



CAADP-XP4 Programme Communication and Visibility Strategy and Implementation Plan

(Final Draft)

December 2020



Executive Summary

ASARECA's Strategy and Results Framework (2019-2028), the Medium Term Operational Plan I (MTOP I 2019-2023) all clearly identify the central role of Communication and Knowledge Management in achieving the organization's Mission and Vision. The Strategic Plan commits ASARECA to develop a strong Knowledge Management and Communication pillar, to ensure that the processes and outputs of research are shared and communicated effectively to inform Agricultural Research and Development (AR4D) decision making processes.

ASARECA, AFAAS CCARDESA, CORAF and FARA are co-implementing the Ex-Pillar 4 Africa Regional and Sub-regional Organizations for Agricultural Research and Innovation (CAADP-XP4) Programme, which is funded by the European Union (EU) and administered by IFAD. Just like ASARECA, the European Union prioritizes effective communication of initiatives that help to raise awareness of the EU external policies and actions in response to international challenges and crises such as climate change mitigation and food security, and in order to project its values.

With advancements in communication technologies that offer tremendous opportunities for access and exchange of information, ASARECA, the EU and implementing partners across 14 member countries recognize that harnessing the merits of effective communication and visibility is a critical tool towards successful implementation of not only the CAADP-XP4 Programme, but also the ASARECA wide, EU, IFAD and Member country Development Objectives.

The CAADP-XP4 Communications Strategy and Implementation Plan identifies the immediate audiences, and mechanisms based on the principle of subsidiary, that will promote spillovers and ensure all stakeholders can benefit from the CAADP-XP4 Project work. The Strategy provides approaches for information sharing and communication by participants in the Programme and identifies 5 thematic areas of ASARECA's work and the Programme work in which Communication and Knowledge Management play a key role. These are:

- 1) Strengthening the communication and visibility capacities of member organisations to support efficient research management.
- 2) Promoting internal and external communication among multi-stakeholder partners.
- 3) Building and strengthening the capacities and synergies of partners for knowledge generation, production, sharing and communication and monitoring progress.
- 4) Promoting advocacy communication and formulation of policies in support of climate relevant agriculture and food systems.

- 5) Showcasing and raising awareness about activities, achievements and lessons learnt of the CAADP-XP4 Programme thereby raising the visibility of implementing partners.

The CAADP-XP4 Programme provides ASARECA an opportunity to fulfill its thematic thrust on Knowledge and Information Management and Communications through implementation of robust communications methodologies and knowledge management approaches to facilitate AR4D transformation.

This CAADP-XP4 Communication and Visibility Strategy and Implementation Plan presents approaches to among other things: (i) enhance interaction and collaboration among political leaders, policy makers, researchers, planners, smallholders, extension staff and development partners; (ii) facilitate dissemination of knowledge acquired through the Programme work highlighting in an a coordinated manner the experiences by farmers on shared technologies and results; (iii) disseminate and share communication products for enhancing the resilience of farmers to climate change.

The Strategy was developed through a consultative process involving a wide network of ASARECA stakeholders drawn from Eastern and Central Africa and beyond through interviews and a pre-approved self administered questionnaire. The Strategy was developed more or less in relay with the development of ASARECA wide Knowledge Management and Communication Strategy (KMCS) and is therefore deeply aligned overall institutional strategic frameworks.

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List of Acronyms

AU	African Union
AUC	African Union Commission
AFAAS	African Forum for Agricultural Advisory Services
AR4D	Agricultural Research for Development
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
CAADP	Comprehensive African Agricultural Development Programme
CAADP-X4P	Comprehensive Africa Agriculture Development Programme (CAADP) ex-Pillar IV Programme
EC	European Commission
EU	European Union
IFAD	International Fund for Agricultural Development
NARIs	National Agricultural Research Institutes
NFPs	National Focal Persons
SDGs	Sustainable Development Goals
FARA	Forum for Agricultural Research in Africa
CCARDESSA	Centre for Coordination of Agricultural Research & Development for Southern Africa
CORAF	West and Central African Council for Agricultural Research and Development
CSA	Climate Smart Agriculture
DeSIRA	The Development Smart Innovation through Research in Agriculture
NAKIS	National Agricultural Knowledge and Innovation Systems
NARES	National Agricultural Research and Extension System
RECs	Regional Economic Communities
DGs	Director Generals (of NARIS)
COMESA	Common Markets for East and Southern Africa
CoPs	Communities of Practice
EAC	East African Community
IEC	Information Education and Communication
IFAD	International Fund for Agricultural Development
NAKIS	National Agricultural Knowledge and Innovation Systems
NARIs	National Agricultural Research Institutions
NFPs	National Focal Persons
SWOT	Strength, Weakness, Opportunities and Threats

1.0 Background

The Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) is a sub-regional not-for-profit intergovernmental organization comprising 14 member countries, namely Burundi, Cameroon, Central African Republic, the Democratic Republic of Congo, Eritrea, Ethiopia, Kenya, Madagascar, Republic of the Congo, Rwanda, South Sudan, Sudan, Tanzania and Uganda. The organization brings together researchers from the national agricultural research, extension and education institutions, the private sector, and other strategic partners to generate, share and promote knowledge and innovations to solve the common challenges facing agriculture in the sub-region. ASARECA is therefore strategically positioned to perform a higher level facilitative, supportive, coordination and advocacy role to enhance sustainable agricultural transformation, sustained economic growth and inclusive development in the ECA sub-region.

ASARECA received funding from the European Union (EU) to implement a flagship Programme titled the Comprehensive Africa Agriculture Development Programme x-Pillar 4 Programme (CAADP-XP4). The International Fund for Agricultural development (IFAD) manages this 4-year Programme. Through these resources, ASARECA has is finalising the process of development of the Knowledge Management and Communication Strategy and Implementation Plan (KMCS) and the Eastern and Central Africa Knowledge and Information Hub Strategy and the Ki-Hub Platform. This come after the new ASARECA Strategy and Results repositioned the Institution to perform higher level facilitative, convening, coordination, communication, catalytic, partnership brokerage, and advocacy role to enhance sustainable agricultural transformation, sustained economic growth and inclusive development in Eastern and Central Africa. CAADP-XP4 Programme thematic thrusts are closely aligned to overall ASARECA thematic areas, all of which include substantial elements of communication and knowledge management.

The CAADP-XP4 Programme Communications Strategy and Implementation Plan is designed to dovetail with ASARECA's overall strategic plan and logical framework, the Medium Term Operational Plan (MTOP I) and the Knowledge Management and Communication Strategy and Implementation Plan (KMCS), the Eastern and Central Africa Knowledge and Information Hub Strategy and Ki-Hub. The focus of this strategy is the visibility of ASARECA, its development partners the EU and IFAD, and that of its Member States. Just like it is highlighted in the KMCs, the Programme Communication Strategy is intended to "facilitate organization and flow of targeted communications adapted to their audience".

While the CAADP-XP4 Programme underpins a deliberate partnership action to enable agricultural research and innovation, including extension services, to contribute effectively to

food and nutrition security; economic development, and climate mitigation in Africa, it also closely mirrors ASARECA's four thematic areas of Transformative capacity strengthening and integration; Agricultural transformation technologies; Enabling policy environment; Knowledge and Information Management. At the core of CAADP-XP4 Programme promotion of collaboration and knowledge sharing among organisations to improve their capacity, effectiveness and positioning in delivering climate relevant agricultural research for development and innovation.

Outputs of the CAADP-XP4 Programme

At the end of the Programme, it is envisaged that the following objectives would have been met:

- 1) Strengthen the operational capacity of ASARECA and its sub-regional partner organizations
- 2) Improve collaboration within and among the national, sub-regional and continental agriculture research and extension organizations
- 3) Promote policy enhancement in agricultural research and innovation
- 4) Create climate-relevant innovations
- 5) Promote investments and market linkages
- 6) Enhance knowledge generation and dissemination in support of decision making, advocacy and innovation sharing.

1.1 Situation analysis

Over the last 15 years, there has been significant progress in the development of technologies for communication and visibility as well as knowledge sharing. The outbreak of COVID-19 in Africa in 2020 further exposes the need for organisations to share information and experiences to solve the 21st challenges. Additionally, climate change is still a big challenge in Africa with enormous potential to negatively disrupt African economies which are dependent on agriculture.

Yet, data exchange, information flow and knowledge sharing are still not at the level they should be despite the growth in technologies over the last few years. There is a need to collate, synthesize, and disseminate knowledge among organisations in formats that can be understood by the target audiences including smallholder farmers who are the ultimate beneficiary for the CAADP-XP4 Programme. It is important to note that agriculture and food systems impact on almost all aspects of the Social Development Goals (SDGs), yet agri-food research and innovation systems are short of impacting significantly the lives and livelihoods of resource-poor smallholder farmers around the world.

1.2 SWOT analysis of the CAADP-XP4 Programme

The Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis below illustrates opportunities for communication and visibility for the CAADP-XP4 programme.

Table 1: SWOT Analysis

Strengths (build on)	Weaknesses (work on)
<ul style="list-style-type: none">© Availability of all resources to implement the CAADP-XP4 programme.© Existence of implementing partners in the various member countries© CAADP-XP4 Programme outputs are in line with ASARECA's thematic areas.© Support of development partners (EU and IFAD).© Support of national governments.© Programme is implemented in collaboration with other African institutions i.e. AFAAS, FARA, CCARDESA, and CORAF.© Programme offers capacity building of ASARECA and partners.© ASARECA's vast experience in implementing similar programmes.© Existence of a communication and visibility strategy for ASARECA.	<ul style="list-style-type: none">© Language barrier as ASARECA is both in Anglophone and francophone Africa.© Poor technology infrastructure in some of the member countries.© Different time zones of members and stakeholder.© Small number of communication and visibility staff at ASARECA headquarters.
Opportunities (capitalize)	Threats (solve)
<ul style="list-style-type: none">© Emerging climate change challenges within the East and Central Africa sub region.© Availability of technologies to facilitate the implementation of the programme.© Existence of climate smart alliances and partners (north-north, south-south, north-south partnerships).© Opportunity to contribute to CAADP result areas and SDGs of ending hunger etc.	<ul style="list-style-type: none">© Disruptions caused by COVID-19.© Existence of other and similar programmes within the region.© Uncertainty of funding beyond the initial programme duration that can disrupt continuity

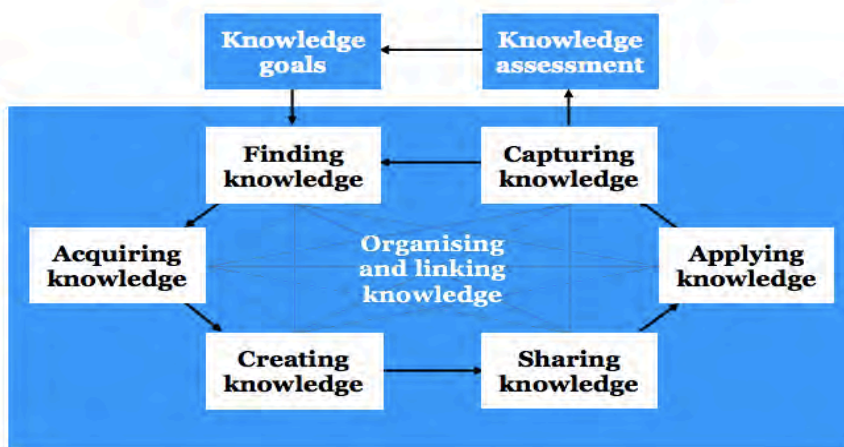
1.3 Implications of the SWOTanalysis

- © Ensure support of the top leadership of member organisations in the implementation of the CAADP-XP4 Programme Communication and Visibility Strategy
- © Strengthen the ASARECA communication and visibility team by ensuring it's adequately staffed with either full time staff or supporting consultants
- © Ensure ASARECA focal persons at national level are empowered to implement the CAADP-XP4 Communication and Visibility Strategy
- © Enlist the support of national agricultural research systems to ensure they play a critical role in the implementation of the CAADP-XP4 Communication and Visibility Strategy
- © Build the capacity of national focal person to ensure that they are adequately prepared to implement this strategy
- © Use and leverage on emerging technologies in the media, communication and visibility landscape to implement the strategy and also ensure all staff and national focal persons are trained and appreciate and use of these platforms to share climate relevant agricultural research for development and innovation knowledge and information.

1.4 Key lessons

These key lessons are borrowed from the ASARECA-wide Knowledge Management and Communication Strategy consultations and adapted to this CAADP-XP4 Communication strategy. The knowledge life cycle below shows how knowledge is captured, applied, created, acquired, found and shared. All these are key elements in CAADP-XP4's communication and visibility efforts. The lessons presented touch all the key elements of this cycle and have been used in the strategy presented in section 2.0.

Fig1: Knowledge Life cycle



a) What works well

- © Existence of knowledge sharing platforms such as a WhatsApp Group through which stakeholders discuss issues
- © Emails/newsletter are good and informative and understandable
- © ASARECA is good in sharing knowledge at a very high level (politicians, top-scientists etc
- © What ASARECA shares is substantial and innovative
- © Sharing of knowledge is highly project-driven. Once a report is available, it is shared

b) What needs to be improved

- © Stronger marketing for what exists
- © Mobilize more stakeholders to share
- © Build trust through collaboration
- © Establish communities of practice (CoPs) as a core instrument for sharing information
- © Systematic/automatic sharing of content from and to all members
- © Assure quality of content; rating of content
- © Strengthen social media outreach
- © Support members in sharing knowledge
- © Train members in sharing information
- © Improve sharing of information to the wider group of farmers, cooperatives, private sector, researchers and academicians, extension officers, etc.

2.0 Communication and Visibility Strategy

2.1 Strategic Communication Planning and processes

The CAADP-XP4 Communication and Visibility Strategy provides that a communication campaign approach be adopted for its implementation. This is ably illustrated in the process that allows for a focused, message/theme-based approach to communication and visibility, allowing for a more intense focus on a central topic for a period of time, hence effective message penetration.

This is envisaged through a step-by-step roadmap that leads communication professionals from a loosely defined concept about changing behavior to a strategic and participatory program with a measurable impact on the intended audience. Through this approach, the CAADP-XP4 Programme can develop communication and visibility messages that addressing a wide range of climate relevant AR4D and innovation.

This approach for strategic communication and visibility planning is premised on an 8-step process, based on eight strategic considerations:

- 1) Identification of the communication problem; involves determining the problems, their severity and causes, identifying factors inhibiting or facilitating desired changes, developing a problem statement, carrying out formative research or needs assessment, and ensuring the issue is understood both in the individual and social contexts
- 2) Development of a strategic plan to tackle the problem; involves establishing communication objectives, developing program approaches and key benefits, determining channels, drawing up an implementation plan and developing a monitoring and evaluation plan
- 3) Development of communication materials/interventions required; includes developing messages, pretesting messages and materials with audience and gatekeepers, revising and retesting if necessary and finalizing and producing materials
- 4) Execution of relevant strategic actions; producing and disseminating messages, mobilizing key participants/stakeholders, managing and monitoring processes and outputs
- 5) Establishment of a monitoring and evaluation framework; involves measuring outcomes and assessing impact, disseminating results, determining future needs, and revising and redesigning the strategy
- 6) Planning for continuity; understanding the communication is a continuous and evolving process

- 7) Garnering participation by all respective stakeholders in all activities; planning and executing activities that involve all stakeholders through the entire process
- 8) Capacity building of all stakeholders in all activities; providing for continuous training for key actors involved in the implementation of the CAADP-XP4 Programme Communication and Visibility Strategy.

2.2 Purpose of the Communication Strategy

This communication strategy is intended to foster efficient and effective communication and visibility for the achievement of CAADP-XP4 Programme objectives including enhancing the visibility of its implementing partners, and funders at continental, regional and country levels. The strategy places the two-way communication approach at the centre of all communication and visibility. It defines the communication objectives; establishes critical target audiences and defines the most appropriate communication channels.

This strategy emphasizes strengthening of partnerships between the EU as the donor, ASARECA, AFAAS, FARA, CCARDESA, and CORAF (S4AC) as implementing partners of the programme and IFAD as the administrator. The in-country partnerships will be at three levels; political, policy and technical (operational). This will be achieved through stakeholder participation, empowerment and ownership through mechanisms that allow them (stakeholders) to translate knowledge and information into climate related Agricultural Research for Development (AR4D) and innovation practices. The strategy therefore, sets a roadmap that will guide the CAADP-XP4 Programme communication and visibility interventions aimed at improving knowledge and information sharing among stakeholders.

2.3 Overall goal of the CAADP-XP4 Programme Communication and Visibility Strategy

The Overall goal of this communication strategy is to provide a framework for the CAADP-XP4 Programme to co-ordinate its communication and visibility efforts and increase participation for effective knowledge and information sharing, and lesson learning among members and key stakeholders. This ultimately is expected to contribute to the achievement of the CAADP-Malabo targets on ending hunger, reducing poverty and building resilience of agricultural systems.

The targeted high-level outcome is at two levels; at political and policy levels; ensuring increased awareness of EU's support to S4AC, promoting the use of the climate-relevant policies, technologies, practices and approaches to contribute to resilience and sustainable agriculture.

2.4 Key objective of the CAADP-XP4 Programme Communication and Visibility Strategy

To promote the role of CAADP-XP4 Programme in strengthening the capacity of ASARECA and its partners to effectively undertake climate relevant agricultural research and innovation

and extension services in order to contribute to food and nutrition security, economic development, and climate mitigation in Eastern and Central Africa.

2.5 Specific Objectives of the CAADP-XP4 Programme Communication and Visibility strategy

- 1) To strengthen the communication and visibility capacities of member organisations
- 2) To promote communication among multi-stakeholder partners
- 3) To build and strengthen the capacities and synergies of partners for knowledge sharing and communication and monitoring progress
- 4) To promote advocacy communication and formulation of policies in support of climate relevant agriculture and food systems
- 5) To showcase and raise awareness about activities, achievements and lessons learnt of the CAADP-XP4 Programme.

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2.6 Explanation of objectives

Objective 1: To strengthen the communication and visibility capacities of member organisations

The programme will strengthen the capacities of project partners through targeted training, workshops and collaborative communication related activities to enhance their capacities to generate, process and disseminate project outputs during implementation.

Objective 2: To promote communication among multi-stakeholder partners

The programme will promote communication among multi-stakeholder partners by establishing effective communication and knowledge sharing mechanisms among the different levels of intervention. It will also strengthen interactions among partners by supporting collaboration through official communication channels.

Objective 3: To building and strengthen the capacities and synergies of partners for knowledge sharing and communication and monitoring progress

The CAADP-XP4 Programme will boost the internal capacity of ASARECA as well the capacity of its external partners for knowledge management and communication to inform decision support and the sharing of innovations and advocacy on climate relevant agriculture transformation

Objective 4: To promote advocacy communication and formulation of policies in support of climate relevant agriculture and food systems

Through communication and visibility activities, the CAADP-XP4 Programme aims will promote advocacy communication and the formulation of policies in support of climate relevant agriculture and food systems

Objective 5: To showcase and raise awareness about activities, experiences, achievements and lessons learnt of the CAADP-XP4 Programme

The successes, activities, achievements and lessons learnt of the CAADP-XP4 Programme need be showcased to the key stakeholders to inform future decisions and programmes as well as provide value for money invested in the programme.

2.7 Key messages of the CAADP-XP4 Communication and Visibility Strategy

- © The CAADP-XP4 Programme enables agricultural research and innovation, including extension services, to contribute effectively to food and nutrition security; economic development and climate mitigation in Africa.
- © The CAADP-XP4 Programme contributes to inclusive regional and international partnerships, production and exchange of climate-relevant agricultural knowledge, effective communication, monitoring and evaluation, and the promotion of more systemic and effective use of science, knowledge and innovation.
- © The CAADP-XP4 Programme improves the effectiveness of African countries to ensure an environment supportive of climate change adaptation and mitigation within agriculture and food systems.
- © The CAADP-XP4 programme promotes climate relevant AR4D and innovation
- © CAADP-XP4 Programme builds and strengthens the capacity of its members in order to collate, synthesize and disseminate climate relevant AR4D and innovation.
- © The CAADP-XP4 Programme provides technical support for policy formulation and promotion at national, sub-regional and continental levels. The CAADP-XP4 Programme enhances multi-stakeholder partnerships for enhanced climate relevant AR4D and innovation.
- © The programme provides technical support for strategic communication regarding policy reforms and impacts; develops policy briefs and communication material to enable easy sharing of information.

2.8 Key stakeholders/audiences of the CAADP-XP4 programme

Direct target audiences	Indirect target audiences
<ul style="list-style-type: none"> © National agricultural knowledge and innovation systems (NAKIS) © NARIs © Private sector © Farmer organizations © Extension and advisory services, © Universities © Civil Society in ASARECA Member States © Regional Economic Communities (RECs) © Development Partners © European Union (EU) © IFAD © African Union Commission (AUC) © Country Principle Investigators (PIs) © EU Member States © National Parliaments and agricultural ministries of ASARECA member states © Staff of ASARECA members and partners 	<ul style="list-style-type: none"> © Resource poor and smallholder farmers © Agro-processors © Rural youth © Women agri-entrepreneurs, Individual producers © Producer organizations/groups © Cooperatives, © Agricultural training centres and research institutions © Pastoralists © Marginalized and vulnerable communities in African countries

3.0 Implementation plan of the CAADP-XP4 Communication and Visibility Strategy

The implementation of this strategy specifies the expectations, roles, responsibilities, and major action points for the CAADP-XP4 programme secretariat and stakeholders. The strategy needs to be implemented in a phased manner to enable the Programme secretariat identify emerging issues and incorporate lessons during the review process. The strategy proposes a coordination and implementation structure for the communication function for the secretariat to effectively co-ordinate communication across its functions. The communication and reporting structure shall focus on assuring the following:

- 1) Reviewing periodically the activities of this communication and visibility strategy to enable long term strategic planning for the communication and visibility function in relation with the ASARECA-wide Knowledge Management and Communication Strategy
- 2) Mapping out core policy and communication priorities for the CAADP-XP4 Programme secretariat integrating policy and communications priorities
- 3) Synchronizing the communication function priorities (messages and materials) with ASARECA-wide communications objectives, key messages and priorities for the agricultural sector and its value chain
- 4) Work with related NARIS, member states, and member organisations to develop an environmental scan framework for enhanced awareness of public perceptions, information needs and opinions on policies and Programme interventions in the climate relevant AR4D and entire agricultural sector
- 5) Developing an effective feedback management mechanism to capture stakeholder and public views as a means of ensuring enhanced stakeholder and public participation in the communication and visibility processes
- 6) Reviewing the monitoring and evaluation framework to ensure efficiency and effectiveness of message delivery is achieved and make adjustments as necessary
- 7) Prompting proactive communication while maintaining consistency of messages across different levels of communication.

3.1 Roles and responsibilities

The role of implementing this strategy will be led by the CAADP-XP4 Programme secretariat as laid out under the roles and responsibilities section below:

Table 1: Implementing roles and responsibilities

Position	Responsibility
ASARECA/CAADP-XP4 Programme Secretariat	<ul style="list-style-type: none"> © Providing communication and visibility leadership for the CAADP-XP4 Programme © Aligning and making available all media communication and visibility materials to ensure consistency with the CAADP-XP4 Programme overall core messages © Ensuring that the CAADP-XP4 Programme secretariat is adequately supported to execute its mandate in relation to communication and visibility © Participate in key events and other public participation engagements © Lead in the implementation of this strategy as stipulated in agreed work plans © Coordinate internal and external communication within the CAADP-XP4 Programme secretariat © Collect and manage feedback from all stakeholders © Regular review of this strategy to ensure it meets the CAADP-XP4 Programme communication and visibility needs © Document, package and oversee the production of communication, visibility, and advocacy materials and ensure they are widely disseminated to the specific stakeholders © Audit of partners in terms of infrastructure needs and their capacities to implement the communication strategy and facilitate/train them accordingly © Coordinate training/and or train programme staff, NFPs etc. in communication and visibility as required © Develop data bases for all key relevant CAADP-XP4 Programme stakeholders including; donors, members states and organization, the media, policy makers and implementers, policy makers, private sector etc. © Carry out monitoring and evaluation activities of all communication and visibility interventions

	<ul style="list-style-type: none"> © Lead and facilitate communication and visibility partnerships © Guide leadership and top management of the CAADP-XP4 secretariat, member and partner organisations on implementing this strategy. This will include periodical training in handling the media, approving interviews, op-eds and any communication with the media © Build capacity of staff and management of stakeholders in communication and visibility © Initiate and participate in key events such as capacity building workshops, write-shops, CAADP-XP4 Programme Review Meetings etc. and ensure they are well branded and stakeholders get key messages © Ensure communication and visibility materials adhere to the branding guidelines of the EU © Regularly updated the EU and IFAD on the implementation of the CAADP-XP4 Programme in relations with this communication and visibility strategy.
NAKIS/NARIS	<ul style="list-style-type: none"> © Initiate and support development of appropriate climate relevant AR4D policies and ensure that they are well communicated © Support the creation of an enabling environment for climate relevant AR4D and innovation research and technologies and provide information and knowledge to the CAADP-XP4 Programme secretariat for inward inclusion and dissemination through this strategy © Provide lessons learned, experiences, and success stories to the CAADP-XP4 Programme secretariat to inform communication and visibility products and services © Support the implementation of this communication and visibility strategy © Ensure communication and visibility materials adhere to the branding guidelines of the EU
ASARECA members	<ul style="list-style-type: none"> © Support the creation of an enabling environment for

<p>and partner organisations</p>	<p>climate relevant AR4D and innovation research and technologies and provide information and knowledge to the CAADP-XP4 Programme secretariat for inward inclusion and dissemination through this strategy</p> <ul style="list-style-type: none"> © Provide lessons learned, experiences, and success stories to the CAADP-XP4 Programme secretariat to inform communication and visibility products and services © Support the implementation of this communication and visibility strategy © Ensure communication and visibility materials adhere to the branding guidelines of the EU
<p>National Focal Persons</p>	<ul style="list-style-type: none"> © Provide updates and inform the CAADP-XP Programme secretariat of key issues arising, new research and innovations being rolled out, and identify opportunities for communication and visibility © Generate content and ensure its disseminated to the relevant stakeholders © Provide insights on key issues in their countries and propose appropriate interventions © Publish op-eds/interviews on key issues affecting climate relevant AR4D and innovation in their countries and regions © Participate in communication and visibility activities providing insights on climate relevant AR4D and innovation as well as the agricultural sector and its value chain in their countries and regions as related to the CAADP-XP4 Programme © Liaise with other partners in their countries and regions in implementing this strategy and create synergies through which they can enhance the communication and visibility of the CAADP-XP4 Programme © Liaise with various stakeholders within the country and region in implementing this strategy © Participate in key events such as capacity building workshops, CAADP-XP4 Programme Review

	<p>Meetings etc. and ensure they are well branded and materials on communication and visibility materials on CAADP-XP4 Programme are available and well positioned</p> <ul style="list-style-type: none"> © Manage relations with stakeholders and provide relevant information © Ensure communication and visibility materials adhere to the branding guidelines of the EU
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3.2 Principles for both Internal and External Communications

The overall goal of this communication and visibility strategy is to provide a framework for the CAADP-XP4 Programme to co-ordinate its communication and visibility efforts and increase participation for effective knowledge and information sharing among members and key stakeholders. The following principles, therefore, will support the implementation of this strategy:

3.2.1 Internal Communication Principles

Regular meetings including virtual ones between the ASARECA, CAADP-XP4 Programme secretariat staff, NFPs, and staff in member and partner organisations to forge closer links that create a programme that speaks with one voice. The principles are listed below:

- © Involvement of ASARECA, CAADP-XP4 Programme team, staff in member and partner organisations and NFPs in activities that support the implementation of this strategy
- © Use communication approaches that lead to consultations, debate, and feedback
- © ASARECA, CAADP-XP4 Programme team, staff in member and partner organisations and NFPs visit regularly the website and follow ASARECA/programme's official social media accounts
- © The programme secretariat briefs internal stakeholders at least twice a month on its activities and progress being made
- © Ensure that major milestones are communicated to all programme team members, NFPs, and staff responsible for communication in member and partner organisation
- © Avail information intended for key external stakeholders e.g. Development Partners, private sector etc. to all programme team members
- © Ensure timely and clear communication to all programme team members
- © Avail communication and visibility materials to all internal stakeholders for onward dissemination to external stakeholders
- © Ensure that there is regular and comprehensive feedback for the implementers of

this strategy to track the reaction of key stakeholders

- © Publicize the achievements of the Programme to key stakeholders including EU, African Union, national governments, RECs, parliaments and all other stakeholders using the most appropriate channels.

3.2.2 Principles of External Communications

Each strategic objective has its own channels through which information will reach the stakeholders. Below are the principles the CAADP-XP4 Programme will employ in external communications:

- © The ASARECA/CAADP-XP4 Programme website and official social media channels are key in the dissemination and sharing of information. They are the first sources of verification of information for external stakeholders and ways through which these stakeholders are reached
- © Ensure that the media have the information they need as appropriate
- © The Programme secretariat coordinates all communication and visibility activities to be carried out in coordination with the NFPs
- © Information provided should be in plain language, that is; language that everyone understands including avoidance of the use of jargon when communicating with ordinary stakeholders (see indirect stakeholders above)
- © Uniform messages and communication on what CAADP-XP4 programme is about, what it is, programme objectives and differentiation from other interventions
- © Clear communication roles, responsibilities and expectations at all levels of executing the CAADP-XP4 Programme objectives
- © Branding, IEC/communication and visibility materials – ensure that all CAADP-XP4 Programme public outreach activities are well branded and where necessary IEC materials procured and distributed. IEC Materials may include t-shirts, pens, caps, posters, flyers, tents, banners (pull ups, tear-drops etc.), stickers etc.
- © Ensure that EU communication and visibility guidelines are adhered to while producing materials.

3.3 Brief on EU communication and visibility guidelines

Implementation of the CAADP-XP4 Programme Communication and Visibility Strategy must adhere to the EU's *Communication and Visibility in EU-financed external actions: Requirements for implementing partners* guidelines. The EU funds operations outside its borders (known as 'external actions') in response to international challenges and crises and in order to project its values, reduce poverty and contribute to peace and prosperity in the world.

Effective communication concerning these operations helps raise awareness of the external policies and actions of the EU in its role as a global player, and provides accountability and transparency on the use of EU funds to taxpayers and the citizens of partner countries.

The EU Communication and Visibility Requirements ensure that any communication on EU-funded external actions is consistent with the EU's values and political priorities and with other EU-related communication activities and events.

Specifically, the guidelines are designed to ensure that external actions that are wholly or partially financed by the EU include information and communication measures designed to inform specific or general target audiences about the reasons for the action, the EU's support for the country or region concerned, and the outcomes and impact of that support.

The guidelines apply primarily to projects, i.e. EU-financed grants, services, supplies and works contracts awarded to implementing partners, whether managed directly by the EU or by other parties. Partners implementing such EU-financed external actions are responsible for publicizing those actions and, more generally, the support provided by the EU.

3.4 The CAADP-XP4 Communication and Visibility Strategy implementation plan

Objective 1: To strengthen the communication and visibility capacities of member organisations					
Target audience	Key message	Channel	Activities	M&E (Indicators)	Timeframe
Staff of ASARECA members and partners	<ul style="list-style-type: none"> The CAADP-XP4 Programme enables agricultural research and innovation, including extension services, to contribute effectively to food and nutrition security; economic development and climate mitigation in Africa CAADP-XP4 Programme builds and strengthens the capacity of its members in order to collate, synthesize and disseminate climate relevant AR4D and innovation 	<ul style="list-style-type: none"> Workshops, conferences, and webinars Emails, Meetings including online meetings e.g. Zoom, Webex etc. Info sharing platforms e.g. WeTransfer, Google Drive, Dgroups etc. Infographics 	<ul style="list-style-type: none"> Train members in communication and visibility Develop stakeholder database Develop standardized formats for communication and visibility materials Joint development of knowledge, communication and visibility products Create a platform for NFPs to share knowledge and information Dissemination of knowledge, communication and visibility products Incorporate EU/IFAD branding 	<ul style="list-style-type: none"> No. of workshops and conferences held Number of training workshops and write-shops held Frequency of members sharing information 	Quarterly

			in all communication and visibility materials		
Objective 2: To promote communication among multi-stakeholder partners					
Staff of ASARECA members and partners	The CAADP-XP4 Programme contributes to inclusive regional and international partnerships, production and exchange of climate-relevant agricultural knowledge, effective communication, monitoring and evaluation, and the promotion of more systemic and effective use of science, knowledge and innovation	<ul style="list-style-type: none"> • Conferences, workshops, webinars, write-shops Official emails, • Meetings, • Info sharing platforms e.g. WeTransfer, Google Drive, Dgroups etc. • Policy briefs, videos, case studies, factsheets, PowerPoint presentations • Website and social media platforms • Infographics 	<ul style="list-style-type: none"> • Develop, share and disseminate knowledge materials • Exchange communication on partnership outcomes and benefits • Train national partners to support development and dissemination of knowledge and communication products • Develop standardized formats for communication and visibility materials • Develop regional database of stakeholders • Incorporate EU/IFAD branding 	<ul style="list-style-type: none"> • No. of conferences, workshops etc. held • No. of meetings held • Database developed and updated • No. of knowledge and communication products developed 	Every quarter

			in all communication and visibility materials.		
Objective 3: To building and strengthen the capacities and synergies of partners for knowledge sharing and communication and monitoring progress					
Staff of ASARECA members and partners, Development Partners,	CAADP-XP4 Programme builds and strengthens the capacity of its members in order to collate, synthesize and disseminate climate relevant AR4D and innovation	<ul style="list-style-type: none"> • Conferences, workshops, webinars, write-shops Official emails, • Meetings, info sharing platforms e.g. WeTransfer, Google Drive, Dgroups etc. • Website and social media platforms • Newspapers, TV and radio • Infographics 	<ul style="list-style-type: none"> • Train and support NAKIs/NARIs in learning and sharing opportunities • Produce publications on e.g. Africa status report on research and innovation and best practices, experiences • Develop database of journalists and ensure regular and consistent coverage of in national, regional and international mass media and online news websites • Develop standardized formats for communication and visibility materials 	<ul style="list-style-type: none"> • No. of conferences, workshops etc held • No. of meetings held • Database of journalists developed and updated • No. of stories in mass media • No. of likes, shares and re-tweets of knowledge products. 	Quarterly

			<ul style="list-style-type: none"> • Incorporate EU/IFAD branding in all communication and visibility materials 		
Objective 4: To promote advocacy communication and formulation of policies in support of climate relevant agriculture and food systems					
All audiences	<ul style="list-style-type: none"> • The CAADP-XP4 Programme provides technical support for policy formulation and promotion at national, sub-regional and continental levels. The CAADP-XP4 Programme enhances multi-stakeholder partnerships for enhanced climate relevant AR4D and innovation. • The programme provides technical support for strategic communication regarding policy reforms and impacts; develops policy briefs and communication material to enable easy 	<ul style="list-style-type: none"> • High-level policy dialogue and multi-level meetings • Direct meetings with relevant members or committees of parliament • Meetings with policy and political leaders in line ministries • Policy briefs, videos, case studies, factsheets, PowerPoint presentations • Policy briefings/seminars • Policy champions, “off-the- record” meetings • Mass media Social 	<ul style="list-style-type: none"> • Develop publicity kit (rollup banners, posters, brochures, leaflets, reports etc.)and give out to visitors, during shows and conferences and meetings • Publicise CAADP-XP4 achievements, experiences and lessons learnt • Incorporate EU/IFAD branding in all communication and visibility materials 	<ul style="list-style-type: none"> • Bilingual publicity kit developed and regularly updated • Op-eds written and published in multimedia platforms • Social media posts • Documentation of success stories • No. of policy makers, development partners engaged 	Quarterly

	sharing of information	media			
Objective 5: To showcase and raise awareness about activities, experiences, achievements and lessons learnt of the CAADP-XP4 Programme					
All audiences	<ul style="list-style-type: none"> • The CAADP-XP4 Programme enables agricultural research and innovation, including extension services, to contribute effectively to food and nutrition security; economic development and climate mitigation in Africa. • The CAADP-XP4 Programme improves the effectiveness of African countries to ensure an environment supportive of climate change adaptation and mitigation within agriculture and food systems. • The CAADP-XP4 programme promotes climate relevant AR4D and innovation. 	<ul style="list-style-type: none"> • Conferences, workshops, webinars, • Press conferences and media briefings • Meetings, • Info sharing platforms e.g. WeTransfer, Google Drive, Dgroups etc. • Website and social media platforms • Newspapers, TV and radio • Talking points • Infographics 	<ul style="list-style-type: none"> • Train leadership teams of ASARECA and member organisations in answering media interviews. • Train journalists in CAADP-XP4 issues and create a network of contacts that understand and appreciate climate relevant AR4D and innovation. • Prepare CAADP-XP press kit (frequently asked questions, press releases and briefings). • Publicise successes stories, experiences, lessons learnt of CAADP-XP4programme. 	<ul style="list-style-type: none"> • Leadership team trained. • Journalists trained and network created. • Bilingual press kit prepared and regularly updated • Monthly success stories, experiences and lessons learnt published. • Monthly op-eds on climate relevant AR4D and innovation written and published. • Weekly posts published on social media and website. • Talking points written as 	Monthly

			<ul style="list-style-type: none"> • Update website and social media posts • Write and publish op-eds on topical climate relevant AR4D and innovation. • Prepare talking points for leadership teams • Incorporate EU/IFAD branding in all communication and visibility materials. 	required.	
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4.0 Conclusion

The CAADP-XP4 Programme Communication and Visibility Strategy is a four-year strategy with specific objectives to ensure that the objectives of both ASARECA and the programme are met. It has been aligned with the ASARECA-wide communication strategy so that the organization can achieve its strategic objectives as well as those of the programme. If this strategy is implemented, it will go a long way in enhancing the communication and visibility of objectives of not only the CAADP-XP4 Programme but also those of ASARECA as a whole.