Communications and Engagement Strategy

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## Acronyms

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<thead>
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<th>Acronym</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>ADB</td>
<td>Asian Development Bank</td>
</tr>
<tr>
<td>AUD</td>
<td>Australian dollar</td>
</tr>
<tr>
<td>BMO</td>
<td>Business Membership Organisation</td>
</tr>
<tr>
<td>CSO</td>
<td>Civil Society Organisation</td>
</tr>
<tr>
<td>DFAT</td>
<td>Department of Foreign Affairs and Trade (Australia)</td>
</tr>
<tr>
<td>EOFOs</td>
<td>End-of-Facility-Outcomes</td>
</tr>
<tr>
<td>GESI</td>
<td>Gender Equality and Social Inclusion</td>
</tr>
<tr>
<td>GoA</td>
<td>Government of Australian</td>
</tr>
<tr>
<td>GoI</td>
<td>Government of Indonesia</td>
</tr>
<tr>
<td>IABC</td>
<td>Indonesia Australian Business Council</td>
</tr>
<tr>
<td>ICT</td>
<td>Information Communications Technology</td>
</tr>
<tr>
<td>KIAT</td>
<td>Kemitraan Indonesia Australia Untuk Infrastruktur Indonesia Australian Partnership for infrastructure</td>
</tr>
<tr>
<td>KM</td>
<td>Knowledge Management</td>
</tr>
<tr>
<td>MDB</td>
<td>Multilateral Development Bank</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
</tr>
<tr>
<td>MIS</td>
<td>Management Information System</td>
</tr>
<tr>
<td>MoF</td>
<td>Ministry of Finance (Indonesia)</td>
</tr>
<tr>
<td>MoU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>MoWE</td>
<td>Ministry of Women’s Empowerment and Child Protection (Indonesia)</td>
</tr>
<tr>
<td>NTB</td>
<td>Nusa Tenggara Barat / West Nusa Tenggara</td>
</tr>
<tr>
<td>PPP</td>
<td>Public-Private Partnership</td>
</tr>
<tr>
<td>PSE</td>
<td>Private Sector Engagement</td>
</tr>
<tr>
<td>SWOC</td>
<td>Strengths, Weaknesses, Opportunities and Challenges</td>
</tr>
<tr>
<td>WatSan</td>
<td>Water and Sanitation</td>
</tr>
</tbody>
</table>
EXECUTIVE SUMMARY

About KIAT

KIAT is a partnership between the Governments of Australia (GoA) and Indonesia to support sustainable and inclusive economic growth through improved access to infrastructure for all people. KIAT works with government and civil society, providing technical assistance to improve infrastructure policy, planning and delivery. KIAT also works with sub-national governments to improve the quality of infrastructure spending and planning.

Through its work with the central and sub-national governments, KIAT is working towards three clear End-of-Facility Outcomes (EOFOs):

1. Improved policies and regulations for infrastructure development
2. High quality projects prepared for financing by Government of Indonesia (GoI), Multilateral Development Banks (MDBs) or the private sector
3. High quality infrastructure delivery, management and maintenance by GoI

About the strategy

The communications and engagement strategy (the Strategy) has been developed to act as a foundational and living document for the implementation of Facility-wide communications and stakeholder engagement. It has been developed through consultation with the DFAT Program team, the entire KIAT team and discussion with key GoI stakeholders.

The Strategy’s planning model, as shown in Figure 1, starts with defining the objectives and goes through to implementation, incorporating monitoring, evaluation and learning throughout the process to create flexible and responsive programming.

Figure 1 | KIAT communications and engagement planning model
The Strategy outlines the goals and objectives of the contribution of communications to the wider EOFOs, identifies the key stakeholders and target audience(s), defines key messages, presents the KIAT identity and details some of the communication tools and activities to be applied by the Facility.

The communications strategy addresses three areas:

1. **Internal communications** – the communications and engagement with internal stakeholders including within the KIAT team, with the DFAT Program team and with sub-contractors.
2. **External communications** – the communications and engagement with external stakeholders which includes, but is not limited to, GoI counterparts, media, the public (Indonesia and Australia), civil society groups, academia, the private sector and other donors. Additionally, it includes an outline for the ‘Go-to-Market’ Plan to secure a pool of high quality short and long-term technical assistance, suppliers and sub-contractors to assist in the implementation of the Facility’s projects and delivery of the EOFOs.
3. **Knowledge management** – is addressed through specific internal and external communications activities and is described under the Knowledge Management section of this strategy.

**Communication goal and objectives**

The Strategy has been designed to deliver results that directly contribute to the EOFOs and the KIAT goal of “Sustainable and inclusive economic growth through improved access to infrastructure for all people”.

**Figure 2 | Communication and engagement strategy goals**

**End of Facility Outcomes**

1. Improved GoI policy and regulatory framework for infrastructure development
2. High quality projects prepared and financed by GoI, the private sector and / or MDBs
3. High quality infrastructure delivery, management and maintenance by GoI

**Strategy goal**

To create an enabling environment, internally and externally, for the KIAT facility to achieve the EOFOs

**Communication objectives**

1. To raise awareness and promote knowledge on infrastructure good governance
2. Increase visibility of GoA’s support for infrastructure in Indonesia with a wide audience in Indonesia and Australia
3. To create an enabling internal environment for the effective and efficient management of KIAT
Stakeholders and target audience
Key stakeholder groups and associated target audiences were defined through stakeholder mapping and consultations with the KIAT team; they are shown in Figure 3.

Figure 3 | KIAT stakeholder groups

<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th>Target Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government of Indonesia (GoI)</td>
<td>Central, Provincial, District, City, Sub-District</td>
</tr>
<tr>
<td>Government of Australia (GoA)</td>
<td>Stakeholders within the Government of Australia, its ministries and civil service</td>
</tr>
<tr>
<td>Donors</td>
<td>Non-DFAT</td>
</tr>
<tr>
<td>Other Donor Programs</td>
<td>Other programs funded by donors operating in Indonesia on issues relevant to the outcomes of KIAT</td>
</tr>
<tr>
<td>Civil Society</td>
<td>Stakeholder categories within civil society, including foundations and organizations, community-based organizations, faith-based organizations and NGOs, many more stakeholders to be identified on a per-project basis</td>
</tr>
<tr>
<td>Academia</td>
<td>Key stakeholders within the academic field within Indonesia, Australia and other relevant institutions</td>
</tr>
<tr>
<td>Media</td>
<td>Key stakeholders within the international, national and local media. This may be adapted on a per project basis</td>
</tr>
<tr>
<td>Private Sector</td>
<td>The key stakeholders within the private sector, including Corporate Social Responsibility Departments, Business Membership Organisations and other convening bodies in the private sector</td>
</tr>
<tr>
<td>KIAT Internal stakeholders</td>
<td>Internal stakeholders within and directly associated with KIAT</td>
</tr>
<tr>
<td>Other</td>
<td>Stakeholders who do not fall into other categories, but have a stake in KIAT’s outcomes</td>
</tr>
</tbody>
</table>

Drawing on each of the stakeholder groups the target audiences for KIAT have been identified as the following:

- Central Government of Indonesia (specifically relevant units of public works, transport, and finance ministries as well as Bappenas and coordinating ministries as relevant)
- Sub-national Indonesian governments, including provinces and cities (specifically NTB Province and Palembang City Government where existing programs and relationships exist, but expanding to new partners)
- Civil Society Organisations (CSOs) associated with gender equality and social inclusion (GESI) and CSOs associated with infrastructure
- Private sector – potential sub-contractors and investors (Domestic, International and Australia-based)
- DFAT Program team

Key Messaging
KIAT’s key message captures the end goals of improved and accessible infrastructure for all, as well as how the goal will be achieved through partnership and technical assistance.

The key message for KIAT is the following:

Figure 4 | KIAT key message

KIAT works in partnership with the Government of Indonesia and civil society through the provision of technical assistance to improve infrastructure policy, planning and delivery.

The key message may be made longer to create an elevator pitch for specific audiences and to incorporate more technical information.

Communication tools and activities
A suite of communication tools will be used for both internal and external communications and engagement. Some communications activities will be designed on a per project basis to ensure that the activity maximises impact.
Figure 5 shows an indicative list of the types of tools and activities that will be implemented:

### Figure 5 | KIAT communications and engagement tools and activities

<table>
<thead>
<tr>
<th>EXTERNAL</th>
<th>INTERNAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Website</td>
<td>Capacity building</td>
</tr>
<tr>
<td>Social media (via DFAT)</td>
<td>Knowledge fairs</td>
</tr>
<tr>
<td>Videos</td>
<td>Media monitoring</td>
</tr>
<tr>
<td>Photography</td>
<td>Internal reports</td>
</tr>
<tr>
<td>Media engagement</td>
<td>Branding</td>
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<tr>
<td>Case studies</td>
<td>Style guides</td>
</tr>
<tr>
<td>Animation</td>
<td>Internal needs assessments</td>
</tr>
<tr>
<td>Short publications</td>
<td>Communications handbook</td>
</tr>
<tr>
<td>Speaking engagements</td>
<td>Joint communications with sub-contractors</td>
</tr>
<tr>
<td>Participatory activities</td>
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</tbody>
</table>

### Monitoring and evaluation

To ensure that the Strategy is effective, regular monitoring will take place through the incorporation of feedback loops into communication tools and activities using simple monitoring worksheets and checklists. An annual review of the Strategy will take place against the defined goal, objectives and indicators included in this document, the review will be used to update the key elements of the communication tools and activities.
1. Introduction

This Communications and Engagement Strategy (the Strategy) outlines the strategic principles that underpin KIAT’s communication activities, including identifying target audiences, defining key messages and message dissemination tools.

Communications is a powerful tool for any development program; as a cross-cutting discipline it equips the entire KIAT team to exercise influence with key stakeholders by engaging them through strategic channels to increase awareness and knowledge and to create sustainable behaviour changes.

Furthermore, an effective communications strategy directly contributes to an enabling environment for improved policy making and delivery, whilst empowering groups by amplifying a collective voice.

1.1 About KIAT
KIAT is a partnership between the Governments of Australia and Indonesia to support sustainable and inclusive economic growth through improved access to infrastructure for all people. KIAT works with government and civil society, providing technical assistance to improve infrastructure policy, planning and delivery. KIAT also works with sub-national governments to improve the quality of infrastructure spending and planning.

KIAT has three clear End-of-Facility Outcomes (EOFOs):

1. Improved policies and regulations for infrastructure development
2. High quality projects prepared for financing by GoI, MDBs or the private sector
3. High quality infrastructure delivery, management and maintenance by GoI

KIAT has four initial key focus areas:

1. Water and Sanitation – working with GoI to improve the performance of sub-national water and sanitation investments; and to examine policy and regulatory options for the efficient management of water, sanitation and solid waste facilities.
2. Transport – developing planning tools and capabilities needed for the preparation and delivery of a National road capacity expansion and development program; and examining programs to support urban mobility and other modes of transport.
3. Gender Equality and Social inclusion (GESI) and Civil Society Engagement (CSE) - strengthen dialogue between government and civil society to ensure that infrastructure meets the needs of all citizens and to support effective implementation of existing GoI Laws, policies and regulations.
4. Private Sector Engagement (PSE) - in coordination with existing donors working on the same cross-cutting area, the KIAT Facility is prioritising identification of opportunities to promote private sector engagement activities in infrastructure financing and delivery.

Figure 6 below illustrates the structure of the Facility across its four initial key focus areas and associated activity streams.
1.2 Other relevant KIAT strategy and operational documents

The Strategy has important links to several other KIAT Facility documents including:

- **KIAT Facility Operations Manual** – this covers the operational aspects of internal and external Facility communications, as well as Quality Assurance of KIAT materials.

- **Ways of Working tripartite charters** – this is focussed on protocols of engagement between the three main parties of GoI, DFAT and the KIAT Facility contractor (Cardno), and touches on external stakeholder engagement with civil society and the private sector.

- **Gender Equality and Social Inclusion (GESI) and Civil Society Engagement (CSE) Strategy** – a Gender Equality and Social Inclusion (GESI) and Civil Society Engagement (CSE) Strategy covers the protocols for engagement with stakeholders in civil society, mainstreaming of gender in infrastructure policies and KIAT activities, engagement of key GoI stakeholders on GESI and scoping of grants-based civil society engagement programs.

The KIAT Performance and Communications Unit will be responsible for ensuring consistency of the communications approach and external engagement across these strategies and operational documents. Any inconsistencies will be addressed through periodic revisions to this Strategy and to each of the above-mentioned documents.
2. **Resourcing**

This section charts out the KIAT Facility resourcing required to implement the Strategy.

2.1 **Communications Unit**

The Communications Unit is housed within the Performance and Communications Section and will play the central role of liaising with DFAT Activity Managers and the Australian Embassy Jakarta Media and Digital Diplomacy section when coordinating the clearance of KIAT communications products. The Communications Unit is responsible for quality assurance of all externally disseminated written, recorded (video/audio) and event materials; approval procedures for external material development will be developed and circulated to all KIAT Facility staff and subcontractors.

Figure 7 | Performance and Communications Section (Communications Unit)

The Communications Unit consists of a Communications Manager and Communications Events Officer, overseen by the Head of the KIAT Performance and Communications Section.

To bolster establishment of communications materials in the early stages of the Facility, external assistance will be sought to:

1. Establish a professional well-functioning website
2. Design KIAT branding and style
3. Establish a suite of standardised templates for all forms of reporting
4. Develop a handbook of guidance and resources for implementing KIAT communications for all KIAT staff and subcontractors
2.1.1 Facility Directorates

The Communications Unit will rely heavily on KIAT Technical Directorates for technical content, and for information to be provided in a form that is suitable for easy transformation into communications products. The Communications Unit will work closely with the KIAT Technical Directorates to advise on requirements, as well as to develop a pipeline of potential stories for future publications including inputs for DFAT social media, activity briefs, success stories and website updates.

KIAT Directorate staffing will play the frontline role in managing and monitoring sub-contracted KIAT activity consultants and any associated communications materials. Where appropriate, and particularly on major KIAT activities where there is demand for activity specific communications materials, provision for additional communications resourcing will be made available to KIAT sub-contractors, with close oversight from the Communications Unit and in where relevant approval from DFAT Program Managers and the Australian Embassy Jakarta Media and Digital Diplomacy section.
3. Communication goal and objectives

The Strategy has been designed to deliver results that directly contribute to the EOFOs and the KIAT goal of “Sustainable and inclusive economic growth through improved access to infrastructure for all people”.

Outlined below is the Strategy’s goal and objectives. They relate to the long-term changes required to assist the Facility in achieving the EOFOs.

Figure 8 | Communication goal and objectives

End of Facility Outcomes

1. Improved GoI policy and regulatory framework for infrastructure development
2. High quality projects prepared and financed by GoI, the private sector and / or MDBs
3. High quality infrastructure delivery, management and maintenance by GoI

Strategy goal

To create an enabling environment, internally and externally, for the KIAT facility to achieve the EOFOs

Communication objectives

1. To raise awareness and promote knowledge on infrastructure good governance
2. Increase visibility of GoA’s support for infrastructure in Indonesia with a wide audience in Indonesia and Australia
3. To create an enabling internal environment for the effective and efficient management of KIAT

The goal and objectives will be achieved through the implementation of the activities in this strategy. An annual review of the goal and objectives will take place alongside the review of the progress made via the Strategy’s indicators as outlined in the Monitoring and Evaluation section of this document.
4. Stakeholders and target audience

Identifying and prioritising KIAT’s target audience provides clear direction on the parties that need to be engaged and informed about the Facility. This also feeds directly into the selection of communication channels and tools.

In general, the target audience is comprised of individuals, organisations and groups that KIAT will need to move to action to achieve KIAT’s EOFOs.

4.1 Target audience

The primary target audience(s) are the main group(s) that needs to hear the messages being delivered and/or has the capacity to create the desired change.

The guiding questions in Figure 9 and a stakeholder mapping exercise were used to define the target audience. It is important to note that due to the nature of the KIAT Facility – working with both government and civil society, has produced more than one target audience. When designing activities, the guiding questions above and the stakeholder mapping will be used to identify the activity target audience to create the most impact.

The KIAT target audiences have been identified as the following:

- Central Government of Indonesia (specifically relevant units of public works, transport, and finance ministries as well as Bappenas and coordinating ministries as relevant)
- Sub-national Indonesian governments, including provinces and cities (specifically NTB Province and Palembang City Government where existing programs and relationships exist, but expanding to new partners)
- Civil Society Organisations (CSOs) associated with gender equality and social inclusion (GESI) and CSOs associated with infrastructure
- Private sector – potential sub-contractors and investors (Domestic, International and Australia-based)
- DFAT Program team

The target audiences have been broken down further into the following stakeholder categories:

The KIAT Stakeholder categories

- Government of Indonesia (GoI), Government of Australia (GoA), Donors (Main DFAT which include bilateral donors, international and regional donor organisations, private foundations and other donor funds), Other Donor Programs (Other programs funded by donors operating in Indonesia on issues relevant to the outcomes of KIAT), Civil Society (The general key stakeholders within civil society, including foundations and organisations, community-based organisations, faith-based organisations and NGOs, many more stakeholders to be identified on a per-project basis), Academia (Key stakeholders within the academic field within Indonesia, Australia and other relevant institutions), Media (Key stakeholders within the international, national and local media. This may be altered on a per-project basis), Private Sector (The key stakeholders within the private sector, including Corporate Social Responsibility Departments, Business Membership Organisations and other conveying bodies in the private sector), KIAT Internal stakeholders (Internal stakeholders within KIAT and directly associated with KIAT), Other Stakeholders (Stakeholders who do not fall in to other category, but have a stake in KIAT’s outcomes).
4.2 Participant segmentation analysis

A participant segmentation analysis involves utilising the information from the stakeholder mapping to further categorise the stakeholder into participant segments or groups. The three participant groups are the following:

Table 1 | Participant segmentation definitions

<table>
<thead>
<tr>
<th>Participant group</th>
<th>Group definition</th>
<th>Motivating factors</th>
<th>Key Group members</th>
</tr>
</thead>
</table>
| **Primary participants** | Primary participants are the group/participant whose behaviour is the main determinant of the KIAT’s success; this group is responsible for delivery. | - Key role in infrastructure policy, planning and delivery  
- Increased political will amongst the public and across government  
- Commercial interests | - GoI (various levels) – Bappenas, Ministry of Public Works (PUPR), Directorate General of Highways (DGH), Bappeda, selected city governments, provincial Departments of Infrastructure and other relevant departments  
- Internal stakeholders and sub-contractors doing project delivery  
- DFAT Program team, Australian Embassy Jakarta, GoA  
- Ministry of Finance (MoF), Office of the President, Ministry of Home Affairs, Ministry of State Secretariat, Ministry of Women’s Empowerment and Child Protection (MoWE)  
- PDAMs |
| **Secondary participants** | Secondary participants are from the same cultural and social environment as the primary participants, whose behaviour and actions greatly influence the primary participants. | - Increased political influence  
- Improved accessibility  
- Improved environment | - Potential investors (foreign and domestic)  
- Private sector – possible sub-contractors  
- Business membership organisations (BMOs) and professional organisations (Indonesia and Australia)  
- Trade associations, such as Austrade  
- Civil Society Organisations (CSOs)  
- Indonesian public  
- Donors (non-DFAT)  
- Media (international, national and local)  
- Academic institutions |
| **Tertiary participants** | The behaviour of tertiary participants has the ability to block or promote outcomes of the primary and secondary groups. | - Key role in developing and enacting government policy | - National Construction Services Development Board  
- Australian taxpayers  
- State-owned enterprises  
- Public-Private Partnership (PPP) projects  
- Provincial governors where projects are implemented |
5. Messaging

MAKING KIAT’S OBJECTIVES RELEVANT TO STAKEHOLDERS.

The key KIAT message was carefully drafted through across-KIAT area consultations based on the stakeholder mapping and participant segmentation analysis. The key message provides an overview of the purpose and goals of KIAT in a concise and simple manner. It should be thought of as the opener to any description of the organisation.

**Figure 11 | KIAT key message**

KIAT works in partnership with the Government of Indonesia and civil society through the provision of technical assistance to improve infrastructure policy, planning and delivery.

5.1 Key message usage

The key message should not be altered, but can be added to explain specific issues in more detail. It should be reviewed annually, during the annual review process of this strategy to ensure that the message is still relevant to the progress and evolution of the Facility and broader KIAT EOFOs.

The purpose of a key message is to create consistency across the KIAT team and sub-contractors in how it is described to both internal and external audiences. It should be used in any “About KIAT” documentation, such as, at the bottom of press releases, on the website, introductory paragraphs in emails among others.

5.2 Elevator pitch

The long message or the “elevator pitch” is a 20 second overview of KIAT and provides more detail about the organisation than the key message, as well as having a standard elevator pitch, it can be tailored to specific campaigns, issues and technical information.

**Figure 12 | KIAT elevator pitch construction**

Key message + one to two sentences on a specific topic, tailored to your audience that involves a call to action of your audience (this might involve target dates/goals or other specifics related to your topic)

5.2.1 Elevator pitch usage

Unlike the key messages, the elevator pitch can be altered to suit the audience being addressed. The second sentence onwards can be tailored with the required information sought or needed to be communicated based on the recipient audience.

Before altering the long message, ask “What is the most important information the audience needs to know about KIAT?”, then adjust accordingly and include a specific call to action which you would like to see.
6. Branding

A KIAT identity has been designed, to not only differentiate itself from the predecessor program IndIl but to ground the Facility’s messaging and to create a recognisable identity amongst key stakeholders.

6.1 Identity

The KIAT logo represents the partnership between Indonesia and Australia. The blue and the red draw on colours from both countries’ flags, additionally, the ‘K’ is accented with the red texture to highlight the word ‘Kemitraan’ meaning partnership in English.

The identity has both a strip and a stacked format to allow for flexibility of placement. The standard logo uses Indonesian text, but an English logo is also available for majority English speaking audiences.

Figure 13 | KIAT logo

The Chevron pattern element is an extension of the Chevron used in the KIAT logo unit, interlinking the ‘K’. The interlinking Chevron is a design representation for partnership which is the design ethos for KIAT. The instructions on how and when to use this design element will be found within the Style Guide.

Figure 14 | KIAT identity chevron element

6.2 Style guide

A comprehensive style guide is under development and will be circulated amongst all KIAT Facility staff and subcontractor teams as a component of the communications handbook. Training will be conducted on the program’s branding to ensure its correct usage.

Key terms and phrases, along with the corporate writing style will be instituted in the KIAT Style Guide. The standard language for reports and documents is English (Australian).
7. Working with DFAT

COMMUNICATING THE SUCCESSES AND NEED FOR KIAT TO THE GOA’S STAKEHOLDERS.

The Facility by default contributes to the broader communications and public diplomacy objectives of the Australian Embassy Jakarta.

In addition to regular updates and reports, the Facility will provide communications products to the DFAT Program team and the Media and Digital Diplomacy section at the Australian Embassy Jakarta. These products, some of which may be co-designed, will better equip DFAT and the Australian Embassy Jakarta to promote the successes of KIAT to the Indonesian people and government, as well as to the Australian people and key decision-makers within the GoA and more specifically DFAT and the Australian Embassy Jakarta.

The convening power of DFAT with senior decision-makers within the GoI may, from time-to-time, be called upon by the Facility to assist with internal and external communications products for advocacy and influencing efforts related to infrastructure reforms. These products may include:

- Policy briefs for dialogue across governments
- Infographics to distil key messages of complex initiatives into a visual format
- Multi-media products such as audio, video, photography stories and animations
- Dedicated material for events to communicate the GoA’s partnership with Indonesia on tackling the challenges of infrastructure development in the country

See the section on Communication Tools for details on other communications products.

7.1 Embassy media engagement

KIAT will work with and through the DFAT Program team and the Media and Digital Diplomacy section at the Australian Embassy Jakarta to engage the media on stories related to Australia-Indonesia partnerships in infrastructure, and the Facility will provide materials to support the Australian Embassy Jakarta’s media engagement.

KIAT will work with and through the Australian Embassy Jakarta Media and Digital Diplomacy section in advance of events where media attendance may be requested or desirable. The Media and Digital Diplomacy section at the Australian Embassy Jakarta will be the point of contact and lead on KIAT-associated media engagement, however there may be occasions when members of Facility Senior Management Team are requested to speak to the media, on such occasions this will be done off-the-record on technical issues only and the Australian Embassy Jakarta Media and Digital Diplomacy section will be notified straight away.

The Facility understands the importance of “Brand Australia” in Indonesia and is conscious that KIAT team members, its sub-contractors or partners should never speak to the media on behalf of DFAT or the GoA.

See the section on Media Engagement for more details.

7.2 Social media engagement

The Facility will work with the DFAT Program team and the Media and Digital Diplomacy section at the Australian Embassy Jakarta to produce content to feature and highlight the successes of KIAT for the GoA through the Australian Embassy Jakarta social media accounts.

Where social media engagement is deemed essential or beneficial by the Facility, the DFAT Program team and the Media and Digital Diplomacy section at the Australian Embassy Jakarta will be notified in advance during the planning to co-design content or make specific requests from KIAT.

See the section on Digital Media for more details.
8. Internal communications

CROSS-CUTTING COORDINATION, STRATEGIC PLANNING AND ADVICE.

Internal communications is both vertical (top-to-bottom) and horizontal (peer-to-peer) in its execution; it encompasses all the interactions between KIAT team members, both formal and informal.

Formalising an internal communications process not only creates a structure in which to share information and knowledge internally, it also creates an enabling environment to ensure all KIAT team members are moving towards the same goal on the same path with the same message.

Internal communication is the building block to an organisation’s culture. It creates shared values, work habits, expectations, understandings of policies and procedures in the same way, promotes an effective use of staff time, resources and materials and it ensures that the interpretation of KIAT’s objectives are consistent across the program.

Good internal communication ensures all members of the team understand how their role contributes to the EOFOs of KIAT, as well as how it relates with other units within the Facility.

Whilst some internal communication functions will be performed by the Operations Unit and the human resources team, the Communications and Performance Unit will be responsible for the delivery of key communication activities, as outlined in the next section.

8.1 Drivers of internal communication

Internal communication is driven by the staff of an organisation, which means it is driven by the organisational culture of KIAT, but it is essential to remember that the organisational culture is made up of personalities and people, which all have different drivers to their work.

Internal communications must appeal to these individual drivers, which may include:

- **Confidence** – on-going employment / success of KIAT in achieving its goals
- **Reward** – how does doing something benefit the individual / increased funding for KIAT
- **Recognition** – non-monetary, recognition by peers, management and/or line manager
- **Opportunity** – expand personal skills-set / experience different areas of KIAT’s work / opportunity for job promotion or more responsibility
- **Process** – level of autonomy for individuals and units / does it fit with the way people work and their workload
- **Personal pride** – how an individual feels about their job / how their job makes them feel
- **Product** – what someone is working on / do they have a choice in the product or its design
- **Working environment** – what choices do individuals have in personalising or choosing their desk / building / facilities / office location

8.2 Internal communication tools and activities

Internal communications will be implemented through a series of activities and the utilisation of tools tailored for internal team use. These tools and activities fall into four key categories as show in Figure 15.
8.2.1 Communications handbook

The Communications handbook is a comprehensive ‘living’ resource that will be continually developed over the lifespan of the program. The handbook will provide guidance to both the KIAT team and subcontractors on implementing communications activities and using communication tools. The contents will include the style guide, document templates and tips sheets on topics such as event planning, success story development and working with government and the media.

8.2.2 Events and capacity building

Effective internal communication will be developed through various internal events and capacity building opportunities for sharing lessons learned and building new skills. A key aspect of the internal events will be for learning, the main activity for this will be bi-annual knowledge sharing events, where lessons learned about from what worked and what didn’t will be presented. There may be opportunity for partners, subcontractors, DFAT and others to participate.

Continuing skills development and capacity building ensures the KIAT team have up-to-date skills and are exposed to new theories and approaches. Within KIAT this approach of continued learning will be adopted through regular capacity building opportunities on internal policies and procedures, technical approaches and most relevant to this Strategy – on communications.

Capacity building can be integrated into some of the activities outlined above such as learning at lunch, SharePoint, posters and others. Working with the Operations team to coordinate learning activities, the Communications and Performance team will conduct regular events to cover such aspects as:

- Communication skills
  - KIAT communication and engagement strategy and use of branding
  - Infographics – putting research and information into graphic form
  - Presentation and public speaking – skills to improve presentation skills for workshop facilitation and meetings to ensure clear communication of KIAT messages
  - Photography, videography and audio recording workshop – to enable KIAT team members to maximise site visits by documenting KIAT activity progress – how to use both the KIAT digital camera and mobile devices

- Advocacy skills for CSOs
- Influence and working with government
- Working with consultants – how to improve performance with consultants and internal needs
- Team building exercises to prevent silo working

8.2.3 Resources and planning

A variety of tools will be used to aid internal knowledge sharing and communications (and wider) planning. Some key tools include an events grid, and a library, notice board and posters to be hung post-workshop. The events grid is an important tool that not only tracks KIAT activities and events on a monthly basis, but also events outside of KIAT
such as GoI policy announcements/activities, conferences, partner workshops and events, DFAT events and other activities which KIAT should be aware.

8.2.4 ICT tools
Important to internal communications and knowledge management is the ability to store/preserve, access and share information electronically. SharePoint will act as the main repository for all KIAT documents, guidelines on its use will be provided by the ICT team. The Management Information System (MIS) will also be utilised by the KIAT team and will assist with the project management of the Facility, training on the MIS will be undertaken by the ICT team. Lastly, a WhatsApp group of KIAT Facility staff and sub-groups of areas with their sub-contractors, will be implemented to allow for instant communication.
9. Knowledge management

IDENTIFYING, PRESENTING, DISSEMINATING AND PRESERVING KIAT’S INSIGHTS.

Knowledge Management (KM) is an integrated process that works across KIAT, with the Communications and Performance Unit having a central role in its implementation. Effective KM is shared across the team and addresses key aspects such as:

- Accountability to key stakeholders and beneficiaries
- Reuse of knowledge from previous experiences and projects (such as IndII)
- Adapting to change, including changes in decision makers (in Indonesia and Australia)
- Addressing issues of ignorance about infrastructure, GESI in infrastructure and the related processes/knowledge gaps/resources associated with KIAT’s EOFOs
- Encouraging innovation in the adoption new approaches, uptake of technology and ideas
- Increasing efficiencies through knowledge adoption and learning uptake by both internal and external stakeholders and audiences
- Generating new knowledge and documenting lessons to improve best practices

9.1 The knowledge management process

The Communications Unit has responsibilities throughout the KM process, both leading on implementation and collaborating with other units including ICT, operations, subcontractors, different subject areas and the wider team.

As shown in Figure 16, there are number of steps within the KM process. The Communications Unit plays a key role in the knowledge distribution, use and preservation. The implementation of these elements is included in the internal and external communication activities. The figure below also shows the groups with the main responsibility (in red) for each aspect of the KM process. For those areas where the Communications Unit is responsible, the supporting groups are indicated in grey.

Figure 16 | KIAT knowledge management process

9.1.1 Knowledge goals

KM feeds directly into Communication objective 4 “To create an enabling internal environment for the effective and efficient management of KIAT”. This objective will be reviewed annually and approved by the Facility Senior Management Team.

9.1.2 Knowledge identification

To identify where knowledge resides – internally or externally. The Deputy Directors will be instrumental in helping to identify what current knowledge sits within their teams and the gaps which need to be filled.
9.1.3 Knowledge Acquisition
With the assistance of the Deputy Directors and the area teams, KIAT will be able to identify where to acquire knowledge to fill in the knowledge gaps, this may include:

- Knowledge discovered through research
- Knowledge held by DFAT/GoA
- Knowledge held by experts or partners
- Knowledge held by central, provincial or city Indonesian governments
- Knowledge held with other stakeholders
- Knowledge held outside of Indonesia

9.1.4 Knowledge development
With the Deputy Directors leading with the support of their teams, knowledge development will be undertaken to identify lessons learned (from successes and failures) and identification of best practices (internally and externally). This may be shared with the wider KIAT staff through knowledge fairs and externally through success stories.

9.1.5 Knowledge distribution
Knowledge distribution asks the following questions:

1. Who needs to know what?
2. What level of detail is required?
3. What is the best method/channel of distribution?

Distribution may be done through the physical distribution of materials/reports/publications, online, through audio/visual means or verbally; the activities and communication tools by which distribution will take place are outlined further in this document.

To aid in the planning of distribution, a Research Uptake Grid will be used examining the following information:

- **Audience** - Who needs the information/data? Internal and external
- **Purpose** - What is the intended purpose of the document, how will it be used?
- **Type of data** - What type of information/data is required? Such as interviews, testimonials, statistics etc.
- **Collection method** - How will the information/data be collected? How will you get it?
- **Storage** - Where and how will the knowledge be stored?
- **Responsibility** - Who is responsible for the information/data? Where is it located?
- **Templates** - Are there existing templates to be used to create the document or will a new one be created?
- **Dissemination** - Which categories of stakeholders will receive the information and who specifically within each category (provides numbers required)? How will the information be distributed?

9.1.6 Knowledge use
Knowledge use is one of the most challenging steps within the KM process as it most often requires a change in behaviour. It requires the **uptake and application** of information.

There are more controls available to ensure the uptake and application of knowledge internally, whereas more effort and resources may be required to make sure this occurs with external stakeholders. KIAT messaging and materials will be tailored to reinforce the uptake and application of knowledge – internally and externally.

9.1.7 Knowledge preservation
Best practices are borne out of preserved knowledge. It is critical to prevent **reinventing the wheel** moments through a coordinated KM system to build institutional memory.

Whilst knowledge preservation is often seen solely as the role of the ICT team, the Communications and Performance Unit offers a role of preserving information through the publication of resources and materials in locales where it can be accessed in the future, including after the conclusion of the program, by both internal and external stakeholders.

9.1.8 Knowledge measurement
Led by the Monitoring and Evaluation (M&E) Unit and supported by the Communications and Performance Unit and Deputy Directors, the uptake of knowledge will need to be measured. Elements of this have been integrated within
the KIAT M&E Framework including the DFAT Performance Assessment Framework indicator to assess the number of women and men who apply improved skills for infrastructure planning, delivery, management and maintenance.
10. Go-to-Market Plan

SOURCING THE BEST EXPERTISE TO DELIVER KIAT’S OBJECTIVES.

KIAT will deliver the bulk of its program through sourcing and sub-contracting specialist expertise. This will be through an assortment of tendering opportunities ranging from multi-million-dollar (AUD) and multi-year activities to a mix of short-term technical assistance and individual adviser positions. Given the importance of reaching a broad range of potential delivery partners and securing the best expertise for the task, a Go-to-Market plan is essential to not just engage, but also stimulate innovation and seek out new qualified vendors.

In some instances, opportunities through KIAT may provide the necessary anchor for new Australian firms entering the Indonesian market to build business relationships that will endure beyond the life of a KIAT contract. KIAT’s engagement of the private sector is underpinned by the same principles as outlined in the DFAT Ministerial Statement on Engaging the Private Sector in Aid and Development1; they are as follows:

- Complementary priorities of GoA and GoI
- Building value through collaboration
- Open and transparent procurement
- Commitment to responsible business

10.1 Go-to-Market approach

To widen the pool of potential experts and suppliers, a ‘Go-to-Market approach’ will be utilised to promote KIAT’s tender opportunities. To action this approach, a comprehensive Go-to-Market Plan will be developed which can be adapted to suit changing project needs and goals. KIAT seeks to connect a range of qualified individual experts and technical firms to create competition and get the best people to create effective outcomes.

The Go-To-Market Plan brings together the Cardno Corporate Human Resources (when appropriate), the KIAT Deputy Director of Operations and the Technical Deputy Directors to ensure that needs are met, addressing the following issues:

- Identifying the target market and their location (local, Australia-based, international)
- Understanding why KIAT would be of interest to them
- Identifying the technical needs from the party being engaged
- Understanding of the target markets’ needs related to providing services – alleviating their concerns
- Differentiation of KIAT from other potential programs – competitive advantages of engaging with KIAT
- Channel selection for engaging with the target audience(s) – for example, if the target audience is large engineering firms, then the channel selection would be based on where they get their information and where they gather - such as the Infrastructure conferences, ADB roadshows and industry publications.

10.2 Project implementation supplier outreach

Engagement of the market for the implementation of KIAT projects will seek to identify new suppliers to bring innovative and new approaches to the delivery of infrastructure projects. KIAT will post a procurement plan on the KIAT website that will outline all upcoming procurements, it will be updated at regular six-month intervals, it will also be sent to Austrade and others to circulate to their relevant networks.

The Go-to-Market Plan for project implementation will see KIAT providing a path into the Indonesian market for new Australian and international companies, which will potentially help build new B2B partnerships and increase the sharing of expertise and best practices. In some instances, these new opportunities may lead to longer-term business relationships that are independent of any KIAT funding.

To deliver effective outreach for KIAT project delivery, the Facility will work closely with the Australian Embassy Jakarta, DFAT, Austrade, the Australia Indonesia Business Council and various Australian state trade representatives. This will be in addition to KIAT’s outreach and participation through selected activities and events.

Some of the potential outreach activities may include:

- Joining in existing events hosted by DFAT in Indonesia and Australia
- Joining in existing or coordinating events with Austrade
- Joining in existing Indonesia-based, regional and Australian events such as the Asian Development Bank Roadshow and Indonesia Australia Business Council (IABC) events, speaking engagements, conferences and others
- Engagement of Business Membership Organisations (BMOs), Chambers of Commerce locally and in Australia through written pieces in publications/website, breakfast meetings, adverts in newsletters etc.
- Conducting of private sector forums and field trips to engage directly interested parties and to aid in qualifying leads

It is expected that through the engagement of the private sector KIAT will uncover potential resources for other Australian-led initiatives outside of KIAT. Through its work and regular engagement with the private sector, GoI, donors and the infrastructure community at-large, KIAT will be well placed to provide insights into existing and upcoming donor activities, and be able to guide new potential resources to the right donor or organisation.
11. Media engagement

Media engagement is an important tool to help deliver the message of Infrastructure for all and promote the partnership between the GoA and GoI. KIAT will work through and with the Australian Embassy Jakarta Media and Digital Diplomacy section to conduct media outreach and engagement.

11.1 Media outreach and monitoring

A simple worksheet assessing the need for media engagement will be developed and completed during the design and planning stages of any Facility activity (workshop, conference, meeting, site-visit/field trip etc.). This worksheet will be completed by the relevant KIAT technical team in collaboration with the Communications and Performance Unit. Should there be a need for media, it will be shared with the Media and Digital Diplomacy section at the Australian Embassy Jakarta and the DFAT Program team to coordinate the media involvement.

When a need for media engagement has been identified, KIAT will provide a draft press release about the event/site visit to accompany the request.

Only the designated individuals with the Australian Embassy Jakarta are allowed to speak on or off-the-record to the media about GoA policy towards the Indonesia/Australia partnership, no member of the KIAT team or related subcontractor is allowed to speak to the media, on or off-the-record, about GoA policy.

On the occasions where media outreach is conducted, the KIAT team will recommend the most appropriate Facility Senior Management Team member to speak on technical aspects of KIAT, from a non-policy point of view; this will be agreed with the Australian Embassy Jakarta Media and Digital Diplomacy section prior to the commencement event. Talking point notes will be produced prior to the event and will be reviewed by the Facility Director and/or the Deputy Director for Communications and Performance and approved by the Australian Embassy Jakarta Media and Digital Diplomacy section.

Despite the best efforts to plan, there will be occasions where the media will have engaged directly with KIAT, when this occurs only a member of the Facility Senior Management Team will be allowed to speak off-the-record to the media and the Australian Embassy Jakarta Media and Digital Diplomacy section and the DFAT Program Team will be notified immediately of the request.

Sub-contractors are not allowed to speak on behalf of KIAT to the media without explicitly written permission from the Facility and approval from the Australian Embassy Jakarta Media and Digital Diplomacy section and the DFAT Program Team.

Furthermore, to aid the Australian Embassy’s outreach in Indonesia and domestically in Australia, KIAT will provide supporting materials for media engagement to supplement the work of the Australian Embassy Jakarta Media and Digital Diplomacy section and DFAT Program team.

KIAT will employ an outside agency to conduct media monitoring of online media. A daily report will be generated and circulated to internal stakeholders about the latest news related to the work of KIAT and whenever KIAT projects are featured. Sub-contractors working on KIAT activities will also be asked to provide local media updates, as and when they occur.

11.2 Media activities

Working through the Australian Embassy Jakarta Media and Digital Diplomacy section there may be need for KIAT to foster relationships with influential media houses and journalists – these include international, regional, national and local news outlets, as well as trade publications (infrastructure, transport, water and sanitation and development).

Some examples of joint Australian Embassy Jakarta/KIAT media activities may include:

- Editorial roundtables to share new information, reports, activity briefs etc.
- Linking media into the GoI public relations team about a specific topic for coverage and vice versa
- Off-the-record update meetings with key journalists
- Press release with supporting multi-media content dissemination for announcement of achievements etc.
- Field trip and site visits to KIAT supported activities in conjunction with GoI counterpart
- Participation in Australian Embassy Jakarta-led journalist training
12. Government engagement

EFFECTIVE ENGAGEMENT WITH GOVERNMENT AT ALL LEVELS FOR IMPROVED INFRASTRUCTURE POLICY AND DELIVERY.

Government engagement is one of the main activities of KIAT, it is therefore imperative that it is done effectively.

12.1 Government protocol

Utilising resources from the GoI on government protocol the Communications Handbook will include a section where KIAT staff can contribute lessons learned related to GoI protocol and engagement. This will ensure that KIAT is working within clearly defined bounds and that engagement is consistent, regardless of who from KIAT is speaking with them.

12.2 Advocacy tip sheets

To ensure that this is done effectively a series of advocacy tip sheets will be produced, as advocacy differs in its approach from a standard communications strategy, it will be created as a standalone document. The tip sheets will help assist those conducting meetings or needing to persuade the government to change. It will also be circulated to subcontractors and can be utilised in the training of any CSOs that may require it.

12.3 Capacity building

Training on government engagement will be conducted with KIAT staff and subcontractors. This will ensure the consistency of messaging about KIAT, as well as provide tips to improve the effectiveness of engagement. The training will provide opportunities for role play, sharing of experiences, solution development from group thinking and other activities. It will work to demonstrate the importance of planning and coordination with other KIAT team members.
13. Communication tools and activities

ENHANCED MESSAGE DELIVERY THROUGH COMMUNICATION CHANNEL SELECTION.

Communication activities will be implemented by the Communications Unit with occasional input from the Operations team and the wider KIAT team. The Communications Unit will also collaborate with sub-contractors to build project-level communications capacity to deliver consistent KIAT messages to external stakeholders.

The external communications activities will be reviewed after each occurrence to adapt to challenges and responses. Additionally, a comprehensive review will take place on an annual basis.

To deliver KIAT’s messages to the variety of stakeholders a number of different communication tools and activities must be implemented, they are outlined below: The Communications Unit will be responsible for the overall quality assurance of the different outputs, some will be wholly produced by the Communications Unit, whilst most will require input from the technical teams.

Table 2 | Communication tools and activities

<table>
<thead>
<tr>
<th>Output</th>
<th>Purpose</th>
<th>Primary audience</th>
<th>Secondary audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short publications</td>
<td>To provide an overview of KIAT and key KIAT activities in an easy to read format</td>
<td>Private sector</td>
<td>Academia, GoI counterparts, Other donor programs, Donors, Media</td>
</tr>
<tr>
<td>- Infosheets</td>
<td></td>
<td>CSOs, DFAT</td>
<td></td>
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<tr>
<td>- Infographics</td>
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<td></td>
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<tr>
<td>- Factsheets</td>
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<tr>
<td>Animation</td>
<td>To provide an explanation of complex ideas related to infrastructure</td>
<td>GoI counterparts</td>
<td>Academia, CSOs, GoI counterparts, Other donor programs, Donors</td>
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<tr>
<td></td>
<td></td>
<td>Private sector</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Media, DFAT</td>
<td></td>
</tr>
<tr>
<td>Podcasts</td>
<td>To provide an accessible format for disseminating interviews, explanations of complex issues, testimonies from beneficiaries, success stories, best practices and lessons learned</td>
<td>GoI counterpart</td>
<td>Academia, CSOs, Internal stakeholders, Other donor programs, Donors</td>
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<tr>
<td></td>
<td></td>
<td>Private sector</td>
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<td></td>
<td></td>
<td>Media, DFAT</td>
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<td></td>
<td></td>
<td>DFAT</td>
<td></td>
</tr>
<tr>
<td>Video</td>
<td>To provide an accessible format for disseminating interviews, explanations of complex issues, testimonies from beneficiaries, success stories, best practices and lessons learned</td>
<td>GoI counterpart</td>
<td>Academia, CSOs, Internal stakeholders, Other donor programs, Donors</td>
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<tr>
<td></td>
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<td>Private sector</td>
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<td></td>
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<td>Media, DFAT</td>
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<td>DFAT</td>
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<tr>
<td>Photography</td>
<td>To provide an accessible format for showing progress</td>
<td>GoI counterpart</td>
<td>Academia, CSOs, Internal stakeholders, Other donor programs, Donors</td>
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<tr>
<td></td>
<td></td>
<td>Private sector</td>
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<td>Media, DFAT</td>
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<td></td>
<td></td>
<td>DFAT</td>
<td></td>
</tr>
<tr>
<td>Participatory multimedia</td>
<td>To generate content directly engaging the beneficiaries and using their voice to tell their story about how infrastructure impacts their lives – this can contribute to M&amp;E through most significant change stories</td>
<td>GoI counterpart</td>
<td>Academia, Internal stakeholders, Other donor programs, Donors</td>
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<tr>
<td></td>
<td></td>
<td>Private sector</td>
<td></td>
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<tr>
<td></td>
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<td>Media</td>
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<td>CSOs, DFAT</td>
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KIAT COMMUNICATIONS AND ENGAGEMENT
<table>
<thead>
<tr>
<th>Output</th>
<th>Purpose</th>
<th>Primary audience</th>
<th>Secondary audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Success stories and case studies</td>
<td>To provide an overview of the impact from KIAT activities using evidence with the inclusion of testimonials to highlight how those benefitting have been affected.</td>
<td>CSOs, GoI counterparts, DFAT</td>
<td>Academia, Other donor programs, Donors, Private sector, Media</td>
</tr>
<tr>
<td>Workshops / Conferences / Speaking engagements</td>
<td>To directly engage with those implementing infrastructure policies and programs at a variety of levels (central government, provincial and city) as well as other key stakeholders. These give KIAT the opportunity to showcase lessons learned, best practices and demonstrate impact and progress, and in some cases promote tender opportunities.</td>
<td>Private sector, CSOs, GoI counterparts, DFAT</td>
<td>Academia, Other donor programs, Donors, Private sector, Media</td>
</tr>
<tr>
<td>Reports</td>
<td>To be produced by the technical areas and edited by the Communications Unit, reports will play a critical role in communicating complex issues and practices for adoption specifically by the GoI.</td>
<td>GoI counterparts, Private sector, DFAT</td>
<td>Academia, CSOs, Other donor programs, Donors, Media</td>
</tr>
<tr>
<td>Private sector forums</td>
<td>These provide an opportunity to directly engage with the private sector to promote KIAT tender opportunities with the goal of broadening the pool of organisations applying for KIAT tenders.</td>
<td>Private sector</td>
<td>Academia, CSOs, Other donor programs, Donors, Media, GoI Counterparts, DFAT</td>
</tr>
</tbody>
</table>
14. Digital Media

KIAT will embrace digital media to achieve the objectives of this Strategy and to contribute to the EOFOs. The digital platforms to be managed by KIAT include:

- KIAT website
- KIAT dedicated social media (LinkedIn, YouTube and Soundcloud)
- Contributions to DFAT and Australian Embassy Jakarta social media (Twitter, Facebook, Instagram)

14.1 KIAT website
The KIAT website will serve as an online portal for information related to the program, tender opportunities with KIAT, resources about infrastructure in Indonesia and development and other materials produced by the program.

The Communications Unit will be responsible for the overall quality assurance of the website, as well content development which will be done with input from the Deputy Directors and area teams. The content may include:

- Videos
- Animation
- Podcasts
- Photographs
- External reports
- Publications (success stories, information sheets, Factsheets etc.)
- Events and media coverage

The website will be designed to ensure accessibility, and this will be regularly reviewed on a bi-annual basis.

14.2 Social media
KIAT will have a limited presence on social media. Dedicated KIAT accounts will be limited to LinkedIn, YouTube (for videos and animations on the KIAT website) and Soundcloud (for podcasts on the KIAT website).

LinkedIn will be used to help implemented the Go-to-Market plan. It will be used to reach out to the private sector in Indonesia and Australia. KIAT will engage with different groups, post articles, advertise tenders and generally promote the work of KIAT to an expert audience.

Whilst KIAT will not have a presence on all social media platforms, it will coordinate with the DFAT Activity Managers and the Australian Embassy Jakarta Media and Digital Diplomacy section to identify opportunities to promote KIAT’s activities through a variety of social media platforms. When content is provided from KIAT it will focus on quality and will have a clear purpose and every post will include the following:

- High quality photograph, infographic and/or video
- Opening grab line
- Reason for the requested post
- The related hashtags
- Mentions, handles and tags

To ensure that the social media engagement through DFAT and the Australian Embassy Jakarta has impact, KIAT will help to identify key influencers on social media who should be engaged with any post related to KIAT and/or infrastructure. Additionally, to increase exposure and influence, KIAT will work with counterparts and partners to leverage their social media accounts for posts to be picked up and reposted by the Australian Embassy Jakarta Media and Digital Diplomacy section.

14.3 Digital media capacity building
KIAT will build the digital media skills and capacity of its counterparts and key partners through training, which will include skills related to social media engagement, online content creation and management, online media engagement, monitoring and measuring success of digital activity and other digital skills. Conducting this type of
capacity building will create a stream of communication that improves governance and accountability, whilst providing an outlet for the highlighting of KIAT activities and the GoA/GoI partnership. The training will be conducted as a series on digital training with accompanying materials and mentoring from KIAT and will work with counterparts to identify the online channels, messages and content required to reach their different audiences.
15. Measuring impact

ENSURING QUALITY AND EFFECTIVENESS THROUGH MONITORING.

The Strategy will be reviewed annually. To measure its impact and effectiveness, indicators have been developed for each of the objectives outlined early in the document. Simple Monitoring and Evaluation (M&E) checklists will be developed to track the indicators. At the end of the year the objectives, along with the wider strategy will be reviewed and adjusted. The Communications Unit will work with the M&E Unit to conduct the annual review.

Table 3 | Communications objectives and indicators

<table>
<thead>
<tr>
<th>Objective</th>
<th>Indicators</th>
<th>Measurement tool</th>
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| 1. To raise awareness and promote knowledge on infrastructure good governance | a. Improved advocacy and government engagement through the implementation of a cross-Facility advocacy strategy which directly engages civil society.  
b. Increased research uptake from government counterparts  
c. Improved government engagement through targeted advocacy | - Evidence of utilisation of evidence in policy making by GoI counterparts |
| 2. Increase visibility of GoA’s support for infrastructure in Indonesia with a wide audience in Indonesia and Australia | a. Continued support of KIAT through the promotion of achievements of KIAT directly with DFAT decision-makers  
b. Improved understanding with the GoA of the contribution of GESI to aid infrastructure programs  
c. Increased visibility of the Facility with high-quality private sector infrastructure firms (domestic and international), as demonstrated by qualified queries for opportunities  
d. Improved engagement with Business Member Organisations and trade organisations, resulting in increased qualified responses to tenders  
e. Increased coverage in the media of KIAT projects | - Level or increased Funding levels  
- Level of participation with GESI in KIAT and new infrastructure programs  
- Tender responses – quality, quantity and location of organisation  
- Media monitoring |
| 3. To create an enabling internal environment for the effective and efficient management of KIAT | a. Demonstrable uptake of lessons learned and best practices by KIAT team and subcontractors  
b. Collaborative working amongst teams as demonstrated by cross-references in presentations, materials and contributions to other technical areas | - Quarterly reports  
- Success stories  
- Qualitative evidence - knowledge fairs  
- Communications product contents  
- Annual staff survey |
16. Managing risks

Identifying and managing potential risks is an essential part of strategic planning to ensure the Facility is responsive and adaptable. The Communications Unit conducted a SWOC analysis (Strength, Weaknesses, Opportunities and Challenges) to help identify potential risks to the performance of the Communication Unit and impact of KIAT messaging. The identified risks have been analysed in a risk matrix based on their potential impact and likelihood of occurrence.

Table 1 below provides a list of potential scenarios that would present a high communications risk to the KIAT Facility, with a mitigation strategy proposed for each.

Table 4 | Risks with mitigation

<table>
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<tr>
<th>RISK</th>
<th>POTENTIAL IMPACT</th>
<th>PROBABILITY</th>
<th>IMPACT ON KIAT COMMUNICATIONS</th>
<th>INITIAL RISK RATING</th>
<th>ACTIONS TO MITIGATE RISK</th>
<th>RESIDUAL RISK RATING</th>
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</table>
| KIAT is unable to attract communications staff & consultants with the necessary skills and experience | - KIAT communications material development and production delayed or not delivered in line with expectations of quality | Possible (3) | Major (4) | High | - Proactive recruitment of qualified staff & panel members  
- Communications Capacity Building for KIAT staff | Moderate |
| KIAT program staff unwilling or unable to engage with communications processes as necessary | - Communication material development/activities delayed or not implemented  
- Communications Unit overburdened  
- Less potential for learning and continuous improvement | Possible (3) | Major (4) | High | - Ongoing clarification of expectations and endorsement by KIAT senior management  
- Communications Unit in a coordinating role  
- Communication responsibilities considered during recruitment processes  
- Communication expectations included in performance indicators | Moderate |
<table>
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| KIAT implementing partners lack knowledge and skills to meet expectations for implementation of KIAT communication guidelines | - Implementation of KIAT and activity-level communications is delayed or does not meet the KIAT guidelines  
- Additional budget required to supplement with additional technical support  
- Communications Unit overburdened | Likely (4) | Moderate (3) | High | - Standardised templates for KIAT documentation  
- KIAT communications handbook and style guide  
- Communications Capacity Strengthening for KIAT implementing partners | Moderate |
| DFAT & GoI expectations about KIAT Communications differ or change; e.g. there are frequent DFAT and GoI requests for communication materials that is not in line with the KIAT Communication and Engagement Strategy | - Communications Unit overburdened  
- KIAT loses credibility among DFAT and GoI | Possible (3) | Moderate (3) | High | - Communications and Engagement Strategy collaboratively reviewed & discussed with DFAT  
- Annual internal review of the Strategy  
- Mechanism to anticipate upcoming requests (events grid)  
- Flexibility to accommodate requests | Low |
| KIAT receives bad publicity | - Reputational risks to DFAT and KIAT | Possible (3) | Major (4) | High | - Immediate liaison with the DFAT Program Managers and Australian Embassy Jakarta Media and Digital Diplomacy section to agree on actions and a decision on whether to counter bad publicity  
- Assist DFAT in the development of talking points and briefing | |
| Australian Government branding perceived to be too dominant | - Australian Government seen as self-promoting | Unlikely (2) | Limited (1) | Low | - Sensitivity to location and prominence of Australian Government logos.  
- Consultation with counterpart GoI agency where co-branding to confirm and clear with relevant media units | |
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<tr>
<td>KIAT’s role in activity overstated</td>
<td>- KIAT seen as self-promoting</td>
<td>Possible (3)</td>
<td>Moderate (3)</td>
<td>Medium</td>
<td>- Continuous sensitivity to KIAT’s focus on partnership. Careful vetting of reporting from KIAT sub-contractors to ensure not overstating their involvement.</td>
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<td>Changes in branding requirements from DFAT or counterpart</td>
<td>- Confusion with partners</td>
<td>Possible (3)</td>
<td>Major (4)</td>
<td>High</td>
<td>- Regular contact with DFAT and GoI counterparts to identify changes to requirements and communicate them quickly and clearly.</td>
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<td>- Additional expense to reproduce standard materials</td>
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<td>Departure / Changeover of key staff in DFAT / KIAT / Counterpart</td>
<td>- Loss of institutional memory, skills</td>
<td>Possible (3)</td>
<td>Major (4)</td>
<td>High</td>
<td>- Regular contact with all partners to confirm expectations are being met. - Codify expectations communications handbook, for amendment as required.</td>
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<td>- Changes in expectations</td>
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