



Government of Islamic Republic of Afghanistan

Ministry of Justice

Legal Aid Department

Public Legal Awareness Unit



PLAU Communication Strategy

June 2014

Contents

- Executive Summary 3
 - The Goal of the PLAU Communication Strategy 4
 - Guiding Documents and Legal Framework 4
- CHAPTER ONE: PLAU Mandate 4
 - PLAU Structure and Mandate 5
 - Public Perception and Behavior towards Public Legal Awareness 6
 - Program Goals..... 7
 - Communication Objectives..... 7
- CHAPTER TWO: Audience Identification and Classification..... 8
 - Audience based on Gender:..... 8
 - Audience based on Age:..... 8
 - Audience based on Residence: 8
 - Audience based on Education:..... 8
 - Audience based on Profession:..... 8
 - Audience based on Social Background and Status: 9
 - Audience based on Interaction with the MoJ:..... 9
- CHAPTER THREE: Influencers/Key Opinion Formers..... 10
 - PLAU/MoJ Staff 10
 - Government Officials 10
 - Non-Government Officials 10
 - Civil Society and Think Tanks 10
 - Religious Scholars and Mullahs..... 11
 - Tribal Leaders, Community Representatives and Elders 11
 - Community Development Councils (CDC) 11
 - School Teachers and University Lecturers 12
 - Local and National Figures and Celebrities 12
- CHAPTER FOUR: Media and Communication Channels..... 13
 - Media and Channels for Vertical Communications: 13
 - Media 13
 - Publicity..... 14
 - Media and Channels for Horizontal Communications: 14

CHAPTER FIVE: Messages	15
CHAPTER FOUR: PLAU Communication Strategy Implementation Plan.....	17
Part One of the Implementation Plan: Launching Campaigns.....	18
Campaign One: Rights and Responsibilities According to Law and Sharia	18
Campaign Two: Rights and Responsibilities According to Law and Sharia	23
Campaign Three: Rights of Suspects and Accused, Legal Aid and Introduction to Mandates, Roles and Responsibilities of Justice Institutions	25
Campaign Four: Property and Inheritance Rights and Contracts	28
Part Two of the Implementation Plan: Monitoring and Evaluation	29
CHAPTER FIVE: Recommendations	30
Public Relations Division	30
Spokespersons	31
Media Relations	31
Approaches for Working with the Media	32
Enhanced Capacity and Skills for PLAU Staff.....	33
PLAU Service Center and Profile Awareness.....	33
Development of Cooperation and Coordination with Line Organization.....	34
Enhance Cooperaiton with National and International Donors and Sponsors.....	34
Financial Resources for Implementation of the Communication Strategy.....	34
Chart of Implementation Plan for PLAU Communication Strategy	Error! Bookmark not defined.

Executive Summary

Communication has gone through tremendous changes in the last couple of years. Public relations have cemented its role in solving crises, promoting cultures and public advocacy, mutual comprehensions and understandings as well as reinforcing credibility. Therefore, the role of the communication officials as strategists and planners has been improved considerably. Meanwhile, there is a great emphasis on public relation skills and abilities to communicate strategically and get messages to stakeholders in order to influence perceptions and courses of action and achieve strategic objectives.

This is the Strategic Communications Plan for the Ministry of Justice (MoJ) Public Legal Awareness Unit (PLAU) of the Government of Islamic Republic of Afghanistan (GIROA) and is designed to set out the objectives, messages, and strategies that will be used from 1393-1397 to communicate MoJ public legal awareness programs and activities to various audiences. It describes PLAU approaches and objectives for communications, the current situation, the strategic messages, tools and tactics, the implementation plan and measures for assessing outcomes.

The PLAU communication strategy was developed by the MoJ under the direct supervision, technical and financial support of the UNDP Justice and Human Rights in Afghanistan (JHRA) project.

This strategy sets out a five-year roadmap for the PLAU, comprising the period 2014-2018. It is based on the National Legal Awareness Strategy and posits an inclusive multi-stakeholder process that engages with communities, professionals and policy levels. As a first step of formulating the strategy, the MoJ set up a working group comprising representatives of the PLAU, line ministries, and UNDP JHRA and communication experts. The working group started off its work with monitoring media followed by a communication needs assessment of the PLAU. The communication needs assessment was based on face-to-face interviews, focus groups, workshops and the evaluation of reports and external resources, as well as the review of PLAU activities and programs over the last couple of years. This strategy was developed in close coordination with line ministries, and was reviewed and approved in working group meetings.

This strategy provides a framework for creating consistent, public-centric messages in all communications, while incorporating the Afghanistan Constitution and other GIROA guiding laws and principles. The rule of law is a critical component to State building; therefore, the strategy envisions a wide range of communications activities to raise public legal awareness. It calls for the PLAU to promote greater dialogue with its citizens through different channels including mass media, publications, websites, *shuras* and *jirgas*, and community consultations. This plan serves as a guide for developing tactical communication plans. It is a living document that will be regularly updated and revised when necessary.

The Goal of the PLAU Communication Strategy

This strategy is designed to ensure bilateral relations between PLAU and Afghan citizens, to increase their awareness of the legal system and how they can access it in a regular and timely manner, and set up a roadmap to manage communications effectively. The strategy outlines effective and coordinated communication approaches in response to the citizens' needs of legal awareness, legal consultation and legal aid throughout Afghanistan. Moreover, the strategy sets up platforms to ensure enhanced and direct communication among various justice actors in Afghanistan

Guiding Documents and Legal Framework

This strategy was formulated based on the law, regulations and legal framework of GiRoA. The followings are the guiding documents and legal frameworks:

- Afghanistan Constitution
- The Afghanistan National Development Strategy
- The National Strategy for the Justice Sector
- National Priority Program 5
- MoJ Five Years Working Strategy (initiated in 2013)
- The National Legal Awareness Strategy
- The National Policy on Legal Aid

CHAPTER ONE: PLAU Mandate

According to the National Justice Sector Strategy (NJSS), “the Ministry of Justice has extensive responsibilities that include ... raising public legal awareness.” The NJSS has named legal awareness as one of the key issues, which is covered under its third goal, entitled “Improved Quality of Justice”. Also within National Priority Program Five (NPP5), public legal awareness is a national priority. A huge emphasis has been placed on public legal awareness in the MoJ's five year working strategy. Given the emphasis on public legal awareness in national documents, and its need and importance, the MoJ developed the National Legal Awareness Strategy (NLAS) in 2011, which is being implemented by PLAU.

The NLAS articulates the PLAU mandate on 'legal awareness' as the promotion of the public's knowledge of their rights and obligations according to the Constitution, enacted laws, *Shari'a* provisions, and the introduction of respective organs and their procedures for ensuring justice and access to rights. The National Legal Awareness Strategy stipulates that to ensure “Rule of Law” in the country, government organizations and citizens should abide by enforced laws. The aim of the National Legal Awareness Strategy is to promote adherence and observance of the law by individuals by increasing their legal awareness. By promoting adherence and observance, individuals and groups will learn how to complain against government organizations violating laws and demand restitution of their rights through legal channels.

PLAU Structure & Current Situation

Based on the need and importance of public legal awareness, the GIRoA entrusts the MoJ with the mandate to carry out public legal awareness activities throughout the country. Within the MoJ, the Legal Aid Department (LAD) provides legal aid for the defense of indigent persons at any stage of criminal prosecution, and also provides legal consultation and public legal awareness for Afghan citizens. More specifically, the PLAU of the LAD provides legal awareness to the public throughout the country through different means of communication.

PLAU is made up of 58 staff members based in Kabul and the provincial offices of the MOJ. There are 25 staff in Kabul, where the office is structured as follows: PLAU Administrator (1 staff); Board of Instructors (4 staff); Publications (3 staff); Community Outreach (17 staff). There are 33 staff members in the provinces, one in every capital except in Nouristan province. The head of PLAU reports to the Head of the Legal Aid Department based in Kabul. PLAU currently employs five women, three working at PLAU headquarters and two involved in community outreach.

PLAU carries out its communication activities through radio, TV PSAs and dramas, billboards, posters and booklets. It utilizes social networks including Facebook as the main internet medium and conducts workshops and seminars. It also visits schools, mosques and detention houses to ensure direct communication and engagement with public. Given the existence of a wide variety of media available for vertical and horizontal communication, PLAU has to effectively and widely enhance its communication work; however their experience in communications/journalism is limited.

PLAU uses legal clinics to raise public legal awareness and promote legal aid. Legal clinics were established in the Law and Sharia faculties of several universities throughout the country, and are certified by ILAB (Independents Legal Aid Board). Legal clinics have proven to be very useful for legal awareness and legal aid.

PLAU management structures are centralized and its administrative systems are complex and time-consuming, which weakens the ability to engage in responsive and effective public outreach and communication. PLAU has been unable to use non-technical language effectively to generate messages that are legally accurate but widely understood. The unit works under a civil service ethos, which has the risk of inhibiting innovation and creativity. Even if traditional communications methods do not achieve expected results, PLAU has not endeavoured to change its approach, and merely repeats past failures. PLAU staff members are highly risk-averse and are wary of sharing information with the public. They therefore avoid media and public relations activities.

PLAU has not strengthened partnerships or coordination with relevant national and international organizations. As a result, the unit may not have a high profile throughout the country for the provision of legal awareness services.

Religious scholars, mullahs and community leaders provide legal awareness besides PLAU. These legal awareness interventions are rarely coordinated with PLAU.

There are many other government and non-government organizations contributing to raising legal awareness based on their objectives and their line of work. For instance, civil society organizations, the Afghanistan Independent Human Rights Commission (AIHRC), the Ministry of Women's Affairs (MoWA), the Ministry of Interior(MoI), the Attorney General's Office (AGO), Supreme Court and many other organizations. The myriad organizations working in public legal awareness has resulted in a wide number of messages formulated and disseminated without any coordination. As a result, consistency in messaging has also been undermined.

Public Perception and Behavior towards Public Legal Awareness

According to a public perception survey carried out by MoJ with UNDP JHRA support in 2013, citizens have a relatively low opinion of the government capacity in the justice and legal sector, and little faith in the efficiency of the justice administration. However, at the same time many see the government justice system as less corrupt than when it was under the control of powerful people. Therefore, some people declared having brought their cases in the first place to elders and local *shuras* and mullahs, or prefer to avoid accessing the formal justice system.

Some respondents indicated that they have never received any information on the role of the various government institutions in protecting citizens' rights. It is thus not surprising that very few interviewees could name the institutions in charge with providing legal aid or legal awareness to citizens. In Kabul only 5% of the male population could name the Ministry of Justice as the main provider of these services.

In other provinces, people who report having received information on one topic often cite several sources from which they received this information. This reveals that some parts of the population are totally excluded from access to the information while others have several sources to access information. In most cases, people have learnt about human rights- and justice-related topics through electronic media, specifically TV, and also at schools and through posters. A slightly lower percentage gained knowledge about legal and justice topics through radio and elders. Some of media are seen as particularly inefficient for transferring knowledge on legal and justice sector. For instance, almost half of people having received the information through the media found it too complex or uninteresting. Likewise, some people found the information on TV not sufficiently clear.

The survey shows that community leaders, such as religious scholars and *mullahs*, communicate a good deal about legal and justice topics; however, those they are often not properly informed and use incomplete references. This indicates a low awareness and knowledge of community leaders in regards to legal and justice sector. However, community leaders and elders are much more proactive, probably because they have been more targeted by training programs. The survey also shows discrepancies between the groups of population who have been targeted by legal messages, the various sources of information and on their perceived usefulness. The level of access to information is not significantly different between men and women, however, it is important to note that women often report receiving more information than men. There are several hypotheses as to why this might be, including the targeting of women by the international community when conducting awareness and capacity development interventions. The gap of access to information is striking between urban and rural

residents, with rural residents having more limited access to legal awareness. The influence of media and channels of communication also vary significantly on the various groups of people. Women obtain access to the information mainly through radio and TV, while men receive information mainly through elders, community leaders or religious scholars. Meanwhile, youth and children receive the information from schools, billboards, posters, TV, newspapers and magazines. Information channeled through schools is seen as the easiest to understand, because of the two-way communication.

There is the large gap between men and women in terms of capacity and/or willingness to report a conflict to actors who are external to the family realm. This underlines the fact that usually men are responsible for dealing with complaints and conflicts rather than women, but also that the legal and justice system is less accessible to women than men. People seem to not have an in-depth understanding of the administrative procedures that the legal and justice institutions follow, and were not satisfied with the process of cases. They are not satisfied with the way legal and justice institutions respond to cases. In addition, some have indicated that they may not go to the same institutions to resolve other cases in the future. People are not familiar with the difference between a criminal and civil case. They have little information on the Huqooq department and its mandate. Meanwhile, the multitudes of legal aid, human rights and legal awareness organizations have provided citizens with inconsistent information. Provision of legal aid and legal awareness through different organizations has resulted in people receiving multiple and different messages on one subject. Moreover, religious scholars, *mullahs*, tribal leaders, community leaders, educated persons and illiterate people interpret legal and justice topics differently based on their background and culture, which causes complications in recognition of the rights and responsibilities among the public. And eventually the insurgents' propaganda makes people, especially in rural areas, unreceptive to legal awareness activities. Over all, people live in the vacuum of regular, effective and objective legal awareness. Therefore, it is necessary to provide legal awareness through the implementation of an effective MoJ communication strategy that will enable PLAU to achieve its objectives and expected results.

Program Goals

The primary objectives of this communication strategy are multiple and include: raising public awareness of their rights and responsibilities so that members of the community may better access their rights; introducing respective legal and justice institutions and their procedures so that citizens can understand how to access legal services and legal aid; and strengthening justice and rule of law.

Communication Objectives

In addition to the larger program goals stated above, this communication strategy contains the following objectives:

1. To enhance legal awareness of people in order to empower them to obtain justice and access to the rule of law.
2. Introduction of administrative process of legal and justice institutions and other legal services and legal aid providers to ensure recognition and access to the legal services and legal aid
3. To increase effective and supportive coordination and partnerships in the delivery of legal awareness and legal aid with relevant national and international organizations.
4. To reinforce credibility and trust between people and legal and justice institutions to ensure better rule of law.

CHAPTER TWO: Audience Identification and Classification

In the broadest sense, the communications audience is anyone (national/international) who lives or works in Afghanistan, including vulnerable groups such as women, youth and disabled citizens. This represents a very broad and diverse group of people with different needs and interests, so it is useful to consider a number of subcategories that identify groups with similar characteristics or communications needs. Audiences can be categorized using the following criteria, which define the scope of audience classification from all dimensions:

- Demography (age, sex, occupation, literacy, geographic specifications, income and livelihood);
- Background and Statuses (nationality, family environment, social status and class, level of education, religion and culture);
- Interests (perception, behavior, interests and tastes);
- Use of and access to media.

There are different levels of interest on the part of the stakeholders in receiving communications. One of PLAU's challenges is to provide opportunities for its audience to voluntarily increase their level of engagement, eliminate barriers to participation, and increase the value of their relationship with the PLAU. Audience also has different informational needs, depending on their relationship to the PLAU. Based on the model above prioritized audience for PLAU audience includes, demographics, specifically broken down as such:

Audience based on Gender:

In this category, PLAU targets both men and women. According to the Central Statistic Department of Afghanistan, there are approximately 27.5 million people in Afghanistan; with 14.1 million males and 13.4 million females.

Audience based on Age:

In this category, PLAU targets children, youth, middle-agers and elders. According to the Central Statistic Department of Afghanistan, approximately 10.75 million ages between 15 and 34, this makes approximately 39% of the overall population. 7.35 million people are above 35 which make approximately 26.7% of the population. The rest is all children under 15 years old.

Audience based on Residence:

In this category, PLAU targets both urban and rural audiences. According to the Central Statistic Department of Afghanistan, 77% of Afghans live in rural areas, while only 23% lives in cities.

Audience based on Education:

In this category, PLAU targets literate and illiterate citizens. Illiterate are those who have cannot read and write or have basic reading and writing skills.

Audience based on Profession:

In this category, PLAU targets students, teachers, government employees, non-government employees, tradesmen, craftsmen, artisans and farmers.

Audience based on Social Background and Status:

In this category, PLAU targets families, religious scholars, *mullahs*, community leaders, educate, fanatics, extremists, civil society.

Audience based on Interaction with the MoJ:

In this category, PLAU has applicants to the justice system, patrons of the justice system, displaced, returnees, disabled, suspected, accused, convicted, children under reservation and so on.

CHAPTER THREE: Influencers/Key Opinion Formers

PLAU has the vision that building public legal awareness requires use of effective communication channels, as well as formulating and delivering consistent, clear and accurate messages to target audiences.

The following influencers and key opinion formers are deemed to play a significant role in changing the public perception and channeling messages for the PLAU:

PLAU/MoJ Staff

MoJ staff, especially PLAU staff, are key opinion formers to provide public legal awareness. Their duty is to formulate and socialize legal awareness messages and information tailored to the needs of the target audience. Within this framework, they are expected to use various communications means and methods. On a daily basis, MoJ employees deal with hundreds of applicants for justice, patrons of the justice system, suspects, accused, convicted and others, to whom they convey the requested and needed legal information. MoJ staff are employees of accredited status based on their positions and responsibilities, and it's not only effective for the messaging, but also very important for working with other organizations.

Government Officials

Using government officials is very valuable in PLAU communications. PLAU can utilize the services and image of high and low ranking officials ranging from the President to ministers, directors to the provincial governors and others in vertical and horizontal communications. PLAU can partner with and utilize the services of government employees such as legal aid providers, independent legal aid board, police, prosecutors, judges, attorneys and human rights personnel. PLAU engagement with these actors can result in the production of consistent messaging through PSAs, media discussions, and public fora. Partnership with other government officials can also add value to the quality of messages and can contribute to enhanced public trust in the work of PLAU.

Non-Government Officials

Considering that a substantive number of legal awareness interventions and products are provided by non-governmental organizations, PLAU engagement with these actors – including legal aid providers, lawyers, human right activists, and human right supporters - will add value to the quality, reach, and influence of the messages.

Civil Society and Think Tanks

Afghanistan local civil society and think-tanks have a growing influence on people's perception and have the potential to generate more public awareness of rights and responsibilities. Civil society comprises councils, groups, media, *shuras*, assemblies, associations, and humanitarian organizations. They can influence people's attitude at the national and local level and also ensure that the community needs are taken into consideration by duty bearers in the delivery of their services. Furthermore, NGOs presence in remote areas can contribute to PLAU efforts to reach out to a wider number of citizens at the central, provincial and rural areas.

Think tanks have played various roles in the policy-making process. They are some of the best examples of organizations creating true change in public policy. They can be small, medium, or large organizations in terms of funding and staff, and cover several political, economic, social and legal issues. Think tanks in Afghanistan, especially international ones, have generally been more visible because of their resources and ability to engage with the public, the media and government officials. In terms of purpose and activity, think tanks in Afghanistan are typically research-oriented, advocacy-oriented, or a combination of both.

A systemic engagement with think tanks can enrich quality and substance of PLAU knowledge products and awareness materials.

Religious Scholars and Mullahs

As the Afghan Constitution and national laws are based in Sharia, religious leaders and *mullahs* play a key role in educating people correctly about their rights and responsibilities within Afghanistan.

Religious scholars and mullahs enjoy wide public trust as they are believed to serve the public interest ahead of their own. They are respected and have great influence over the people, especially rural areas. They are able to denounce wrongdoings committed in the communities and to urge citizens to abide by the law. Religious messages spearheaded by religious scholars and mullahs add value and public consent to awareness interventions. Within this framework, PLAU partnerships need to be fostered with relevant ulema councils, individual religious scholars and mullahs. Such partnership will also result in the incorporation of Islamic messages into PLAU-supported messages and products.

Tribal Leaders, Community Representatives and Elders

Tribal leaders, community representatives and elders play an invaluable role to guiding and instructing members of their faith, sect or tribe on administrative duties. They are the mouthpiece that can confirm the GIRoA institutions and discredit propaganda. They can also denounce violence and urge citizens to abide by the law. They are respected and have relevant influence on the people, especially in rural areas. Citizens trust them and usually follow their judgment or guidance. Tribal leaders, community representatives and elders can effectively engage with the public through community councils, village development councils, consultation meetings, *jirgas*, *shuras* and even family visits.

In consideration of the above, PLAU will further relationships with tribal leaders, community representatives and elders to identify communication opportunities. In addition, PLAU will prepare an outreach plan to engage local tribal leaders, community representatives and elders to encourage messages to raise public legal awareness.

Community Development Councils (CDC)

Thousands of Community Development Councils (CDC) have been established by the Afghan government. These CDCs are in all provinces and districts, and fall under the National Solidarity Program. CDCs provide services to local communities, have regular meetings, and are considered to be the local government - until a time as the local governments are appropriately strengthened. Since CDCs are considered to be the local government, they have a large influence on the people. As such, people trust the CDCs to have their disputes and issues resolved peacefully. CDCs therefore have a large

audience, and can assist in disseminating important messaging to the people, and furthermore, are able to monitor and evaluate the impact of said messaging. Therefore, the PLAU is expected to strengthen relationships with them. PLAU is also expected to prepare a plan to reach out to CDCs to encourage messages on public legal awareness.

School Teachers and University Lecturers

In the education sector, many people engage directly and indirectly with students. In particular, the school and madrasa teachers and university lecturers are very influential in forming and raising students' knowledge. Students consider their teachers to be role models and their behavior is thus influenced by them.

PLAU's systematic engagement with school and madrasa teachers has thus the potential to funnel through to students with legal awareness knowledge and information. In this regard, PLAU is expected to prepare a plan to reach out to the teachers to encourage messages on public legal awareness.

Local and National Figures and Celebrities

National and local figures and celebrities have a considerable impact on national morale. Historical figures, politicians, scientists, educators, writers, poets, athletes, performers, honorees, and singers are good examples of figures and celebrities in Afghanistan. People have a special interest in and devotion to celebrities, and therefore believe in what they say and act accordingly. Citizens praise figures and celebrities as a symbol of ingenuity, courage, wisdom and enlightenment and follow them. PLAU's collaboration with prominent figures and celebrities can bring added value to outreach interventions at the central and provincial levels.

CHAPTER FOUR: Media and Communication Channels

Strategic communications are (broadly) a set of rules, or a strategy, which an entity or a government institution uses to communicate messaging using media and other various communication. It requires both vertical and horizontal approaches for information dissemination.

Vertical channels refer to a two-way flow of information from the government to the governed on essential policies, and people responding to the government.

Horizontal communication is another method of organizational communications. Horizontal communication refers to the transmission of messaging or information across different groups of people, departments, units, or divisions. Both vertical and horizontal channels of communication are critical for the citizens to understand and trust the policies that are being introduced and instigated.

Strategic communications brings about a platform for promoting a feedback loop from the public to leaders, which will bolster active dialogue between the government and the governed. The following communication channels are traditionally employed in Afghanistan:

Media and Channels for Vertical Communications:

Media

Radio and TV

In regards to the public awareness, radio and TV have special place among mass media. Radio and TV are the most popular educational and awareness tool because they have wide coverage, a wide variety of audience, broadcast speed, and audio and visual characteristics. TV and radio programs can be broadcast during day and night peak hours, and can reach all parts of the country, including remote ones. Radio and TV can target a wide variety of audience, regardless of age or education. It means that radio and TV are powerful communication channels for both literate and illiterate people. TV is very suitable for visualizing messages, but it is expensive, whereas radio is fast and cheap and appropriate for rural areas. To make the most of radio and TV, it is better to target news and current affairs programs, as well as broadcasting public service announcements (PSAs).

Magazines, Newspapers and Periodicals

A newspaper is a publication printed on paper and issued regularly. It gives information and opinions about current events and news. Newspapers deal with a wide range of topics, including political events, crime, business, sports, opinions, and more, and are a way for people to stay informed about different (usually contemporary) topics.

Social Media

Social media very well may be the future of communication, as the number of internet-based tools and platforms has increased exponentially and there has enhanced the sharing of information. It is a relatively new form of media, which allows users to transfer text, photos, audio, video, and information in a fluid manner among users.

Social media is not only relevant for regular internet users, but businesses as well. Iconic social media platforms like Twitter, Facebook, and LinkedIn have created online communities where people can share information as they desire with other members. The result is an enormous amount of information that can be easily shared, searched, promoted, disputed and created. Applications that have developed within and around these platforms, websites and tools are endless in number and functionality in Afghanistan and the world. Social media offer an endless number of niche social communities where members can gather around a common topic. Topics both general and specific now have living homes on the internet; anything from health, security, education, awareness to entertainment. Social media will thus be best utilized for the public legal awareness activities because it has the characteristics that reach and benefit any type of audience, anytime, anywhere in this world.

Publicity

Advertisements

Advertisements comprise production and broadcast of radio and TV PSAs and publication of print media ads.

Environmental Media

Environmental media encompass publication and dissemination of billboards, posters, brochures, fliers and stickers.

Branding

Branding includes logos, slogans, websites, hotlines, interactive voice response (IVR)/short message service (SMS) systems, magazines, newsletters and reports.

Documentary

Documentaries include production and broadcast of stories and dramas on radio and TV.

Media and Channels for Horizontal Communications:

Visits to Villages, Schools, Madrassas, Mosques and Communities

Field visits are an important principle of horizontal communications. Visits to villages, schools, madrasas and mosques ensure two-way communications. It means that the messages can be delivered directly to the audience, and at the same time the audience has the opportunity to give feedback and comments on how the legal and justice sector might be improved. The benefits with field visit is in having the opportunity to deliver the messages face to face in a very common way which tends to be very receptive to the people.

Jirgas and Shuras

Afghanistan's history, culture and sociology feed the existence of traditions and customs within which traditional assemblies such as jirgas and shuras operate. Jirgas and shuras tend to serve as a platform for the resolving political, social, legal issues or disputes. Citizens facing a dispute or an issue can bring these to the attention of the *jirga* or *shura* members and ask them to mediate, arbitrate, resolve or provide comments. Decisions generated by shuras and jirgas are normally accepted and respected by the concerned community. Usually, the members of the jirgas and shuras are tribal leaders, community

representatives, elders, religious scholars, and *mullahs* who are influential and acceptable to the community. Jirgas and shuras have no formal staff, and instead are made of up community leaders. Given their influence, shuras and jirgas can play a crucial role in communicating and delivering messages to the citizens they serve.

Workshops, Seminars and Conferences

These measures can be done when necessary. PLAU will conduct workshops, seminars and conferences in the scale as needed. The aim of these measures is to educate or enhance the communication capacity of influencers as well as the PLAU staff.

CHAPTER FIVE: Messages

PLAU's mandate is based on enabling people to obtain access to their rights and enhancing rule of law through public legal awareness. A government that encourages resolution of disputes through peaceful process and justice systems, rather than violence and conflict, ensures that there is an integral role for Islam in the legal and judicial system.

In the process of implementing the communication strategy, the following concepts and themes can be used by PLAU to shape messages:

Themes: Rights and Responsibilities according to the Constitution and Islamic Jurisprudence

Theme 1: Women's Rights

Topics:

- Women's right to education
- Women's right to work
- Freedom from torture, violence and inhumane treatment
 - Sub-themes could address the following issues:
 - Types of violence against women
 - Reporting of violence against women to the formal justice system
- Harmful practices and traditions contrary to State law and Sharia.
 - Sub-themes could tackle issues including:
 - The right to choose one's spouse,
 - The legal age for marriage

Theme 2: Women's Financial Rights

Topics:

- Women's right to tenure and property
- Women's right to alimony and inheritance
- Right to divorce and/or separate from husband

Theme 3: Citizen's Fundamental Rights and Responsibilities

Topics:

- Citizens' Fundamental Rights

- Right of equality before the law
- Right to education
- Right to work
- Right of health
- Right to family
- Freedom of expression
- Right to elect and participate to electoral processes
- Citizens' Responsibilities
 - Compliance with laws, regulations and decrees
 - Paying taxes
 - Respecting the rights of others
 - Observing public order and security

Theme 4: Children's Rights

Topics:

- Prohibition of children's forced labor and hard work
- Children's right to education
- Protection mechanisms for children
- Eradication of violence against children
- Rights of minors when in conflict with the law

Themes: Rights of Suspects and Accused and Legal Aid

Theme 1: Rights of Suspects and Accused

Topics:

- Right to legal services and counseling
- Right to information of the charges
- Right to a fair trial
- Presumption of innocence until proven guilty
- Right to remain silent
- Right to an interpreter

Theme 2: Legal Aid

Topics:

- Access to legal aid services
- Providing grants to legal aid lawyers so that they can provide their services for indigent suspects and accused

Themes: Introduction of Justice Institutions

Theme 1: Introduction to Mandates, Roles and Responsibilities of Justice Institutions

Topics:

- Mandate, processes and procedures of the MoJ/Huqooq department

- Mandate and procedures of the National Police
- Mandate and role of attorneys
- Mandate and role of courts

Themes: Property and Inheritance Rights

Theme 1: Property and Inheritance Rights

Topics:

- Right to intellectual property rights and material ownership
- Just and legal ways of obtaining ownership

Theme 2: Contracts

Topics:

- Recognition of contracts as legal documents with judicial consequences

Target Audiences

While the audiences for each message and communication will vary, the overall goal of this strategy is to increase bilateral relations between PLAU and Afghan citizens, to increase their awareness of the legal system and how they can access it in a regular and timely manner, and set up a roadmap to manage communications effectively. As such, the below have been identified as the target audiences:

Primary Audience: Married and single women in rural and urban areas; married women and single girls who are illiterate or do not have remunerated employment; illiterate men in rural areas.

Secondary Audience: Public and tribal leaders; community representatives; elders, *mullahs*; religious scholars; government employees and non-government employees; women's organizations.

CHAPTER FOUR: PLAU Communication Strategy Implementation Plan

The implementation of the PLAU's communication strategy requires a series of operating activities as well as solid foundations. For immediate impact and to immediately achieve goals, operating practices could be considered effective. Therefore in the current implementation plan of the strategy, PLAU has set out specific communication campaigns with certain messages, audiences, influencers and communication channels to have an immediate impact on the people and to achieve immediate goals. However, for long-term goals, PLAU is committed to undertake strong measures to lay foundations for a sustainable communication system to and from public. The importance of the communication foundation is very clear, as it provides and maintains simple and regular communication with the target audience through vertical or horizontal communication channels.

It is proposed that implementation of this strategy will be coordinated by PLAU, in particular, and the Ministry of Justice, in general, with line ministries and NGOs/CSOs.

It should be noted that communications methodologies and needs change rapidly; therefore, this strategy is adaptable and will be continuously updated as the program progresses, as a result of changing events and circumstances. The plan will be revisited every year to ensure that all changes are adequately reflected in the strategy.

Part One of the Implementation Plan: Launching Campaigns

Campaign One: Rights and Responsibilities According to Law and Sharia

The Campaign Goal

There is no doubt that according to State law and Islamic Jurisprudence, the whole nation, including men and women, have social and civil rights which cannot be prevented due to gender. According to the Constitution, women have equal rights as men, and to accomplish this, they are supported by law to access all of their rights, including political, social, economical, cultural and civil rights. Moreover, under the law, the government is obliged to create a favorable environment for the growth and revitalization of the rights of women. One of the problems faced in Afghanistan is that women's limited legal awareness inhibits them from seeking redress mechanisms and to claim justice. Therefore, PLAU deems it necessary to launch a women's rights awareness campaign to increase the women's legal awareness and empower them to obtain access to their rights. Such a campaign is also expected to touch upon the fundamental rights entrusted to all citizens.

Expected Results (Outcomes)

The expected results of this campaign are a change in the public mindset towards the recognition of rights and duties before the law, and toward the promotion, protection and fulfillment of women's rights. Furthermore, this campaign is expected to contribute to the national efforts of reducing violence against women and the number of cases related to violence against women. This campaign will be implemented as follows:

Theme: Women's Rights

Topics:

- Women's right to education
- Women's right to work
- Elimination of violence against women
- Elimination of traditions and harmful practices contrary to the Constitution and Islamic Jurisprudence

Theme: Women's Financial Rights**Topics:**

- Women's right to ownership
- Women's right to alimony and inheritance
- Right to divorce and/or separate from husband

Theme: Citizens Rights and Responsibilities According to Law and Sharia**Topics:**

- Citizens' Fundamental Rights
 - Right of equality before the law
 - Right to education
 - Right to work
 - Right of health
 - Right to family
 - Freedom of expression
 - Right to elect and participate to electoral processes
- Citizens' Responsibilities
 - Compliance with laws, regulations and decrees
 - Paying taxes
 - Respecting the rights of others
 - Observing public order and security

Influencers/Key Opinion Formers

Active Women: PLAU is expected to proactively engage with a wide variety of active and educated women in horizontal and vertical communication activities of this campaign. For instance, partnerships with female teachers, doctors, police, government employees, students, non-government employees, businesswomen, a female artisans, etc. can be explored to promote women's right to work, education and ownership. PLAU can also use success stories of those women who help their families and make a difference through education or work. By engaging with these educated women, PLAU can promote the role of the education in the betterment of women's lives. On the other hand, PLAU can also portray the literate or workingwoman as less vulnerable to poverty and violence. Active women could be engaged as role models on television and radio PSAs with the objective of encouraging other women to claim their rights, and to influence perceptions of conservative families' vis-à-vis the legal guarantees and entitlements women have.

School Teachers and University Lecturers: Teachers and lecturers play a significant role in this campaign. Teachers can play an important role in the effectiveness and delivery of the messages. Given the diverse audience and facilities available to them, engagement with teachers is optimal in PLAU horizontal communication. PLAU will work with schoolteachers and university lecturers to deliver the messages in their classrooms, workshops or seminars. To improve the effectiveness of messages, it is required to provide teachers with printed materials such as booklets, flyers, posters or brochures beforehand, in order to distribute them to the students. It is also recommended that stickers also be printed containing messages and pictures. The stickers should be made available to all students in order to be stuck to their briefcase, books and notebooks. Students should also be encouraged to convey the messages to the family and community.

Mullahs and Religious Scholars: Partnership with religious scholars and *mullahs* is imperative to the success of this campaign. PLAU will use *mullahs* and religious scholars in horizontal communications. Religious scholars and *mullahs* can be used by their activities through mosques, *madradas* and family meetings to reach out to fathers, brothers and husbands and convey the messages to them. Given the traditions and complex cultural and social life in Afghanistan, it is necessary to raise legal awareness not only among women; but also among men who contribute to the limitations on women accessing their rights.

Tribal Leaders and Community Elders: Tribal leaders and community elders are very important to the success of this campaign. PLAU will engage with them in its horizontal communications. Through direct contact with them, PLAU will support them to channel the messages to the target audience using their traditional platforms such as *jirgas*, councils, meetings or visits.

Government Line Officials: Partnership with government officials is very important to the success of this campaign. At the provincial level, PLAU can work with provincial governors, district governors and other government officials, and at the national level, PLAU can engage with the President, ministers and directors in its vertical and horizontal communications. It means that they could be involved in the production of messages - especially television and radio PSAs - or can be involved to channel the messages to target groups and influence them through participating events, gatherings, meetings and any other available platforms. The government line officials' support and engagement in the organization of the PLAU campaigns can add value and credibility to the messages. In addition of engaging with top government line officials, PLAU can partner with regular line government employees to spearhead messages to the target audience. In fostering these partnerships, PLAU is expected to provide these officials with printed materials such as booklets, brochures, posters and sticker to use for communication purposes.

Non-Governmental Officials: In consideration that a lot the public legal awareness interventions and products, legal consultations and legal aid services are provided by NGOs, PLAU deems it necessary to engage with legal aid providers, lawyers, human right activists, human right supporters and other non-government officials in undertaking communication related activities. Such engagement can contribute to PLAU's efforts to reach out to a broad range of citizens.

Communication Channels

Implementation of this campaign requires both horizontal and vertical communications. Vertical communications tend to reach out directly to all women all over the country at any time of the day or night, while horizontal communication tend to pave the ground for reaching out to the families of the targeted audience.

Vertical Communication Channels: The most effective communication channels for this campaign are national television channels and local radio channels as well as print media. Also the use of online media including social network is imperative in this campaign. The use of IVR/SMS system in this campaign is desirable.

Horizontal Communication Channels: The most effective horizontal communication channels for this campaign are Friday sermons, local *jirgas*, community development council meetings, visits to schools and universities and family visits. Also, holding events and gatherings at national and provincial levels is very critical to the achievements of objectives of this campaign. Holding seminars, conference and workshops with the women's supporters is important for this campaign.

Format of Communication

Producing and Broadcasting of PSAs, Documentaries and Dramas: The production and broadcasting of television and radio PSAs, documentaries and dramas is essential. With broadcasting, priority should be given to television channels with national coverage and local radio stations, because national television channels can reach out to wide variety of audiences and can provide them with visual support alongside sound and written text. Television is however expensive. Therefore, broadcasts cannot be consistent. On the contrary, production and airing of programs through local radio stations is cheaper, thus providing better opportunities to send out the messages more often. In addition, radio can reach out to audiences locally - especially rural areas - where no other media can broadcast. Broadcasting during the evening is very suitable on television because normally families come together to watch TV programs. Whereas mornings and afternoons are perfect for radio stations because women are in the kitchen can listen to the radio, and many citizens can listen to the radio during their commute to work and at lunch.

News Stories and Roundtable Discussions: PLAU has to work with newsrooms in order to have the utmost impact on audiences. It has been noted that people believe in news more than any other type of media. Therefore, working with newsrooms will provide the opportunity to PLAU to not only deliver the messages, but also to discuss them through roundtables. To do that, PLAU needs strong foundations, such as an operating public relations office and spokespersons, to facilitate and communicate with media across the country.

Advertisements and Articles in Print Media: Putting advertisements in and writing articles for newspapers and magazines is very important for this campaign. Newspapers and magazines have special characteristics and features that can help with availability of messages for a longer period of time. Since literate people use print media, it is recommended that PLAU work to make print media usable for the illiterate as well. To do so, it is necessary to use enough pictures, drawings and cartoons to make it more

visual so that it becomes eye candy and raises curiosity. It is also recommended that the articles provided to the media are written in common language rather than complicated technical language.

Working with Mullahs and Religious Scholars: PLAU will work with *mullahs* and religious scholars to have them deliver messages during their activities at mosques, teachings and meetings, especially during Friday sermons. PLAU will work with the Ministry of Haj to officially enlist *mullahs* and religious scholars to deliver the messages. At the same time, work must be done with non-registered *mullahs* and religious scholars in person to convince them to deliver the messages. Special attention will be given to religious scholars associations to ensure consistency between national laws and Islamic jurisprudence and teachings.

Working with Tribal Leaders and Community Elders and Representatives: PLAU will regularly contact tribal leaders and community elders and representatives to have them deliver the messages to audiences through their existing community platforms including their *shuras*, *jirgas* and meetings.

Visit and Talks: PLAU's legal educators are expected to visit and deliver the messages at schools, *madradas* and universities. Public legal educators can first work with teachers and lecturers to integrate the messages into their teachings and at the same time go to the classrooms themselves to deliver the messages. Before direct interaction with teachers, PLAU will work with the Ministry of Education to officially facilitate PLAU's visits to schools. An agreement with the Ministry of Education or any other line ministries will be ideal.

Holding Events and Gatherings: PLAU will grasp opportunities to hold events and gatherings at the local and national level. One way to achieve this is to hold these events or gatherings with the consultation and coordination of CSOs, government or non-governmental human rights organizations and think tanks. Moreover, PLAU is expected to actively participate in the relevant events and gatherings at local and national levels and promote PLAU's profile along with their relevant messages. The aim is to deliver the messages to audiences through civil society platforms, as they are very acceptable for people. In this regard, PLAU should first identify organizations to partner with and then establish coordination platforms.

Working with the Ministry of Women's Affairs: PLAU will work with the Ministry of Women's Affairs to support formulation and implementation of legal awareness activities focusing on women issues and will also create joint programs, particularly in the provinces, to help to the success of the campaign. The aim of working with the Ministry of Women's Affairs is to make use of its ties and communication channels with women across the country in order to influence them. Moreover, the citizens' trust in this Ministry will make the delivery of the messages easier and more impactful.

Environmental Media: Use of posters, billboards and stickers gives more visual aid to the audiences and is deemed very helpful to maintain the messages in certain areas. In consideration that many of the audiences are illiterate and rural, it is necessary to install billboards and hang posters in their areas – particularly areas where people congregate– such as hospitals, clinics, schools, etc. Moreover, putting stickers on mobile objects such as cars, school backpacks, books and notebooks will also help mobilize and maintain the messages in the public eye.

Internet Social Network Platforms: Using Internet social media platforms is very important. In this regard, PLAU will establish social media platforms to directly contact audiences as well as facilitate audience feedback. PLAU is expected to update its social networks with information, pictures and videos. It is essential to always integrate pictures and videos with text to make the messages more effective. Studies show that social networks are ideal tools for monitoring audiences and getting their feedback. Therefore, PLAU will make use of social networks not only to get the messages across but also to evaluate the impact of its activities.

Information Hotline and IVR/SMS Campaigns: PLAU should support the establishment of a hotline that citizens can utilize with the twofold objective of accessing information on justice related issues and providing feedback and recommendations on how delivery of justice services can be improved. Furthermore, PLAU is recommended to design and distribute monthly/bi-monthly IVR/SMS campaigns that provide important justice and legal sector updates to citizens.

Booklets: PLAU should support the publication and dissemination of booklets containing the information and messages based on law and Islamic Sharia as this is very critical to horizontal communication. It is also essential for integrating the messages so that every messenger has the same information and messages to put out.

Workshops, Conferences and Seminars: These events should take place when possible. PLAU should conduct workshops, seminars and conferences as needed. The aim of these interventions is to educate and/or enhance the communication capacity of influencers as well as the PLAU staff.

Campaign Two: Rights and Responsibilities According to Law and Sharia

The Campaign Goal

Children are vulnerable because of their limited capabilities. In Afghanistan, because of the lengthy civil conflict, the precarious political situation, poverty, parents' limited knowledge, governance of harmful traditions, gender discrimination and other negative factors, a considerable number of children are more vulnerable to human rights violations. In 1373, Afghanistan joined the International Convention on the Rights of the Child. Based on the Constitution the government is obliged, to ensure promotion, protection and fulfillment of human rights for all citizens, including children. Raising awareness among families can enable children to obtain access to good education, good physical and mental health, and can protect children from the scourge of violence and underage labor. Within this context, PLAU commits to formulate and spearhead legal awareness campaigns tailored to the protection of children rights among communities, families and youth groups.

Expected Results (Outcomes)

The expected result of this campaign is the change in public mindset towards the recognition of children's rights. More specifically, this campaign can raise knowledge of parents, in particular, and families, in general, on the obligations they have to uphold children's rights. This campaign will be implemented as follows:

Theme: Children's Rights

Topics:

- Prohibition of children's forced labor and hard work
- Children's right to education
- Protection mechanisms for children
- Eradication of violence against children
- Rights of minors when in conflict with the law

Target Audiences

Primary Audiences: Illiterate and laboring children; illiterate and low literate families in rural and urban areas, children's employers

Secondary Audiences: General public and tribal leaders; community representatives; elders; mullahs; religious scholars; government employees and non-government employees.

Influencers/Key Opinion Formers

The influencers/key opinion formers of the children's rights awareness campaign are the same as the women's right awareness campaign excluding the active women. The major difference between the children's rights awareness campaign and the women's right awareness campaign is the messages; as the influencers/key opinion formers of children's rights awareness are likely focused on the field of children.

Communication Channels

Implementation of this campaign requires both horizontal and vertical communications. Vertical communications tend to reach out directly to target audiences all over the country at any time of the day or night, while horizontal communication tend to pave the ground for reaching out to the families of alternate audience.

Vertical Communication Channels: The most effective communication channels for this campaign are national television channels, local radio stations and print media. Furthermore, the use of online media including social network is deemed relevant in this campaign. The use of IVR/SMS systems in this campaign is also recommended.

Horizontal Communication Channels: The most effective horizontal communication channels for this campaign are Friday sermons, local *jirgas*, Community Development Council meetings, visits to schools and family visits. Holding events and gathering at national and provincial level is very critical to the achievement of this campaign's objectives. In addition, conducting seminars and workshops with the children's supporters is very important for this campaign.

Format of Communications

The format of the communication of the children's rights awareness campaign is the same as the women's right awareness campaign except the below format which is slightly different in tools and approaches of communication.

Visit and Talks: PLAU’s legal educators are recommended to visit and deliver the messages at schools, *madrastas* and universities. Public legal educators may first work with teachers and lecturers to integrate the messages into their teachings and at the same time visit the classrooms themselves to deliver the messages. For the partnerships with schools to be strengthened, it is recommended that PLAU will first engage with the Ministry of Education to officially facilitate for PLAU to visit the schools. An agreement with the Ministry of Education or any other line ministries will be optimal. Moreover, PLAU can carry house-to-house messaging, making use of vaccination and other medical campaigns or services. These interventions will also require a MoJ’s agreement with the Ministry of Health.

Campaign Three: Rights of Suspects and Accused, Legal Aid and Introduction to Mandates, Roles and Responsibilities of Justice Institutions

The Campaign Goal

Raise public awareness about the role and mandate of justice actors and institutions in general, and of legal aid service providers in particular and strengthen capacity of citizens to access these legal services. The campaign also aims at increasing awareness of the suspects and accused citizens on their rights to fair trial and legal defense.

Expected Results (Outcomes)

The expected results of the campaign are manifold, namely: increasing the number of citizens requesting legal aid services; increasing the number of cases handled by legal aid providers; reducing the number of suspects illegally detained. This campaign will be implemented as follows:

Theme: Rights of Suspects and Accused

Topics:

- Right to legal counsel or lawyer
- Right to be informed of charges
- Right to fair trial
- Right to access interpretation services
- Right to have information about court procedures

Theme: Legal Aid

Topics:

- Access to legal aid services, in criminal cases for indigent suspects and accused
- Access to legal aid services in civil related matters for indigent citizens
- Role and mandate of the Afghanistan Independent Bar Association (AIBA) and its legal aid providers

Theme: Introduction to Mandates, Roles and Responsibilities of Justice Institutions

Topics:

- Role and mandate of the MoJ/Huqooq department
- Role and mandate of the AGO

- Role and mandate of the of Primary, Appeal and Supreme Courts
- Role and mandate of the of the National Police

Target Audiences

Primary Audience: Suspects, accused, convicted, legal aid service providers, MoJ/Huqoq officials, public prosecutors and judges

Alternate Audience: Public and tribal leaders; community representatives; elders, mullahs; religious scholars; government employees and non-government employees

Influencers/Key Opinion Formers

The influencers/key opinion formers of the Rights of Suspects and Accused, Legal Aid and Introduction to Mandates, Roles and Responsibilities of Justice Institutions campaign are the same as the women's right awareness campaign excluding the below figures. Although below figures may seem similar in form to the influencers/key opinion formers of the other campaigns, yet they are very different in related tasks and responsibilities regarding the themes of the campaign.

Justice Officials: Engagement with justice officials is very important to the success of this campaign. PLAU will partner with relevant actors, including legal aid providers; the Afghanistan Independent Bar Association; national police; prosecutors; judges; prison officials; and human rights officials in vertical and horizontal communications of this campaign. These actors can be engaged to conduct a broad number of interventions such as production of PSAs and media discussions. It is expected that these actors will also contribute to PLAU's efforts of raising public knowledge about ways and modalities through which indigent citizens can access free legal aid services. It is advised PLAU supports these justice official efforts through the production of informative outreach products including booklets, brochures, posters and sticker to use for communication purposes.

Non-Governmental Officials: It is recommended that PLAU engage with non-government officials who provide legal aid services and enjoy public trust. Some of these non-government actors also operate in remote areas and can thus contribute to PLAU's efforts to reach out a wider number of indigent citizens who can benefit from free legal aid services.

Schoolteachers and University Lecturers: Teachers and lecturers play a significant role in this campaign. Teachers can ensure messages are delivered effectively among students. Given the diverse audience and facilities available to them, teachers are optimal for PLAU horizontal communication. PLAU will work with schoolteachers and university lecturers to deliver the messages in their classrooms, workshops or seminars. However, during messaging, PLAU should make sure that the messages are prepared in accordance with the spirit of students. To improve the effectiveness of messages, it is required to provide teachers with printed materials such as booklets, flyers, posters or brochures beforehand in order to distribute to the students. It is also recommended that PLAU should have legal clinics to demonstrate to the students in order to have them understand the process of justice. Students should also be encouraged to convey the messages to the family and community.

Communication Channels

Implementation of this campaign requires both horizontal and vertical communications. Vertical communications tend to reach out directly to all women all over the country at any time of the day or night, while horizontal communication tend to pave the ground for reaching out to the families of targeted audience.

Vertical Communication Channels: The most effective communication channels for this campaign are national television channels and local radio stations as well as print media. Also, the use of online media including social networking can be effective in this campaign. The use of IVR /SMS systems in this campaign is desirable.

Horizontal Communication Channels: The most effective horizontal communication channels for this campaign are visits and meetings at detention houses, prisons, safe houses and orphanages. Friday sermons, local *jirgas*, community development council meetings, visits to schools and universities and family visits are also beneficial. In addition, conducting seminars and workshops with the line government or non-government working in the relevant field are very important for this campaign.

Format of Communications

The format of the communication of the Rights of Suspects and Accused, Legal Aid and Introduction to Mandates, Roles and Responsibilities of Justice Institutions campaign is the same as the women's right awareness campaign except the below formats which is slightly different in tools and approaches of communication.

Visit and Talks with Correctional Centers and Safe Houses: PLAU's public legal educators are expected to visit and deliver messages at detention areas, prisons, correctional and education centers for children, safe houses and orphanages in order to deliver the messages. Public legal educators alone or in partnership with representatives of government of NGOs (police, prosecutors, judges, attorneys, legal aid providers, and human rights officers, etc.) can reach out to the target audience and deliver relevant messages to them. Also, placing posters and sticking stickers in the target areas will give more visibility to the messages.

Group Meetings: PLAU public legal educators will conduct group meetings with suspects, accused, and convicted citizens. These meetings will be a forum for PLAU to deliver relevant legal information important to the target audience and to also distribute informative legal outreach products. These meetings should be organized in close collaboration with relevant institutions including the Afghanistan Independent Bar Association (AIBA), Corrections Department, AGO, National Police, detention centers, etc.

Working with Justice Institutions: PLAU will conduct workshops, conferences and seminars with relevant legal aid service providers and justice officials to generate discussions on relevant information to be distributed to the target audience, including access to legal counseling, access to legal aid lawyers, etc., and to coordinate implementation of legal awareness activities. These events should also be led by the MoJ Legal Aid Department and the MoJ/*Huquq* Department at the central and provincial levels.

Campaign Four: Property and Inheritance Rights and Contracts

The Campaign Goal

This campaign has the main objective of raising public legal awareness about issues including right to property, inheritance, business rights, property confiscation based on law, and ways and modalities to conduct legal contracts.

Expected Results (Outcomes)

Decrease the illegal seizure of properties by the government (including both public and private properties) and non-government actors, to decrease the number of conflicts and disputes resulting from property deal and contracts, raising awareness on legal framework and principles of contracting, and to increase the number of female property owners.

Theme: Property and Inheritance Rights

Topics:

- Right to intellectual property and material ownership
- Concept of property
- Ways and modalities to claim inheritance
- Legal contracts
- Prohibition of property confiscation based on law and Sharia

Theme: Contracts

Topics:

- Recognition of contracts as legal documents with judicial consequences

Target Audiences

Primary Audience: Huqooq departments, government officials, justice officials including judges, prosecutors and public defenders; legal aid service providers, businessmen, craftsman, trade unions, property dealers and states. Suspects, accused, convicted, and detained citizens.

Alternate Audience: General public.

Influencers/Key Opinion Formers:

The influencers/key opinion formers of the Property and Inheritance Rights and Contracts campaign are the same as the women's right awareness campaign excluding the below figure. Although below figure may seem similar in form to the influencers/key opinion formers of the other campaigns, yet it is very different in related tasks and responsibilities regarding the themes of the campaign.

Non-Governmental Officials: CSOs can reach out citizens living in rural and remote areas. Therefore, PLAU's engagement with these organizations is key to ensure that relevant legal awareness messages and materials reach these citizens. It is to be noted that some CSOs have also proven experience in mediating conflicts resulting from ownership and property disputes.

Communication Channels

Implementation of this campaign requires both horizontal and vertical communications. Vertical communications tend to reach out directly to all women all over the country at any time of the day or night, while horizontal communication tend to pave the ground for reaching out to the families of the targeted audience.

Vertical Communication Channels: The most effective communication channels for this campaign are national television channels, local radio channels as well as print media. In addition, the use of online media including social network and IVR/SMS system are desirable in this campaign.

Horizontal Communication Channels: The most effective horizontal communication channels for this campaign are Friday sermons, local jirgas, community development council meetings, visits to schools and universities and family visits. In addition, holding events and gatherings at national and provincial levels is very critical to the achievements of objectives of this campaign. Women groups should also be actively involved in the organization of these activities.

Format of Communication

The format of the communication of the Property and Inheritance Rights and Contracts campaign is the same as the women's right awareness campaign except the below format which is slightly different in tools and approaches of communication.

Working with Justice Institutions: PLAU's public legal educators are expected to visit and deliver messages to the legal aid service providers and justice officials to generate discussions on relevant information to be distributed to the target audience. Public legal educators alone or in partnership with representatives of government of NGOs (police, prosecutors, judges, attorneys, legal aid providers, and human rights officers, etc.) can reach out to the target audience and deliver relevant messages to them. Also, placing posters and sticking stickers in the target areas will give more visibility to the messages.

Monitoring and Evaluation to Measure expected Results

Strategic communication is an enabler of individual- and community-level change to achieve certain development goals. Strategic communication in the new development paradigm is much more than simply writing press releases or producing radio dramas, advertisements, posters or brochures. It is a rigorous approach resulting from and essentially linked to larger development agendas. Communication endeavors require a research-oriented consultative process encompassing planning, design and implementation of strategic efforts. To ensure that communication interventions have a sustainable impact and contribute to social change, it is important that they are regularly monitored and evaluated. Monitoring and evaluation also contribute to strengthen accountability of the organization conducting communication activities.

Monitoring and evaluation are two different but interrelated processes. Monitoring refers to the regular assessment of interventions to ensure they contribute to the expected results. As a result of monitoring, corrective actions can be identified and followed up upon, as need be. Evaluation, on the other hand, is usually conducted at the end of an activity and it aims at assessing its overall impact and sustainability of results.

For M&E of this strategy, PLAU will use internal MoJ staffing including the PLAU, LAD, Huqooq and MoJ-Publication department staffs, as they are directly involved in the legal awareness activities. PLAU however, will take the lead on any of the M&E activities. PLAU will also outsource external organizations (private or public) deemed necessary to carry out select M&E activities for effectiveness.

In the framework of the Communication Strategy, monitoring and evaluation should take into account the following interventions:

- Creating an Impact Log/Observations/Checklists/Sampling
- Face-to-Face Interviews with target groups to assess behavioral change
- Public Perception Surveys, Questionnaires and Polls
- Focus Group Discussions to evaluate impact on target audiences
- Design and Implementation of the Surveys
 - Questionnaires/Focus Groups/Polls
- Media coverage (Media monitoring)
- Collecting and storage of print media (Archive)
- Social media records
- Browsing of Government records

Part Two of the Implementation Plan: Recommendations

Public Relations Division

An effective communications strategy grounded in solid media relations and managed by qualified communications staff and public relations officials will help PLAU communicate its priorities to the target audiences. A Public Relations Division is responsible for the nationwide coordination of all public presentations, lectures, seminars, informational campaigns and demonstrations by MoJ personnel. It is recommended that the MoJ public relations division undertake the following tasks:

1. Assist in implementing and assesses PLAU Communication Strategy, which provides direction for the dissemination of information.
2. Facilitate PLAU with initiatives, services, programs, events, etc., in order to increase effectiveness and reach of messages to and from citizens.
3. Design and monitor effective communication networks internally involving internal stakeholders and externally involving external stakeholders.
4. Work closely with PLAU to advise in the development of communication plans and public relations.
5. Produce a variety of written communication materials, including speeches, news releases, letters, briefing notes, documents, etc.
6. Coordinate media relations opportunities including news releases, photo opportunities, press conferences, etc. to profile initiatives, services, activities, and events.
7. Develop and maintain community linkages and interagency collaboration opportunities to promote PLAU's initiatives, activities and events.

8. Identify emerging issues and trends that may impact the PLAU's services, activities and events.
9. Assist with crisis communications as needed.
10. Facilitate two-way communications between PLAU and other MoJ units and departments; line ministries/directorates/departments, and non-State organizations with the twofold objective of providing information about PLAU priorities, plans, services and programs and also bringing to PLAU's attention needs, opportunities and challenges raised by these institutions.
11. Develop capacity of PLAU staff members on various communications and media related topics.

These activities are done in close consultation with the PLAU, to enhance and further build individuals' capacity.

Spokespersons

A spokesperson give an organization a human face, and their role is to speak or provide messaging on behalf of said organization. Spokespersons must be trained thoroughly in crisis and emergency communication, to mitigate any issues the organizations might face during their operations. In the case of awareness building and promotion, the spokesperson is the main actor is providing targeted messaging in a clear and concise manner.

Spokespersons should be guided by the following:

- Determine message objectives and expected results.
- Effectively design messages.
- Demonstrate the ability to communicate effectively and with integrity.
- Identify paradigms of communication, which encourage lifelong and experiential learning.
- Explore the relationships between communication and culture as a means of fostering intercultural relationships.
- Identify and exemplify ethical and professional communication practices that promote human relations.
- Demonstrate ability to use technology.

Media Relations

While it is true that the media landscape is rapidly shifting under the current economic conditions and maturing online social media offerings, some form of professional journalistic presence is likely to remain focused on public awareness activities for the foreseeable future. Even so, the relative explosion of new or non-traditional media are making it more difficult to determine effective strategies for deploying messages, requiring a willingness to try new ways of leveraging the media.

PLAU will continue to use the following tools to generate stories with the local media, both traditional and non-traditional:

- Engage with media through formal and informal agreements

- Send press advisories/news releases
- Arrange regular news events/press conferences
- Arrange interviews and regular appearance in media
- Create external products and recruit media to broadcast, publish
- Undertake media monitoring and providing proper responses
- Conduct editorial meetings/News director meetings
- Create a database of media list
- Use online platforms to disseminate your products to a wider range of audience

Approaches for Working with the Media

Public relations entail development and management of a deliberate and strategic approach to publicizing message. Ultimately, a good public relations campaign will create a mutually beneficial relationship between programs and audiences. Maintaining relationships with media outlets will help PLAU be a voice for those the Ministry of Justice serves, and strengthen PLAU as trusted and credible resources in the community.

Targeting the news media has become one of the most effective methods for transmitting information to the public.

Proper use of media is an effective way to promote services and increase the public awareness.

Beginner's Tips:

- **Compile a Media Contact List**

Identifying and listing media organizations that the Ministry of Justice can engage with is a precondition to ensure effective media coverage throughout Afghanistan, possibly including:

- Wire services (news agencies)
- Local, national and international newspapers (both daily and weekly)
- Local, national and international magazines
- Local, national and international television news and talk shows
- Local, national and international radio news and talk shows
- Local cable TV stations
- Special interest media, including specialized publications, University newspapers and community newspapers, special campaigns bulletins, and corporate newsletters

- **Writing Press Releases**

A press release is an official statement issued to provide information on an event, and are usually released prior to the event to assist in creating buzz. Press releases include important information such as details of the program's goals and activities, background about the organization leading the event and the organization's contact information.

- **Sending Media Advisories**

A media advisory is an invitation to reporters to cover an event, such as a press conference or demonstration. Media advisories are much shorter than press releases, and include enough information to create interest, as well as the basics of who, what, where, when, and why.

- **Working the Phones**

Follow-up is key in regards to press releases and media advisories. Making phone calls to remind reporters about an event is crucial to building attendance and interest. These reminders should be made as close to the event as possible.

- **Assembling a Press Kit**

At events, reporters should be asked to sign in, to ensure follow up with them after the event. Reporters should each receive press kit with all the information they need to write an accurate article, or to put together an accurate TV story. Materials to include in a press kit are:

- A press release
- An agenda for the day
- Fact sheets about the program
- Fact sheets about the MoJ, PLAU, and other associated organizations
- Business cards

Enhanced Capacity and Skills for PLAU Staff

Enhancement and development of communication skills and capacities for the employees and teams of PLAU is critical, and in turn this will ensure effective communication with people. PLAU requires enhancing their staffs' and teams' capacity and skills and providing communication facilities and equipments.

In the framework of the capacity building, the following interventions should be taken into account:

- Organizing capacity-building workshops on methodical and technical communications to improve working conditions.
- Incorporate the daily learning tracks into PLAU current activities, to provide constant information flow, build up practical tips and tools in order for the PLAU team to enhance their skills.
- Allow networking opportunities to connect with professionals from other organizations to share ways to enhance performance and effectiveness.
- Seminars and conferences should be offered as another venue to explore ideas and experiences with colleagues in smaller informal settings, or on a larger scale with relevant organizations'.

PLAU Service Center and Profile Awareness

PLAU is recommended to establish a hotline that citizens can call and access the information on legal-related issues. This, in turn, will provide an opportunity for citizens to share comments and recommendations on how to improve provision of justice related services. PLAU should also design and distribute regular IVR/SMS campaigns that provide important justice and legal sector updates to citizens.

PLAU should ensure that Afghan National RTV allocate free air time for the delivery of its messages. Furthermore, PLAU is expected to make efforts to raise visibility about its role and mandate through the development and dissemination of its logo, slogan, website, monthly magazine, newsletters and annual work reports.

Development of Cooperation and Coordination with Line Organizations

Establishing and developing partnerships, cooperation, and coordination with government and NGOs is critical so that direct and close communications get provided and it causes participation and cooperation in the programs. PLAU must develop these partnerships in order to achieve the goals of its communication strategy; for example, they can create a high commission of public legal awareness, appoint bilateral representatives, set up periodic meetings, participate in the meetings, seminars, planning and developmental workshops.

Enhance Cooperation with National and International Donors and Sponsors

PLAU is advised to enhance relationships with representatives of the donor community with the aim of ensuring consistency of legal awareness interventions. PLAU should also make use of international partners' information channels and engage in joint activities in a more systematic manner.

Financial Resources for Implementation of the Communication Strategy

Designing and implementing communication activities can be costly. These interventions require skilled human resources and also IT hardware and materials to ensure high-quality of results. PLAU's financial resources will thus impact the extent and quality of communication products. Resource mobilization activities should thus be explored by PLAU to generate additional funds that can be allocated to the formulation of outreach products. The target of these resources mobilization efforts should be donor community, private institutions, CSOs, etc.

The followings are the members of formulating and developing of the PLAU communication strategy:

- Asadullah Wahdat, Director of Legal Aid General Directorate; as the chief of the committee
- Mohd Arif Sahah, Registered Professional at Huqooq General Directorate in Capital; as a committee member
- Abd Wasih Helaman, Expert at UNDP Planning Office at MoJ; as a member of the committee
- Najeebullah Jami, Director of the Human Resources at MoJ; as a member of the committee
- Prof Hodayun Bashir, Strategic Communication Expert at Lapis LTD; as an advisor to the committee
- Mohd Akbar Arghandiwal, Communication Officer of UNDP-JHRA; as an advisor to the committee
- Luca Bruccheri, Communication Expert of UNDP-JHRA; as an advisor to the committee

Approved by:

His Excellency, the Minister of the Ministry of Justice