



## MILLENNIUM CHALLENGE CORPORATION (MCC) CUSTOMS PROGRAM

# Development of Jordan Customs Public Communications Strategy

JORDAN CUSTOMS ADMINISTRATION  
MODERNIZATION PROGRAM

*Submitted to:*

**USAID/Jordan**

*Submitted by:*

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## 1.0 BACKGROUND

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The Customs Administration Modernization Program, funded through the Millennium Challenge Corporation (MCC) Threshold Country Program and administered by USAID, is helping the Government of Jordan (GOJ) to achieve its trade facilitation goals by improving the efficiency and effectiveness of the customs system over the next two years. ARD will assist Jordan in improving its Trade Policy score, thereby facilitating Jordan's qualification for MCC Compact status. At the conclusion of the two-year timeframe, ARD will have helped Jordan Customs reduce the number of days required to import or export a good, as well as the number of documents and signatures required to import or export, and markedly improve its scores on the Heritage Foundation's Index of Economic Freedom "Trade Freedom" indicator.

Component Four of the Program is to assist in improving communication and cooperation between Jordan Customs and the private sector through the development of appropriate policies and mechanisms. The Task Order lists activities such as "launching a communications campaign targeting internal stakeholders [and] external stakeholders including importers, exporters and investors."

Drawing on the information gained from a recently concluded Public Perception Survey, the Consultant has developed a tailored Public Outreach Campaign on behalf of Jordan Customs. The campaign will communicate to private sector stakeholders that Jordan Customs is modernizing, making efforts to reduce bureaucratic red tape and inefficiencies and to integrate and streamline clearance procedures.

## 2.0 METHODOLOGY

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To accomplish the above, the consultant took the following actions:

- Reviewed the findings of the Public Perception Survey;
- Conducted follow-up meetings with private sector entities to clarify issues;
- Met with representatives of Jordan Customs and Customs' public relations firm Prisma to discuss findings of the Public Perception Survey and the scope of work for the 2008 Jordan Customs Public Communications Strategy;
- Provided written comments and recommendations on the scope of work for the 2008 Communications Strategy based on the findings of the Public Perception Survey;
- Reviewed Jordan Customs' Client Service Charter and provided written comments and recommendations.

## 3.0 MAJOR RECOMMENDATIONS AND DELIVERABLES

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### 3.1 Public Communications Strategy

The consultant delivered a Communications Strategy Work Plan for Jordan Customs, including a twelve-month schematic of communications activities, broken out by target audience. The strategy was developed based on consultations with Mr. Emmad Nosaeir, Director for International Cooperation and Public Relations and Mr. Amjad Al-Majdoubeh, Head of the Public Relations and Mass Communications office at Jordan Customs.

The 2007 Strategy for Jordan Customs International Cooperation and Public Relations Directorate, the Task Order for the Customs Administration Modernization Project, and the qualitative and quantitative data collected by the consultant through a November 2007 Public Perception Survey of 320 private sector stakeholders all informed the strategy. The communications objectives are directly in line with those of the 2007 Strategy for Jordan Customs, and they also address the recommendations in the Jordan Customs Customer Satisfaction Survey conducted for the Jordan Customs Planning and Regulatory Directorate. (The Public Communications Strategy Workplan may be found at Annex A.)

### 3.2 Public Perception Survey

The consultant delivered a presentation detailing the analysis of the Public Perception Survey and the recommendations for communications strategy and activities. This will be used to train Jordan Customs Public Relations Section employees and to engage other Directorates of Jordan Customs in public relations and outreach activities.

### 3.3 Media and Public Outreach

One of the major recommendations, based on the findings of the Public Perception Survey, is that the Jordan Customs Public Relations Section needs to engage in more outreach activities with stakeholders in order to provide a two-way channel of communication. While many customers were aware of the previous outputs of the Public Relations Section, such as the branding campaign materials and the video spots, awareness did not translate into positive attitudes.

Both the branding campaign materials and the video spots were produced by outside vendors. Jordan Customs Public Relations Section needs to build an in-house capacity to implement inter-active communications activities with both internal and external audiences. It is highly recommended that this Program's limited public outreach funding be invested into building the in-house capacity for Jordan Customs to be able to implement the Public Communications Strategy Work Plan with minimal contracted assistance.

To this end, the consultant customized a training curriculum for government agency public information officers and delivered this to Jordan Customs Public Relations Section employees. The Program solicited proposals from qualified local public relations firms to deliver the on-the-job training and to manage design and production of printed materials and other activities that

can not be done in-house. The Program contracted with a local public relations professional on a part-time basis to supervise the public relations firm's work and to assure that the training workshops are effective. (The Media and Public Outreach Training Workbook may be found at Annex B.)

### **3.4 Public Relations Section Capacity Building**

The lack of capacity in the Jordan Customs Public Relations Section is further compounded by the practice of rotating Customs employees in and out of different Sections on a regular basis. Two recommendations are provided to address this weakness:

- First, the Program should strongly encourage Jordan Customs to retain a permanent staff of public relations professionals in the Section.
- Second, the Program should provide some ICT tools that deconstruct many of the recurring public outreach activities and make it possible for newcomers to the Public Relations Section to implement the activities with minimal training. Technical specifications were developed for the Program ICT subcontractor to provide a template for electronic newsletters, dynamic calendars for enhancing Public-Private Partnership Council meetings and relations with journalists, and a work-flow management tool.

### **3.5 Client Service Charter**

The consultant prepared a recommended methodology for developing a Jordan Customs' Client Service Charter. As neither the Program's Public Perception Survey nor the Planning Directorate's Customer Satisfaction Survey find that corruption is a problem with Customs' stakeholders, the development of a charter need not be a high priority activity. However, should the Project and Jordan Customs agree to undertake the development of a charter, it is recommended that Jordan Customs develop it in partnership with the private sector rather than producing it unilaterally.

### **3.6 Public Relations Video**

Based on the recommendations of this assistance mission, the Program is providing assistance with updating a year-old video in time for International Customs Day in February 2008. The consultant reviewed the video and found it to be of high quality and on message. A detailed annotation of the script was provided as guidance for updating the video for minimal cost.

## ANNEX A - COMMUNICATIONS STRATEGY WORKPLAN

Internal Communications	December	January	February	March
<b>Customs Employees</b>				
Electronic Newsletter (monthly)	Feature training program Feature a satisfied trader Intro to Customer Service Unit	Feature new IT equipment Feature foreign investor Intro to Single Window concept	Customer concern: Release time Survey: Your ideas on improving release time 1 <sup>st</sup> person perspective on training Employee of the Month round-up	Survey round-up: Your ideas on improving release time Introducing Mobile Computing Employee of the Month round-up
Workplace posters (6 times per year)	Training/professionalism		Customer Service	
Brown bag lunches (monthly)	IT plans	Customer service tips	Findings of the Release Time Study	Demo of mobile computing
Buttons/Pens/Etc (quarterly)	“Training Completed” button			How can I serve you? button
On-line quiz (monthly)	Demonstrate your knowledge of trade facilitation	True or false: How the traders view customs	Your ideas on improving release time	How much of Jordan’s economy passes through Customs?
Employee Recognition Program	Develop procedures and template for recognizing Employee of the Month at each Center	Each Center manager produces an Employee of the Month mini-poster to display Introduce Employee of the Month prime parking space	Each Center manager produces an Employee of the Month mini-poster to display	Invite contributors of top ideas for reducing release time to be guests at the next Public-Private Partnership Council meeting
<b>National Assembly</b>				
News update (monthly)		Traders and investors appreciate ASYCUDA Millennium Challenge Trade Freedom scores and WB Doing Business ranking improve Feature: Omari	Training and capacity building Featured foreign investor Feature: Airport	Working together for a safer, healthier Jordan (Single Window) Feature: Aqaba
Presentation (2 times per year)		Modernization of Customs underway to meet Millennium Challenge goals		
<b>Key Provincial Leaders</b>				
Public-Private Partnership Council meetings (invite key provincial leaders quarterly)			Trainings, technology improvements and other changes in your locale	
News update (monthly)			Traders and investors appreciate ASYCUDA	Training and capacity building Featured foreign investor

			Millennium Challenge Feature: Omari	Feature: Airport
Local press events			Joint press conference with governor	Demonstration of new technology or visit a training
<b>Partner Ministries</b>				
Workshop	Benefits of Single Window for leaders	Harmonizing procedures and regulations to effect a Single Window	Harmonizing procedures and regulations to effect a Single Window	Benefits of a Single Window – site-by-site roll out
Workplace posters/billboards				Working together for a safer, healthier Jordan
Quarterly update	Baseline statistics and goals (for use at workshop)			
Joint press conferences				Announcement of Single Window pilot site
<b>Target External Audience Campaigns</b>	<b>December</b>	<b>January</b>	<b>February</b>	<b>March</b>
<b>Golden List</b>				
Co-branding media opportunities (Monthly)		Petra Engineering Bringing Power solutions into Jordan	Near East Equipment Co Bringing construction equipment into Jordan	Al-Keena Exporting 80% of our production Easy to get new equipment in
Letter from the DG	Trade Freedom scores and WB Doing Business ranking improve	Introducing the Single Window concept	Update on training for Customs officials and brokers	Introducing the Customer Service Unit – with your personal representative and contact info
Public-Private Partnership Council meeting	Trade Freedom scores and WB Doing Business ranking improve Facilitated discussion of joint efforts to upgrade broker skills	Introducing the Single Window concept	Facilitated discussion to improve pick-up time by transport companies	Reducing storage time at warehouses and terminals
<b>Domestic Traders</b>				
Workshops (Quarterly)		Intro to ASYCUDA		
Business Association meetings		Live demo of ASYCUDA	Officials available to give speeches on Single Window	Hand out Customer Service Unit rolodex cards
Business Association newsletter		New risk management procedures reduce number of inspections	Choosing a modern Customs broker	<i>Photo with caption</i> JC Training Center in action
National business press		Traders keen on ASYCUDA		Meet the new traders

Public-Private Partnership Council meeting		Trade Freedom scores and WB Doing Business ranking improve Facilitated discussion of joint efforts to upgrade broker skills	Intro Single Window concept	Hand out Customer Service Unit rolodex cards
Investor Importers				
Co-branding PSAs				
Int'l Chamber of Commerce				
Int'l business press				
Brokers				
workshops			ASYCUDA training	
Support for Brokers Syndicate newsletter			Findings of time release survey	Traders and JC call on brokers to publish professional standards
Buttons/etc.			I've been trained in ASYCUDA World	
Transporters				
workshops				
Business Association meetings				
Business Association newsletter				
National business press				
Terminal Workers				
Workshops				
Customs Program support Employee Recognition Program				
Workplace posters				
<b>Long-term, general public campaigns</b>	December	January	February	March
Modern technology at Customs				
Journalist seminar	Intro to ASYCUDA		risk management system to reduce inspections while improving safety and compliance	
Press events		Visit to Sahab Customs Center to see ASYCUDA in action		Visit to a Customs Center to see risk management system in action

Well-trained, professional Customs officials				
Journalist Seminar		Training for Customs officials		
Press events			Visit to training	Visit to training
School speakers program		Establish incentive for Customs officials to speak at local schools and universities	Speakers training course	Speakers program launched in 1 university and 12 high schools
Fresh, safe, healthy imports for Jordanians				
Journalists seminar				
Press events				
Co-branding campaign with Ministries of Health and Agriculture				
Billboards, public service announcements				
Exports increase as JC improves				
Journalists seminar				
Press events				

<b>Internal Communications</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>
<b>Customs Employees</b>				
Electronic Newsletter (monthly)	Clearing Customs should be faster and cheaper than smuggling Customs on the Air: the Working Together Campaign We want your recommendations about which Aqaba Container Terminal and Airport Warehouse staff deserve recognition Employee of the month round- up	How improved trade facilitation leads to increased revenue Introducing a Customs-in-the-classroom speakers program Employee of the month round- up	Employee of the month round-up	Employee of the month round-up 1 <sup>st</sup> person perspective: I was proud to explain Customs to my son's high school class
Workplace posters (6times per year)	Working Together for a safer, healthier Jordan		Clearing Customs should be faster and cheaper than smuggling	
Employee Networking Meeting (monthly)	Meet the Single Window team	Meet the Customer Service Unit team members	Internal Investigations	Meet the brokers
Buttons/Pens/Etc (quarterly)			Working together for a safer, healthier Jordan	
On-line quiz (monthly)	Your ideas for a Customs-in-the-schools speakers program	Test your knowledge : Can you answer the most frequently asked questions?	Check out the Mobile Computing System. See if you can retrieve the answers to these questions	Understanding our partners: Match the following comments about JC with the speaker
Employee recognition program	Have DG sign letters recognizing unique improvement at each center. Post letters for employees to view	Give managers a supply of JC lanyards to hand out on-the-spot when an employee performs well		
<b>National Assembly</b>				
E-shot (monthly)	Jordan's produce exports benefit from Customs modernization Traders and investors appreciate new customer service attitude at JC Feature Jaber	Improved trade facilitation reduces smuggling, increases revenues Jordan a world leader in Customs Feature Zarqa	Single Window wins kudos from traders Improvements in Customs lead to economic growth in regions Feature Amman	
Presentation (2 times per year)			Modernization of Customs - progress towards meeting Millennium Challenge goals	

<b>Key Provincial leaders</b>				
Participate in Public-Private Partnership Council meetings (quarterly)			Trainings, technology improvements and other changes in your governate	
E-shot (monthly)	Working together for a safer, healthier Jordan (Single Window) Feature Aqaba	Jordan's produce exports benefit from Customs modernization Traders and investors appreciate new customer service attitude at JC Feature Jaber	Improved trade facilitation reduces smuggling, increases revenues Jordan among world leaders in implementing ASYCUDA World Feature Zarqa	Single Window wins kudos from traders Improvements in Customs lead to economic growth in regions Feature Amman
Local press events	Demonstration of new technology or visit a training class session	Joint press conference with mayor and/or governor		
<b>Partner Ministries</b>				
Workshop				
Workplace posters/billboards				
quarterly update	Statistics on shipments processed, inspected, reduced release time			Statistics on shipments processed, inspected, reduced release time
Joint press conferences		As needed as new Single Window locations open		
<b>Target External Audience Campaigns</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>
<b>Golden List</b>				
Co-branding Media Opportunities (monthly)	Haider Murad & Sons A modern Customs Dept is key to getting the TVs and modern appliances Jordanians want in the stores	Jordan New Cable Co Behind the walls of your house or apartment are thousands of cables and pipes, many of which are imported	Arab Potash Jordan Customs is respected around the world – that makes it easier to get our fertilizer through Customs in other countries	EAM Maliban Imported textile production equipment Exporting garments to US XXX jobs depend on reliable Customs
Letter from the DG	Outcome of public-private efforts to upgrade broker skills			
Public-Private Partnership Councils				
<b>Domestic Traders</b>				
Workshops (quarterly)	Information for beginning importers			

Business Association meetings				
Business Association newsletter				
National business press			Importers give Single Window thumbs up	
Public-Private Partnership Councils		Facilitated discussion of need for public-private campaign to recognize those products which are Customs compliant		
<b>Producer/Exporters</b>				
Workshops (quarterly)				
Business Association meetings				
Business Association newsletter				
National business press				
Public-Private Partnership Councils				
National business press				
Public-Private Partnership Councils				
International Chamber of Commerce				
International business press				
<b>Brokers</b>				
workshops	Producing error-free documents			
Customs Modernization Program to support brokers' syndicate newsletter	JC to publish rankings of brokers based on document accuracy			
Buttons/etc.		ASYCUDA Accuracy recognition button		
<b>Transporters</b>				
workshops				Establishing better communications to facilitate faster pick-up
Business Association meetings				
Business Association newsletter			Sneak preview of new electronic gates at Customs	Risk management reduces number of inspections at borders
National business press				

Terminal Workers				
Workshops		Your role in trade facilitation		
Customs Modernization Program to support Employee Recognition Program			Thank you card. Each Customs official has some pocket-sized thank you cards to give to warehouse and terminal employees who are responsive	
Workplace posters		<i>The Domino Effect</i> Visual poster that shows behind every request is a queue of business people: truckers, construction workers, retailers waiting to do business		<i>Help Move Goods out of the warehouse and onto the market...</i>
<b>Long-term, general public campaigns</b>	April	May	June	July
Modern technology at Customs				
Journalist seminar		Explaining the Golden List		
Press events	Visit to new electronic gates		Visit to Arab Potash as product is prepared according to Customs specifications	
Well-trained, professional Customs officials				
Journalist Seminar	Demonstration of mobile computing			
Press events		Visit to ?? Customs Center to see mobile computing in use		
School speakers program	On-going	On-going		
Fresh, safe, healthy imports for Jordanians				
Journalists seminar	Introduction to the concept of Single Window			
Press events		Joint press conference with Ministries of Health and Agriculture to announce pilot sites for Single Window	Visit to Single Window pilot site	
Co-branding campaign with Ministries of Health and Agriculture			Working together for a healthier, safer Jordan	
Billboards, public service announcements.				Working together for a healthier, safer Jordan

Exports increase as JC improves				
Journalist seminar				
Press events				

<b>Internal Communications</b>	<b>August</b>	<b>September</b>	<b>October</b>	<b>November</b>
<b>Customs Employees</b>				
Electronic Newsletter (monthly)	Profile of Innovative Department/Center Be a decision-maker and a problem solver Employee of the month round-up	What are Strategic Objectives? Jordan a world leader in Customs Employee of the month round-up		
Workplace posters (six times per year)	Client Service Charter		Problem Solving starts with you!	
Employee Networking Meeting (monthly)	Dept of Quality on being innovative	Explaining the Strategic Objectives		
Buttons/pens/etc. (quarterly)		Ask me! I'm a problem-solver		
On-line quiz (monthly)	Are you a problem-solver? Test yourself			
<b>National Assembly</b>				
E-shot (monthly)				
Presentation (two times per year)				
<b>Key Provincial leaders</b>				
Participate in Public-Private Partnership Council meetings (quarterly)			Trainings, technology improvements and other changes in your governate	
E-shot (monthly)				
Local press events			Demonstration of new technology or visit a training	
<b>Partner Ministries</b>				
Workshop				
Workplace posters/billboards				
Quarterly update				
Joint press conferences				

<b>Target External Audience Campaigns</b>	<b>August</b>	<b>September</b>	<b>October</b>	<b>November</b>
<b>Golden List</b>				
Co-branding Media Opportunities (monthly)				
Direct Mail (four times per year)				
Public-Private Partnership Councils				
<b>Domestic Traders</b>				
Workshops (quarterly)				
Business Association meetings				
Business Association newsletter				
National business press				
Customs Compliant stickers				
Public-Private Partnership Councils				
<b>Producer/Exporters</b>				
Workshops (quarterly)				
Business Association meeting				
Business Association newsletter				
National business press				
Customs Compliant stickers				
Public-Private Partnership councils				
<b>Investor Importers</b>				
Int'l Chamber of Commerce Meetings or magazine	Q&A with DG JCD	Live demo of ASYCUDA	Hand out Customer Service Unit rolodex cards	Suggest Petra Engineering speak about improvements in clearing power equipment through Customs
Int'l business press	EAM Maliban Garment manufacturers' facilities in Jordan		Improvements in customs leads to franchise growth in Jordan	Jordanian SMEs importing all kinds of machinery, from juice packing to cotton ginning
<b>Brokers</b>				
Workshops				

Customs Modernization Program to support Brokers syndicate newsletter Buttons/etc.				
<b>Transporters</b>				
Workshops	Review new proposed procedures on pick-up time for feedback			
Business Association meetings		Q&A with JC official on how to schedule pick-ups from Customs		
Business Association newsletter	JC taking comments on new proposed pick-up time procedures	Transport companies take advantage of reduced release time at Customs		
National business press	Going through Customs is faster and cheaper than smuggling	Logging more miles: improved release time and growing imports a boon for transport	Fresh for export: growing business for refrigerated trucks as produce crosses borders more easily	
<b>Terminal Workers</b>				
Workshops				
Customs Modernization Program to support Employee Recognition Program	Button that can be handed out to efficient workers: "I help speed goods to market"			
Workplace posters				
<b>Long-term, general public campaigns</b>	<b>August</b>	<b>September</b>	<b>October</b>	<b>November</b>
Modern technology at Customs				
Journalist seminar	Intro to ASYCUDA		Risk management system to reduce inspections while maintaining safety and compliance	
Press events		Visit to Sahab Customs Center		Visit to ?? Customs Center
<b>Well-trained, professional Customs officials</b>				
Journalist Seminar				
Press events	*Journalists will be visiting Customs Centers throughout the year. Employee buttons about training should be visible			
School speakers program	On-going			

Fresh, safe, healthy imports for Jordanians				
Journalists seminar				
Press events				
Co-branding campaign with Ministries of Health and Agriculture	JCD's modern risk management system alerts the Ministry of Agriculture when food shipments should be inspected. "As safe as if we took a bite from every banana"			
Billboards, public service announcements		JC's modern risk management system alerts the Ministry of Agriculture when food shipments should be inspected. "As safe as if we took a bite from every banana"		
Exports increase as JC improves				
Journalist seminar	How speed and proper handling can facilitate more exports		Following a new exporter through the process	
Press events		Visit to Arab Potash to learn about effects of JC improvements on a major exporter		Visit to ?? Customs Center

# Workbook

## Media and Public Outreach Training Curriculum

Prepared for Jordan Customs Department

by Robin Johnson, Ard, Inc./IdRC

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## **Module 1 – Developing a Communications Strategy**

This module introduces basic concepts such as identifying target audiences, establishing goals for targeted changes in attitudes and behavior, techniques for public outreach and coalition building, and the importance of demonstrating increases in public awareness. This module also addresses the need for creating a system for the internal flow of information between the PR Section and other key Directorates. **Decision makers from key Directorates should be invited to participate in this module of the training.**

### ***Identifying Audiences***

One of the primary responsibilities you will have as a public relations officer is to disseminate accurate, useful and relevant information in a timely manner to the general public and to parties interested in your organization, often called “stakeholders”. Some of these people will contact *you* seeking information; others are people you will want to reach to advance JC’s goals.

Think about your internal audiences as well as your external audiences. You can’t meet your goal of persuading the business community that the Customs Department is modern and well-trained if your own employees are not aware of all the training and modernization underway.

*Exercise: Look at the proposed list of target audiences. Make sure the list not only includes the audiences you want to reach, but also anticipates those who will want to reach you.*

### ***Targeting Changes in Attitudes and Behavior***

While the dissemination of information is the cornerstone of the public relations officers’ job, it is important to remember that merely getting the information out is not the goal. The goal is to get the target audience to use the information. So while producing a news story on “One hundred Customs employees complete Mobile Computing Training” may make you appear to be very busy and productive, you haven’t really been effective until you can demonstrate that a significant number of customers are able to resolve problems on-the-spot due to mobile computer training rather than bumping problems up to supervisors or HQ.

Two questions you should be asking yourself before you invest time and resources into providing information to your audiences:

- 1) What do I need the audience to do? What do they need to know to do that?
- 2) What information does my audience want from me? Why do they want it?

Choose techniques that can be easily measured and evaluated for success. For instance, if you decide that a poster is that best method for getting information to people, think of a way to track how many people actually read the poster. For instance, you could provide a phone number or e-mail address on the poster for people to call to receive further information or some other “giveaway”. You could use the poster to invite people to ask Customs employees a follow-up question.

Strive to make every form of communication a two-way dialog rather than a one-way communication from your organization to your audience. Only by soliciting response from your audience can you truly gauge if you have been persuasive and are affecting change in behavior.

For mass media communications, organizations frequently use a public perception survey to measure changes in attitudes and knowledge. An organization may poll stakeholders to learn their opinion of a certain regulation or service and then after running a communications campaign, conduct the same poll again to learn if opinions or knowledge changed.

The Customs Administration Modernization Program recently commissioned a public perception survey of brokers, transportation companies and importers. The results of this survey should inform JC's communications strategy. As a measurement of the effectiveness of the communications campaign, a follow-up survey repeating a few of the questions should be completed at the end of the campaign.

### ***Presentation of Public Perception Survey Results***

Exercise: Discuss how the public outreach officer can contribute to helping the project reach the goal. Identify which target audiences are important to reaching the goal, identify what behavior change needs to occur, and brainstorm methods of affecting that change.

*Goal 1: Encourage employees to demonstrate knowledge and problem-solving skills*

*Goal 2: Suggest outreach efforts to improve brokers and terminal workers performances*

*Goal 3: Suggest activities to draw attention to the service-oriented attitude of Customs employees*

### ***Frequency of Providing Information***

When you are trying to change someone's behavior, you need to get your message to that person repeatedly. What you are trying to do, whether it is to persuade brokers to participate in an ASYCUDA training, get other ministry officials to adopt a Single Window, or to increase voluntary compliance, your job is not unlike selling a consumer product, like Coca-Cola.

Think of how frequently you see advertisements for Coca-Cola. There are billboards when you walk or drive down the street. Refrigerators in supermarkets have Coca-Cola artwork. You want to use a similar strategy of getting your message out through a variety of media to ensure that your audience is receiving it frequently.

Look at the proposed communications strategy. Does it capture all the ways an individual or group might receive information from your organization? What other media would be useful for reaching them?

### ***Coalition Building and Public Involvement***

Many organizations, such as Chambers of Commerce or NGOs, have a system of communicating with their members that you might want to use. They have newsletters, monthly meetings and they do their own advertising and press relations.

A coalition is a group of organizations or individuals that come together to achieve a common goal. Does your organization have any goals that could also be important to other organizations? If so, you may want to initiate forming a coalition. A coalition in which organizations all agree to get a common message out to the public to advance their common goal is called an “echo chamber”.

Public involvement is an important part of an effective media strategy for several reasons. First, if a person hears your message from a friend or neighbor, it will have greater resonance than if the message is heard on tv or in a brochure. Second, if a person sees a friend or a neighbor, or someone on tv who appears to be similar to themselves, engaging in the behavior that your organization seeks, that person will be more likely to imitate the behavior. This is called “modeling behavior.”

*Exercise: List some of the different activities or products that can achieve frequency of information by getting the message in front of a target audience through several different methods.*

_____	_____
_____	_____
_____	_____
_____	_____

### ***Getting the Message Out***

Savvy businesses know that a consumer will not change his or her behavior based on merely seeing one advertisement. That’s why Coca-Cola has frequent advertisements and uses many media.

Your message is a new idea for the public. And like a new consumer product, it will require repetition of your message for the public to change their thinking or behavior. If you had a big advertising budget, like Coca-Cola, you could be certain that consumers would see your ad every day. But you don’t. So you need to develop a plan to engage the media’s attention frequently so your message can get to the public on a regular basis.

### ***Create an Echo Chamber***

An “Echo Chamber” is created when many different individuals or organizations are giving the same message. The organizations may come together in an official coalition around a shared goal and use a shared message. Or, less formally, organizations may agree to emphasize a shared message for a specific event or period of time.

Exercise:

List other organizations that might participate in an “Echo Chamber” and why they would want to participate.

(Organization)	(Reason for participating)

***Creating the Internal Information Flow***

In order to provide the information your audiences want in a timely manner, such as the development of a Customer Service Unit, or the introduction of the Single Window, you need to establish a good flow of information from other Directorates. You need to develop relationships with the key people in other Directorates upon whom you will depend for regular updates of information, technical information and to participate in public events and press briefings.

Exercise: Identify topics in the Communications Strategy which will require information from or participation of other Directorates. Agree on a good system for asking for and receiving information.


In a separate training we will cover Media Training and how to talk to journalists. As you develop relationships with key sources of information within your organization, it is important that you provide these people with Media Training to assure that everyone in your organization is “on the same page” – that is delivering the organization’s priority messages clearly and repeatedly.

## **Module 2 – Effective Press Relations**

This module will cover the basics of how to design newsworthy press events; how to write a press release; how to prepare written materials that assure accuracy in news stories; how to develop graphics and other visual support materials for newspapers and television; how to pitch an event or story to journalists; how to conduct a press briefing; and how to identify and pitch “human interest” stories.

Your success in getting your project’s message in the news will depend on how well you understand the job of the journalist. A journalist has no obligation to attend your event merely because you’ve announced you are holding a press conference. The journalist will come to event because he or she believes you will provide information that is interesting or relevant to their readers/viewers.

Your goal is to get your organization’s message into the press frequently. To do that you need to constantly pitch ideas to the journalists for stories that are interesting to readers/viewers.

### ***Journalists Seminars***

To establish a strong, on-going relationship with journalists, you should offer a series of journalist seminars. At a press conference, journalists are under pressure to get a story into the newspaper or on tv. At a seminar, journalists should have as much time as they need to ask questions of your subject-matter experts. PR staff should talk with journalists to agree what regularly-updated information the journalists will need access to in order to report on a Customs initiative on an on-going basis. Offering to arrange for journalists to make site visits to Customs centers, arrange for interviews with high level Customs officials or facilitate meetings with Golden List members or traders are all ways the JC PR staff can make it easy and interesting for journalists to incorporate reporting on JC into their regular work.

Seminars (sometimes also called Press Briefings) should be held in an informal setting where the journalists have access to one or more experts from your organization to better understand the technical and political complexities of your work. Your experts should have received media training before participating in a press briefing and you should work with your experts in advance to develop written materials and graphics for the journalists.

Written materials should include:

- A glossary of technical terms
- Names, titles and technical qualifications of any presenters
- Graphs, charts or other visuals – for instance, a diagram of a new technical device, or a map to show locations. Visuals should be prepared to be reproduced in the newspaper or broadcast on television
- A press backgrounder, similar to a press release, that gives a written summary of the information presented in the briefing, including key facts, figures and dates. The press backgrounder should include information on why this is relevant to the public and some suggestions of other sources of information the journalists can contact, i.e. an NGO in your coalition; a CDC member of a community impacted by your program; names of real people benefiting from your program

- Information on how to contact you and information on how journalists can receive regularly updated information from you
- Feedback form: solicit cell phone and e-mail addresses from journalists who want to receive future press notices from you. Solicit suggestions from journalists of what other sources of information they would like to meet from your organization, your coalition partners, or your beneficiaries. Solicit suggestions from journalists of what trips they would like you to arrange – perhaps to a Customs Center or to the facility of a Golden List member.

### **Writing a Press Release**

Every time you have a Press Conference, you should have written information to give to the journalist. Nine times out of ten, the journalists will use language right out of your press release in his or her story. Your press release is the best way to assure that your message remains clear as it travels from your spokesperson to the journalists to the editor and finally, to the public, your ultimate audience.

If you are holding an event – a press conference, a public meeting or a trip for journalists – you'll want to provide the journalists with a press advisory that provides the logistical details that journalists will need to participate. (See attached template.)

For journalists who attend the event, you'll want to hand out a Press Release that reads the way you'd most like to see an article in the paper or a story on television or radio after the event. This means the press release should be written to engage the interest of the public.

The press release can also be e-mailed or delivered to papers and stations which did not send a reporter to cover the event – many will run a story straight from your release.

The biggest challenge in writing a press release is to overcome the tendency to write the press release from the perspective of your organization. It is much better to write it from the perspective of the audience – the newsletter reader or television viewer. Remember, the public doesn't care about Customs, *per se*, the public cares about how Customs affects their lives or the quality of life in Jordan.

Rather than writing "JC provided training to 100 customs employees last week." Instead you should write, "Jordanians expect imported foods to be fresh, healthy and safe. That is why JC trained 100 Customs employees in new risk management and inspection techniques last week."

Use quotes to get the information out. For instance, rather than writing: "Sumaya Al-Wahoush, an IT expert from JC will give a training in ASYCUDA to brokers next week."

Instead use a quote:

"You don't have to be a computer expert to be able to complete Customs declarations on the ASYCUDA system," says JC's Sumaya Al-Wahoush, who will be giving the demonstration tomorrow, "I've trained hundreds of brokers and customs employees who have never used a computer before."

Include a quote from someone outside your organization, be it a customer, a provincial officials or a WCO official.

It's acceptable for you to draft quotes for these people, as long as the person reads and approves the quote before it goes to press.

### ***The Pitch***

For every story that you want to see in the paper or on television, you should expect to pitch 10 ideas to the journalists. Don't expect the journalists to jump on every story or press conference you offer to them.

One thing to keep in mind when you're pitching ideas is that newspapers seldom report on what happened yesterday – far more frequently they report on what is expected to happen tomorrow or next week. This trend in journalism towards “advancing the story” is in response to readers and viewers who are looking for “news you can use.”

By giving the journalists advance notice, you can often get two stories instead of one. A journalist may report that “Tomorrow several hundred trucks carrying imported dates and other delicacies for Ramadam will start crossing Jordan's borders...”. They will still cover the story, and readers or viewers will look for it, to learn that they'll find the goodies they expect to see in the markets for the holidays.

For every press conference a journalist attends, you should be pitching 10 or more “human interest” stories to illustrate your message. To do this you are going to have to set up a system with your colleagues and your coalition partners to constantly feed you new story ideas and contacts.

You may find you get more reporters to cover your human interest stories if you handle the logistics. Provide transportation to the story, arrange the interview time, brief the subject prior to the interview so he or she is giving the journalist clear information. Provide written materials to keep the journalist focused on why this story is of interest to the readers and to assure the journalist has correct spellings, titles, facts and figures.

For example, journalists might be interested to visit the Eam Maliban Textile factory where lots of new jobs have been created. The story doesn't have to be only about Customs. It is enough if there is a quote in the story that Eam Maliban located its base of operations in Jordan because the modern, professional Customs Department makes it easy to import equipment and export products.

If a journalist writes a story that is inaccurate, it is usually because you have not provided sufficient information.

**Press Advisory**

**Headline that pitches the story idea**  
**Sub-head that says who is holding what kind of an event**

- What:**
- When:**
- Where:**
- Why:**

The opening paragraph should state why the (event, trip, press conference) will provide information that is interesting and relevant to the public

Paragraph two should offer a quote or personal story from someone participating in the event

Paragraph three should state what your organization does and why it is sponsoring this event

**A final paragraph in bold or italics should provide all of the logistical details a journalist will need to get to the event**

**Contact info:**

***Public Interest***

One way to engage the media on a regular basis is to find ways to get your stakeholders involved in hearing or giving your message.

**Exercise:**

The following is a very general list of activities any organization can undertake to demonstrate to the media that citizens (the readers of newspapers and viewers of television news) are interested in the organization’s message. For each activity suggest how to make the activity specific to your organization:

Hold one or more public meetings \_\_\_\_\_

Establish a hotline or information line \_\_\_\_\_

Posters, leaflets \_\_\_\_\_

Hand out buttons or lanyards \_\_\_\_\_

## ***Accountability***

Another strategy to engage the media on a regular basis is to make a public commitment to meet certain goals or deadlines and invite the press to hold you accountable. To achieve this you need to have a discussion with journalists and agree what information JCD will make available to journalists on a regular basis, what site visits JC can help arrange for journalists, and what officials should be available to answer journalists' questions.

Exercise:

List some benchmarks or goals that the press can report on in the future:

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## **Module 3 - Designing and Staging Effective Public Meetings or Ceremonies**

This module will cover establishing the goal and agenda for a public meeting such as a Public-Private Partnership Council meeting, including audience turnout, effective facilitation, and audio-visual support.

### ***Public Meetings***

The purpose of a public meeting is to build consensus and popular support for proposed solutions to priority problems. To truly build popular support, all stakeholders must be invited to articulate their points of view. An organization that uses a public meeting to inform people about a pre-determined decision runs the risk of not winning public support.

For instance the Time Release Study has identified several behaviors of brokers that are slowing down release time. Rather than having JCD unilaterally implement fines or limiting the number of documents a broker can submit at one time, it might be useful to discuss these bottlenecks in the Public-Private Partnership Council meetings. The same solutions might be suggested by brokers themselves or suggested by the traders making the solutions more acceptable to brokers.

Avoid designing a meeting in such a way that your organization's leaders give a long opening presentation. Rather, allow your organization's information to be extracted by the participants through questions. Your officials and guest speakers should be perceived by the audience to be listening and carefully weighing the various opinions and concerns put forth by the audience.

Your role is to facilitate this by:

1. Audience-building – make sure you reach out to all stakeholders in the issue;
2. Brief your principals and your coalition partners so they can work in tandem to reinforce key messages;
3. Prepare written and/or visual materials that will be responsive to questions you anticipate from the audience; and
4. Create a physical environment that makes the participants feel they are being heard.

### ***Building an Audience***

You should use a variety of outreach techniques to build an audience for your meeting.

- Have a meeting with each of the key stakeholders' groups (for example, brokers syndicate, the Jordan Exporters & Producers of Fruits and Vegetables, the Jordanian Association of Pharmaceutical Manufacturers, etc). Ask each to provide an assessment of the needs of their constituents. Ideally, each stakeholder group would then hold a meeting with its constituents to discuss what need or issue they most want to present at your Public-Private Partnership Meeting. Provide stakeholder groups with newsletter articles or fliers, if necessary, to assist them in reaching out to their members of constituents to attend your public meeting.
- Provide written information to the media for a public service announcement. A sample letter to station or newspaper management and a sample public service announcement is attached.

- Know in advance how many people you want or expect at your meeting to ensure you have an appropriate-sized venue.

### ***Briefing your Principal and Stakeholder Partners***

Just like in a press conference or a written brochure, you are responsible to ensure that your organization is getting a clear and consistent message out with frequent repetition. But rather than preparing a speech or writing a brochure, you should think of yourself as a playwright or theater director. Your principals and your stakeholder partners are like the actors in a play. Each one has a role.

Your stakeholder partners should be prepared to make specific points at the meeting, offering facts or having a member share a personal story. Your principals should be familiar with what points each group should be making and ensure those points come out in the discussion. Likewise, your principals should know what points you expect any opposing groups to make and have a strategy for response.

Ask each stakeholder group to prepare a brief presentation for your meeting that includes the top need identified by that stakeholder group, two or three ideas for possible solutions that should be explored, and the names of any experts or volunteers who are willing to help the JC develop a proposal.

### ***Preparing Materials***

A PowerPoint presentation, or overhead transparencies, can be very useful at a public meeting – but don't limit yourself to thinking of a powerpoint presentation as merely supporting a speech. Slides can be used to keep participants focused on the agenda – having the question under discussion on the screen. Slides will contain facts and data that participants will be seeking to help form their opinions. The PowerPoint presentation gives you the flexibility to present the data or chart in response to a participants question. If using projection equipment is not an option, consider having some key charts or graphs enlarged and mounted on easels. (Module Four will provide further information on designing PowerPoint presentations and other visual materials). Distributing written information to meeting participants can be valuable as participants can pass the information on to colleagues.

### ***Physical Set-Up***

Choose an appropriate-sized room for the public meeting. Do not select a room that is too big – empty places at the meeting will signify that your issue is not important. Do not make the room so small, however, that you have to turn people away. Have a plan for bringing in extra seats, if necessary.

Make sure that everyone in the room will be able to see and hear. If necessary, use a PA system. If using a PA system, make sure microphones are accessible to all participants. Hand-held wireless microphones, controlled by you or one of your staff, work best, but floor mics are acceptable, too. Providing microphones only for your principles would imply they have only come to talk and not to listen.

If many people are queued up to speak at the microphone, advise your principals to keep their answers brief or to take several questions before answering in order to assure that everyone who wants to be heard can be heard.

If you are using visual supports, make sure you can control the lighting in the room. That may require covering windows. Do a technical run-through for audio-visual before the meeting begins.

While it is important that everyone in the room be able to see your principals and vice versa, try to avoid putting your principals on a raised platform. You don't want to create a sense of inequity. Instead, arrange the room in a circular style or a horseshoe.

### **Visuals**

If publicizing the meeting is part of your communications strategy, design the room visually so that television viewers will have immediate visual information about the meeting. Usually this requires a large banner that is formatted and positioned to be readable in a wide-shot of the room. You will also want some smaller graphics that will appear in close-ups – either small placards that appear over someone's shoulder or lapel stickers.

*Exercise: As a group, let's develop a checklist we each can use in preparing for public meetings. Discuss how much of your time you will need to budget – a week out, the day before and the day of a public meeting.*

### **Ceremonies**

Just as Public Meetings can be designed to achieve Jordan Customs Department's communications objectives, Ceremonies, such as International Customs Day, are an excellent way to get your message across and win more positive attitudes and behaviors from your target audiences.

As we learned in the Media Relations section, press releases and news stories are no longer about what happened yesterday. Instead, they should be used to advance the story. Similarly, a ceremony such as International Customs Day can be used to advance one or more of JCD's communications objectives.

For instance, a major objective of the early part of 2008 is the introduction of the Single Window. So while your ceremony at International Customs Day can and should recognize the achievements of the past year, the ceremony should also be designed to engage stakeholders

(other Ministries and Government agencies, brokers, traders) in supporting the development of the Single Window.

### ***Building an Audience***

Most likely participation in the actual ceremony will be by invitation. Be sure that the stakeholders, e.g. partner Ministries and brokers, whose support you will need in the coming year are invited, along with those guests who best represent the success of the past year, e.g. Golden List members. Consider expanding the reach of your ceremony by video-casting the ceremony to Customs Centers around the country and inviting important local stakeholders to come and watch the ceremony on a TV monitor.

### ***Briefing your Principal and Stakeholder Partners***

The International Customs Day ceremony is an excellent opportunity to recognize those JC employees whose contributions in the past year have been exceptional. Equally important is to ensure the speechwriter for the principal (be it the King or the Prime Minister) has the stories and names of Golden List members, exceptional brokers, and cooperative officials from partner Ministries to congratulate for past accomplishments or to single a few out for mention for their efforts to advance the Single Window program or other 2008 initiative.

### ***Preparing Materials***

A written program for the ceremony can help reinforce your key messages. You can also ask your principal speaker to write a quick word of thanks or recognition on the programs for a few key people who might not be recognized in the speech.

### ***Visuals***

While not all individuals can be recognized by name in the speech for their contributions, a PowerPoint presentation can be used to project photos of certain individuals at work or in a meeting which serves both to illustrate the point being made in the speech and to recognize the hard workers or important partners.

## Module 4 – Writing and Producing Support Materials

This module will cover the basics of visual aids for large meetings, including banners, large charts, photos and PowerPoint presentations. The focus will be on determining the proper medium for achieving targeted results, as well as how to budget sufficient time and resources to assure a quality production. The module will also cover the basics of newsletter and/or website production and brochures, posters and other printed materials. The focus will be on the importance of identifying the target audience, having a distribution plan and determining the proper medium for achieving and tracking the targeted results. The module will cover how to contract for production services and manage vendors.

Before producing any communication materials, answer the following questions:

- Who am I trying to reach?
- What do I want them to do?
- Where and when do I reach them?
- How do I measure the results?

### **Newsletters and Websites**

Newsletters and websites both require a regular flow of new information to keep your readers engaged.

While both your newsletter and/or your website will be designed to reinforce and repeat your organization's basic message, you must constantly be finding and using new stories or examples to substantiate your message. You need a variety of substantiations for each message point: Facts and statistics; Real life, kitchen table examples; 2<sup>nd</sup> person perspective; and, expert opinions.

You should consider having these elements in your newsletter or website:

*Message from the DG:* Update it regularly. Reference other articles in the newsletter, or provide links to other features in the website

*Feature Story:* On an employee or stakeholder that has a positive story to tell about having changed their behavior and reaped good results

*The YOU Section:* This section could vary from being a quiz or a step-by-step instruction for how to speed up release time for your products. The key is that it draw the reader in with the words YOU and YOUR

*Facts/Statistics:* This could be a map showing a service area, it could be poll results, a chart comparing imports and exports in different countries. It should be presented visually.

*Expert opinion:* This could be an article from WCO or an editorial by a coalition partner, or a point-counterpoint debate, or a special column by a politician or celebrity

*Feedback:* In a newsletter, include a form for readers to submit questions or comments and also a section where the questions and comments are published along with the answers from your organization. On a website, have a feedback button, a chat room and/or bulletin board.

Website content should change daily. There are several tricks to making your content appear fresh without absorbing all of your time and effort.

- Rotate your content on and off the home page. On Monday, for example, your feature human-interest story can be on the home page, while users must click through to access the statistics or the expert opinion. On Tuesday, bring the expert opinion out to the home page, and make the feature story a click-through. Etc., etc.
- Organize every feature story in seven segments – so when you interview one source you get multiple stories out of it. Be sure to have extra photos, as well.

Encourage feedback. Newsletter and websites are a lot of work and cost a lot of money. You want to assure yourself and your organization that you have a growing and engaged audience. If your newsletter or website are NOT generating feedback, discontinue them and focus your resources on other outreach methods that demonstrate more tangible results.

### ***Designing and Delivering Effective PowerPoint Presentations***

A PowerPoint presentation can be a very effective tool, if used properly. Or it can make a boring and unpersuasive speech even *more* boring and unpersuasive by subjecting the listener to a never-ending series of bullet points.

To understand the value of PowerPoint, you should understand that human beings learn new information in four different ways:

<b>Aural</b>	<b>Reading</b>
<b>Graphic</b>	<b>Visual/Photo</b>

Let's say you're talking about ASYCUDA. The aural learners will understand and remember your spoken presentation. The Reading learners need key words, such as the word Declaration, in text form. The graphic learners need a pie chart or a graph to grasp statistical information, such as  $\frac{3}{4}$  of goods pass through the customs process without inspection. And the Visual learners need to see a snapshot of the ASYCUDA screen.

Understanding that people learn in different ways allows you to design a presentation that is going to persuade the largest number of people.

This training will not teach you how to operate the PowerPoint software, for that you will need to take a class, or work with your computer technician, or just spend time familiarizing yourself with this intuitive software. You can also hire an outside vendor to produce your PowerPoint presentation, but you need to be able to judge what will be effective.

PowerPoint allows you to put words on the screen. You can put one big word.

# Meter

You can put a phrase with a single word highlighted.

Installing Meters **Inside**  
the Home

You can make bullet points.

- Inside meters:**
- **Protect consumer from tampering**
  - **Allow consumer to monitor usage**
  - **Last longer**

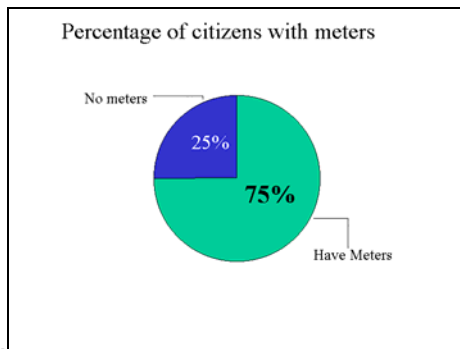
But you don't want to put too many words on the screen, because it will be difficult to read.

Let's say your talking about installing electricity meters. The aural learners will understand and remember your spoken presentation. The Reading learners need key words, such as the word meter, in text form. The graphic learners need a pie chart or a graph to grasp statistical information, such as  $\frac{3}{4}$  of the population have meters in their homes. And the Visual learners need a photograph or drawing of a meter in someone's home.

PowerPoint allows you to put a photo or image on the screen, with or without words.



PowerPoint allows you to create simple graphics like a pie chart or bar graph



*A note on training others to use PowerPoint:* Just as in Media Training, it is part of your job to train your colleagues in making effective presentations. In many instances, you will be asking your colleagues to make presentations *differently* than they are used to, some will have to unlearn less effective techniques they have used in the past.

### ***Contracting Out for Production***

Production vendors can not be selected on the basis of price alone. Price is determined by a combination of time and quality. When requesting bids, you can specify everything or you can give your vendor some flexibility. He or she will often propose a better, more cost-effective solution than you might have requested in an overly-specific RFP.

Here are the elements of a print job that effect the price – all bids should contain all of this information:

- Size
- Quantity
- Number of Colors
- Number of folds
- Number of sides
- Quality of paper

Number of days to complete the job

When you decide to proceed with a vendor, you should agree to a schedule that allows you to oversee their work. For instance, you should see a sample of the paper before the full quantity is ordered. You can ask to check the film or blueline for accuracy. You can ask to do a press check as the printing begins to make sure the job is properly registered and colors are true.

With video vendors or PowerPoint vendors, request a written script and storyboards for approval prior to beginning expensive production. Check a rough cut or draft before expensive effects are added.

### ***Maintaining the Brand Identity***

JC has successfully branded itself, creating a consistent look to brochures and other printed materials that allows customers to find the materials they need easily.

To maintain the brand identity, all RFPs and media placements should include branding guidelines. Either a CD or hard copy of camera-ready copies of the logo should be included, or specifications for which font, aspect ratio and PMS color numbers for the printer.

### ***The Use of Paid Advertising***

A government agency must always be conscientious about the use of taxpayers money for paid advertising. It would not be appropriate, for instance, to have a paid advertising campaign just to make citizens “feel good” about Customs. In the specific cases, where Customs has a new service available to benefit citizens, such as the Hotline, or the Customer Service Unit or the Single Window, a targeted paid advertising campaign can be justified.

Like all communications activities, a paid advertising campaign should have defined objectives and a method of measuring the effectiveness of the campaign. In the case of the Hotline or Customer Service Unit, better to measure how many people are using the service rather than measuring how many people have seen the advertisement.

## **Module 5 – Work Plan**

In this final module, participants will complete a work plan for implementing the communications strategy. Evaluations will be based on:

- ❑ Clarity of the goals
- ❑ Appropriate application of techniques
- ❑ Allocation of time and resources to implement plan
- ❑ Method of measuring results

### ***Budgeting Time and Resources***

In the course of this training, you have probably generated lots of great ideas about how to communicate with your target audiences – more ideas than you are likely to have the time and the financial resources to implement.

An effective media strategy is one that achieves measurable results. Better to choose two or three goals and fully implement the activities needed to demonstrate results on those goals than to spread your time and resources across ten or twelve activities that never achieve full potential.

*Exercise: Complete the attached worksheet to estimate the man-hours required to accomplish the activities in your communications strategy.*

### ***Measuring Results***

If the above exercise included more activities than you have the time to accomplish, you will need to prioritize your activities. One way to determine your priorities is to estimate the measurable results you will achieve against the time invested. This will help you determine what each staff member’s work priority should be, what is worth contracting out for and what may involve more work than it is worth.

Different activities will have different results. For instance a website might generate comments and questions through a “feedback” button, it might prompt viewers to enter their names and addresses in a database, it might prompt participation in a bulletin board or threaded discussion.

A press event will most immediately result in newsclips, in the short term. But remember to articulate the long-term goal. How do you want public opinion or public behavior to change after your message appears in dozens or hundreds of newsclips?

*Exercise: Taking the activity ideas you generated from your Time Allocation sheet, complete the following Time vs. Results worksheet for activities.*

*Final Exercise: Using the previous two worksheets, and referring back to your Communications Strategy, develop your Personal Workplan. You can use the attached form, or use your own system. Be prepared to present your workplan to the group and to be able to answer questions on the following criteria:*

- ❑ Clarity of the goals
- ❑ Appropriate application of techniques
- ❑ Allocation of time and resources to implement plan
- ❑ Method of measuring results





### ***A Sample Public Service Announcement***

Jaber traders, producers of goods for exports or companies needing to import equipment are invited to a Public-Private Partnership Council meeting on Tuesday afternoon at 2:00 pm at the Jordan Customs Center. The purpose of the meeting is to solve bottlenecks that slow down imports and exports necessary to the local Jaber economy.

### ***A Sample Letter to the Newspaper Publisher or TV Station Manager***

Dear Sir:

Jordan Customs Department requests your assistance in notifying the local business community of an upcoming Public-Private Partnership Council meeting. The purpose of the meeting is to solve bottlenecks that slow down imports and exports necessary to the local Jaber economy. We ask that you run the enclosed announcement free of charge as a Public Service.

Signed,