



Global Shelter Cluster
ShelterCluster.org
Coordinating Humanitarian Shelter

Step 6 Developing the roll-out strategy and confirming IEC objectives

Informing Choice for Better Shelter

**A Protocol for Developing Shelter and Settlement
Information Education Communication (IEC) Resources**



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Global Shelter Cluster – Promoting Safer Building Working Group

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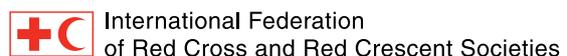
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Step 6 Developing the roll-out strategy and confirming IEC objectives

6.1 Introduction

- There are two main aims of this step.
 - Formulation of the roll-out strategy to maximise the impact of the IEC resource.
 - Confirming the objectives of the IEC resource being developed: following the detailed messaging development and other steps, thinking may have evolved, and the preliminary objectives identified may need revising.
- Often the IEC and technical assistance is seen as just a small side activity to shelter hardware interventions. For example, leaflets are often given out at the same time as shelter material distributions, with little or no explanation: this is unlikely to have the desired impact.
- IEC on better shelter and settlement should be considered to have at least as much impact on achieving better shelter and settlement objectives as construction materials or financial support. It is therefore crucial to properly plan and resource how IEC resources are going to be rolled out if they are expected to have impact.
- This step is likely to be iterative, and potential roll-out of IEC may need to be considered concurrently with developing it. The technical working group (TWG) may also need a plan to mobilise resources, capacities etc., and a plan may need to be based on capacities etc.
- Some key principles to consider.
 - Starting and increasing conversations amongst stakeholders, and within the household, about the IEC subject leads to personal reflection of how things can be applied, and reflection on attitudes. Reflection is an essential step in people actioning recommendations.¹
 - Delivering content through multiple different media will lead to more engagement with the content and be more effective.
 - Delivering content on the same theme multiple times will be more effective in having the desired outcome than a one-off communication.
 - Consider the importance of the 'messenger'. 'Who' is delivering the message? Can target households relate to this person or organisation? Can stakeholders (households, tradespeople) start a dialogue?
 - Allowing people to tailor the IEC resource to their information gap and their context will have more impact (e.g. integrated voice response service).
- At the end of this step and as part of the guidance related to each IEC resource developed, it should be clear what the roll-out strategy is to maximise the impact of the resource.

¹ Becky Palmstrom of Girl Effect, in discussion with David Dalgado, 11 July 2018.



Demonstration of purpose of reinforced strip at tarpaulin distribution. Photo: David Dalgado, British Virgin Islands, 2017

6.2 The importance of the messenger

6.2.1 Importance of sub-step

- 'We are heavily influenced by who communicates information. The weight we give to information depends greatly on the reactions we have to the source of that information.'²
- The endorsement process may often lead to the use of the relevant government department logo or other recognition (in the case of non-printed media) showing official endorsement in relation to the IEC and this may also give credibility to the resource.
- The messenger should ideally be a person or organisation:
 - who/which is trusted by the target audience
 - who/which is easily identifiable as relatable (of a similar demographic and background, for example; this can also impact on the images used in any visuals, for example, when cartoons involving people are used)
 - with whom a dialogue or conversation regarding the information shared can be started or continued, and where the target audience is comfortable starting this conversation
 - who/which, in some instances, could be seen as a 'brand ambassador', either from the community or externally: someone that people are inspired to emulate.

6.2.2 Process – the importance of the messenger

- The TWG may undertake focus group discussions or interviews with stakeholders who can influence better shelter and settlement to understand what they credit would give to different potential 'messengers'. This could include asking questions like: 'If the Ministry of

² Institute for Government and Cabinet Office, no date, Mindspace: Influencing Behaviour Through Public Policy, <https://www.instituteforgovernment.org.uk/sites/default/files/publications/MINDSPACE.pdf>, p19.

Housing walked into the room what sort of person would they be?’³ If [name of humanitarian agency]...” etc. It is likely that some agencies will already be conscious of their own ‘brand’ in the country and will be able to share information relating to how they are perceived and which target audiences they have most credibility and influence with. This information should be considered when a roll-out strategy is being developed.

- ‘Messengers’ to be considered in the roll-out strategy could include:
 - the ministry or government department or agency that will endorse the IEC resource, may disseminate through their staff and offices, and/or is the lead of the shelter cluster
 - donors – if there is a need to have donor logos on IEC resources
 - humanitarian agencies
 - material suppliers/hardware stores
 - skilled tradespeople (builders, carpenters masons etc.)
 - religious leaders
 - community leaders or elders
 - local government officials, enforcement bodies
 - local built environment institutions
 - children and youth
 - teachers
 - other potential messengers in the community who have influence (local social workers, traditional health workers, taxi drivers, key shop owners).
- Note that it may be necessary to discuss with external donors if their visibility confuses or diminishes how the IEC resources are going to be received by stakeholders. For example, something perceived to be developed by a foreign government to tell people what to do may not be appreciated by some audiences.

6.2.3 Output – the importance of the messenger

- At the end of this sub-step the TWG should have a list of ‘messengers’ and notes on how they are perceived by different households and their suggested audiences for inclusion in the roll-out strategy.

6.3 Timing

- This is the ‘when’ of IEC initiatives.
- It is important to consider the timing of the different rounds of messaging in relation to when the majority of target households are due to undertake certain activities.
- For example, if in rural areas there is a sowing season and a harvesting season when construction will not be the main focus, then consider sharing the more detailed printed information resources immediately before the main construction period is due to commence.
- However, if the behaviour factor is more related to attitude (e.g. importance of taking particular measures) rather than knowledge sharing, then radio talk shows discussing the importance of safer building elements and access to technical assistance, for example, could be appropriate. Radio talk shows could be listened to while people are working in the field prior to the main construction period. To understand this, engagement with the target audience is required.
- For some communication channels and audiences, it is important to consider what time of day they should be on. For example: ‘There is a reason why BBC Radio 4’s Woman’s Hour is

³ Jess Enoch, of HumanKind Research, in discussion with Sonia Molina, Luisa Miranda Morel, and David Dalgado, 29 June 2018.

on at 10am each day⁴ – when do particular groups have time and become more receptive to different communication channels?

- The timing of IEC resource release and communication must feed into the roll-out strategy.



Photo: Marta Peña, Bangladesh, 2018

6.4 Tying in with programming

6.4.1 Importance of sub-step

- As was seen through building the theory of change to achieve better shelter and settlement objectives, there will need to be more than just sharing of information on better shelter and settlement. For example, at the same time as promoting the use of faced stone, it may be necessary to ensure there is more faced stone available on the local market, or the wider technical assistance programme may also need to include some hands-on training on selecting stone or making the best use of irregular stone.
- To increase the impact of IEC resources, tie them in to other activities around the shelter and settlement objective theme, such as technical trainings, or the distribution of in-kind materials that can support households with the implementation of suggestions connected to the solutions being promoted in the IEC resources, for example.
- It is intended that IEC resources have impact outside of beneficiaries' programmes as well as with beneficiaries of agencies' programmes. Nevertheless, the majority of the agencies in the TWG will be engaging with the TWG because they require the IEC resource to support the objectives of their programming. The cluster lead, however, and other national agencies and institutes involved in the TWG will be looking more broadly and may look at how it ties into the broader national recovery framework.

⁴ Sarah Mace, conversation with David Dalgado, 26 June 2018.

6.4.2 Process – tying in with programming

This will be very context and programme specific. However, key points to note should include the following.

- Avoid treating IEC initiatives as an aside to distribution of materials. Spend time in the programme with communities engaging in dialogue about the information being promoted.
- Look back at the theory of change and explore the other contributing factors (using a solution tree) other than information to change a behaviour related to better shelter and settlement.
- Consider the access to the resources (e.g. material for bracing) required or highlighted in the IEC resource. The timing of access to these resources should especially be considered in relation to the IEC resource release.

6.4.3 Output – tying in with programming

- Include guidance on tying in with other programmes in the roll-out guidance that accompanies the IEC resource.

6.5 Roll-out to those engaged in agency programmes vs. those who are not

- Although this protocol is written considering audiences much broader than just direct beneficiaries of agency programmes, there may be specific considerations related to roll-out for those engaged in agency programmes and those not.
- Specifically consider how those not involved in a beneficiary programme, or in areas where few agencies are working, will access the IEC.
- The government as shelter cluster lead, if fully engaged in and owning of the process for developing the IEC, will be a key partner in maximising the reach of the information sharing resource.
- The roll-out strategy should specifically make reference to those who are not receiving other support from government or/and agencies, and those who are.

6.6 Confirming the IEC resource objectives

- Return to the theory of change developed in step 2.
- In light of the work and information gained in the protocol steps since the preliminary objectives were set, have things changed? Do objectives and the theory of change need to be revised?
- Have there been any changes or developments in the national framework of recovery? Will this affect how the IEC resources tie in with this framework and are there any needs for changes or new IEC resources?
- What needs to happen alongside an IEC resource for the objective to be reached (hardware, other software or enabling environment interventions)? For example, in the CRS ‘Extending Impact’ report it was stated ‘... organizations such as CRS should ensure that the hazard-resistant practices they promote are easier to access, both financially (access to money via savings, cash-for-work, livelihoods or other means) and physically (access to materials and skilled labor).’⁵
- How is the broader technical assistance framework developing and how does the resource developed so far (or to be developed) tie in with this?
- Do the technical guidance or overall strategy of the cluster need to change?

⁵ Turnbull, M., Sterrett, C.L., Hirano, S. and Hilleboe, A. (2015) Extending Impact: Factors Influencing Households to Adopt Hazard-Resistant Construction Practices in Post-Disaster Settings. A Study by Catholic Relief Services, Baltimore, MD: Catholic Relief Services – United States Conference of Catholic Bishops.