

Programme-Project-Knowledge Product Communication and Dissemination Template¹

How to get the most out of this template:

Please use this template to develop your communications strategy and/or dissemination plan. Simply delete the existing guideline text and fill in the sections listed below in **light grey**.

Whether you communicate to external or internal audiences - or both, this template will help ensure that all key elements of a communications strategy are captured.

1. Current Situation/Background

Before you map out where you want your communications strategy/dissemination plan to take you, you need to find out where you are now.

How effective have previous communications/outreach efforts been?

Example: Up until now communications activities in have focused on..... A major objective has been to increase the abilities of IFAD and/or project staff to manage climate risks in a changing and uncertain environment. Developing new partnerships and strengthening existing ones has been an important part of the knowledge processes in which ... has engaged.

We have a low profile and we need to build on that. We have not captured the lessons learned on the environment and climate change from our portfolio and shared them externally or internally.

2. Overall Programme/Project Objectives

This communications strategy/outreach plan must support your specific Programme/Project/Knowledge Product objectives.

Use this section to list your key targets. This could also mean linking the knowledge product to higher level objectives of the division, project or strategic goal like the SDGs.

Example: Promote environmentally sound and climate-smart IFAD operations.

3. Communications/Outreach Objectives

Use this section to list your external and/or internal communications/outreach objectives. What do you hope to achieve as a result of your communications/outreach activities? How can these activities help you achieve the targets you've listed above (section 2)?

Clear, specific, and measurable objectives are key to the success of any communications strategy/outreach plan. When setting these objectives, whether your communications/outreach will be external (i.e. targeted at consumers, government and business decision makers...etc) or internal (IFAD Network/consultants/partners), or both, you should:

- be realistic within the timeframe, budget and resources
- ensure the objectives are measurable

¹ Special thanks to [Brian Thompson](#), COM's Communication Manager, for preparing this communication and dissemination template (initially for ECG) and for making it available for staff to use and adapt to their specific needs. This version has been re-elaborated to also be used, to some extent, for the dissemination of knowledge products.

The following are **examples** of communications/outreach objectives can help:

- Build awareness of a project among a wide but defined group of audiences and user groups.
- Secure the commitment of a defined group of stakeholders to the project aims.
- Influence specific policies or policymakers around key aspects.
- Encourage participation among researchers or partner bodies.

- Raise profile of IFAD overall
- Raise profile of IFAD's and by extension the role of smallholders as a vital part of the solution to climate change
- Promote issues internally

4. Target Audience

If you're targeting an external audience - who do you want to get your message across to?

Be as specific as possible:

- Who will best help you achieve your goals?
- What demographic groups are you trying to reach?
- What do you know about the best ways to reach them?

Target audiences should be described in terms of:

- current behaviour
- level of awareness
- level of knowledge
- preferred methods for receiving information
- motivations/barriers to hearing and believing/accepting the information.

The more refined the target audience description, the more precise and effective your communication will be. Broad descriptions such as the "general public" are less likely to lead to a successful communications campaign than a tightly defined target. The more thoroughly you understand your target audience(s), the higher the probability of communications success.

Primary Target Audience – These are the key persons/groups you communicate to directly.. You can have more than one primary target audience.

For example: Parents, particularly mothers of children aged 0 – 6 years.

Secondary Target Audience – people of less importance who you wish to receive the communications campaign messages, people who will also benefit from hearing the messages or people who influence your target audience now or in the future.

If you're targeting an internal audience (i.e. any IFAD Network for example) - which individuals, teams or departments do you need to reach within the organization?

Audience	Barriers	Motivation	Channels
1. Authorities/ Governments/Donors/ member states	Different departments/ ministries have different views on IFAD's core issues. Often government departments aren't capable of making the radical shifts that are demanded – they prefer small incremental changes.	Need for higher level shift in overall policy agenda – which may require an issue to be picked up more by politicians rather than technocrats. Find champions who are interested to	Tailored policy options. On the ground visits. Media opportunities to be associated with positive findings Often the best way to communicate with government at this

	<p>Local governments are often staffed by people with limited technical experience and little sympathy for the area in which they work.</p> <p>Staff in donor agencies not familiar with IFAD.</p>	<p>support radical new ideas – they may be key allies who need tailored policy options.</p> <p>Above all they need to be shown that something really works on the ground.</p> <p>Growing political awareness of communities is to be harnessed – they can play a powerful role in holding local technocrats to account.</p>	<p>level is through hands on partnership (e.g. action research) – communication needs to be very motivational.</p> <p>Promote results from field.</p> <p>International conferences (side events/booths).</p>
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<p>2. IFAD and project staff</p>	<p>In what is a very busy internal communications marketplace we are seen as yet one more voice in the crowd.</p> <p>Seen as more work. Seen as an add-on.</p>	<p>Have to stand out from the crowd.</p> <p>Show our worth.</p> <p>Show we are integrated in to process not strapped on.</p>	<p>Internal presentations with well-known, big name speakers.</p> <p>Internal workshops.</p> <p>Newsletter.</p> <p>Intranet/Web/Social Media/internal blogs</p> <p>IFAD communities of practice (https://ifad.dgroups.io/g/IFAD)</p> <p>Internal thematic networks</p>
<p>3. International organizations and research bodies, peer group, academic institutions</p>	<p>Plenty of witness type stories from the personal/community perspective.</p> <p>Not enough hard facts showing the benefits of the approach to investing in smallholder agriculture.</p> <p>Time constraints/information overload.</p>	<p>Need to see that it IFAD's approach works.</p> <p>Need strong baseline data in projects that demonstrates as time progresses that the IFAD approach brings economic, social and environmental benefits.</p> <p>Must think outside of the box when presenting materials to this audience in order to stand out from the crowd.</p>	<p>PowerPoint presentation</p> <p>Video presentation</p> <p>Key facts on-line</p> <p>Targeted examples with supporting facts on-line.</p> <p>A communications friendly report with strong supporting data and storyline.</p> <p>Web and social media.</p> <p>Conferences and events</p> <p>Communities of Practice</p> <p>Targeted mailing lists</p>
<p>4. Media (with COM)</p>	<p>Weary of doom and gloom message and inaction in negotiations.</p> <p>Lack of time.</p>	<p>Need to see practical solutions to the issues.</p> <p>Need to understand that change is happening outside of the negotiation process.</p> <p>Must be succinct in communications efforts.</p>	<p>News Release, Media Statement, Media Advisory, Press Conference, Press Trip. B-Roll and Photos.</p> <p>A communications friendly report with strong supporting data and storyline (i.e. opportunity cost of not investing in something).</p> <p>Web and social media.</p>

<p>5. Business/private sector</p>	<p>What's in it for us? If IFAD isn't clear on how business can partner with IFAD why should they be.</p> <p>We don't make enough of our current involvement with business community.</p>	<p>Need to see examples of businesses working successfully with IFAD in the field.</p> <p>Need to put a financial value on the returns on investments.</p> <p>Need to remember the value of IFAD's brand when partnering with business.</p>	<p>PowerPoint presentation Video presentation</p> <p>Joint side events within international meetings.</p> <p>Joint report with a business/financial institution on a report with a strong financial/economic angle.</p> <p>Web and social media.</p> <p>Would work closely with those in IFAD covering private sector engagement. Full compliance with due diligence procedure</p> <p>Included in targeted mailing lists</p>
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5. Key Message per Target Audience

Fill out the following for each target audience you want to communicate to. Whether your target audience is external or internal:

- What is it that you want to change?
 - What do you want the target audience to know?
 - What do you want them to feel - what perception do you want to create?
 - What do you want them to do - what action do you want as a result?
 - Which language should you communicate in?
 - English
 - French
 - Spanish
 - Arabic
 - Other – specify
 - All of the above
- **Examples** of a "result" could be the following:
- Do you want to change their attitude towards IFAD or your programme/project?
 - Do you want them to donate funds?
 - Do you want to change the awareness of the environmental hazards in a particular country/region?
 - Do you want them to be motivated to take action or make a decision?
 - Other

Authorities and governments (also governing bodies)

Messaging Examples:

- IFAD is uniquely placed to improve the lives of smallholder farmers with climate smart strategy and technology.
- Environmentally sound investments in smallholder agriculture return xx% higher incomes for local communities.
- ASAP climate-proofs smallholder agriculture while improving land management and increasing the efficient use of water.

What we want from them Examples:

Support and finance for IFAD positions
Key role for IFAD in a specific domain
Continuation in a time-bound initiative

Key Communications products

- Video Presentations
- PowerPoint Presentations
- One-on-one meetings
- News Releases
- Web and social media

IFAD and project staff

Messaging Examples:

- IFAD is uniquely placed to improve the lives of smallholder farmers with climate smart strategy and technology.
- All areas of IFAD must seamlessly integrate environmental and climate considerations in to the heart of their work
- Clear support on how to integrate environment and climate is available from ECD.
- Responding to climate change doesn't mean throwing out or reinventing everything that has been learned about development.

What we want from them: Examples:

- Support climate change and environment policy position within IFAD
- Engage wider networks

Key Communications Products

- Video Presentation
- PowerPoint Presentation
- Workshops and training events
- Web and social media
- Newsletters
- Intranet
- Internal blogs
- Screen savers/Mouse pads
- IFAD CoPs (<https://ifad.dgroups.io/g/IFAD>)
- Thematic networks

International organizations, research bodies and donors

Messaging Examples:

- The IFAD approach to adaptation is rooted in scientific evidence.
- Investing with IFAD is a win-win solution achieving development aspirations while preserving biological diversity
- Climate change is augmenting the threat faced by smallholder farmers. IFAD is integrating climate smart solutions as a seamless part of all its development work.
- IFAD is leading the way when it comes to innovative solutions that balance the environment and improving the lives of smallholder farmers worldwide.
- ASAP blends tried and tested approaches to rural development with relevant adaptation know-how.

What we want from them **Examples:**

- Donate funds.
- Support IFAD programmes
- Support IFAD policy positions

Key Communications Products

- Packaged presentations on IFAD positions, strengths and actions
- One-on-one meetings with targeted presentations
- News releases
- Web and social media
- Thematic communities of practice
- Targeted mailing lists

Media (with COM)

Messaging Examples:

- Smallholder farmers are on the climate change frontline, facing up to the real impacts of global warming with practical adaptation solutions.
- IFAD is a leading player when it comes to innovatively integrating climate smart solutions to the issues faced by small farmers.
- Investing in nature pays! We derive our very existence from the services nature provides us on a daily basis.
- ASAP improves smallholder farmer production while reducing climate-related risks.
- The challenge climate change poses to the world's 500 million smallholder farms cannot be overlooked.

What we want from them Examples:

Promote IFAD, its work and the issues through the media

Key Communications Products:

- News releases, trips, advisories etc.
- Media training
- Special briefing club
- Web and social media, features, images, video and quizzes

Business/private sector

Messaging Examples:

- Sustainable procurement is a driving force for change – smallholders can benefit if included.
- Input suppliers need to prepare themselves for climate change.
- IFAD plus business = works
- Environmentally sound investments in smallholder agriculture return xx% higher incomes for local communities.
- In the face of government in-action business must lead the way for sustainable smallholder agriculture.
- Smallholders still account for 500 million farms, providing up to 80 per cent of food in developing countries managing vast areas.
- ASAP is driving a major scaling up of successful multiple-benefit approaches to smallholder agriculture.
- Avoiding and managing climate risk is a vital prerequisite for poor people to move out of poverty.

What we want from them Examples:

- Commit to sustainable business products and practice
- Increase awareness of IFAD's work in the private sector
- Engage with and support IFAD

Key Communications Products:

- Roundtable discussions
- Video presentation
- Targeted publications/videos
- PowerPoint Presentation
- Web and social media
- Newsletters (4 editions per year max)

6. Communications Mix

How do you want to get the message across. Whether you're preparing a 12, 24 or 36 month communications plan, what tools will you need to use during this timeframe?

Your choice will depend on what you want to achieve, the level and type of message you want to communicate, and the profile of your audience.

External Communications Mix

Press

- Press release
- Radio
- Opinion editorial
- Features
- Features advisories

Online

- Multimedia: Screensavers, online games, photo galleries, e-cards...etc.
- What's New e-mail newsletter
- Engage in communities of practice

TV

- News and features
- Long-format programmes and online television options

Advertising

- Print
- Radio
- Television

Print

- Brochures
- Books/publications
- Posters
- Letters
- Leaflets
- Scientific reports
- Other

Public Relations

- Event/Stunt
- Endorsements
- Telephone calls
- conferences
- Other

Events

- **seminary**
- **conference**

Internal Communications Mix

- Conference calls
- Face-to-face meetings
- Intranet
- Internal blogs
- Thematic Communities of Practice

Media Outreach (with COM):

Develop a stronger profile for IFAD work with top level media outlets

- Produce Media Advisories, Media Statements and News Releases promoting the work of IFAD and commenting on pertinent issues as the news agenda requires
- Targeted Opinion Editorials with high level partners
- Highlight media opportunities for divisional and COM's management as well as IFAD's senior management
- Develop a stronger relationship between the division and COM with key international environmental journalists
- Organize a press trip/media event to highlight the work of IFAD's work
- Develop a journalist bursary for a major international commentator to develop a long term relationships
- Develop one to two media reports for use at major events.
- Work towards a co-production deal with a major media partner

International Events

Ensure that IFAD's core issues are addressed in policy discussions, draft texts and advocacy platforms.

- On-going review and revision of events calendar for the division and COM
- On-going review and revision of current knowledge products (fact sheets)
- Develop a Congress/Conference display system
- Develop a short introductory video for use primarily on displays, at meetings, on-line
- Highlight opportunities for pertinent side events at major international events
- Highlight opportunities for IFAD's senior management to attend and speak at events
- Encourage use of video conferencing for remote participation in international events
- Review use of Ambassadors to promote IFAD at key events – following and depending upon feasibility study by Communications Division
- Review and maintain existing KM and Communications partnerships
- Look to develop new partnerships.

Web Portals (with IFAD Webteam)

- Review of current layout, usability and content (revise project information).
- Development of new content (news stories, features, interactive elements).
- Encourage integration of social media in to all on line communications
- Increase use of video, audio and photos on site
- Manage a regular supply of web content to the IFAD website from projects

Social Media

- Develop a planner for divisional staff to contribute to IFAD blog and other social media channels.
- Develop a competition to encourage thematic bloggers to talk about the issue and raise our followers on Social Media
- Review use of social media Ambassadors to encourage traffic through social media channels

Communications training for DIVISIONAL staff

Develop a communications workshop for staff to review communications plans with participation of Communications Team on social media, media, interview technique, photography, videos and publications. What about an add-on to a divisional retreat?

Develop KM/Communication products

Four to six site visits over a time period to conduct a Communications Audit, which would cover:

- Build up the division's/project's stock of photos, video, witness statements from projects in the field, through on-site training, use of freelancers or actual field visits.
- Verification and support for field staff on collection of key baseline data.
- Develop a series of target projects where KM and Communications work will be focused to maximise returns in terms of community engagement with KM and Communications, support to field staff, support for improved KM base line setting and data collection.
- From these site visits develop a series of short videos on the work that needs to be done, is being done, what the CC impacts are, what solutions are we looking at. These can also be used to help develop the corporate video and shorter social media friendly videos.
- Focus on increasing community involvement in developing communications products to encourage exchange of lessons learned from one project to another.
- Further develop relationship with partners regarding video and knowledge management products (mutual collaboration)

Internal

- Develop series of live events in house to engage with other departments
- Newsletter
- Engage the President and senior management at IFAD with communications efforts – piggyback media interviews on their travel schedule, add on project visits when possible, utilise at major policy events
- Include IFAD knowledge products in generic talking points briefs

7. Promotion

Once you've decided what your communications mix will be, you need to determine how you will promote the various components. In other words, how will you promote your "product".

Promotion should be done on two levels. Internally (ECD/IFAD Network staff need to be aware of what you are doing) and externally.

For example, if you need to develop a website in order to meet your communications objectives, how do you intend on promoting the site throughout the IFAD/ECD Network? What is your plan to drive external traffic to the site?

8. Budget

Where possible, list the following:

- The amount of money available now (or earmarked)
- The amount of money available in the future (if possible)

A rough estimation is between US\$175-225 thousand but it will depend on the magnitude of the communication plan and communication mix options.

9. Timeline

When will you need to communicate over the next 12, 24 or 36 months? List the key dates - what do you need and when.

Describe each key event or activity that will need communications (incl. launch of a report/publication, forum, conference, etc.).

What:

Why:

Where:

When:

Who:

How:

Target Audience:

Objective:

Key Message(s):

Media Strategy:

Tools and Materials:

Frequency of communication/outreach (it can't be on a one time basis for knowledge products, for example):

Under this section you can also attempt to identify, or at least anticipate, any communications opportunities that may emerge from the actions of others working in the region, e.g., events such as partner or other agency media events, legislation processes, or expected government announcements that are not controlled by IFAD. Describe those opportunities here.

The following gives you the main communications events and products in a specific year.

- In addition to being a planner, it will also be useful to evaluate success when looking back at quantitative figures and online performance:
- It is also useful to piggyback on international events and UN days (calendar with COM)

Date	Event	Actions to do
		-
		-
		-
		-
		-
		-
		-
		-
		-
		-
		-
		-

10. Being on Brand

How are you going to ensure that your communications (external and internal) will be on brand?

Presenting our brand correctly is crucial. This means being consistent with our logo, typefaces, slogan, colours, and "on-brand" with our key messages and the way we use words and images on all applications. All this will combine to communicate the sort of organization we are.

11. Evaluating Success (ideally annually or bi-annually)

How will you know if you have succeeded and met your objectives? How are you going to evaluate your success, what performance indicators and evaluating measures will you use? It's important to assess your strategy/project so that any changes, if necessary, can be made when engaging in a similar strategy/project in the future.

External

- Have you achieved your objectives (i.e. raise funds, create awareness etc..)?
- Did you reach the right audience?
- Did you use the right tools?
- Were decisions taken as a result?
- Did you come in on budget? If you didn't, why not?
- Google analytics for online performance feedback/publication dashboard (for corporate publications only)
- Other

Internal

- Did you reach the right people within the organization?
- Did they understand what the message was - did they do what had to be done?
- Did you use the right tools?
- Internal events tracking tools, surveys and readerships
- Other