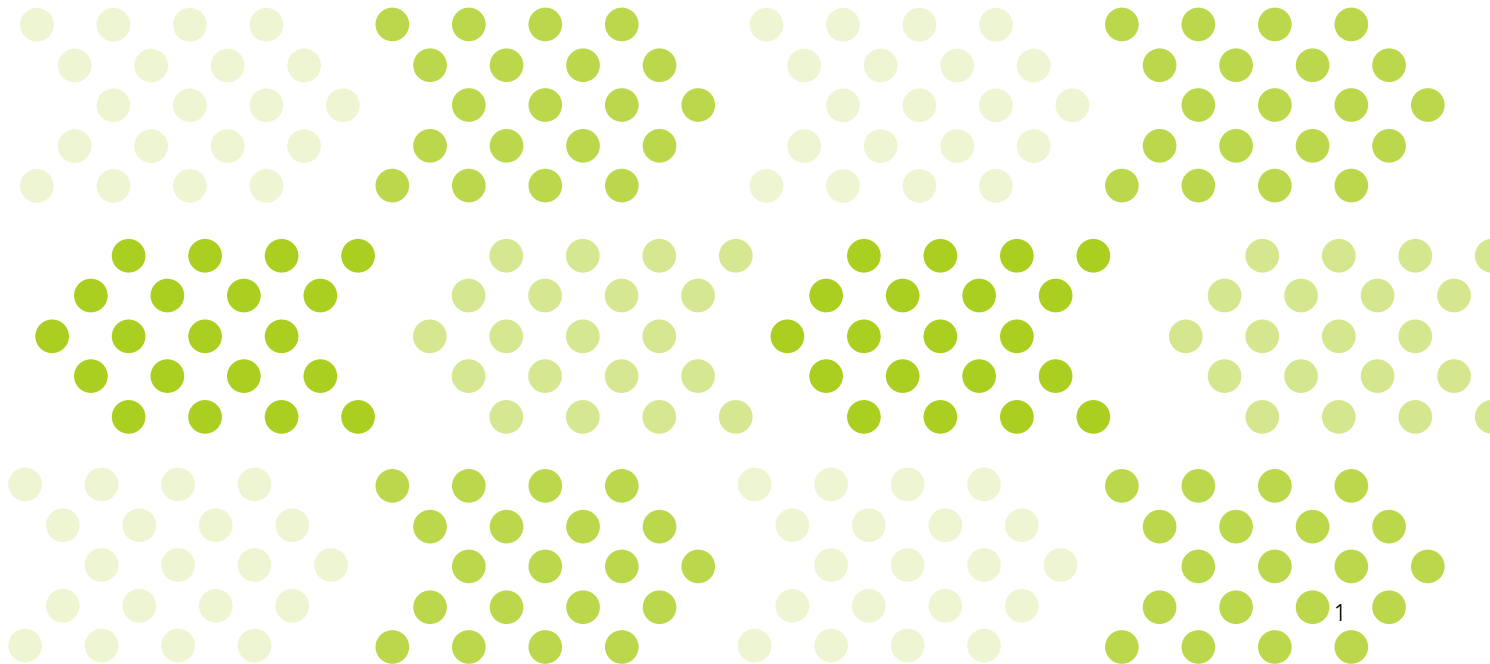


Capitalization report on institutional communication vs communication for development: DLDP case







C4D versus institutional communication

The difference between the concepts of “Institutional communication” and “Communication for Development” is explained in “Communication for

Development” a practical guide by the Swiss Agency for Development and Cooperation (SDC):

“Institutional communication publicises the activities, objectives and results of development cooperation. In the first place it serves the purpose of reporting to the Parliament and to the tax- payers in Switzerland as well as to the authorities and general public in the partner country. The task to report on results is required by the international cooperation strategy adopted by the Swiss Parliament. Furthermore, institutional communication is an essential component of an effective institutional image and visibility policy: an institution whose achievements are known and recognised by the public, is in a better position to engage in a political dialogue and influence development processes in the partner country.

Communication for development is a tool for social and political transformation. It promotes participation and social change using the methods and instruments of interpersonal communication, community media and modern information technologies. C4D is not an add-on, but rather a cross-cutting activity in project management, aimed at strengthening dialogue with beneficiaries, partners and authorities in order to enhance local ownership of programmes and generate a sustainable impact”

DLDP's approach to communication

DLDP's approach consisted in focusing on institutional communication in Phase 1, embracing a wide range of communication for development activities in Phase 2, and complementing official reporting with transformational stories at the final phase (see chart "*Capitalization: How to turn knowledge into action*" on page 16).

At the beginning of the implementation, institutional communication allowed the program to build up a clear public profile. It ensured transparency with donors and taxpayers and helped establish sound working relations with local and central Albanian institutions.

Progressing from one stage to the next, adapting to the technological changes available, communication chosen by DLDP became more diverse. The

program relied more on communication tools for development, which helped to achieve its core objectives more efficiently and successfully, while maintaining institutional communication at the same level. 10 key communication tools for development encouraged citizen participation, facilitated access to information, empowered people involved and influenced decision-making.

Effective communication for development does not only drive social and political transformation but also serves the goal of institutional communication by positioning the organization in a less direct but more authentic and trustworthy way. When focusing on the nature of the development work, on the ideas that infuse it, and not on the brand of the organization itself, we engage our target audiences in an organic way

10 forms of communication used most by DLDP

If you are using the print version of this report, to follow up on the links below, please download the electronic version of this PDF at www.helvetas.org/dldp (“More information”)

1. Communication for transparency (reports)
2. Communication for the explanation of Program’s concepts and approaches (such as info-graphics https://youtu.be/KYoEllzyc04?list=UUg93ODLC7k_IXtwQwlouPNw)
3. Communication for knowledge management and learning (such as an online knowledge management platform <http://www.km.dldp.a>)
4. Communication for facing challenges and finding solutions (such as a study tour Page 12)
5. Communication for promoting inclusiveness (such as storytelling and, Women in Politics Network <https://www.youtube.com/watch?v=a1Bya4gKRGs&t=409s>)
6. Communication for informing citizens and triggering debate (such as TV reports and discussions <https://www.youtube.com/watch?v=OPNRW47aQ1Y&t=114s>)
7. Communication for behaviour change (such as a recycling championship, https://youtu.be/7x6pyeXNq5c?list=UUg93ODLC7k_IXtwQwlouPNw)
8. Communication for promoting civic engagement (such as public hearings)
9. Communication for influencing social policies (such as one stop shops Link and women alliances in municipal councils https://youtu.be/tse8wLFgZV0?list=UUg93ODLC7k_IXtwQwlouPNw)
10. Communication for strengthening and promoting local institutions (such as the best practices competition, Page 11)

At Stage 3, to go beyond the official log frame reporting, DLDP focused on communicating the transformation process that happened to the people involved in the program – as employees, partners or beneficiaries. This aspect is explored in more detail in the next chapter.

5

Si të bëhesh politikane e të kesh
zë në një mjedis të zotëruar nga
burrat?

How to become a woman in politics
and raise your voice in a male-
dominated environment?



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Official reporting versus storytelling

At various stages of the program, the DLDP staff perceived the need to show more than could be expressed through log frame reporting.

Reporting demonstrates the program's achievements and, challenges, but a development program is more than that. Direct work with people, the transformation they experience through capacity building and promotion of self-esteem, is difficult to trace through reporting.

On the other hand, the work done for a long time leads to the change of people's mindset and strengthens the credibility of the program. This human aspect, this personal and community development are what helps the program to achieve the expected outcome. The program's sustainability can be based on this new evolving

mindset. All this is difficult to reflect through reporting.

Hence, the need for a new communication strategy emerged in the final phase: to spotlight people and their transformation. During the final stage of DLDP there was an important discussion: can the work carried out in 12 years be shown only through written reports? Could institutional communication be used to demonstrate this work? Constructive discussions among the staff members, directors and external experts engaged by DLDP led to the conclusion that reports are not sufficient.

After the conference dedicated to decentralization, which served as an official tool of communicating the

program's achievements, there was still a lot to be said. The beneficiaries and the partners needed to share with us their stories of transformation and their change of mind-set.

There was a need to show how municipalities' staff, members of municipal councils, local experts, representatives of local and national institutions had contributed towards achieving the program results. Therefore there was a need to

develop a new communication strategy focusing on the stories of transformation. It culminated with a closing event, which placed people and their impressions in the spotlight.

Based on the DLDP experience, we can conclude that reporting is not enough to reflect the impact of a development program. It should be combined organically with other forms of "beyond-reporting" communication.



Successful examples of communication tools used by DLDP

Best practices competition

DLDP used the best practice competition as a policy-making tool. By inviting municipalities to compete with their best practices, the program created an opportunity to understand what works best. Through this competition, DLDP was able to understand the trends of decentralization by comparing and completing the data that central level reports offered. Best practices' competition was held for three consecutive years: 2016, 2017 and 2018. In a competition, the chances to win and to be supported are of course the first benefits a competitor might get, but this particular competition offered more. The participating municipalities were placed in comparative conditions, in different categories. They could

use this opportunity as a tool to push, motivate and increase the self-esteem of their staff. Local staff learned how to apply models that reported on the work that they had done, showed their achievements, meet colleagues and exchanged experiences, networked and agreed on future collaborations. They could choose models to replicate by following the presentations of fellow municipalities competition created a space for peer exchange consisting of colleagues, directors, media representatives, and partner organizations. In order to strengthen this communication opportunity, an open blog allowed municipalities that took place in the competition and all interested parties to continue discussions and exchange of experiences online.

<http://praktikatemira.qeverisjavendore.gov.al/>

Study tour

Study tours were recognized by the staff and partners as one of the most successful communication formats in the three phases of DLDP's work in Albania. There are a few common characteristics of all study tours, despite the different locations, time and themes.

Firstly, each study tour was well thought through and organized well in advance. Each of them had a clear theme, objectives, tasks and goals.

Secondly, each study tour had a very mixed group of attendants, gathering representatives from local

and central level institutions, program coordinators, and different levels of political entities. By doing so, the study tour facilitated exchange and networking at many levels.

Lastly, each study tour had a program that combined learning best practices on the ground with theoretical knowledge and workshops led by specialists and technicians.

As they were organized by different partners (the program; the Swiss Embassy in Albania; Headquarters) these study tours filtered objectives and expectations well.





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Online knowledge managements platform

DLDP's Learning and Experience Sharing Initiative through Knowledge Management web platform (eKM)

DLDP wanted, throughout its duration to share the knowledge gained through its experiences with all interested audiences. The eKM platform became undoubtedly an excellent tool for achieving this goal.

e-Knowledge Management is a professional virtual space dedicated to a wide community of local government experts and other actors involved in local development and decentralization. It provides

knowledge's, manuals and training curricula, where DLDP provides its expertise in four thematic areas:

- Public Finance Management
- Solid Waste Management
- eGovernment and Communication
- Fund Access

Each of these four thematic lines was designed to help all the interested experts to continuously improve their skills and knowledge capacities. eKM web platform offers expertise in good practices and its e-Discussion tool facilitates an exchange of ideas.

Experts used the Blog space of eKM to validate policy papers, reports or good practices, as well as to directly contribute to their revision and improvement. The platform is structured to manage and distribute knowledge and information beyond the program focus. The open source standard does not only promote the e-KM component to DLDP partner local government units, but also to provides a national wide standard of knowledge management on local topics.

eKM has also been used as an online consultative space for the decentralization strategy, providing access to different documents and recommendations related to the revision process of the decentralization strategy. DLDP, through its expertise and centres of competence, has utilized it for online validation of its key recommendations for the

decentralization strategy. The final recommendations were used by the working group responsible for the revision of the decentralization strategy.

From its launch in September 2014 till May 2019 the website was visited by 10,260 users and had a total of 50440 page views. <http://www.km.DLDP.al/>

Capitalization – how to turn knowledge into actions DLDP case

Project Phase 1

Documentation of experiences aimed at knowledge creation. Each Program Officer reports on the best-practice of their field of work.

Communication is done through institutional communication tools.

Project Phase 2

Experience turned into knowledge. Knowledge management and anchoring are now part of the system. Knowledge management becomes part of the strategy, through developing training curricula and discussions regarding policy making.

Communication is done through communication for development (C4D) tools such as eKM and Best Practice Competition.

Project Phase 3

The need for the capitalization of people's experiences.

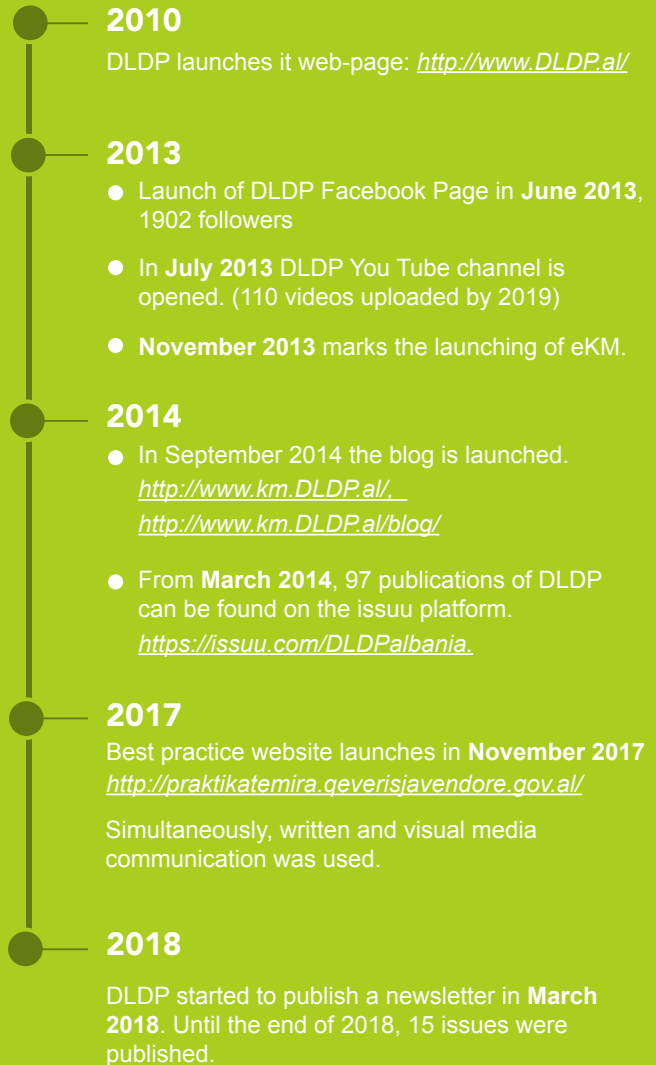
How do people internalize knowledge?

Communication is done through storytelling, best practices and info-graphics.

Adaptive approach to communication

The program had its mandate in a period of strong technological developments. From organizing meetings and producing leaflets the program evolved to include online media such as a YouTube channel and a blog, and, above all to create online spaces to spread the acquired knowledge.

The second and third stages of the program correspond to a time when the use of internet in the county significantly increased, making it a crucial communication channel. The program had its mandate in a period of strong technological developments. From organizing meetings and producing leaflets the program evolved to include online media such as a YouTube channel and a blog, and, above all to create online spaces to spread the acquired knowledge. The second and third stages of the program correspond to a time when the use of internet in the county significantly increased, making it a crucial communication channel.





Closing event 12 years

DLDP - WORTHWHILE HUMAN STORIES

The closing event was held on February 22, 2019.

Organized in the format of a talk-show, this event featured many communication formats. Beneficiaries, municipality' staff and heads, members of municipal councils, local

experts, representatives of national institutions, and the program's staff talked about their experiences, divided into sessions according to the fields where they had been involved in. Each session was followed by an info-graphic video showing both the




results in each of the main fields of action that the program had taken. the work towards achieving the results.

The main video of the event featured testimonials collected from high representatives of partner institutions and leading institutions, including

personal perspectives on the contribution of the program and it's most important achievements.

<https://youtu.be/NfGJiSZLJig>



How to keep motivation at work and provide quality services to citizens, even while your job is at stake?

Conclusions

Based on this experience, we can say that both kinds of communication – institutional and development - are needed in this kind of programs. In the initial stage, it is very important to create a clear profile, through tools of institutional communication. During the implementation, institutional communication must continue and include log-frame reporting, public relations and the creation and strengthening of a public image. This type of communication must maintain at an official level throughout the duration of the program.

Tools used for communication for development have another trajectory. They should be used at a moderate level at the beginning of the project and acquire a bigger role as time passes and experiences are created. Different from the tools for institutional communication that hit in the beginning and then remain constant, the tools used for communication for development must be strengthened and improved as time passes. They are used to show a process that evolves, a mindset that changes, a relationship that strengthens. As such, these tools are used during the whole program and they can help us learn more,



exchange experiences and result in models that can be replicated towards the end of the program..

A development program is a process that does not only involve institutions and improve the functions and services that they are carrying out. A development program involves people, builds capacities, but above all transforms mindsets. DLDP used different means of communication to show this transformational aspect that goes beyond reporting, but which in fact greatly affects the successful implementation of the program. The data, opinions and issues that arise in this forms of communication

give a more complete picture than reporting. Reporting is a permanent tool for communicating results and takes place regularly under the terms defined in the log frame. Communication of human experiences is a tool to be used gradually. It may not start from the first stage of the program implementation, but it grows in proportion to its duration. Accompanying the figures and facts of a program revealed in a report, with the personal experiences of the people involved in it, personal stories of transformation give us a more complete picture and more clarity about what the program has achieved.

