

Tactical Strategy: Marginalized Groups - NIDS

The way forward for Jamaica's National Identification System, NIDS.

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Executive Summary

- This strategy, an appendix to the “Behavioural and Communications Strategy” focuses on tactics. The communication goals, strategies and objectives are similar to the broad-based “Behavioural and Communications Strategy” but with emphasis on the Marginalised Groups.
 - The Marginalised Groups that are within the society need specific implementation strategies as their situations are unique and require special attention. At times, these groups are left out from broad based National Projects, hence their importance in the implementation of this project.
 - As the Marginalised Groups are “special,” recommendations will be made to have specific Ambassadors to work closely with these groups to connect and ensure buy-in for the project.
 - Educating and Building Awareness of NIDS to these Marginalised Groups can only be successful when working in partnerships with NGO’s and special organisations that have a proven track record of community harmonization projects. Partnerships are critical to the success of getting these groups engaged and informed.
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Communication Strategy & Objectives

- Determine perception of NIDS within each group
 - Educate and engage these groups about the introduction and implementation of NIDS
 - Elevate awareness and understanding about the benefits of NIDS
 - Address concerns and implement strategies to ensure the effective implementation of NIDS to achieve the desired results.
 - Facilitate uptake and alignment of the system by these groups.
 - Ensure that NIDS has strong brand recognition and affinity across these groups
 - Build and ensure a cohesive message and road map to target these groups.
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COMMUNICATION GOALS

- 60% awareness of each group by the end of 1st year prior to launch and 80% at the end of the 2nd year

Awareness



- At least 10 trained change agents (Ambassadors) to deliver cohesive messaging

Change Agents



Target Audiences

Marginalised Groups

- LGBT
- Commercial Sex Workers
- Some religious communities i.e. Rastafarians
- Physically Challenged persons
- Unemployed Youth
- Maroons
- Fee – Fraud Scammers (Lottery Scammers)
- Pensioners

NGO'S including Foundations & Civil Society Groups

- JN Foundation, Digicel Foundation, SAGICOR Foundation, Joan Duncan Foundation, JPS Foundation, GRACEKENNEDY Foundation, FLOW Foundation, Jamaicans for Justice, Citizen's Associations, Churches, JET, PETA, JAS, National Fisherman's Cooperative, SDC, Women's Resource Centre, RADA, JSIF,

Other Groups

- Media (Traditional and Social Media)
- Universities, Colleges, High Schools, Training Centres
- Police Youth Clubs
- Major Organised Crime Anti-Corruption Task Force (MOCA)
- Police Civilian Oversight Authority Jamaica (PCOA)

Key Strengths Identified

- There will no longer be multiple pieces of identification as NIDS will provide one (1) lifetime identifier number for individuals.
 - NIDS will streamline the provisioning and delivery of government services such as: Social Benefits including eligibility determination; Healthcare – eligibility and delivery; Tax registration and payments; Licensing (including firearms); Voter registration and verification; Education enrollment and verification; Employment verification & validation.
 - Reducing duplication of effort in managing separate identity systems (and updates thereof) across stakeholders.
 - Lowering the total economic cost for managing identity via a common service.
 - Facilitating data sharing between organizations.
 - Support for online financial transactions (tax payments, etc.) including e- transactions.
 - Reducing identity fraud and abuse, thereby preventing crime.
 - Providing a more efficient and effective means for “proof of life” verification. (Acct. General – Pensions)
 - Reducing the risks to issue multiple passports (and other travel documents) to individuals.
 - Improved identity accuracy, auditability and transparency.
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Weaknesses

Public perception that the Government may use NIDS to discriminate against the marginalised groups.

Little trust in the public sector and becoming involved in a national project

Perception that there may be increased security threats and unacceptable imposition on its citizens

Inappropriate use of information by public sector workers employed in the system

Opposition to NIDS as it's against one's religion

Perception that the country already has a National Identity Card, so there may be little interest in NIDS for significant uptake

Opportunities

Dedicated Communication Resources

- Creation of leaflets, fact sheets, brochures, a hot-line, dedicated telephone lines, social media team, social media pages, website.

Focus Group

- Conduct focus group sessions with each group to determine baseline data and to guide process on way forward, while ensuring provisions are made for measurement and evaluation.

Early Engagement

- Engagement to begin in July, 2017 working with respective community groups and agencies

Change Agents

- Identify Change Agents (Ambassadors) from within each group to aid the process of engagement. Recommended at least 2 from each group.
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Threats



Communications Mandate

Celebrate milestones, success and achievements and reduce resistance through sharing information and help

Build credibility of the initiative and minimize rumor mill communications by providing awareness and understanding of messaging

Use the Change Network to increase a sense of ownership among stakeholders and leverage it as a feedback mechanism

Speak with “one voice” – facilitate easy delivery of a consistent message through appropriate mediums and delivery sources

Put emphasis on face-to-face communication and high involvement and engagement of stakeholders at all levels to cascade information throughout the country and the diaspora

Use simple feedback mechanisms to assess user understanding of messages and to provide opportunity for two-way communications

Address stakeholder concerns and generate ideas for mitigating risk and resistance

Keep messages simple – provide relevant, accurate, timely, appropriate and consistent communications—avoid jargon

Clearly define and communicate benefits; but don't “over sell”

Ensure project milestones and target audience drive communications

MARGINALISED GROUPS

- LGBT
 - Commercial Sex Workers
 - Some religious communities i.e. Rastafarians
 - Jamaica Disabilities Foundation
 - Unemployed Youth
 - Maroons
 - Advance Fee – Fraud Scammers (Lottery Scammers)
 - Pensioners
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Advance Fee Fraud Scammers

- Identified as young people between ages 12 – 35, who may be unemployed.
 - Attracted to the illegal activity gaining vast sums of funds to purchase material possessions
 - Little or no interest in being part of formal economy
 - Contribute to a large part of the informal (underground) economy
 - Increase in violence in communities affected by scamming activities
 - Get rich scheme more attractive than meaningful employment
 - Lottery scamming has affected approximately 168 communities in Western Jamaica with a population of nearly 1-million people.
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Advance Fee Fraud Scammers – Pre implementation (OPPORTUNITY)

- The scammers may be interested in being part of formal economy as the laws have become stringent - extradition is now being enforced
 - Money remittance agencies have now implemented more severe methods in collecting money
 - PCOA and other Agencies have been making headways into affected communities, so partnerships would be beneficial to the project
 - Employment opportunities in BPO and Tourism sectors with addition of over 14,000 hotel rooms within the next 3 to 4 years and the Government's commitment to increasing 14,000 jobs in BPO sector from 12,000 people in 2011 to 30,000 within the next five years.
 - More involvement in sports based community activities engaging the police, community leaders, sports & entertainment fraternity
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Tactics: Advance Fee Fraud Scammers , Pre-Implementation

- Establish partnerships with agencies that have track record of working with each group.
 - ◆ Social Development Commission, SDC
 - ◆ Jamaica Social Investment Fund, JSIF
 - ◆ Police Civilian Oversight Authority, PCOA
 - ◆ Police Youth Clubs
 - ◆ Foundations
 - Organize Roadshows (small & large) with each – schedule to be created
 - Creation of Marketing Communications collateral specific to each group
 - Distribute Marketing Communications material in roadshows
 - Work with special Change Agents (Ambassadors) from within community that can influence this special group.
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MAROONS

- Currently the largest maroon settlement with around 600 residents, Accompong is located in the mountains of St. Elizabeth bordering St. James and Trelawny.
 - Other major Maroon communities can be found in Moore Town, Scotts Hall, Trelawny Town and Charles Town in the 'Cockpit Country'. *Total Maroon population - 15,000 residents in Jamaica.*
 - Maroon settlements operates as state within Jamaica with own laws
 - Law abiding communal type of society with own elected leaders
 - Main influencer is the Chief Leader of the town with 32 council members
 - Kojo's Day on January 6 – a big celebration
 - Younger Maroons are pushing to merge with the larger sector
 - Still abide by their traditional customs and treaties
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Tactics : Pre Implementation (Maroons)

- Organize meetings with respective chiefs, more specifically the Accompong Town Maroon Chief, as his settlement is the largest and greatest influencer
 - Speak to the importance of NIDS in making their lives easier and secure. Incorporate the words trustworthy, loyal and independence in marketing communication materials
 - NIDS will create opportunities, including jobs for all despite not willing to integrate into national life. *There is currently a need for employment.*
 - Assimilate major events in Maroon life to getting the information out to the Maroons. Events are:
 - ♦ **January 6** – *The Accompong Maroons celebrate Kojo Day, when the peace treaty was signed with the British.*
 - ♦ **June 23** – *The Charles Town Maroons celebrate this day as their special day with activities at Asafu Yard in Portland.*
 - ♦ **August 1** – *the Scott's Hall Maroons celebrate the signing of their peace treaty with the British.*
 - ♦ **October 18** – *The Moore Town Maroons celebrate Jamaica's National Heroes Day as Nanny Day, to honor the Maroon leader*
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Rastafarians

- Viewed as a religion by some and a way of life by others
 - Over one million people in Jamaica are Rastafarians
 - Three (3) Sects/ Orders but many who practice the Rastafarian faith do not belong to any sect and the movement as a whole is loosely defined and organized.
 - Still very influential in Jamaican society especially with the younger generation
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Tactics : Rastafarianism Pre-Implementation

- No organised leader so there is an opportunity to create cohesiveness and connection to nationalism with the introduction of NIDS into the community.
 - Use of the colors of **red, gold and green** in marketing communication materials for distribution within the community
 - Select and train and least two Change Agents (Ambassadors) who are Rastafarians and can connect with the community, preferably musicians.
 - Utilisation of major music festivals such as Rebel Salute to engage and influence this community.
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Unemployed and Unattached Youth

- Identified as 15 –24
 - Nearly 500,000 unemployed youths in Jamaica
 - Unemployment rate at 37.7 –percent
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Tactics: Unemployed and Unattached Youths

- Engage agencies such as the National Centre for Youth Development (NCYD) and the National Youth Service (NYS) through partnerships
 - Organise Road Shows linking them with the Entertainment & Sporting Fraternities
 - Engage youth in Youth Information Centres & Skills Training Centres
 - Partnership with the the Youth Upliftment Through Employment (YUTE) project established by the Private Sector Organisation of Jamaica (PSOJ), which targets unattached youths between 16 and 29 giving them economic empowerment and remedial, vocational, life skills and training opportunities.
 - Partnership with the Foundations especially those with Parenting workshops, Homework Centres, Community Programmes etc.
 - Select and train Change Agents (Ambassadors) preferably Youth Ambassadors and members of the Entertainment and Sporting Fraternities.
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Pensioners

- Over the period 2007 to 2030, it is estimated that this cohort of Jamaica's population will increase by 2.8 per cent to 11.2 per cent or 321,664 (PIOJ 2009a).
 - Identified as 60 yrs. and over
 - Growing population that is increasing
 - A significant sector of the population with a fixed income
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Tactics : Pensioners Pre- Implementation

- Engage church groups / congregation – Fellowship groups; Citizen's Associations, Health Centres, Post Offices (Places where Pensioners visit)
 - Distribute pamphlets and engage media, especially talk shows
 - Roadshows across communities and Town Hall Forums
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LGBT Community

- Feelings of displacement and non-acceptance by entire society
 - Discrimination in workplace not overt, hence many are employed and are living with rights in Jamaica
 - J-Flag vocal and advocate for the rights of the community
 - Closed community
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LGBT Community

- Early engagement with the advocacy groups e.g. J-Flag
 - Enrolling in NIDS is one's right and the perfect window to being accepted into the broad society so there should be little or no resistance
 - Messaging should appeal to one's nationality which has nothing to do with one's sexual preference (We are all Jamaicans)
 - There should be at least 1 Change Agent to provide that connection with that particular group
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Commercial Sex Workers

- Engage Agencies:
 - * Jamaica Aids Support
 - * Jamaica Sex Workers Association
 - * Jamaica Constabulary Force
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Tactics: Commercial Sex Workers – Pre Implementation

- Messaging should ensure that there's inclusion for all groups speaking to NIDS giving each Jamaican that basic human right, accepting all Jamaicans
 - Hospitals, Clinics and Doctors Offices should have marketing communications materials speaking to NIDS
 - Regular meetings with the Sex Workers Association to get all engaged
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Tactics: During Implementation

- Ongoing two way communication with stakeholders, including media e.g. talk shows, live chats, media updates, roadshows
 - Ongoing releases in media celebrating successes, addressing concerns e.g. security
 - Public Education Campaign (advertising and public relations) to continue with increased coverage inclusive of Ambassadors
 - Meetings with stakeholders and ambassadors. During this time, it must be clearly communicated the names of the spokespersons etc. who should be very accessible to public and media.
 - Regular updates with Agencies and Communication Teams from Ministries and Agencies to provide feedback and address concerns
 - Ongoing focus group sessions and online surveys to always have a temperature check on activities and provide, if needed immediate feedback
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Tactics: Post Implementation

- Evaluation of surveys and focus group sessions after a year of implementation
 - Assess measurements of goals to ensure results have been achieved
 - Increased numbers in acquisition and retention
 - Number of articles generated from implementation– positive vs. negatives
 - Type of feedback from media via interviews and columns printed
 - Social Media engagement and feedback
 - Increase in positive mentions – social media and traditional media
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Key Messages

As of January 2018, Jamaica will have a National Identification System

The National Identification System will replace the existing TRN number giving Jamaicans a Lifetime Identifier. The TRN did not provide that as it was just one of several functional I.D's.

There will be a series of engagement activities within the marketplace prior to launch to build awareness, connection and uptake of the NIDS. Engagement activities will continue during and after the launch.

The National Identification System has tremendous benefits, including reducing the need to have multiple identifications, facilitating data transfer between several agencies and reducing fraud.

NIDS will enhance your way of life by reducing costs and operational inefficiencies

With the implementation of NIDS, Jamaica will be positioned as First World with focus on implementing top of the line security mechanisms for the safety of its citizens

NIDS will satisfy the need for a basic form of identification that is free and “easily “ obtainable by every Jamaican

Implementation – Risks, Opportunities and Key Tactics

<u>Risk</u>	<u>Opportunity</u>	<u>Tactic</u>	<u>Owner</u>
Not enough buy-in from population	Create a new culture and environment speaking to the benefits of NIDS	<ul style="list-style-type: none"> Stakeholder engagement program (Ambassadors critical to this process) Publish positive news stories and influential opinion pieces Develop a Customer Charter with commitments to the public Ensure that all talking points include key elements of Customer Charter. 	Communications
Resistance to change	Present the strategic direction of the country and the benefits of NIDS	<ul style="list-style-type: none"> Rollout of campaign for name change, Ambassadors on roadshows, meetings, press releases, talk show hosts engagement, advertisements on benefits of NIDS. Value add propositions in National sponsorships with strong corporate brands to create brand affinity. Community Outreach (Community Day across the island) 	Communication
Poor Customer Service with inadequate trained staff	<ul style="list-style-type: none"> Training staff on new systems, develop their skills and expertise, help achieve goals of providing best service Reward staff for above and beyond service 	<ul style="list-style-type: none"> Orientation/training of staff on NIDS Demonstrate through intense media engagement (stories, interviews, advertisements) that NIDS is new, secure and top of the line, according to industry standards. 	Communications
Inadequate knowledge of NIDS and the upgrading of RGD	Train staff on new system, develop their skills and expertise, help achieve goals of providing best service, encourage uptake of services. Have mobile registration centres and install APP for registration to make process seamless.	<ul style="list-style-type: none"> Training on NIDS Training on Customer Service 	Communications
Limited time frame for training and integration	Ensure that all staff are properly oriented and integrated into the new system	Implement exciting and effective employee orientation program within the Ministries and Agencies	Communications
Obtaining Civic Groups and Private Sector Associations and Leaders buy in	Build relationship with Unions and implement their feedback while communicating to staff about the developments within the business	Develop schedule and implement face to face meetings and focus group sessions	Communications

Pre-Implementation Activities - External

Activities and Outputs	Owner	Timeline
Public outreach and education campaign using traditional and non-traditional media e.g billboards, videoboards, television and radio ads, news releases	Communications	July 2017 - onward
Brand Ambassadors (Change Agents) on road shows	Communications	July 2017 - onward
Stakeholder engagement – small group meetings and one and one meetings	Communications	July 9 onwards
Brand “teasers” to excite the community about the implementation (schedule to be developed); campaign to change the name NIDS	Communications	September 2017
General updates regarding activities and awareness levels using surveys and meetings	Communications	July 2017 - ongoing
Social and digital media engagement – launch of Website and Social Media Platforms	Communications	June 2017
Schedule of relevant articles	Communications	As scheduled

Post Implementation Activities

Activities and Outputs	Owner	Timeline
Ongoing registration at centres and in “NIDS Bus” interactive mobile product and learning center for public, particularly children	Communications	July – December , 2018
Pop-up Cinemas showing movies	Marketing/Communications	July - Ongoing
Sponsorship initiatives such as concerts and fun days	Communications	July – Ongoing
Stakeholder engagement	Communications/Civic Group/Private Sector Groups and Leaders	July – Ongoing
Media interviews and updates	Communications	July 10 - Ongoing
Social and digital media engagement	Communications/Digital Team	July – Ongoing
Community CSR events	Communications	July – Ongoing
Measurement and Evaluation	Comms.	September - Ongoing

Measurement and Evaluation



Internal

- Employee attendance and support at internal meetings
- Type of feedback from staff via staff engagement (survey/meetings)
- Staff uptake of NIDS
- Number of staff referrals
- Number of Change Agents



External

- Number of uptake for NIDS
 - Number of articles generated from launch– positive vs. negatives
 - Type of feedback from media via interviews and columns printed
 - Number of persons attending implementation event
 - Feedback from attendees at implementation
 - Social Media engagement and feedback
 - Increase in positive mentions – social media and traditional media
 - Feedback from surveys and focus group meetings
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Tactical Strategy: Marginalized Groups - NIDS

