



# FEED <sup>THE</sup> FUTURE

The U.S. Government's Global Hunger & Food Security Initiative



## Feed the Future Ghana Agriculture and Natural Resource Management Project

### Strategic Communications Plan



**USAID | GHANA**  
FROM THE AMERICAN PEOPLE



# Feed the Future Ghana Agriculture and Natural Resource Management Project

## Strategic Communications Plan

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Julie Fischer, Chief of Party  
**Winrock International**  
2101 Riverfront Drive, Little Rock, Arkansas, USA  
Tel: +1 501 280 3000  
Email: [Julie.Fischer@winrock.org](mailto:Julie.Fischer@winrock.org)



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## ACRONYMS AND ABBREVIATIONS

AgNRM	USAID-funded Feed the Future Ghana Agriculture and Natural Resource Management Project
BA	Business Advisor
CECOTAPS	Center for Conflict Transformation and Peace Studies
CLA	Collaboration, Learning, and Adaptation
COP	Chief of Party
CREMA	Community Resource Management Area
CS	Communication Strategy
CSO	Civil Society Organization
DCOP	Deputy Chief of Party
EPA	Environmental Protection Agency
FC	Forestry Commission
FtF	Feed the Future
GIP	Gender Integration Plan
GoG	Government of Ghana
IPs	Implementing Partners
IPT	Interactive Popular Theatre
KM	Knowledge Management
KM&L	Knowledge Management and Learning
KPA	Knowledge, Practices and Attitudes
M&E	Monitoring and Evaluation
MMDA	Metropolitan, Municipal and District Assemblies
MPs	Members of Parliament
NCRC	Nature Conservation Research Centre
NRM	Natural Resource Management
PA	Primary Audience
SA	Secondary Audience
SCP	Strategic Communication Plan
SCS	Strategic Communication Strategy
TA	Tertiary Audience
TL	Technical Lead
TNS	TechnoServe
USAID	United States Agency for International Development
WI	Winrock International
WRC	Water Resource Commission
ZoI	Zones of Influence

## Executive Summary

This strategy document outlines the deliberate communications approach adopted for the five-year USAID-funded Feed the Future Ghana Agriculture and Natural Resource Management Project (AgNRM).

Achieving AgNRM's goals and targets will require multiple-level commitments: Government of Ghana and its agencies, partners and stakeholders, opinion leaders and the general public. The project therefore requires a comprehensive communications strategy to stimulate stakeholder awareness of the project and provide support for improved practices necessary to achieve overall program goals.

This document recommends communication interventions for AgNRM and outlines various methods and communication activities to be used to communicate with partners and beneficiaries/participants about the activities, progress and successes of the project. It also illustrates the tools and approaches to be used to engage and inform diverse stakeholders whose efforts are crucial to the successful implementation of the project.

This strategy offers a comprehensive framework on how communications channels and strategies will be used to:

- contribute to achieving the objectives of the project
- demonstrate the results/impact of the project on target communities
- effectively engage with various stakeholders involved in the project
- promote adoption and use of the projects' best practices by stakeholders.

The strategy is a living document that will be updated on regular basis to reflect AgNRM's communication needs and to respond to emerging implementation concerns.

## I. Introduction

The Feed the Future Ghana Agriculture and Natural Resource Management project (AgNRM) is a USAID-funded five-year program addressing issues of environmental and natural resource management in northern Ghana. The project provides a scalable, integrated landscapes approach to support sustainable economic development and rural livelihoods, increase nutrition and climate change adaptation and strengthen the natural resource base across the north of Ghana.

The goal of the AgNRM project is to alleviate poverty through sustainable increases in wealth and nutrition from natural and non-traditional agriculture products by addressing environmental, agricultural, governance and natural resource management challenges.

AgNRM seeks to achieve its goal under the following four outcomes:

- Increased incomes from natural resource products
- Improved food and nutritional security
- Increased farmer and community/security access to land and natural resources
- Strengthened environmental stewardship.

Achieving AgNRM's goals and objectives, under the outcome areas above, requires an effective communications strategy to demonstrate the impact of the project and communicate the project's activities and key objectives to diverse audiences. This Strategic Communication Plan (SCP) offers specific communication information and guidance for AgNRM sub-awardees, project staff, beneficiaries and stakeholders. The strategy focuses on internal and external communication approaches with the primary aim of building and enhancing consistent information flow among AgNRM's staff and between the project and its stakeholders.

### Communication Objectives

The strategic communication objectives of the AgNRM project are in three areas:

1. Internal communication
2. Strategic external communication
3. Knowledge Management

The internal communication objectives are:

- Facilitate AgNRM team members' access to sufficient, consistent and timely information regarding project plans and activities so that they are well informed and able to work efficiently and effectively
- Use Teamwork.com as a planning tool to communicate activity planning, management decisions and other information about the project implementation
- Create a seamless feedback loop for 'top-down' and 'bottom-up' information flow between AgNRM management and staff.

Strategic external communication objectives include the following:

- Promote understanding, buy-in and support for the AgNRM project by sharing information with relevant audiences at various stages of project implementation



- Enhance AgNRM project visibility and interventions on available platforms such as activity sites, events, conferences, workshops, etc. The stratagem for project visibility will be guided by USAID’s Branding and Marking strategy.
- Provide multiple platforms and channels for feedback from diverse audiences and stakeholders about the project.

The objectives for AgNRM Knowledge Management (KM) will involve the following:

- Facilitate knowledge and information sharing among project staff about key project activities for improved integration and more efficient and effective implementation
- Allow for effective knowledge and information sharing via multiple interactive channels
- Support KM creation and learning for AgNRM
- Ensure that knowledge and information about the project is easily accessible and understandable to diverse audience.

## 2. Target/Key Audiences

Target audiences are the individuals and groups AgNRM must reach to inform and/or influence to achieve its goals. It includes all the people who use, or could use, participate, attend, and/or benefit from the project. The project’s audiences are at the center of this strategy. Each audience has different communication needs and therefore requires different strategies, communication approaches and channels.

The SCP proposes tracking three key audiences, whose knowledge and awareness about the project are critical to the success of AgNRM.

The following audience groups are central for the successful implementation of communication activities for the AgNRM project:

### Primary Audience (PA)

AgNRM’s primary audience includes key stakeholders and decision makers who have the power to affect the outcome of the project objectives directly. The following primary audiences are key to the effective implementation of AgNRM:

- USAID/Ghana
- AgNRM Consortium Members
  - Winrock International (WI)
  - TechnoServe (TNS)
  - Centre for Conflict Transformation and Peace Studies (CECOTAPS)
  - Nature Conservation Research Centre (NCRC)

### Secondary Audience (SA)

AgNRM also engages multiple audiences that have a great deal of influence over the project’s primary audiences. They include:

- Target landscapes – Eight Community Resource Management Areas (CREMAs) and their member communities



- Government of Ghana (GoG) agencies with direct linkages to the project - Forestry Commission (FC) and divisions, Water Resources Commission (WRC), Environmental Protection Agency (EPA), relevant District Assemblies
- Civil Society Organizations (CSOs)
- Other USAID-funded projects
- Editors, journalists and media personalities
- Traditional authorities (Chiefs and Tingdanas) and other opinion leaders (Magazias, Imams, Pastors)

### Tertiary Audience (TA)

Participants whose actions directly or indirectly help or hinder the activities and behaviors of AgNRM's primary and secondary audiences. The actions of TAs reflect the broader social, cultural and policy factors that create an enabling environment to sustain desired project's activities (IMPACS, 2005). They include:

- Metropolitan, Municipal and District Assemblies (MMDAs)
- Members of Parliament (MPs)
- High-level government officials

## 3. Implementation Approach

The AgNRM project will implement this SCP by communicating program results, best practices and lessons learned. Outcome-specific communication needs and campaigns will be coordinated by the Communications Director working closely with AgNRM's technical team leaders for each project outcome.

AgNRM project themes and messages will be developed and disseminated through various communication channels tailored for the various audiences and in response to specific needs.

Two communication approaches are critical to the successful implementation of this strategy: An approach to address internal communication needs and another for external needs.

### Internal Communication Approach

The AgNRM project's internal communication strategy is focused on building and strengthening communication structures among AgNRM staff. It ranges from the use of appropriate communication channels and messages, to the way employees engage with each other and seek feedback about the progress of the project.

The approach seeks to:

- Facilitate AgNRM team members' access to sufficient, consistent and timely information regarding project plans and activities so that they are well informed and able to work efficiently and effectively
- Launch a platform to communicate management decisions and other information about the project implementation
- Create a seamless feedback loop for 'top-down' and 'bottom-up' information flow between AgNRM management and staff.

**Table I. Internal audience profile, key issues and strategies**

Audience	Key Issues/Message	Communication Channel
<b>Secondary Audiences</b>		
<b>USAID/Ghana</b>	1. Activity updates	1. Bi-weekly bulletins 2. Quarterly and Annual progress reports 3. Infographics 4. Prepare posts that can be used/shared through social media – Facebook, Twitter, LinkedIn 5. Newsletters (as indicated in the GoG partner agencies section on page 11) 6. “Telling Our Story”
	2. Milestones	1. Bi-weekly bulletins 2. Annual Work Plans 3. Quarterly reports 4. Annual reports 5. Lessons learned 6. Success stories
<b>AgNRM Partners</b> WI, TNS, CECOTAPS, NCRC	1. Key project decisions and developments	1. E-mail 2. Annual Work Planning 3. Quarterly Meetings
	2. Logistics and equipment	1. E-mail 2. Teamwork.com
	3. Capacity Building	1. Quarterly meetings 2. Annual Work Planning
	4. GoG collaboration	1. E-mail 2. Bi-weekly bulletins 3. Regular face-to-face interactions
<b>Winrock International (WI) Employees</b>	<b>Operational</b>  1. Logistics and equipment	1. Directory of internal documents including: <ul style="list-style-type: none"> <li>○ Vendor Request</li> <li>○ Petty Cash</li> <li>○ Travel Authorization</li> <li>○ Payment Authorization</li> <li>○ Timesheets</li> <li>○ Vehicle Request</li> <li>○ Expense Report</li> <li>○ Leave Request</li> </ul> 2. E-mail 3. Face-to-face interaction at AgNRM regular meetings 4. Notice Board
	2. Staff welfare	1. Winrock Operations Manual 2. AgNRM Project Guidelines 3. E-mail

	<b>Technical</b> 1. Status of project implementation (outputs, milestones) 2. Capacity Building	4. Notice Board 5. Comments box  1. Electronic Newsletter 2. E-mail 3. Quarterly meetings 4. Teamwork.com  1. Quarterly meetings 2. Annual Work Planning 3. Training Workshops
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## External Communication Approach

External communication is expected to facilitate collaboration between the project and the various stakeholders using a variety of communication channels (see Annex E for additional guidance on improving AgNRM’s visibility in the media).

The strategy to enhance external communication seeks to:

- Promote understanding, buy-in and support for the AgNRM project by sharing information with relevant audiences at various stages of project implementation
- Enhance AgNRM project’s visibility to raise and sustain public awareness and interest about the project

**Table 2. External audience profile, key issues and strategies**

<b>Audience</b>	<b>Key Issue/Message<sup>1</sup></b>	<b>Communication Channel</b>
<b>Secondary Audiences</b>		
<b>Target Landscapes – CREMAs and member communities</b>	1. Capacity building	1. Community radio 2. Mobile video on activity demonstrations 3. Meetings and trainings 4. Road shows, fairs and exhibitions 5. Youth group fora
	2. Outputs and Milestones	1. Community radio 2. Quality mobile video/audio stories/audio sound bites 3. Pictorial project briefs, lessons learned
	3. Branding	1. Project sign posts/boards 2. Meetings and trainings 3. Pictorial project briefs and brochures

<sup>1</sup> The AgNRM project is developing a separate Behavior Change Communications (BCC) Strategy

<b>GoG Partners – National and Local</b>	1. Capacity building	1. Regional/national radio 2. Project briefs and brochures 3. Newsletters 4. Print media and television 5. Trainings and workshops
	2. Monitoring and Evaluation	1. Trainings and workshops 2. Media: Radio, print, television
<b>Civil Society Organizations (CSOs)</b>	1. Capacity building	1. Media engagement <ul style="list-style-type: none"> <li>○ Radio</li> <li>○ TV</li> <li>○ Print</li> </ul> 2. Newsletters 3. Project briefs and brochures
	2. Outputs and Milestones	1. Project briefs 2. Media engagement 3. Workshops
<b>Editors/Journalists and Media Personalities</b>	1. Capacity building	1. Trainings and workshops 2. Project briefs and brochures 3. Newsletters 4. Press Releases
	2. Monitoring and Evaluation	1. Meetings 2. Features and news stories 3. Radio discussions
	3. Branding	1. Visibility materials <ul style="list-style-type: none"> <li>○ Calendars</li> <li>○ Posters</li> <li>○ Stickers, etc.</li> </ul> 2. Press releases 3. Newsletters
<b>Traditional Rulers and other Opinion Leaders</b> <i>‘Message Multipliers’</i>	1. Capacity building	1. Community radio 2. Meetings and workshops 3. Pictorial project briefs
	2. Monitoring and Evaluation	1. Face to face meetings 2. Pictorial project briefs
<b>Tertiary Audiences</b>		
<b>Metropolitan, Municipal and District Assemblies (MMDAs)</b>	1. Outputs and milestones	1. Media engagement <ul style="list-style-type: none"> <li>○ Radio</li> <li>○ TV</li> <li>○ Print</li> </ul> 2. Newsletters 3. Workshops
	2. Monitoring and Evaluation	1. Meetings, trainings and workshops 2. Project briefs 3. Brochures

	3. Branding	1. Visibility materials <ul style="list-style-type: none"> <li>○ Posters</li> <li>○ Calendars</li> <li>○ Stickers</li> </ul> 2. Newsletters
<b>Members of Parliament (MPs)</b>	1. Outputs and Milestones	1. Media engagement (Radio, TV, Print) 2. Project briefs and brochures 3. Visibility materials. E.g. Posters 4. Newsletters

## 4. Communication for Gender Integration

The Communications staff will work closely with AgNRM’s Gender Integration Specialist to offer gender-sensitive communication activities for the AgNRM project. The principal aim is to promote the synergy between communication and gender and highlight communication efforts and gender integration as cross-cutting issues in AgNRM interventions.

Communication for Gender Integration seeks to:

- Highlight existing inequalities between men and women in AgNRM target CREMAs.
- Establish community-level ‘champions for change’ agents to encourage community voices in addressing gender concerns.
- Provide useful communication strategies in dealing with mixed gender situations.
- Offer pictorial messages and other communications materials that portray both men and women as confident and optimistic in a wide variety of settings and circumstances, including those that push at the limits of what local mores consider “women’s roles.”
- Establish forums for exchange of ideas and opinions including round-table discussions, listener clubs and drama to ensure that ‘silent’ voices are heard and thoughtfully considered.
- Identify the best communication approaches for engaging both men and women and to share the best practices with AgNRM Technical Leads.

### Strategies for gender integration

The strategies to promote gender-sensitive communication are guided by the following:

- Who can speak in public in AgNRM’s targeted areas?
- Where do targeted female beneficiaries meet and interact? Where do targeted male beneficiaries meet and interact?
- How do women and men acquire information about the project? How do they communicate this information to others?
- When do people meet and interact? Who takes part in such meetings?
- What media are available and used? By whom? How?

### Related Activities

- Establish listener clubs/groups to encourage both men and women to speak and share ideas and experience.
- Produce live radio and video shows for listener clubs on gender-sensitive issues.

- Identify community-level ‘champions for change’ gender advocates to create and deepen awareness about gender issues.
- Identify and/or strengthen the use of folk media (traditional drama, dance, songs, etc.) to illustrate gender related messages.

**Table 3. Strategy characteristics for Gender Integration**

<b>Strategy</b>	<b>Description/ Characteristics</b>	<b>Aim/Objective</b>	<b>Expected Outcome</b>
Listener clubs/groups	A platform for a gathering of men and women to discuss gender issues	To encourage dialogue, experience sharing and advocacy	Cultural issues related to gender are easily addressed
Radio/video shows	Audio/visual content of gender sensitive information for listener groups	To deepen information flow about gender	Awareness about gender-sensitive communication
‘Champion for Change’ agents	An initiative for selected ‘agents’ to spearhead gender related issues	To assist in identifying gender related issues on the ground and raise them for immediate action	A feedback loop for gender sensitive issues
Folk media: Drama, dance, songs, stories	Creative dissemination of gender information through cultural and performance arts.	To align gender integration approach with traditional entertainment	Gender awareness through Community-based approaches
Picture boxes/ photographs	Pictorial depiction of gender-sensitive information	To provide a clear and simplified images of gender related issues	Sustained impact of gender messaging

## 5. Communication for Knowledge Management

The AgNRM Knowledge Management & Learning (KM&L) Plan is based on Collaboration, Learning and Adaptation (CLA) approach that focuses on continuous learning and adaptive management through a rigorous project monitoring system. The KM&L plan is heavily dependent on using both internal and external communication channels. AgNRM’s KM&L approach depends on strong internal communication to regularly inform project implementation and foster learning through targeted questions. AgNRM will build local capacity by sharing our learning with external partners and other stakeholders to ensure sustainability beyond the life of project. The AgNRM communications team will work with the M&E team to document, store, and disseminate project data and learning. AgNRM will develop effective ways to communicate AgNRM’s best practices and approaches both internally and externally.

The AgNRM communications team will contribute to the annual KM&L meetings that will review project progress, discuss select learning questions, and identify key learning areas to communicate to external audiences. The AgNRM team will work together to measure the success of the AgNRM project's activity implementation. Throughout the life of the project AgNRM will strive to learn from on-going programming and implementation, from both the project's successes and challenges; regularly taking stock of AgNRM's achieved result and impact. Regularly reflecting on AgNRM's progress will help the team to hone in on what is working, address what could be improved and redirect efforts away from activities and approaches that are not producing results.

In sum, the communication team's contribution to AgNRM's KM&L agenda is to support the following objectives:

- Support KM creation and learning for AgNRM
- Promote dialogue, interaction and collaboration among project stakeholders and partners to help generate relevant knowledge and information.
- Ensure that knowledge and information about the project is easily accessible and understandable to diverse audience.
- Allow for effective knowledge and information sharing via multiple interactive channels.

### KM&L Strategies

The communication strategies for encouraging result-oriented KM practices will include the following:

#### Knowledge Dialogues

Knowledge dialogues offer a platform for immediate knowledge exchange and communication that is both interactive and collaborative (Isaacs, 1997). Since AgNRM engages multiple stakeholders, there is the need for regular dialogue sessions among the stakeholders to foster real-time project collaboration to facilitate direct learning, knowledge sharing and feedback.

The principal goals of knowledge dialogues are:

- Creation of new knowledge for AgNRM
- Knowledge sharing and transfer
- Evaluation of relevant knowledge about the project through feedback from stakeholders
- Turning understanding of knowledge into actions and results

Communication opportunities for knowledge dialogues will include:

- On-phone communication for knowledge sharing
- Knowledge learning meetings and seminars
- Face-to-face interactions
- Instant messaging
- Audio/Video conferencing

Once knowledge about AgNRM is created, the Communications and Monitoring and Evaluation Directors will document the useful knowledge in a most effective and timely



manner. Through opportunities such as meetings, workshops and trainings, knowledge about the project will be shared with AgNRM staff and with other USAID - implementing partners.

### Knowledge Storage and Transfer

Once new knowledge is generated and/or adopted, the AgNRM project must ensure knowledge storage, learning and transfer: technology-based platforms can be especially effective for these purposes. Technology-based platforms allow for multiple and simultaneous platforms for knowledge management and learning including the documentation of knowledge via the cloud.

Communication tools for knowledge storage and transfer include:

- E-mails
- Electronic file sharing
- Collaborative platforms
- Knowledge maps
- Groupware system

## 6. Communication Channels and Tools

Different communication channels and tools are needed for the different target audiences identified above. The communication tools indicate the means of conveying AgNRM's message to the target groups. The means or channels will help make communication messages more effective, by using visual, and/or audible techniques, to the target audience in the most effective manner.

Communication channels take into consideration both small and large scale media engagement. All media activity selection will be subject to prior approval by AgNRM Chief of Party (COP).

Selection of a specific channel takes into consideration the channel characteristics, type of audience and nature and type of communication activity.

The matrix below outlines AgNRM's indicative channels and tools of communication.

Table 4. Communication Channel Matrix

<b>Channel Type</b>	<b>Depth of Reach</b>	<b>Type of Message</b>	<b>Cost of Production</b>
<b>Television (TV)</b>	Broadcast of project activities. Appropriate for all audiences.	Both general and specific audio-visual content. Material can depict project scenarios, on-going progress, special features, in the format of both news and documentaries.	Less expensive for news coverage. Very expensive for lengthy programming such as documentaries.
<b>Print Media (Newspapers)</b>	Can reach broad literate audiences rapidly.	Project activity/information in a form of news, features, editorials, press releases etc.	High publishing cost in terms of advertisement. Less expensive in terms of news coverage.
<b>Radio</b>	Broadcast of project activities. Appropriate for all audiences. Efficient at community mobilization.	Project audio content in the form of news, radio discussions, features, etc.	High cost in terms of advertisement and discussion airtime. Less expensive in terms of news coverage.
<b>Interpersonal Communication</b>	Groups and individuals.	Good for both more intimate and complex messages, allows for direct feedback.	Cost includes staff and STTA time plus transportation and other logistics costs.
<b>Brochures, Leaflets</b>	Can reach both literate and illiterate audience.	Can explain more complex issues. Allows for on-going discussions and learning.	High to medium cost of production.
<b>Folk Media and Interactive Popular Theatre (IPT)</b>	Small to medium scale reach. Good for areas hard to reach by general media.	Simple, easily understood messages with local flavor and with entertainment.	Less expensive. Cost factors include scripts, rehearsals, props and performance.

<b>Mobile Media</b>	Depends on mobility and regularity. Can reach people in inaccessible areas.	Simple to complex messages, use of audio-visual materials to improve understood.	Expensive for first production. Content can be used repeatedly.
<b>Social Media: Facebook, Twitter, LinkedIn</b>	Has capacity to reach multiple audiences. Very useful platform for feedback.	A mix of very simple project information with good pictures. Easy to understand.	Less expensive
<b>Visibility Materials: banners, posters, stickers, flyers, etc.</b>	Can have a good reach depending on numbers and placement.	Suitable for short and focused messages.	Good design and graphics may be expensive. Usually reasonable prices for printing.
<b>Comic Books</b>	Suitable for various audiences. Can transition to a complete mainstream prominence.	A simple and attractive way to simplify complex and technical information. Graphic, visual/pictorial illustrations using humor, innovation and creativity.	Ranges from moderate to more expensive cost depending on design, color and graphics.

## 7. Branding and Marking

Under its Cooperative Agreement, AgNRM is implementing an approved Branding Strategy and Marking Plan, which defines how the project will be promoted to beneficiaries and host country citizens, while describing the materials that Winrock will organize and produce to assist USAID in delivering the message that the assistance is “From the American People.” The project will be fully compliant with USAID’s Branding and Marking regulations, as described in ADS Chapter 320.

AgNRM will use “Feed the Future Ghana Agriculture and Natural Resources Management Project (AgNRM)” as the name and title of the project.

The efforts to achieving visual identity aligns with Feed the Future Graphic and Naming Standards (June, 2015).

Specifically, Branding and Marking component of this plan seeks to:

- build and enhance the value of AgNRM project
- allow for accurate and consistent communication of the project activities to diverse stakeholders
- achieve the desired level of project’s visibility.

### Feed the Future Logo Overview

There is no intent to develop a unique project logo. All signage and materials of the project will be marked with the Feed the Future logo (at the top left corner of all signage and materials), the USAID Standard Graphic Identify (at the lower left corner of all signage and materials) and the partner logo. The partner logo will be placed to the right of the USAID logo at the bottom right corner of all signage and materials. The FtF logo will have all three elements used together (the Great Seal of the United States, tagline and text treatment) and be available in two color formats. The FtF logo will be available in a horizontal arrangement, the standard color and size requirements ([www.feedthefuture.gov/branding](http://www.feedthefuture.gov/branding)).

The USAID Standard Graphic Identify, also called the USAID Identity, is defined in ADS Chapter 320 as comprised of the USAID logo or seal and brand mark, with the tagline that clearly communicates assistance is “from the American people.”

In addition to printing and labeling the project with the FtF logo and USAID Standard Graphic Identity, Winrock International will ensure it is clear to all audiences that the project is an FtF initiative and supported by USAID and this project’s achievement are made possible through the support of the American people.

The logo is only to be used in two formats – horizontal (the Seal in the same line with the text treatment and tagline) and vertical (the seal is placed above the text treatment and tagline). However, horizontal use of the logo is preferred where spacing allows. *See examples below.*

### Logo Colors

Blue is the primary Feed the Future color and preferred color for the logo. The secondary color for the logo is Green which may be used on serial publications or communication materials that require differentiation. Black and white may also be used when the preferred color options are not available.

- Use blue (Seal and text treatment) with black tagline on white background or white on a blue background (*Annex 'C' II and III*)
- Use green (Seal and text treatment) with a black tagline on a white background or white on a green background (*Annex 'C' IV and V*)
- Use an entire black logo on a white background or white logo on black background (*Annex 'C' VI and VII*)

### Logo Sizing

When using the Feed the Future logo, make sure that all three elements, including the tagline are large enough to see. Always ensure that:

- The horizontal logo be at least 2 inches (5.08cm) wide and 0.375 inches (0.9525cm) tall
- The vertical logo be at least 1.625 inches (4.191cm) wide and 0.75 inches (1.905cm) tall

### Font Overview

AgNRM will use several different fonts, depending on the length and type of document. Adopting standard fonts ensures brand consistency across all printed materials of AgNRM.

- For shorter documents, such as Fact Sheets and PowerPoints, AgNRM will use Gill Sans Bold for headers, subheads and highlighted text; Gill Sans Regular for body text and Gill Sans Italic for captions.
  - When Gill Sans font family is not available, default to Arial.
- For longer documents, such as technical papers and reports, AgNRM will use Times New Roman Regular, Bold and Italic for body text.

### Co-Branding

All AgNRM communication materials must include the Feed the Future logo, USAID logo, the prime awardee's (Winrock International) logo. Communications materials can also be co-branded with relevant logos for Winrock's sub-grantees (TNS, NCRC, CECOTAPS). The COP must approve exceptional cases where this requirement is not met.

### Public Communications and Materials

- The Feed the Future logo must be placed at the top left corner of the cover page
- Do not include additional logos of language within the top area
- The USAID logo must be positioned at the lower left
- Partner/sub-awardee logos must be placed to the right of the USAID logo
- The Feed the Future website address ([www.feedthefuture.gov](http://www.feedthefuture.gov)) must be included in the publication on the final page
- Do not replace the Feed the Future logo with separate project/partner(s) logos.

## Administrative Materials

- Business cards, internal memos and other administrative materials and advertisements should maintain the branding and identity of the awardee/sub-awardees (Winrock International, TNS, NCRC, CECOTAPS)
- Feed the Future or USAID logos must not be used in any form on administrative materials.

## Fact Sheets

- The Feed the Future blue logo with black tagline on white background must be placed at the top left corner
- The lower left-most placement is preferred for the USAID logo
- Partner logos may be placed to the right of the USAID
- Quotes and secondary headlines or subheads are in blue
- The Feed the Future web address should be aligned according to the design of the product.

## Video Specifications

- The Feed the Future logo should be placed at the beginning and at the end of a video production
- Color, size and clear-space specifications should be followed
- The Feed the Future website should be included in the closing frame of any video.

## PowerPoint Presentations

- The Feed the Future logo should be placed on all slides
- The Feed the Future logo should be used for header text (the text introducing each slide)
- The final slide should end with the vertical Feed the Future logo in white on a blue background.

## 8. Success Stories

Writing success stories for the AgNRM project is an important component of communicating the project's achievements to our stakeholders and demonstrating the value of the project to the general public. As the project seeks to reduce poverty through increases in wealth and nutrition from natural and non-traditional products, AgNRM must demonstrate that it is achieving results that have sustained impact on individuals, households and beneficiary communities.

Broadly, success stories align with USAID's efforts at demonstrating the impact of its funded projects on beneficiary communities.

A success story illustrates a positive change in AgNRM project by telling the "who, what, where, why, when, and how" of beneficiary communities. The key to developing a good success story is by turning the data that provides evidence of the project results into an interesting narrative.

The best short stories about the project typically include both a human-interest lead that illustrates how AgNRM has improved or made a difference in peoples' lives in beneficiary

communities. Results achieved by the project will back up our claim to success (see Annex F for a check list for developing success stories).

Success stories are not mere project descriptions, but an illustration of a real-life example of the good work of the project through the lens of the people whose lives have been positively changed.

The aims of illustrating the successes of AgNRM include:

- To show that AgNRM produces results
- To prove that the project's results are visible "on the ground"
- To promote AgNRM among the wider audience and general public
- To demonstrate that AgNRM activities are credible and help to build trust and confidence with stakeholders and beneficiaries.

### Guidelines for Writing Success Stories

*Success Stories* **DO NOT:**

- Report on events or process
- Use technical language or jargon
- Use a lot of acronyms
- Describe success that is not sustainable

*Success Stories* **DO:**

- Use simple writing
- Use easy words that create pictures in your head
- Describe who, what, when, where, why, how, how much
- Use active (not passive) verbs
- Use quotes from regular people
- Create a catchy title
- Add a powerful photograph.

### **The tips**

- Identify powerful trends and progress – story ideas
- Identify the person or group who illustrates the trend
- Connect the trend to the numbers
- Pull out some quotes from persons or groups
- Take cameras to the field
- Create an emotional connection
- Think about the larger goals of the project.



## 9. Implementation Plan

The Strategic Communication Plan offers the following guidelines to ensure that it can be implemented to meet AgNRM project objectives.

### Capacity Building

The capacity to communicate effectively is at the heart of this strategic plan. Capacity gaps in communication efforts will hinder AgNRM's success and sustainability. The AgNRM team is on the front line to effectively communicate the project's activities and successes.

The Communication Director will initiate and implement capacity building activities for staff and stakeholders to enhance successful implementation of the SCP.

### Staff Capacity Building

The following communication activities are designed to offer capacity building support for AgNRM staff towards a successful implementation of this strategy:

- Provide basic-training support for staff aimed specifically at improving their basic communication skills such as presentation, speaking, inter-personal communication, and writing.
- Build the capacity of Technical Leads (TLs) by providing useful guidelines for their relations with the media.
- Train field officers – Business Advisors (BAs) and other project staff on basic photography skills to encourage and enhance quality of pictures about the project.
- Provide appropriate guiding principles for TLs and, or AgNRM staff in general for submitting best photos for use by COP and Communications Director for reporting (*See Annex B*).
- Liaise with TLs on the identification of 'catchy' themes and quotes that demonstrate the impacts of project intervention.
- Provide communication support for staff in the use of effective mass media strategies to improve consistent messaging of the project.

### Media Capacity Building

The media is a key stakeholder of AgNRM. As a major platform for encouraging mass information dissemination, journalists and media practitioners need to be updated with project activities at every stage of implementation. The efforts of the strategy towards this direction will particularly ensure accurate and factual reporting on activities undertaken by AgNRM.

This strategy therefore seeks to strengthen the capacity of a selected network of journalists and media practitioners to increase the quantity and quality of AgNRM's project coverage.

Specifically, the following capacity-building efforts are envisaged will facilitate the media's timely and accurate reporting:

- Support activities to increase the knowledge of journalists about AgNRM interventions in general, and shea, moringa, dawadawa and tamarind, in particular.

- Offer the necessary financial and logistical support to facilitate factual reporting. This includes media site visits, press coverage, productions of communication materials, press releases etc.
- Provide the essential visibility materials to allow for consistent branding of the project by the media across all media materials.
- Equip the media with relevant guiding principles for accurate, exact and factual coverage of the project.
- Provide the media with timely and accurate information regarding activities about the project.
- Facilitate multiple fora for journalists to share ideas about best possible skills and practices in NRPs reporting and coverage.

### Budget

Funding for activities outlined in this plan will operate within AgNRM's budget and with approval by the COP.

Resources will need to be allocated for all communication activities including the following:

- Capacity building and training
- Development and production of print communication materials
- Development and production of electronic/broadcast materials for radio and television including documentaries
- Media field visits to project sites
- Press coverage
- Radio discussions.

### AgNRM Staff Roles & Responsibilities

For purposes of coordination, this document proposes the following measures to achieve the intent of the strategic plan:

- COP shall correspond with the technical team on decision making, and broader strategic issues in line with the needs of the communication plan
- TLs shall liaise with the Communication Director to identify activities of their respective outcomes that best demonstrate our impact and interventions
- The Monitoring and Evaluation (M&E) Director is responsible for communication with team members on issues of monitoring and evaluation
- The M&E Director also works in tandem with Communications Director to implement the Communication for Knowledge Management component of the SCP
- The Communication Director is responsible for correspondence with team members on issues that relate to the communication components (e.g. information and campaigns) of the project
- The Gender Integration Specialist will work hand in hand with the Communication Director to implement the Communication for Gender Integration component of this strategy and all other communication campaigns relative to gender.

## 10. Monitoring and Evaluation

There shall be a conscious effort to periodically monitor and evaluate communication activities undertaken by the project. This is to ensure that the type and forms of communication activities adopted by this strategic document responds to the needs of the AgNRM project and USAID/Ghana.

Each year, the Communications Director will initiate and suggest a possible review of some aspects of the SCP based on technical recommendations from the COP, DCOP, TLs, M&E Director, and Gender Integration Specialist.

The SCP is linked to overall Monitoring and Evaluation plan, especially in regards to KM&L. The Communications and M&E Directors will regularly evaluate this strategy in consultation with the COP.

The following measures will lead to a successful evaluation of the SCP:

- **An Impact Log:** is an informal record compiled in-house to evaluate and record how AgNRM's communications have been received. The log will be comprised of informal audience and stakeholder feedback about communication materials within a given period.
- **Tracking Table and Archive (*Annex 'A'*)** which helps to evaluate:
  - i. Media references indicating the reach of our communications products (e.g. direct reference or citation in the media such as news or articles)
  - ii. Media coverage including features and jingles for both print and electronic media
  - iii. Quantitative counts (days, weeks and months) of media reporting of the project by outcomes

The SCP will be guided closely by the M&E plan to meet the following targets:

- Identify useful communication networks, including modern and traditional sources of information, preferred communication channels, and influential sources of information for the project
- Assess the progress and impact of AgNRM communication activities
- Periodically update and adjust AgNRM's communications strategy and activities based on analysis of interim results and recommendations for improvements
- Assist AgNRM's management and technical teams to produce professional documents, maintain high quality records on communication materials and outputs, comply with the approved project design and coordinate communication activities between project components
- Regularly assess how the project is being experienced and perceived by community members, partners and other stakeholders

### Media Monitoring and Analysis

The media is also an important source of feedback for evaluating AgNRM's activities. The Communications Director will undertake monitoring of news sources on weekly basis for feedback from stakeholders and general public that reflect in the media.

The Communications Director will implement the following media-monitoring activities:

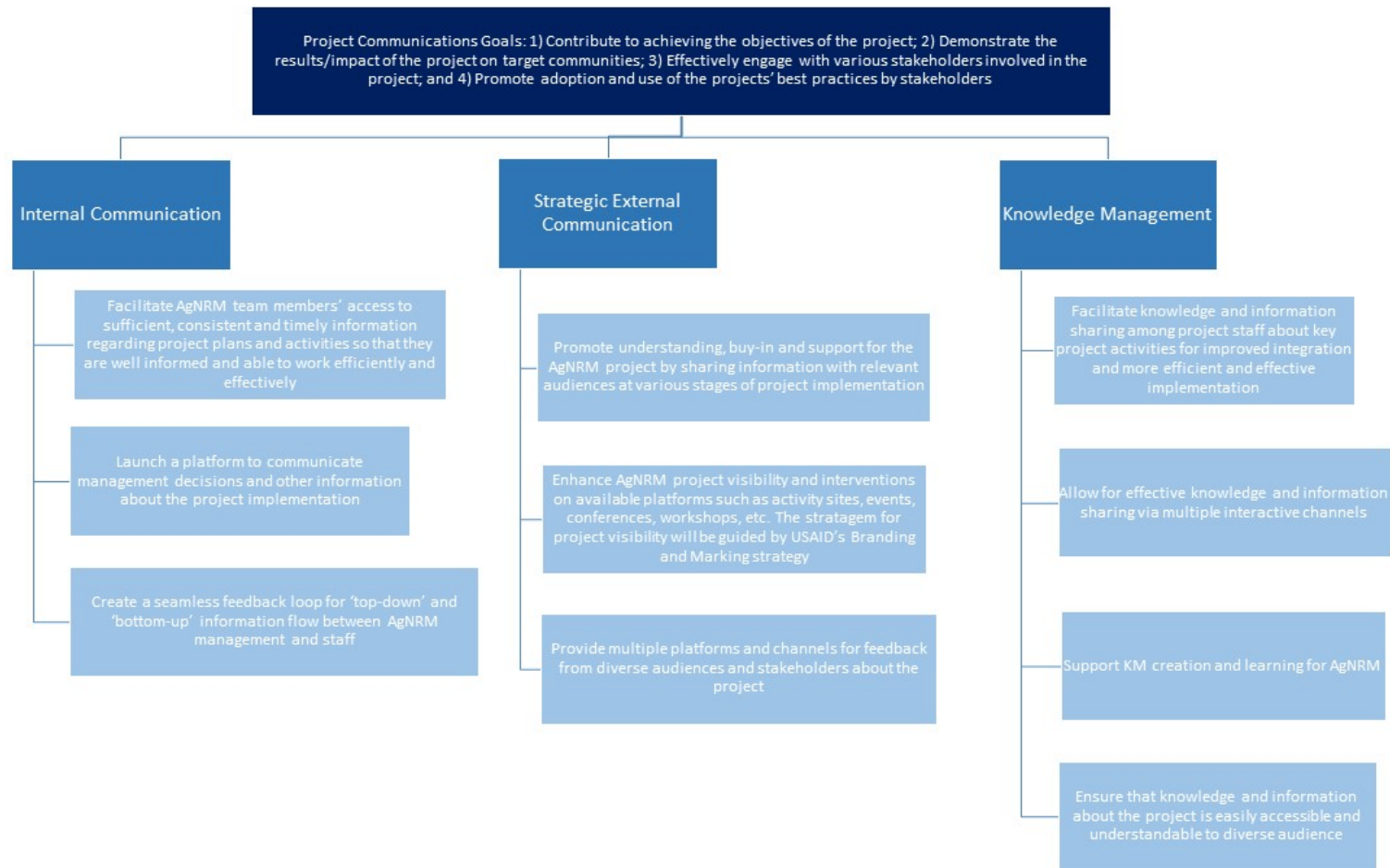
- Scan daily newspapers
- Keep copies/cut - outs of key publications relating to AgNRM
- Search online news sites and news aggregators e.g. Yahoo, Google news for news/information about the project published over the wires/internet
- Identify and share with the team any item of interest and relevance for AgNRM.

In analyzing the volume of media information reflecting the project's activities, typical areas for attention will include:

- Volume of press coverage about the project
- Tone of press coverage
- Prominence of the coverage
- Presence of desired messages.

A media-monitoring toolkit (Annex D) will guide the Communications Director in the analysis of media content and publications regarding AgNRM activities on regular basis. Relevant project information from the news media, that includes online news articles, will be stored in a briefing folder for easy referencing and for further necessary action.

## AgNRM Communications Strategic Framework



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## Annexes

### ANNEX A. Communications Material Tracking Folder

	Calendar of Communication Activities								
	Q1		Q2		Q3		Q4		Total Number of Products
	Date	No. of Prod.	Date	No. of Prod.	Date	No. of Prod.	Date	No. of Prod.	
<b>Media Channel</b>									
Radio									
TV									
Newspapers									
Folk Media									
Mobile Media									
<b>Promotional/Visibility Materials</b>									
Posters									
Flyers									
Banners									
Brochures									
Stickers									
<b>Reporting Materials</b>									
Press Release									
Newsletters									
Factsheets									
Success Stories									
Bi-weekly Reports									
Quarterly Reports									
Annual Reports									



## Annex B. Guidelines for Taking and Submitting Best Photos

### Taking your best photos

The magic!!!

- The more photos you take, the better – practice leads to perfection
- Best photos illustrate our beneficiaries really engaged in an activity
- Take a variety of types of photos:
  - ❖ Close-ups of beneficiary activities or Natural Resource Products
  - ❖ Mid-range show a person or 2-3 people doing something, either waist-up or whole body
- Best: Photos of people who are involved in AgNRM project, whether as partners, collaborators, participants or recipients
- Less good: Anonymous people —woman in market, man in field, etc.
- Make an emotional connection
- Show positive benefit of our work
- What is in the photos: Action! People doing things
- Faces should be recognizable

### Information Guide for Submitting Photos

Include the following key guides when submitting the photos:

- When was the picture taken - Date
- Where - Place
- Who is/are in the photo - Beneficiary (ies)
- Who took the photo – AgNRM staff
- What is happening in the photo – Activity
- Picture should be relevant to activity of the project

### When sending photos

- Send the highest quality (original photo) largest size possible
- Do not edit your photos
- Do not distort the image by applying photo filters or effects
- Do not attempt to increase or decrease the size of a photo by pulling it from sideways  
Alternatively, you can do so from the corners of the images

## ANNEX C. Logos and Visual Elements

I



II



III



IV



V



VI



VII



**ANNEX D. Media Monitoring and Analysis Toolkit**

<b>Media Monitoring and Analysis</b>						
Type of Media	Date	Volume of Article	Tone		Prominence	Desired Message
			Positive	Negative		
TV						
Radio						
Newspapers						
Wire Service/Agencies						
Web						
Social media postings						

## ANNEX E: Media Visibility Guidelines

### Guidelines for improving Visibility with the Media

- Create a media award scheme
- Develop relationships with reporters
- Create a media network
- Send a letter to the editor
- Write Opinion Editorials – (op-eds)
- Position our Technical Leads as ‘industry experts’
- Encourage Technical Leads to be quoted in news articles or on radio and television
- Organize press trip/site visits
- Organize a press conference
- Prepare story ideas for media

## ANNEX F. Success Story Checklist

TITLE	RATING SCALE				COMMENTS
	Poor	Fair	Good	Excellent	
<b>SITUATION</b>					
a) Clearly describes the beneficiary need					
b) Shows that issue or need is connected to AgNRM					
c) Includes narrative data demonstrating the need					
<b>RESPONSE</b>					
a) set out the activities carried out					
b) clearly describes the skills, competences and experience acquired					
<b>RESULTS</b>					
a) Tells who benefited and how					
b) Uses numeric and/or narrative data to describe important outcomes					
<b>EVIDENCE</b>					
a) Quote(s) from beneficiary(ies)					
b) Powerful Picture					
c) Picture captions/credits					
<b>WRITING STYLE</b>					
a) Active voice					
b) Reads like a story/narrative					
c) Compelling and significant facts					
d) No jargon or acronyms					
e) Concise, complete sentences					