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NETWORK
For Universal Health Coverage

STRATEGIC COMMUNICATION FOR UNIVERSAL HEALTH COVERAGE

PLANNING TOOL



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For inquiries about this guide or other related JLN activities, please contact the JLN at jln@accessh.org.

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PLANNING TOOL



Purpose

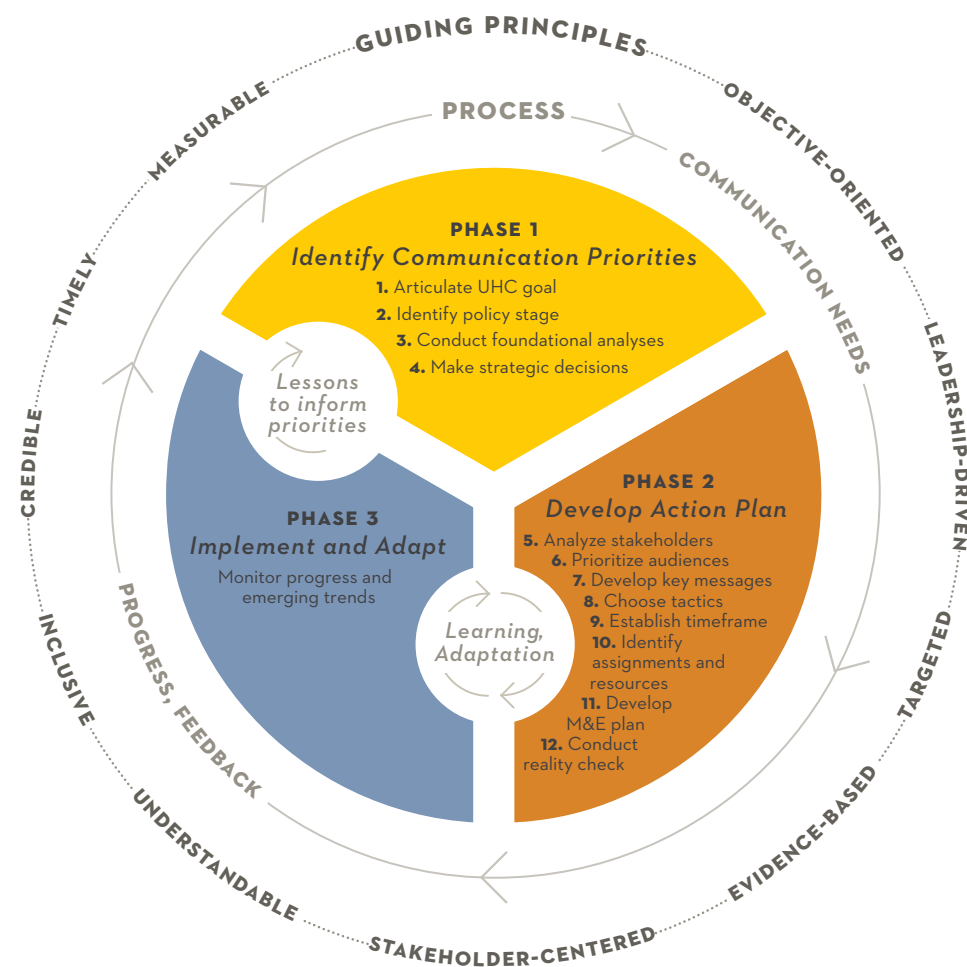
The purpose of this *Planning Tool* is to aid universal health coverage (UHC) policy champions and communicators in the design of comprehensive strategic communication plans for individual objectives.

This tool is intended to guide communicators through a structured plan outlining process and includes guiding questions specifically related to strategic communication for UHC. It is based on the framework for strategic communication for UHC (Figure 1), which was developed by a joint learning exchange consisting of eight country delegations (namely Bangladesh, Cambodia, Ghana, Malaysia, Nigeria, Peru, Senegal, and Sudan). They were supported by the USAID Health Finance and Governance Project (HFG), in partnership with the Joint Learning Network for Universal Health Coverage (JLN). The tool was piloted by the joint learning exchange in July 2017 and revised based on inputs and feedback from participating country delegations.

Figure

1

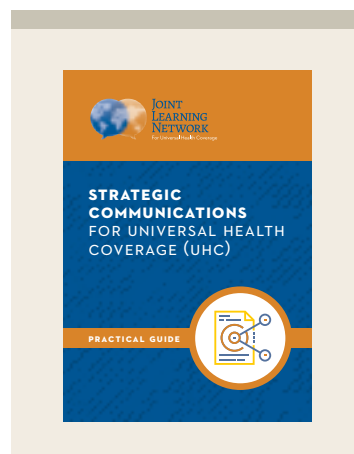
Framework of Strategic Communication for UHC



How to Use the Planning Tool

The *Planning Tool* should be used in conjunction with the *Practical Guide*.

The tool leads communicators through Phases 1–2 of the framework (above). While the tool is intended to be used in a systematic manner, communicators may find that iteration and revision are required to ensure consistency, logic, and feasibility. For example, Step 6: Prioritize Audiences only has space for communicators to identify one primary audience and two secondary audiences, but additional audiences may be relevant for any given strategic communication plan. Further, Step 8: Choose Tactics only has space for communicators to identify three tactics per audience. In reality, each audience may have many more or less relevant tactics, and some tactics may be overlapping for different audiences.



This tool does not provide instructions on Phase 3 of the framework. Comprehensive guidance on how to implement, continuously monitor, and adapt communication plans is available in other existing resources outlined below. Pending adaptation and use of this tool, key learnings from Phase 3 may be addressed at a later date.

Additional Resources

Asibey, E., Parras, T., and van Fleet, J. (2008). *Are We There Yet? A Communications Evaluation Guide*. Communications Network and Asibey Consulting.

Cabañero-Verzosa, C., and Garcia, H. R. (2009). *Building Commitment to Reform through Strategic Communication: The Five Key Decisions*. The World Bank.

Health Sector Reform Initiative. (2000). Policy Toolkit for Strengthening Health Sector Reform. Partners for Health Reformplus.

Special Thanks

The format for this tool was adapted from the Smart Chart 3.0, a proprietary resource developed by Spitfire Strategies, a strategic communication firm based in Washington, DC. The Smart Chart is a communication tool for nonprofit organizations to develop communications plans. It was tested and adapted based on the unique needs of policymakers, policy implementers, and communication professionals focused on UHC, and produced in the form of this *Planning Tool* with permission from Spitfire Strategies.

PHASE 1. IDENTIFY COMMUNICATION PRIORITIES



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STEP 1. ARTICULATE UHC GOAL

What is the most significant and sustained change you hope to achieve over an extended period of time?

2

STEP 2. IDENTIFY POLICY STAGE

What is the current policy stage of UHC reform? (Select all that apply.)

☐ *Policy Formation and
Legitimization*

☐ *Constituency
Building*

☐ *Resource
Mobilization*

☐ *Implementation*

☐ *Impact
Monitoring*

CONDUCT GOVERNANCE AND POLITICAL ECONOMY (GPE) ANALYSIS:
What issues or factors are essential to achieve your overall UHC goal at the current stage of reform?

	<i>Institutional and Governance Arrangements</i>	<i>Political Economy Factors</i>
	<i>Examples:</i> • Relevant government ministries and agencies and their interactions • Laws and regulations • Policy processes • Formal and informal rules or operating procedures	<i>Examples:</i> • Structural factors such as geography and social stratification including power dynamics and market dynamics • Cultural norms and social trends • Stakeholder perceptions and incentives
<i>Potential Drivers</i>	What institutional and governance arrangements and capacities are potential drivers to your UHC goal?	What political economy factors are potential drivers associated with your UHC goal?
<i>Potential Barriers</i>	What institutional and governance arrangements and capacities are potential barriers to your UHC goal?	What political economy factors are potential barriers to your UHC goal?

CONDUCT COMMUNICATION SCAN:

What are the potential internal and external opportunities or barriers to your communication efforts? Consider this both from the perspective of the specific communication team and from the organization as a whole.

	<i>Internal (or Organizational) Communication Arrangements and Capacities</i>	<i>External Communication Factors</i>
	What factors from your organization and/or team may impact your communication strategy (e.g., budget, human capacity and skills, technology, reputation)?	What is already happening outside your organization and/or team that may impact your communication strategy (e.g., events such as elections, campaigns, media trends, public sentiment, partner work)?
<i>Potential Opportunities</i>		
<i>Potential Barriers</i>		

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STEP 4. MAKE STRATEGIC DECISIONS

What are the core elements of your strategic communication plan?

STEP 4.1 OBJECTIVE(S)

What are the specific, measurable, attainable, relevant, and timebound changes that you will need to accomplish your UHC goal? There will likely be multiple answers to this question. List the highest-priority objectives here and identify one for this strategic communication plan. Separate strategic communication plans should be developed for each objective.

Objectives	Assumptions and Risks

STEP 4.2 PRIMARY OBJECTIVE

Among those changes identified above, what is the one policy or behavior change around which you will organize your strategic communication plan?

STEP 4.3 PRIMARY COMMUNICATOR

Which individual or group creates, stewards, and represents a strategic communication plan and may be different from “the messenger(s)” (e.g., Ministry of Health, health insurance authority)?

STEP 4.4 COMMUNICATION POSITION

*Do you need a plan that will 1) frame, 2) fortify and amplify, or 3) reframe the debate?
(NOTE: Refer to your GPE Analysis and Communication Scan)*

- ☐ **FRAME** (no one is talking about your issue)
- ☐ **FORTIFY AND AMPLIFY** (you like the direction the debate is headed and want to push it further)
- ☐ **REFRAME** (you want to change the discussion about your issue)

PHASE 2. COMMUNICATION ACTION PLANNING



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STEP 5. ANALYZE STAKEHOLDERS

Task 1: Plan the Process

Devise a plan for collecting and using stakeholder information.

Working Group Members

Name	Title, Organization	Contact Information

Timeline

Task	Responsible	Deadline

Task 2: Identify All Possible Stakeholders

If the space provided is insufficient, please use a separate page to write a complete list of all possible stakeholders involved.

Task 3: Refine List of Priority Stakeholders

Stakeholder	Rationale for Inclusion

Tasks 3-4: Stakeholder Reference Table

1. Name	2. Role, Organization	3. Know- ledge	4. Position	5. Interests		6. Alliances	7. Resources		8. Influence	9. Power
		1 = no knowledge 2 = some knowledge 3 = significant knowledge	1 = opposed 2 = neutral 3 = supports	List of potential advantages, disadvantages 1 = little or no interest 2 = some interest 3 = significant interest		Individuals or organizations that collaborate	1 = little or no resources / ability to mobilize 2 = some resources / ability to mobilize 3 = significant resources / ability to mobilize		1 = limited influence 2 = some influence 3 = significant influence	Average of 7a., 7b., and 8
				5a. Description	5b. Level		7a. Quantity	7b. Mobilize		

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STEP 5. CONTINUED

Task 5: Analyze Stakeholders

Using power/interest grid, map stakeholders.

		 Interest of Stakeholder (in the primary objective)			
		Significant Interest (3)	Some Interest (2)	Little/No Interest (1)	Unknown
 Power of Stakeholder (to generate change related to primary objective)	Significant Power (3)	A: MANAGE CLOSELY		B: KEEP SATISFIED	
	Some Power (2)				
	Little/No Power (1)	C: KEEP INFORMED		D: MONITOR (MINIMUM EFFORT)	
	Unknown				

Based on your Stakeholder Analysis in Step 5, outline the highest-priority audiences you will target in your strategic communication plan, and conduct a deeper-dive analysis on these target audiences.

PRIMARY AUDIENCE: Who is the primary or highest-priority individual or group whose knowledge, perceptions, or behavior must change to make your objective a reality? Why are they your primary audience?

Decisions to Make	Primary Audience	Secondary Target Audience	Secondary Target Audience
TARGET Who must you reach to achieve your objective? <i>(There's room to describe three audiences here. You may not have that many or you may have more.)</i>			
READINESS Where is your audience on your issue? Are they ready for what you want to tell them? <i>(Select one.)</i>	☐ STAGE 1: Sharing Knowledge ☐ STAGE 2: Building Will ☐ STAGE 3: Reinforcing Action	☐ STAGE 1: Sharing Knowledge ☐ STAGE 2: Building Will ☐ STAGE 3: Reinforcing Action	☐ STAGE 1: Sharing Knowledge ☐ STAGE 2: Building Will ☐ STAGE 3: Reinforcing Action
CORE CONCERNS What existing beliefs or values that resonate with your audience can you use to engage them? What existing beliefs might be a barrier you have to overcome?	VALUE:	VALUE:	VALUE:
	BARRIER:	BARRIER:	BARRIER:

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STEP 7. DEVELOP KEY MESSAGES

Leveraging what you know about your target audiences, begin formulating messages that help you reach and engage them in meaningful ways.

Decisions to Make		Primary Audience	Secondary Target Audience	Secondary Target Audience
THEME Your theme will guide solid messaging that reaches your audience and reinforces the core concern you want to tap.				
MESSAGE What key points do you want to make with each target audience?	Tap Value <i>(positive statement that aligns with their values)</i>			
	Overcome the Barrier <i>(your response to their potential disagreement)</i>			
	Ask <i>(one specific thing you want them to do)</i>			
	Echo Vision <i>(what the world looks like if they do what you want them to do)</i>			
MESSENGERS Who will best connect with the audience? Who is the social reference group for the audience on your issue?				

8	STEP 8. CHOOSE TACTICS	9	STEP 9. ESTABLISH TIMELINE	10	STEP 10A. IDENTIFY ASSIGNMENTS	STEP 10B. IDENTIFY RESOURCES
What channels and activities will you use to deliver your messages to your target audience(s) (e.g., in-person meetings, owned websites, owned newsletters, earned press events, letters, phone calls, paid advertising)? <i>There's room to describe three tactics here. You may not have that many or you may have more.</i>		When will you implement each tactic? Note key dates, deadlines, and events (including both proactive and reactive opportunities).		Who is responsible for implementing each activity noted in the timeline? Who will support and how?		What other human, financial, and/or physical resources are required for implementing each tactic (e.g., consultant services, meeting materials, paid ads)?
Primary Audience:						
TACTIC 1:						
TACTIC 2:						
TACTIC 3:						
Secondary Target Audience:						
TACTIC 1:						
TACTIC 2:						
TACTIC 3:						
Secondary Target Audience:						
TACTIC 1:						
TACTIC 2:						
TACTIC 3:						

What metrics and methods will you use to measure progress toward your objective?

OUTPUTS:

What activities will you perform to reach your communication objective (e.g., events held, articles published, social media views)?

Target: <i>What did you hope to accomplish (e.g., inform 20 providers about new health insurance scheme by specific date)?</i>	Indicator: <i>What is the variable that provides evidence progress (e.g., number of workshops hosted, number of attendees)?</i>	Methods: <i>How will you measure that indicator (e.g., workshop sign-in sheets)?</i>	Frequency: <i>How often will you measure (e.g., quarterly, annually)?</i>

OUTCOMES:

What changes have you noticed related to your objective (e.g., stakeholder knowledge increased, stakeholder perceptions improved, or stakeholder behaviors changed)?

Target: <i>What changes do you expect to see (e.g., providers support new insurance scheme by a specific date)?</i>	Indicator: <i>What is the variable that provides evidence of change (e.g., improved provider sentiment)?</i>	Methods: <i>How will you measure the change (e.g., in-depth interviews, follow-up surveys)?</i>	Frequency: <i>How often will you measure (e.g., quarterly, annually)?</i>

Before you put your plan into action, test for accuracy by asking yourself the following questions:

- | | |
|---|--|
| ☐ Is the strategy realistic? | ☐ Will the communication tactics reach the appropriate audience(s)? Are you using persuasive practices, including respecting stakeholders' lifestyles, aspirations, and social norms? |
| ☐ Are your resources in line with your strategy? Does your Communication Scan (Step 3) support the decisions you've made? | ☐ Is there buy-in from your organization to implement the plan? Have you identified who in the organization will be using the messages? |
| ☐ Are you motivating the right people to take the right action at the right time? Are target behavior changes feasible for the target audience within the stated timeframe? | ☐ Are there other objectives for which you need to develop separate, complementary communication plans? |
| ☐ Are your choices consistent? Does the logic flow from one box to the next? <i>(Tip: Try testing your decisions backwards—i.e., by accomplishing these tactics using these messengers, we will deliver these messages, support this theme, tap into these values, move this target audience, etc. Does the logic work as well in reverse as it did when you worked through the chart? If not, go back and address trouble spots.)</i> | ☐ Are there any assumptions or guesses built into the plan that require further research to confirm or correct? |
| ☐ Will the communication tactics move you toward your policy objective? What other activities need to happen simultaneously? For example, you may need to ensure that health services guaranteed by a new UHC policy are operationalized and accessible before initiating strategic communication. | ☐ Can you measure progress? |

If your answers to these questions compromise the integrity of your strategic communication plan, go back and work through your choices again. And remember, you may have other objectives you need to develop plans for separately, to ensure you're taking a comprehensive approach to meet your overall goals.



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