



COMMUNICATION STRATEGY



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Executive Summary

Established in September 2010, the Community Development and Continuing Education Institute (CDCE-I) has been dedicated to improving the socioeconomic status of the West Bank through a multifaceted approach. This includes capacity building and employability initiatives for university students and graduates, awareness campaigns, advocacy interventions, and strategic partnerships with private, public, and community-serving institutions. Over the years, CDCE-I has successfully conducted significant activities, achieving commendable milestones.

As part of its commitment to broader outreach within the Bethlehem area and the entire West Bank, CDCE-I has initiated its first communication strategic plan. This decision is prompted by the expansion of CDCE-I's operations and services, which now extend to a wider target audience. The funding for this endeavor is made possible through the Active Citizenry Activities (ACA), generously supported by USAID.

The dynamic emergence of CDCE-I within the Palestine Ahliya University has presented unique challenges and opportunities. While the university operates as a private for-profit entity, CDCE-I was established as a non-governmental, not-for-profit organization. This strategic partnership is essential for the university to engage with community donors beyond its student and graduate base. However, CDCE-I acknowledges the need to carefully navigate this relationship to preserve its autonomous identity, particularly given the physical proximity of its offices on the university's campus.

A critical strategic concern for CDCE-I is its sustainability. Currently reliant on a limited number of donors, the absence of a secure core fund poses significant challenges. The majority of staff members are hired on a project-basis, leading to job insecurity and high turnover expectations. This situation has a substantial impact on staff morale, commitment, and their continual pursuit of alternative employment opportunities, perceiving their roles at CDCE-I as temporary.

In light of these challenges and opportunities, CDCE-I aims to strategically position itself through an effective communication plan, ensuring the continued success of its initiatives, autonomy, and sustainable growth.

CDCE-I Identity

Mission

The mission of CDCE-I is to actively contribute to the advancement of the local Palestinian community by fostering the seamless integration of youth into the labor market, striving for sustainable development, and encouraging active citizen participation in public discourse. CDCE-I is dedicated to realizing these objectives through the strategic implementation of programs and projects centered around capacity building, awareness raising, and advocacy. At the core of CDCE-I's mission is a profound belief in the significance of citizens' active engagement in the development process, emphasizing their equal right to access and benefit from all social resources and opportunities. This mission statement has been rephrased and refocused to capture the essence of the original statement crafted by CDCE-I during its establishment in 2010. In alignment with our commitment to effective communication, this mission will guide and inform our communication strategic plan, ensuring a cohesive and impactful outreach that aligns with our organizational goals and values.

Vision

As CDCE-I embarks on the inaugural development of its communication strategic plan, the articulated vision has undergone meticulous review and endorsement by senior leadership based on various documents. This vision encapsulates the collective perspective and aspirations of CDCE-I staff and board members, shaped through an interactive and participatory strategic planning process.

The vision asserts that CDCE-I is committed to assuming a pivotal role in youth and community development within the broader West Bank context, with a specific focus on the Bethlehem governorate. The strategic interventions outlined in the vision are meticulously planned to empower youth, fostering institutional and community development. This vision statement serves as a guiding beacon for our communication strategic plan, forming the cornerstone of our messaging and outreach efforts. It underscores our dedication to making a substantial impact on the identified areas, ensuring that our communication initiatives align seamlessly with our strategic objectives and contribute effectively to the overarching goals of CDCE-I.

Values

As endorsed by the CDCE-I staff and board, the organization upholds the following paramount values:

- **Equal Opportunity and Active Participation:** CDCE-I is committed to fostering equal opportunities and active participation for all partners involved in the development process. We believe in creating an inclusive environment that encourages diverse voices and perspectives.
- **Transparency and Accountability:** Transparency and accountability are foundational principles at CDCE-I. We adhere to the highest standards of openness in our operations

and decision-making processes, and we hold ourselves accountable for our actions and outcomes.

- **Social Justice:** CDCE-I is dedicated to the pursuit of social justice. We strive to address systemic inequalities and advocate for fairness, equity, and the well-being of the communities we serve.
- **Integrity and Reciprocity:** Integrity and reciprocity form the bedrock of CDCE-I's interactions. We conduct ourselves with utmost honesty, ethical conduct, and respect. Our commitment to reciprocity ensures mutually beneficial relationships with our stakeholders, fostering trust and collaboration.

Operating principles

Within CDCE-I, the staff and board have identified the following operating principles to guide our organizational culture and conduct:

- **Professionalism:** CDCE-I places a high value on professionalism, adhering to rigorous standards in our actions, communication, and overall conduct. We are dedicated to maintaining excellence in all aspects of our work.
- **Ownership and Belonging:** A sense of ownership and belonging is integral to CDCE-I's ethos. We encourage every team member to take pride in their contributions, fostering a shared commitment to the organization's goals and success.
- **Commitment and Acknowledgment:** CDCE-I prioritizes unwavering commitment and acknowledges the dedication of its members. We recognize and appreciate the efforts of individuals who contribute to our shared objectives, fostering a culture of gratitude and acknowledgment.
- **Mutual Respect and Reliability:** Mutual respect is fundamental to our interactions at CDCE-I. We prioritize treating each other with dignity and courtesy, creating a work environment that values diversity and promotes reliability in our professional relationships.
- **Information Sharing and Constructive Feedback:** CDCE-I emphasizes open communication through information sharing and constructive feedback. We believe in the power of transparent and constructive dialogue to enhance collaboration, innovation, and continuous improvement within our organization.

Synopsis of Communication Strategic Impact Framework

The "summary of theory of change" delineates CDCE-I's distinctive role bridging the Palestine Ahliya University, a service provider, and the local community grappling with escalating and evolving development needs amid challenging socioeconomic and political conditions. CDCE-I's inception was marked by an innovative approach guided by the vision of empowering youth, enabling them to assume more active roles in the sustainable development of their community. Youth constitute the focal point of CDCE-I's interest and intervention, with a particular emphasis on university students and graduates in the West Bank, especially within the Palestine Ahliya University-College. CDCE-I's interventions extend to secondary students, positioning them as

direct beneficiaries. Importantly, youth are not only recipients of CDCE-I services but also serve as change agents, utilizing these opportunities to contribute actively to their local communities. Beyond youth-centric initiatives, CDCE-I broadens its impact to include various demographic groups. Interventions span diverse areas such as capacity building in professional and technical domains, awareness campaigns on human rights and social justice, business and microeconomic development, good governance, and social and policy advocacy.

CDCE-I underscores the significance of strategic partnerships and networking as pivotal components of its theory of change. Collaborations with civil society organizations, public service providers, local government units, private sector entities, grassroot groups, and regional and international donors are deemed essential for implementing effective and efficient interventions at both local and national levels. CDCE-I recognizes the complexity of socioeconomic and development challenges, acknowledging that sustainable change necessitates concerted efforts from a diverse array of stakeholders.

In light of this theory of change, a robust communication strategic plan becomes paramount. Effective communication is instrumental in conveying CDCE-I's unique positioning, engaging diverse stakeholders, and fostering understanding of the multifaceted interventions aimed at addressing pressing community needs. A well-crafted communication plan ensures clarity, transparency, and alignment with the organization's overarching goals, facilitating the collaboration essential for sustainable change in the dynamic landscape CDCE-I operates within.

Analysis of Current Situation

The Community Development and Continuing Education Institute (CDCE-I) places a premium on the significance of proficient internal and external communication. We assert that a streamlined communication strategy, executed through tailored channels to reach our target audience, not only amplifies team productivity but also serves as a platform to showcase our accomplishments to both partners and beneficiaries.

SWOT Analysis of CDCE-I Communication Strategic Plan

Strengths:

- Multifaceted Communication Channels: CDCE-I has established a comprehensive communication infrastructure, including regular website updates (in Arabic and English), social media presence on platforms such as Facebook, Instagram, LinkedIn, and YouTube, and a quarterly newsletter distributed in both languages.

- **Diverse Printed Materials:** The development of a package of printed materials, such as brochures, folders, notebooks, infographics, branded gifts, and pens, contributes to a well-rounded communication strategy.
- **Media Engagement:** CDCE-I actively utilizes mass media, including TV and radio interviews, press releases, TV and radio spots, and paid Facebook ads, demonstrating a commitment to reaching a broad audience.
- **Internal Communication Initiatives:** Implementation of internal communication tools, such as WhatsApp groups for staff and project teams, and the establishment of a comment/complaint system (FCRM), enhances team collaboration and feedback mechanisms.
- **Capacity Building:** Investments in the team's capacity for content creation demonstrate a commitment to enhancing the skills required for effective communication.

Weaknesses:

- **Lack of Systemization:** The communication efforts lack a systematic approach, often appearing arbitrary or projects-oriented and not aligned with a clear target or plan.
- **Limited Interactivity on Social Media:** While social media channels are regularly updated, they currently lack interactivity, hindering engagement with the audience.
- **Unclear Articulation of Messages:** The absence of clear articulation of messages and a lack of distinction among different message types based on content or target audience pose challenges to effective communication.
- **Unstructured Internal Communication:** Internal communication among staff, BoD, General Assembly, and Volunteers means are arbitrary, lacking a defined structure or apparent expected outcomes.
- **Staff Turnover:** The departure of the communication officer presents a challenge, particularly in maintaining continuity and institutional knowledge within the communication function.

Opportunities:

- **Strategic Planning:** There is an opportunity to formalize and align communication efforts with a clear strategic plan, ensuring consistency and purpose.
- **Enhanced Social Media Interaction:** Improving interactivity on social media platforms can foster a more engaged and responsive online community.
- **Message Clarity:** Articulating clear messages and tailoring them to different audience segments can enhance the impact and relevance of CDCE-I's communication.

Threats:

- **Inconsistent Messaging:** Failure to address the lack of clear articulation and distinction in messages may lead to inconsistent communication, potentially confusing the audience.
- **Decreased Engagement:** Limited interactivity on social media may result in reduced engagement and impact on the target audience.
- **Internal Communication Challenges:** Unstructured internal communication may hinder effective collaboration and information flow within the organization.

- **Resource Constraints:** The departure of the communication officer poses a threat to the continuity and effectiveness of communication efforts, highlighting the importance of addressing this staffing challenge promptly.

In conclusion, a strategic review and adjustment of communication practices present an opportunity for CDCE-I to build on its strengths and address areas of improvement, ensuring a more impactful and cohesive communication strategy

CDCE-I SWOT ANALYSIS



Strength

- Multifaceted Communication Channels
- Diverse Printed Materials
- Media Engagement
- Internal Communication Initiatives
- Capacity Building



Weakness

- Lack of Systemization
- Limited Interactivity on Social Media
- Unclear Articulation of Messages
- Unstructured Internal Communication
- Staff Turnover



Opportunity

- Strategic Planning:
- Enhanced Social Media Interaction:
- Message Clarity:



Threat

- Inconsistent Messaging
- Decreased Engagement
- Internal Communication Challenges
- Resource Constraints

Institutional Strategic Objectives

Given the agreed upon mission and strategic vision mentioned earlier, CDCE-I prioritized the following strategic objectives that should be accomplished over the next four years (2024-2028):

1. **Enhancing Operational Excellence for the Community Development and Continuing Education Institute.** This objective aims to elevate the efficiency and effectiveness of the institute's programs, projects, and services, with the following anticipated outcomes:
 - Facilitate continuous learning and the dissemination of cumulative knowledge throughout the institute's various initiatives.
 - Foster a comprehensive understanding of target groups, their needs, and priorities within the institute.
 - Ensure alignment of projects, programs, and services with the identified needs, priorities of beneficiaries, and local/global development goals.
2. **Elevating Institutional Performance for the Community Development and Continuing Education Institute.** This objective is focused on raising the performance, efficiency, and effectiveness of the institute's institutional work, with the following expected results:
 - Implement activities within a regulated framework to enhance overall systematization.
 - Foster a workforce that operates with high levels of efficiency and effectiveness.
3. **Strengthening Sustainability and Collaborative Partnerships for the Community Development and Continuing Education Association ~~Institute~~.** This objective seeks to enhance sustainability, partnership frameworks, and collaboration for the association, with the following anticipated outcomes:
 - Advance and sustain the institute's work, ensuring long-term impact and relevance.
 - Establish the institute as a well-known entity operating collaboratively with institutions engaged in community development at various levels.

Communication Objectives

Through the development of this strategy, we aim to enhance our performance in the following:

1. **Communication Objective for Operational Excellence:**
 - Enhance internal communication mechanisms ~~among staff~~ to ensure comprehensive orientation on work developments, enhancement initiatives, role allocations, evaluations, and the documentation of lessons learned.
 - Systemize the communication process by establishing a distinctive branding and visual identity, incorporating themes, logos, colors, and other branding elements to enhance recognition and coherence in messaging.

- Enhance staff internal effective communication mechanisms to facilitate well-rounded engagement in work-related activities, planning, role allocation, evaluation processes, and the documentation of lessons learned.
- 2. Communication Objective for Institutional Performance:**
 - Develop and maintain a comprehensive database of consultants, trainers, partners, stakeholders, and donors, establishing effective communication mechanisms to facilitate seamless interaction with them.
 - Articulate communication messages that are tailored to the means used and the specific audience targeted, ensuring that information is effectively conveyed in line with the goals of the programs, projects, and services.
- 3. Communication Objective for Sustainability and Collaboration:**
 - Appoint and enhance the capacity of a designated communication focal point within the institute, responsible for guiding and executing the communication component outlined in the overall strategy.
 - Expand outreach through more interactive social media channels, incorporating Storytelling Techniques to evaluate and enhance the engagement and relatability of communication materials.

These comprehensive communication objectives collectively contribute to achieving operational excellence, institutional performance, sustainability, and collaboration within the Community Development and Continuing Education Institute.

Communication Tactical Objectives

1. Increase Public Awareness:

Enhance public awareness metrics, focusing on the growth of social media followers, reach of social media posts, mentions, shares, and retweets.

2. Drive Traffic to CDCE-I Website:

Drive targeted traffic to the ~~newly launched~~ website by optimizing referral traffic from social media, increasing the share of overall traffic, improving the bounce rate of social media traffic, and maximizing clicks on social media posts.

3. Generate New Leads:

Implement strategies to generate new leads through social media, emphasizing the collection of leads, downloads of gated content, clicks on lead-generation social media posts, and optimizing the conversion rate of leads from social media.

4. Boost Public Engagement:

Amplify public engagement metrics by increasing likes, shares, comments per post, mentions, and replies across social media platforms.

5. Build a Community Around Our Project:

Foster community-building efforts by tracking the number of posts, likes, and comments within Facebook groups, monitoring participant engagement in Twitter chats, and ensuring active daily users in Slack communities.

6. Increase Mentions in the Press:

Elevate press mentions through key metrics such as potential reach, shares, and mentions, encourage influencers to discuss project content, and measure the number of inquiries received about project-related topics.

7. Research and Learn About Our Stakeholders:

Enhance stakeholder engagement by measuring the number of conversations with stakeholders on social media, collecting suggestions or feedback, and implementing content improvements based on stakeholder input.

How to Achieve These Objectives:

- Engage the target audience at key touchpoints during their day when they are receptive to project messaging.
- Drive traffic from new unique visitors to the website through strategic online initiatives.
- Run TV and radio "talk shows" about the project and activities, particularly during midday hours.
- Execute Facebook advertising campaigns during lunchtimes targeting audiences with similar interests.
- Secure coverage in national newspapers/magazines through effective public relations strategies.
- Run online banner advertising on prominent news sites to increase online visibility.
- Sponsor local sporting and social events to enhance community presence.
- Ensure the project's website URL is featured in local TV and radio broadcasts when possible.
- Include the website URL in bios on Twitter, Facebook, and LinkedIn profiles.
- Lead subject-based Tweet chats on Twitter, encouraging influencers to participate.
- Create video-based responses embedded in well-optimized blog posts with transcripts.
- Share video blog posts on Twitter, monitoring for questions and responding promptly to inquiries.

Target Audience

The categorization of our targeted audience, both primary and secondary, is not predicated on importance but rather on the basis of frequency and level of involvement. Consequently, our primary target audience is delineated as follows:

1. CDCE-I Internal Community: Encompassing staff, Board of Directors, general assembly members, and volunteers.

2. Students, Staff, and Graduates of Palestine Ahliya University: As the CDCE-I host and strategic partner.

The primary audience exhibits considerable variability in terms of current behavior and trends, level of awareness, knowledge, preferred methods for receiving information, and motivations/barriers to hearing and accepting information. As a result, the implementation of flexible communication mechanisms is imperative to effectively engage with such a diverse primary audience.

Furthermore, the secondary audience is categorized as follows:

- Pool of Trainers and Consultants
- Partner Community-Based Organizations (CBOs), Civil Society Organizations (CSOs), and Grassroots Groups
- Donors (Arabs & international)
- Stakeholders: Including Local Government Units, public offices, and decision-makers
- Frequent Target Beneficiaries: Primarily comprising youth and women

Similar to the primary audience, the secondary audience displays significant heterogeneity in terms of current behavior and trends, level of awareness, knowledge, preferred methods for receiving information, and motivations/barriers to information acceptance. Consequently, it is essential to employ flexible communication mechanisms to effectively reach and engage this diverse secondary audience.

Key Message per Target Audience

1. Elevate the significance of robust communication as the foundational pillar of an effective managerial style, fostering a culture of collaboration and excellence.
2. Illuminate the impactful endeavors and accomplishments of CDCE-I, ensuring both our internal and external networks are not only informed but deeply engaged with our progressive initiatives.
3. Inspire and welcome our target beneficiaries to actively participate in our transformative programs, seizing the opportunity to derive maximum benefit from our comprehensive range of services.
4. Empower right holders to champion their cause, urging them to take proactive steps in advocating for their rights and holding duty bearers accountable for equitable and just practices.
5. Advocate fervently for positive change within decision-making spheres, emphasizing CDCE-I's commitment to influencing meaningful transformations in policies and practices.
6. Foster the expansion of CDCE-I's network and cultivate relationships with a diverse pool of donors, fortifying our capacity to make a lasting impact on community development through sustained support and collaboration.

Communication Channels

We acknowledge the diversity of communication channels outlined below, encompassing various mediums such as mass media (radio, TV, and news agencies), an updated website, social media platforms (Facebook, Instagram, LinkedIn, and YouTube), WhatsApp for swift internal and partner communication, as well as the creation of diverse printed materials, both general and project-specific. Additionally, a Feedback and Complaints Resolution Management (FCRM) system has been implemented.

However, we recognize that our utilization of these channels may not be optimized in terms of efficiency or systematic coordination. Currently, their deployment appears to be arbitrary, ad hoc, and fragmented. Moreover, we perceive that our messages may lack the desired level of interactivity. As such, we are committed to refining and enhancing our communication strategies to ensure a more deliberate, cohesive, and engaging approach across all channels.

Owned Media		
<i>Channel</i>	<i>Purpose</i>	<i>Metric of Success</i>
<i>Website</i>	Drive traffic to CDCE-I website — Referral traffic from social media, share of overall traffic, bounce rate of social media traffic, and clicks on social media posts.	Increase mentions in the press — Potential reach, shares and mentions, influencers talking about our content, and number of people reaching out to ask about project-related questions.
<i>Videos</i>	Create video-based responses embedded in well SEO blog posts with transcripts.	Share video blog posts to people on Twitter (monitoring for people asking Qs and responding).
<i>Content Creation</i>	To develop key messages, identify key target audiences, and suitable prioritized communication options for the general public.	Build a community around our programs/projects— Number of posts, likes, and comments for Facebook groups. Number of participants and tweets per participant for Twitter chats. Number of daily active users for Slack communities.
Shared Media		
<i>Channel</i>	<i>Purpose</i>	<i>Metric of Success</i>
<i>Facebook Content</i>	Increase recognition, increase social engagement, establish online social network, search ability.	“Like’s” referrals from social networks, number of posts.

<i>LinkedIn</i>	Increase recognition, increase engagement, establish network, establish brand, search ability, find leads.	Connections, discussion participation, Kloud score, referrals, number of followers, group members.
<i>YouTube Channel</i>	Increase recognition, increase engagement, establish brand	Video views, video reviews, stars.
Earned Media		
Channel	Purpose	Metric of Success
<i>Blogger Outreach</i>	Increase recognition, increase engagement, establish network, establish brand, search ability	Connections, discussion participation, cloud score, referrals, number of followers, group
<i>Influencer Engagement</i>	Increase recognition, increase social engagement, establish online social network, search ability.	“Like’s” referrals from social networks, number of posts.
<i>Word of Mouth</i>	Build a community around our programs— Number of posts, likes, and comments for Facebook groups. Number of participants and tweets per participant for Twitter chats. Number of daily active users for Slack communities.	Increase mentions in the press — Potential reach, shares and mentions, influencers talking about our content, and number of people reaching out to ask about project-related questions.
<i>Traditional PR</i>	Increase mentions in the press — Potential reach, shares and mentions, influencers talking about our content, and number of people reaching out to ask about project-related questions.	Research and learn about our stakeholders— Number of conversations with stakeholders on social/traditional media, suggestions or feedback, and content improvements made from those suggestions.
<i>TV & Radio Talk Shows and news stories</i>	To secure better understanding of action being taken concerning this issue and to gain public support for the decision-making process. To enable stakeholders/public at large to assist in detecting and monitoring our project. To encourage responsible behavior and strong adherence to regulatory	Increase mentions in the press — Potential reach, shares and mentions, influencers talking about our content, and number of people reaching out to ask about project-related questions.

	measures affecting those not involved in the project.	
<i>Opinion-Editorial</i>	To encourage responsible behavior and strong adherence to regulatory measures affecting those not involved in the project.	To enable stakeholders/public at large to assist in detecting and monitoring our project.
Paid Media		
<i>Channel</i>	<i>Purpose</i>	<i>Metric of Success</i>
<i>Facebook promoted posts</i>	Increase recognition, increase social engagement, establish online social network, search ability.	“Like’s” referrals from social networks, number of posts.
<i>LinkedIn Ads</i>	Increase recognition, increase engagement, establish network, establish brand, search ability, find leads.	Connections, discussion participation, Kloud score, referrals, number of followers, group members,
<i>Google AdWords</i>	Increase recognition, increase engagement, establish network, establish brand, search ability.	

Promotion

Internal Promotion:

- Internal communications platforms: Utilize internal newsletters and communication tools like Slack or Microsoft Teams to share updates, achievements, and information about CDCE-I’s programs and activities with employees.
- Staff Meetings and Workshops: Conduct regular staff meetings and workshops to provide updates on CDCE-I initiatives, celebrate successes, and gather feedback from team members.
- Employee Recognition Programs: Establish recognition programs to acknowledge outstanding contributions and achievements of employees involved in CDCE-I programs. This boosts morale and motivation.
- Training and Development Opportunities: Provide training sessions and development programs related to CDCE-I’s focus areas. This helps employees develop skills and knowledge relevant to the organization's goals.
- Internal social media or Collaboration Platforms: Create a dedicated internal social media group or collaboration platform where employees can discuss and share updates about CDCE-I's programs, fostering a sense of community and engagement.

- **Leadership Communication:** Ensure regular communication from CDCE-I's leadership team to employees, outlining organizational goals, progress, and future plans.
- **Team Building Activities:** Organize team-building events or activities related to CDCE-I's mission. This encourages collaboration, boosts morale, and strengthens the sense of purpose among employees.
- **Employee Feedback Channels:** Establish channels for employees to provide feedback and suggestions regarding CDCE-I's programs and activities. Act on this feedback to show that their input is valued.

External Promotion:

- **Social Media and Online Presence:** Leverage social media platforms, website, and relevant online communities to share updates, success stories, and impact reports about CDCE-I's programs with external stakeholders.
- **Media Engagement:** Build relationships with media outlets and journalists to ensure coverage of CDCE-I's initiatives. Issue press releases and organize press conferences for major announcements.
- **Partnership and Networking Events:** Host events to engage with external partners, donors, and stakeholders. These events provide a platform to showcase CDCE-I's work and explore potential collaborations.
- **Public Speaking and Thought Leadership:** Encourage CDCE-I leaders and subject matter experts to speak at conferences, webinars, and industry events, positioning CDCE-I as a thought leader in its focus areas.
- **Content Marketing:** Create and distribute valuable content such as articles, blogs, and whitepapers related to CDCE-I's programs. This establishes credibility and provides valuable information to external audiences.
- **Email Marketing Campaigns:** Implement targeted email campaigns to keep donors, partners, and stakeholders informed about CDCE-I's activities, achievements, and opportunities for involvement.
- **Community Engagement:** Actively participate in local and regional events, workshops, and forums to engage with the community and share information about CDCE-I's programs and initiatives.
- **Enhance engagement** with our target audiences, including participants in our training programs and workshops, by disseminating more interactive content. Utilize questionnaires, videos, and success stories as effective tools to evaluate and showcase the impact of youth volunteer work and the development of essential life skills.
- **Participate in Awards and Recognition Programs:** Submit CDCE-I's programs for industry awards and recognition to highlight achievements and gain visibility in relevant circles.

Budget

In a general context, an annual allocation ranging from 1000 to 2000 USD is earmarked from the budgets of ongoing projects for investment in communication development. The flexibility to augment this amount is inherent, with the capacity to allocate additional funds derived from anticipated projects and the core budget of CDCE-I, as required.

Being on Brand

CDCE-I maintains a cohesive visual identity, featuring fundamental colors—blue, green, and pink—derived from our logo, consistently applied across all printed materials, the website, and various social media channels. Moreover, we extend efforts to incorporate these colors into additional promotional collateral for specific projects or campaigns, encompassing advertisements, posters, infographics, videos, and other productions.

Our communication strategy adheres to distinct messaging characteristics, including:

- **Youth-Friendly Approach:** Utilizing language and themes that resonate with a youthful audience.
- **Bottom-Up and Demand-Driven Focus:** Reflecting our commitment to participatory and demand-driven approaches.
- **Emphasis on Gender Equality and Social Inclusion (GESI) Principles:** Integrating principles that underscore gender equality and social inclusion.
- **Highlighting Genuine Sustainable Partnerships:** Embracing an approach that emphasizes authentic and sustainable partnerships.
- **Optimistic and Motivational Tone:** Infusing optimism and motivation into our messaging.
- **Result-Oriented Communication:** Demonstrating a commitment to delivering tangible results.

Effectively incorporating key messages such as passion, inspiration, credibility, preservation, and accountability into the communication strategy of CDCE-I involves careful consideration of context, audience, and organizational goals:

Passionate

When: Infusing passion into communication is particularly appropriate when highlighting the transformative impact of education on the lives of youths. Passionate messages can be employed during promotional campaigns, success stories, or testimonials to evoke emotions and create a sense of excitement about learning opportunities.

How: Utilize enthusiastic language, storytelling, and visuals that convey a genuine enthusiasm for education. Showcase the CDCE-I's dedication to empowering youths and fostering a love for learning.

Inspirational

When: Inspirational messages are most effective during significant milestones, achievements, or when introducing new educational initiatives. They can also be woven into regular communications to motivate youths to pursue their educational goals and aspirations.

How: Share success stories, feature role models, and use narratives that resonate with the aspirations of the target audience. Employ visuals and quotes that inspire a sense of purpose and self-belief.

Credible

When: Emphasizing credibility is crucial in all communication to establish trust and reliability. This is especially important when providing information about courses, certifications, and the benefits of the education center.

How: Incorporate data, testimonials, accreditation details, and partnerships that validate the quality and effectiveness of the education center. Clear and accurate information, along with transparent communication, enhances credibility.

Preserving

When: Emphasizing the preservation of cultural, environmental, or educational values is relevant when CDCE-I is promoting courses or initiatives that involve the preservation of knowledge, traditions, or the environment.

How: Showcase the CDCE-I's commitment to preserving cultural heritage, environmental sustainability, or educational excellence. Illustrate how educational programs contribute to the preservation of valuable aspects of society.

Accountable

When: Accountability should be consistently integrated into all communications, emphasizing the center's commitment to delivering promised outcomes and maintaining high standards of education.

How: Clearly outline goals and expectations, provide regular updates on progress, and address any concerns transparently. Incorporate feedback mechanisms to demonstrate responsiveness and a commitment to continuous improvement.

In summary, the timing and manner of incorporating these key messages depend on the specific goals of the communication and the nature of the message. Striking a balance between these elements ensures a comprehensive and impactful communication strategy for a continuing education center targeting youths.

However, there is ongoing consideration regarding whether our messages should also embody the following attributes, and if so, when:

- ✓ Passionate: Assessing the appropriateness of infusing passion into our communication.
- ✓ Inspirational: Determining the optimal occasions for conveying inspirational messages.
- ✓ Credible: Evaluating the necessity of emphasizing credibility in our communication.

- ✓ Preserving: Considering the relevance of incorporating a sense of preservation into our messaging.
- ✓ Accountable: Reflecting on the importance of conveying accountability in our communication.

Striking a harmonious balance among these attributes is integral to maintaining a professional and consistent communication approach throughout our diverse initiatives.

To ensure that communications, both internal and external, align with CDCE-I's brand identity, it is essential to implement a strong brand management strategy. This involves the following steps:

- Brand guidelines: Establish clear and comprehensive brand guidelines that outline how the brand should be represented visually and in written communication. This should cover logo usage, color schemes, typography, tone of voice, and other visual elements.
- Training and awareness: Conduct training sessions for staff, partners, and stakeholders to ensure they understand and adhere to the brand guidelines. This will help maintain consistency in all communications.
- Brand guardianship: Appoint individuals or a team responsible for overseeing and enforcing brand consistency across all communication channels. They should review and approve materials to ensure they align with the brand guidelines.
- Regular audits and assessments: Conduct periodic audits to assess whether communications, both internal and external, are aligning with the brand guidelines. Identify areas where adjustments or improvements are needed.
- Templates and tools: Provide templates and tools that incorporate the brand elements to make it easy for employees to create materials that adhere to the brand guidelines.
- Approval process: Implement a clear approval process for all external communications to ensure they meet brand standards before being disseminated.
- Feedback mechanism: Establish a feedback mechanism where employees can report any instances of brand inconsistency or misuse. This encourages vigilance and allows for prompt corrections.
- Message alignment: Ensure that key messages consistently reflect CDCE-I's brand values of being active, passionate, solutions-oriented, and committed to making a positive impact.
- Regular brand reviews: Periodically review and refine the brand guidelines and messaging strategies to ensure they remain relevant and effective in conveying CDCE-I's identity and goals.
- Monitoring and measurement: Continuously monitor the impact of communications efforts, both internally and externally, to assess their effectiveness in conveying the brand attributes. This may include surveys, feedback forms, and analytics.

By implementing these measures, CDCE-I can maintain a strong and consistent brand identity across all communication channels, reinforcing its reputation as an active, passionate, solutions-oriented organization committed to delivering positive results.

Evaluating Success

An annual evaluation shall be conducted by CDCE-I communication officer, projects' communication staff and the Executive Director to coinciding with the strategic update schedule, to facilitate comprehensive assessment and refinement of overarching strategies.

External Evaluation:

- Objective achievement: Determine if the stated objectives were met. For example, did the communication efforts result in increased funds, raised awareness, etc.?
- Audience verification: Assess whether the intended audience was effectively reached. Analyze metrics related to website visits, social media engagement, email open rates, etc., specific to the target audience.
- Effectiveness of communication tools: Measure the performance of communication channels (e.g., social media, website, email campaigns) to determine which ones were most effective in achieving the set objectives.
- Impact on decision-making: Analyze if the communication efforts led to meaningful decisions, such as increased donations, partnerships, or participation in programs.
- Budget adherence: Evaluate if the communication activities were conducted within the allocated budget. If not, identify the reasons for any overages and implement corrective measures.

Internal evaluation:

- Target audience within the organization: Confirm that the right individuals within the organization received the internal communications. This can be tracked through read receipts, participation rates in internal events, etc.
- Message comprehension and action: Evaluate whether the intended recipients understood the messages and took the desired actions. This can be measured through surveys, feedback forms, or tracking action items.
- Effectiveness of internal communication tools: Assess the performance of internal communication tools such as intranet, emails, and internal messaging platforms to determine which were most effective in conveying messages.
- Feedback and engagement: Collect feedback from internal stakeholders to gauge the effectiveness of communication efforts. This can include surveys, focus groups, or regular feedback sessions.

- Alignment with organizational Goals: Ensure that internal communications are aligned with CDCE-I's overall goals and objectives. Evaluate if internal messaging supports the organization's mission and values.
- Adherence to brand guidelines: Verify that internal communications maintain consistency with PSD's brand identity, including visual elements, tone of voice, and messaging.
- Measuring change in behavior or performance: If the communication objectives involve changes in behavior or performance, track these metrics over time to assess the impact of internal communications.

For M&E purposes, the following indicators will be used and evaluated on annual basis:

1. Number of followers on our social media channels (+20%)
2. Number of engagements on our social media posts (+25%)
3. Number of cooperation agreements; MOU's, partnerships, and funded projects (5, 3, 2 respectively)
4. Number of volunteers recruited (+20)
5. Number of coalitions/alliances formed (3)
6. Number of beneficiaries joining our programs (+10%)
7. Percentage of satisfaction from our services (+10)