

JESUIT CENTER FOR THEOLOGICAL REFLECTION

"Promoting Faith and Justice"

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JCTR Communications Strategy

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Vision

A Society where faith promotes justice for all in all spheres of life especially for the poor.

Mission Statement

The mission of the JCTR is to foster from a faith inspired perspective a critical understanding of current issues. Guided by the Church's Social Teaching that emphasizes human dignity in community, our mission is to generate activities for the promotion of the fullness of human life through research, education, advocacy and consultation. Cooperating widely with other groups, our Jesuit sponsorship directs us to a special concern for the poor and assures an international linkage to our efforts. We aim to promote an inculturated faith, gender equality, and empowerment of local communities in the work of justice and peace and the integrity of creation.

Introduction:

The JCTR is a research, education and advocacy team that promotes study and action on issues linking Christian faith and social justice. JCTR began in 1988 as a project of the Zambia-Malawi Province of the Society of Jesus (Jesuit Order). In the work of social justice, the quality of communication and how widely it is done is very critical. This communication strategy is meant to guide this process. It is to have a broad reach endeavoring to cover the entire Zambia, African continent and extending to the rest of the globe.

Mandate:

This document is prepared to coordinate communication in support of the JCTR Programmes research, education, advocacy and outreach activities. It is a proposed framework for enhanced coordination of communication efforts and implementation of JCTR goals and plans to fulfill the Mission of "fostering from a faith inspired perspective a critical understanding of current issues" and to accomplish the vision of having a society where faith promotes justice for all especially the poor.

1. Situation Analysis

The JCTR operates in Zambia – a country with high levels of poverty, illiteracy, poor communication infrastructure and many other challenges. Understanding the communication environment at any given time will be a cardinal task of the JCTR in the implementation of this strategy.

This document is prepared as a guide for the JCTR staff, and collaborators of the JCTR including the national structures, regional and international bodies. It focuses on advocacy communication structures and activities to be implemented by the programmes of the JCTR with the aim of creating, sustaining and increasing awareness about social justice concerns from the national to the global level.

This strategy seeks to promote synergies and complementarities within the Centre and between the JCTR and other like minded organizations as well as strategic and cooperating partners. It also aims to improve the effectiveness of communication and advocacy activities undertaken.

2. Objectives

The JCTR aims at wide interaction and communication with stakeholders, both government and non-governmental, as well as with the broader community in order to influence policy and decision making to impact positively on the lives of the people.

2.1 Objectives of the Centre

- To create and increase awareness
- To mobilize people to positive action
- Advocate for policy change and action to improve the lives of the people

2.2 Objectives of this Communication Strategy

- To support the activities of the JCTR programmes by ensuring that all activities are publicized and all information generated is widely distributed to stakeholders and the general public through the use of planned, positive and targeted communication
- To promote the centre and sustain its good image by creating awareness of its mission and vision
- To gain the support and buy-in of stakeholders by enabling them share in the centre's vision on issues of social justice
- To encourage participation and collaboration with communities to help achieve just public policy that addresses the needs of especially the poor
- To make widely available the independent evaluations and analysis by the JCTR
- To enable use of or familiarity with government laws and policy
- To provide a mechanism for seeking and acting on feedback

3. Implementation

There are several levels in the implementation of this communication strategy

1. Local -
2. National -
3. Regional -
4. Continental-
5. Global –

Each of the level's focus is to be audience specific and relevant to it and proposed activities adapted as necessary in order to elicit support and action.

See Programme operational plans and log frames for specific details on the implementation of this strategy at the various levels.

The key target groups of this communication strategy at each of these levels are:

- Media
- Individuals and households
- Employee representatives i.e. unions and workplace representatives
- Non-governmental Organisations
- Local Government
- Central Government
- Donor community
- Community Organisations
- Broader national and International community

The work of JCTR involves;

- Researching - to inform understanding and positions in order to make recommendations that are realistic and achievable
- Advocating – for good policies that ensure justice and adequately respond to the needs of the poor
- Educating and sensitising – to raise awareness about what social justice is and the concerns of the people and what action can be taken
- Consulting to understand – what people think about a particular action or decision

4. Strategy

There are three elements to the JCTR Strategy;

1. Using the Media to reach wide audiences in providing information to the general public both within and outside Zambia to create awareness and critical understanding
2. Targeting key actors and stakeholders in advocating for policy change and action to improve the lives of the people

3. Outreach to areas outside Lusaka and outside Zambia and mobilizing for positive action

4.1 Key Strategic Issues

Communicate to promote social justice and highlight social injustices to bring to the fore the needs of especially the poor, make policy recommendations and mobilize for positive action to address these identified injustices.

STRATEGIC ISSUE ONE: Communicate to promote critical understanding

JCTR shall promote communication that facilitates the achievement of the Mission to foster critical understanding for all. This involves sharing research reports and plans with key stakeholder and key actors as well as current and potential change makers.

STRATEGIC ISSUE TWO: Public Awareness

JCTR will seek to employ as many strategies as possible that will facilitate as much public awareness as possible. These may consist of one or more of the strategies indicated in 6 below. These may be employed individually or collectively depending on what is judged to have the most impact.

STRATEGIC ISSUE THREE: Media Relations

A productive relationship with key media (local and national) is to be maintained. This is by sending regular updates of the JCTR work and organising media training programmes to update them on the areas of focus and approaches of the JCTR. This is in order to forge relations with individual journalists as well as institutions in order to ease follow-up.

Timely and coordinated response to media inquiries & key issues as they arise in the public domain is to be given from responsible officers with key messages. Media communication is to be coordinated through the Information Officer but the Programme staff relate to expert issues to ensure identification of JCTR with the

various experts working on the issues and to promote recognition of JCTR staff expertise.

STRATEGIC ISSUE FOUR: Advocacy Communication for Policy Change

Given that Information and Communication Technology (ICT) critically affects the environment we work in, the JCTR needs to deal with matters pertaining to the Information economy, the interaction of information and communication technologies and the availing of these technologies, to the staff, interns and other volunteers. Maximum use of these technologies is to be sought at all times in influencing policy and education for people-centered development as priority issues.

STRATEGIC ISSUE FIVE: Promote JCTR's role in Zambia's social economic and political development

There is to be vigorous regular updating & communication with the JCTR advocacy targets i.e. experts, collaborators, partners and interested people's list, and databases so as to ensure that key stakeholders are not left out. Coordinate all JCTR publication and distribution through one structure (Information officer).

STRATEGIC ISSUE SIX: Reach Information Deprived Groups

This is to ensure that JCTR continues to remain relevant to the service of the poor. Based on the strengths and capacity of the Centre the information needs of the people must be sought to be met.

JCTR shall collectively ensure that the Outreach teams and the communities they serve are kept abreast with the activities at the Centre, in the country, on the continent and on the globe, on issues of concern. This is to be done through timely sharing of information and all materials produced at the Centre, using the established structure of the Outreach Programme.

STRATEGIC ISSUE SEVEN: Raise the profile of the Centre

Efforts to communicate and advocate must always take into account the standing, activities, quality and relevance of JCTR. The values that guide the work such as simplicity and concern for the poor must always be considered when arriving at which mode of communication is to be used. This is in order to present a unified and consistent image of JCTR and possibly add to raising the profile of the center.

5. Key Messages

JCTR Information/ Messages

The information and messages from the Centre are meant to inspire critical understanding, popular positive action, and civic participation. The centre's endeavour is to produce honest, succinct, credible and cost-effective communications. The messages must be easily understandable, precise and should be tailored to the specific audience and event.

The work of JCTR is to advocate and sensitize therefore, messages are to be reiterated constantly/consistently.

6. Communication Methods/Strategies

The best communication engages the emotions. Therefore in order to get JCTR messages across, a mix of the following communication methods and channels are to be considered in given situations to best communicate the issue at hand.

Which methods and tools to use depend on:

- the level of engagement required
- the interest of the audience in the message
- how the target audience prefers to receive messages
- the technicality or complexity of the subject

- whether it is simply relaying information or it requiring two-way communication, and
- careful consideration of the pros and cons of each of the methods as listed below

Media Releases: Easy but not always effective - relies on media filters, may not get run, and inaccessible to most audiences. Sometimes individual interviews are more effective. Think in pictures when trying to attract media coverage.

Website: to be emphasized and promoted highly because it allows 24-hour 7-day access and people can browse to the depth that suits their interests. This can be very effective if promoted, managed and maintained properly. Important to bear in mind that it is likely to have more foreign visitors than Zambians because of the technological challenges the country currently faces.

Pamphlets/Brochures: will be for popular distribution for the duration of their shelf life. Therefore, publication dates must always be indicated. These are easy to distribute and are likely to be read as opposed to big research report. However, if the language is not kept simple they may not be very helpful.

CD-Rom/Videotapes/DVDs: Useful for training purposes or special marketing. CDs can be a cost-effective alternative to print publications. Attention must always be paid to advancing technology in respect to how quickly the people keep up with the advancements.

Radio: Highly effective for disseminating information fast. Speech is the dominant element so clarity of message is vital.

Presentations: Good for small and internal audiences. This is especially effective for meetings.

Community Meetings: This is a good way to ensure two-way communication. Can be open or selective depending on the issue.

Letterbox Drops: This is an inexpensive way of reaching especially target individual e.g. MPs. Must be noted that most people don't read material in their letterboxes.

Email: Generally a medium that is good for relaying information and getting quick feed backs. Need to be select about what is emailed and avoid 'spamming'.

Internal Communication: Most effective when face-to-face, but may include email, notice board, staff newsletter and memos.

Focus Groups: Useful for research and ensures two-way communication.

Direct Mail: Letters to relevant authorities drawing attention to issues of concern or to affected publics or individuals refereeing to their specific needs and concerns.

Opinion Makers: Use of leaders in politics, trade unions, government, industry associations, community leaders, artists to relay information or to collaborate. This often adds credibility and relevance to the messages and makes use of internal communication channels.

Events: A form of public relations that can engage if effectively managed, but needs to be carefully planned. Good examples are public lectures, report or book launches etc

Billboards: Public advertisements that can be seen by many and have way of attracting attention. They can be too expensive and restricted to a specific geographical area if they take the form of outdoor banners. Printed T-shirts are an alternative as they have the ability to be "walking billboards"

Word of Mouth: A good profile of the center will assure that the JCTR and its concerns are spoken about

Public Displays: Agricultural show, gallery walks, Civil Society Day, shopping centers, the mall, where people can stop to talk, collect reading materials and read messages. This is an effective way of reaching people that are not reached in other methods, because stop by randomly.

Public Advertisements, Features/Supplements: Will be used for specific/special campaigns when need arises. They can however, be expensive and hard to measure effectiveness. Different messages suit different media (print or electronic).

Special Needs: Consider special needs groups, such as the aged, vernacular speakers, and hearing or sight impaired. For example, voice recordings of materials can be more effective when communicating with such group

Resource Centre: students and researchers learn about the JCTR through this service

7. Advocacy Communication Materials

The JCTR recognizes that advocacy communication requires specific materials to communicate the intended message such as posters, flyers, articles, briefing packages, speeches, documentaries, slogans discussion programmes etc and makes good use of them.

What type of material is required for the specific activity or campaign and who is best placed to produce such material is identified using the criteria stated above.

Certain groups require more detailed and technical information than others. The JCTR however in given circumstances uses a single set of information materials for a range of audiences. This takes the form of press releases, research reports, *Policy Briefs*, pamphlets, brochures and posters, as well as TV and radio programmes for those with no time or opportunity to read printed material from the Centre.

8. Strategic Target Audiences

8.1 INTERNAL (Within Zambia)

Media Groups

The media is a crucial partner for informing a wider general public and building mass public support. There is great importance of developing proactive relationships with journalists by sharing information with them in a timely manner.

The Centre will invest in building relationships with editors and journalists. One of the ways to establish this kind of relation is to arrange regular briefings with reporters and journalists, and media editors/managers. Invite them for workshops and other activities on an on-going basis.

Outreach Structures (JCTR Outreach Programme)

Government has national structures, some at cabinet level, and some at the level of constituencies others in the communities. Civil Society Organisations and the church also have similar structures existing. These are key allies in the popularization of the work of JCTR at the national level.

It is crucial for the success of the centre's advocacy communication efforts at the grassroots level that Zambian local languages be used in dissemination. This would promote an image of JCTR as the people's Centre because of these efforts to reach out as widely, simply and as close to local realities as possible.

Catholic Church Structures

The presence of the Catholic Church in almost all parts of Zambia is an advantage to JCTR. Our Catholic connection must help us to serve;

Catholic groups e.g. CCJDP

Catholic schools and learning institutions

Catholic chaplaincy of learning institutions

Other Religious Groups

Religious leaders have access to and exercise considerable moral authority with large numbers of people with whom they could advocate for social justice and the right to development for all.

Communicating with religious groups also has the advantage of raising awareness among some Congregations in donor countries who could also become advocates for Zambia and Africa in their respective countries.

Government Ministries and Departments

Parliamentary committees

Civic and Professional Organizations

Civil society through, academia, NGOs, Professional organizations, advocacy and lobby groups and community based groups

Business Groups

Business people are a critical set in the civil society. While recognizing that attracting the support of these groups would require concrete actions beyond advocacy, efforts should be made to provide up-to-date relevant information and gain their attention.

Traditional rulers

Community leaders

Students

Women Groups

Professional associations/groups

Market Women, Traders, Mothers etc

Labor Movements/Associations

- Chambers of Commerce and business groups
- Professionals
- Politicians

- Technocrats
- Artisans
- Farmers
- Particular age groups such as youths and elders
- Military and Para-military organizations
- Educational leaders and administrators

8.2 EXTERNAL (Outside Zambia)

Cooperating Partners

Feedback from partners regarding their view on the progress or usefulness of the work of JCTR

International/ Intergovernmental Organisations

- United Nations
- G8
- NEPAD
- AU
- SADC
- COMEA
- World Bank and IMF
- European Union
- Embassies
- International NGOs etc

International Media

International media is not only a channel to convey our messages to the target audiences, but it also plays a major role as opinion molder.

In the past and even currently in many respects, major press groups in the West have contributed to Africa being known for its ills (poverty, disease, hunger, AIDS, wars, natural calamities, refugees, corruption, absence of law and order etc). This strategy proposes using the same media to advocate for Africa's development by offering information and ideas that can showcase a more accurate picture of Africa.

Prominent Africans

These are a key group because there are several Africans holding leadership positions in the mainstream western media, international establishments etc

In order to enable them to communicate these messages we must send them information and contact them on a regular basis as well as have briefings where possible

Africans/Zambians in the Diaspora

There is a growing group of well informed, influential, educated and well-to-do Africans based abroad especially in Europe and North America. This is a critical resource that can be used to add international voice and recognition of our work e.g. UK Zambians

Some have aspirations to return to the country and run for public office. It is therefore imperative that they are kept aware if the social justice concerns of the time.

African Academia and Intellectuals

Most people in this category have ways of influencing policy which we may not even be aware of. They act as high level consultants to people with authority in the governing process. Most have found themselves appointed to strategic positions in the government.

9. Budget and Timeframe

This communication strategy will be to fulfill JCTR communication goals in support of the organisation's mission and vision. The communication tools or methods stated will be used in the period for which they remain relevant and feasible.

Some of the methods may be used more prominently than others based on the objectives of the given JCTR strategic plans.

The budget

The Timeframe

10. Evaluating Success

How will we know if we have succeeded and met our objectives? How are we going to evaluate our success, what performance indicators and evaluating measures will we use?

Some ways to monitor:-

- Putting website addresses and phone numbers on all materials then measuring requests for information, where they came from and establishing a database of inquiries for later tracking
- Asking callers where they got the number from (e.g. an advertisement or off a brochure)
- Putting a hit counter on the website to measure patterns of visits to the site, including who is visiting the site when and from where
- Assessing the growth of the mailing lists and

A test of the usefulness of the evaluation:-

- Does it effectively identify the success/failure of the centre?
- Does it effectively identify the reasons for success/failure of the centre?
- Does it effectively identify the cost-effectiveness of the centre's communication activities?

Resource Center Collection Development Policy

June 2009

The resource centre is regarded as an essential tool in the fulfillment of the JCTR mission which is to foster from a faith-inspired perspective a critical understanding of current issues.

Details of Subject Areas and Formats Collected

The collection is mainly built on materials that are collected by members of staff .A small number, of them are received as donations and very few are bought.

The collection is approximately 2032 in reference materials and 51 in journals. These materials range from the JCTR publications and project reports to United Nations, World Bank and Government publications, CD-Roms , video tapes and reports on development issues, church social teachings and any other materials deemed useful to the centre. All these materials are subject classified.

- The JCTR Resource Centre has adopted its own system of classification. That is, materials are classified according to subject. For instance, a publication done by the JCTR would be assigned a classification mark indicating the subject, in this case which would be JCTR, followed by the first three letters of the author and a number, which is the succeeding number to the last item entered.
- The collection is arranged according to subjects on the shelves.
- All materials are catalogued in English

Collection Weeding

The practice of discarding or transferring to storage excess copies rarely used books and materials no longer of use

Reasons for Weeding

- To maintain a current collection and to prevent the collection from becoming obsolete.

- Existing space naturally runs out as more materials are acquired, therefore in order to create space something must be removed to give way and to ensure efficient utilization of existing space.

What should be weeded?

- Duplicates (consider past usage)
- Unwanted materials
- Obsolete materials especially in fast changing fields such as Debt, Aid and Trade
- Superseded Editions, especially in cases of journals and periodicals
- Torn or worn out materials must be taken for repairing

Weeding

Journals/Newsletters/Magazines -items that are more than two years. Reference Materials-items that are more than 10years

Manager

The information officer is the overseer of the resource centre and is responsible for the overall welfare of the centre

Users

All members of staff

General public - to access the resource centre during working hours, i.e., mornings from 8:30 to 13: 00 and afternoon from 14:00 to 17:00 free of charge

Lending

The center does not circulate items outside the center, only members of staff are eligible to borrow items. However a reading area is provided on site for reference purposes.

Materials must be borrowed for a period of two weeks

If a book is stolen while in ones possession, the borrower must ensure that the book is replaced.

If returned in tatters or torn, it must be repaired

Jesuit Centre for Theological Reflection (JCTR)

JCTR Repository

<https://repository.jctr.org.zm>

Brochure

Formation Programmes

2007-09-10

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JCTR's communications strategy

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