FANRPAN
Food, Agriculture & Natural Resources Policy Analysis Network

DRAFT COMMUNICATION AND ADVOCACY STRATEGY 2016 – 2023

ABBREVIATIONS AND ACRONYMS

COP	Communities of Practice
CSA	Climate smart agriculture
FANR	Food, Agriculture and Natural Resources
FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network
NHIs	Node Hosting Institutions
NSA	Nutrition-sensitive agriculture
SDGs	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats
UN	United Nations

EXECUTIVE SUMMARY

The FANRPAN Communication and Advocacy Strategy builds on the 2016-2023 institutional strategy. The FANRPAN Strategic Plan 2016-2023 calls for a concerted and integrated communication and advocacy strategy that will raise the reputation and visibility of FANRPAN, communicate successes and articulate FANRPAN's strategic advantage in the research, knowledge generation and networking in the food, agriculture and natural resources space.

The objectives of the Communication and Advocacy Strategy are to:

a) Raise the reputation and visibility of the FANRPAN.
b) Develop strategic communication products to support policy advocacy and partnerships.
c) Provide internal communication infrastructure to facilitate generation of knowledge and reputational risk management.
d) Support the strategic position of the FANRPAN brand in the international landscape.
e) Contribute directly to FANRPAN's institutional strategic objectives.

These five objectives will ensure the following:

a) Ensure that communication and advocacy interventions across the FANRPAN network, including node hosting institutions, external stakeholders and internal publics are well-coordinated, effectively managed and responsive to out scaling and upscaling the role of agriculture in ensuring food and nutrition security in Africa
b) Provide timely, accurate, clear, objective and complete information on FANRPAN issues, interventions, services, products and initiatives related to the 2016-2023 strategic plan.
c) Provide a framework to enable FANRPAN communicate openly with the general public on climate smart agriculture (CSA), nutrition-sensitive agriculture (NSA) and policies, programmes, services, products and initiatives for which the organisation has responsibility.
d) Ensure that all network and external stakeholders involved in food, agriculture and natural resources policy networking and planning, development work collaboratively to sustainably harness policy networking to achieve a food secure Africa through coherent and effective policy dialogues. .

In this respect, the communication and advocacy strategy is focused on:

a) Increasing visibility and openness- inter alia, transparency and greater accountability a collaboration and partnership building for FANRPAN in its implementation of the 2016-2013 strategic plan.
b) Marketing and communicating FANRPAN's brand through its mandate, activities and success stories to the general African population and globally.
c) Education and creating public awareness to enhance stakeholder involvement and participation in food, agriculture and natural resources policy dialogue.

The FANRPAN Strategic Plan (2016-2023)
The new vision statement for FANRPAN's Strategic Plan (2016-2023) is informed by its core values and theory of change, and is summarized as: ***Resilient African agriculture and food systems, securing prosperity and health for all.***

The new mission is: ***To build resilient food systems across Africa through the creation, implementation and assessment of food, agriculture and natural resources policies that are both evidence-based and developed in partnership with non-state actors.***

Strategic Goals
FANRPAN will endeavour to achieve three strategic goals:

a) Transformed African agriculture and food systems through the development and implementation of evidence-based policy to ensure that sound, evidence-based food, agriculture and natural resources (FANR) policies are fully implemented and can make the desired impact on the people they are intended to support.
b) Adequate, safe and nutritious food for Africa by using the adoption of evidence-based policies as a means to improve and sustain access to diverse and nutrient-dense food.
c) Climate change resilient and resource sustainable food systems in Africa by using the adoption of evidence-based policies as a means to transform agricultural regions that are most at risk of climate change and to educate key African decision makers on the impacts of climate change.

Thematic Focus
The FANRPAN Strategic Plan (2016-2023) focusses on two primary thematic areas of Climate Smart Agriculture (CSA) and Nutrition-Sensitive Agriculture (NSA). Underpinning and central to the two thematic thrusts is the policy engagement cycle. FANRPAN continues to focus on policy research, policy research translation, advocacy, and capacity building parts of the policy cycle. These parts of the cycle are areas in which FANRPAN has both experience and a strong reputation.
 • Climate Smart Agriculture will focus on: Adaptation; Mitigation; Resilience; Women and Youth empowerment; Climate financing; and Communities of Practice.
 • Nutrition-Sensitive Agriculture will focus on Production and Income; Knowledge and Behaviour; Women and Youth Empowerment; Nutrition Financing and Communities of Practice

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1.   CHAPTER ONE: INTRODUCTION

1.1 Purpose and Outline

The purpose of this document is to present the Food, Agriculture & Natural Resources Policy Analysis Network (FANRPAN) Communications and Advocacy Strategy that is supporting the delivery and reporting results of the institutional strategy. The strategy provides the "how to" communicate and advocate for FANRPAN's objectives as outline in the 2016-2023 strategic plan. This communication and advocacy strategy also seeks to align FANRPAN stakeholders and their importance in the delivering of FANRPAN's theory of change and overall vision. This strategy also serves as a base for how FANRPAN communities, stakeholders can synergise efforts for FANRPAN's success and long term viability.

This Communication and Advocacy Strategy is presented as follows:
a) Chapter One: Introduction
b) Chapter Two: : Overview of the Strategic Planning Process
c) Chapter Three: Strategy Framework
d) Chapter Four: Monitoring & Evaluation

1.2 Intended audience

This documents targets both the internal and external stakeholders of FANRPAN. Internal audiences include Board of Governors, Regional Secretariat, and Chief Executive Officer, Directors, managers and employees including the Node Hosting Institutions (NHIs). The external audiences among others include FANRPAN' partners, friends of the organisation, media, rural communities, youth, women and children and potential future partners.

1.3 The Need for a FANRPAN Communication and Advocacy Strategy

FANRPAN undertook to prepare a Communication and Advocacy Strategy to support the implementation of its Strategic Plan 2016 – 2023, which summarizes FANRPAN's chosen strategic direction, outlines focus areas and affirms the desired impact FANRPAN strives to achieve. This strategy specifically aims to increase FANRPAN's reputation and visibility and overall stakeholder awareness and involvement in food, agriculture and natural resources research (FANR), capacity development and policy analysis in Africa. The absence of a viable communication and advocacy strategy compromises the sharing of the results and impact of FANRPAN's work. The successful generation, translation and dissemination of FANR research and policy initiatives greatly hinge on an effective communication and advocacy framework that is inclusive of all FANRPAN stakeholders. This will consequently contribute to better planning and implementation by timely drawing attention to issues affecting food security and poverty in Africa.

1. 4 Expectations of the Communication and Advocacy Strategy

The communication and advocacy strategy will guide FANRPAN in reporting results and impact. It also emphasizes long-term sustainability by taking into consideration issues of capacity strengthening and resource mobilization. Through concerted implementation efforts, the FANRPAN Board and Secretariat, Node Hosting Institutions (NHIs), the FANRPAN network and strategic partners have a part to play in communicating FANRPAN's results and impact. All views should be taken on board, considered and acted upon through shared information and communication in an accountable and transparent manner. Through a detailed implementation plan that considers operational level reporting, FANRPAN should consolidate and communicate its success, measure and communicate its impact.

A strategic and organizational review that was undertaken in May 2016 as part for the development of the FANRPAN Strategic Plan 2016-2023 highlighted the following on FANRPAN's future focus:

a)   Key topics or issues of importance to FANRPAN under the agriculture umbrella include food security, input and output markets, reducing food losses across the value chain, farmer productivity, farmer's access to markets, funding for farmers, production efficiency and increases, trade, and crop diversity; natural resources protection, water management, conservation and sustainable production. The impact of land policy and management is also important.

b)   Whilst food security remains a priority issue, it should shift to encompass nutritional security to place agriculture and its links to nutrition and food at the forefront of the development and policy agenda. FANRPAN should contribute to building Africa's capacity in this area.

c)   Another key issue is FANRPAN to promote the development of policies that would make agriculture more resilient to climate change and share information in this regard. FANRPAN should highlight the interrelationship between climate change and agriculture and the broader theme of climate smart agriculture.

d)   Women and youth play an important role in agriculture and nutrition. In light of Africa's demographics, youth engagement is becoming more and more important and affects all countries on the continent.

e)   FANRPAN should use global development frameworks such as the Sustainable Development Goals (SDGs) and regional policy objectives to guide their core business activities.

f)   FANRPAN should build stronger ties with the private sector in order to have more reach and influence support to agricultural development.

g)   FANRPAN should increase its relationships with universities and/or agricultural colleges and influence their curricula to better address the greater role that agriculture can contribute towards the development of Africa.

This review by stakeholders outlines the expectations and the understanding of FANRPAN's institutional capability to deliver by the FANRPAN network, partners and key stakeholders. Communicating expectations, results and impact therefore plays an important role. The success of the communication and advocacy strategy will primarily depend on FANRPAN's investment in the communication function, dialogue and engagement with the Node Hosting Institutions; strengthening alliances with key partners; new funding options, as well as the extent to which FANRPAN's senior management and staff own the outcomes.

2.   CHAPTER TWO: OVERVIEW OF THE STRATEGIC PLANNING PROCESS

2.1 The FANRPAN Communication and Advocacy Strategic Approach

This communication and advocacy strategy combines several good elements of current, widely-accepted methods and approaches based on sound theories that are most appropriate to the FANRPAN Strategic Plan 2016 – 2023. Our working definition is that strategic communication and advocacy refers to interactive (participatory) policy-making and guidance processes for consistent information activities within an organization, between organizations and with external audiences. In this regard the strategy stresses genuine participatory communication or dialogue that will encourage meaningful engagement and facilitate free and proportioned opportunities to exert mutual influence to address *tipping points* for policy and programmatic changes at various stakeholder levels from the Board, the Secretariat, NHIs, development partners/donors, national governments, civil society including the private sector, farmer organisations, the media and all other stakeholders. Here, feedback is imperative. Furthermore, the approach's overarching importance lies in its opportunity to create and give space for understanding the other person's point of view and therefore for ensuring coordination and teamwork, bringing out the *"we feeling"* in implementing the plan, rather than building and maintaining fences between actors. In the strategy's implementation, we will remain mindful of cross-cutting factors such as knowledge (information), motivation (attitudes, beliefs), ability to act (skills, self-efficacy, and access) and norms (perceived, socio-cultural, gender, etc.).

2.2 Stakeholder Analysis
FANRPAN is a "network of networks". This structure allows different types of organisations within each of the 17 node countries to collaborate and pool resources under one FANRPAN brand to address shared issues, whilst remaining independent and able to pursue other areas of activity. The FANRPAN network of networks is an exceptionally unique and powerful organisational arrangement as the entities of the network are bound by mutual recognition of the value of what each brings to effect change and reach shared goals. The Nodes provide platforms for grassroots to engage government, key decision makers; neutral multi-stakeholder engagements and facilitates learning and exchange of knowledge across regions. The Nodes also provide access to potential partners and pool of skilled African capacities.

The broader stakeholder map of FANRPAN constitutes:
- FANRPAN partners and donors (national, regional and international)
- FANR Ministries and Government Departments
- Academic and parastatal institutions and researchers, private sector research consultants
- Agricultural organizations and service providers, including training, emerging farmer development, farmer unions
- Youth and women's organisations
- Media
- Regional Economic Communities and institutions (SADC,NEPAD, COMESA
- Continental institutions (African Union)
- International agricultural networks
- FANRPAN advisory groups
- Like-minded policy think tanks

2.3 Target Audiences/Interaction Groups Communication Matrix

These are the target audiences that will be directly affected or exposed to the strategy messages and they include:

Audience/Interaction Group	Desired Impact	Involvement	Key messages
FANR government ministries, departments and agencies	Political and leadership commitment to FANRPAN Strategic Plan, its goals and objectives.	High	▪ Support to 2016 – 2023 Strategic Plan, goals and objectives. ▪ Policy implementation. ▪ Allocation of resources.
Members of FANRPAN Governance structure and the Secretariat	Commitment to Strategic Plan, goals and objectives.	High	▪ Implementation of Strategic Plan. ▪ Monitoring and evaluation. ▪ Partnership and coalition building.
FANRPAN national partners (nodes).	As above	As above	As above
Policy-makers (Cabinet, Members of Parliament, Parliamentary Sector Committees, Councillors, etc.).	Understanding need to pass and enforce good CSA and NSA for food security and poverty eradication in Africa.	Medium	Good CSA, NSA, food security and poverty eradication policy engagement for Africa.
The media.	Effective agenda-setting and public discussion platform CSA and NSA for food security and poverty eradication in Africa.	Medium	Place CSA and NSA for food security and poverty eradication in Africa agenda for public dialogue and decision-making.
Civil society organisations including the private sector.	Awareness of CSA and NSA for food security and poverty eradication in Africa	High.	Assist African farmers adopt CSA and NSA.
Donor partners.	Follow-up on CSA and NSA investment partnerships.	High	Continued support to CSA, and NSA for food security and poverty eradication Projects and investments in Africa.
Agricultural and research institutions.	Commitment to evidence-based CSA and NSA research and research results dissemination.	High	Promote CSA and NSA research and subsequent results dissemination.
Industry	Increased interest in FANRPAN research and other activities.	Medium	Support innovations in CSA and NSA and invest in research.
Farmers' organisations, Farmers and rural communities of practice	As above	High	Adopt agricultural and farming systems that promote CSA and NSA
Marginalised groups including women and the youth.	As above	As above	Inclusiveness in adopting agricultural and farming systems that promote CSA and NSA

2.4 Qualitative Research Approach and Methodology

To determine FANRPAN's communication and advocacy needs and challenges, a qualitative research was conducted, and the findings informed the strategy framework. The process was participatory and involved inputs from FANRPAN Secretariat staff and Node Hosting Institutions (NHIs). The process entailed the following:

a) **Review of documents**
Various documents, including those on the official website, were reviewed in order to gather enough information about the organisation, its strength and challenges.

b) Media Content Analysis

The purpose of the media and media content analysis was to gauge and understand media coverage of FANRPAN activities 2007 to 2016. Over a period of ten years beginning 2007 there has been sustained media coverage of FANRPAN in both the international and national media. By the time of this assignment and in 2016 alone there had been six (6) major media coverage touching on issues of food security, climate change and nutrition on the African continent.

The Chief Executive Officer has been extensively interviewed and this has given positive image and visibility globally and within Africa. The media reportage has generally been appreciative of the organisation and the courageous drive towards new frontiers for food, agriculture and natural resources issues, in addition to the traditional agricultural interventions and policy engagement at national, continental and global levels. In view of the agenda-setting role of the media, this analysis also gave an insight into the firm positioning of food, agriculture and natural resources issues in Africa in the print and electronic media. As highlighted in the implementation section, there is need to up-scale and sustain media coverage and involvement in support of the current Strategic Plan 2016 - 2023.

c) Surveys

Survey questionnaires were administered to the Node Hosting Institutions (NHIs) and the Secretariat staff to generate information on the internal status of the communication function and also the needs. These findings have significantly contributed to the design of the strategy and its implementation modality. The Nodes in this strategy are considered internal stakeholders of FANRPAN.

2.5 Internal and External Communication SWOT Analysis

The key findings of the SWOT analysis covered the current internal and external communication and advocacy activities in FANRPAN.

2.5.1 Internal Communication

Although the internal survey pointed to more challenges and opportunities, FANRPAN's internal communication strengths are that departmental staff within the Secretariat has the opportunity to respond quickly to external communication and advocacy needs as there is no unreasonable red tape or censorship for higher management approval. This is important especially with FANRPAN's unique network of network structure. This flexibility and enables real time communication with national country nodes and other stakeholders thereby building a strong FANRPAN reputation among country nodes and stakeholders as a result of good leadership and effective, timely, communication.

Another internal strength is the structure of the teams within FANRPAN for programme and project implementation. It permits a high degree of flexibility in programmatic adjustments and course correction wherever and whenever needed as a result of feedback from country nodes and other stakeholders with regards to programmatic issues.

The major internal communication shortfall identified is the need to improve timely, frequent and complete information-sharing between senior management and the rest of the staff. The underlying assumption here is that developing an internal communication plan starts not with *what* we need to do, but more importantly, *why* we need to do it. The concern expressed by staff is that current internal communication explains what is happening, but not why. One of the key principles of effective internal communication is not just to tell people the *what*; It is

critical to tell them *why* something is happening in the way it is. If the staff do not understand the programmatic issues the organization is attempting to solve, they not achieve the desired ownership of the solution the executive or management is proposing. As a result, they will not be properly engaged, knowledgeable and motivated.

Ineffective internal communication poses the risk of lack of staff understanding of and commitment to the FANRPAN Strategic Plan 2016 – 2023, its goals and objectives. Just as bad, poor internal communication infrastructure will lead to failure to build in-house cohesion and productive team-work. Even more significantly, poor internal communication will negatively impact external communication. Staff capacity strengthening for effective internal and external communication flow needs to be supplemented by proactive management support as a matter of organisational development policy. The Secretariat and the Node Hosting Institutions (NHIs) staff need to be trained in basic communication and advocacy skills.

2.5.2 External Communication

Good external communication underpins how an organization connects and engages with stakeholders outside of itself. The ensuing communication messages and activities influence external stakeholder's opinions about the organization and its vision, mission, strategic direction, products or services. External communication needs to be focused on FANRPAN partners, media, donors, national governments, FANR ministries and their collaborating line ministries, civil society, private sector, local farming communities and their organizations with special focus on women, children and the youth.

FANRPAN has established itself as a visible and recognisable brand and voice in FANR research in Africa. It is a well-established policy think-tank recognised for its neutral dialogue spaces that allow stakeholders to advance towards working together for policy development, research opportunities. The FANRPAN network is also growing having expanded from 13 Nodes in 2008 to 17 in 2015. This internal growth allows for the growth of the brand, but also expands the network for both the human and institutional capacities to deliver on FANR policies. FANRPAN has also been very successful in leading FANR research projects in Africa using distinctive partnerships models and also innovative communication methodologies such as Theatre for Policy Advocacy (TPA). FANRPAN is also becoming a leading voice for the impact of climate change on African agriculture through policy advocacy work. FANRPAN has been highly successful in placing agriculture on the climate change agenda and, following FANRPAN's advocacy, it was an important topic at the 21st Conference of Parties (COP21) in Paris in 2016.

The development of the FANRPAN Strategic Plan 2016-2023 emphasized the need to build on the visibility and reporting results to facilitate resource mobilization and increase FANRPAN's voice on national, regional and international platforms and fora. **(See Annex 1: Internal and External SWOT Analysis)**

3. CHAPTER THREE: STRATEGY FRAMEWORK

3.1 FANRPAN Communication and Advocacy Strategy Goal and Objectives

3.1.1 Overall Goal
The overall goal of the Communication and Advocacy Strategy is to support, and communicate results and impact of the implementation of the FANRPAN Strategic Plan 2016-2023.

3.1.2 Communication and Advocacy Strategy Objectives
The specific objectives of the strategy are to employ the science and art of communication and advocacy to:

a) Raise the reputation and visibility of FANRPAN.
b) Develop strategic communication products to support policy advocacy and build and maintain partnerships.
c) Build an internal communication infrastructure to support the implementation of the FANRPAN strategy and manage reputational risk.
d) Support the strategic position of FANRPAN in the international landscape by the Board and Management of FANRPAN.
e) Contribute directly to implementation of FANRPAN's strategic objectives.

3.2 Strategy for communication and advocacy
The FANRPAN communication and advocacy strategy will translate the results and impact of FANRPAN using innovative methods. It is essential for FANRPAN to tell its own story for the growth of its network and capability as a top think tank in Africa. The strategy will do the following:
a. Use innovative technologies to reach stakeholders at various levels: international, regional, national and community;
b. Build strategic partnerships at all four levels stated above, recognizing the valuable role each level brings in to the FANRPAN platform;
c. Produce more digestible briefs and blogs on FANRPAN work to garner new partnerships and stakeholders but also inform existing stakeholders on the work FANRPAN is carrying out;
d. Develop strategic media partnerships that build a critical mass of journalists that are able to translate FANR issues;
e. Advocacy: It is important that FANRPAN rallies on key issues around its strategic goals for the addressing nutrition-sensitive agriculture and climate smart agriculture.
f. Build internal capacities to deliver, communicate and advocate the FANRPAN strategy;
g. Rally the network at national and regional levels to continuously facilitate dialogue, participation and influence.

3.2.1 Strategy Implementation
Implementation is about moving from plan to action. The strategy implementation will require a range of activities and processes that are geared towards ensuring that FANRPAN achieves its Strategic Plan 2016 – 2023 goals and objectives. The following actions will be undertaken:

a) Defining roles and responsibilities both for internal and external FANRPAN actors as implementation is a collaborative effort that requires partnerships and dialogue.
b) Frequent and targeted communication with key stakeholders for relationship management and information-sharing for productive teamwork.

c) Resource mobilisation: FANRPAN will need to keep costs in mind while planning activities. Detailed, accurate costing must happen before any final material production or activities begin. Work plans need to be linked to and in complete alignment with budgets.

d) Sustaining the strategy is essential. It will ensure that the activities become an integral element of the emerging initiatives, increase the overall effectiveness of achieving goals and objectives and contribute to the building of an essential evidence base and sharing of best practices.

e) Monitoring and evaluation: The communication and advocacy strategy forms part of the institutional results framework, thereby contributing to reporting results and impact of FANRPAN.

FANRPAN's advocacy will:

a) Raise awareness about the urgent need to implement and up-scale the FANRPAN 2016 – 2023 strategy, especially the theory of change of an increased understanding, uptake and implementation of policy that is impactful, coherent, and inclusive and enhances resilience to climate change, and improves prosperity, food and nutrition security in Africa;

b) Gain media attention for agenda-setting and public dialogue for FANRPAN's new vision;

c) Bring together various actors such as governments, civil society and private sector in support of FANRPAN vision, mission and activities for a resilient African agriculture and food systems.

See Annex 2: ANNEX 2: Implementation Plan Matrix

3.4 Key Outcomes of the strategy
- Increased public awareness, knowledge, understanding and appreciation of FANRPAN mission and vision.
- Increased FANRPAN profile, brand and visibility.
- Strengthened partnerships and dialogue with stakeholders
- Increased resource mobilisation and a capacitated FANRPAN

ANNEX 3: The Communication and Advocacy Strategy Logical Framework

4. CHAPTER FOUR: MONITORING AND EVALUATION

4.1 Monitoring and Evaluation Plan

In order to assess the progress, success or challenges of the planned communication and advocacy activities, it is important to conduct monitoring and evaluation. Supported by the FANRPAN Monitoring and Evaluation team, the strategy will be monitored and evaluated for three key reasons:

a) To determine whether the objectives of the communication and advocacy initiatives are being met as planned;
b) To identify areas of shortfall in order to effect continuous improvement and course correction; and
c) For accountability in assessing impact and financial investment in the communications function in FANRPAN.

See Annex 5: Monitoring and Evaluation Plan

4.2 Conclusion

This strategy lays out how FANRPAN intends to approach and utilise the communication function in its core business. This plan essentially supports the implementation of the 2016-2023 FANRPAN strategy. The intention of the communications function is to be effective and coordinated in approach to render support to the institution to its people, programmes and projects and partners within the network. In comparison to the current situation this strategy requires a concerted investment by FANRPAN staff and management in its implementation and also mobilisation of resources.

The strategy is a departure from a reactive approach to a sustained and planned effort throughout the life of the current strategy. It allows for flexibility in approach while maintaining certain communications and advocacy activities as standard for contributing to the bottom line of FANRPAN. The strategy also takes into account the structure of FANRPAN and therefore involves the people and respective department outputs to form the basis of the communication products.

The strategy is ambitious in approach and timeframe but the emphasis is that communications and advocacy are enablers in the institutional impact of FANRPAN. If FANRPAN is to achieve its strategic goals, communications and advocacy roles will underpin the translation of the successes, challenges and lessons learnt in the quest to achieve a resilient African agriculture that contributes to the continent's well-being.

ANNEX 1: Internal and External SWOT Analysis

STRENGTHS	WEAKNESSES
a) Co-ownership, inclusiveness, excellence and respect among staff and stakeholders. b) Availability and accessibility to stakeholders of the critical decisions from national and regional policy dialogues, board and Senior Management decisions. c) Documentation and accessibility of important policy documents, work-plans and Technical Reports. d) Continuous management support to inform and share with staff and all stakeholders to align the Strategic Plan 2016 - 2023. e) Renders constant reminder of staff and stakeholders about the FANRPAN core values. f) Functional website with interactive digital/social media platforms, documents and video archives for public information education and communication. g) Departmental staff within the Secretariat has the opportunity to respond quickly to external communication and advocacy needs as there is no unreasonable red tape or censorship for higher management approval. h) Real time communication with national country nodes and other stakeholders since current workload leaves sufficient time to devote to such partners. i) Gradual build-up of strong FANRPAN reputation among country nodes and stakeholders as a result of good leadership and effective, timely, communication. j) A high degree of flexibility in programmatic adjustments and course correction wherever and whenever needed as a result of feedback from country nodes and other stakeholders with regards to programmatic issues.	a) Lack of promotion of high visibility both within the continent and globally. b) Organisational image currently mainly built around the person of the Chief Executive Officer. c) Currently there is low FANRPAN presence and reputation regionally, nationally and globally triggering the need for serious social marketing of FANRPAN and its vision, mission, initiatives and achievements through strategic communication. d) Inadequate communication, advocacy and knowledge management skill base within departmental staff; such capacity needs up-scaling beyond the Communication Unit through in-house short courses and/or external training. e) FANRPAN is vulnerable to vital, qualified and experienced technical staff turn-over. This is a serious weakness for knowledge management including lessons learnt and best practices to be transferred to emerging initiatives within the organisation. Senior Management needs to develop a retention strategy for such staff. f) Unreliable cash flow for new initiatives resulting from a limited donor base is counter-productive for long-term planning and sustainability. Proactive, focused communication and advocacy campaigns should address this imbalance in order to widen the donor base. g) Limited awareness of CSA, NSA and cross-cutting food security issues among the vast majority of the African population and African institutions

OPPORTUNTIES	THREATS
a) As a continental pioneer in CSA, NSA and accompanying policy engagement for food secure Africa, FANRPAN is well-positioned to grow and excel through strategic communication for image building, visibility and dissemination of its achievements. b) FANRPAN's two critical areas of thematic thrusts and its policy engagement initiatives come at a time when these issues have become priorities regionally and globally. This sets it apart to benefit from international partnerships and donor support. c) It is in the interest of national African governments to achieve food and nutrition security for their citizens. This opens up a window of opportunity for FANRPAN for collaboration, coordination and mutual support for lessons learnt and best practices. d) The very highly technical and scientific nature of FANRPAN's interventions means that it has few competitors to adopt such new technologies. e) FANRPAN needs to adopt participatory management and leadership styles that enable staff to constructively give opinions on initiatives, share and develop skills and feel confident that they really matter and belong. f) Strengthen the ICT Unit including regular up-date of the website and digital/social media platforms. g) Pursue basic communication and advocacy skills training for staff at the Secretariat, NHIs and stakeholder partners as needed. h) Ensure improved and faster Internet reliability for groups as above. i) Strengthening interpersonal communication through informal and formal meetings such as staff meetings, staff weekly tea/coffee breaks, retreats, cross-departmental visits/discussions, etc. j) Use of real time printed and digital communication tools and materials such as memos, bulletin boards, brown bag sessions, etc. k) Explore the opportunity for and use outdoor media such as roadside or strategically placed banners, billboards, public transport branding, etc. l) Make use of national and international festive seasons and celebrations such as Independence Days, Women's Day, World Food Day, Agricultural Shows, etc. to market FANRPAN.	a) In a few years to come, developments in scientific research and technology may change FANRPAN' thematic areas of focus beyond its ability to adapt. Hence the need for vigorous knowledge building and management in order to generate relevant scientific and technical know-how, translate and disseminate this appropriately to partners and key stakeholders competently. b) Similar to the above point and given the high innovative strides within research and scientific communities world-wide, a small but significant change in the focus of a large competitor with sufficient funding might wipe out some of FANRPAN's initiatives unless it stays focused and growing through effective knowledge generation, translation and sharing. c) Some Secretariat staff members expressed dissatisfaction with information-sharing with regards to Board and Management decisions. This needs to be addressed to diffuse the threat. d) Lack of relevant information and news sharing between Secretariat staff and organisations and institutions engaged in similar programmes is a setback that needs to be addressed. e) Bureaucracy leading to long chains of review and gate-keeping before vital decisions are made available to staff was another concern raised by Secretariat staff and needs to be rectified. f) At the programmatic level, poor information-sharing with junior staff with matters regarding news, initiatives and procedures also needs attention.

ANNEX 2: Implementation Plan Matrix

Communication and Advocacy Issues	Communication and Advocacy Activities	Target Audiences/Interaction Groups	Key Messages	Media/Channels	Key Result Areas/Expected Outcomes
OBJECTIVE ONE: Raise the reputation and visibility of FANRPAN					
Low reputation and visibility of FANRPAN among Parliamentarians and leaders in government and civil society at various levels.	• Increase understanding of and exposure to FANRPAN vision, mission and operations among Parliamentarians. • Build a critical mass of FANRPAN advocates and champions among Parliamentarians and leaders. •	• Pan African Parliamentarians. • NHI Parliamentarians. • Relevant Parliamentary Committees on food, climate smart agriculture and nutrition smart agriculture within above parliamentarians. • Civil society organisations working in agriculture and poverty reduction. • Farmers and farmers' organisations. • Agricultural academic and research institutes. • The media. • The general public. •	Promotion of FANRPAN.	• Regional and national policy dialogues • Awareness/sensitization rallies and seminars. • TV and radio talk shows and skits. • Prepare and distribute press kits. • Produce and distribute policy information papers • Factsheets about FANRPAN. • Editorials. • FAQs. • Video infomercials. • Create social media groups and use digital platforms such as e-mail, blogs, SMS, etc. to communicate with Parliamentarians. • Continue to host and upgrade FANRPAN website.	• Get and maintain political support. • Achieve food security and poverty eradication for Africa. • Increased visibility and reputation of FANRPAN Brand
	Access to timely, fair and balanced media coverage on: • Information and updates concerning outputs of FANRPAN research. • FANRPAN achievements and highlights. • Project launches and new publications.	• NHIs. • National and international agricultural research and academic institutions. • Development partners/donors. • National and international collaborating civil society including the private sector. • The national and international media. • Farmers' organisations. • Women groups involved in agriculture. • Youth groups involved in agriculture	Timely, fair and balanced information about FANRPAN research outputs and achievements.	• Regular up-date of media data bank. • Media briefing s and interactions. • NHIs to hold media workshops on FANRPAN , • Train FANRPAN staff, reporters and other key stakeholders (agricultural researchers and scientists) in basic media engagement and relations skills. • FANRPAN Secretariat and NHI to media courtesy calls to media houses and establish contacts and good relationships and build rapport with media gatekeepers.	• Timely, fair and balanced media coverage of FANRPAN in local, national and international media. • Increased reach to potential partners through the media.

Communication and Advocacy Issues	Communication and Advocacy Activities	Target Audiences/Interaction Groups	Key Messages	Media/Channels	Key Result Areas/Expected Outcomes
	To equip farming communities with greater awareness of FANRPAN roles, responsibilities and achievements.	Farming communities.	Access information on the latest agricultural and farming innovations/initiatives.	• Community dialogues on FANRPAN and FANR issues. • TV and radio magazines/spots including in vernacular languages. • Newspaper supplements. • Group media (community theatre/drama, demonstration, sites visits, etc.). FANRPAN non-scientific information materials (brochures, leaflets, flyers, etc.).	• Farmers getting regular information on latest agricultural and farming innovations and initiatives. • Through targeted community engagement activities, increase knowledge and know-how for food security to rural smallholder farm families.
OBJECTIVE TWO: Develop strategic communication products for the support to policy advocacy and building and maintaining of partnerships.					
Increase strategic communication products for the support to policy advocacy and partnerships.	To involve the media to play more proactive roles in matters concerning FANRPAN and FANR initiatives.	Local, national and international media (print, electronic and digital).	Develop and produce more strategic communication products for support to policy advocacy and partnerships.	• Media/press releases. • Media briefings. • Brochures, newsletters, pamphlets. • FANRPAN publications. • FANRPAN corporate videos and documentaries. • FANRPAN events. • Media workshops/training on FANRPAN and FANR initiatives.	Strategic communication products to support policy advocacy and partnerships available.
	To keep industry informed of FANRPAN and FANR initiatives so that they may play effective roles in CSA and NSA for food security in Africa.	Industry.	Inform industry about FANRPAN new initiatives in order to equip them deliver better services to clients.	• Disseminate up-to-date information about FANRPAN research and development. • Provide feedback to FANRPAN staff about issues raised by representatives from the industrial sector. • Assist in developing industry-focused presentation(s). • Study tours and site visits to FANRPAN research stations. • Involve industry in national, regional and international dialogues.	• Increased industry strategic communication products for the support to policy advocacy and partnerships. • Identification of potential partners

Communication and Advocacy Issues	Communication and Advocacy Activities	Target Audiences/Interaction Groups	Key Messages	Media/Channels	Key Result Areas/Expected Outcomes
OBJECTIVE THREE: Build an internal communication infrastructure to support the implementation of the FANRPAN strategy and manage reputational risk.					
Insufficient internal communication capacity and infrastructure to support the communication function	To develop skills and capabilities of FANRPAN staff and Node Hosting Institutions to deliver the FANRPAN 2016 – 2023 Strategic Plan and create a reputable policy think tank in Africa	FANRPAN staff, Node Hosting Institutions, FANRPAN Board Members and Elders of FANRPAN	FANRPAN Theory of Change: an increased understanding, uptake and implementation of policy that is impactful, coherent, and inclusive and enhances resilience to climate change, and improves prosperity, food and nutrition security in Africa	• National, regional and global network platforms • Events and engagements for the executive and Board • Brown Bag seminars as internal learning platform • Internal review meetings and strategy sessions • Refreshers meetings on institutional policies	• A reputable and visible institution with communication capacities at every level of the organisation • A risk avert organisation with crisis management infrastructure in place
OBJECTIVE FOUR: Support the strategic position of the FANRPAN brand in the international landscape					
Lack of publicity for the following FANRPAN activities. • FANRPAN's research strategies, policies and procedures. • Outputs of FANRPAN. • Return on investment of FANRPAN research. • News about latest developments/initiatives	Support the strategic position by Board and management of FANRPAN in the international landscape.	• Potential NHIs. • National and international agricultural research and academic institutions. • Development partners/donors. • National and international collaborating civil society including the private sector. • The national and international media. • Farmers' organisations. • Women groups involved in agriculture. • Youth groups involved in agriculture.	Publicise and market FANRPAN: • FANRPAN's research strategies, policies and procedures. • Outputs of FANRPAN. • Return on investment of FANRPAN research. • News about latest developments/initiatives.	• National, regional and international dialogues. • FANRPAN Annual reports. • Website. • FANRPAN publications. • Media/press releases. • FANRPAN technical reports. • Selective, periodic media releases in national, regional as well as international media. • FANRPAN participation at selected meetings in the regions and within the global community.	• FANRPAN brand getting recognised and assuming rightful position in the international landscape. • Increased visibility and reputation in NHI countries.
OBJECTIVE FIVE: Contribute directly to FANRPAN's to the implementation of FANRPAN's strategic objectives					
Up-scale the roles and responsibilities of development partners, donors and all stakeholders to contribute to FANRPAN' strategic objectives.	Contribute directly to FANRPAN's institutional strategic objectives.	• National partners and nodes. • Policy-makers. • Farmers and farmers' organisations. • Civil society organisations.	Contribute to FANRPAN's success by keeping informed and supporting its strategic objectives.	• FANRPAN Annual reports. • Website. • FANRPAN publications. • Media/press releases. • FANRPAN technical reports.	Partners and stakeholders coming out to openly support and contribute to FANRPAN's strategic objectives.

Communication and Advocacy Issues	Communication and Advocacy Activities	Target Audiences/Interaction Groups	Key Messages	Media/Channels	Key Result Areas/Expected Outcomes
		• The private sector including agricultural service providers. • National governments. • National and international media. • FANRPAN governance structure: the Board and the Secretariat.		• Selective, periodic media releases in national, regional as well as international media. • FANRPAN participation at selected meetings in the regions and within the global community.	
The following information is not being sufficiently shared and acted upon: • FANRPAN's research strategies and outputs. • News about research achievements aimed at broadening knowledge about FANR-related matters. • International promotion of research outputs and achievements.	To reach stakeholder institutions with such information in order to secure their awareness and support and desired action.	• Research and academic/training institutions. • Parastatals. • The private sector including consultants. • Agricultural organisations and service providers. • Farmers' unions. • Farming communities.	Avail FANRPAN's research strategies and outputs, news about research achievements aimed at broadening knowledge about FANR-related matters and the international promotion of research outputs and achievements.	• FANRPAN Annual reports. • Website. • FANRPAN publications. • Media/press releases. • FANRPAN technical reports. • Selective, periodic media releases in national, regional as well as international media. • FANRPAN participation at selected meetings in the regions and within the global community.	Research strategies and achievements will be understood, promoted and acted upon.

ANNEX 3: The Communication and Advocacy Strategy Logical Framework

OBJECTIVE ONE: Raise the reputation and visibility of FANRPAN			
KEY RESULT AREAS/OUTCOMES	**ACTIVITIES**	**INDICATORS**	**MEANS OF VERIFICATION**
Increased public awareness, knowledge, understanding and appreciation of FANRPAN Strategic Plan 2016 – 2023, CSA, NSA and the underpinning policy engagement cycle.	• Radio and TV talk shows. • Public information and education campaigns through radio, TV spots and entertainment, e.g. road shows. • Conduct sensitisation and awareness workshops and seminars at regional, national and local levels for stakeholders. Conduct community dialogues, meetings. • Newsletters, flyers, leaflets, brochures and other publications. • Newspaper supplements. • Produce and distribute branded items: tyre covers, T-Shirts, caps, badges, diaries, calendars, key rings, umbrellas, etc. • Continue hosting and updating websites. • Organise and participate in national and international events, e.g. World Food Day.	Number and variety of media events, awareness and sensitisation workshops, printed materials, newspaper supplements, branded items, national and international events attended and quality of website hosted and updated.	Media schedules, publications, newspaper clippings, list of participants at workshops and seminars, invitations to radio and TV special events, number of demands for FANRPAN products and services, reports, photos, branded materials, etc.
FANRPAN profile and visibility boosted through communication and advocacy through mainstream and non-mainstream media.	Hold several radio talk shows on FANRPAN on national broadcasters and local FM stations every year.	Number of radio and TV talk shows aired.	Radio and TV programme schedules.
Recognisable FANRPAN identity created within nodal countries and internationally.	Run public education campaigns through radio and TV spots,	Number of radio and TV spots aired.	Radio and TV spots schedules.
FANRPAN presence established nationally and among farming communities within node countries.	Air at least 4 radio and TV talk shows per year at each location within node countries.	Number of radio and TV talk shows per year at each location within node countries.	Dubbings of radio and TV talk shows.
	Conduct awareness and sensitisation seminars/workshops within farming communities	Number of community policy dialogues held	Record of seminars/workshops attended.
	Conduct national and regional policy dialogues within nodal countries	Number of national and regional policy dialogues convened.	Record of national and regional dialogues held.
	Conduct community theatre.	Number of community theatre performances done	Record of entertainment dramas, road shows and publicity events held.
	Produce newspaper supplements per year on popular newspapers about FANRPAN	Number of feature articles produced.	Press cuttings of articles produced.

	Create opportunities for exclusive interviews with key FANRPAN Board members or senior management	Number of interviews granted	Press cuttings of interviews.
	Produce and widely distribute organisational publications (brochures, flyers, newsletters, calendars, year planners, year books, magazines, periodicals, etc.)	Number of organisational publications produced.	List of organisational publications produced.
	Publish news and information on the organisation website, including, publications, blog and other Social Media platforms.	Number of guests logged onto the website	Record of web hosting monitoring and evaluation.
	Produce branded items/promotional materials (badges, pens, key holders, diaries, umbrellas, etc.)	Number of branded/promotional materials produced and given out.	Local purchase orders and delivery notes copies.
	Organise FANRPAN annual exhibitions/open days at national and local levels or during national agricultural shows.	Number of national and local exhibitions/events attended.	Reports, photos, attendance records.

OBJECTIVE TWO: Develop strategic communication products for the support to policy advocacy and building and maintaining of partnerships.

KEY RESULT AREAS/OUTCOMES	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION
Print and electronic strategic communication products for the support to policy advocacy and partnerships being produced and distributed.	• Messages research. • Message and materials development. • Materials pre-test. • Materials revision. • Materials distribution • Monitoring, evaluation and feedback.	• Strategic communication products being developed for policy advocacy and partnerships development and maintenance.	Record of strategic communication products developed and distributed.

OBJECTIVE THREE: Build an internal communication infrastructure to support the implementation of the FANRPAN strategy and manage reputational risk.

KEY RESULT AREAS/OUTCOMES	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION
Staff communication and technical know-how strengthened at Secretariat, within NHIs	Created substantive positions in the Communication Units/Departments.	Communication positions created and filled.	Staff recruitment reports.
	Conduct internal communication and advocacy skills through training, coaching and mentoring or e-learning.	Number of staff trained, coached and mentored internally.	Training. Coaching and mentoring attendance reports.
	Sponsor external communication and advocacy training for staff at specialised institutions.	Number of staff trained and exhibiting effective communication and advocacy skills.	Reports from external training.
	Equip Communication Units/Departments with appropriate technology (photo equipment and accessories, scanners, duplicating machines, computers, satellite or smart mobile phones,	Equipment and accessories procured and in use.	Procurement records.

KEY RESULT AREAS/OUTCOMES	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION
	remote sensors, data relay equipment, transport, etc.).		
	Procure up-to-date technologies (software packages, databases, lab equipment, monitoring equipment, survey equipment, etc.	Technologies procured and in use.	Procurement records.
Improved horizontal and vertical communication.	Hold regular staff meetings.	• A well-informed and motivated staff.	Minutes of meetings.
	Initiate informal weekly staff tea and coffee social events.	• Number of retreats held. • Suggestion box installed.	Photographs, interviews with staff.
	Hold annual off-site staff retreats.	• Meetings held.	Attendance record for retreats and meetings.
	Online communication among staff, e.g. intra-net		Physical check of suggestion box set up.
	Share minutes from Board, senior staff and departmental staff meetings.		Records.
	Install staff suggestions box. Set up bulletin board for staff messages.		Reports.
	Hold comprehensive orientation tours for new staff.		
	Hold regular senior management debriefings.		

OBJECTIVE FOUR: Support the strategic position of the FANRPAN brand in the international landscape

KEY RESULT AREAS/OUTCOMES	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION
FANRPAN being recognised and taking its rightful position in the international landscape,	• Develop and distribute FANRPAN publications at international conferences. • Maintain relationships on regional and global platforms • Website social media platforms. • Attendance and exhibiting at international conferences and expos. • Media coverage and releases in international media. • Sponsorship a targeted international events. • Branded corporate gifts. • FANRPAN technical reports and annual reports	• Increased number of FANRPAN presence at international conferences and events. • Number of FANRPAN staff participating in regional and international events • Number of MoUs signed with partners • Publications shared at strategic regional and international fora. • Number of regional and international organisations following FANRPAN on social media • Number of regional and international organisations supporting FANRPAN	• Record of number of international conferences and events in which FANRPAN has participated • Social media statistics • Press analysis and number of media engagements • Sponsored events by FANRPAN • Branded materials developed and utilisation

OBJECTIVE FIVE: Contribute directly to the implementation of FANRPAN's strategic objectives

KEY RESULT AREAS/OUTCOMES	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION
Communication and advocacy campaigns conducted with key FANR institutions (national political leadership, donors, development	Continuously identify and disseminate pertinent CSA and NSA and policy issues.	Number of policy issues identified.	Minutes of meetings.
	Initiate reviews	Number of documents reviewed.	Distribution list of documents handed out.

partners, national governments and other key stakeholders).	Continuously prepare/write key documents (policy briefs, cabinet memos, white paper, etc.)	Number of meetings held.	Invitations sent to the executive.
	Organise top-level meetings and annual dialogues to discuss policy issues identified.	Level of involvement of FANR Parliamentary Committees.	Interviews/talk with them.
	Involve national FANR Committees of Parliament.	Level of involvement of top political leadership of national government	Reports/minutes of meetings.
	Increase capacity of NHIs to hold national policy dialogues	Number of national policy dialogues convened	Record of activities/attendance.
	Involve other national Members of Parliament in policy discussions through workshops, seminars, open days, special events.	Number of legislators participating in FANR activities.	Record of activities/attendance. Number of legislators who participated in the dialogues
Strategic partnerships built and strengthened with key stakeholders	Continuously scan the operational environment to identify potential partners.	Number of new partnerships identified and established.	Record of Memoranda of Understandings with partners.
	Interactions with partners for identification of common FANR and food security challenges/issues that FANRPAN can address with partners.	Number of FANR and food security partnership issues identified.	In-depth interviews.
	Writing winning partnership project proposals.	Number of project proposals written.	Document reviews.
	Collaborating with agricultural and natural resources academic and research institutions to influence their curricula.	CSA and NSA-friendly curricula developed.	Number of institutions with CSA and NSA-friendly curricula.
	Training partner institutions in CSA, NSA, and food security issues.	Collaborating institutions trained.	Number of training workshops held.

ANNEX 4: IMPLEMENTATION SCHEDULE OF KEY COMMUNICATION AND ADVOCACY ACTIVITIES: 2017 - 2023

The implementation plan indicates some of the generic communication and advocacy activities centred on media, visibility, publications and partnerships for the duration of the FANRPAN Strategic plan 2016-2023. The plan focusses on the five key objectives, sustainability of the communication activities and also the monitoring of the strategy.

Objective 1: Raise Reputation and Visibility of FANRPAN

	ACTIVITIES	2017				2018			Q4	2019				2020				2021				2022				2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1	Hold at least 8 radio talk shows on FANRPAN on national broadcasters and local FM stations every year.		x			X				X					X			x			x			X			x		
1.2	Conduct awareness and sensitisation seminars/workshops within farming communities, at least 4 per community (dependent on programme support and implementation)			X				x				x			x				x				X					x	
1.3	Conduct regional dialogues	X				X				X					x				x				x				x		
1..4	Conduct community entertainment dramas, road shows and publicity events (e.g. exhibitions), at least 2 times a year		x		x	x			x	x			x	x			x	x			x	x			x	x			x
1.5	Produce one newspaper supplements per year on popular newspapers about FANRPAN, one supplements per newspaper. (this can also be in NHI national newspapers)			x				x					x			x				x				x					X
1.6	Submit 4 newsletter articles on popular tabloids per year.	X	x	X	x	X	x	x	x	X	X	x	x	x	X	x	x	x	x	x	x	x	x	X	x	x	x	x	X
1.7	Create opportunities for exclusive interviews with key FANRPAN Board members or senior management, 2 interviews per year, in each node country.	X		X		X		x		X		x		x		x		x		x		x		X		x		x	
1.8	Produce, up-date and widely distribute organisational publications (brochures, flyers, newsletters, calendars, year planners, year books,		x			x				X				X				x				x				x			

		2017				2018				2019				2020				2021				2022				2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	magazines, periodicals, etc.) at least 4 publications per year in each node country.																												
1.9	Publish news and information on the organisation website, including, publications, blog and other Social Media platforms.	X	x	X	x	X	x	x	x	X	X	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	X
1.10	Organise FANRPAN annual exhibitions/open days at national and local levels or during national events																												
1.10	Participate and exhibit at opportune national, regional and global events through partners and friends of FANRPAN			x				x				x				x				x				x					X

Objective 2: Develop strategic communication products for the support to policy advocacy and building and maintaining of partnerships

		2017				2018				2019				2020				2021				2022				2023			
	ACTIVITIES	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.1	Prepare and distribute press releases to national and international press/news agencies.	X			x	X			x	X			x	x			x	x			x	x			x	x			x
2.2	Produce and deliver media briefings, press kits and press interactions with national and international media.	X			x	X			x	X			x	x			x	x			x	x			x	x			x
2.3	Media/journalists training and orientation on FANRPAN 2016 -2023 Strategic plan and emerging innovations/initiatives.		x							X								x								x			
2.4	Submit at least 1 newspaper editorials yearly in leading tabloids.	X				X				X				x				x				x				x			
2.5	Produce and distribute fact sheets on FANRPAN Strategic Plan, goals, objectives and emerging activities.	X	x	x	x	X	x	x	x	X	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
2.6	Produce and distribute Frequently Asked questions (FAQs) on FANRPAN Strategic Plan, goals, objectives and emerging activities.	X	x	x	x	X	x	x	x	X	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
2.7	Produce FANRPAN quarterly newsletter.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
2.8	Post Social Media (SMA, emails, social network blogs, etc.) on website and though mobile phones.	X	x	x	x	X	x	x	x	X	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	X
2.9	Update the FNARPAN website	X	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

Objective 3: Build an internal communication infrastructure to support the implementation of the FANRPAN strategy and manage reputational risk

		2017				2018				2019				2020				2021				2022				2023			
	ACTIVITIES	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.1	Create substantive positions in the communication unit/department at Secretariat, NHIs, etc.					x																							
3.2	Conduct communication and advocacy skills training internally or through e-learning.						x				x				x				x				x				x		
3.3	Conduct communication and advocacy skills training externally.			x																									
3.4	Procure required communication equipment and accessories.								x																				
3.5	Procure up-to-date communication technology software packages.								x																				
3.6	Hold regular staff meetings.	X	x	x	x	x	x	x	x	X	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
3.7	Continue with weekly social tea/coffee events.	X	x	x	x	x	x	x	x	X	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
3.8	Hold annual out-of-office retreats.			x					x							x				x				x					x
3.9	Online communication among staff.	X	x	x	x	x	x	x	x	X	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
3.10	Share minutes of meetings among staff.	X	x	x	x	x	x	x	x	X	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
3.11	Install suggestion box.	X																											
3.12	Set up staff bulletin board.	X																												
3.13	Hold orientation sessions for new staff (as and when)	X	x	x	x	x	x	x	x	X	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
3.14	Hold senior management debriefing with staff.	X	x	x	x	x	x	x	x	X	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

Objective 4: Support the strategic position of the FANRPAN brand in the international landscape

		2017				2018				2019				2020				2021				2022				2023			
	ACTIVITIES	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
4.1	Develop and distribute FANRPAN publications at international conferences.	X	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
4.2	Regularly post Social Media blogs, news information and other platforms on FANRPAN website.	X	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
4.3	Attendance and exhibiting at international conferences and expos by senior technical and management staff at least twice a year	X			x	x			x		x		x		x		x		x		x		x		x		x		x
4.4	Media releases and media skits for the international media.	X	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

		2017				2018				2019				2020				2021				2022				2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
4.5	Produce and distribute technical reports	X	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

Objective 5: Contribute directly to FANRPAN's to the implementation of FANRPAN's strategic objectives

	ACTIVITIES	2017				2018				2019				2020				2021				2022				2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
5.1	Continuously identify opportunities and platforms for the popularising the FANRPAN strategy	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
5.2	Continuously prepare/write key documents (policy briefs, cabinet memos, white paper, etc.)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
5.3	Continuously scan the operational environment to identify potential partners.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
5.4	Interactions with partners for identification of common FANR and food security challenges/issues that FANRPAN can address with partners.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
5.5	Developing partnership project proposals	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
5.6	Collaborating with agricultural and natural resources academic and research institutions to influence their curricula.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

ANNEX 5: MONITORING AND EVALUATION PLAN

IMPACT AND OVERALL GOAL
Resilient African agriculture and food systems, securing prosperity and health for all.

OUTCOMES
- Evidence based, localised agriculture and food system policy adopted by African decision makers.
- Improved access to knowledge and resources to accelerate the adoption of climate smart agriculture.
- Empowered and informed individuals making nutrition conscious choices within supportive social systems.
- Improved capacity of government and civil society to monitor and evaluate the impact of agriculture and food policy in Africa.

	OBJECTIVE ONE: RAISE REPUTATION AND VISIBILITY OF FANRPAN			
	Activities	**Indicators**	**Methods**	**Frequency**
1.3	Air at least 2 radio and TV talk shows per year at each farming community location within node countries.	Number of radio and TV talks shows aired within farming communities in node countries.	Radio and TV talk shows monitoring.	Organised quarterly radio and TV content analysis.
1.4	Conduct awareness and sensitisation seminars/workshops within farming communities, at least 4 per community	Number of community workshops/seminars conducted.	Awareness and sensitisation seminars/workshops monitoring.	Awareness and sensitisation seminar/workshop monthly reports.
1.5	Conduct national and regional dialogues within node countries, at least 1 per year.	Number of national and regional dialogues conducted.	National and regional dialogues monitoring.	Annual regional dialogue.
1..6	Conduct community entertainment dramas, road shows and publicity events (e.g. exhibitions), at least 2 times a year	Number of entertainment dramas, road shows and publicity events conducted.	Entertainment dramas, road shows and publicity events monitoring.	Entertainment dramas, road shows and events quarterly reports
1.8	Produce one newspaper supplements per year on popular newspapers about FANRPAN, one supplements per newspaper.	Number of newspaper supplements published.	Press monitoring.	Quarterly press monitoring.
1.9	Submit 4 newsletter articles on popular tabloids per year.	Number of newspaper articles published.	Press monitoring.	Quarterly press monitoring reports.
1.10	Create opportunities for exclusive interviews with key FANRPAN Board members or senior management, 4 interviews per year, in each node country.	Number of exclusive interviews granted.	Press and social media monitoring.	Quarterly press and social media content analysis.

	Activities	Indicators	Methods	Frequency
1.11	Produce and widely distribute organisational publications (brochures, flyers, newsletters, calendars, year planners, year books, magazines, periodicals, etc.) at least 4 publications per year in each node country.	Number of organisational publications produced and distributed.	Website downloads and distribution	Google analytics for publication downloads
1.12	Publish news and information on the organisation website, including, publications, blog and other Social Media platforms.	Number of digital news items posted on website.	Website hosting reports.	Monthly website activity reports.
1.13	Produce branded items/promotional materials (badges, pens, key holders, diaries, umbrellas, Tea-Shirts, etc.) at least 2 items per year.	Number of branded/promotional materials produced and distributed.	Distribution reports.	Yearly materials production and distribution reports.
1.15	Organise FANRPAN annual exhibitions/open days at national and local levels or during national events	Number of open days and exhibitions held.	Physical observation.	Yearly reports.
1.16	Participate and exhibit at national and international annual events (Independence Day, Labour Days, Women's Days, World Food Days, etc.) at least once a year.	Number of attendance and exhibitions held.	Attendance reports.	Yearly reports.
	OBJECTIVE TWO: DEVELOP STRATEGIC COMMUNICATION PRODUCTS FOR THE SUPPORT TO POLICY ADVOCACY AND PARTNERSHIPS			
	Activities	**Indicators**	**Methods**	**Frequency**
2.1	Prepare and distribute press releases to national and international press/news agencies.	Number of press releases produced and distributed.	Distribution report.	Annual surveys with press/news agencies.
2.2	Produce and deliver media briefings, press kits and press interactions with national and international media.	Number of media briefings, skits and interactions.	Media briefings and interaction reports.	Annual reviews of briefings and interactions.
2.3	Media/journalists training and orientation on FANRPAN 2016 -2023 Strategic plan and emerging innovations/initiatives.	Number of training and orientation workshops.	Workshop reports and media analysis of contribution by trained journalists	Annual reviews of workshop.
2.4	Submit at least 1 newspaper editorials yearly in leading tabloids.	Number of editorials submitted and published.	Media activity reports.	Annual survey of media activity reports.
2.5	Produce and distribute fact sheets on FANRPAN Strategic Plan, goals, objectives and emerging activities.	Number of fact sheets produced.	Publications report.	Annual review of publications.
2.6	Produce and distribute Frequently Asked questions (FAQs) on FANRPAN Strategic Plan, goals, objectives and emerging activities.	Number of FAQ's produced and distributed.	Publication report.	Annual review of publication reports.
2.7	Produce FANRPAN quarterly newsletter.	Number of newsletters produced and distributed.	Publication report.	Annual review of publication reports.
2.8	Post Social Media (SMA, emails, social network blogs, etc.) on website	Number of Social Media items posted.	Website hosting report.	Monthly social media reports
2.9	Update FANRPAN Website.	Number of presentations prepared and posted on website.	Website hosting report.	Monthly Google Analytics Reports
	OBJECTIVE THREE: PROVIDE INTERNAL COMMUNICATION CAPACITY AND INFRASTRUCTURE TO FACILITATE GENERATION OF KNOWLEDGE AND REPUTATIONAL RISK MANAGEMENT			
	Activities	**Indicators**	**Methods**	**Frequency**
3.1	Create substantive positions in the communication unit/department at Secretariat, NHIs, etc.	Communication positions created and filled.	Observation.	Continuous observation.

	Activities	Indicators	Methods	Frequency
3.2	Conduct communication and advocacy skills training internally or through e-learning.	Number of staff trained.	Trainees' surveys	Critical incidence analysis done continuously.
3.3	Conduct communication and advocacy skills training externally.	Number of staff exhibiting effective communication and advocacy skills.	Trainees' surveys.	Critical incidence analysis end of the year.
3.4	Procure required communication equipment and accessories.	Equipment procured and in use.	Procurement process.	As needed.
3.5	Procure up-to-date communication technology software packages.	Communication software procured and in use.	Procurement process.	As needed.
3.6	Hold regular staff meetings.	Better internal communication flow vertically and horizontally.	Minutes of meetings.	As needed.
3.7	Continue with weekly social tea/coffee events.		Observation.	Weekly.
3.8	Hold annual out-of-office retreats.		Observation.	Bi-annually.
3.9	Online communication among staff.		Webometrics.	Continuously.
3.10	Share minutes of meetings among staff.		Minutes of meetings.	As happens.
3.11	Install suggestion box.		Observation.	As happens.
3.12	Set up staff bulletin board.		Observation.	Once.
3.13	Hold orientation sessions for new staff.		Sessions reports.	As needed.
3.14	Hold senior management debriefing with staff.		Debriefing reports	As happens.
	OBJECTIVE FOUR: SUPPORT THE STRATEGIC OF FANRPAN BRAND IN THE INTERNATIONAL LANDSCAPE			
	Activities	**Indicators**	**Methods**	**Frequency**
4.1	Develop and distribute FANRPAN publications at international conferences.	Number of publications distributed at international conferences.	List of publications.	Annually.
4.2	Regularly post Social Media blogs, news information and other platforms on FANRPAN website.	Number of Social Media posted	Webometrics.	Monthly
4.3	Attendance and exhibiting at international conferences and expos by senior technical and management staff...	Number of conferences and expos attended.	Invitation letters.	Annually.
4.4	Media coverage releases and skits for international media. Produce and distribute FANRPAN technical reports.	Number of releases and skits.	Distribution list.	Annually.
4.5		Number of technical reports produced and distributed.	Distribution list.	Annually
4.6	Sponsorship of targeted international publicity events.	Number of events hosted.	Reports and photos.	Annually.
4.7	Produce branded corporate gift materials.	Number of branded corporate gift materials	Production and distribution record.	Annually.
4.8	FANRPAN technical reports.	Number and variety of reports produced and distributed.	Production and distribution record.	Annually.