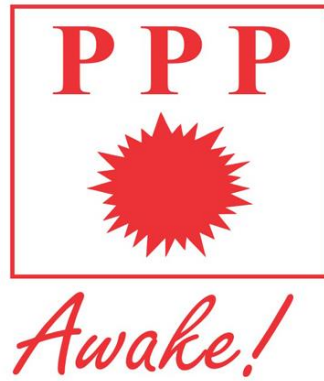


Progressive People's Party



Communications Policy

2016 – 2021

Prosperity in Peace

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Message from National Chairman

The Communications objective of the PPP is that of a direct, truthful and disciplined style of communication devoid of vituperations and insults. WE are a party of likeminded individuals with a vision of gaining governmental power to drive the affairs of this country to a more desirable level.

We are very excited that the UNDP has chosen us to benefit from this project which seeks to help us develop a communication strategy. I am very optimistic that the Party hierarchy shall benefit immensely from this document when implemented very well.

Nii Allotey Brew Hammond
National Chairman

Acknowledgement

The PPP's first internal communications policy is a result of concerted efforts by different people - all those who provided support, talked things over, read, wrote, offered comments, allowed us to quote their remarks and assisted in the editing, proofreading etc - a few of whom we wish to mention.

The United Nations Development Programme (UNDP) under its **Joint Party Support and Strengthening (J-PASS)** project provided financial support to the initiative. UNDP's support under J-PASS assists political parties respond to the gaps in political governance and strengthens their capacities to function effectively as institutions of governance. J-PASS is working with the political parties to improve and strengthen internal democracy of the parties as well as their communication with external stakeholders and institutions. We thank Chika Charles Aniekwe, the J-PASS Project Manager for his input and support at every stage of the process.

PPP's focal persons on the J-PASS Project, William Dworkpo and Mad. Eva Lokko, deserve special mention for representing the PPP and reviewing the drafts until the booklet took the final shape you have in your hands. We thank all national officers, regional and constituency executives who took part as respondents in the focus group discussions and key informant interviews and shared their experiences during the communication training workshops, which informed the content and scope of this policy. UNDP Consultant Michael Ohene-Effah tirelessly facilitated the various communication design workshops out of which information used in the publication was generated.

Last but not least we thank all party members across the country, who will give life to this policy.

Executive Summary

The Progressive People's Party faces a period of considerable change over the next few years as it moves into a general election in November 2016 and forms the next government. It is essential that party members, departments, organs and stakeholders are fully engaged in and understand the purpose of the PPP, the challenges and opportunities it brings, and the role they will play in it.

The Party has agreed this internal communications policy in July 2016 setting out how we will improve communications and engagement with our internal stakeholders up until 2021.

The internal communications policies comparative study conducted in February 2016 recognised there is more work to do on internal communications to ensure party members feel better informed and engaged. This policy and its implementation strategy sets out four high-level objectives for improving Party communications and engagement, to be delivered by 2021.

The current focus of this strategy is to improve communication and engagement within the Party. However, as the Party grows and progresses, we will start to understand more about the challenges and opportunities this brings and the strategy will be updated regularly to take account of these.

The internal communications and engagement strategy is presented in three sections:

- Where we are now – reviewing how well party members feel communicated and engaged with.
- Where we want to be – showing how our actions will support key drivers, such as our vision, strategic direction, and party members' engagement.
- How will we know we are doing well – showing evaluation strategies for measuring how well Party members feel they are well informed and engaged by Party leaders at all levels.

Section 1

Where We Are Now

The PPP's Guiding Principles

The formation of the PPP followed a declaration made on 28th December 2011 by Dr. Papa Kwesi Nduom for progressive and independent-minded people to rise and cause to be formed an alternative political movement to compete for political power for a major transformation of the Ghanaian society.

The PPP seeks political power to implement an agenda for change built on the four pillars of Stewardship, Education, Healthcare and Jobs. We will implement the agenda using the spirit of inclusiveness, full participation of women and the youth; and above all a leadership that is incorruptible.

PPP wants the opportunity to implement an Agenda for Change when our candidate is made President of the Republic of Ghana. We will implement our Agenda for Change using the spirit of inclusiveness that will enable us to use the best Ghanaians; full participation of women and the youth; and above all a leadership that is incorruptible.

By dealing with corruption, we can double government revenue which we will use to pay for our transformational initiatives in education, healthcare and job creation.

- 1. Create a just and disciplined society.** Create a just and disciplined society with a passion for excellence within ten years and with science and technology as the cornerstone, become a higher level middle income country. This will include modernizing agriculture and providing a market to sustain our farmers and fishermen.
- 2. Improve the Performance of Government.** Reform state institutions, make government efficient and raise revenue to be able to pay public servants well to motivate them facilitate the work of the private sector and Ghanaian society in general.
- 3. Give Power to the People for Development.** Sponsor changing the Constitution to enable the election of all District Assembly Members and District/Municipal/Metropolitan Chief Executives to ensure local accountability and rapid development. This we will do in one term of office.
- 4. Strengthen Parliament to perform its legislative duties effectively.** Sponsor changing the Constitution to abolish the provision that allows Ministers of State to also serve as Members of Parliament. We believe that this move will make available for governance a large pool of qualified, experienced Ghanaian talent whose expertise is currently unused and therefore lost to Ghana. This we will aim to complete in one term of office. Concurrent with this objective will be a solid determination to give Parliament the facilities and resources needed to pass good laws and scrutinize the proposals submitted by the Executive effectively.

5. Provide Quality Education for Every Ghanaian Child. Standardize school facilities from kindergarten to Senior High School with libraries, toilets, classrooms, kitchen, housing for teachers, playground, etc: and Ensure free and compulsory education in public schools from kindergarten to Senior High School (including computer training). We will deploy an “Education Police” to enforce the compulsory aspect of our policy. An integral part of this objective will be an objective to significantly increase vocational training so that all school leavers gain employable skills. This will include a comprehensive sports programme to instill discipline and promote better health.

6. Provide Energy for Industrialisation and Rapid Development. Implement solutions with a sense of urgency to meet domestic needs for industry and domestic use and make Ghana a net exporter of power again in four years. To enable us achieve this objective, we will provide tax incentives to enable development of alternative sources of fuel and power – bio fuels and solar. We aim to ensure that the contribution from alternative sources of energy reaches a minimum of 10% of what we need in a decade. Harness our natural resources (particularly oil and gas) to ensure maximum benefit and prosperity for all Ghanaians.

7. Provide Better Health Care and Cleaner Environment. Ensure a cleaner environment free from preventable diseases like malaria, cholera and guinea worm. Provide affordable and accessible health care for all in every region. Ensure emergency care throughout the country to save lives. Our focus will be in the area of prevention where education is the key.

8. Attack Crime, the Drug Trade and Corruption. Attack crime, the drug trade and corruption aggressively using leadership by example, being modest in government, passing and implementing the Right to Information Bill and ensuring an independent prosecutor’s office exists separate from the Ministry of Justice. Strengthen the Narcotics Control Board to make it the agency responsible for fighting the drug trade with all the human, financial and other resources needed for success. Strengthen the Police Force by providing resources and training to fight crime.

9. Empower the Diaspora. Establish a Secretariat to cater for the needs of Ghanaians Abroad and the African Diaspora. Provide a support system to encourage re-entry, investment, safe and healthy vacations and transfer of knowledge and technology. Ensure full citizenship rights to Ghanaians Abroad so that they can vote and serve in public sector positions.

10. Create Jobs. Use government’s purchasing power to ensure that we eat what we grow and use what we produce in Ghana. Improve Ghana’s business climate to enable investment in job creation so that our people will stay at home to help develop the country and its economy. We will be relentless in providing support to Ghanaian industry and our farmers and fishermen using low interest loans, technical assistance, tax incentives and priority access to the Ghanaian market. To accelerate job creation nationally, an inter-region highway will be built with the same high quality throughout the country to open up the country for investment and development.

Our operative principles are:

- Provide targeted and timely communications to our members - ensuring they hear about big news items from us and not the grapevine or the media.
- Provide important messages face-to-face via national, regional and constituency executives or via senior leaders at scheduled meetings.
- Always communicate in plain English.
- Always look for opportunities to create dialogue and engagement with members.

All of our communications activities will be carried out in line with these principles.

The PPP's Strategic Objectives

The PPP is poised to capture power and form the next government. To achieve this, the Party has set itself the following strategic objectives;

1. Passionately committed to Ghanaians having jobs and a healthy lifestyle.
2. Get as many parliamentary candidates into Parliament and the flagbearer elected.
3. Develop party structures so that the branches will be self-sustaining.
4. Be a party that is attractive to everybody. We want to ensure that good people find solace in the PPP.

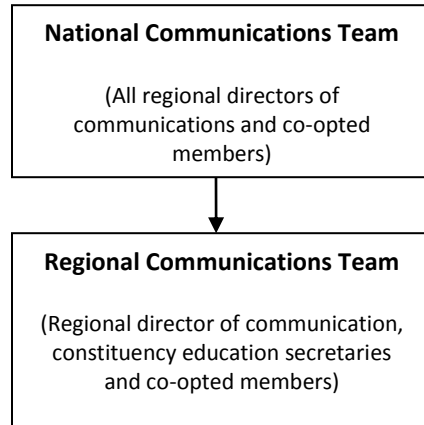
How the PPP Currently Communicates

A combination of formal and informal communication methods and channels are used by the Party. It is formal at national level and informal at regional and constituency levels. On major party issues, the communication is top-down. The National Secretary issues statements on behalf of the Party, using mainly print and electronic mediums. The Party has a functional social media presence and uses issues-specific bulk SMS from time to time. Phone calls also play a big role in disseminating Party information.

The Party also has access to active traditional media resources – 1 newspaper, 3 TV stations and 21 radio stations across the country.

Party Communications Structure

Mandate of the Party's communications teams is to influence Party policy and ensure Party information gets to target audiences. Their structure is depicted below;



Our Pledge and Purpose

This Communications Policy supports the PPP's principles, and communicates the party's aims, objectives and achievements to all members, organs, wings, departments and stakeholders.

Our Communications **pledge**:

We will communicate clearly, openly, accurately and regularly with our members, with our stakeholders, and with each other, in order to promote mutual understanding, and create a cohesive and united party.

The **purpose** of the Communications Policy is:

To establish and maintain clear and relevant two-way channels of communication in order to create an informed and recognisable profile for the PPP and a positive image of the party as a whole.

Section 2

The Policy in Context

A UNDP-sponsored “comparative study of internal communications policies of political parties in Ghana” conducted in February 2016 indicated “Political parties can best be conceived as a means of communication¹. This means that communication occurs through political parties and comes from them. In essence, political communication enables parties to connect with citizens and provide avenues for public participation, structure citizens’ electoral choices and link leaders and elected officials around a common program”².

The study regrettably noted that “in most instances, political parties consider communications with citizens and voters as more relevant to their mandate of winning elections and in the process disregard internal communication policies and strategies. This motive is based on the assumption that parties that are capable of mobilizing a large membership base have higher chances of participating successfully in any political contest, winning elections and exerting influence on the formation of political opinion. As a result, parties focus more on external communication to the neglect of intra party communication. What they lose sight of is that only political parties with an efficient system of internal communication are capable of efficient external communication (Burton, 2008)” (ibid).

Research shows that the better informed people are about their organisation and its offering, the more satisfied they feel. The United Kingdom’s Communities and Local Government report³ provided strong evidence to suggest that clearly written, honest and transparent communications help to build trust among residents. Good communications therefore can lead to more effective services, a better reputation and stronger relationships.

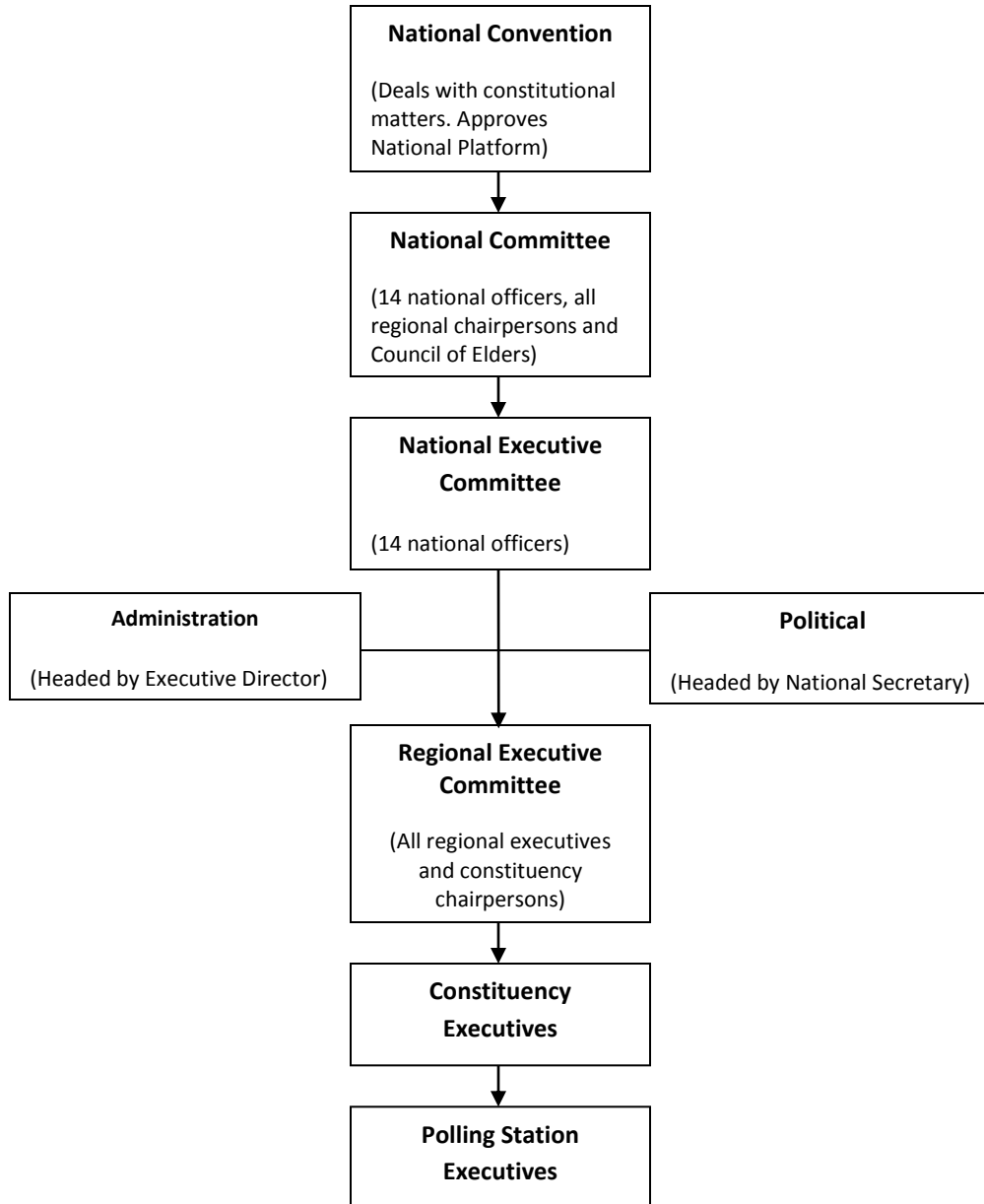
¹ Sartori, G. (2005). *Parties and Party Systems: A Framework for Analysis*. Cambridge: Cambridge University Press.

² UNDP (2016). *Comparative study of internal political party communications policies in Ghana*.

³ Perceptions of Local Government in England 2006

The PPP in 2016

The PPP currently have the following organisational structure;



Section 3

Our Communications Policy 2016 to 2021

This strategy explains how we plan to communicate with our internal stakeholders over the next five years. Internal communication can be both formal and informal. Formal communication includes: memos, guidelines, internal newsletters, notice boards, staff meetings, policies and procedures etc. Informal communication that goes on among members of all organizations includes gossip, briefings at the eating place, pleasantries and body language. The point to start from is to realize that communication is the glue that holds an organization together. It can build or destroy; organize or disorganize; activate or deactivate; create or release tension; slow down or hasten developments. The faster we make it possible for everybody to easily get his/her question answered, the better for us all. So no one should get left out in decision making or consultations for policies and procedures etc. The way to inclusiveness in the PPP is communication.

The **purpose** of the Communications Policy is:

To establish and maintain clear and relevant two-way channels of communication in order to create an informed and recognisable profile for PPP and a positive image of the party as a whole.

PPP's Overall Communications Objective

In the short to medium term, PPP's overall communications objectives will be;

- Keep members and staff informed and promote understanding.
- To influence members and executives positively.
- To endear the PPP brand to its internal stakeholders, by maintaining a strong and consistent identity for the party.
- To centralize all communications effort in PPP.

We are committed to making all our communications activities:

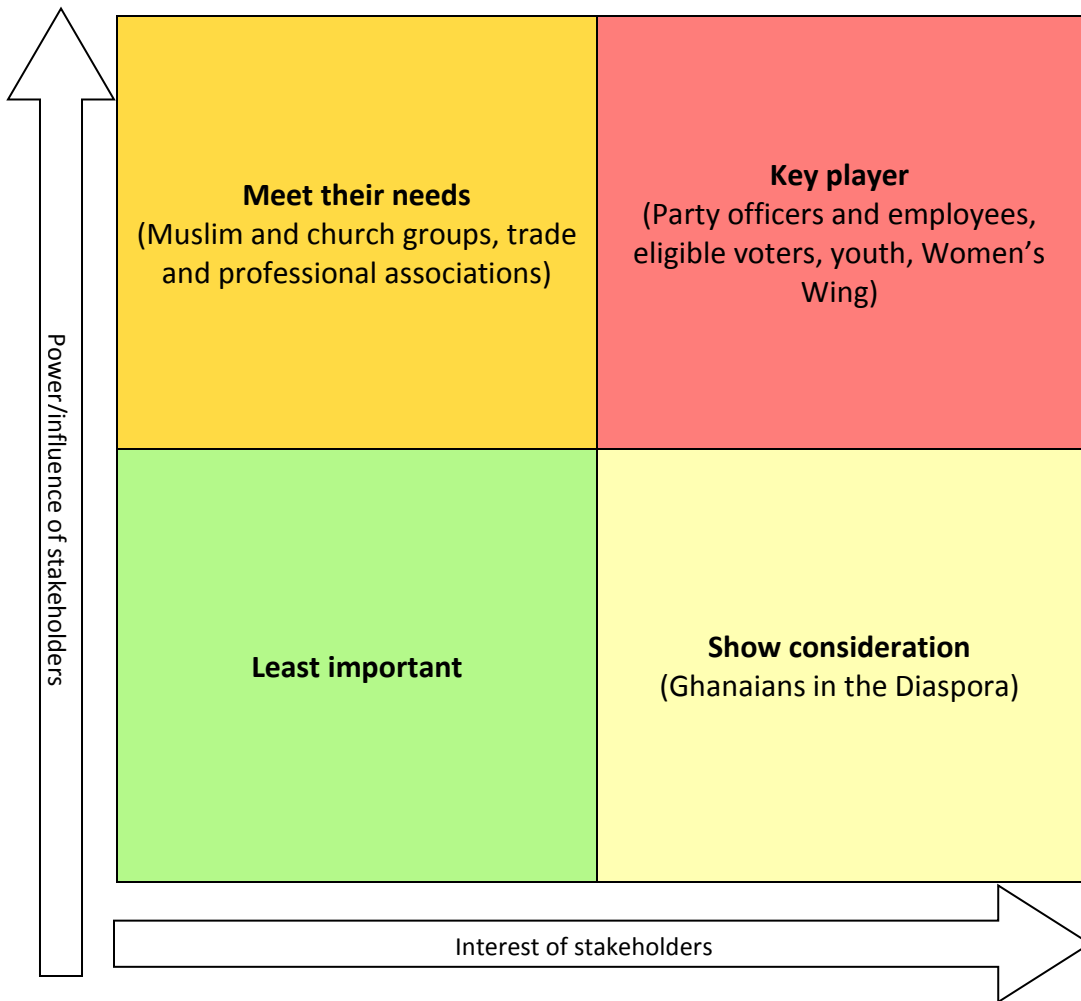
- Two-way
- Relevant and appropriate for their target audiences.
- Easily available, in different formats.
- Capable of being easily understood by all members and branches of the party.
- Consistent
- Honest and accountable
- Timely.

Who Is PPP's Target Audience?

The target audience is the group that the PPP is trying to reach with its message. They are the groups that the party might want to contact, attempt to influence, or serve. An accurate identification of the target audience is important because it dictates how the Party will develop its message and the form in which the message will take. Giving our audience too much information will confuse it and not giving enough information will weaken our message.

Type	Target Audience	Information Needs
Primary target	Eligible voters	Accurate and adequate information on party positions, policies and programmes
	Youth (volunteers, Progressive Youth Movement)	Fairly regular Party information gets to them.
	Women's Wing	Reliable and regular information
	Muslim and church groups	
	Trade and professional associations, Persons with disability.	Clear-cut Party position on key policies and national issues.
	Party employees and officers	Provide the necessary information to avoid rumors and confusion.
Broad Target	Ghanaians in the Diaspora	Clear-cut Party position on key policies and national issues and speedy provision of information.

PPP's Stakeholders



Strategy

Meet their needs

- engage & consult on interest area
- try to increase level of interest
- aim to move into right hand box

Key player

- focus efforts on this group
- involve in governance/decision making bodies
- engage & consult regularly

Show consideration

- make use of interest through involvement in low risk areas
- keep informed & consult on interest area
- potential supporter/ goodwill ambassador

Least important

- minimum effort
- inform via general communications – newsletters, website, mail shots
- aim to move into right hand box.

What Is The PPP's Message?

An organisation's message is the focus of its communication policy. Everything else that is developed in this policy depends on the message we are trying to convey. PPP's messages to its key internal stakeholders are;

Stakeholder	Message
Party leaders and officers	Communicate clearly and often, and in a direct, truthful and disciplined way devoid of vituperations and insults.
Progressive Youth Movement	The PPP seeks political power to implement an agenda for change built on the four pillars of Stewardship, Education, Healthcare and Jobs.
Women's Wing	The PPP seeks political power to implement an agenda for change built on the four pillars of Stewardship, Education, Healthcare and Jobs.
Party staff	The PPP is absolutely committed to your welfare, progress and development.
Party Members	The PPP is the only party really committed to a major transformation of the Ghanaian society.

How Will the PPP Promote Internal Communication?

According to the Community Tool Box there are three interrelated issues that an organization needs to address in promoting internal communication⁴. The first involves the organizational *climate and culture*. The organization has to be a place where open communication is accepted and encouraged. The second concerns establishing *clear definitions of what needs to be communicated, and by whom*. If you assume that everyone always needs to know about absolutely everything, the party executives and staff would spend all their time merely receiving and passing on information. There need to be guidelines about what and how information gets passed. The last issue is that of the *systems* that the organization creates to get its work done and to enable internal communication. Are there structured to encourage communication in all directions, or to discourage or channel it in particular ways?

Party Climate and Culture

To foster internal communication, the first and most important step is to establish a climate of openness that encourages the free flow of communication and information in all directions. This means that the organizational culture has to embrace internal communication, and that individuals - particularly key national, regional and constituency executives, or others who might simply be the people that others respect and listen to -- have to feel comfortable with, and model communicating regularly and clearly with, anyone and everyone else in the party.

The culture of the Party consists of accepted and traditional ways of doing things, particular relationship structures, how they act toward one another, etc. People get used to that culture, and, just as in a society, changing it can be difficult. Individual party executives at all levels and structures of the Party must embrace and [practice open, clear, honest communication, as party members tend to look for leadership to those with the most responsibility. Especially if the establishment of internal communication involves a real change in organizational culture, leaders have to set a very high standard of real openness and respect if they expect others to follow.

The suggestions below about creating an appropriate climate for communication apply to everyone in the Party, but are particularly applicable to executives. Ultimately, the Party climate becomes the Party culture.

Creating a climate that fosters internal communication in the PPP includes:

Practice what you preach, i.e. listen to others, and act quickly and appropriately on their questions, complaints, suggestions, issues, etc. This is probably the most important aspect of developing an atmosphere of openness. Party members have to be consistently treated as if they and their ideas and opinions matter.

Don't assume anything is trivial if someone is concerned enough to talk to you about it. On the other hand, there are people in the world who like to see conflict, or who feel it's their right

⁴ Community Tool Box. Promoting Internal Communication

to complain about everything, whether their complaints are justified or not. You need to be respectful to all Party members, but you can also use some judgment in how you respond without compromising the atmosphere of the Party.

Treat everyone similarly, regardless of what job they have in the Party, or of how you feel about them personally.

Be sensitive to your - and others' - style of communication. Ideally, the people on both ends of a communication are partners. Being open and offensive or condescending is probably worse than not being open at all. Many people are apparently born expert communicators; others need to be trained to communicate appropriately and still others simply need to be informed that - often because of differences in age or gender - their style of communication is bothering others. Party leaders need to set a clear example here, but part of good internal communication is the willingness of people to speak out when they feel uncomfortable or offended. Often, that can be enough to solve the problem.

Be culturally sensitive. This encompasses a large area, and runs both ways. Party members on both sides of a cultural divide - whether it's a divide of ethnicity, religion, or something else - need to be sensitive to the assumptions and needs of the other. Something as simple as how far apart they stand can create tension, and the use of some terms that seem innocent on the part of one - "you people" is a prime example - can cause anger and lasting bad feelings on the part of the other.

Make sure information flows in all directions. The Party should ensure that people learn immediately about things that interest or affect them, and should set up systems to make sure that happens, as well as mechanisms to make sure that less timely information gets passed around (see "Systems" below). Information flow might include - an internal newsletter or bulletin that contains interesting or important information (this could be circulated as either print or e-mail).

Clear Definitions of What Needs To Be Communicated and By Whom

Here are some broad guidelines on what needs to be communicated to others, and who is responsible for doing it:

Any information that anyone needs to do his job or to better understand the context of the work should be communicated to him/her immediately by whoever has the information. Some possibilities here include information from a staff member and a party member about an issue that both are working with; information from another party member about a situation that he is about to encounter as part of his role; or new rules, regulations, guidelines, etc. that affect his work (from a party executive, director or his/her supervisor if they are internal; from whoever learned about them if they are external, e.g. national laws).

Anything that directly affects the work, employment status, working conditions, or working relationships of a Party staff should be immediately communicated to him/her. A potential layoff, a raise in pay, a change in job conditions, a promotion - all of these fall into this category. Under most circumstances, the communication should take place before the situation is set in

stone, so that she/he, and perhaps others as well, can be part of a discussion about what's going to happen. She should never hear about this type of situation from rumour or from anyone other than the Party executive or director or her supervisor. And she/he should hear about it first - as soon as the executive or director knows about it, and before anyone who's not affected.

Any problem or issue with member's performance should be communicated to him as soon as it becomes apparent. Rather than "You're messing up. You better get your act together," it should take the form of a supervisory session. The Party member or staff member should be informed by his executive or supervisor of exactly what the problem is, and the two should work together - with others if appropriate - to find ways to solve it, and to improve on performance. If the problem is serious enough to be a potential reason for suspension, dismissal or expulsion, the Party member or staff member should be told that, and the procedure by which he might be fired explained to him/her. The assumption should be that the situation will improve, but if it gets worse, neither the seriousness of it nor the consequences should come as a surprise.

Any problems that arise between or among Party members should be addressed immediately. As discussed above, the ideal is that all parties would be capable of simply dealing with the issue face to face. If they can't or aren't willing to, there should be a Party procedure by which the situation can be mediated by someone trusted by everyone involved. In either case, it's vital that the situation be identified by at least one of the parties involved as quickly as possible, so that it can be addressed and resolved before it affects the work of the Party.

Training has a role here. If Party members have tools with which to communicate (conflict resolution skills, I-messages, etc.), they are more likely to be willing to address problems or conflicts directly than if all they can envision is a screaming match.

"I-messages" are just that: a way of explaining things by referring to one's own feelings and perceptions about what has happened, rather than a more general - and blaming - pronouncement. It is easier for someone to hear and respond to "I felt hurt when you said that," than to "You never think about anyone but yourself."

Any problems between Party members and staff and the Party as a whole, or general member or staff dissatisfaction with any aspect of their situation (treatment, pay, working conditions, the running of the Party, etc.) needs to be communicated reasonably and quickly to the executive or director or other person designated to handle those issues.

Any information important to the working of the Party as a whole - a funding cut or increase, a visit by the flagbearer or executive, a staff resignation, a new campaign issue, etc. - should be communicated to everyone, usually by the communications director. (In the case of a resignation, the staff member may want to write a general note or tell others him/herself at a meeting or individually.)

Positive information, praise, etc. should be communicated as often as possible by anyone who has it to give, but especially by Party executives and directors. People in grass-roots and membership-based too often deal with bad news. They need to hear good news and get credit

for what they do. In situations where a Party member is being praised for a job well done, s/he should be praised twice: once privately by his executive or the director, and then again publicly (at a Party meeting or awards presentation). And every opportunity should be taken to pass around that kind of praise.

Systems

Just about every organization sets up systems of different kinds to make it easier or more effective to complete some parts of its task. Internal communication can be stifled by our Party's systems, or it can be promoted and strengthened through both existing systems and new ones we create for the purpose. It helps both to understand what members can do, and what they will be better off not doing. Some ways that systems can be used to promote and strengthen internal communication in the PPP are:

Standing for elections/Hiring

The Party makes it clear to all elected officials and applicants – for every job in the Party - that communication is absolutely necessary to what goes on in the Party, and that openness and inclusiveness is part of the Party culture. Party officials putting themselves up for election must possess qualities that foster openness and communication - comfort with oneself, friendliness, a sense of humor, a relaxed attitude, among many others.

Officials' orientation and training/Staff training

The Party has an orientation programme for elected officials at all levels and structures of the Party, as well as for new staff. This will be adapted for promoting internal communication by adding or enhancing training in the communication needs of the Party and individuals.

Some instruction in conflict resolution. When there are problems among party members, it is always preferable that the participants settle them face to face. It is easier and more constructive for someone to approach a person with whom s/he has an issue if s/he also has a set of skills for dealing with face-to-face conflict. If party members are trained in conflict resolution, it both makes for better communication and reduces the amount of mediation that executives and committees or others have to do.

There are also lots of opportunities to practice different styles and kinds of communication through role play, and lots of supportive, but honest, feedback.

Supervision

The form that supervision takes in the Party can easily either foster or stifle internal communication. If supervision is seen as intrusive and punitive (like looking over people's shoulders and trying to catch them doing something wrong) internal communication, particularly among party members and executives, probably won't benefit. If supervision is seen - and practiced - as supportive and helpful, a way to continually enhance the quality of one's work, then internal communication is more likely to flourish. Another role that

supervision plays here is that it can help Party members and volunteers to examine and improve their own communication, and thus improve communication within the Party.

Regular meetings

Party members at the various organs and structures that operates out of a variety of places (different constituencies, for instance), should meet regularly, ideally every week. Such meetings are often slighted because they appear to take time away from the work of the Party, or because most people dislike them. But they are, in fact, vital to the work of the Party, allowing members the chance to share ideas (and thus improve their own work by applying what they've heard), hear what's going on in the Party as a whole (and confirm their commitment to the work), and renew relationships with one another (making it easier to work together).

When people dislike attending party meetings, it's often because the meetings feel like they're imposed by the executives who run them. They may not deal with issues that are important to most of the members, and, all too often, they consist of only one person talking - the executives. A meeting that takes this form sends exactly the wrong message in a Party that's trying to foster open communication.

To make meetings more conducive to real communication, you can try one or some combination of the following ways to make them more interesting and enjoyable:

- Rotate the responsibility for running the meeting among all Party members. This way, it doesn't have to be seen as the executives' meeting, but as one that reflects the concerns of every Party member.
- Make sure the agenda is open to everyone. Anyone should be able to put items on the agenda, and have them attended to with the same priority as any other items. The person running the meeting could check with everyone beforehand, asking for agenda items.
- Build in a mechanism for everyone to get a chance to talk about what she's doing and what's currently exciting about the job for her. This makes it possible for people to feel that their experience is valued, and for others to pick up ideas that they can use in their own work.
- Party members should be able to have regular meetings without executives present. They could freely discuss their particular concerns and raise issues about, say, party finances, which could then be brought up with the appropriate executives later.

Other avenues of communication

A PPP newsletter - either printed or e-mailed -- can be a way of getting large amounts of information to Party members so they don't feel left out, and at the same time give them the choice of how much of that information they want to digest. That and any other communication (bulletins, memos, etc.) should embody in their style and the method of their distribution the same principles of openness and general respect as the rest of the Party's functioning.

Everyone should have easy and direct access to the means of communication, i.e. mailboxes, phone and voice mail, fax, e-mail, phone and, e-mail addresses for everyone else in the Party, and both electronic and actual bulletin boards and newsletters.

E-mail is a particularly effective method of internal communication. It's possible to create an internal list-serv, so that everyone can receive e-mails sent by any other person in the Party. There should be guidelines for using list-servs, so that messages meant only for a particular branch, organ, wing, department, region, constituency or person and non-work-related messages are not sent over them.

In addition, people may ask to be put on specialized lists that cover their area of work (communications, resource mobilisation, National Convention, Youth Wing, Women's' Wing, Greater Accra etc.).

Procedures and clear lines of communication for dealing with out-of-the-ordinary situations

When problems arise, communication is made easier - and more likely - if there are systems that help people understand exactly what to do to deal with the situation. Some of the more common instances:

Problems among Party members. Unresolved conflicts in the Party make life harder and more tense for everyone. The ideal here is always that a Party member at least tries to resolve issues by approaching the person with whom s/he has difficulties. If that's not possible, a well-drawn procedure for addressing the conflict (First, tell X, who will try to mediate. If X is involved in the issue, go to Y. Etc.) makes it more likely that it will be brought out in the open and that it will be resolved.

Problems, or potential problems, in the Party that need to be discussed and addressed. Issues unacknowledged are issues unresolved. It's possible to create procedures for flagging problems that take the responsibility off a party member, and outline clear, inclusive steps for dealing with the situation. One possibility, for instance, would be to refer issues to a small committee which could then come up with one or more potential solutions to be discussed by all members. In order for problems to be dealt with effectively, or, even better, nipped in the bud, people have to believe that:

- Problems can be resolved, but only if they're identified and acknowledged.
- There are no organizational repercussions or blame for identifying a problem.
- There are Party systems that work for addressing problems quickly and resolving them fairly and effectively.
- These systems require the participation of everyone in the Party.
- Conflict can lead to organizational and personal growth if it's faced squarely and resolved in reasonable ways.

Accessibility of everyone in the Party

In essence, it means that anyone should be able to speak to anyone else in the Party without permission from anyone else (a common example is a Party member needing permission to attend an executive meeting or to speak to a member of the national executives).

All too often, the opposite of "good internal communication" is the "chain of command." This metaphor, borrowed from the military, lines out who can speak to whom in an organization, and defines the scope of each person's authority.

It's important to understand when it's appropriate to bring particular issues to an administrator or executive member. If there's been no attempt to resolve the issue at the level on which it exists (eg. constituency), for instance, then it shouldn't be going anywhere else until that attempt takes place. That's the reason for creating systems of communication that everyone understands.

Occasional or institutionalized opportunities to socialize, either at work or elsewhere

One way to encourage communication is to set up ways for people to get to know one another well. We will grab any excuse we can find to have a party, a celebration, or just time to relax and talk about things other than party matters. Some members eat lunch together as a regular daily ritual, which can be fostered by the presence of a refrigerator, coffeemaker, and microwave. Celebrating birthdays, party anniversaries, and particular successes is another way to bring party members together. The goal is not necessarily to make party members best friends who spend all their time together out of work, but rather to make people comfortable with one another.

Section 4

With What Shall We Communicate?

Communications Tools Matrix

Capturing attention of Party members is only the beginning, effective Internal Communications must also ensure that the message is received, processed, *and* retained. The following table shows how PPP plan to manage its internal communications.

Strategy	Purpose	Intended result	Communications team role	Frequency
Intranet				
Home page	Party metrics/ dashboard	To keep Party members and staff up to date on progress.	Update data that is not automated	Daily
Departmental/ Caucus/Wing page	Departmental dashboard. Current news/ activities pertaining to that department or wing.	To keep Party members up to date on local progress.	Actively solicit and publish activities.	Daily
Committees page	Special Committees dashboard. Progress/activities	To keep team members up to date on project, special events and initiatives.	Actively solicit and publish activities.	Daily
E-mail				
Create list-servs (email groups) for specific departments, caucuses, wings and committees.	Ensures easier, efficient and time-saving communications	Departments, caucuses, wings and committees get information specific to them.	Appoint focal persons for these groups and ensure they do their work.	As necessary
Information bulletins <ul style="list-style-type: none"> • Party Chair and Flagbearer messages • Other Party information 	Inform, engage	Party members understand our purpose, progress, and how they connect.	Consult, develop, publish	Weekly and as necessary
Activity reports	Inform	Party members understand what the rest of the	Collect and publish	monthly

		Party is doing		
Meetings				
Personal chat with Party leaders	Inform, clarify, exchange		Attend, notes if required	Twice a month
Brown Bag lunches/info sessions	Inform, clarify, exchange		Plan, announce	Varies
Party Leadership - members meeting (open to all and replicated at all levels)	Model open organization, inform		Take notes	Weekly
All-executives meetings (all levels)	Inform, clarify		Note taking	Monthly
All-party staff meetings	Inform, clarify		Planning, logistics	Twice a year
Team, Caucus, Wings meetings	Daily work			Weekly
Corridor conversations	Various			
Café-based conversations	Understanding			
Website pages				
Monthly news e-zine	Connect people to colleagues, to Party and to job	Party members connected and informed	Develop, publish	Monthly
Party leadership members meeting notes	Connect people to Party and to document Party history	Party members connected and informed	Develop, publish	Weekly
Party calendar	Provide visibility over Party activities		Maintain	As required
Meeting actions	Provide Party accountability	Party members connected and informed	Develop, publish	Weekly
Decision log	Document Party decisions	Party has record of decisions	Develop, publish	As required
Field-guide to Party	Connections to Party	Party members understand how Party fits together	Develop, publish	As required
Organization support, infrastructure development				
Develop communications plans for other	Consulting	Single Party message; communications	Develop, coordinate, publish	As required

parts of the Party		activities are coordinated		
Party distribution lists	Infrastructure development	Lists are current	Maintain all members lists	As required
Party performance reporting	Party members connected to Party and its work	Performance is visible	To be determined	Monthly
Information management	Single source	Party information under control	To be determined	As required
“Branding” and Party identity	Common look & feel	Consistent use of name and logo on signage, banners, posters, websites, etc.	Coordinate and support	As required
Other Ideas				
Party Games	Connections to Party. Fosters team spirit	Can be used to communicate major change initiatives or major policy changes.	Publicise	Annual
Video Messages	Party members connected to Party and its work	Flagbearer and Leader can use it to communicate Party policies and positions to members.	Arrange content and crew. Publicise through Party networks.	Weekly
Voicemail	Party members connected to Party and its work	Flagbearer and Leader can use it to communicate Party policies and positions to members.	Arrange content and crew. Publicise through Party networks.	Weekly
Web Casts	Party members connected to Party and its work	Flagbearer and Leader can use it to communicate Party policies and positions to members.	Arrange content and crew. Publicise through Party networks.	Weekly
Text Messages	Party members connected to Party and its work	<ul style="list-style-type: none"> • Good for reaching remote Party members • Good for crisis communicati 	Ensure you have mobile contact details of members. Arrange bulk SMS service.	As necessary

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Section 5

How will we Gauge the Success of our Communication Policy?

This section develops performance measurements for our communication policy to determine its success. The way to improve future communication plans is to learn from the success and failures of previous programmes.

We will regularly monitor our communications activities in order to gauge their success. Where appropriate, we will adapt our methods and messages to ensure that we continue to meet our objectives. We have in place formal measurement mechanisms for media relations (Annex 3). These are in line with communications best practice, and indicate our progress in promoting positive media coverage of the PPP. We will continue to use the results of both formal and informal research to measure members' satisfaction with the quality and quantity of information we provide.

The relevant departments, branches, caucuses and wings will monitor the progress of this Communication Policy regularly using the strategy worksheets provided below. Outcome/output measurements for the various sectional activities are, once more, the responsibility of the relevant caucus/wing/departmental sections undertaking them - and these activities should have their own key performance indicators (KPIs).

Evaluation Strategy Worksheet

STEP 1. Determine What You Will Evaluate What are you evaluating? A strategic initiative? A tactical effort? A campaign? Something else? Be specific.

STEP 2. Define Your Goal What type of outcome are you pursuing? What is the change your organ/wing/caucus/department is trying to achieve over five years?

STEP 3. State Your Objective

What is your SMART objective? Run your objective through the SMART test below. [Note: If you have more than one objective, you need to fill out a separate worksheet for each one.]

OBJECTIVE	SPECIFIC	MEASURABLE	ATTAINABLE	RESULT-FOCUSED	TIME-SPECIFIC

SMART Score (out of 5):-----

Your SMART score should be at least 4. If your score is 3 or less, go back and refine your objective.

STEP 4. Identify Your Audience

Who are the target audiences for your communication activities? Are there any auxiliary audiences who can also provide valuable insight for your evaluation? Write them down below.

Communication Target Audience(s)	Auxiliary Evaluation Audience(s)
1.	1.
2.	2.
3.	3.

STEP 5. Establish Your Baseline

What information do you need to establish your baseline – the starting point against which you will measure your activities?

- 1.
- 2.
- 3.
- 4.
- 5.

STEP 6: Pose Your Evaluation Questions

What stage is your communication initiative in (check one):

Early Mid-course Advanced

Write down your evaluation questions based on that stage:

- 1.
- 2.
- 3.
- 4.
- 5.

STEP 7. Draft Your Measurements

What are the most meaningful milestones that will demonstrate progress toward your objective? How will you measure them? Remember, you want to track outcomes, not outputs.

	Milestone A	Milestone B	Milestone C
OBJECTIVE	Measures	Measures	Measures
	1.	1.	1.
	2.	2.	2.
	3.	3.	3.

STEP 8. Select Your Evaluation Technique

Select the techniques you will use to measure each item from the red column on the left. Remember, some techniques can be used to measure more than one item (baseline information, evaluation questions, milestones), so there may be some overlap. Use a separate chart for each objective

Briefly recap your answers from the worksheet here	Inter views	Focus Groups	Survey: In person	Survey: Online	Obser vation	Quantitative Data Collection	Quantitative Data Analysis	Con tent Analysis	Other Technique
Objective									
Baseline Info 1									
Baseline Info 2									
Baseline Info 3									
Baseline Info 4									
Question 1									
Question 2									
Question 3									
Question 4									
Question 5									
Milestone A									
Measure 1									
Measure 2									
Measure 3									
Milestone B									
Measure 1									
Measure 2									
Measure 3									
Milestone C									
Measure 1									
Measure 2									

Measure 3										
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STEP 9. Estimate Your Budget

Now, based on the techniques you have chosen above, estimate your line items below. You may enter estimated hours or cedis amounts needed. You will need to convert hours to cedis to get your total.

Budget Line Items:	Interviews	Focus Groups	Survey: Online	Survey: In-Person	Observation	Quantitative Data Collection	Quantitative Data Analysis	Content Analysis	Other Technique	Other Technique
Staff Time										
External Consultant Fees										
Evaluation Technique Cost										
Travel and Incidentals										
Editing, Design, Production and Dissemination Costs										
Other Cost										
Other Cost										
Sub -Total										
GRAND TOTAL										

FEEDBACK

An important part of effective strategic communication is measuring stakeholder feedback. It is the responsibility of individual departments, caucuses and wings to measure the achievement of their objectives, however a light-touch communications audit should review whether our communications has influenced our audiences. This will shape the development of our future communications strategies and plans, which will be updated annually. Feedback will be collated through the following means:

- Annual survey to representational Party members and stakeholder groups.
- Monitoring of website hits (Google analytics)
- Monitoring media coverage
- Feedback from contacts