Planning A Communication For Development Strategy In The Agricultural Field

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Abstract
Communication is the basic ‘art’ of extension. By able to manage communication in message delivery to farmers, extension officers would be easily break trough communication barriers that usually appears on their ways. This paper gives a communication management, methods and strategy besides an ‘easy to follow’ example in spreading an innovation for poultry farmers. The unproductive hen meat adding value used in this paper is not an actual case; it was used to facilitate and to give a depiction to readers so they are able to comprehend communication management and strategy in a practical way. However, a similar project to raise poultry farmers’ income by optimizing unproductive hen meat had been held in a simpler way which the result was not significantly going well. Thus, in the future hopefully the paper will create a better understanding of the importance of planning communication management and strategy in the extension field.

Key words: extension, communication, management, strategy

INTRODUCTION

Background
Conducting workshop for farmers is one of extension officers’ major tasks. The core of workshop is ideal and smooth communication. Unfortunately, in some cases extension officers face difficulties in managing proper and qualified communication strategy to meet the workshops’ objectives. Extension officers might fail to overlook the situation and clearly identify its problems. This incapability then end to the situation where extension officers fail to design a valid communication strategy. Accordingly, four phases of The Process of Planning a Communication for Development Strategy can be the answer to help extension officers meet workshops’ objectives. It will assist extension officers to make a communication strategy in comprehensible steps that simple to perform.

This paper will present The Process of Planning a Communication for Development Strategy. In addition, it also provides a chicken nuggets workshop communication strategy to give a lucid illustration in putting The Process of Planning a Communication for Development Strategy into practice.

The idea of chicken nuggets workshop is creating sub activities around poultry farmers’ core activity. Chicken meat value adding can be a sub activity which can help increase farmers income while it utilizes poultry industry products optimally in the same time. Chicken nugget is a method which processes raw and low quality chicken meat into an enhanced quality meat product. The enhanced quality includes better taste, better nutrition composition and better appearance. Chicken nugget processing is an easy process - it does not need an expert to do it, the materials are available anywhere and any time and most people likely to have chicken meat on their daily diets. The Process of Planning a Communication for Development Strategy then used to create a chicken nuggets workshop strategy.

Objectives
1. To present The Process of Planning a Communication for Development Strategy as a technique to conduct workshops
2. To apply the process in the chicken nuggets workshop.

THEORY USED
To plan the project, some stages of the process of planning a communication for development strategy are used. Anon (2002) gives a figure about actual phase of planning.

Applications of the project based on those stages above will be explained below:

I. ANALYSE THE SITUATION

Development problems

Malang Regency is one of main poultry household industry area in East Java. However, poultry farmers’ income still cannot sustain their daily needs. There is a period when layers cannot produce eggs optimally so poultry farmers have to sell unproductive hen meat in a very low price because the quality is not good and the quantity is abundant. In the other side, poultry farmers need money to replace unproductive hen and income they earn in the productive period was not sufficient to start new period unless they get loans from bank. It should be an effort to help poultry farmers to increase their income besides using this unproductive hen meat. The effort is by using poultry household industry resources optimally and the meanwhile by developing the skill of poultry farmers.

Current context and programme

Profile of project

This project is funded by local government of Malang Regency-East Java. The main aim of the project is to improve poultry farmer families’ wealth and health by adding value on unproductive hen meat in chicken nuggets home industry. The project team is Animal Husbandry Faculty lecturers from Brawijaya University, who are obligated to transform meat value adding technologies based on their former research.
The programme aimed to help poultry farmers through value adding technology adoption. Target group is poultry farmers whom expected to be able to process unproductive hen meat into chicken nuggets. Hopefully, target group can put chicken nuggets into their daily diet to improve their families’ wealth and conduct chicken nuggets home industry to increase their income.

Project team is responsible for developing and implementing communication strategy to meet the programme’s aim. The communication strategy will be used to create target group’s awareness about healthy food and small scale industry and to change their behaviour to improve their wealth and health.

Stakeholders

1. Local government of Malang Regency, East java-Indonesia as a funder
2. Animal Husbandry Faculty lecturers, Brawijaya University as a Project team
3. Poultry farmers as primary target group
4. Consumers as secondary target group

Resources in communication materials

1. Human Resources: Animal Husbandry Faculty lecturers, Brawijaya University
2. Posters (designed by Animal Husbandry Faculty lecturers)
3. Real Object (chicken nuggets material, such as: unproductive hen meat, spices, flour, kitchen utensils, etc)
4. Booklets from related institutions (Health Department and Agricultural Department)

Handouts and Transparencies (prepared by Animal Husbandry Faculty lecturers)

II. PROBLEMS OF COMMUNICATION

Situational Analysis (SWOT Analysis)

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
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<tbody>
<tr>
<td>• Target group keen to increase their wealth and health</td>
<td>• Target group are in low education level who do not pay much attention on the healthy diet</td>
<td>• Conduct similar programme in other areas that have similar target groups</td>
<td>• Target group might feel that the workshop is useless because there are competitors from big industries</td>
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<tr>
<td>• Audience have high motivation to accept the message in order to gain skill and to adopt the technology</td>
<td>• Target group are not familiar with small scale/home industry management</td>
<td>• It is possible to have ‘horizontal communication’ among poultry farmers to spread the technology</td>
<td>• Avian Influenza diseases give negative effect to chicken meat products consumption</td>
</tr>
<tr>
<td>• There is an awareness among target group that they need better diet</td>
<td>• Target group do not familiar with chicken nuggets</td>
<td>• Poster can be used for a long period even after the workshop ended</td>
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<tr>
<td>• Target group consider the project team as credible people in their field</td>
<td>• Poster is an effective media since poster is rare and interesting for Bocek Village community</td>
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<tr>
<td>• Target group are literate</td>
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<tr>
<td>• Target group are familiar with unproductive hen meat features</td>
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<tr>
<td>• Media are cheap and available</td>
<td></td>
<td></td>
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<tr>
<td>• Project team (communicator) are experts</td>
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</table>
III. DRAW UP THE STRATEGY

III.1. STRATEGIC FRAMEWORK

Objectives of communication

Awareness
To generate awareness with poultry farmers:
1. of the importance of daily healthy food,
2. that they can increase their income through small scale industry, and
3. that chicken nuggets can be a solution for these issues

Attitude
To create poultry farmers’:
1. motivation to give special attention to their daily healthy food
2. confidence to increase their income by conducting small scale industry, and
3. motivation to learn about chicken nuggets

Behaviour
To increase intentions to:
1. adopt chicken nuggets as a part of healthy diet for their families
2. adopt chicken nuggets as home industry products

Target groups

Primary Target Group
40 poultry farmer, with characteristics:
1. Age 30-50
2. Literate
3. Low education level
4. Skilled in poultry farming management (more than 5 production periods)
5. Knowledgeable with unproductive hen meat features

Secondary Target Group
Customer of chicken nuggets

Stakeholders
Local government of Malang Regency, East Java-Indonesia as a funder, Health Department, Small Scale Industry Department and Agriculture Department

Types of approaches
1. Conventional Mass Media
2. Interpersonal communication
   a. Presentation
   b. Demonstration

Key messages
Australian Government, Department of the Prime Minister and Cabinet (undated) writes effective key messages should include details of the program or policy being promoted, the benefits of the initiative for the target audience, and clear “call to action” outlining what target audience should do as a result of receiving your messages. In the chicken nuggets promotion communication strategy, the key messages are:
1. Poultry farmers in Bocek village, Malang Regency are economic problems in the unproductive hen replacement period
2. The idea is increasing poultry farmers income especially in replacement period and improve their healthy diet in the same time
3. Unproductive hen meat value adding into chicken nuggets can be a solution to the economic and health problem

6. Keen to increase their income rates
Channels and media of communication

Source: Anon, 2002
Media are selected based on the possible communication strategies to get optimal behavioural changes.

<table>
<thead>
<tr>
<th>No.</th>
<th>Audience Behaviour Stages</th>
<th>Approaches</th>
<th>Media</th>
<th>Methods</th>
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<tr>
<td>1.</td>
<td>Uninformed audience</td>
<td>Conventional Mass Media</td>
<td>Poster</td>
<td>Public Area</td>
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<td>2.</td>
<td>An aware audience, concerned, informed</td>
<td>Interpersonal Comm.</td>
<td>Real objects, Handouts</td>
<td>Talk to key person of the audiences, use horizontal comm.</td>
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<td>3.</td>
<td>Audience motivated for change</td>
<td>Interpersonal Comm., Mass Media</td>
<td>Workshop: Presentation and Demonstration</td>
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<td>4.</td>
<td>The audience tries new behaviour</td>
<td>Interpersonal Comm., Mass Media</td>
<td>Booklet</td>
<td>Project team assistance-counselling, use vertical comm., booklet sent by post</td>
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<tr>
<td>5.</td>
<td>The audience approve new behaviour</td>
<td>Interpersonal Comm., Mass Media</td>
<td>Poster</td>
<td>Project team assistance-counselling, Public Area</td>
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**Poster**
Posters will be used in the early stage of the project to create awareness of the public, especially the target group. Poster is the most suitable media to start introduce the project to target group. There are several factors to consider in choosing poster as a media:
1. Poster Value.
2. Target group’s characteristics.
3. Project area’s characteristics.
4. Budget.

The slogan is the most important part of the poster. Posters will be located on public area such as market and public services (local medical centre, local institutions, school, etc). Posters are designed to be eye catching and persuasive.

**Slogan**
CHICKEN NUGGETS HOME INDUSTRY FOR BETTER WEALTH AND HEALTH

**Transparency**
Oral presentation and speech will be easier if come with by transparency since trainers do not have to memorize the entire message. Literate target group is another advantage because they can compare what the trainers say with what had written in the transparency.

**Real objects**
Real objects are aimed to assist demonstration method. Trainers demonstrate how to make chicken nuggets by using real objects such as unproductive hen meat, flour, spices, kitchen utensils, etc.

**Handout**
To help farmers memorize the processing steps and catch up what the trainer says, handouts will be distributed before demonstration begin. Another aim is to give a chance to farmers to put additional and/or necessary information.

**Booklet**
1. Related institutions like Health Department and Agricultural Department usually have standard booklets which contain educational messages. These messages can help increase awareness among farmers about healthy diet and home industry management.
III.2. OPERATIONAL PART

Institutional framework

Related plans: Production, Training and Capacity Building

Production
Workshop materials are included in production plan. Posters are designed by project team and printed by professional. Handouts and transparency designed and made by project team.

Training
Workshop for target group will be carried out twice with different messages. First workshop is about chicken nuggets processing and the second workshop is about home industry management. In both workshops, target group are asked to practice so they are able to make chicken nuggets and to conduct home industry management.

Capacity Building
Capacity building is the process of developing competencies and capabilities in individuals, groups, organizations, sector or countries which will lead to sustained and self generating performance improvement (AusAID, 2004). According to this definition, workshops are part of the process of developing target group’s competency and capability. Workshops are followed by chicken nuggets home industry assistance.

Planning of Activities
August 2005- January 2006

<table>
<thead>
<tr>
<th>Activities</th>
<th>Aug. 05</th>
<th>Sept. 05</th>
<th>Oct. 05</th>
<th>Nov. 05</th>
<th>Dec. 05</th>
<th>Jan. 06</th>
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<tbody>
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<td>Research</td>
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Plan for monitoring and evaluation
MODIFIED BENNETT

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<thead>
<tr>
<th>No.</th>
<th>Hierarchy Level</th>
<th>Level Objectives</th>
<th>Indicators</th>
<th>Information Source &amp; Collection Techniques</th>
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</thead>
</table>
| 1.  | End results    | Improving community’s life quality through chicken meat processing and home industry | Increasing number of:  
  - Home industries  
  - Local income rate  
  - Community health level  
  - Home made chicken products in local market | Data from:  
  - Market research  
  - Annual sensus  
  - Local medical centre record  
  - Media |
| 2.  | Changes in practices | Poultry farmers process chicken meat into chicken nuggets as a family diet and for home industry | Increasing number of home industries  
  - Home made chicken nuggets in local market available  
  - Poultry farmers change their family diet | Data from:  
  - Market survey  
  - Semi-structured questionnaire II (after poultry farmers apply chicken nuggets home industry) |
| 3.  | Changes in K.A.S.A | **Knowledge:**  
  Poultry farmers understand the importance of chicken meat processing, home industry management, and family diet.  
  **Attitude:**  
  Poultry farmers aware and confident to apply chicken meat processing, home industry management, and good family diet.  
  **Skill:**  
  Poultry farmers are able to apply chicken meat processing, home industry management, and good family diet.  
  **Aspirations:**  
  Poultry farmers keen to apply chicken meat processing, home industry management, and good family diet.  

  **Knowledge:**  
  Poultry farmers able to explain the importance of chicken meat processing, home industry management, and family diet.  
  **Attitude:**  
  Poultry farmers are able to give reasons why they apply chicken meat processing, home industry management, and good family diet.  
  **Skill:**  
  Poultry farmers are able to demonstrate chicken meat processing, home industry management, and good family diet.  
  **Aspirations:**  
  Poultry farmers try to get home industry license | Data from:  
  - Semi-structured questionnaire I (before poultry farmers receive workshop material)  
  - Overt Observation  
  - Small Scale Industry Department record |
| 4.  | Reactions       | Poultry farmers interested in the content and the activities in the workshop. | Many questions emerged during the workshop  
  - Positive responses | Data from:  
  - Workshop record  
  - Feedback sheet |
5. **People Involvement**
- Local government of Malang Regency
- Poultry farmers
- Project team: Animal Husbandry Faculty lecturers, Brawijaya University
- Consumer

   - Number of participants in the workshop
   - Number of workshops conducted

   Data from workshop record about:
   - Number of participants
   - Number of workshop

6. **Activities**
- Posters
- Booklet
- Workshop
- Handouts
- Demonstration materials (real objects)

   - Number of workshops conducted
   - Number of materials used by participants
   - Materials quality

   Data from workshop record about:
   - Number of workshop
   - Materials quality
   - Number of participants who used the materials

7. **Resources**
- Human Resources: Local government, poultry farmers and project team (Animal Husbandry Faculty lecturers, Brawijaya University).
- Financial: $AU 3,000

   - Time spent by human resources
   - Budget

   Data from:
   - Project record
   - Financial record

**Budgeting**
$AU 3,000/6 month
IV. VALIDATE STRATEGY

This stage is the last step before project team executes the strategy. The activities involved to develop messages and communication material (sketches, pre-testing and finalise) (FAO, 2002). Project team designs the posters and handouts follows the written communication rules.

DISCUSSION

The communication strategy planning is used to plan detail preparations in conducting workshops for poultry farmers. There are four main steps in the communication strategy and each step helps the project team to define all aspects of the communication that is they are going to apply in the workshop. Situation Analysis stage helps project team to recognize target group’s problems in relation with development problem, to set up a general context and the programme, to identify institutions involved in the programme and to explore the communication material resources they have to carry out the programme. This first stage then helps the project team to go further to the second stage, to find out the problems and the possible solutions of communication. Project team can look through and expect the negative and positive circumstances what they are going to face. SWOT analysis is to assist project team aware of the strengths and opportunities in the project so they are able to give more attention in particular area. Given detail situation analysis and possible condition in the future, it is easier to draw up the strategy in the next stage. The third stage is divided into two parts, Strategic Framework and Operational Part.

The aim of strategic framework is to plan suitable communication to gain the communication strategy’s objectives. The main idea is to combine channels and media of communication, hopefully each of them brings its value to cover other channels/medias’ disadvantages. For example, poster as one of conventional mass media is used in the first phase of chicken nuggets campaign. Conventional mass media’s strengths are its potential to attract attention and to reach large audiences (Leeuwis, 2004). It affects on target group awareness about the chicken nuggets as an alternative solution for their health and wealth problems. To reach target group knowledge, attitude and behaviour, project team uses interpersonal communication approach, which Leeuwis (2004) says that it has relatively high functional qualities in possibility to deliver tailor made messages, potential to support active learning and decision-making, and possibility to develop and use relationships of trust and mutual involvement.

Operational part is the detail descriptions about stakeholders involved in the project, some related plans and activities plan. This stage will help project executors to keep project’s objectives and important supporting activities in mind. Budgeting is also a key issue in bringing the project in the safe financial line. At last, strategy validating is where some ‘easy and fun’ activities done to merry the project.

Finally, the phases of The Process of Planning a Communication for Development Strategy are basically designed to help project executor on carrying out their job. Thus, agriculture extension officers are expected to master this skill since their job always engage to communication for development strategy.

SUMMARY

In this paper, four phase of communication planning (situation analysis, define problems of communication, strategy planning and strategy validation) are very useful plan detail preparations in conducting workshops for development strategy. The process of behavioural change is also used to help project team define the most suitable approaches, media and methods. Agriculture extension officers then strongly advised to use the method to assist them in accomplishing their workshop tasks.

SUGGESTIONS

Even the plan was easy to follow, in some parts the plan phases were too complicated if the workshop only involve less than 100 farmers. It is also important to notice whether the time provided is sufficient to allow an intended change of behavioural change, which means whether it is possible to achieve the level of behavioural change proposed when project team do the end results phase of evaluation.

Thus, to improve the quality of local workshop which involves less farmers author suggests to:

1. Simplify the communication strategy plan if necessary. The simplification is based
on the financial availability, workshop level and number of audiences.
2. Adjust the time between the length of the communication plan and the level of behavioural change intended.

REFERENCES


