PNPM- LMP)
 - Participative Development System Development Programme (P2SPP)
 - PNPM Mandiri Respek (Village Development Strategic Plan) For the People of Papua
 - Independent Urban PNPM
 - Independent Rural Infrastructure Development PNPM
 - Regional Infrastructure for Social and Economic Development (PISEW)
 - Community-based Water Supply Programme (PAMSIMAS)
 - Disadvantaged and Special Areas Development Programme/Acceleration for Development of Disadvantaged and Special Areas Independent PNPM Programme (P2DTK)
 - Independent Marine and Fisheries Development PNPM Programme (PNPM Mandiri-KP)
 - Independent Tourism PNPM
 - Independent Housing and Dwelling PNPM (PNPM-Mandiri Perkim)
2. Employment Opportunity Expansion and Development or Labour Intensive Program

This programme covers productive activities for the employment or absorption of unemployed workers and semi-unemployed works in large numbers. The concept of this programme is to develop local economies through business - productive business activities that capitalise on the potential of natural and human resources, as well as simple technology with market opportunities.

Cluster III – Micro and Small Enterprise Empowerment-based Poverty Alleviation

The objective of this instrument is to provide access to and to strengthen the economies of micro and small-scale enterprises. Poverty alleviation programmes in this cluster include the KUR (People's Business Credit) and KUBE (Joint Business Group).

Cluster IV

Programmes include:

- Very Cheap Housing Programme
- Cheap Public Transportation Programme
- Clean Water for the People Programme
- Cheap and Economic Electricity Programme
- Fishermen Quality of Life Improvement Programme
- Urban Poor Quality of Life Improvement Programme

Aside from poverty alleviation programmes run by the government, many others are carried out state-owned enterprises (BUMN), as well as foreign and private national companies. Poverty alleviation programmes managed by BUMN are generally geared towards community development programmes (PKBL), while those run by foreign and private national companies as, in general, can be classified as corporate social responsibility (CSR) programmes.

Perpres Number 15 of 2010 established the National Team for Accelerating Poverty Reduction (TNP2K) was established, a cross-sector and stakeholder coordination forum. TNP2K is headed by the vice president and is responsible to the president with its main duties being:

- To draft policies and programmes for poverty alleviation.
- To synergise through the synchronisation, harmonisation and integration of programmes for the alleviation of poverty among ministries/agencies.
- To conduct supervision and management of programmes and activities towards poverty alleviation.

1.2 The Role of Communications in the Alleviation of Poverty in Indonesia

Despite the introduction of a number of poverty alleviation programmes and government statistics showing a decrease in the number of poor, public criticism and dissatisfaction towards these programmes continues. This is the result of a gap between the high expectations of the public versus the achievable targets and outcomes of the programmes.

The mismatch is caused by a lack of understanding by the public and stakeholders regarding the direction and targets of the poverty alleviation programmes, as well as a lack of tolerance towards mistakes in the implementation of the programmes. With this in mind, poverty alleviation programmes must always be prepared for potential for constraints and weaknesses, no matter how well-executed the implementation process.

This failure to manage high public expectations could trigger apathy towards the poverty alleviation programme, resulting in a number of possibilities, including:

- A decline in the credibility of poverty alleviation programmes
- Limited/no support from the public and stakeholders towards poverty alleviation programmes
- Low public involvement in poverty alleviation efforts.

The above factors could obstruct the process of implementing poverty alleviation programmes as well as the effectiveness of the programmes themselves.

There is, therefore, a need for effective and on-target communications to give the public a complete understanding of the various poverty alleviation programmes in terms of processes and problems faced, in order to boost public participation in poverty alleviation programmes in general.

Effective communication with various stakeholders, including the general public, can help to:

- Manage public expectations of poverty alleviation programmes
- Enhance the credibility of poverty alleviation programmes
- Increase the support and participation of the public and stakeholders in poverty alleviation programmes

Communication initiatives are vital in supporting the quality of poverty alleviation programme implementation. An absence of adequate communication initiatives could create obstacles in the implementation of programmes. A successful communication initiative could be the bridge between parties involved in alleviation of poverty efforts, and help create understanding between agencies to achieve the following:

- Improve the quality of harmonious relationships between the parties involved in poverty alleviation efforts
- Improve the efficiency and effectiveness of implementing poverty alleviation programmes and prevent overlapping in the implementation process.

1.3 Communications Initiatives for Poverty Alleviation Programmes in Indonesia

A number of communications initiatives related to the poverty alleviation programmes have been carried out by various parties, especially by those implementing the programmes.

The communications initiative began by targeting the mass media. It approached journalists to encourage extensive coverage of the poverty alleviation programme by mass media outlets. This included through television and radio programmes, such as talk-shows and specific programmes, as well as the use of public service announcements in the printed media as well as in broadcast media.

In addition, some direct communication initiatives were carried out by conducting seminars, conferences, exhibitions, lectures and public discussions. Also, several publications including books, journals, flyers and magazines were printed and uploaded digitally to websites, etc.

Among the various communications programmes, several require an intensive communications initiative approach. In cluster II, this refers to the National Community Empowerment Programme (PNPM), while, in cluster I, this includes School Operational Assistance (BOS), Jamkesmas and Raskin.

Communications initiatives have also been conducted by the business sector. A number of private companies have undertaken communications initiatives to promote CSR programmes, based on poverty alleviation, through public service announcements in both printed and broadcast media. Elsewhere, banking institutions have also carried out communication initiatives to support marketing of banking products in cluster III programmes, such as people's business credit.

Through a variety of communication initiatives, public awareness of poverty alleviation programmes can be boosted. However, in general, it can be said that the existing communication initiatives have many weaknesses, including that:

- **Communication initiatives are generally carried out separately**, and so the awareness created is limited to a specific programme, as opposed to the overall objective of poverty alleviation programmes. As such, public understanding of existing and integrated poverty alleviation programmes is not evenly spread.
- **The relationship between programmes and the media is a business relationship**. Initiatives, such as public service announcements, talk-shows, television and radio advertisements, can be costly as they have to be approached as commercial advertisements or commercial business transactions. Due to the high cost factor, such communication initiatives are limited in number and cannot reach all stakeholders.
- **Messages conveyed are not integrated**. Different communication initiatives do not always promote the same understanding of the poverty alleviation objectives.
- **There is a lack of coordination** between various communication initiatives, because, in general, they are conducted as part of an obligation to implement a programme and are not coordinated by a specific institution.

The weaknesses mentioned above have caused some communications initiatives to be less effective, and fallen short of the objective to successfully educate the public and boost public awareness.

A function of TNP2K is to establish coordination among organisations involved in poverty alleviation efforts and to coordinate various communications initiatives to ensure they are well-integrated in terms of implementation and messages conveyed.

1.4 Developing a Communications Strategy for Poverty Alleviation Programmes

Communications strategies for poverty alleviation programmes are created to ensure the effectiveness of programme implementation. Communications strategies are designed using the following methodological approaches:

Phase 1: Research and Situational Analysis

This phase aims to obtain the most up-to-date knowledge on poverty alleviation programmes and communications initiatives used in poverty alleviation. In this process, a number of simple research methods can be used, including data analysis and interviews.

Phase 2: Establishing the Objectives of Communications

The next phase in the communications strategy begins by establishing its objectives, including what expectations can be achieved after a communications initiative has been put in place.

Phase 3: Establishing the Target Audience

In this phase, the targeted audience or stakeholders are defined. Identifying the target audience is important for defining the appropriate types of messages to be conveyed and the methods used to reach them.

Phase 4: Establishing the Main Message

The main communications message needs to be established as this will be conveyed in a continuous, consistent and integrated manner. This message will be established based on the target audience (set in the previous process).

Phase 5: Analysis of Available Resources

An effective communications strategy does not stand alone. It is a part of the local organisational management, which is the subject of the communications strategy. Therefore, prior to considering which communication initiatives to undertake, an analysis on the availability of resources -- human resources (in terms of number and competence), time frames and financial resources -- needs to be conducted.

Phase 6: Establishing Directives/Main Strategies

Establishing directives/main strategies is the phase at which we set the standards or basis for principal ideas. This is done before we determine which communications tactics or activities to conduct.

Phase 7: Determining Communications Tactics/Activities

Based on the directives/main strategies, this phase determines ways to communicate or the communication tactics that will be used to reach the target audience. This stage will be completed with the steps to implement such techniques.

Phase 8: Implementation Plan

This phase is aimed at drawing up the implementation plan for the communication tactics/activities (previously determined), including when and how these communication tactics/activities will be carried out.

Phase 9: Measurement and Evaluation

Following the implementation of communication tactics/activities, the effectiveness of the communications strategy needs to be measured. This phase establishes the methods to measure and evaluate the communications strategy.

2 Communications Strategy in Poverty

2.1 Strategic Objectives

Communications programmes are not stand alone initiatives, but part of the support system for a successful main programme. The same applies to communications programmes for poverty alleviation, where the main objective is to support a successful poverty alleviation programme. Therefore, the strategic objective of communications in poverty alleviation is to provide support for a poverty alleviation programme that lowers the poverty rate to between 8 and 10 percent, in accordance with the target set by the government for 2014.

As key players in the government's policy to boost poverty alleviation, TNP2K's successes will depend greatly on its ability to carry out its mission. As a result, the following **strategic objective is to support TNP2K's function and role in performing its task, in accordance with Perpres Number 15 of 2010.**

The Objectives of Communications

Keeping in mind the strategic sub-objective of supporting a decrease in the poverty rate to between 8 and 10 percent by 2014 and in supporting the function and role of the TNP2K, the specific goal of the communications programme for poverty alleviation is as follows:

Create awareness of poverty alleviation programmes

The first objective of the communications programme, as the entry point for subsequent objectives, is to create awareness of the poverty alleviation programmes being conducted by the government, donor institutions, non-governmental organisations (NGOs), businesses and the general public. With this awareness, it is hoped that the public and the various stakeholders will have sufficient information and knowledge on the many poverty alleviation programmes currently being carried out.

Create awareness of the functions and roles of institutions in-charge of poverty alleviation, including TNP2K's functions and roles

Aside from an awareness of poverty alleviation programmes, there is also a need for an understanding of the organisations involved in poverty alleviation. TNP2K, as a government institution, has been given the task to set policies, coordinate and control poverty alleviation programmes. This needs to be known, and its function understood, so that it can work in an effective manner and create an impact on poverty alleviation efforts.

Improve the credibility of the poverty alleviation programmes

By improving the awareness and understanding of the objectives, output and goals of poverty alleviation programmes being undertaken, this will raise the credibility of poverty alleviation programmes, thereby, reducing resistance towards poverty alleviation initiatives.

Obtain support for poverty alleviation efforts

The next objective in implementing the communications initiative is to obtain support from all stakeholders involved in poverty alleviation. Such support can take multiple forms, such as direct involvement or a positive attitude towards the poverty alleviation programmes. With such support from the various stakeholders, poverty alleviation programmes can be more easily implemented.

Encourage widespread public participation in poverty alleviation

The poverty alleviation programmes being conducted will not succeed without widespread public participation. Any constraints that the government or institutions may have in carrying out poverty alleviation programmes must have the support of various parties, such as NGOs, the mass media (for dissemination and control), the business sector (state-owned enterprises or the private sector). That is why a good communications initiative is expected to boost to extent of public participation involved in various poverty alleviation efforts, either directly or indirectly.

Manage the expectations of the public in poverty alleviation efforts

A poverty alleviation programme, in any form, will have weaknesses and flaws. Among them is the potential that not all programme beneficiaries can be reached or provided with the services that they expect. That is why managing the public's expectations are very important. When they are too high, gaps between the expectations and actual outcomes could cause public dissatisfaction towards poverty alleviation programmes.

The Target Audience

In this strategy, the communications approach used must be to appropriate to the key stakeholders or target audience. That is why it is important to define the target audience at the time of determining communications tactics/programmes, so that efforts can be tailored to fit that particular audience.

Here, the target audience is comprised of parties with the greatest interest in poverty alleviation programmes linked to TNP2K, as the government institution leading poverty alleviation efforts in Indonesia. The target audience consists of:

Beneficiaries of the poverty alleviation programmes

The beneficiaries of the poverty alleviation programmes are members of communities who including among the list of poor, or those from community groups that inhabit the same environment as the beneficiaries.

Central government institutions (ministries and institutions)

State ministries and institutions are the technical implementers who establish policies or are given special duties related to poverty alleviation. The main objective of communications activities with this target audience is to: (1) generate the same understanding of the policies and implementation methods of poverty alleviation; (2) generate understanding and comprehension on the roles and functions of TNP2K, as the institution leading poverty alleviation efforts in Indonesia; (3) improve coordination; and (4) improve the effectiveness of poverty alleviation programme implementation.

Regional governments

Another very important target audience are regional governments at the provincial and district/municipal level, as well as village government officers with duties related to poverty alleviation in their respective regions. This includes: public works regional offices; population regional offices; communication and information regional offices; cooperatives and small, medium enterprises offices; regional boards of statistics; and other public works (SKPD) departments.

Central and regional House of Representatives

It is also important that the communications initiative is targeted to central and regional legislative institutions with the objective of reaching a common viewpoint and to gain support for policies in the implementation of poverty alleviation.

Organisations involved in poverty alleviation

In addition to government institutions, donor institutions, bilateral and multilateral organisations are also key partners in poverty alleviation, as well as NGOs, such as community social organisations, religious organisations and other organisations that share the same concerns regarding poverty alleviation.

The business sector

A potential partner in poverty alleviation is the business sector, including BUMN, regional government-owned enterprises (BUMD), national private companies and foreign private companies. The business sector has adequate resources in terms of funds, human resources and competence. The successful involvement of the business sector in efforts to alleviate poverty is very important in order to fill any gaps that cannot be covered by the government and other institutions.

Academics

Academics are an important target audience, particularly because they can become partners in formulating poverty alleviation policies and help disseminating credible and objective information.

Groups/individuals forming public opinion

Groups or individuals who form public opinion play an important role in disseminating information to the public, triggering public discussions on poverty alleviation and lending additional credibility to poverty alleviation programmes being undertaken. Groups/individuals who form public opinions consist of considered as experts, people or groups who have credibility or are community figures, traditional or religious leaders.

The mass media

The function and role of the mass media in poverty alleviation programmes is crucial. As a vital partner in the dissemination of information, the media also functions to boost public participation, as well as acting in a supervisory role. The mass media in question is mainstream mass media, including print media, electronic media and on-line media (both national and regional). The mass media comprises of individuals or professionals working in mass media companies, such as reporters, editors, editors-in-chief, etc. This also

includes the international mass media that have representative offices in Indonesia, as represented by the *Jakarta Foreign Correspondent Club (JFCC)*.

The general public

Communications initiatives for poverty alleviation also must be aimed at the general public who are not directly involved in the poverty alleviation programmes, in order to increase their awareness and gain their support. Another objective is to take advantage of the general public's participation in poverty alleviation efforts, as poverty alleviation is the responsibility of everyone. To strengthen communications initiatives, there is also a need for segmented communications efforts, especially with the youth in mind, and to turn efforts for poverty alleviation into lifestyles.

TNP2K employees and management

Internal stakeholders are also important to supporting the implementation of communications strategies in poverty alleviation efforts, as well as communications to parties within the organisation that can support the effectiveness of TNP2K. The need to communicate with internal parties is mostly based on the fact that not everybody has the same understanding of issues regarding the poverty alleviation and the duties and functions of each employee/department within TNP2K.

Key Messages

A good communications strategy is one that conveys the right message to the right target audience using the right communications strategy. For that reason, the following step in formulating a communications strategy is formulating the key message in a communications programme.

The key message conveyed consists of two groups of messages, namely, general nature messages, and specific messages.

General Messages

A message that is of a general nature is aimed at supporting the first strategic objective: to support the success of poverty alleviation programmes in efforts to lower the poverty rate to between 8 and 10 percent, in accordance with the target established by the government for 2014. The general message is:

Poverty alleviation is everyone's responsibility

Poverty alleviation is the responsibility of all elements of a nation. Anyone can be involved in poverty alleviation efforts.

Poverty alleviation programmes are for the people and need the support of the people

Poverty alleviation programmes are conducted with the people's interest in mind. The success of poverty alleviation programmes is highly dependent on the support of everyone.

Poverty alleviation programmes are interrelated

Poverty alleviation programmes cannot stand alone, but must be linked to various other programmes conducted by the government, international organisations, community organisations, businesses and other elements of society.

There is no perfect poverty alleviation programme

Poverty alleviation programmes are expected to suffer flaws and obstacles. Their results cannot fulfil the expectations of all parties, but all elements involved in poverty alleviation programmes, including the government, must intend to carry out the programmes to best of their abilities.

Existing programmes are well- and comprehensively designed

Existing poverty alleviation programmes are conducted according to a comprehensive approach beginning with social assistance programmes, community empowerment and the empowerment of small-scale enterprises.

The poverty rate is declining, but this is not enough

Since 1999, the rate of poverty has been on the decline. However, that number needs to be reduced to the lowest level possible. That is why the government has its initiative to accelerate the reduction of poverty.

The progress and process of implementing poverty alleviation programmes

Other key messages can include the progress achieved in the implementation of poverty alleviation programmes, obstacles faced and other important matters that can improve the effectiveness of the programme.

Special Messages

A special message is one that is related to the function and role of TNP2K, and has the objective of supporting the second strategy: to support the function and role of TNP2K in carrying out its task pursuant to Perpres Number 15 of 2010. A special message is:

Unsatisfied with existing results, the government accelerates poverty reduction efforts

The acceleration of poverty alleviation was introduced through Perpres Number 15 of 2010, and aimed to lower the poverty rate to between 8 and 10 percent by 2014.

Through this initiative (mentioned above), the instrument of poverty alleviation is approached in a comprehensive manner

The instrument for the alleviation of poverty, pursuant to Perpres Number 15 of 2010, includes social assistance programmes, community empowerment programmes and small-scale enterprises empowerment programmes.

TNP2K is leading the acceleration of poverty alleviation effort

Through Perpres Number 15 of 2010, the government established TNP2K, headed by the Vice-President and responsible to the President, to lead acceleration of poverty alleviation efforts in Indonesia.

TNP2K is responsible for formulating policies, ensuring integration, coordination and control

Through Perpres Number 15 of 2010, the main duties of TNP2K are: (1) to formulate poverty alleviation policies and programmes; (2) to establish synergy through the synchronisation, harmonisation and integration of poverty alleviation programmes among ministries/agencies; and (3) to perform supervisory and control duties in the implementation of poverty alleviation activities.

Regional Coordinating Teams for Poverty Alleviation (TKPKDs) were established in the regions to coordinate and control at the provincial and district/municipality level

Perpres Number 15 of 2010 also established TKPKDs to: (1) coordinate poverty alleviation activities in the regions (provinces, districts and municipalities), and (2) control the implementation of poverty alleviation activities in the regions (provinces, districts and municipalities).

TNP2K has completed the unification of the national targeting system to enhance the quality of social assistance distributions

As part of the acceleration of poverty reduction priorities, TNP2K completed the unification of the national targeting system, a referential database on poverty alleviation in Indonesia. This unified base is important to improve the targeting among poverty alleviation programmes, so that their scope can be more effective.

TNP2K is perfecting the implementation of social assistance for health for poor households

An important duty of TNP2K is to improve the implementation of social assistance for health, including: (1) formulating and deciding the right health insurance provider, (2) reviewing the public health cost structure, (3) establishing benefit packages, and (4) formulating a rational work plan.

TNP2K improved the implementation of/and extended the scope of the PKH programme

In order to ensure that the PKH programme will benefit three million very poor households (*rumah tangga sangat miskin*, or RTSM) by the end 2014, TNP2K has improved the programme to ensure that it is carried out as a conditional cash transfer programme.

TNP2K is pushing for the integration of other community empowerment programmes into PNPM

TNP2K is fulfilling the medium-term priorities of community empowerment-based poverty alleviation programmes to integrate the PNPM Mandiri with village/*kelurahan* plans and funding facilities. This includes: (1) integrating other community funding programmes into PNPM, (2) increasing the government's contribution to regions involved in PNPM, (3) integrating PNPM Mandiri with village/*kelurahan* plans, and (4) integrating PNPM with funding facilities other than the state or regional budgets (APBN/APBD).

TNP2K is endeavouring the creation of an inclusive financial system for the acceleration of poverty reduction

To expand the scope and reach of the financial systems and to provide the poor with access to them, TNP2K has been given the mandate to push for increased participation by the government, private sector and general public in the creation of an inclusive financial system.

2.2 Guidance for Programme Implementation (Strategy)

To maximise the effectiveness of communications programmes directives, a programme implementation (strategy) needs to be put in place that aligns the functions and roles of TNP2K with the availability of TNP2K's resources and, ultimately, the key principles of the communications strategy development that can be formulated.

Key considerations for the development of a communications strategy

In carrying out a communications initiative, TNP2K currently has some considerations to take into account:

- TNP2K is an ad hoc institution, comprising of professionals from various disciplines.
- There is no allocation of a special budget prepared for the implementation of a communications programme. A large part of the available budget is with other technical agencies, such as the Ministry of Communication and Information, and from support by donor institutions, in this case Australian Aid.
- Existing communication organisations have a specific scope of duties related to the production of publication materials.
- The development of communications competence, communications paradigms and a communications organisational structure needs to be given time.

Key principles for the development of a communications strategy

By taking into account these considerations, the development of a communications strategy is conducted based on the following key principles:

- The implementation of communications programmes must be in accordance with the minimum cost principle, without sacrificing effectiveness.
- Communications programmes can be implemented using limited resources with maximum effectiveness.
- Communications strategies must be in accordance with the competence development process and organisational development.
- Communications programmes must be carried out in line with the functions and roles of TNP2K as the institution that makes policies and is in-charge of coordination, integration and control.

TNP2K does not have the capacity to replace the role of other institutions, such as ministries and agencies, regional governments, poverty alleviation executing bodies, state-owned enterprises and the private sector, in carrying out poverty alleviation communications efforts. However, it will push, direct and strengthen the implementation of the poverty alleviation communications programme.

Therefore, communications activities do not necessarily have to be new, but can be existing activities that have been modified or improved, so that they are better honed and structured under the directives of TNP2K.

Based on the key principles for developing a communications strategy, the directives for implementing poverty alleviation communications by TNP2K are as follows:

To Promote the Poverty Issue as a Common Issue

Poverty reduction is largely considered as the mandate of governments or institutions in-charge of alleviating poverty, hunger, health, education and other related issues. This leads to the assumption that overcoming problems linked to poverty is solely responsibility of the governments and organisations mentioned above. Therefore, a communications strategy must be able to render the issue of poverty into a public issue. As such:

- The messages conveyed must be able to reach all elements of society.
- The use of models or talents, speakers, resource persons in communications programmes must represents all groups.
- The use of language style in publication materials, websites and media must represent all society groups.
- The word "we" should be used more frequently, while less focus should be on the institution.

To Distribute Issues Based on the Target Audience

Not all issues need to be conveyed to the target audience. Issues must be selected for conveyance in accordance with the interest and concerns of the target audience. Consequently, in making communications materials, publications, the use of communication channels must be adjusted to the message to be conveyed.

In brief, the key message above is aimed for conformity with the needs of the target audience for which the distribution can be seen in the following table:

General Message	<ul style="list-style-type: none"> • Beneficiary • Legislative Institution • The Business Sector • Academicians • Opinion Makers • Mass Media • General Public • TNP2K 	Special Message	<ul style="list-style-type: none"> • Government Institutions • Regional Governments • Related Organisations • Legislative Institutions • Opinion Makers • Academicians • Mass Media • TNP2K Employees
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The implication of these directives is that selection of messages must be adjusted to communication channels; the visual design; method of conveyance; use of talent, models or resource persons that are in conformity with the characteristics and needs of the target audience.

To Use the Direct Communications Approach for TNP2K's Specific Issues

The direct approach means direct communication without having to go through the media (who act as a go-between), whether it is mass media or other media. Specific issues related to TNP2K include: (1) the function and role of TNP2K; (2) products and knowledge produced by TNP2K, such as data unification, *shopping lists* for cooperation between the government and the private sector on poverty alleviation; (3) progress, obstacles and other specific issues related to TNP2K. Direct communication here means to convene direct meetings with key stakeholders such as: Government Institutions; the SKPD, Regional Governments, and related Organisations; systematically using meeting forums such as: the *Musrembang*; and regular outreach to specific stakeholders.

To Form Joint Communications Effort and Resource Sharing

The poverty alleviation programme has a very wide spectrum, from the policymaking stage to the stage of distributing assistance to beneficiaries. There is also a need to involve many more parties at the national and regional level. TNP2K, an institution assigned with the task of leading poverty alleviation efforts, does not directly reach the beneficiaries nor does it have instruments to be directly involved with stakeholders, such as beneficiaries, regional media, local communities, etc. That is why the joint communication effort was created between TNP2K and other relevant parties that have direct access to the stakeholders mentioned above.

Also, TNP2K's limited resources, including limited funds, capabilities and human resources, do not enable it to carry out communications initiatives that can reach all principal stakeholders. That is why TNP2K must have the capacity to create and encourage partners in the implementation of its communications programme.

The implications of these directives require TNP2K to carry out:

- Outreach and advocacy to organisations as implementers of poverty alleviation efforts that can reach stakeholders directly, such as beneficiaries and local stakeholders.
- Outreach and advocacy to organisations or parties who have the resources to implement communications programme, such as businesses (BUMN/BUMD), community development work programmes (PKBL) as well as private national and foreign companies (through their CSR programmes).

If those directives are carried out well, the outcome of outreach and advocacy is expected to be:

- Uniformity and integration among programmes carried out
- One message that reflects a common concern
- Preventing overlaps in the communications programmes of institutions at the implementation level.
- A joint allocation of resources and funds for the implementation of a communications programme.
- The creation of a joint communications programme.

In implementing a joint communications approach, TNP2K needs to work closely with the Ministry of Communication and Information (MoCI) of the Republic of Indonesia, as this ministry has structural functions

and roles in the communications of government programmes, including poverty alleviation. Further information regarding cooperation with MoCI is described in Part III: Support for the Implementation Process.

To Capitalise on Public-Private Partnerships

The private sector, generally, has better resources for implementing communications programmes. At the same time, the private sector's interest in public issues, including poverty, is growing. This is particularly due to:

- An awareness of social responsibility through CSR programmes.
- Understanding business sustainability through a triple bottom line approach.
- Regulation on Private Limited Companies Number 40 of 2007, which requires companies to allocate funds to conduct CSR programmes.

As such, it is hoped that TNP2K's communications programme can be linked in a cooperation with other communications programmes including in terms of a sponsorship or joint activities. To boost the interest of the private sector, TNP2K needs to provide incentives to private companies for their participation. Incentives can be given in the form of public acknowledgment or other methods.

To Approach and Empower the Mass Media in Poverty Alleviation Programmes (Media Initiative Program)

The mass media plays a crucial role in the efforts to alleviate poverty. The function of the mass media in poverty alleviation is not only as a partner that spreads information, but also one that encourages public participation and monitors the implementation of poverty alleviation programmes. That is why involving the mass media is of absolute importance in all communications initiatives regarding poverty alleviation.

However, if approaching the mass media through a commercial route, then communications programmes can become very costly. So far, the use of talk shows, television and radio programmes, as well as public service announcements (in both printed media and electronic media) have used up large amounts of funding. That is why there is a need to transform the relationship with the mass media so that the mass media becomes an integral part in the implementation of poverty alleviation efforts.

This directive requires the implementation of a communications programme that enables a more strategic approach to the mass media at all levels, whether to reporters, editors or editors-in-chief. Outcomes expected from this directive are:

- A commitment by media at the management level to support the poverty alleviation efforts.
- The media undertakes more editorial initiatives to promote issues surrounding poverty alleviation and in a more comprehensive manner.
- Mainstreaming of issues on poverty alleviation in popular television and radio programmes without lessening the attraction of the programmes themselves.
- Journalist groups becoming intensively involved in poverty alleviation efforts.

To Establish a Common Brand Initiative

So far, communications initiatives conducted separately by programme executors, businesses through CSR programmes or other organisations do not always give the public a complete understanding of what has been undertaken by organisations with the common objective to alleviate poverty.

Neither does it give the public the understanding that poverty alleviation approaches cannot be solely used separately, but also must be conducted jointly and in a comprehensive manner. Simply put, the public finds it hard to understand that current poverty alleviation efforts related to social assistance, community empowerment and empowerment of small-scale enterprises are one unity of mitigation efforts.

Consequently, there needs to be a communication initiative that aims to treat all communication initiatives undertaken by various parties related to poverty alleviation efforts as both interrelated also separate. This initiative has the following implications:

- Use of joint logos and taglines
- Sharing of joint communications materials, such as posters and flyers
- Joint communications events
- Using the momentum of poverty alleviation together, including through joint campaigns on International Day for the Eradication of Poverty.

TNP2K, as the institution assigned to lead poverty alleviation efforts in Indonesia, must become the initiator of this initiative and internalise and disseminate this initiative to all parties with communications programmes for poverty alleviation in Indonesia. The initiative must begin by:

- Creating a common brand initiative policy, including the policy for its use.
- Developing a joint logo and tagline
- Making and developing joint communications materials, which will also be done together with other parties
- Giving incentives to parties participating in this common brand initiative.

To Capitalise on the Momentum of the International Poverty Alleviation Day

Through UN Resolution Number A/RES/47/196 dated 31 March 1993, the UN established October 17 as 'International Day for the Eradication of Poverty'. Through this resolution, the Secretary General of the UN declared that poverty alleviation requires a high level of awareness. Therefore, the UN invites all parties from its member countries to celebrate the International Day for the Eradication of Poverty through various activities on a national scale as well as through other forms of concrete actions.

Through this resolution, the International Day for the Eradication of Poverty has become an important event for the UN and the world since 1993.

In Indonesia, poverty alleviation is not adequately capitalised on by the actors of poverty alleviation who seek to increase the awareness of poverty alleviation efforts. In contrast, the International Day of Anti-Corruption (held on December 9) and World AIDS Day (December 1), are greatly used to boost the momentum of anti-corruption and AIDS mitigation activities by governments, communities, businesses, etc.

In this strategy, TNP2K is taking the initiative to establish the International Day for the Eradication of Poverty as momentum to promote poverty alleviation campaigns. On that day, TNP2K proposes that the President or Vice-President lead a celebration using a number of initiatives, including:

- To receive and grant awards to parties involved in poverty alleviation programmes.
- To announce the progress, obstacles and efforts carried out in poverty alleviation.
- To assign ambassadors for poverty alleviation, and other forms of initiatives.

In addition, through outreach and advocacy, TNP2K can also encourage other parties involved in poverty alleviation to develop with their own communications programmes or initiatives using their own resources, but to do so under one umbrella message using the same brand.

To Appoint and Develop ‘Champions’ and ‘Unofficial Spokesperson’, and Ambassadors of Poverty Alleviation

The Indonesian public loves personification. Issues conveyed by well-liked individuals tend to be more widely accepted. Consequently, the aim of these communication directives is to carry out communications initiatives that can be chosen, developed and provided as forums for “champions”, “unofficial spokespersons” and “ambassadors” of poverty alleviation.

Individuals must be selected who are considered appropriate as resource persons on poverty alleviation, who possess favourable views and behaviours, and can, thus, become role models in poverty alleviation efforts (and other criteria).

The next approach is to educate, feed information and develop competence among individuals who are able and willing to participate in spreading information on poverty alleviation efforts. Intensive outreach and advocacy from TNP2K is required to fulfil these directives.

Involvement of Professional Organisations

Professional organisations, generally, have sufficient resources and competence to assist in the implementation of communications programmes. Professional organisations include those in communications and public relations, such as the Public Relations Association (PERHUMAS) and Young PERHUMAS, *Public Relations Society Indonesia* (PRSI) and the Indonesian Association of Public Relations Companies Indonesia (APPRI).

Aside from the organisations mentioned above, others in advertising can also be asked to get involved, such as the Association of Advertising Companies (P3I), and journalist professional organisations, including the Indonesian Journalists Association (PWI), the Independent Journalists Alliance (AJI), or organisations, such as

the Indonesian Private Television Association (ATVSI) and the Indonesian Private Broadcast Radio Association (PRSSNI).

The outcomes expected from this directive are:

- Professional organisations use their own networks and forums to help poverty alleviation communications programmes.
- Conducting joint communications programmes with professional organisations.
- Professional organisations to provide resources for developing the competence of communications programme executors of TNP2K, TKPKD and organisations related to other poverty alleviation programmes.

The Use of Popular Campaign Methods to Reach Young People

Today's youth generation is the largest population group in Indonesia, based on the population census of 2010. This group generally uses a style of language, communication methods and communication channels that tend to differ from the generation aged 40 years and above. This difference is generally caused by the rapid progress of communication and information technology over the past ten years, such as the use of gadgets, intensive use of the internet and social media (e.g. Facebook and Twitter). That is why communications programmes, with the objective of reaching the general public, needs to plan a special strategy when communicating with young people. The outcomes expected from this directive are:

- When trying to reach the younger generations, messages must be adjusted to fit the language style of young people.
- Use of communications channels that are generally used by young people, such as Facebook , Twitter, Blackberry Messenger and other social media platforms.
- The visual design of communications materials aimed at young people must be adjusted to appeal to this group.
- Messages must be conveyed to this group using an ambassador, champion or unofficial spokesperson from the same generation.

To Establish Communications Working Group Organisations

To encourage joint communications efforts and resource sharing, there needs to be a working mechanism that is credible and consistent. For that reason, the creation of a communications working group organisation is very important. The working group organisation aims to:

- Carry out TNP2K's coordination functions in executing communication initiatives.
- Become the forum for exchanging information and knowledge related to the implementation of poverty alleviation programmes.
- Encourage the use of joint resources.

- Minimise overlaps in the implementation of communications programmes and poverty alleviation programmes as a whole.

The communication working group organisation also needs to replicate their work at the regional level, as initiated and led by TKPKD.

Further details on the communications working group are explained in Part III: Support for the Implementation Process.

To Strengthen the Mechanism for TNP2K Internal Communications

The external communications process will not run well if it is not supported by a strong TNP2K internal communications mechanism. Therefore, this communications directive stipulates the need for a strengthening TNP2K's internal communication mechanisms. This can be carried out by: changing the communications paradigm; appointing a special assistance to the TNP2K's Executive Secretary who will act as the internal communications officer; holding regular meetings between TNP2K's internal departments; and implementing the knowledge management initiative.

Further details on TNP2K's internal communications mechanism is explained in Part III: Support for the Implementation Process.

Programme and Communications Tactic

Programme and communications tactics are derived from communications strategy directives. In general, a number of programmes and communication strategies can be interpreted through one communications directive. The action plan will later form a collection of implementation plans for programme and communications tactics, which will be described here.

Common Brand Initiative Identity

In creating a common brand/identity, the following steps must be taken:

Tactic 1: Creating the Common Brand Initiative and Policy

Creating a common brand/identity is an activity that involves creating a common brand initiative. This consists of: (1) logo, (2) tag line, and (3) guidelines for the visual design which will be used consistently in each communications campaign for poverty alleviation.

This initiative will not be carried out by TNP2K alone, but rather in a joint communications effort with BUMN, national and foreign private companies, public relations professional organisations (e.g. Perhumas and PRSI), and advertisement organisations (e.g. P3I).

Key deliverable(s): the completion of the brand identity, including visual design guidelines, methods and policy of use.

Tactic 2: Creating a Common Brand Website

The creation of a common brand website is needed for visuals, content, information and the distribution of communications materials. The website design must be elegant, easy to use and with features linking it to Facebook and Twitter.

The common brand website does not replace TNP2K's website, but will become a general interface website for all the poverty alleviation programmes that will be later linked to other websites, including the TNP2K website. This is carried out in the joint communications effort scheme together with BUMN, national and foreign private companies and journalist organisations.

Key deliverable(s): the completion of the website marked by the 'Go Live' and all mechanisms and tools of the content management system.

Tactic 3: Creating and Maintaining Common Brand Social Media Accounts

Social media accounts will be created and maintained for Facebook, Twitter and other mainstream social media platforms. These accounts will be linked to the common brand website. This will be carried out in the joint communications effort scheme, together with State-Owned Enterprises, National and Foreign Private Companies and Journalist Organisations.

Key deliverable(s): access to social media accounts, such as Facebook, Twitter and others, including the mechanisms for updating and maintenance.

Tactic 4: Kickoff of the Common Brand Campaign

This tactic involves holding a launch or officiating events for the joint common brand Initiative. This tactic will be conducted within a scheme of joint communications effort with BUMN, national and foreign private companies, public relations professional organisations (e.g. Perhumas and PRSI) and advertisement organisations (e.g. P3I).

Key deliverable(s): launching a common brand initiative campaign kickoff event held at an appropriate venue and attended by an adequate number of the target audience.

Tactic 5: Production of Common Brand Campaign Materials

This tactic involves the production of common brand campaign materials. Common brand campaign materials are usable and can be utilised by all parties in poverty alleviation dissemination and awareness campaigns.

Campaign materials consist of: (1) posters, (2) flyers, (3) books, and (4) short films. All materials will be uploaded onto the common brand website. This will be conducted within a joint communications effort with BUMN, national and foreign private companies, public relations professional organisations (e.g. Perhumas and PRSI) and advertisement organisations (e.g. P3I).

Key deliverable(s): production of campaign materials, such as posters, flyers, books and short films in an adequate amount and available in digital form.

Tactic 6: Road Shows for Programme Socialisation in Campuses and Schools

This tactic involves socialising poverty alleviation programmes in campuses and schools. This will be conducted within a scheme of joint communications effort with BUMN, national and foreign private companies, public relations professional organisations (e.g. Perhumas and PRSI) and advertisement organisation (e.g. P3I).

Key deliverable(s): compiled lists of campuses and schools with potential for dissemination, as well as campus and school socialisation events.

Capitalising on the Momentum of the International Day for the Eradication of Poverty

Capitalising on the International Day for the Eradication of Poverty, the communications initiative involves:

Tactic 1: Road Shows promoting the International Day for the Eradication of Poverty

As part of the International Day for the Eradication of Poverty on 27 October 2012, outreach and advocacy programmes will be conducted towards:

- Related state ministries and institutions
- Bilateral and multilateral donor institutions
- The Business Sector (BUMN & national/foreign private companies)
- Community social organisations
- Executors of poverty alleviation programmes
- Professional organisations
- Campuses and educational institutions

This tactic will be conducted by TNP2K, as the institution assigned with the task of developing policies on poverty alleviation, including communications policies and strategies for poverty alleviation.

Key deliverable(s): a compiled list of parties for outreach programmes, direct meetings with all parties for outreach programmes, and commitments to conduct campaigns together on the International Day for the Eradication of Poverty.

Tactic 2: Conducting the International Day for the Eradication of Poverty Event on 17 October 2012

The International Day for the Eradication of Poverty event will be held on 17 October 2012 at the state palace or palace of the vice-president, and will be presided over by the president or vice-president. In this state event, it is hoped that the president or vice-president will:

- Receive and grant awards to parties involved in poverty alleviation programmes.
- Announce the progress, obstacles and efforts carried out by the government in poverty alleviation.

This tactic will be conducted solely by TNP2K, as the institution assigned with the task of making policies on poverty alleviation, including communication policies and strategies for poverty alleviation.

Key deliverable(s): holding an International Day for the Eradication of Poverty event on 17 October 2011 at the state palace or palace of the vice-president that will be presided over by the president or vice-president.

The Mass Media Initiative

For the mass media initiative, the communication tactic consists of:

Tactic 1: Meeting with Heads of National and Regional Mass Media Organisations on Poverty Alleviation

To garner commitment and support from the mass media on poverty alleviation, there is a need for direct advocacy to the heads of mass media organisations, at the level of editors-in-chief and senior editors.

TNP2K will hold meetings as the institution assigned with the task of making policies on poverty alleviation including communication policies and strategies for poverty alleviation.

Key deliverable(s): meetings conducted with the heads of national and regional mass media organisations, attended by media heads at the level of editors-in-chief and senior editors, in order to introduce the function and role of TNP2K and establish joint commitments to support poverty alleviation efforts.

Tactic 2: Story Pitching

Story pitching or news pitching is an outreach process to the media with the aim of providing input and ideas on interesting news. In this context, story pitching means a process of advocacy to the media to publish news related to poverty alleviation efforts based on the latest issues.

This initiative will not be carried out alone by TNP2K, but rather as a part of joint communications effort with BUMN, national and foreign private companies, public relations professional organisations (e.g. Perhumas and PRSI), and advertising organisations (e.g. P3I).

Key deliverable(s): lists of key journalists who have an interest in writing about poverty issues, plus outreach to those key journalists through the provision of sufficient information and the publication of news related to poverty.

Tactic 3: Journalist Fellowship Programme

This programme involves providing scholarships to journalists who have displayed a strong interest in writing about poverty alleviation issues. The selection of scholarship recipients will be based on a joint assessment conducted with the communications unit on poverty alleviation.

This initiative will be carried out as part of a joint communications effort with BUMN, national and foreign private companies and public relations professional organisations (e.g. Perhumas and PRSI).

Key deliverable(s): a number of key journalists will be selected for scholarships based on their publication of writings on poverty alleviation.

Tactic 4: Regular Meetings with the Media

This tactic involves holding meetings with the media (e.g. journalists) once in a month. These meetings will be held at TNP2K's office and will alternate with meetings with members of the communications unit.

This initiative will not be carried out alone by TNP2K, but rather within a scheme of joint communications effort with other institutions that are involved in poverty alleviation.

Key deliverable(s): meetings with the media held every month.

Tactic 5: Distribution of Regular Press Releases

This tactic involves writing and distributing press releases on a regular basis (once a month). This will be carried out by TNP2K, using information available within TNP2K and from the communications working groups.

The key deliverable(s) of this tactic is: availability and distribution of press releases to relevant regional and national media organisations.

Tactic 6: Mainstreaming Poverty Issues onto Popular Television and Radio Programmes

This tactic involves gradually incorporating poverty alleviation efforts and issues into popular television and radio programmes. This is meant to extend the scope for spreading poverty alleviation issues in a more effective and cost-effective way.

This initiative will not be carried out only by TNP2K, but rather as part of a joint communications effort with BUMN, national and foreign private companies.

Key deliverable(s): the availability of a list of popular television and radio programmes into which messages on poverty alleviation can be inserted, achieved approach with the producers of those programmes according to the list compiled, and broadcast of those programmes containing messages on poverty alleviation.

Tactic 7: Establishing an Association of Journalists for the Alleviation of Poverty

This tactic involves encouraging the establishment of a journalist group association that has an interest in poverty alleviation efforts. This tactic will be conducted together with communications working groups and journalist organisations, as well as public relations organisations. In addition, cooperation with donor institutions, BUMN and private companies is also a possibility.

Key deliverable(s): establishing of a journalist association for the alleviation of poverty, and a work programme set by this organisation.

Tactic 8: Creating a Public Service Commercial on Poverty Alleviation for Television, Radio and in Print

This tactic involves producing public service commercials that can be used for campaigns of poverty alleviation on television, radio and in print.

This initiative will not be carried out as part of a joint communications effort with BUMN, national and foreign private companies and public relations organisations (e.g. Perhumas and PRSI) and the P3I.

Key deliverable(s): creating public service commercials on poverty alleviation for television, radio and in print.

Tactic 9: Broadcasting Public Service Commercials on Poverty Alleviation in National and Regional Mass Media

After the public service commercials are completed (see tactic 8), the next tactic is to make sure they are aired by the mass media.

This initiative will not be carried out by TNP2K alone, but as part of a joint communications effort with BUMN, national and foreign private companies, and public relations organisations (e.g. Perhumas and PRSI) and the P3I.

Key deliverable(s): Broadcasting the produced public service commercials in the national and regional mass media at an adequate frequency.

Tactic 10: Creation and broadcast of Television and Radio Talk-shows and Other Special Programmes

Another communications tactic uses television and radio talk-shows and other special programmes, such as features and special coverage shows.

This initiative will not be carried out by TNP2K alone, but as part of a joint communications effort with BUMN, national and foreign private companies, and public relations organisations (e.g. Perhumas and PRSI) and the P3I.

Key deliverable(s): Broadcast of television and radio talk-shows and other special programmes in national and regional mass media at a sufficient frequency.

Tactic 11: Meeting with the Jakarta Foreign Correspondent Club (JFCC)

The aim of this tactic is to spread information to the international media. For efficiency and effectiveness, the JFCC, with its members consisting of international journalists in Jakarta, has been selected.

This tactic will be conducted by TNP2K as the institution assigned with the task of making policies on poverty alleviation, including communications policies and strategies for poverty alleviation.

Key deliverable(s): Meetings the JFCC in Jakarta.

Appointment and Development of “Champions”, “Unofficial Spokesperson” and “Ambassadors” of Poverty Alleviation

In this mass media initiative, the communications tactic consists of:

Tactic 1: Appointing “Champions”, “Unofficial Spokesperson” and “Ambassadors” of Poverty Alleviation

This tactic involves searching and appointing a list of “champions”, “unofficial spokespersons” and “ambassadors” of poverty alleviation, who are appropriate for the communications needs on poverty alleviation efforts. These “champions”, “unofficial spokespersons” and “ambassadors” of poverty alleviation will later be able to perform functions as resource persons in special forums, media interviews and other communications activities.

These “champions”, “unofficial spokespersons” and “ambassadors” of poverty alleviation may consist of: experts, community figures and public figures, possibly from within TNP2K or organisations involved in poverty alleviation.

This initiative will not be carried out by TNP2K alone, but as part of a joint communications effort with BUMN, national and foreign private companies, and public relations organisations (e.g. Perhumas and PRSI).

Key deliverable(s): compilation of a list of “champions”, “unofficial spokespersons” and “ambassadors” of poverty alleviation who are appropriate for the communications needs. Appointment of “champions”, “unofficial spokespersons” and “ambassadors” of poverty alleviation who are appropriate for the communications needs and are committed to supporting poverty alleviation communication efforts.

Tactic 2: Training for the Development of Competence of “Champions”, “Unofficial Spokesperson” and “Ambassadors” of Poverty Alleviation in Communications

After the appointment of “champions”, “unofficial spokespersons” and “ambassadors” of poverty alleviation, the next phase is to improve their competence in communications, including dealing with the general public and media (e.g. interview techniques), as well as in their understanding of poverty issues.

This initiative will not be carried out by TNP2K alone but as part of a joint communications effort with BUMN, national and foreign private companies, and public relations organisations (e.g. Perhumas and PRSI) and journalist organisations.

Key deliverable(s): training sessions for the development of competence in Communication of the Champions, Unofficial Spokespersons and Ambassadors of Poverty Alleviation are conducted.

Tactic 3: Supplying Regular Information to the “Champions”, “Unofficial Spokespersons” and “Ambassadors” of Poverty Alleviation

After the training to develop competence of the “champions”, “unofficial spokespersons” and “ambassadors” of poverty alleviation is complete, the next phase is to ensure that they always receive the latest information on poverty alleviation efforts. This tactic will be conducted together with the communications working group.

Key deliverable(s): the availability and delivery of regular information to the “champions”, “unofficial spokespersons” and “ambassadors” of poverty alleviation.

Involvement of Professional Organisations

In this mass media initiative, the communications tactic consists of:

Tactic 1: Establishing an Association of Journalists for Poverty Alleviation

This tactic involves efforts to encourage the involvement of communications organisations to participate in communications efforts. This tactic is conducted together with public relations organisations (e.g. PERHUMAS, PERHUMAS Muda and PRSI, or advertisement organisations, such as the P3I, and journalist organisations, such as AJI and PWI).

Key deliverable(s): a list of potential professional organisations, as well as outreach and advocacy to those organisations and the establishment of a communications association for the alleviation of poverty, of which the members consist of various professional organisations interested and having a commitment in carrying out poverty alleviation efforts.

The Communications Work Unit

The tactics in this initiative play a very important role in ensuring the success of the communications directives to encourage a joint communication approach, use joint resources and utilise a public and private relationship pattern. In this mass media initiative, the communications tactic consists of:

Tactic 1: Outreach and Advocacy to the Communications Working Group for Poverty Alleviation

This tactic has the objective of enabling the identification, outreach and advocacy to relevant parties to join the communications working group for poverty alleviation. This tactic is to be carried out by TNP2K alone, as the organisation assigned to poverty alleviation efforts in Indonesia.

Key deliverable(s): availability of a list of potential members of the communications working group for poverty alleviation, as well as outreach and advocacy efforts to them.

Tactic 2: Kick-off Meeting and the Establishment of a Communications Working Group for Poverty Alleviation

This tactic involves holding a kickoff meeting for the establishment of the communications working group for poverty alleviation, led by TNP2K. This tactic will be carried out by TNP2K, as the organisation assigned to poverty alleviation efforts in Indonesia.

Key deliverable(s): kickoff meeting and formation of the communications working group for poverty alleviation. This group will be led by TNP2K, and possibly directly presided over by the vice-president as head of TNP2K.

Tactic 3: Regular Meetings by the Communications Working Group for Poverty Alleviation

This tactic involves ensuring that the communications working group for poverty alleviation holds regular meetings. This tactic is the responsibility of TNP2K.

Key deliverable(s): a schedule and agenda of meetings by the communications working group for poverty alleviation, as well as evidence of meetings being held once a month.

Cooperation with the Private Sector and BUMN

In this initiative, the communications tactic consists of:

Tactic 1: Outreach and Advocacy to the Private Sector and BUMN

This tactic involves conducting outreach and advocacy efforts to private sector and BUMN organisations, with the potential of entering into cooperation schemes with them. This tactic is to be carried out by TNP2K.

Key deliverable(s): the availability of data on private sector and BUMN organisations that have the potential to enter into cooperation schemes, as well as outreach and advocacy to them.

Tactic 2: Awards Presentation Events

This tactic involves presenting awards to private sector and BUMN organisations that have entered into cooperation schemes and shown commitment to them. This tactic is to be carried out by TNP2K.

Key deliverable(s): availability of a list of award recipients, availability of award materials (e.g. certificates), and convening an awards presentation event.

Empowering the TKPKD and Programme Implementers

The tactics in this initiative are very important, especially to encourage the TKPKD and poverty alleviation programme implementers in carrying out communications activities that are in line with the communications strategy designed by TNP2K. In this initiative, the communications tactic consists of:

Tactic 1: Training TKPKD Officials and Communication Officers

This tactic involves training for the development of competence among TKPKD officials and communication officers in carrying out communications functions in their respective regions. To encourage effectiveness and efficiency, this tactic can be carried out in a training of trainers (TOT) format. This tactic is carried out by TNP2K within a communications cooperation scheme and jointly with relevant organisations.

Key deliverable(s): availability of a training syllabus and agenda, the availability of a potential participants list, and the training itself conducted.

Tactic 2: Developing Communications Competence among Beneficiaries

This tactic involves training for the development of competence among programme implementers, so that they have the ability to communicate with beneficiaries. This tactic can be carried out in a TOT format to encourage effectiveness and efficiency. This tactic is carried out by TNP2K within a communications cooperation scheme and jointly with the relevant organisations.

Key deliverable(s): availability of a training syllabus and agenda, the availability of a potential participants list, and the training itself conducted.

Tactic 3: Establishing of a TKPKD Outreach Team

TKPKD has the resources to carry out outreach activities within TKPKD areas. As such, a TKPKD outreach team will be established to manage the communications working group at the local level, and strengthen outreach processes to beneficiaries. This tactic is carried out by TNP2K, particularly its advocacy division, with local TKPKD's.

Key deliverable(s): formation of an outreach team as well as a work programme for them.

Promotion of Special Issues by the TN2PK

In this initiative, the communications tactic consists of:

Tactic 1: Revitalisation of the TNP2K website

This tactic involves revitalising the TN2PK website to become more user-friendly. This tactic will be carried out by TNP2K.

Key deliverable(s): a revitalised TNP2K website that will “go live”.

Tactic 2: Distribution of TNP2K Publication Materials

This tactic involves the distribution of TNP2K publication materials. This tactic will be carried out within a joint communications effort, together with other institutions and ministries, programme implementers, BUMN, national and foreign private companies.

Key deliverable(s): a list of recipients of TNP2K publication materials and distribution of those materials.

Tactic 3: Regular Coordination Meetings on Poverty Alleviation

This tactic involves holding regular coordination meetings with all parties involved in poverty alleviation efforts. These meetings will be held every three months and be led by TNP2K.

Key deliverable(s): a schedule and agenda for coordination meetings, availability of a coordination meeting participants list, and evidence that the coordination meetings are being conducted.

Tactic 4: Mainstreaming of TNP2K's Special Issues to Meetings, Seminars, Conferences and other Forums

This tactic has the objective of identifying meetings, seminars, conferences or other related forums that are relevant for the dissemination of information on TNP2K. TNP2K can then send speakers and distribute materials on the organisation.

Key deliverable(s): a list of meetings, seminars, conferences or other related forums that are relevant for the dissemination of information on TNP2K, as well as the sending of speakers from TNP2K or other related parties to those events.

Tactic 5: Outreach and Advocacy to Special Stakeholders

This tactic has the objective to conduct outreach and advocacy activities to special stakeholders in need of intensive communication with TNP2K.

Key deliverable(s): the availability of a list of special stakeholders in need of direct intensive communication with TNP2K, the availability of outreach and advocacy schedules to those special stakeholders, and evidence that these meetings are being held.

TNP2K Internal Communication

In this initiative, the communications tactic consists of:

Tactic 1: Training in Internal Communications within TNP2K

This tactic involves conducting communications trainings for parties within TNP2K. This tactic is conducted by TNP2K in cooperation with relevant professional organisations.

Key deliverable(s): availability of a list of participants for the communications training, the availability of schedules and agendas of communications training, the availability of communications training materials and evidence that the communications training have been conducted.

Tactic 2: Regular Internal Meetings between Departments

This tactic involves holding regular internal meetings between departments within TNP2K. This tactic is to be carried out by TNP2K.

Key deliverable(s): availability of the schedules and agendas of internal meetings between departments, as well as evidence that these internal meetings are being conducted.

Tactic 3: Knowledge Management Initiative Implementation

This tactic has the objective of carrying out a knowledge management initiative within TNP2K. This tactic is carried out by the knowledge management team under UPSPK.

Key deliverable(s): availability of the strategy and mechanism of the knowledge management initiative, and evidence that the knowledge management initiative is being conducted.

Summary of TNP2K's Communications Programme and Joint Communications Effort

Communications Program	TNP2K	Joint Initiative	Executing Partner
Joint Brand Identity			
Creation of the Joint Brand Identity	√		BUMN, Private Sector, Other Institutions, Perhumas, PRSI, P3I
Creating the Common Brand Website	√		BUMN, Private Sector, Other Institutions, Perhumas, PRSI, P3I
Creating and maintaining the 'Common Brand' Social Media Accounts	√		BUMN, Private Sector, Other Institutions, Perhumas, PRSI, P3I
Kick-off of the Common Brand Campaign	√		BUMN, Private Sector, Other Institutions, Perhumas, PRSI, P3I
Production of the 'Common Brand' Campaign Materials	√		BUMN, Private Sector, Other Institutions, Perhumas, PRSI, P3I
Roadshow for Program Dissemination in Campuses and Schools	√		BUMN, Private Sector, Other Institutions
Capitalizing on the Momentum of the International Day for the Eradication of Poverty Day			
<u>Roadshow</u> for the Dissemination of the international day for the eradication of poverty	√		
Conducting the International Day for the Eradication of Poverty Event on October 17, 2012	√		
Media Initiative			
Meeting with Heads of National and Regional Mass Media for the Alleviation of Poverty	√		
Stories Pitching	√		BUMN, Private Sector, Other Institutions
Journalist Fellowship Program	√		BUMN, Private Sector, Other Institutions
Regular Meetings With The Media	√		BUMN, Private Sector, Other Institutions
Distribution of Regular Press Releases	√		
Mainstreaming the issue of poverty into Popular TV and Radio programs	√		BUMN, Private Sector, Other Institutions
Establishment of an Alliance of Journalists for the Alleviation of Poverty	√		PWI, AJI, AJTI
Creation of a public service advertisement on poverty alleviation	√		BUMN, Private Sector, Other Institutions
Broadcast of the public service advertisement on poverty alleviation	√		BUMN, Private Sector, Other Institutions
Creation and broadcasting of TV and Radio Talk-shows and Other Programs	√		BUMN, Private Sector, Other Institutions
Meeting with the Jakarta Foreign Correspondent Club (JFCC)	√		
Appointment of 'Champions', 'Unofficial Spokesperson', and Ambassadors of Poverty Alleviation			
Appointment of 'Champions', 'Unofficial Spokesperson', and Ambassadors of Poverty Alleviation	√		BUMN, Private Sector, Other Institutions
Competence development training	√		Perhumas, PRSI, AJI, PWI
Regular feeding of information	√		BUMN, Private Sector, Other Institutions
Involvement of Professional Organizations			
Establishment of an Alliance of Journalists for the Alleviation of Poverty	√		Perhumas, PRSI, AJI, PWI
The Communication Work Unit			
Outreach and Advocacy of the Communication Work Group for Poverty Alleviation	√		
Kick-off of the Communication Work Group for Poverty Alleviation	√		
Regular Meetings of the Communication Work Group for Poverty Alleviation	√		
Cooperation With the Private Sector & State-Owned Enterprises (BUMN)			
Outreach and Advocacy with the Private Sector and State-Owned Enterprises (BUMN)	√		
Award Presentation Events	√		
Empowerment of the TKPKD & Program Implementers			
Training for the TKPKD communication officials	√		Perhumas, PRSI, AJI, PWI
Developing communication competence with beneficiaries	√		Perhumas, PRSI, AJI, PWI
Establishment of the TKPKD outreach team	√		TKPD
Promotion of the TNP2K			
Revitalization of the TNP2K website	√		
Distribution of TNP2K publication materials	√		BUMN, Private Sector, Other Institutions
Regular Coordination Meetings for Poverty Alleviation	√		
Mainstreaming special issues of the TNP2K into meetings, seminars, conferences and forums	√		
Outreach and Advocacy to Special Stakeholders	√		
The TNP2K Internal Communication			
Training in Internal Communication	√		Perhumas, PRSI, AJI, PWI
Regular internal meetings between departments	√		
Knowledge Management Initiative Implementation	√		

Implementation Plan for the Implementation of the Communications Strategy

Implementation of the communications strategy will be conducted in three phases:

Phase 1: Implementation Preparation

Implementation preparation is the process of preparing the forums and facilities for implementing the communications strategy for poverty alleviation, including:

- Adjusting the communications strategy by completing the formulation of the communications strategy up to the implementation plan.
- Presenting the communications strategy to TNP2K staff, in order to generate input and approval for the communications strategy.
- Recruiting staff to implement the communications programme, who will be assigned to run the community strategy on poverty alleviation.

Phase 2: Programme and Communications Tactic

This phase is where the whole programme and its communications tactics are run in accordance with the communications directives and strategy.

Phase 3: Measuring and Evaluating the Implementation of the Programme and Communications Tactics

This phase is where results of programme and communications tactic implementation are measured and evaluated for updates, improvements and adjustments with the conditions and objectives of the communications strategy. Evaluation will use a four-tier approach:

- Baseline and impact survey
- Advertising value equivalent conversion calculation
- Content analysis
- Output vs. KPI/key deliverables analysis

A complete explanation of the methods that measure and evaluate can be found in a separate section.

In brief, the implementation schedule of the communications strategy can be seen in the timetable set out in the Appendix.

Measuring and Evaluating the Communications Programme

Measuring and evaluating the implementation of the communications strategy is a crucial part of the communications strategy itself. It has the following objectives:

- Knowing the extent of the impact of implementing the communications strategy or its effectiveness
- Knowing the problems faced in its implementation and the solutions to those problems
- To provide recommendations for improvements for subsequent implementation

In communications and public relations, measuring and evaluation is not job, because, generally, what is measured is the perception, image, reputation and other factors that are qualitative in nature. There needs

to be a quantitative process using specific methodology, a long period of time in data collection and analysis. It is also very costly.

The main issue for the communication and public relations practitioners is how to use a measuring method that is practical, easy to use, does not need a long time to conduct and is cheap to use. Practitioners have developed a variety of measuring methods to fulfil these criteria, such as an advertising value equivalent (AVE) approach, content analysis and others.

For the implementation of the communications strategy for poverty alleviation – bearing in mind the constraints to TNP2K’s resources –, the measurement and evaluation approach will use practical approaches commonly used by practitioners in communications and public relations. The measurement methods used will be:

A Baseline and Impact Survey Approach

This approach is one which is used especially for communications programmes. It uses a direct communications approach, such as seminars, conferences, exhibitions and other direct communications. This method is conducted by collecting baseline data before the communications programme being carried out and then comparing it with data obtained after the communications programme is completed.

Advertising Value Equivalent (AVE) Conversion Calculation

AVE is a calculation method that uses a method of converting advertising value equivalents in the news.

This calculation is based on the assumption that using a “news approach” is free while an “advertisement approach” requires payments. As such, if we succeed in getting into the news, an amount of money will not be spent. This value is then converted using a set calculation. The conversion value may be in the form of the value of space in a printed media, which is usually calculated using a column millimetre (mmc), while advertisements, including television or radio spots, have certain hour values or space values/duration for those broadcast by online media.

Content Analysis

Advertising value equivalents have some basic weaknesses in that they can only measure the qualitative value of news, but not its content in regard to accuracy, relevance, tone and other matters that are qualitative in nature. Therefore, to complement the AVE measuring method, content analysis needs to be conducted. This analysis is aimed at examining the following matters:

- The level of accuracy of news related to information conveyed to the media
- The relevance between the news content and key messages that needs to be conveyed
- The tone of the news as positive, neutral or negative

Output vs. KPI/Key Deliverables Performance Analysis

This is a management analysis that reviews the level of success in implementing communications activities relative to targets set in the key deliverables. It will use a calculation of success indicators, based on the terms of reference for each communication activity. The measurement obtained will be a quantitative measurement, such as implementation percentage.

Other Measurement Methods

Other measuring methods that are more comprehensive include media surveillance, perception audit and awareness mapping. If there is adequate funding, TNP2K can hire consultants to perform this task.

Media Monitoring

A success indicator of the poverty alleviation programme implementation is a positive public perception of it, as reflected in opinions in the media and other communication channels.

In addition to assessing its success, public perception reflected in the media is also needed to generate input on the problems faced at the programme's implementation stage, and also to obtain input and recommendations from the public on improving the programme.

Consequently, monitoring the mass media becomes very important in carrying out efforts to support the poverty alleviation programme.

Furthermore, to support the calculation of AVE and content analysis, there media monitoring needs to perform the following tasks:

- News monitoring of printed, electronic, and online media on poverty alleviation issues at the national and regional level.
- Submit summaries, brief conclusions and analysis of the monitoring results to parties within TNP2K.

Media monitoring can be conducted by a services company specialising in media monitoring.

3 Support for the Implementation Process

3.1 Mechanism for TNP2K's Internal Communication

TNP2K's external communications process will not run well if it is not supported by a strong internal communications mechanism. Therefore, this communications directive stipulates the need for strengthening of TNP2K's internal communication mechanism. Strengthening begins with the most fundamental process, which is laying the foundation for a communications paradigm. This requires the presence of the executive secretary to perform internal communications functions, hold regular meetings between TNP2K's internal departments and implement the knowledge management initiative.

Communications Paradigm

This process is the key to the successful implementation of communications programmes in every organisation. As such, it is hoped that certain communications paradigms follow certain ideas:

- Communication is an important aspect in supporting the success of poverty alleviation tasks and the effectiveness of TNP2K's internal work.
- There is a difference between communications functions and communications officers. The communications function is a function in an organisation's management and is a task for all members of the line of management. That is why all parties in TNP2K have communications roles and responsibilities, at least within their respective work units.
- Communications is behaviour, and the existence of communications does not guarantee improved community effectiveness, because the success of internal communications lies with the communications actors themselves.

Special Assistant to TNP2K's Executive Secretary

To assist TNP2K's executive secretary in boosting the effectiveness of the internal communications mechanism, a special assistant needs to be assigned to TNP2K's executive secretary to act as the internal communications officer. The special assistant will have the following functions:

- To be responsible and report to TNP2K's executive secretary.
- To maintain the distribution flow of TNP2K's internal information effectively, whether downwards or upwards.
- To prepare the agendas for regular meetings between TNP2K's internal departments, and to be in-charge of the preparations at these meetings.
- Document the results of TNP2K's internal meetings and ensure follow-up to the outcomes of those meetings.
- To perform other internal communications functions to assist the executive secretary in carrying out communications functions.

The special assistant to TNP2K's executive secretary is expected to possess the following qualifications:

- Possess knowledge on the function and role of TNP2K, as well as on poverty issues in general.
- Possess the knowledge and competence for internal communications.

- The ability to work together in TNP2K, and with the organisation's functions and roles.

Regular Meetings between TNP2K Departments

Regular meetings held between TNP2K's internal departments are very much needed, and are the key to the success of TNP2K's internal communications. The functions of these meetings are:

- As a medium for conveying information to line managers within TNP2K.
- As a medium for the internalisation of the functions and roles of each department within TNP2K.
- As a medium for decision-making and problem solving.

Regular meetings held between departments within TNP2K will be held every two weeks, and led by TNP2K's executive secretary. The participants will be:

- The head of the TNP2K secretariat
- The coordinator of TNP2K's policy work unit
- TNP2K work programme managers within
- TNP2K division managers within
- TNP2K's internal communications coordinator
- Relevant consultants
- Other parties deemed necessary to attend

Implementing organisations for these meetings will be coordinated by the special assistant to TNP2K's executive secretary.

Communications Role of Line Managers

The success of the internal communications mechanism cannot be separated from the functions and roles of the communications line managers of each department. Line managers carry out their functions in a cascading down process or information forwarding process for important issues that need to be known by department or unit employees under their charge. Consequently, line managers are expected to participate in the process of the internal communications mechanism.

Development of a line managers' competence is conducted in tactic 1 of TNP2K's internal communications mechanism.

Knowledge Management Initiative Implementation

The knowledge management initiative was developed by the UPSPK unit. The functions and roles of this initiative are to facilitate the knowledge documentation process, knowledge sharing initiative and promotion of knowledge accumulated by TNP2K employees related to poverty alleviation. The knowledge management initiative (KM) involves all elements of TNP2K through various internal communications, such as knowledge sharing and the formation of the communities of practices (CoP).

The TNP2K Communication Unit Organisation

There are two major parts to communications activities: (1) those carried out by TNP2K itself, and (2) those conducted within the joint communications effort, in cooperation with other institutions, ministries, BUMN, private companies, bilateral and multilateral donor institutions and other institutions. As such, the organisational structure of TNP2K's communications unit will generally reflect those two functions.

The first function is the outreach and advocacy function, which is responsible for carrying out outreach to ensure that the joint communication effort goes well, in accordance with this communications strategy for poverty alleviation. The second function is as implementer of the communications strategy, both conducted by TNP2K and in cooperation and coordination with other parties.

In more detail, the functions required by TNP2K's communications unit organisation are:

TNP2K Internal Communications Coordinator

The TNP2K communication coordinator is responsible and reports to TNP2K's executive secretary. The TNP2K communication coordinator leads and coordinates the implementation of TNP2K's communications strategy as well as acts as the coordinator for the communications work unit formed in relation to this communications strategy. This coordinator is qualified in the communication of public issues.

Senior Specialist for Outreach and Advocacy

The senior specialist for outreach and advocacy conducts outreach and advocacy activities to ensure the success of the joint communications effort and the creation of a relationship with private sector and BUMN organisations, while also functioning as the coordinator of the common brand initiative. If a professional with good qualifications for the TNP2K internal communications coordinator is hired, they can assume the responsibilities of senior specialist for outreach and advocacy. This specialist is qualified in outreach and advocacy.

Senior Specialist Implementer of the Communications Programme

This specialist is responsible for coordinating the implementation of the communications activities directly applied and managed by TNP2K in this communications strategy. This specialist is qualified in event management.

Support Staff for the Communications Unit

The supporting staff will provide administrative and other support to TNP2K's communications team. Support staff must be qualified in administration management.

Integration of Other Communication Functions

Available communications functions need to be integrated into the TNP2K organisation, including: (1) the media and publications unit, (2) the UPSPK communications specialist and knowledge management officer, and (3) the Jamkesmas-GIZ communications specialist.

For the first function, namely the media and publications unit, it is recommended that the unit be moved into the newly-formed communications unit, while the UPSPK communications specialist and communications specialist remain under the responsibility of the respective department managers, along a coordination organisational line with TNP2K's communications coordinator.

Communications Advisor

The communications advisor plays an important role at the preliminary stage developing TNP2K's communications division. This includes carrying out the following tasks:

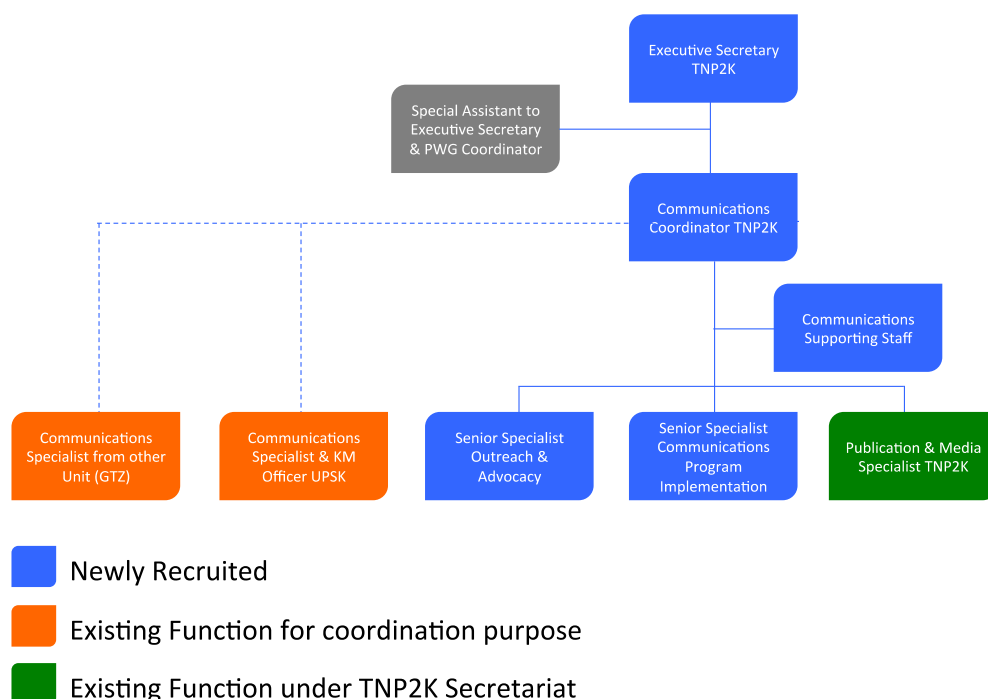
- To draw up and develop the terms of reference for TNP2K's communications division.
- To assist in the recruitment of a communications coordinator and members of the communications division, under the coordinator.
- To give directives and communications strategy internalisation to members of TNP2K's communications division.
- To supervise the implementation of the communications strategy.

In the implementation phase of the communications strategy, the role of the communications advisor is to assist TNP2K's communications coordinator by providing support in the form of communications advice, as well as the development of networks, competence, monitoring and evaluation, and other functions that cannot be carried out by the communications coordinator alone.

The function of the communications advisor is to provide advice on cross-departmental communications within TNP2K and other related organisations, including on the production of materials, the preparation of presentation materials and managing relationships with other parties.

In the event that TNP2K's communications organisation has been established and is running according to its function, the communications advisor will no longer be needed.

The following diagram gives a clearer picture of TNP2K's communications organisational structure:



Interns and Volunteers

For additional support, TNP2K's communication unit may hire interns and volunteers, particularly in relation to the joint communications effort and the implementation of the common brand initiative. To increase the effectiveness of the interns and volunteers, the communications unit needs to facilitate them in the form of:

- The opportunity to be involved in the implementation of the communications strategy
- Adequate working facilities
- Reimbursement for transportation and lunch allowance

Use of Public Relations Firms

To help implement the communications strategy, a communications advisor (public relations firm) may be hired for a specific period of time while employees for TNP2K's communications unit are being recruited. This public relations firm will be needed more to assist in the implementation of special programmes for which competence cannot be quickly developed in TNP2K's communication unit. The public relations firm may also be needed if TNP2K faces difficulties in developing its internal communications division, including human resources or for certain policies that require TNP2K not to develop its own internal communications competence. In such a case, the public relations firm must have adequate competence, human resources and dedication to perform the functions of TNP2K's communication division.

Communications Work Unit

The communications work unit is very important to the success of implementing this communications strategy. Therefore, the outreach and advocacy process is very crucial to convincing the main stakeholders to become members of the unit and actively participate in its meetings.

Success in forming the communications work unit will facilitate efforts to encourage the creation of a joint communication effort and allocation of resource sharing. The functions and roles of the work unit are as follows:

- To carry out TNP2K's coordination function in executing communications initiatives.
- To be the forum for the exchange of information and knowledge related to the implementation of the poverty alleviation programme.
- To encourage utilisation of shared resources.
- To minimise overlap in the implementation of the communications programme and the poverty alleviation programme as a whole.

The model of the communications work unit is in line with the directives of the work unit, acting as focal point for each implementer of poverty alleviation, particularly those that possess an intensive communications programme, whether from the government circles, donor institutions, NGOs, mass media, BUMN as well as national and foreign private companies.

The communications work unit uses regular meetings, led by the TNP2K, as its main communications medium. The outreach and advocacy process is very important to raise the interest of various parties to become members of the communications work unit.

To boost interest in joining TNP2K's communication work unit, incentives need to be given to institutions with active communications working groups, in the form of awards from the government for active participation in poverty alleviation efforts.

TNP2K also needs to encourage the TKPKD to establish a communications working group initiative at the local level within their respective TKPKDs. During this process of empowerment the TKPKD, there needs to be cooperation with other units within TKP2K over the function of outreach and advocacy to regional governments.

Cooperation with the Ministry of Communication and Information

During the formation of the communications working group and its management, it is very important to establish cooperation with the Ministry of Communication and Information, in particular with the directorate general of information and public communications. Considerations for this cooperation are:

- The Directorate General of Information and Public Communication (Ministry of Communication and Information) is responsible for formulating and implementing public communications as well as the government's public relations activities.
- The Directorate General of Information and Public Communication (Ministry of Communication and Information) resources and allocates funds for the implementation of communications activities.
- The Directorate General of Information and Public Communications (Ministry of Communication and Information) is assigned with the task of coordinating communications activities, such as communications related to the PKH programmes.

Under this cooperation, TNP2K and the Directorate General of Information and Public Communications (Ministry of Communication and Information) may share roles in implementing this communications strategy.

- TNP2K is to provide information in the implementation of the communications programme.
- Coordination to implement communications activities can be carried out by the Directorate General of Information and Public Communications (Ministry of Communication and Information).
- Outreach and advocacy can be conducted together between TNP2K and the Directorate General of Information and Public Communications (Ministry of Communication and Information).

As such, the communications working group for poverty alleviation may be headed and coordinated together by TNP2K and the Directorate General of Information and Public Communications (Ministry of Communication and Information).

Funding for the Communications Programme

One of the considerations in developing this communications strategy is the fact that TNP2K has sufficient resources needed, including limited funding sources for the implementation of a high-cost communications programme.

Consequently, the communications approach adopted uses a joint communications effort to capitalise on the relationship between BUMN and private companies, as well as other parties with communications resources, particularly in regard to funding.

By through conducting communications, it is hoped that TNP2K will achieve financial support from donor institutions.

In brief, the funding sources of TNP2K's communications programme in this communications strategy are:

- Ministries, institutions or implementers that provide funds for the implementation of the communications programme. For example, the Ministry of Communication and Information, the Ministry of Health for the Jamkesmas programme, regional governments and others.
- Bilateral and multilateral donor institutions that provide technical assistance for the implementation of the poverty alleviation programme.
- BUMN and national and foreign private companies who have allocated funds to the communications programme through their CSR initiatives.
- TNP2K's internal funding sources for operations of activities.

The types of costs that will emerge in the implementation of this communications strategy are:

- Payments for professional services, particularly for the design of communications materials, common brand website, etc.
- Costs for hosting and purchasing the common brand website domain.
- Costs for producing printed materials.
- Costs for operational transportation.
- Costs for organising events.
- Costs for fax, telephone and internet usage, as well as other communications costs.
- Costs for producing television commercials, commercial spot materials and designs for printed advertisements.
- Costs for broadcasting television, radio and printed advertisements.

The following table provides a more detailed explanation of the type of costs that will be incurred through various communications tactics, as well as funding sources:

Types of Costs and Potential Funding Sources

Communications Program	Type of Costs	Funding Source
Joint Brand Identity		
Creation of the Joint Brand Identity	Professional Fees	BUMN, Private Sector, Donors, AusAid
Creating the Common Brand Website	Website Developer, Hosting, Domain	BUMN, Private Sector, Donors, AusAid
Creating and maintaining the 'Common Brand' Social Media Accounts	Operational costs	TNP2K
Kick-off of the Common Brand Campaign	Costs for event organizing	TNP2K
Production of the 'Common Brand' Campaign Materials	Printing, Design/Creative costs	BUMN, Private Sector, Donors, AusAid
Roadshow for Program Dissemination in Campuses and Schools	Costs for operational transportation	TNP2K
Capitalizing on the Momentum of the International Day for the Eradication of Poverty		
<u>Roadshow</u> for the Dissemination of the international day for the eradication of poverty	Costs for operational transportation	TNP2K
Conducting the International Day for the Eradication of Poverty Event on October 17, 2012	Costs for event organizing	TNP2K / APBN (State Budget)
Media Initiative		
Meeting with Heads of the Mass Media for the Alleviation of Poverty	Costs for event organizing	TNP2K
Stories Pitching	Costs for operational transportation	TNP2K
Journalist Fellowship Program	Costs for scholarship organizing	BUMN, Private Sector, Donors, AusAid
Regular Meetings With The Media	Costs for event organizing	TNP2K
Distribution of Regular Press Releases	Facsimile communication costs, etc	TNP2K
Mainstreaming issues of poverty into Popular TV and Radio programs	Operational, production costs	TNP2K, AusAid
Establishment of an Association of Journalists for the Alleviation of Poverty	Costs for event organizing	BUMN, Private Sector, Donors, AusAid
Creation of a public service advertisement on poverty alleviation	Production costs	BUMN, Private Sector, Donors, AusAid
Broadcast of the public service advertisement on poverty alleviation	Advertisement broadcast cost	BUMN, Private Sector, Donors, AusAid, Ministries
Creation and broadcasting of TV and Radio Talk-shows and Other Programs	Production and broadcast costs	BUMN, Private Sector, Donors, AusAid
Meeting with the Jakarta Foreign Correspondent Club	Costs for event organizing	TNP2K
Champions, Unofficial Spokesperson, and Ambassadors of Poverty Alleviation		
Appointment of Champions, Unofficial Spokesperson, and Ambassadors of Poverty Alleviation	Operational costs	TNP2K
Competence development training	Operational costs	TNP2K
Regular feeding of information	Operational costs	TNP2K
Involvement of Professional Organizations		
Establishment of an Association of Journalists for the Alleviation of Poverty	Costs for event organizing	BUMN, Private Sector, Donors, AusAid
The Communication Work Unit		
Outreach and Advocacy of the Communication Working Group for Poverty Alleviation	Operational costs	TNP2K
Kick-off Meeting of the Communication Working Group for Poverty Alleviation	Operational costs	TNP2K
Regular Meetings of the Communication Working Group for Poverty Alleviation	Operational costs	TNP2K
Cooperation With the Private Sector & State-Owned Enterprises (BUMN)		
Outreach and Advocacy with the Private Sector and State-Owned Enterprises (BUMN)	Operational costs	TNP2K
Award Presentation Events	Costs for event organizing	BUMN, Private Sector, Donors, AusAid
Empowerment of the TKPKD & Program Implementers		
Training for the TKPKD communication officials	Costs for event organizing	TNP2K, Regional Governments (Pemda) Donors, AusAid
Developing communication competence with beneficiaries	Costs for event organizing	TNP2K, Regional Governments (Pemda) Donors, AusAid
Establishment of the TKPKD outreach team	Costs for event organizing	TNP2K, Regional Governments (Pemda) Donors, AusAid
Promotion of the TNP2K		
Revitalization of the TNP2K website	Professional Fees	TNP2K
Distribution of TNP2K publication materials	Delivery costs	BUMN, Private Sector, Donors, AusAid
Regular Coordination Meetings for Poverty Alleviation	Operational costs	TNP2K
Mainstreaming special issues of the TNP2K into meetings, seminars, conferences and forums	Operational, transportation costs	TNP2K
Outreach and Advocacy of Special Stakeholders	Operational, transportation costs	TNP2K
The TNP2K Internal Communication		
Training in Internal Communication	Costs for event organizing	TNP2K, AusAid
Regular internal meetings between departments	Operational costs	TNP2K
Knowledge Management Initiative Implementation	Operational costs	TNP2K

The largest allocation of funds is for the creation and broadcast of advertisements in the mass media – television, radio and printed mediums –, followed by the production costs for talk shows and special programmes, the costs of scholarships to journalists, payments for the services of visual design professionals and website developers, including the hosting and purchase of domains and the production costs of communications materials.

The cost of organising event, such as training, regular meetings, outreach and advocacy do not require large amounts of funding and, general, comprise only of operational and transportation costs.

4 Appendix

Appendix I: Implementation Matrix (1)

Communications Program	Direct Targets	Indirect Targets	Message
<p>Joint Brand Identity</p> <p>Creation of the Joint Brand Identity Creating the Common Brand Website Creating and maintaining the 'Common Brand' Social Media Accounts Kick-off of the Common Brand Campaign Production of the 'Common Brand' Campaign Materials Roadshow for Program Dissemination in Campuses and Schools</p>	<p>The Business Sector, Ministries, Institutions, Program Implementers, Regional Governments, Related Partner Organizations</p>	<p>Beneficiaries, Legislative Bodies, Academicians, Opinion Makers, Mass Media, TNP2K Employees</p>	<p>General Message</p>
<p>Capitalizing on the Momentum of the International Day for the Eradication of Poverty Roadshow for the Dissemination of the international day for the eradication of poverty Conducting the International Day for the Eradication of Poverty Event on October 17, 2012</p>	<p>The Business Sector, Ministries, Institutions, Program Implementers, Regional Governments, Related Partner Organizations</p>	<p>Beneficiaries, Legislative Bodies, Academicians, Opinion Makers, Mass Media, TNP2K Employees</p>	<p>General Message</p>
<p>Media Initiative</p> <p>Meeting with Heads the Mass Media for the Alleviation of Poverty Stories Pitching Journalist Fellowship Program Regular Meetings With The Media Distribution of Regular Press Releases Mainstreaming the issue of poverty into Popular TV and Radio programs Establishment of an Alliance of Journalists for the Alleviation of Poverty Creation of a public service advertisement on poverty alleviation Broadcast of the public service advertisement on poverty alleviation Creation and broadcasting of TV and Radio Talk-shows and Other Programs Meeting with the Jakarta Foreign Correspondent Club</p>	<p>The Mass Media</p>	<p>The Business Sector, Ministries, Institutions, Program Implementers, Regional Governments, Legislative Bodies, Beneficiaries, Opinion Makers, TNP2K Employees, the General Public</p>	<p>General Message & Special Message</p>

Appendix I: Implementation Matrix (2)

Communication Program	Direct Targets	Indirect Targets	Message
<p>Champions, Unofficial Spokesperson, and Ambassadors of Poverty Alleviation Appointment of Champions, Unofficial Spokesperson, and Ambassadors of Poverty Alleviation Competence development training Regular feeding of information</p>	Opinion Makers	The Business Sector, Ministries, Institutions, Program Implementers, Regional Governments, Legislative Bodies, Beneficiaries, TNP2K Employees, the General Public	General Message & Special Message
<p>Involvement of Professional Organizations Establishment of a Journalists Association for the Alleviation of Poverty</p>	The Business Sector	The General Public	General Message
<p>The Communication Work Unit Outreach and Advocacy of the Communication Work Group for Poverty Alleviation Kick-off Meeting of the Communication Working Group for Poverty Alleviation Regular Meetings of the Communication Working Group for Poverty Alleviation</p>	Business Sector, Ministries, Institutions, Program Implementers, Regional Governments, Related Partner Organizations	Beneficiaries, the General Public, the Media	Special Message & General Message
<p>Cooperation With the Private Sector & State-Owned Enterprises (BUMN) Outreach and Advocacy to the Private Sector and State-Owned Enterprises (BUMN) Award Presentation Events</p>	The Business Sector	The General Public, the Media, Beneficiaries	General Message
<p>Empowerment of the TKPKD & Program Implementers Training for the TKPKD communication officials Developing communication competence with beneficiaries Establishment of the TKPKD outreach team</p>	Regional Governments, Program Implementers	Beneficiaries	General Message & Special Message
<p>Promotion of the TNP2K Revitalization of the TNP2K website Distribution of TNP2K publication materials Regular Coordination Meetings for Poverty Alleviation Mainstreaming special issues of the TNP2K into meetings, seminars, conferences and forums Outreach and Advocacy of Special Stakeholders</p>	Program Implementers, Ministries & Institutions, Partner Organizations, Regional Governments, Legislative Bodies	Beneficiaries, the General Public	Special Message
<p>The TNP2K Internal Communication Training in Internal Communication Regular internal meetings between departments Knowledge Management Initiative Implementation</p>	TNP2K Employees	Ministries, Institutions, Partner Organizations, Legislative Bodies	Special Message

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