



Strengthening accountability, building inclusion

Strengthening Community-Led Accountability for Improved Service Delivery in Sierra Leone

Communications Strategy, action plan & key messaging framework

Updated: February 2018



Overview

About SABI

The **Strengthening Community-Led Accountability for Improved Service Delivery in Sierra Leone Programme**, known as **Strengthening Accountability, Building Inclusion** or **SABI** for short, is a four-year citizen-led accountability programme funded by **UK aid** and being delivered by a consortium of leading international and Sierra Leonean partners, led by international development agency **Christian Aid**.

Operational in every district in the country, the programme is strengthening community-led accountability, increasing awareness of, and demand for, the delivery of basic services – including health, education, social protection, water and energy.

SABI is building relationships between citizens and the state and encouraging citizens to fulfil their own responsibilities for social amenities.

Gender equality and social inclusion are central to the programme. SABI is ensuring vulnerable and excluded groups have the skills and support they need to become active agents of change in their communities.

SABI recognises the integral role communities played in the fight against Ebola and presents an important opportunity for accountability programming. By again placing communities at the forefront, SABI is building on the potential to make significant shifts in the role of citizens and the responsiveness of the state for improved service delivery.

For further general information about SABI, what we do and who we are, visit our website sabi-sl.org, or follow us on [Facebook](#) or [twitter](#).

Communications for SABI

Good communications are integral to achieving the objectives of the SABI programme and a vital component in strengthening demand for sound, equitable and accountable governance for improved service provision. Amplifying the voice and experiences of service users, communities, marginalised groups and civil society organisations is central to the objectives of the SABI programme and to the delivery of this strategy. Furthermore, effective communications are critical in providing relevant, accurate and timely information about SABI in Sierra Leone and beyond, to ensure an appropriate level of profile for SABI and its

work, to facilitate stakeholder engagement at all levels and to enable programme learning to be widely shared.

This strategy, updated in November 2018, outlines how we have been and will be using a range of communications activities and channels – including case studies, reports, knowledge and learning materials, digital communications and social media, photography and films, infographics and events – to engage with various stakeholders and audiences in Sierra Leone around SABI activities, its objectives, milestones and successes, and the challenges it faces.

This communications strategy articulates how SABI is seeking to build general awareness around the key issues and themes at its heart, change citizen attitude and behaviour regarding interacting with state service providers for accountability, and gain support for the changes we seek through the programme. It explains how we are building an appropriate and recognisable brand and profile for the project with key targeted audiences internationally, in Sierra Leone, and in communities.

Good communications for SABI bring positive attention to the broader work of the implementing partners, consortium partners and of UK aid, both as they relate to voice and accountability work and to other thematic areas of expertise.

Objectives and strategic approach

The overarching goal of the SABI communications strategy, action plan and messaging framework can be summarised as follows:

To support the SABI programme to achieve its objectives.

We believe the following specific communications objectives will help us to realise this:

- 1. Engage with various stakeholders and audiences by providing information about the project through a range of communications activities and channels**
- 2. Build general awareness and understanding of SABI, showcasing its contribution to change and influencing opinions around the key themes of the programme**
- 4. Establish a clear, coherent, consistent programme identity, profile and ensure a transparent messaging framework for SABI, which creates a vision for SABI that is accepted and shared by civil society and other stakeholders and enables them to engage with the objectives of the programme.**
- 5. Capture and share information and learning which allows SABI to effectively communicate impact, best practice, approaches, results, added value and challenges to partners, donors, and others working on voice and accountability**
- 6. Make SABI communications people-centred, encouraging and amplifying the voice, perspectives and participation of citizens, especially excluded groups like women, young people and people with disabilities**
- 7. Support partners to adhere to UK aid reporting and branding and visibility requirements**

Capacity, roles and responsibilities

In mid-2018, SABI recruited a Communications and Learning Officer, the first time we have had a dedicated comms role within the team in Freetown. This new role provides an opportunity to further raise the bar in SABI's communications efforts. The postholder will bring greater focus to regularly gathering and sharing impact stories and key learning from across SABI communities, provide day-to-day hands-on communications support to programme staff and partners, regularly update the website and social media accounts, coordinate media engagement, assure the quality of publications and bring a greater communications focus to events.

Strong communications expertise and capacity will still be available to SABI through Christian Aid's Programme Communications unit, based in London. This team will work closely with the SABI team and partners to advise on all communications matters, providing hands-on support as required, including during regular visits to Sierra Leone, and linking the programme to Christian Aid's expertise in social media, multimedia, web development, publications, editorial and design, and communications for development (C4D).

Consortium and implementing partners and others within the SABI programme team also still have a role to play in supporting effective communications for SABI. We are seeking to develop a culture of communications at all levels of SABI. Implementing partners and communities will be encouraged and supported to actively contribute to SABI communications, by sharing stories of impact and change and lessons learnt. We endeavour to stay in close contact on all communications matters with DFID Sierra Leone.

Christian Aid's Programme Communications unit and the Communications and Learning Officer have overall responsibility for the development, implementation and evaluation of this communications strategy. The SABI team leader will retain an overview and interest in key communications decisions.

Communications milestones and achievements so far

- ❖ **Corporate visual identity and brand** – the SABI logo is used on all online and offline communications materials and assets, in adherence to these [brand guidelines](#). SABI is also appropriately visible at community level, aided by project signboards which feature Krio messages individually created by communities themselves. After two years of programme implementation, the SABI name, logo and brand are recognisable by stakeholders at all levels, and are becoming synonymous with quality accountability programming and inclusive approaches to development. Christian Aid and the SABI team are the guardians of the SABI brand, working to ensure the brand is always presented consistently and that all SABI communications are of sufficient quality.
- ❖ **Digital communications** – our website www.sabi-sl.org is now well established as a place for information, news and stories of impact about SABI. It has also been successfully used as an online hub for the huge amounts of data, gathered by the programme as part of its citizen perception surveys (CPS) and visualised through Power BI. The Learning Labs area of the website is still in need of strengthening. SABI has been active on [Facebook](#) since January 2018 and on [twitter](#) since August 2018, using these platforms to further share news, information and stories.

- ❖ **Audiovisual communications** – two short films have been produced about SABI. A [film introducing the programme](#) was shot for the National Launch event in March 2017, and a second [film about the development of infographics](#) to feedback survey results to low-literate communities was made in December 2017. Professional photography has been commissioned several times to capture high quality and compelling images of the programme’s work. Most recently, a photographer accompanied a three-day storygathering visit in September 2018.
- ❖ **Storygathering** – Various stories of change have been gathered by communications staff, the programme team and partners since SABI began. These are largely available on the SABI website. The new Communications and Learning Officer and Christian Aid’s Programme Communications Lead undertook a storygathering trip in September 2018, to capture new content demonstrating the current impact of SABI’s work in communities.
- ❖ **Events** – SABI held an official programme launch event in March 2017 at the British Council, Freetown. The keynote address was delivered by the Chief of Staff, Office of the President. Other speakers included British High Commissioner, Christian Aid’s Sierra Leone country manager, the SABI team leader and representatives of the PDT. The results of SABI’s national CPS were launched at an event in May 2018, at which Sierra Leone’s Auditor-General Lara Taylor-Pearce spoke. SABI has also held a National Service Summit and several learning events.
- ❖ **Media engagement** – Significant SABI events have been accompanied by planned media engagement and extensive coverage in major print and broadcast media. SABI has successfully worked alongside a Freetown-based media agency to deliver this. BBC Media Action’s involvement in SABI included the training of 40 radio journalists across Sierra Leone. We are seeking to cement and develop relationships with these journalists to ensure issues raised by SABI are covered by local outlets and communities where the programme is having an impact are given a voice through the media.
- ❖ **Communications and learning materials** – SABI has produced numerous publications since its launch in 2016. These include an introductory brochure, learning products, an [annual report for 2017](#), and the [CPS findings report](#). These can all be found on the resources section of the website.



An integrated approach to communications

Communications to support learning

Learning is at the heart of SABI and will be integrated at all levels of the programme. SABI will continue to communicate and extend the lessons and knowledge generated by the programme to service providers and other development partners. Our knowledge management approach focuses on the gathering and sharing of lessons learnt and best practice, of what works and what does not, and why, when it comes to voice and accountability for improved service delivery in Sierra Leone. Further innovative, creative and accessible multimedia knowledge products will be developed and used across all communications channels in 2019-20.

Good communications for SABI involves extending the lessons and knowledge generated from SABI to other development partners. Rather than 'marketing' a 'SABI' product, the emphasis of sharing learning is about interacting with our audiences, to identify their needs, constraints, and opportunities, to understand their context well enough to share any SABI learning that might be relevant to them and help them to adapt it to suit their needs.

Using data in communications

SABI's fourth output, being delivered by **Restless Development**, has mobilised young people to support data collection for the monitoring of key services in their communities, with a focus on health, education, social protection, energy and water. Much of this data has been visualised using Power BI and made available through the SABI website and dedicated events and publicised through events and in the media, with a focus on making information easily accessible and understandable to audiences.

BBC Media Action

Previously within SABI, **BBC Media Action** delivered a communications and media package including national radio programming, social media and basic training to partner radio stations during the first 18 months of the programme.

The Krio-language weekly national radio programme, *Wi Di Pipul*, was produced and broadcast nationally on 20 radio stations throughout the country, providing information about and facilitating inclusive discussion around the Presidential Recovery Priorities plan implementation; the rights and entitlements of citizens to services, with a focus on health, education and social protection.

The programme used local voices, stories and examples (often suggested by the SABI programme team and partner staff working close to communities) to create a national conversation about the recovery plan and effective service provision. BBC Media Action fostered interaction with the show by encouraging contribution through SMS and social media platforms.

The programme was distributed through BBC Media Action's nationwide delivery system and broadcast by 20 partner stations across all 14 districts in the country.

BBC Media Action also used their existing social media platforms to reinforce understanding and discussion of services and the recovery plan and share findings from the community scorecards and data collected by young people.

BBC Media Action also provided training to key radio stations in each district, focusing on skills needed to report responsibly on the results generated by community scorecards and the data collected by young people. The training focused on enhancing local broadcast journalists' editorial and production skills and exploring approaches to programme-making.

Key stakeholders

External stakeholders

The key external stakeholders to the SABI programme include:

- Citizens of Sierra Leone
- SABI target communities and community structures
- Web and social media users in Sierra Leone
- Radio listeners across Sierra Leone
- Young Sierra Leoneans
- Office of the Chief of Staff in the Office of the President
- Sierra Leone government: ministries, departments and agencies
- Decentralised government and councils
- Ward development committees
- Direct service providers, including front line service provision staff
- Other political or legal institutions and individuals
- Security services
- CBOs, NGOs and CSOs working in voice and accountability in Sierra Leone, regionally and internationally
- Development sector: CSOs, NGOs, INGOs
- Religious institutions and organisations
- Chiefdom leadership structures: paramount chiefs, section chiefs, district officers
- Various networks, coalitions, unions and professional bodies – including business, civil society, students

- Media
- UK taxpayers and general public
- Wider national and international audiences of all consortium members
- Donors funding voice and accountability work in Sierra Leone
- Donors funding work in the thematic areas covered by SABI in Sierra Leone (i.e. education, health, social protection, water and energy)

Internal stakeholders

The key internal stakeholders to the SABI programme include:

- DFID Sierra Leone
- DFID Policy Division
- DFID communications team
- SABI programme team and wider support group
- National and international offices of all consortium agencies
- Implementing partners

The specific audience analysis below was conducted by SABI partners in January 2019:

SABI Audiences					
	Audience	Type	Information to share	Best way to engage	Responsible
1	SABI consortium partners	Internal	Communications strategy, branding guide, memes, presentation & banner templates, change stories, social media and photo guides, implementation plan, learning products	Emails, WhatsApp	SABI Comms & Learning Officer and Team Leader
2	Christian Aid wider organisation	Internal	Blogs, learning products and reports	Website and social media (Facebook, twitter, yammer)	SABI Comms & Learning Officer and Team Leader
3	Community members	External	Low literate infographics and community action plans	Community meetings	Youth Accountability Volunteers
4	Frontline service providers	External	CPS data, annual reports, case studies and action plans	Close up meetings, face to face conversations	Field officers from implementing partners
5	Paramount Chiefs & Village Headmen	External	CPS data, annual reports, case studies and action plans	Close up meetings, face to face conversations	Field officers from implementing partners
6	Ward Development Committees	External	Low literate infographics and community action plans	Community meetings	Youth Accountability Volunteers
7	District Councils	External	Action plans, reports, brochure,	Coordination meetings	Field officers from

			change stories and policy briefs		implementing partners, supported by SPOs
8	MDAs	External	Annual reports, Specific change stories, district workplan and CPS data	Partnership meetings	IPs at district level. Focus 1000 at national level
9	Ebola survivors & organisations for people with disabilities	External	CPS data, reports and change stories	Partnership meetings	Field officers
10	Media	External	CPS data, final reports, brochures, learning products and change stories	Coordination meetings	SABI Comms & Learning Officer, and implementing partners
11	International partners: Academic Institutions Oxfam blogs World Bank www.gpsa.org OECD – DAC-Governance Network UK Based – GSDRC African Union	International	Blogs, Learning products and reports	Website and social media (Facebook, twitter, yammer)	SABI Comms & Learning Officer and Team Leader

Messages

Strong and effective messages are an essential pillar of good communications for SABI. The programme's key messages are informed and underpinned by its broader vision, strategy, tone of voice and brand and amplifying the voices of citizens and audiences.

SABI's key messages will feed into and shape all of the programme's communications materials, products and activities. They are the headlines of the story we are telling our audiences about SABI's work and the areas it covers. Key messages may suggest straplines and slogans, provide the basis of presentations, be talking points for face-to-face meetings, and suggest the themes and drivers of events.

They do not represent all the information we need to convey through communications activities. If SABI's messages are disorganised or improvised they won't be successful, so having a simple message framework will keep communications focused on the main themes and areas the programme works on.

The message framework will be shared across the SABI team and regularly updated. It has been updated for this new version of the Communications Strategy in November 2018 to reflect the progress of the programme, the impact it is achieving and the learning that has been gathered to date. The SABI team, supported by Christian Aid's Programme Communications unit, oversees the ongoing development and validation of key messages for SABI.

For different audiences, SABI will need different versions of key messages. But a framework of key messages will keep SABI on course to communicate the right things to the right people.

Messages must be clear, accessible and easy for target audiences to understand, and point the recipient in the direction of a desired action. We must consider the information audiences want or need to know, as well as what we think is interesting or what we feel we must say.

What we say on a particular issue must not fluctuate wildly from one communications piece to the next. Key messages should be evident to a degree within all communications.

Every message should be a genuine and credible representation of SABI's work. Messages should be compelling, distinctive and memorable. Information is everywhere, so our messages must make audiences stop and take notice.

Headline messages for SABI, February 2018

Six headline messages that should be at the forefront of all SABI communications.

1. SABI believes communities have the power to drive sustainable change themselves. We work in communities to provide support, promote inclusion, build ownership, and inspire leadership in addressing the most urgent issues in health, education and social protection.
2. SABI builds widespread awareness on the need to increase voice and accountability around service delivery in Sierra Leone. Development with all is development for all.
3. SABI provides engaging and responsive platforms at community, district and national levels, where citizens and state actors can find common ground, and agree on workable solutions to improve essential services. This improves relationships and increases accountability.
4. SABI works to ensure the inclusion of everyone in development irrespective of their status, sex and age. SABI's community engagement approach actively supports communities to follow and promote practices that embody gender equality and social inclusion.
5. SABI brings communities together to find solutions. We improve the knowledge and expertise of communities, to identify problems together and develop high quality action plans to respond efficiently. This has boosted the power of communities to listen, learn and act.
6. SABI helps citizens to know about services and creates a link to those providing them. We supply information to communities on services, enabling them to drive transformative change.

Audience specific messaging

Government

Accountability is vital for government and development partners in Sierra Leone. SABI has documented citizen's perceptions in service delivery and created vibrant but inclusive platforms, that have closed the gap, enabling government, development partners and citizens to hold frank discussions on essential services. This has gradually strengthened accountability at different levels.

Communities

SABI will amplify community voices. SABI effectively engages with ministries, departments and agencies, at district and national level, amplifying citizen voices, based on evidence in

our citizen perception surveys. We have placed citizen voice on the development agenda, and continue to inspire policy and development planners to ensure people are informed, consulted and involved.

Civil society

For effective advocacy and engagement on service delivery around health, education and social protection, SABI has the evidence. SABI provides proof to support all advocacy asks, around improved health, education and social protection services in Sierra Leone, with credible and verifiable data on citizen's perceptions.

Core descriptors

SABI (long description)

SABI is a four-year citizen-led accountability programme funded by **UK aid** and being delivered by a consortium of leading international and Sierra Leonean partners, led by international development agency **Christian Aid**.

Operational in every district in the country, the programme seeks to strengthen community-led accountability, increasing awareness of, and demand for, the delivery of basic services – including health, education, social protection, water and energy.

SABI will build relationships between citizens and the state and encourage citizens to fulfil their own responsibilities for social amenities.

Gender equality and social inclusion are central to the programme. SABI will ensure vulnerable and excluded groups have the skills and support they need to become active agents of change in their communities.

SABI recognises the integral role that communities played in the fight against Ebola and presents an important opportunity for accountability programming. By once again placing communities at the forefront, SABI builds on the potential to make significant shifts in the role of citizens and the responsiveness of the state for improved service delivery in Sierra Leone.

SABI will contribute towards creating a more informed and empowered citizenry which can hold effective and ongoing dialogue with better engaged and more accountable state service providers.

SABI (short description)

SABI is a four-year citizen-led accountability programme funded by **UK aid** and being delivered by a consortium led by international development agency **Christian Aid**.

Operational in every district in the country, the programme seeks to strengthen community-led accountability, increasing awareness of, and demand for, the delivery of basic services.

SABI will build relationships between citizens and the state. SABI will contribute towards creating a more informed and empowered citizenry which can hold effective and ongoing dialogue with better engaged and more accountable state service providers.

Funded by (long description)

SABI is funded by **UK aid**, from the UK government's **Department for International Development (DFID)**. DFID works in Sierra Leone to support growth and to help lead the country towards a prosperous future. The UK is the biggest bilateral donor in Sierra Leone. DFID plays a leading role in shaping donor aid policy and strategies around transitioning Sierra Leone towards a developmental path of prosperity and growth.

DFID is the part of the UK government that manages Britain's aid to developing countries. DFID works with governments of developing countries, as well as charities, businesses and international bodies.

Funded by (short description)

SABI is funded by **UK aid**, from the UK government's **Department for International Development (DFID)**.

Managed by (long version)

SABI is delivered by a consortium led by international development agency **Christian Aid**. The consortium combines the complementary strengths of leading international and national agencies including **Restless Development, Social Development Direct (SDD), Humentum** and **Focus 1000**, while also drawing on the expertise of individual consultants with extensive knowledge of voice and accountability programming in Sierra Leone.

Christian Aid has been appointed by the UK government's **Department for International Development (DFID)** to manage SABI and be accountable for all programme funding.

Christian Aid is a leading NGO supplier of UK aid governance and accountability programmes, achieving significant results, impact and proven value for money. Christian Aid has almost three decades of experience in Sierra Leone and managed the third phase of the successful **ENCISS** programme. A major area of Christian Aid's work in Sierra Leone has been accountable governance, working through partners and civil society networks to mobilise poor communities to claim their rights and demand accountability from duty bearers so there is a fair distribution of resources.

Christian Aid works globally with partner organisations, both secular and faith-based, to reach the poorest and most marginalised irrespective of faith, gender or ethnicity in 37 countries across Africa, Asia and the Middle East Latin America and the Caribbean.

Managed by (short description)

SABI is delivered by a consortium led by international development agency **Christian Aid**. The consortium combines the complementary strengths of leading international and national agencies including **Restless Development, Social Development Direct (SDD), Humentum** and **Focus 1000** while also drawing on the expertise of individual consultants with extensive knowledge of voice and accountability programming in Sierra Leone.



Future communications activities and plan

Digital communications and social media

We will continue to use the SABI website as a primary channel for holding and sharing information, news and stories about the programme. When necessary we will add new pages and sections and additional functionality to the site to ensure it meets the broader communications needs of the programme.

We will give particular focus in 2019-20 to reinvigorating the Learning Labs section: populating it with downloadable learning products, resources and tools useful for other organisations in Sierra Leone and beyond involved in delivering accountability programming or inclusive development work. We will launch a SABI blog on our website to publish and promote think pieces and reflections on the progress of SABI and the context in which the programme works.

We recognise that internet use is affected by low bandwidth and is restricted to urban areas so we will ensure low bandwidth usability and simple functionality, as well as making information available through offline channels. The website is responsive and accessible through mobile and tablet devices and has appropriate metatags to ensure it is optimised to be shared through existing social channels/apps.

SABI will seek to further develop social media presence for the programme on twitter and Facebook to share programme news, impact stories and multimedia content. Consortium members and implementing partners will be encouraged to cross-promote content through their own digital channels. All digital content will be available for use on DFID's digital channels. Social media for SABI will be overseen by the Communications and Learning Officer with support from Christian Aid's digital specialists in the UK.

SABI will continue to use WhatsApp as a channel for sharing updates and insight between programme staff, partners and other stakeholders as appropriate.

The SABI website and social media channels will remain fully active for the remainder of the four years of the programme. The website will remain online for at least six months after the programme closes to ensure that stakeholders can continue to access valuable learning resources and other materials for a significant period after the close of the programme and to help to provide resources and continuity for any programme following SABI.

Stakeholder engagement

The programme leadership will continue to oversee targeted engagement with key stakeholders. Oversight of Ministries, Departments and Agencies is one of the key responsibilities of Parliament. Therefore, collaborating with parliamentary sub-committees (health, gender, youth, local government, education), will strengthen the hand of accountability voices from the community level and by also holding service providers to account at the highest level.

The programme will work with key line ministries (health, education, finance & economic development, water resources, energy and local government) at district and national levels. It will bring the voice of communities to the district, regional and national levels, enhancing the flow of accountability to influence government policy for quality service delivery in favour of communities.

In all communications with government, we will draw on specific tailored messages from the key message framework above.

At community level, we will work to ensure SABI is communicated in an understandable way through appropriate channels, including radio, IEC materials, low-literate communications materials and regular meetings. In communications with communities, we will draw on specific tailored messages from the key message framework above.

Events and communications moments

In 2019-20, there will be various key moments and events happening within SABI where we will dial up our communications, producing and disseminating new materials and learning products and increasing social media activity.

SABI will hold other events regularly to engage with stakeholders and share information, learning and best practice and showcase stories of change. The exact format and frequency of these events for 2019-20 is to be determined. SABI will hold a close-out event at the end of the programme to celebrate its impact and achievements and to officially handover the baton to the programmes that follow.

We will also identify key external calendar 'moments' as a focus for our communications and messaging, such as elections and other events of regional and national significance.

The completion and regular reviews of the SABI theory of change will provide further opportunities to communicate the goals, activities and structure of the programme.

Communications and learning materials

Further printed and online publications will be produced regularly by SABI alongside partners which will demonstrate SABI's impact, results and learning. SABI's Communications and Learning Officer will be supported by Christian Aid's in-house editorial and design team and use existing systems which enable the simple and cost-efficient production of branded materials. SABI can also use these systems and/or local creative agencies and print suppliers to produce high quality, on brand display and marketing collateral – posters, banners, advertising etc.

Where there is a clear purpose and where budget allows, we will continue explore opportunities to produce high quality audio-visual products for SABI, including films, animations, presentations and audio-slideshows.

All communications materials will be carefully produced with the target audience in mind, and we will make sure information is presented and delivered in an accessible way.

Media relations

Continued media engagement will help to raise the profile of the programme. Our public relations and media work will be coordinated by the Communications and Learning Officer and supported by a trusted Sierra Leonean media and communications consultant (Sheka Forna) who has already worked extensively with SABI and previously with Christian Aid on the ENCISSE programme.

New SABI partner Focus 1000 also has a strong track record in media engagement at national level and a good network of contacts, which will be helpful in more widely communicating our position on key issues.

Other implementing partners also have strong local media contacts and will be able to generate coverage of programme activities and achievements at key moments.

Content

The Communications and Learning Officer, the wider SABI programme team and partners will play a vital role in providing regular information about the activities they are working on to be used as dynamic and engaging content on all SABI communications channels. Partners will be encouraged and supported to actively contribute to SABI communications, by sharing stories of impact and change and lessons learnt, case studies and photos.

Content will showcase: best practice and innovative examples of approaches or projects supported by SABI; results: how and why certain approaches have achieved expected/unexpected results; learning: sharing perspectives from across the programme including grant partners and communities including the reasons why an approach did not work well as expected and advice on what could be done differently.

Wherever possible SABI will try to share stories and content through communications channels accessible by communities themselves. In gathering content for SABI (stories, photos and videos) partners will be informed of sensitivities and demands placed on the communities' time and privacy.

Photography

SABI has already commissioned professional photographers to capture a strong images of SABI work for various online and offline communications channels. Such commissions will continue to happen periodically throughout the life of the programme around key activities, events and moments and to accompany key case studies.

Implementing partners will be encouraged and supported to actively contribute to SABI communications by taking and submitting images. Guidelines for style and tone of SABI photography are outlined in the brand guidelines document.

Internal communications

Effective internal communications will ensure staff, consultants, and other internal stakeholders can clearly understand and articulate the purpose, vision and values of SABI.

Regular meetings of the SABI working group serve as a platform to share relevant information with many SABI staff, technical advisers, partners and other stakeholders. Regularly scheduled partner meetings and learning events create a further platform for information sharing and consultation and for management, staff and other key internal stakeholders to exchange, views and ideas, discuss challenges and consider developments within the programme.

Crisis communications plan

The crisis communications plan focuses on how SABI will communicate with the media and other key stakeholders about a crisis, allegation or threat to the SABI brand or reputation.

In the event of a crisis, Christian Aid's programme communications lead will provide communications advice to the SABI team Communications and Learning Officer, programme team leader and country manager, as well as coordinate all aspects of our communications response including managing the messaging and media.

In all messaging related to a crisis, we need to ensure that we are and are seen to be:

- * Credible
- * Trustworthy
- * Concerned about the outcome
- * Committed to a successful conclusion
- * In control of the situation

Christian Aid's programme communications lead will oversee all media enquiries and responses. Partners, Christian Aid Sierra Leone staff, and members of the SABI team should consult immediately with the programme communications lead on receiving media enquiries of a sensitive nature, those pertaining to legal matters or those which could potentially lead to damage being caused to the SABI, UK aid, Christian Aid or other consortium or partner brands.

Where appropriate the SABI team leader or Christian Aid Sierra Leone country manager will act as key spokespeople.

Monitoring and review

SABI will monitor its communication activities through the following:

- Monitoring and evaluation of media coverage
- Digital and social media analytics
- Feedback questionnaires and surveys of events or activities.
- Direct consultation with audiences, such as engagements with stakeholders and written evaluations following events.
- Evaluating participants' lists and contacts at events.

Christian Aid programme communications team

February 2018



Annex 1 – Month-by-month communications action plan for SABI, 2019-20

The table below outlines the main communications activities for SABI between now and the end of the programme. Please note, this is a working document which is subject to change and additions.

February 19	March 19	April 19	May 19
<ul style="list-style-type: none"> - Updated SABI communications strategy and key message framework finalised, shared approved and adopted - New impact stories and images shared on SABI website and social media channels - Publication of 2018 CPS survey findings document and presentation - Further development, updates, additional functionality and maintenance of SABI website based on user feedback - Continue to develop Learning Labs section of SABI website. Including launching SABI blog - Produce knowledge products, learning or comms materials (printed/audiovisual) – specifically blog, field manual and Restless Development learning product - Coordination/work with regional media and journalists 	<ul style="list-style-type: none"> - Develop and finalise SABI social media strategy - Share memes and other content from 2018 CPS survey findings on social media - Promote knowledge products, learning or comms materials (printed/audiovisual) – specifically blog, field manual and Restless Development learning product 	<ul style="list-style-type: none"> - Production of new SABI flagship publication (based on Mid Term Review and Annual Review) – to provide a clear and updated view for all stakeholders of SABI's achievements to date - Production of new SABI film, outlining SABI approach/ Theory of Change 	<ul style="list-style-type: none"> - Coordination/work with regional media and journalists - Gathering of formal case studies (written/audiovisual) for comms channels, reports and shared learning
<p>June 19</p> <ul style="list-style-type: none"> - Publish SABI Annual Report 2018. - Visit of Christian Aid programme comms advisor for storygathering and other comms support 			
<p>Ongoing/regular activities</p> <ul style="list-style-type: none"> - Proactively build social media audiences, promote content on SABI website, Facebook and twitter <ul style="list-style-type: none"> ❖ Implementing partners to produce content for use in SABI communications ❖ Seek national and regional media coverage for SABI around key activities and at key moments 			

July 19	August 19	September 19	October 19	November 19	December 19
	<ul style="list-style-type: none"> - Produce knowledge products, learning or comms materials (printed/audiovisual) - Coordination/work with regional media and journalists - Develop Power BI visualisations 	<ul style="list-style-type: none"> - Comms support for Service Summits 	<ul style="list-style-type: none"> - Visit of Christian Aid programme comms advisor for storygathering and other comms support - Gathering of formal case studies (written/audiovisual) for comms channels, reports and shared learning 	<ul style="list-style-type: none"> - SABI learning event – opportunity to share learning and showcase achievements and stories of change - Coordination/work with regional media and journalists - Gathering of formal case studies (written/audiovisual) for comms channels, reports and shared learning 	
January 20	February 20	March 20	April 20	May 20	June 20
<ul style="list-style-type: none"> - Gathering of formal case studies (written/audiovisual) for comms channels, reports and shared learning 	<ul style="list-style-type: none"> - Gathering of formal case studies (written/audiovisual) for comms channels, reports and shared learning - Produce knowledge products, learning or comms materials (printed/audiovisual) 	<ul style="list-style-type: none"> - Devise and produce SABI film, animation of audiovisual product – can be shown at SABI close-out event - Production of end of programme SABI journey brochure - SABI close out event – opportunity to share learning and showcase achievements and stories of change as the programme draws to a close - Visit of Christian Aid programme comms advisor to assist with close out comms activities 			

Ongoing/regular activities

- Proactively build social media audiences, promote content on SABI website, Facebook and twitter
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