

Eastern Africa  
Agricultural Productivity Program  
EAAPP

**Communication Strategy**

**and**

**Implementation Plan**

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# Acronyms

AFAAS	African Forum for Agricultural Advisory Services
ATAAS	Agricultural Technology and Agribusiness Advisory Services Project, Uganda
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
CGIAR	The Consultative Group for International Agricultural Research
CMS	Content Management System
COMESA	Common Market for Eastern and Southern Africa
CTA	Technical Centre for Agricultural and Rural Cooperation
EAAPP	Eastern Africa Agricultural Productivity Program
EAC	East African Community
EAGC	Eastern Africa Grain Council
ESADA	Eastern and Southern African Dairy Association
FARA	Forum for Agricultural Research in Africa
FTE	Full time equivalent
ICT	Information and Communication Technology
ICU	Information and Communication Unit (ASARECA)
IT	Information Technology
M&E	Monitoring and Evaluation
MSIP	Multi-Stakeholder Innovation Platform
PAD	Project Appraisal Document
PCU	Project Coordination Unit
PR	Public Relations
RCoE	Regional Centre of Excellence
RSS	Rich Site Summary (or Really Simple Syndication)
RUFORUM	Regional Universities Forum for Capacity Building in Agriculture
SNA	Social Network Analysis
T&D	Training and Dissemination
URL	Uniform Resource Locator (web page address)

# Summary

1. Effective communication is critical to achieving the objectives of the Eastern Africa Agricultural Productivity Program (EAAPP). EAAPP is establishing commodity-based Centres of Excellence, but for them to benefit the region, knowledge and information must be communicated and shared across national boundaries.
2. EAAPP has four components:
  - Strengthening regional centres of excellence
  - Technology generation, training and dissemination
  - Improved availability of seeds and livestock germplasm
  - Project coordination and management.All of these components involve important communication activities.
3. The Communication Strategy thus contributes directly to the EAAPP Development Objective. Its purpose is “Enhanced regional communication and information sharing by EAAPP and the RCoEs.
4. The strategy reflects a number of principles that are in line with the aims of EAAPP. It promotes:
  - Regionality, including the role of ASARECA
  - Excellence in communication and knowledge management
  - Capacity development, not only of individuals but of organisations
  - Embeddedness in existing structures and systems
  - Partnership with other organisations that can amplify EAAPP’s impact.
5. EAAPP is a programme, while the RCoEs are organisations that will continue to operate and grow after EAAPP ends. The strategy therefore address communication needs in EAAPP and in the RCoEs.
6. The strategy overlaps with, but does not replace, the proposed dissemination strategies. Information technology is critical for effective communication, and improving IT infrastructure is provided for under EAAPP Component 1.
7. The communication strategy has five areas:
  - Regional research
  - Communication for innovation
  - Promoting the Regional Centres of Excellence
  - Communication management and coordination
  - Websites.
8. The regional research strategy area will deliver enhanced communication for regional commodity research, through:
  - Effective collaboration between scientists in regional projects
  - Publication and dissemination of research outputs
  - Storing and sharing of research data.

9. The communication for innovation strategy area will strengthen communication links between innovation system actors through:
  - Gender-sensitive communication with farmers
  - Advocacy for policy change
  - Facilitating links between private and public sector value chain stakeholders.
10. The strategy area promoting the regional centres of excellence will ensure the RCoEs are well known and respected by stakeholders, through;
  - Developing and applying a strong brand
  - Publicising the RCoEs
  - Establishing and maintaining strong media relations.
11. The strategy area on communication management and coordination will ensure communication is effectively implemented in EAAPP and the RCoEs through:
  - Domestication of the strategy and the appointment of a communications focal person in each country
  - Setting up systems enabling all programme participants to be aware of activities and progress
  - Establishing communication units at the RCoEs.
12. Websites are required that meet the needs of EAAPP's and RCoEs' stakeholders nationally, regionally and internationally. This will be achieved by:
  - Designing separate, but coordinated, EAAPP and RCoE websites
  - Establishing content governance mechanisms
  - Setting up document repositories
  - Creating and uploading site content regularly
  - Promoting wide usage of the sites
13. Each strategy area has a logical framework, which will be used to monitor and evaluate the strategy for purposes of accountability and lesson learning. Indicators are provided, and baselines and targets will be defined during national domestication of the strategy.
14. Development and adoption of this strategy signals that EAAPP countries acknowledge:
  - The critical role of communication in achieving EAAPP's goals
  - The need to expand on and enhance the excellent communication activities already in progress
  - The need for significant additional investment in communication

# Strategy

## 1. Introduction

“The whole of EAAPP is about communication”, said an enthusiastic scientist in Uganda. While some might disagree, issues of communication certainly touch many aspects of the initiative. So this strategy aims to pick out those areas of communication that will contribute most effectively to the realisation of EAAPPs goals and objectives.

The strategy has been developed following consultations with over 100 people in the four EAAPP countries. Many views and ideas were expressed, all of them contributing in one way or another to the strategy and implementation plan presented here. [A regional workshop also reviewed and refined the draft.]

This is a regional strategy, but many of the activities will be conducted by national organisations. Each country has its own policy and organisational setting, and its own arrangements for implementing EAAPP. The national coordination units will therefore need to tailor the strategy to their local context. This process is included in the implementation plan. Some elements of the strategy are best implemented at the regional level, and fall within the scope of roles already assigned to ASARECA.

The EAAPP started in 2010, so it is already well beyond halfway through its initial five year period. However, the possibility of a second phase was envisaged from the outset, so the strategy has been written under the assumption that there will be a second phase. The strategy covers a five year period beginning in 2014, although it will need revision before 2018. Nevertheless, at the same time as addressing immediate needs, it is written with an eye to the longer term, when the EAAPP will have been completed, leaving behind four or more vibrant and flourishing Regional Centres of Excellence (RCoEs).

The strategy is divided into five areas of communication, described in more detail in section 7:

1. Regional research
2. Communication for innovation
3. Promoting the Regional Centres of Excellence
4. Communication management and coordination
5. Websites

## 2. Rationale

EAAPP is based on the principle that investments in agricultural research and development in one country can create spillovers in the region to countries with similar agro-ecologies, market opportunities and problems (such as transboundary pests and diseases). This

### Box 1. EAAPP Development Objective

- (i) To enhance regional specialisation in agricultural research
- (ii) To enhance regional collaboration in agricultural training and dissemination
- (iii) To facilitate increased transfer of agricultural technology, information and knowledge across national boundaries

*(From the Project Appraisal Document)*

is reflected in the EAAPP development objective (Box 1), where the need for effective communication is immediately apparent.

There are four components to EAAPP (summarised in Table 1), each of which has direct or indirect aspects of communication.

**Table 1.** Project components and communication

Component	Communication areas
<b>1. Strengthening regional centres of excellence</b>	
<i>1.1 Support to research infrastructure</i> Laboratories, greenhouses, training facilities; irrigation, and seed multiplication equipment; farm machinery; vehicles; IT, hardware, software, library materials	<ul style="list-style-type: none"> <li>• IT hardware and software will be procured; a key resource for effective communication</li> </ul>
<i>1.2 Human resource capacity building</i> Graduate training at MSc and PhD levels in technical and social areas.	<ul style="list-style-type: none"> <li>• Possible opportunities for research in social science including in the areas of communication and dissemination</li> </ul>
<b>2. Technology generation, training and dissemination</b>	
<i>2.1 Technology generation</i> Regional research projects (2 or more countries) in priority areas	<ul style="list-style-type: none"> <li>• Communication for: <ul style="list-style-type: none"> <li>○ Project design (identifying research priorities, partners)</li> <li>○ Project implementation</li> <li>○ Sharing and publicising data and results</li> </ul> </li> </ul>
<i>2.2 Training and dissemination (T&amp;D)</i> Training in support of dissemination and scaling up by private and public sector partners. Regional T&D to focus on (i) access to information and technologies; (ii) strengthening agricultural advisory service providers (supply) and farmers (demand); (iii) strengthening links between research, extension, end users (farmers, farmer organisations, private sector); (iv) regional platform for exchange/sharing of knowledge and experiences	<ul style="list-style-type: none"> <li>• Research-extension linkages</li> <li>• Demonstrating proven technologies</li> <li>• Learning platforms through use of information desks, ICT facilities</li> <li>• Exchange visits and study tours</li> <li>• Articulation of research needs by farmers and other users of research outputs</li> </ul>
<b>3. Improved availability of seeds and livestock germplasm</b>	
<i>3.1 Increasing market-based supply of seeds and breeds</i> Support and technical advice to supply chain players in the public and private sectors, and formal and informal sectors. Collection of information on performance of livestock progeny.	<ul style="list-style-type: none"> <li>• Communication of technical information to value chain actors</li> <li>• Storing and providing access to progeny performance data</li> </ul>
<i>3.2 Assistance for seed business development</i> Facilitation of farmer-led seed enterprise formation; facilitation of business development services to existing enterprises.	<ul style="list-style-type: none"> <li>• Communication of technical information to value chain actors</li> </ul>
<i>3.3 Harmonisation of policies and seed services to strengthen regional seeds and breeds markets.</i> Building on regional agreements to reduce constraints to regional trade.	<ul style="list-style-type: none"> <li>• Communication for policy advocacy</li> <li>• Communication for promoting seed trade</li> </ul>
<b>4. Project coordination and management</b>	
Regional (through ASARECA) and national coordination, including procurement, M&E, policy analysis and advocacy.	<ul style="list-style-type: none"> <li>• Coordination of communication activities</li> <li>• Communication for effective project management and implementation</li> <li>• Communication for advocacy</li> </ul>

The EAAPP results framework identifies a number of intermediate outcomes, including “Availability of knowledge and improved agricultural technologies in identified priority areas in targeted countries as well as in other ASARECA member countries improved”. An indicator for this outcome is “Number of regional technology uptake pathways (eg web-based information platform, regional radio, TV program, etc)”. Thus in implementing EAAPP it was recognised at the design stage that a range of communication activities would be required, and would also be monitored.

A key part of the EAAPP concerns the establishment of Regional Centres of Excellence. The focus in Phase 1 is on providing resources for strengthening the RCoEs through infrastructure and human resource development, and conducting regional research in priority areas. By the time EAAPP ends, there should be four or more fully functional RCoEs. While the PAD does not provide details of what organisational or institutional developments might be required to secure the future of the RCoEs, it does give a clear vision as to what a Regional Centre of Excellence should be (Box 2).

**Box 2. What is a Regional Centre of Excellence?**

A RCoE is defined as a leading agricultural technology program/centre that has established research, dissemination and training capacity that distinguishes it as a leader in the region and beyond. An RCoE should be in a position to spearhead regional initiatives because it has a highly qualified staff, is connected to the global system of research, has high quality facilities and project management, has the ability to create partnerships, and can facilitate the processes of institutional learning and change that underpin a dynamic technology innovation system.

*(From the Project Appraisal Document)*

If the RCoEs are indeed to be leaders in the region and beyond, they will need fully fledged communication departments providing a range of skills. Communication will develop and support their reputation for excellence, and enable them to attract the high calibre scientists, partners and resources that such a centre needs to thrive.

This strategy therefore brings together the various aspects of communication envisaged or implied in the Project Appraisal Document (PAD), and so the five strategy areas will directly support achievement of the EAAPP project development objective. Development and adoption of the strategy signals that participating countries acknowledge:

- The critical role of effective communication in achieving EAAPP’s goals
- The need to expand on and enhance the communication activities already in progress
- That significant additional investment in communication is required

### **3. Current Situation**

#### **Regional research**

Each RCoE has a number of regional research projects involving collaboration between scientists in two or more countries. Communication around setting up the projects was initially slow, but has improved through ASARECA convening regional meetings for scientists to discuss plans and progress face-to-face. ASARECA has also provided training on ICT tools for collaborative working, though as yet little use has been made of them. Scientific output can be expected to increase as research projects mature, and there is a need to ensure that it is of appropriately high quality, and clearly visible as a product of the RCoEs.

## **Communication for innovation**

We need to communicate in order to innovate. Innovation is the application of new knowledge, so the knowledge must be communicated to those who apply it. Many activities are already in progress in this area, disseminating information to farmers and other stakeholders within the countries, and facilitating regional interactions. Activities include:

- Study tours/visits by groups of different stakeholders within and across borders
- Participation in agricultural/trade shows, including in another country
- Compilation and publication of technology inventories
- Production of various manuals, leaflets, brochures and posters on specific technologies
- Demonstration plots, farmer field schools, field days
- Radio programmes, videos
- Multistakeholder platforms

There is demand from stakeholders to be more involved in setting research priorities and agendas, and where appropriate, in the research itself. Multistakeholder communication is also important in harnessing learning from participatory monitoring and evaluation.

## **Promoting the Regional Centres of Excellence**

The public relations departments of the EAAPP parent ministries in several countries have been involved in promoting the programme and the RCoEs, and some good media coverage has been obtained. Several success stories of information and experiences learnt from another country have been published. There is no consistency in presentation or messaging, and several logos have been designed and are in use, so the impact of publicity is constrained.

## **Communication management and coordination**

All EAAPP PCUs have made some progress on developing communication strategies and plans, though only Tanzania has completed and published a strategy. Some EAAPP parent ministries have draft or completed communication strategies, and some EAAPP communication activities are being undertaken by ministry communications staff. None of the PCUs or RCoEs has a full time communications professional, but some countries have staff who are part IT, part communications, and the parent research organisations have such staff at headquarters. Awareness of all the programme's various activities among participating organisations can be improved, and learning from communication activities needs to be better documented.

## **Websites**

Separate websites have been created for EAAPP and the RCoE in Kenya, for the RCoE in Uganda, and for the RCoE in Tanzania. The Ethiopian Ministry of Agriculture site has a page on EAAPP, as does the ASARECA website. There are no established workflows for updating the sites, so content is added infrequently and irregularly. Only one of the sites collects usage statistics. Most of the sites are hosted on servers with hundreds of other sites, so access times are slow.

#### 4. Scope of Strategy

The development and strengthening of four Regional Centres of Excellence (RCoEs) is a major part of EAAPP, but not all EAAPP activities are directly linked to the RCoEs. This strategy therefore covers communication needs in EAAPP and in the RCoEs.

However, the strategy takes account of the fact that if EAAPP is successful, the RCoEs will continue into the future after the program which established them has ended. This raises implementation issues addressed in more detail in the plan, but the strategy assumes that over time the communication needs of EAAPP will become less important, while those of the RCoEs will become increasingly more important (Figure 1).



**Figure 1.** Over time the communication needs of the RCoEs will become more prominent

Information technology (IT) is a prerequisite for many aspects of communication that are included in this strategy. EAAPP has budgetary provision for IT equipment in the RCoEs, so this strategy does not cover infrastructure. However, the importance of providing IT as an enabler of communication is emphasised, and the strategy assumes that EAAPP countries will continue to develop and improve their IT infrastructure. Such capacity development must be part of the parent organisations' and ministries' overall development plans, and some countries already have ambitious and forward looking plans for IT development. Currently IT infrastructure at the research stations hosting the RCoEs is generally inadequate, so continued investment is required. The buildings being constructed under EAAPP should make provision for IT infrastructure, including, for example, purpose built server rooms. Human resources in IT are also needed for the RCoEs.

EAAPP includes a strong element of "dissemination", which in the context of agricultural research and development is taken to mean the promotion and uptake of new technologies. Communication is a part of that process, but not everything required to promote the uptake of new technologies is communication. For example, a new crop variety needs to be multiplied and made available to farmers, not just demonstrated and advertised. So this strategy does not directly address the recommendation of the EAAPP Mid-Term Review that countries should develop a dissemination strategy. However, it does include activities that would contribute to such as strategy, specifically in Strategy area 2.

Promoting dissemination through improved linkages between researchers, extensionists and farmers is a major thrust in many programmes in Eastern Africa, such as the Agricultural Technology and Agribusiness Advisory Services (ATAAS) project in Uganda. ATAAS and other similar interventions are larger than EAAPP and seek to make the organisational and institutional changes that will improve the communication and dissemination of new technologies. This strategy therefore encourages the linking of EAAPP to such initiatives.

Included with dissemination in Component 2 of EAAPP are various training activities, ranging from short courses to post-graduate research degrees. Training and teaching involves communication, but they are beyond the scope of this strategy.

## **5. Principles of the strategy**

A number of features run through the strategy, with application in several of the strategic areas.

**Regionality.** EAAPP is funded through national arrangements, but it is a regional initiative, and relies on regional collaboration for its success. Thus although each RCoE will and must benefit farmers in its country of location, it is the regional impact of the centres that will define the achievements of EAAPP. This strategy therefore places a major emphasis on communication to support this regionality, and the role of ASARECA in its implementation.

**Excellence.** The regional centres of excellence must be excellent not only in generating knowledge and technologies, but also in communicating with other stakeholders. They must be seen as leaders in engaging with and listening to stakeholders, so that research is relevant. They must be exemplary communicators of their research, presenting it in ways that are interesting and accessible to different audiences. In pursuit of excellence in communication, the RCoEs must be prepared to contract professionals, and also to experiment with and use innovative approaches to communication.

**Capacity development.** Many agricultural research and development organisations are expanding their communication capacity, through recruiting communications professionals, and through developing the capacity of scientists to communicate. But capacity is much more than the knowledge of individuals, so training is only one aspect of capacity development. The way in which organisations operate and interact, and the institutions (policies, behaviours, norms, incentives) affecting them are all part of capacity. Capacity development in communication is thus taken broadly, and is incorporated into many parts of this strategy.

**Embeddedness.** The sustainability of interventions, including those seeking to develop capacity, is often linked to the extent to which they are embedded in existing structures and systems. This strategy encourages the greater use of existing communication capacity within the various implementing organisations, while recognising that additional capacity is required in order to achieve EAAPP's objectives.

**Partnership.** At the same time as having activities embedded within existing systems, the strategy also promotes working with a wide range of partners. A risk with discrete projects is that implementing staff "try to do everything", when they might be able to achieve more through partnership. Projects can amplify their impact by utilising and linking to the communications activities and networks of other organisations in the public, private and civil society sectors. Such partnerships may range from voluntary to contractual.

## 6. Goal and Purpose

As communication cuts across all four components of EAAPP, the strategy cannot conveniently be nested within one of the intermediate outcomes. The overall **goal** of the strategy is thus the project development objective (see Box 1).

There are 5 indicators for the project development objective listed in the results framework, all of which concern the increased use and returns from new or improved technologies and practices.

The **purpose** of the overall strategy is enhanced regional communication and information sharing by EAAPP and the RCoEs.

This supports achievement of several of the intermediate outcome indicators, but particularly the following:

- 2.1.2 Number of new technologies developed by RCoEs relative to plan
- 2.2.1 Number of existing and new technologies disseminated in more than one EAAPP country compared to plan
- 2.2.2 Number of regional technology uptake pathways
- 4.1. Regional research and dissemination activities implemented according to plan

Details of the monitoring of these indicators is given in the four country Performance Monitoring Plans (PMPs).

## 7. Strategy Areas

The strategy is divided into 5 strategy areas that contributing to the overall goal. Here the 5 strategy areas are described, including the key results in each area. Details of the activities are in the implementation plan.

### 7.1 Strategy Area 1: Regional research

Regional research is a major focus of EAAPP and the RCoEs. Improving how scientists communicate and collaborate in regional research projects, and how they communicate the generated science is key to the effectiveness of the centres and the entire project.

The purpose of this strategy area is to ensure **enhanced communication for regional commodity research**. If the RCoEs are generating and sharing high quality research, their publications will rate highly in citation indices, which provide an indicator of success. Three results will contribute to this purpose.

**i. Effective collaboration between scientists in regional projects.** Face-to-face interaction is already happening between scientists in regional projects. The strategy will further strengthen these interactions by supporting collaboration in a structured way, leveraging a range of ICT tools that are now freely available. This will help to overcome the disadvantages of the region having, in comparison to other parts of the world, a low density of agricultural scientists, and relatively few in any one location. The introduction of new

ways of interacting will increase collaboration and reduce the time and cost of meeting physically.

**ii. Scientific research outputs shared.** Sharing and communicating research outputs to other scientists and interested stakeholders is a key part of research. The RCoEs will develop and implement a publishing policy that will guide how research outputs are produced and communicated. The policy will encourage the communication of research outputs in various ways, including peer reviewed journals and scientific conferences. Centres will start their own working paper series to communicate with the scientific community. Capacity building on science communication will also be undertaken.

**iii. Regional research data shared.** Much data will be produced by the regional research projects, and public funders of research are now expecting to see not only the results published, but the data themselves shared. The data can be of greater value if made available for use by other scientists locally, regionally and internationally, provided intellectual property protection is put in place. The RCoEs will need to develop policies and procedures to guide the management, storage and subsequent sharing of research data. Open source software is now available that makes the creation and management of institutional repositories relatively easy and should be used to implement the research data management policy of the RCoEs.

## **7.2 Strategy Area 2: Communication for innovation**

Scientists sometimes think their findings, discoveries or technologies are innovations. But innovation is defined as the application of new knowledge for economic or social good. So only when research is put to productive use has innovation occurred, and there are many actors who play a role in this process. Farmers are the most important group, although researchers cannot themselves communicate directly with the millions of farmers in the region. In the context of EAAPP, policy makers are another important group, who can facilitate innovation through the harmonisation of policies affecting the movement of technologies and inputs across borders. Actors along the commodity value chains are also important, as without them there is no demand or market for the farmers' production. The purpose of this area is **increased linkages between actors in the commodity innovation system**. This can be assessed using social network analysis, which shows how well information moves through the system between the different players. There will be three results.

**i. Effective communication with farmers.** Farmers need to receive the outputs of research, but in ways that they can understand. EAAPP already involves the national extension services and other organisations whose job it is to communicate with farmers. A range of tools will be used, taking account of farmers' practices and preferences; it is known that apart from other farmers, radio is one of the commonest sources of information, while face-to-face communication is usually the most preferred. New approaches for using video and mobile phones will be tried. Participatory approaches are more effective, and communication methods will take a gender perspective to ensure that the right audiences, especially the women and youth, are reached. Mechanisms will be established to promote translation of materials created in one country for use in other countries.

**ii. Policy change advocated.** Sharing of technologies between countries can be hampered by policy differences, and EAAPP is working to harmonise policies in the region. This will be supported by targeted communication for policy advocacy, using well planned campaigns. Scientists will be assisted to understand ways in which they can influence policy, and contribute to making it evidence-based.

**iii. Stakeholder linkages facilitated.** Communication and information exchange between various different stakeholder groups is required for innovation to occur, so activities will be undertaken to stimulate such interactions. EAAPP will link with other ongoing activities in this area to strengthen public-private partnerships and establish multistakeholder innovation platforms. One aim of such interaction is to enable users of research to express their demand more effectively, as it is still common to hear complaints of researchers doing what they're interested in rather than what is needed.

### **7.3 Strategy Area 3: Promoting the Regional Centres of Excellence**

The Regional Centres of Excellence are envisaged as having research, dissemination and training capacity that distinguish them as leaders in the region and beyond. This means they intend to be well known and highly regarded, and that must be based on the quality of the research they undertake. But to establish a reputation beyond the research community requires a continuous publicity effort based on a strong brand. The purpose of this strategy area is to make the **RCoEs well known and respected by their stakeholders**, which will be achieved through three results.

**i. RCoE brand developed.** Strong brands for the RCoEs will be created that help build awareness and appreciation of their work. The emphasis will be on branding the RCoEs rather than EAAPP, as while the programme will eventually end, the RCoEs will continue. Brands will be professionally created to reflect the vision for the centres, and consistently applied to maximise impact.

**ii. RCoEs well publicised.** The RCoEs need publicity to develop and maintain their reputation. Scientists are not always adept or even interested in publicising their work, but they will be encouraged to take part in professional publicity campaigns that will contribute to the reputation and sustainability of the centres.

**iii. Strong media relations established.** The mass media have wide reach in Eastern Africa, so regular and consistent coverage in national, regional and international media can build and maintain a high profile for the RCoEs. The PR sections of the EAAPP parent organisations can undertake this work, but in the future the RCoEs will need professional corporate communications capacity to sustain their reputation. Good links will be developed with journalists and media outlets, to ensure they are informed and have consistent access to news stories about the RCoEs' work and its positive impact on the lives of farmers and others.

### **7.4 Strategy Area 4: Communication management and coordination**

Component 4 of EAAPP concerns management, coordination, monitoring and evaluation of the programme. This area of the strategy has the same aims, but focussing on the

communication work. Thus the purpose of this area is to ensure the **communication strategy is implemented and evaluated according to plan**. As in the Results Management framework, this can be assessed as the percentage of planned activities undertaken. To achieve this requires activities delivering three results.

**i. Strategy implementation initiated.** The strategy needs to be adopted at the highest level of EAAPP, the regional and national steering committees, so that it can be backed with time and resources. It then needs to be domesticated by each EAAPP country, and arrangements made for its implementation. A first step will be to identify a full time communications focal person in each country, who will have responsibility for managing and coordinating implementation. The communication focal points will meet regularly under ASARECA's auspices to ensure regional coordination and learning occurs.

**ii. Programme participants aware of activities and progress.** For smooth implementation of EAAPP and of this strategy and plan, there is need for all programme participants to be kept aware and informed of activities and progress. Several simple methods will be used to improve this awareness.

**iii. Communications unit established at RCoEs.** In the longer term, if the RCoEs are to be truly excellent, each of them will need a unit or department concerned with all the communication issues included in this strategy. Such a unit would need a senior officer heading it, with staff having skills in communication, knowledge management, writing and editing, graphic design, broadcast media production, corporate communications and public relations, partnership management, data management and IT. Not all these skills are required immediately, so as the RCoEs develop, additional skills can be brought in house as and when appropriate. Capacity within the parent organisations and outsourcing will continue to be used. As the RCoEs expand, a larger proportion of their budget will need to be allocated to communications work than at present.

## **7.5 Strategy Area 5: Websites**

Websites are a central component of an institution's communication strategy. They reach a wide range of stakeholders regionally and internationally at a relatively low cost. The websites will represent EAAPP and the RCoEs to the outside world on the internet, so they will be created to be attractive, easy to use, relevant and up-to-date.

The purpose of this strategy area is to provide **websites that meet the needs of EAAPP's and the RCoEs' stakeholders, nationally, regionally and internationally**. This will be assessed by gauging user satisfaction through user surveys. Five results will deliver this purpose.

**i. EAAPP and RCoE websites designed.** A professional web design process will be undertaken to ensure that websites are created that meet the content needs of stakeholders. ASARECA will play a coordinating role, hosting a regional site for EAAPP with sub-sites for each country. But in the long term, it is the separate websites for each RCoE that will provide the main web presence. Each will be created with similar standards so as to be consistent, and forming a coordinated source of information. All the websites will be created using the open source AgriDrupal content management system, which has been developed by FAO

specifically for organisations such as the RCoEs. Best practice website security and access protocols will be established on all the websites.

**ii. Content governance established.** Good content is critically important to a popular and well working website. A system of people, policies, processes, roles and responsibilities for generating and managing the website content will be established. This will include creating workflows to ensure that the website content stays fresh and well maintained, and that scientists contribute to the content of the website in an organised manner. RCoE staff will be trained on their role in making the website reflect the excellence of the research being undertaken.

**iii. Document repository set up.** The EAAPP project and the RCoEs are producing many documents and other outputs. These include reports, publications and other communication materials. The chosen website content management system will provide a repository for easy storage and sharing of these files and outputs. The document repository will also be used for collaboration by sharing private documents that should only be available to EAAPP or RCoE staff. All staff will be trained to use the repository, and public documents will be shared with interested relevant stakeholders through agreed standard web sharing protocols.

**iv. Website content up to date and relevant.** Good websites are always up to date with fresh and interesting content. So it will be imperative for the RCoEs and EAAPP to continuously update their sites, and keep producing content that meets the expectations of their stakeholders. Implementing the content governance system will ensure that content is generated, uploaded, updated and reviewed in an orderly manner, and quality of content is assured.

**v. Websites well used.** EAAPP and the RCoEs will undertake a number of activities to ensure the websites become well known, and that people are frequently visiting them. The websites will be officially launched when they go live, with appropriate publicity. The website addresses will be included as part of the institutional branding and communication materials. Partner websites and other websites will also be used to drive traffic back to the RCoE sites, which will be optimised for search engine ranking.

## **8. Evaluation**

A framework for monitoring and evaluating the strategy is contained in the implementation plan. For each of the five strategy areas a logical framework is presented, with indicators at the purpose (outcome) and results (output) levels. Baseline information is available for some of these indicators, but not all, so collection of baseline data will be a first step.

When the strategy is tailored to each country's context, it will also be necessary to set targets for the indicators, or if baseline data have not yet been collected, provisional targets. Data and information for some indicators will be easily collected, such as website usage data. Collection of other data may require specific activities to be undertaken, and these are included in the respective logical frameworks. Responsibility for collection of the monitoring data is indicated, but each PCU has a Monitoring and Evaluation officer who will work closely with the communications officer.

## **9. Conclusion**

Adoption of this strategy is a clear statement by the EAAPP implementing agencies that improved communication is essential for the achievement of EAAPP's project development objectives. It signals an intention to devote additional resources to the various aspects of communication, including:

- Human resource
- Management and coordination
- Partnering
- IT infrastructure
- Operating costs

Implementation of the strategy will significantly improve achievement of the EAAPP project development objectives, and support the long term sustainability of the RCoEs and their impact on the lives of farmers in the region.

# Implementation Plan

## 1. Introduction

A logical framework for the strategy is given below. The goal and purpose are as described in the strategy, and together with the indicators, are drawn from the EAAPP results framework.

Section 2 describes the various people and roles that will be required in implementing the strategy.

Section 3 describes in detail the implementation plan for the five strategy areas. For each area the plan includes:

- A logical framework, comprising the purpose, results and activities, together with indicators at purpose and results level. The purpose of each strategy area corresponds to a result of the overall strategy, so the strategy area logframes are nested within the overall logframe.
- A description of each activity
- A workplan indicating when activities will be undertaken
- A roles and responsibilities matrix, showing who will be involved in each activity
- A resource list indicating the main budget items for implementing the activities

Section 4 of provides further information on the evaluation framework for the strategy. This is based on the indicators in the logical frameworks for the strategy areas, but guidance is also given on implementing the framework.

## Logical Framework for the Communication Strategy

	Intervention logic	Objectively Verifiable Indicators of achievement	Sources and Means of Verification	Assumptions
<b>Goal (EAAPP PDO)</b>	To enhance regional specialisation in agricultural research; enhance regional collaboration in agricultural training and dissemination; facilitate increased transfer of agricultural technology, information and knowledge across national boundaries	Indicators as in the EAAPP results framework		
<b>Purpose</b>	Enhanced regional communication and information sharing by EAAPP and the RCoEs.	From results framework 2.1.2. Number of new technologies developed by RCoEs relative to plan 2.2.1. Number of existing and new technologies disseminated in more than one EAAPP country compared to plan 2.2.2. Number of regional technology uptake pathways 4.1. Regional research and dissemination activities implemented according to plan	As in Performance Monitoring Plan	
<b>Expected results</b>	Enhanced communication for regional commodity research	Citation indices for RCoE publications	Various indices (eg Scopus, Thompson)	
	Increased linkages between actors in commodity innovation systems	Network density	Social network analysis	
	Regional Centres of Excellence well known and respected by stakeholders	Index of stakeholder awareness and trust	Survey	
	Communication strategy implemented and evaluation according to plan	Percentage of planned activities undertaken each year	M&E reports	
	Websites meet information needs of EAAPP and RCoE stakeholders	User satisfaction index	User surveys	

## 2. Roles in Implementing the Strategy

The implementation plan envisages a number of people, organisations and departments playing roles, shown in the matrix under each strategy area. Here the roles are summarised.

**Steering committees (SC).** Both the national and the regional steering committees have a role in some activities, making decisions and approving plans and policies.

**Project coordination units (PCU).** The PCUs have a key role to play in implementing the strategy, as they have responsibility for implementation of national EAAPP activities, and are also the primary point of contact with ASARECA and other countries.

**Communication Focal Point (CFP).** This is a new full time role that is required in each country as soon as possible. They will be responsible for coordinating and overseeing implementation of the communication strategy. Initially the role will probably be part of the PCU, but at some point this role may be shared with an officer at the RCoE. As soon as is feasible, the role should be transferred to a full time communications professional at the RCoE.

**Training and Dissemination Focal Point (T&D).** EAAPP countries already all have a M&E focal point with established Terms of Reference.

**Monitoring and Evaluation Focal Point (M&E).** EAAPP countries already all have a M&E focal point with established Terms of Reference.

**Regional Centres of Excellence (RCoE).** This includes the management and staff of the research centres, who play a leading or significant role in many of the activities. When fully established, RCoEs will need considerable communications capacity to implement all the components of this strategy on a continuing basis. However, most RCoEs currently have limited communications personnel, and developing and expanding that capacity will take time. This should parallel the overall development of the RCoE, and as noted above, as the capacity is developed, coordination and oversight for communications will be transferred from EAAPP to the RCoE. Eventually a full department in each RCoE will be required, covering communications, knowledge management and partnerships (see Strategy Area 4).

**Public Relations (PR).** Most of the parent ministries and research organisations have PR departments, who are already involved. Their involvement can be strengthened, and they will lead some activities.

**Data manager (DM).** This role will be required for the data repository which is not scheduled to be developed until Year 3.

**Information technology department (IT).** Parent ministries and head offices of the research organisations have IT departments which will be involved in some activities as the RCoEs themselves currently have little IT capacity.

**Implementing partners (IP).** Various other organisations are identified as partners in the Project Implementation Plans. Many of these organisations already have an EAAPP focal

person whose role includes elements of communication, but this will be made explicit. In addition, some of the implementing partners have communication professionals and skills that can be deployed on behalf of EAAPP.

**Other organisations (OO).** Some other organisations are also involved in particular activities of the project.

**Consultants (C).** Some activities in the communication strategy require external consultants to be hired, as available staff do not have either the time or the capacity to undertake the work. In some cases they can be hired at a regional level, but others will be hired nationally.

**ASARECA Secretariat (ASA).** ASARECA's roles and responsibilities in EAAPP are defined in the PAD. The networking role includes "Setting up and maintenance of RCoE dedicated electronic platforms to enable researchers in the Centres to communicate more effectively", and "Publicising knowledge and information generated by the RCoEs". Thus the implementation plan assigns some tasks to ASARECA for which a focal point in the Secretariat will be identified. This would preferably be a communications professional, who would have a defined part of their time devoted to EAAPP communications activities.

### 3. Implementation of Strategy Areas

#### 3.1 Strategy Area 1: Regional Research

This strategy area focuses on improving communication and collaboration among scientists in regional research projects and ensuring that the science generated from these projects is communicated and shared to other scientists in the region and beyond. The purpose of this strategy area is **enhanced communication for regional commodity research**, for which scientific citation indices such as ISI or Scopus provide a suitable indicator.

##### **Result 1. Effective collaboration between scientists in regional projects**

Good collaboration is required for regional projects to generate good science, and this is more challenging when the scientists are in different countries and cannot meet frequently. Effective collaboration can be assessed by timely delivery of project outputs including publications.

##### **Activity 1.1 Organise regional project workshops and meetings**

Face-to-face interaction between scientists in regional projects is already happening, and should continue in a more structured way, supported through greater use of ICTs. Scientific workshops and meetings will be held regularly between scientists working on the same regional projects. Using guidelines freely available, RCoEs will promote good practice in meetings and workshops. Even though workshops may be informal and participatory in nature, a report should always be produced detailing the outputs achieved, and made available to project and programme participants.

RCoEs should have the IT infrastructure for using the various technologies now available for conducting virtual meetings. A number of tools are available, some common ones of which are listed below. Teams can use the ones that best meet their needs.

- **Google+ Hangouts.** This is a voice, video and instant messaging application provided by Google through their Google+ social network. Although the software can be installed on computers and smart devices, all that is needed for video conferencing is a google login and webcam. The service is free up to 10 people can video conference at the same time. Hangout allows users to view and collaborate on google documents while still maintaining visual contact with all the participants.
- **Skype.** Skype allows users to communicate with colleagues by voice, video and instant messaging over the Internet. The software can be installed in computers or smart devices. Skype is free for one to one video calls but group video calls need to be purchased under Skype premium. The cost is approximately \$5 per month per user. Skype allows sharing of files between users, and screen sharing with other users allows presentations to be made.
- **WebEx Meeting.** This is a web conferencing solution with various components including voice only teleconferencing. A relevant application for the RCoEs and EAAPP is the cloud based solution that allows:
  - Internal and external online meetings
  - Web conferencing

- Videoconferencing applications
- Product and project coordination through meeting spaces that allows user to share files and documents needed for the meeting.
- Demonstrations.

Webex can be installed in computers and smart devices but can also be used on a web browser. It is free for 3 user conferencing and sharing, \$25 per month for up to 8 people, and \$50 per month for up to 25 people.

- **Video conferencing.** Each RCoE will need video conferencing equipment, such as provided by Polycom and Cisco. This requires state of the art video, display and sound hardware coupled with very fast data transfer through the internet or digital or analog telephone network. The system also needs to be configured to be able to communicate with other video conferencing equipment.

### Activity 1.2 Set up ICT Collaboration tools

Collaboration tools will be set up to assist scientists in communicating with each other. Various tools are available, and can be used as needed in conjunction with emails, phone, video conferencing and websites. ASARECA has already provided training on several of these tools.

- **Discussion forums and e-mail lists.** These tools allow users or specific user groups to have conversations on topics of interest. The conversation can take place online through the forum software or through emails that are sent to and received by the whole group. The recommended tool for development organisations is Dgroups [www.dgroups.info](http://www.dgroups.info), though another option is Google groups <http://groups.google.com> for corporate Google account holders.
- **File and document sharing.** These tools are easy to set up and use. Individual projects can set up their own tool, though when the website document repositories are set up for each RCoE, they will also be used to share documents. The recommended tools are:
  - Dropbox ([www.dropbox.com](http://www.dropbox.com))
  - Google Drive ([drive.google.com](http://drive.google.com))
  - Microsoft SkyDrive ([skydrive.live.com](http://skydrive.live.com))

Google provides 15GB free space, SkyDrive 7GB, and Dropbox 2GB. They are integrated with tools for online creation and editing of documents collaboratively.

- **Wikis and online documents.** These tools allow scientists to do collaborative writing without sending emails. Wikis are websites that allow users to add, remove and edit content collaboratively, such as when writing a paper with several authors. The recommended wikis are Wikispaces ([www.wikispaces.com](http://www.wikispaces.com)) and MediaWiki ([www.mediawiki.org](http://www.mediawiki.org)). Online document editors also allow for writing collaboratively. The recommend tools are Google docs ([docs.google.com](http://docs.google.com)) and Microsoft office web apps (a for SkyDrive account is required).
- **Meeting planners.** These are a class of online tools that assist people schedule meetings and events by providing ways of finding a time that is suitable for everyone. The can be configured to send automatic reminders so that no one forgets the meeting. The recommended tool is doodle ([www.doodle.com](http://www.doodle.com)); others include FasterPlan ([www.fasterplan.com](http://www.fasterplan.com)) and TimeBridge ([www.timebridge.com](http://www.timebridge.com))

### **Activity 1.3 Set up research project webpage**

Each EAAPP regional project will have a webpage in the relevant RCoE website. This will be the place to share information on the aims of the project, summaries of results and other information such as success stories, challenges, opportunities etc. This webpage can also link to similar work that is being done by other scientists or partners. The Principal Investigator will be responsible for ensuring the page is up to date.

## **Result 2. Scientific research outputs shared**

The RCoE research results must be shared amongst the scientific community, within the ASARECA region and further afield. As there are different kinds of publications, a composite index can be used as a measure of achievement, which weights peer reviewed open access articles highest. ASARECA uses a suitable index as required by some funders.

### **Activity 2.1 Develop and implement publishing policy**

The RCoEs will develop and implement a scientific publishing policy, in line with any policies of the host organisation, and providing for any conditions laid down in funding agreements. The policy will cover issues such as:

- Peer review mechanisms for different types of output
- Authorship
- Acknowledgement of funding
- Author affiliation. RCoE authors should be listed as affiliated to both the parent organisation and to the RCoE
- Conflict of interest
- Intellectual property, confidentiality, open access
- Stipulations on where publications and data should be deposited within the centre.
- Publication incentives. These need to be designed to promote regional, multiauthor publishing, and take account of non-scientific publication as well as academic outputs.

### **Activity 2.2 Publish peer reviewed publications**

The RCoE must produce high quality peer reviewed scientific publications. Scientists will be encouraged and supported to produce journal articles, books and book chapters, so that the RCoE is known for its scientific output for the commodity. The centre will target high impact journals, regional journals and local journals, depending on the objective of the article. Open access publishing will be promoted (although in some high impact journals this has significant cost implications).

### **Activity 2.3 Establish RCoE working paper series**

Each RCoE should establish a working paper series, to which scientists will be required to contribute. This series will place research information in the public domain that is not suitable or not yet ready for peer reviewed publication, to stimulate feedback from the scientific community. The papers will be internally reviewed as laid out in the publishing policy.

### **Activity 2.4 Scientific conferences**

Regional research project scientists will present papers and posters at regional and international conferences. Communications support will be required to ensure that Powerpoint presentations are of high quality and conform to the established brand guidelines. Similarly, scientists need communications assistance in designing poster presentations that communicate clearly and present the correct RCoE image.

In the future each RCoE will host regional or international conferences on their commodity every 2 or 3 years. In the shorter term, RCoEs should co-sponsor conferences with partners such as CGIAR or other regional and international institutions, so that their name becomes strongly associated with quality science on the commodity.

### **Activity 2.5 Seminars and guest lectures**

RCoE scientists will give seminars and guest lectures in Universities and partner institutions. This is a good way of publicising the centre to the research community and to interest up and coming researchers. RCoEs will also hold lectures and seminars by RCoE scientists and visiting scientists, to foster scientific exchange and discussion.

### **Activity 2.6 Project communication plans**

Each of the regional scientific projects will have as part of its documentation a communication plan. This will spell out the key audiences of the research, and the communication methods and materials which will be used. ASARECA already has guidelines and templates for project communication plans that can be adopted.

### **Activity 2.7 Science writing training for scientists**

The centre will develop the communication skills of its own scientists, but will also provide training in science communication for students and visiting scientists. Some of this training could be organised by the RCoE (at the centre or elsewhere), but other organisations hold specialized short courses that RCoE staff could be sponsored to attend. (For example, a “Scientific Research Paper Writing Workshop” will be held at the Nelson Mandela African Institute of Science and Technology in Arusha, Tanzania in November 2013).

EAAPP is already sponsoring many post-graduate students, and under the sponsorship agreement, students should be required to produce specific communication outputs (such as papers). The thesis and outputs should be lodged in the RCoE repository. Communication training should be provided to all EAAPP post-graduates as part of the sponsorship,

## **Result 3. Regional research data shared**

Research data can be of greater value if made available for use by other scientists. This requires appropriate intellectual property protection to be in place. Open source software is available that makes installation of institutional repositories relatively easy, but it needs to be supported with appropriate policies, procedures and human resource. Each RCoE will establish a data repository, and the indicators of success will be the number of data sets they contain, and their usage by other scientists.

### **Activity 3.1 Develop RCoE data management policies and documentation**

To collect, store and share data effectively the RCoEs will be guided by ASARECA in setting up a policy framework and create data management guidelines. The following documents will be put in place:

- **Research data management policy.** This will lay out how data will be managed in the organization. It will ensure research data is collected, archived, made accessible for reuse and/or disposed of according to national, regional, ethical and funding bodies' requirements.
- **Intellectual property policy.** This will govern the management of intellectual assets and state the rights of the organisation, authors and sponsors of the work. It will also spell out the application of IP rights when sharing intellectual assets with other parties.
- **Metadata standards.** Metadata standards are needed to ensure that all data stored by the organisation are well described. They will also ensure that the data can easily be migrated to different systems and shared with other parties.
- **Data collection and data cleaning guidelines.** The centre will also have data management guidelines or standard operating procedures. The documentation will assist anyone creating or handling data on best practice to ensure data is collected, cleaned and archived correctly.
- **Project data management planning templates.** Data management planning templates will be developed to be used by projects in the RCoEs. These may be customized to match funders' requirements for certain formats. The RCoEs will have a standard data management plan for use by centre projects.

### **Activity 3.2 Review available software**

Two suitable open source software solutions are available, made specifically for organisations such as the RCoEs; Dataverse ([www.thedata.org](http://www.thedata.org)) and CKAN ([www.ckan.org](http://www.ckan.org)). The data managers will assess the two pieces of software and determine which will be the best fit for the organisation. Both are able to store and manage data and associated metadata, publish data, and provide data security and access control. Both have an extensive user community.

### **Activity 3.3 Install and set up institutional repository**

The selected software will be installed on the RCoE servers and tested. The software will be set up to act as the institutional memory for research data by storing all research data produced by the centre of excellence.

### **Activity 3.4 Set up data security protocol and user access rights**

Data security is very important. The centres will develop a data security policy that details all data security considerations. The servers hosting the repository must be housed in highly secure server rooms. The servers should be protected with all the available operating systems security including secure passwords and located behind firewalls. Dataverse and CKAN are both easily configurable to have different categories of users, with different levels of access ranging from no access, access to only metadata, read-only access, through to full access.

### **Activity 3.5 Set up data backup mechanisms**

The centre will put in place data backup policies and guidelines. This will spell out how often and which part of the data management system will be backed up. Data backup is essential to prevent data loss. In the event of system failure or data deletion the data can be restored from the backup. The backup policy will also stipulate how off-site backups will be handled, such as at a sister institution, government ministry or regional organisation. This ensures that in the event of a major disaster like fire the data are not lost.

### **Activity 3.6 Set up data management system metrics monitoring**

The system will be set up to monitor usage. This will allow monitoring of which datasets are requested or accessed, how many times they are downloaded and by how many people. This will enable the centre to keep track of its data assets.

### **Activity 3.7 Train staff on data management**

Repeated user training on good data management practices will be undertaken to ensure that the quality of data stored in the system is assured. Training of scientists and research support staff on how to use the data management system, how to collect and clean data and how to store the data in a way that is searchable will ensure that whatever system is set up is used effectively.

### **Activity 3.8 Collect and store project data**

The centre data manager will be responsible for ensuring that data gets stored in the system. Each new research project's principal investigator will be made aware that data needs to be stored in the system as soon as the project comes to an end. The data manager will also endeavour to collect data from previous projects so as to have all the institution's data stored in a secure centralized location rather than in individual computers as at present.

Data archiving will also become part of the clearing process when staff leave the institution. Just as they are required to hand over equipment, the data management policy will require staff to hand over and archive any institutional research data before they leave.

### **Activity 3.9 Establish data sharing mechanisms**

The data manager will set the access permissions of each dataset as one of the following categories.

- *Open*: Data available to everyone including the public
- *Registered*: Data only available to a subset of registered users as set in the data management software. Different categories of registered users are possible, such as RCoE users, collaborators, parent organisation etc.
- *Restricted*: Data only available to the data author

There will be three phases of data sharing, so that scientists' confidence in the security of their data is built.

**a. Within-centre sharing.** Initially the system will be configured to allow scientists within the same institution or project to access the system, subject also to the access control rules above. Thus scientists working on the same project will have access to their project data. It

will also ensure that new research projects can use previously collected data as a baseline and can build upon the previously collected data.

**b. Within-country sharing.** At the next stage, access opened to other partner and government institutions in the country (again with necessary control rules applied). Most of the research projects done under EAAPP involve more than one institution with scientists from different institutions. The centre will give scientists from collaborating institutions usernames and passwords and give access only to relevant research data. They will not be allowed to view data that is not relevant to their work and as such will only have access to a small subset of the data management system.

**c. Regional/international sharing.** At a much later stage, access will be opened to anyone. However, access control rules will still be in place, so scientists might choose to share data only with other scientists who have a genuine interest and are from a reputable organisation. Users will then be supplied with a username and password.

### **Activity 3.10 Review of data management policy compliance and data usage**

Regular review will monitor whether RCoE scientists are complying with the data management policy. It will determine which projects are storing data in the data management system after completion of the projects and which ones are yet to do so. The RCoEs will also review data usage statistics to determine which type of datasets are in most demand by scientists from the institution, country and region. This will provide one indicator of what kind of data collected by the centre can have wider impact through being used by many scientists.

## Logical Framework for Strategy Area 1 : Regional Research

	Intervention logic	Objectively Verifiable Indicators of achievement	Sources and Means of Verification	Assumptions
<b>Goal</b>	See Purpose of overall logframe			
<b>Purpose</b>	1. Enhanced communication for regional commodity research	1.1 Citation indices for RCoE publications	1.1 Various indices e.g. Scopus, Thompson	Scientific outputs are relevant and useful
<b>Expected results</b>	1. Effective collaboration between scientists in regional projects 2. Scientific research outputs shared 3. Regional research data shared	1.1 Delivery of outputs on target 2.1 Composite publication index 3.1 No. of datasets in data management system 3.2 No of datasets downloaded	1.1 M&E reports 1.2 End of project reports 2.2 M&E reports 3.1 Research data management system	Regional collaboration improves effectiveness of research
<b>Activities</b>	See Workplan below			IT infrastructure and support adequate Publishing policy adhered to Data management policy adhered to

## Workplan for Strategy Area 1 : Regional Research

Year	Year 1				Year 2				Year 3				Year 4				Year 5				Outputs
Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
<b>Result 1: Effective collaboration between scientist in regional projects</b>																					
1.1 Regional project meetings		■		■		■		■		■		■		■		■		■		■	
1.2 Set up ICT collaboration tools		■	■																		ICT tools implemented
1.3 Set up research project webpages			■	■		■	■	■		■	■	■		■	■	■		■	■	■	Project webpages live
<b>Result 2: Scientific research outputs shared</b>																					
2.1 Implement publishing policy				■																	Publishing policy document
2.2 Publish peer reviewed publications	■	■	■		■	■	■		■	■	■		■	■	■		■	■	■		Publications
2.3 Establish RCoE working paper series																					Working papers
2.4 Conferences	■	■	■		■	■	■		■	■	■		■	■	■		■	■	■		Conference papers
2.5 Seminars and guest lectures																					
2.6 Project communication plans																					Communication plan template
2.7 Training in scientific writing					■				■				■				■				
<b>Result 3: Regional research data shared</b>																					
3.1 Develop data management policies									■	■											Data policy document
3.2 Review available software									■												
3.3 Install and set up institutional repository									■	■											System installed
3.4 Set up data security and access rights									■												
3.5 Set up data backup mechanisms									■												
3.6 Set up usage statistics monitoring									■												
3.7 Train staff on data management									■	■											
3.8 Collect and store data from projects										■	■	■	■	■	■	■	■	■	■	■	Data in repository
3.9 Establish data sharing mechanisms													■	■	■	■	■	■	■	■	
3.10 Review policy compliance and data usage															■					■	

## Roles and Responsibilities for Strategy Area 1 : Regional Research

	SC	PCU	CFP	T&D	M&E	RCoE	PR	DM	IT	IP	OO	C	ASA
<b>Result 1: Effective collaboration between scientist in regional projects</b>													
1.4 Regional project meetings			✓			✓✓✓			✓	✓			✓✓
1.5 Set up ICT collaboration tools			✓			✓✓✓			✓	✓			✓
1.6 Set up research project webpage			✓✓			✓✓✓			✓	✓			
<b>Result 2: Scientific research outputs shared</b>													
2.1 Implement publishing policy	✓	✓	✓✓	✓	✓	✓✓✓				✓			✓✓
2.2 Publish peer reviewed publications			✓			✓✓✓				✓			
2.3 Establish RCoE working paper series			✓✓			✓✓✓							
2.4 Conferences			✓			✓✓✓	✓			✓			
2.5 Seminars and guest lectures			✓			✓✓✓				✓	✓		
2.6 Project communication plans			✓			✓✓✓				✓			✓
2.7 Training in scientific writing			✓✓✓			✓✓✓							✓
<b>Result 3: Regional research data shared</b>													
3.1 Develop data management policies	✓	✓	✓✓✓		✓	✓✓✓		✓✓					✓✓
3.2 Review available software						✓✓		✓✓✓					
3.3 Install and set up institutional repository						✓✓		✓✓✓					
3.4 Set up data security and access rights						✓✓		✓✓✓					
3.5 Set up data backup mechanisms						✓✓		✓✓✓					
3.6 Set up usage statistics monitoring					✓			✓✓✓					
3.7 Train staff on data management			✓			✓✓✓		✓✓✓					
3.8 Collect and store data from projects						✓✓✓		✓✓					
3.9 Establish data sharing mechanisms						✓✓✓		✓✓✓					
3.10 Review policy compliance and data usage					✓	✓✓✓		✓✓					

✓✓✓=Lead or major role; ✓✓=Significant role; ✓=Involved

SC=Steering Committees; PCU=Project Coordination Unit; CFP=Communication Focal Point; T&D=Training and Dissemination Focal Point; M&E=Monitoring and Evaluation Focal Point; RCoE=Regional Centre of Excellence; PR=Public Relations; DM=Data manager; IT=Information Technology Dep't; IP=Implementing Partners; OO=Other Organisations; C=Consultant; ASA=ASARECA Secretariat (See section 2 of the Implementation Plan for further explanation)

## Budget/resource list for Strategy Area 1 : Regional Research

Item	Cost
On-line meeting system	Eg Webex: Free for 3 users; \$25/month for up to 8 people; \$50/month for up to 25 people
Videoconferencing equipment	\$15000 per installation
File-sharing tools	Eg Dropbox: Free for up to 2GB; \$99/user/year for 100GB Eg Google Drive: Free for up to 15GB (probably adequate)
<sup>1</sup> Open access publication fees	\$500-\$5000 per article (Elsevier), depending on journal
Conferences	Registration fees : several hundred dollars per person Organising/hosting a conference: Cost of conference/events organiser can be recovered from registration fees
Training in scientific writing	Approx \$1500/person for 1-week course
Server hardware (dedicated)	\$15000
Research data management software licensing	Free for recommended open source systems
Data manager position	1 FTE when system fully operational

### Notes:

1. Some journals are open access and have no fees. Others require licence fees to be paid if articles are to be made open access.

## **3.2 Strategy Area 2: Communication for Innovation**

Innovation is not the process of scientific invention or technology development; it is the application of such knowledge for economic or social good. So there are many actors who play a role in the “agricultural innovation system” through which knowledge is communicated and applied. Ensuring information flows effectively and at the right time is part of what taking an innovation systems approach entails. Farmers are the most important group, but in the context of EAAPP, policy makers have also been identified as a group that needs to be involved in making changes. Actors along the commodity value chains are also important, and need to receive and communicate information, so this strategy area overlaps with the Training and Dissemination component of EAAPP. The purpose of this area is **increased linkages between actors in the commodity innovation system**. This can be assessed using social network analysis, in which network density is a suitable indicator of how well information moves through the system.

### **Result 1: Effective communication with farmers**

There are more farmers who stand to gain from the work of the RCoEs than any other group. Yet the RCoEs themselves cannot possibly hope to communicate with all the farmers of their commodity. However, EAAPP involves the national extension services and other organisations whose job it is to communicate with farmers. Here some of the tools already used to communicate with farmers are summarised, with suggestions for their implementation. Some implementation approaches are also provided which can improve the quality of communication. The number of farmers (of the EAAPP commodities) receiving information through EAAPP activities, and the number of communication materials and products developed provide indicators of achievement.

#### **Activity 1.1 Participatory creation of materials**

Communication materials for farmers are often created by scientists or others who may think, view things and express themselves in different ways from farmers. This risks communication materials being ineffective, so participatory approaches have become more common to avoid this pitfall. In producing printed materials, they should at least be pre-tested with farmers before general circulation. But “write-shops” at which farmers, scientists and communication experts sit together to produce materials are more effective. Farmers can also be involved in radio or video production, in some cases being taught how to make videos and provide with the equipment. Thus when creating communication materials for farmers, EAAPP will use participatory approaches wherever possible.

#### **Activity 1.2 Engendering communication approaches**

EAAPP and the RCoEs will take steps to ensure that gender is taken into consideration in communication activities, requiring the EAAPP gender focal point to work closely with the communication focal point. Some communication pathways may discriminate against some groups, such as women or the resource poor. ICTs, for example, are often found to be less accessible to women, and men may be suspicious of a wife accessing information on her mobile phone. The way in which information is presented can affect communication effectiveness; pictures or diagrams of one gender undertaking an agronomic practice that is normally undertaken by the other would not be appropriate. Pictures of scientists in publications often show men (there being more male than female scientists), but the

message this sends should be carefully considered. Time of day and location for a communication activity can also affect accessibility for different groups such as women or youth, so should again be considered during planning.

### **Activity 1.3 Translating communication materials**

Many communication materials are produced by EAAPP countries targeting their own farming communities, but some of them would be of value in other countries in the region. However, in most cases the materials need translating, especially if the original language is not used in the other countries. In order to reduce duplication of effort in producing such materials, EAAPP countries will take the following steps.

- National communication focal points will regularly share with their EAAPP counterparts lists of all communication materials produced
- All such materials will be made available on demand, including the source photographs, diagrams, text, sound/video files.
- Any materials produce in a language other than English will be translated into English if so requested by another EAAPP country.
- The requesting country will then be responsible for any additional translation required, layouts, production, as well as any further “localisation”, such as the use of appropriate photographs. The original authorship will be appropriately acknowledged.
- Final original and translated versions of all communication materials will be made public through the websites.

Assistance with translating training videos (as well as a supply of downloadable videos) can be sought from AccessAgriculture ([www.accessagriculture.org](http://www.accessagriculture.org)).

### **Activity 1.4 Reaching farmers through partners**

There are many organisations in contact with farmers for different reasons, including those seeking to provide agricultural products and information. EAAPP can partner with these organisations in different ways to amplify its reach. Seed companies conduct extensive marketing, such as through demonstration plots and advertising. So assisting them to publicise and promote a new variety developed at a RCoE is an effective approach. Farmer organisations and federations afford another opportunity. EAAPP can provide them with information and communication materials for them to disseminate through their channels, such as newsletters, demonstration plots, field days etc, but support can also be provided to strengthen those communication channels where there is opportunity and need.

### **Activity 1.5 Supporting communication businesses**

In a “knowledge economy” there are companies that make money out of information. In agriculture a common form of this is the provision of a mechanism for buyers and sellers to exchange information and in some cases “find” each other in a virtual commodity exchange or shop (see for example <http://one2two.co.tz> and [www.agribiz.ug](http://www.agribiz.ug)). In the context of EAAPP and the RCoEs, companies providing information to farmers and other stakeholders on technologies (such as seed varieties) are more relevant, and there are now many start-ups in this area, including those based on the use of mobile phones (see for example <http://www.icow.co.ke/>). A different example is Shujaaz Fm (see [www.Shujaaz.fm](http://www.Shujaaz.fm)), a free educational comic targeting the youth, distributed with newspapers and by m-Pesa agents. Stories can be sponsored in the comic, (which also covers part of its costs through

advertising), and various agricultural development projects have used it as a tool for communicating with young farmers.

EAAPP and the RCoEs can thus seek out companies whose activities contribute to EAAPP's goals, and find ways of collaborating with them, such as providing information or financial support.

### **Activity 1.6 Finding out farmers' research needs**

It is often said that researchers do not address the needs of farmers and other users of research outputs. This is not always true, but it is always helpful to look for ways in which farmers can more effectively communicate their needs to researchers. That is one of the goals of much larger projects than EAAPP, so the RCoEs need to make sure they are linked directly to those initiatives. The RCoEs can also take steps to ensure the scientists remain in touch with the farmers they serve. Studies such as the baseline conducted for EAAPP can and will be repeated, but other approaches can be used. These include having farmers or farmer organisations represented on the RCoEs' boards, holding farmer dialogue days at the RCoEs or elsewhere, at which farmers and scientists can interact and discuss needs, and maintaining good communication with organisations such as NGOs and CBOs who themselves have close contact with and knowledge of farmers needs.

### **Activity 1.7 Printed materials**

Many projects produce posters, leaflets, manuals and other printed information, and they can be produced relatively easily. Producing high quality materials that are accessible to farmers is much more difficult, and the use of participatory approaches has been mentioned. In all cases it is necessary to assess whether a printed material is the most appropriate, and if so, what kind. Pictorial approaches can be used to reduce the need for words, but these should be prepared by specialist illustrators and communication professionals. Mango Tree ([www.mangotreeuganda.org](http://www.mangotreeuganda.org)) is an organisation that does such work, and the communications focal point can be expected to know of similar organisations in their country who can be commissioned.

### **Activity 1.8 Radio programs**

Radio is one of the most common sources of agricultural information for farmers in the region, and EAAPP is already using radio extensively in some countries. There are various organisations in the region who can produce and air radio, so EAAPP does not need to do the work itself. However, EAAPP and the RCoEs do need to provide the appropriate content, so an effective collaboration is required. Where suitable radio programs targeting farmers already exist, they provide a good opportunity, but creating a new series is also possible. Multiple local FM radios provide opportunities for local language content, though they reach smaller numbers of listeners. Programs featuring the voice of farmers, either recorded in the field or in the studio are effective.

Interactive radio is more elaborate, but has the advantage that farmers can SMS or call in with questions that can be addressed on the spot. Farmer listener groups can be organised so that only one radio is needed, and discussion can be stimulated, including a follow up visit from an extensionist. To encourage listeners, competitions can be included, such as answering questions based on the broadcast, with appropriate prizes such as seeds of a

new crop variety. The following websites have more information on interactive radio programs:

- Farm Radio International [www.farmradio.org](http://www.farmradio.org)
- Interactive radio for agricultural development projects <http://ictforag.org/radio/>

### **Activity 1.9 Video**

Farmers obtain most of their agricultural information from other farmers. So videos of farmers showing new technologies and practices, and explaining the benefits, are a useful communication tool. A challenge with videos is how to get them seen by large numbers of viewers. Cinema vans provide one approach; using television channels is another. The development of highly mobile “picoprojectors” (less than 250g in weight) provide new opportunities for extensionists to show videos to small groups of farmers in rural locations. EAAPP can purchase a number of these and provide a selection of videos to be used with them.

### **Activity 1.10 Face-to-face tools**

Direct contact between farmers and those with information is the most effective way of communicating, though the cost per farmer is higher than many other methods. Apart from the traditional visit from an extensionist, a number of face-to-face approaches are already in use in the region, including farmer field schools, demonstration plots, farmer field days, model/demonstration farms, information desks and plant clinics. EAAPP can find where there are projects and organisations already implementing these approaches, and provide support and information for their work in the focus commodities. Model farms can also be set up at or near the RCoEs from which visiting farmers and other stakeholders can learn. Farmer-to-farmer approaches can also be supported in which selected farmers are trained to act as resource person during trainings, seminars, field days, investment clinics, cross-visits etc. The farmer devotes a certain portion of their farm as a demonstration plot for trials; tests/applies technological information learned from the seminars and cross-visits attended; and influences other farmers in adopting their outstanding farm practices by sharing information. For an example of how this approach works, see: <https://sites.google.com/site/vicarprejon8/services/farmer-s-scientist-bureau-fsb>. Exchange visits for farmers (between different areas of a country, or even between countries in the region) also allow farmer-to-farmer exchange, and should be used when there are specific technologies that need to be shared across borders.

### **Activity 1.11 Mobile telephony**

Many public and private sector organisations are experimenting with the use of mobile phones to deliver extension messages (as well as other information) to small scale farmers. Challenges include how to distil sometimes complicated information into 140-160 characters, and how to ensure messages are relevant and timely. Some approaches support SMS messaging with call centres. The baseline surveys indicate mobile is still not a major source of information. However, EAAPP will look for opportunities with partners to support and take part in these experiments, as the penetration of mobile phones in principle allows large numbers of farmers to be reached. The role of EAAPP and the RCoEs in such partnerships should be in their area of expertise, the content.

## **Result 2: Policy change advocated**

Sharing of technologies between countries within EAAPP is in some cases hampered by policy differences. Much work is already in progress to harmonise policies, which can be supported by communication activities. The activities described here contribute to the process of policy change and harmonisation. There are many toolkits and manuals on policy advocacy and promoting evidence-based policy from which further guidance can be sought, including:

<http://www.care.org/getinvolved/advocacy/tools.asp>

<http://www.odi.org.uk/publications/5921-world-vision-policy-advocacy-strategies-guide>

<http://www.odi.org.uk/publications/1127-become-policy-entrepreneur-roma>

[http://ec.europa.eu/research/social-sciences/books32\\_en.html](http://ec.europa.eu/research/social-sciences/books32_en.html)

Change of policy would be a sure indicator of success, but there are other activities contributing to policy change which are beyond the scope of this strategy. Thus, taking into account the need for regional approaches, the indicator here is the number of specific policy changes advocated in more than one EAAPP country.

### **Activity 2.1 Advocacy planning**

The first step in advocacy planning is to specify what policy change is being advocated. This process has been facilitated by ASARECA, and a number of areas for policy harmonisation have already been identified, such as seed policy. The specific changes being targeted could be reviewed at the beginning of a workshop, which would then move on to plan a communication plan for policy change. For each specific policy change required, the workshop will agree answers to the following:

- Which individuals have the power to make the desired changes?
- Who influences those persons? This includes identifying the people who have direct professional influence on the person with the power, and whether or not they are likely to be allies in promoting the change. ASARECA has some influence, but in each country there are others in the public and private sectors who have the opportunity to directly influence policy makers. They may be from research, seed companies and associations, farmer groups, regional organisations and others. Private sector players who expect to gain from a policy change can be strong allies, though may be seen as driven by self-interest rather than public good.
- How will the policy makers and influencers be communicated with? Who will play what roles, and what methods will be used?
- What are the messages that will be likely to convince those with the power? What are the policy options, and what is the evidence favouring the change sought?

Each EAAPP country will then implement the agreed policy influence plan, including some or all of the following approaches.

### **Activity 2.2 Identify and work with champions**

People who are extremely influential in facilitating changes and promotion of the commodities will be invited to serve as advocacy champions. These will include law makers, such as Members of Parliament, policy makers and decision makers, or implementers such as heads of government institutions dealing with agriculture. Heads of major private sector

companies or industry bodies, and heads of major NGOs such as national farmers' organisations may also be appropriate. Some of these people are already on EAAPP National Steering Committees. They will be briefed on the issues, and contact maintained with them to ensure they have any supporting information they need. Their feedback will help guide other activities.

### **Activity 2.3 Build regional alliances**

Building relationships with regional organisations is also important, as they also may be pursuing similar aims. ASARECA already does this, and EAAPP countries are members of COMESA and EAC, both of which are promoting regional integration. As neither REC includes all four EAAPP countries, relationships need to be built with both, which will not only benefit policy advocacy but also provide new avenues for publicity and awareness raising. Other regional organisations representing different stakeholders also provide opportunities such as commodity-related ones (EAGC, ESADA), farmer organisations (Eastern African Farmers Federation), Agricultural Advisory Services (AFAAS), Universities (RUFORUM).

### **Activity 2.4 Develop advocacy communication materials**

Advocacy communication materials related to the specific policy issues will be developed to support advocacy efforts. These will include policy briefs, stories from the field including video, leaflets and brochures, Powerpoint presentations. Supporting technical material needs to be available if required, such as statistics and policy analyses.

### **Activity 2.5 Policy dialogues and briefings**

Short events such as a breakfast meeting or seminars can be used to bring together decision makers with various stakeholders to allow interaction on the policy changes being promoted. Depending on the sensitivities of the participants, it might be appropriate to invite the media as part of a media campaign, but on other occasions an "off-the-record" meeting might be more effective.

## **Result 3. Stakeholder linkages facilitated**

Some activities are more explicitly designed to stimulate communication and information exchange between various stakeholder groups. For research outputs to have impact, various actors have roles to play, so it is in the RCoEs to stimulate such linkages. Of particular interest to the RCoEs is to understand more effectively the demand for research, and the various constraints that might be researchable. The number of multistakeholder events held or participated in provides one indicator, while social network analysis can provide indicators of the links between different groups and how this has changed.

### **Activity 3.1 Multistakeholder innovation platforms (MSIPs)**

The use of MSIPs has been promoted by FARA through the Integrated Agricultural Research for Development (IAR4D) paradigm, and EAAPP countries are already using different versions of it under different guises. An MSIP should involve all the actors with a stake in the commodity value chain, such as input suppliers (agrodealers, finance), farmers and their organisations, intermediaries of various kinds, output markets (traders, processors), policy makers from agriculture and related ministries. MSIPs can operate at different levels from local to national, so participants need to be selected accordingly. A key

success factor is a suitable facilitator with the ability and time to build relationships and make the interactions focused and productive. Training of facilitators is thus important.

### **Activity 3.2 Business and other fora**

Businesses have a strong incentive to make value chains and innovation systems function more effectively, and do not necessarily wait for public sector interventions. Thus fora or platforms around particular commodities sometimes already exist in the private sector, and these provide an excellent opportunity for EAAPP and the RCoEs to link and interact with different actors. The RCoEs will seek out such opportunities and take part in whatever way is appropriate, including co-sponsoring events.

### **Activity 3.3 Agricultural and trade fairs**

All countries have local and national agricultural trade fairs, and these are already being used to promote interactions. Teams comprising various stakeholders from one country can visit a trade fair in another country. Ensuring such visits are adequately reported can add value, as only a relatively small number of people can be involved.

### **Activity 3.4 Contribute to online-multistakeholder platforms**

The internet is still not easily accessible to most farmers, but for many other stakeholders in the innovation system it provides a new opportunity for communicating with many other actors, without even knowing who they are. The African Forum for Agricultural Advisory Services has established one such on-line platform; <http://networking.afaas-africa.org/>. One component of it is a pool of experts on particular topics to whom the moderator can direct questions. So the RCoEs can sign up their scientists and answer questions in their areas of specialism. The platform also allows RCoE scientists to monitor the issues that people are bringing up (although it is not well used yet). Another platform in Kenya is <http://www.mkulimayoung.com/>, which particularly targets the youth. The communication focal point could monitor discussions and make comments or arrange RCoE scientists to make comments where relevant.

### **Activity 3.5 Social network analysis of the commodity system**

Social network analysis (SNA) is a tool for analysing relationships in a system, or the linkages along which information and knowledge can flow. It reveals the main information pathways, and who are the brokers and gatekeepers in the network. The results of the analysis can indicate which communication pathways are likely to be most effective, but also where there is opportunity to improve links and so improve flow of information. In each country a social network analysis will be undertaken for actors in the RCoE's commodity. This will provide both a baseline and a guide for subsequent interventions. A repeat study later in the EAAPP project will indicate what changes have taken place. The analysis requires research work that could be undertaken under EAAPP. SNA provides metrics for the overall network (such as density), and for individual actors (such as centrality, and the means for sending and receiving information). Analyses could look at the situation within a country, but could also look at regional networks.

## Logical Framework for Strategy Area 2 : Communication for Innovation

	Intervention logic	Objectively Verifiable Indicators of achievement	Sources and Means of Verification	Assumptions
<b>Goal</b>	See Purpose of overall logframe			
<b>Purpose</b>	1. Increased linkages between actors in the commodity innovation system	1.1 Network density	1.1 Social network analysis (Activity 3.5)	Supply of specific technologies meets demand created
<b>Expected results</b>	1. Effective communication with farmers  2. Policy change advocated  3. Stakeholder linkages facilitated	1.1 No. farmers receiving information through EAAPP 1.2 No. of farmer communications materials developed  2.1 No. specific policies advocated in more than 1 EAAPP country  3.1 No. of multistakeholder events held 3.2 Measures of centrality and/or information sending/receiving	1.1 T&D reports 1.2 M&E reports  2.1 M&E reports  3.1 M&E reports 3.2 Social network analysis (Activity 3.5)	Farmers understand and trust information  Political factors don't hinder policy change  Actors make use of linkages facilitated
<b>Activities</b>	See Workplan below			

## Workplan for Strategy Area 2 : Communication for Innovation

Year	Year 1				Year 2				Year 3				Year 4				Year 5				Outputs
Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
<b>Result 1: Effective communication with farmers</b>																					
1.1 Participatory creation of materials																					
1.2 Engendering communication approaches																					
1.3 Translating communication materials																					
1.4 Reaching farmers through partners																					
1.5 Supporting communication businesses																					
1.6 Finding out farmers' research needs																					
1.7 Printed materials																					Posters, leaflets, manuals etc
1.8 Radio programs																					Programmes
1.9 Video																					Videos
1.10 Face-to-face tools																					
1.11 Mobile telephony																					Mobile information platforms
<b>Result 2: Policy change advocated</b>																					
2.1 Advocacy planning																					
2.2 Identify and work with champions																					
2.3 Build regional alliances																					
2.4 Develop advocacy communication materials																					Communication materials
2.5 Policy dialogues and briefings																					
<b>Result 3: Stakeholder linkages facilitated</b>																					
3.1 Multistakeholder innovation platforms																					
3.2 Business and other fora																					
3.3 Agricultural and trade fairs																					
3.4 On-line multistakeholder platforms																					
3.5 Social network analysis																					Reports of analyses

## Roles and Responsibilities for Strategy Area 2 : Communication for Innovation

	SC	PCU	CFP	T&D	M&E	RCoE	PR	DM	IT	IP	OO	C	ASA
<b>Result 1: Effective communication with farmers</b>													
1.1 Participatory creation of materials			✓✓	✓✓✓		✓✓				✓	✓		
1.2 Engendering communication approaches			✓✓	✓✓✓		✓✓				✓	✓		
1.3 Translating communication materials			✓✓✓	✓✓		✓				✓	✓	✓	
1.4 Reaching farmers through partners			✓✓	✓✓✓		✓				✓✓	✓✓		
1.5 Supporting communication businesses			✓✓	✓✓✓		✓				✓✓	✓✓		
1.6 Finding out farmers' research needs			✓	✓✓✓		✓✓				✓✓	✓		
1.7 Printed materials			✓✓	✓✓✓		✓				✓	✓	✓	
1.8 Radio programs			✓✓	✓✓✓		✓				✓	✓	✓	
1.9 Video			✓✓	✓✓✓		✓				✓	✓	✓	
1.10 Face-to-face tools			✓✓	✓✓✓		✓				✓	✓		
1.11 Mobile telephony			✓✓	✓✓✓		✓✓				✓	✓	✓	
<b>Result 2: Policy change advocated</b>													
2.1 Advocacy planning	✓✓	✓✓	✓✓	✓		✓✓							✓✓✓
2.2 Identify and work with champions	✓✓	✓✓	✓✓✓	✓		✓				✓	✓		✓
2.3 Build regional alliances	✓	✓✓✓	✓			✓					✓✓		✓
2.4 Develop advocacy communication materials		✓	✓✓✓	✓		✓				✓	✓		
2.5 Policy dialogues and briefings	✓	✓	✓✓✓	✓		✓✓				✓	✓		
<b>Result 3: Stakeholder linkages facilitated</b>													
3.1 Multistakeholder innovation platforms		✓	✓	✓✓✓		✓✓				✓✓	✓✓		
3.2 Business and other fora		✓	✓	✓✓✓		✓✓				✓✓	✓✓		
3.3 Agricultural and trade fairs		✓	✓	✓✓✓		✓✓				✓✓	✓✓		
3.4 On-line multistakeholder platforms			✓✓✓	✓✓		✓✓				✓	✓		
3.5 Social network analysis		✓	✓		✓✓	✓✓✓				✓	✓		

✓✓✓=Lead or major role; ✓✓=Significant role; ✓=Involved

SC=Steering Committees; PCU=Project Coordination Unit; CFP=Communication Focal Point; T&D=Training and Dissemination Focal Point; M&E=Monitoring and Evaluation Focal Point; RCoE=Regional Centre of Excellence; PR=Public Relations; DM=Data manager; IT=Information Technology Dep't; IP=Implementing Partners; OO=Other Organisations; C=Consultant; ASA=ASARECA Secretariat (See section 2 of the Implementation Plan for further explanation)

## Budget/resource list for Strategy Area 2 : Communication for Innovation

Item	Cost
Story in Shujaaz or Young African Express	~\$20,000
Shamba Shape-up TV episode	\$50,000 (production and multiple airing)
Short videos for farmers	
Series of radio programmes	\$10-20,000 (production and airing)
Printed materials for farmers, advocacy	Variable
On-line multistakeholder fora	Staff time only
Social network analysis	Postgraduate student grant

### **3.3 Strategy Area 3: Promoting the RCoEs**

The Regional Centres of Excellence need to be well known and highly regarded, and that must be based on the quality of the research they undertake. But to establish a reputation beyond the research community requires a continuous publicity effort based on a strong brand. The purpose of this strategy area is to make the **RCoEs well known and respected by their stakeholders**. This can be monitored through stakeholder surveys, or brand audits.

#### **Result 1. RCoE brand developed**

Strong brands for the RCoEs will be created that help build awareness and appreciation of their work. This work needs to commence soon, as there has been some attempt at branding, but it is not regionally coordinated. Consistently applied brand guidelines and a well recognised visual identity will indicate success.

##### **Activity 1.1 Brand visioning**

Guided by a consultant in PR/Marketing (commissioned by ASARECA), the communications officers from each country will organise EAAPP/RCoE meetings to undertake a brand visioning exercise. The description of a RCoE as in the PAD provides a good starting point. Each country will develop a draft vision and identify the required brand essence (nature/character) and personality (expression of values). A regional meeting of the communication focal points, together with ASARECA and consultant, will harmonise the outputs of the national exercises to develop an agreed regional brand for RCoEs, that can be applied to any of the RCoEs, substituting in the appropriate commodity. A compelling and credible “brand pledge” to RCoE stakeholders will be agreed.

The communications team will also agree on common core competencies and strengths of EAAPP/RCoEs that will form the core of messages for publicity both at regional and country level. They will use message maps to decide the core brand message that will be the foundation of all other messages from individual countries, used consistently in different forms across multiple communication formats.

##### **Activity 1.2 Create the visual identity**

A visual identity for the RCoEs is required that will be widely and consistently used to promote the centres. This includes the logo, the colour scheme, and the look and feel of all the RCoEs’ publicity materials. The brand identity must express the brand vision developed above, bringing out the “spirit” of the centres that connects them to the people they serve (its stakeholders).

An important issue to be addressed will be how a regional common identity can be created, while distinguishing each RCoE. The RCoEs are independent and therefore each needs its own identity, but the visual identity of the RCoEs should have some common elements so that they are visually linked in peoples’ minds. Thus the logo should have some common elements, together with a unique element for the particular centre. The consultant will be tasked to come up with options for review and approval by the EAAPP PCUs and steering committees.

Another issue to resolve is whether or how “EAAPP” appears on publicity. It is suggested that it is not part of the logo, but that for the short term, a standardised representation of putting EAAPP on project documents is developed and used consistently. A separate logo for EAAPP is not required; it is the RCoEs that must be promoted, not the project to set them up. A simple standard font should be agreed so that it does not distract from the RCoE identity. Use of national flags takes up much space, and when further countries join, existing publicity becomes obsolete.

Providing a carefully crafted design system for frequently used publications like brochures, annual reports, and newsletters will have a significant impact on the professional appearance of communications, while increasing brand visibility across the regional.

### **Activity 1.3 Summarize core brand messages**

Based on the brand visioning, promise and personality, a set of key brand messages will be developed. These will provide the basis for various items of publicity and media coverage. They will include how a human face can be put on concepts, statistics and ideas related to research, so that non-technical messages understandable to the general public can be created.

Messaging will evolve as the RCoEs develop. For example, they cannot yet be promoted as having first class facilities as construction is still in progress. On the other hand, all have achieved significant research results, so positive messages can already be produced.

### **Activity 1.4 Applying the brand**

The consultant will develop brand application guidelines and templates for visual branding of the RCoEs. The standard template for the brand will include how the brand names will appear, colours, positioning on various formats, and other general usage. The guidelines and templates will be packaged in a soft-copy booklet for distribution to RCoE staff and collaborators. Templates will include use of the brand on reports, information materials, Powerpoint presentations, business cards, websites, signage for buildings, e-mail signatures etc.

The guidelines will also indicate how “co-branding” issues are handled. All RCoEs are already part of parent organisations with their own identity which should be promoted. Similarly, when work is produced with other organisations, they also can expect their identity to appear.

### **Activity 1.5 Brand training**

Staff will be mobilized and empowered through short training sessions to become ambassadors and supporters of the brand. Brand training will cover a broad introduction to the concept of branding, the brand values, the brand story, the importance of consistency, and the role everyone will need to play in building the brand and will include hands on training to demonstrate how the templates work. Training on the key messages will also be provided. The training can be conducted in-house by the communication officer, but will need repeating regularly.

### **Activity 1.6 Brand audit**

Once the brands have been established and used for a period of time, occasional brand audits will be undertaken to check internal consistency of branding with the guidelines. An external brand audit can also be used to assess the extent to which the RCoEs and their brands are known, recognised and understood. Feedback from external brand auditing can be used to guide messaging and ongoing publicity campaigns.

### **Result 2: RCoEs well publicised**

The RCoEs need publicity to develop and maintain their reputation. Here a selection of different approaches is given, not all of which will be appropriate for all RCoEs, but a variety of approaches should be used that target different audiences. Each year a workplan will be required identifying the approaches to be used, and targeting a number of events, and publicity campaigns. All of them need a communications person to make them happen. Using the media is a key approach, so a set of activities for engaging with the media is given separately in Result 3 below.

### **Activity 2.1 Create success stories**

Telling compelling stories is an effective way to capture audience attention. Using these stories during publicity campaigns resonates with the target audiences who can identify with one or other of the characters. Thus the stories can involve different actors: the story of a scientist, how they went into research, their motives, their discoveries etc; or a farmer trying out a new variety, the extra yield it has generated, and what she has done with the money generated. The stories can be generated using templates, and then publicised in a variety of ways using the methods below as well as the media (Result 3).

### **Activity 2.2 Develop promotional materials**

Each RCoE and PCU needs a “kit” of publicity materials that can be used as necessary. Visitors to the RCoEs should be provided with a selection of printed materials. For exhibitions of various kinds, roller banners, brochures, leaflets and posters are needed. For exhibitions where there is more space, having physical materials to present is helpful, such as crops, equipment, foods and other products made from the RCoE commodities. Promotional materials can also include branded items to give away such as pens, caps, t-shirts etc. Low cost items are preferable as many more can be made.

### **Activity 2.3 Stage dynamic publicity events**

Publicity can be achieved by staging events of different kinds, which attract media coverage, and participation by stakeholders. Each country will organise an annual programme of events around the RCoE commodity. One option is to hold a “promotional month” each year, to provide a high intensity campaign with a number of events over a short period of time. Such an approach is recommended for later in the strategy when the RCoEs have communications staff already in place. Some examples of publicity events are:

- A road show with mass media coverage and outdoor advertising to attract interest in subsequent events.
- RCoE open house, where farmers, school children and other stakeholders can visit the RCoE and demonstration farms/plots for interactive sessions. To enhance publicity and gain ideas for future events, participants can be asked to contribute in a “post a picture”

competition. This will require a participant to document their day either in a short video or picture, and post it to the RCoE's Facebook page. Awarding the prize could be used to create further publicity

- Other competitions for school children, such as designing a poster to promote a particular commodity or product (such as milk). Relevant private sector organisations can be involved, and perhaps sponsor or provide a prize for the competition. Publicity for a competition can be organised through channels that reach schools, such as “Young African Express”.
- Publicity events associated with achievements in the development of the RCoE, such as the opening of a building, launch of the website or others.

#### **Activity 2.4 Use social media**

Social media such as Twitter and Facebook can be used to promote interest in the activities of EAAPP/RCoEs amongst some target groups (though not most farmers). They should be linked to the RCoE websites, so that further information can be accessed if necessary, and traffic to the sites is increased. Popular topics for social media are job vacancies and other opportunities such as training courses and other sponsorship. Social media should be used as part of the publicity surrounding other activities and events. A communications officer can also monitor social media output of related organisations and retweet, for example, as well as encourage related organisations to follow the RCoEs so that they can link to or forward RCoE publicity. “Social media handbook for agricultural development practitioners” provides useful guidance (see <http://www.ictforag.org/social>).

#### **Activity 2.5 Blogging**

RCoE staff will be encouraged and empowered to contribute blogs about their work, and also highlighting other related work. These can be operated through popular free sites such as Wordpress (<http://wordpress.com>) and Blogger (<http://blogger.com>), or more sophisticated ones with a cost such as Typepad (<http://www.typepad.com>). They should be linked to and from the RCoE websites. The communication officer will coordinate blogging to ensure that there is a steady output on a variety of topics, and to provide editorial assistance where scientists are not used to writing in a style suitable for blogs.

#### **Activity 2.6 RCoE newsletter**

Once the RCoE communication department is established, the internal EAAPP newsletter (Strategy area 5) could be enhanced and distributed more widely as a public newsletter. Again an e-newsletter is preferred to reduce production and distribution costs, so can be produced more frequently. A quarterly newsletter sent by e-mail to subscribers would be appropriate.

#### **Activity 2.7 RCoE annual report**

Each RCoE can be expected to produce a succinct annual report, summarising its work during the year, and highlighting successes. As well as providing accountability to sponsors, it is a publicity tool, and a professionally designed and produced report can convey a strong message. It will be made available primarily in soft copy on the RCoE website.

### **Result Area 3: Strong media relations established**

The traditional mass media (newspapers, radio, TV) have wide reach in East Africa, enhanced by the addition of online news reporting. Regular and consistent coverage in national, regional and international media can build and maintain a high profile for the RCoEs. When the RCoEs are fully functional, a corporate communications office will be required, but until that time, the PR sections of the EAAPP parent organisations and/or contracted PR organisations will manage media relations. This requires building good links with journalists and media outlets and ensuring they are informed and have consistent access to news stories. There are links between this result and the others in this Strategy area, but also to other strategy areas, as the media reach many different audiences.

#### **Activity 3.1 Develop media policy guidelines**

Policy guidelines are needed that enable RCoE and EAAPP staff to talk to the media in a coordinated and consistent way. Interaction with the media will be encouraged, but coordination is required to ensure there is clear messaging. A PR company can support the national communications staff to develop the guidelines, which should be consistent with any guidelines of the parent organisations. The guidelines will include templates for press releases, including branding, and boilerplate text on the RCoE, EAAPP and the parent organisations.

#### **Activity 3.2 Cultivate links with journalists and media houses**

Each country will develop a list or database of key media contacts; these can be shared amongst the communications focal points. The list should include individual journalists, media houses and other organisations that distribute news items nationally and regionally. This provides a list for circulating press releases, but a number of the journalists will be targeted for developing longer term relationships. This will include providing opportunities for them to get to know the RCoEs through visits to the centres, field sites and farmers who have benefited from new technologies. Coupling this with a workshop for journalists where they can receive training, information on RCoE activities, and interact with the scientists, will help ensure the RCoEs get consistent and accurate media coverage. Thus the journalists effectively become part of the EAAPP team, rather than outsiders to be called when there is a special event. Some of the regional and international publications and media houses whose journalists could be targeted include:

- New Agriculturalist : [www.new-ag.info](http://www.new-ag.info)
- SPORE : <http://spore.cta.int>
- ScienceAfrica : [www.scienceafrica.co.ke](http://www.scienceafrica.co.ke)
- SciDev [www.Scidev.net](http://www.Scidev.net)
- East African <http://www.theeastafrican.co.ke>
- African Science Technology and Innovation News : <http://www.africasti.com>
- African Laughter : <http://www.africanlaughter.com>

### **Activity 3.3 Generate press releases and media coverage**

Using the established links, the media will be provided with regular opportunities for news or feature items. These will be associated with publicity events (Activity 2.3 above), but by having success stories already documented, media coverage can be generated when required. Through maintaining the internal newsletter, the communications focal point should be aware of what activities are happening when, so can inform and facilitate the media as necessary. The communications focal points can also arrange for senior scientists in the RCoEs to publish “op-ed” articles. Scientists sometimes shy away from expressing opinions rather than science, but recent research by SciDev.net shows that it is a good way of attracting interest and attention.

### **Activity 3.4 Maintain website media area**

A section of the RCoE websites will provide news, press releases, and other information for journalists and the media, including standard text for editors notes. When the RCoEs are well established, as well as providing communications contacts, it could include the names of scientists who would be available for interviews on specific “hot topics” that are of interest to the media, such as genetic modification, climate change, food security etc.

### **Activity 3.5 Training scientists/program staff to work with the media**

RCoE or EAAPP staff who will interact with the media need to be prepared. Short trainings will be provided (PR/media companies run such training) including recorded simulated interviews for staff to review. Since the RCoEs need to be seen as thought leaders for the commodities, communication staff will work with the producers of radio and television news broadcasts, proactively offering the expertise of their project staff and champions. Topics will include:

- Understanding how media work and what they want from scientific research organisations
- Building rapport with media and audience
- Techniques for effective on-camera interviews
- Describing complex science in simple language
- Handling difficult topics

### **Activity 3.6 Media monitoring**

Once the RCoEs are generating significant media coverage, media monitoring would become useful, particularly if PR companies are being contracted to provide publicity such as for particular events. Media monitoring businesses can be commissioned to check on coverage and trends as required. Suitable ones in East Africa include;

- Ipsos Synovate [www.ipsos.co.ke](http://www.ipsos.co.ke)
- Strategic Africa [www.strategicafrica.com](http://www.strategicafrica.com)
- Reelforge Media Monitoring [www.reelforge.com](http://www.reelforge.com)
- African Centre for Media Excellence (ACME) [www.acme-ug.org](http://www.acme-ug.org)

### Logical Framework for Strategy Area 3 : Promoting the RCoEs

	Intervention logic	Objectively Verifiable Indicators of achievement	Sources and Means of Verification	Assumptions
<b>Goal</b>	See Purpose of overall logframe			
<b>Purpose</b>	1. RCoEs well known and respected by their stakeholders	1.1 Index of stakeholder awareness and trust	1.1 Survey (Activity 1.6)	Awareness and trust generates support and confidence in RCoEs.  Scientific output matches the publicity
<b>Expected results</b>	1. RCoE brand developed  2. RCoEs publicised  3. Strong media relations established	1.1 Coordinated RCoE visual identities in use according to guidelines  2.1 No. of publicity events/promotions per year  3.1 Level of media coverage of RCoE	1.1 Internal brand audit  2.1 M&E reports  3.1 Media monitoring report	Brand conveys appropriate messages  Quality of events and materials  Turnover of media contacts not too high
<b>Activities</b>	See Workplan below			Stakeholders can agree on brand values and visual identity  Website in operation for newsletters and annual reports  Media contacts interested in RCoE stories

### Workplan for Strategy Area 3 : Promoting the RCoEs

	Year	Year 1				Year 2				Year 3				Year 4				Year 5				Outputs
	Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
<b>Result 1: RCoE Brand developed</b>																						
1.1	Brand visioning																					
1.2	Create the visual identity																					Logos, look and feel
1.3	Summarize core brand messages																					Key brand messages
1.4	Applying the brand																					Brand guidelines
1.5	Brand training																					
1.6	Brand audit																					Survey data
<b>Result 2: RCoEs well publicised</b>																						
2.1	Create success stories																					
2.2	Develop promotional materials																					Promotional materials
2.3	Stage dynamic publicity events																					
2.4	Use social media																					
2.5	Blogging																					
2.6	RCoE newsletter																					Quarterly newsletters
2.5	RCoE annual report																					Annual reports
<b>Result 3: Strong media relations established</b>																						
3.1	Develop media policy guidelines																					Guideline
3.2	Cultivate links with journalists																					
3.3	Generate press releases & media coverage																					Media coverage
3.4	Maintain website media area																					
3.5	Training scientists to work with the media																					
3.6	Media monitoring																					Monitoring data

## Roles and Responsibilities for Strategy Area 3 : Promoting the RCoEs

	SC	PCU	CFP	T&D	M&E	RCoE	PR	DM	IT	IP	OO	C	ASA
<b>Result 1: RCoE Brand developed</b>													
1.1 Brand visioning	✓	✓	✓✓	✓		✓✓	✓			✓		✓✓✓	✓
1.2 Create the visual identity		✓	✓✓									✓✓✓	✓
1.3 Summarize core brand messages		✓	✓✓	✓		✓✓	✓			✓		✓✓✓	✓
1.4 Applying the brand	✓	✓	✓✓✓	✓	✓	✓✓✓	✓✓			✓		✓✓✓	
1.5 Brand training	✓	✓	✓✓✓	✓	✓	✓✓	✓✓						
1.6 Brand audit	✓	✓	✓✓	✓	✓	✓✓	✓					✓✓✓	
<b>Result 2: RCoEs well publicised</b>													
2.1 Create success stories			✓✓✓	✓✓	✓	✓✓	✓✓						
2.2 Develop promotional materials			✓✓✓			✓	✓✓					✓	
2.3 Stage dynamic publicity events		✓	✓✓✓	✓		✓✓	✓✓					✓	
2.4 Use social media			✓✓✓			✓✓	✓		✓				
2.5 Blogging			✓✓✓	✓		✓✓	✓						
2.6 RCoE newsletter		✓	✓✓✓	✓✓		✓✓	✓			✓	✓		
2.5 RCoE annual report		✓	✓✓✓	✓	✓	✓	✓			✓	✓		
<b>Result 3: Strong media relations established</b>													
3.1 Develop media policy guidelines	✓	✓	✓✓✓			✓	✓						
3.2 Cultivate links with journalists			✓✓✓			✓	✓✓						
3.3 Generate press releases & media coverage		✓	✓✓✓	✓		✓	✓✓						
3.4 Maintain website media area			✓✓✓			✓	✓		✓				
3.5 Training scientists to work with the media			✓✓✓			✓✓	✓						
3.6 Media monitoring			✓✓				✓					✓✓✓	

✓✓✓=Lead or major role; ✓✓=Significant role; ✓=Involved

SC=Steering Committees; PCU=Project Coordination Unit; CFP=Communication Focal Point; T&D=Training and Dissemination Focal Point; M&E=Monitoring and Evaluation Focal Point; RCoE=Regional Centre of Excellence; PR=Public Relations; DM=Data manager; IT=Information Technology Dep't; IP=Implementing Partners; OO=Other Organisations; C=Consultant; ASA=ASARECA Secretariat (See section 2 of the Implementation Plan for further explanation)

### Budget/resource list for Strategy Area 3 : Promoting the RCoEs

Item	Cost
PR/marketing company contract for activities under Result 1	Approx 20 days' work (for the region)
Ad hoc consultancies for design of materials, staging events	A few days' work each; \$500-1000
Consultant to do brand audit	Approx 10 days' work per country
Cost of printing materials	Various
Newsletter publishing and printing	Minimal if e-newsletter. Around \$5000 for hardcopy
Annual report	Design only if soft copy, \$1000. \$10000 for hardcopy
Consultancy for media monitoring	Large range depending on RCoE needs

### 3.4 Strategy Area 4: Communication management and coordination

This area of the strategy corresponds to component 4 of EAAPP, but focussing on communication work as described in this strategy. Thus the purpose of this strategy area is **communication strategy implemented and evaluated according to plan**. As in the Results Management framework, this can be assessed as the percentage of planned activities undertaken.

#### Result 1. Strategy implementation initiated

A number of activities are required to initiate implementation, including its regional approval, and domestication by each EAAPP country. Adoption of the first annual workplans prepared by the national communications focal points will indicate that this has occurred.

##### Activity 1.1 Adoption of communications strategy

ASARECA will present the Strategy and Implementation Plan to the Regional Steering Committee in February 2014, as a generic document for domestication in each country. The committee will be invited to comment on and adopt the document, giving the go ahead for implementation. The committee will also consider options for resourcing implementation of the strategy, including the roles assigned to ASARECA.

##### Activity 1.2 Regional planning meetings

Following approval of the Communication Strategy, ASARECA will convene a regional meeting for PCU and RCoE representatives including key communications and IT personnel. The meeting will:

- Identify communication focal points in each PCU and at ASARECA secretariat, and define terms of reference (see draft)
- Discuss and agree relative roles of country teams and ASARECA in implementing the strategy
- Agree website URLs and registration responsibilities
- Define main content areas for EAAPP and RCoE websites
- Develop ToR for branding consultancy
- Identify areas for improving cost-effectiveness by regional commissioning of expertise (eg for website design, branding etc)
- Review M&E plan, agree baselines to be collected, and possible targets.
- Agree programme/procedure for domestication of the strategy and implementation plan (Activity 1.3)
- Discuss communication priorities to include in design of Phase 2.

<b>Role</b>	National Communication Focal Point
<b>Responsible to</b>	EAAPP National Coordinator (PCU) (later to RCoE coordinator)
<b>Role summary</b>	Lead and coordinate communications activities, as laid out in the communication strategy and implementation plan.
<b>Key responsibilities</b>	<ul style="list-style-type: none"> <li>• Develop annual work plan and budget for communication activities</li> <li>• Coordinate implementation of communications work</li> <li>• Liaise with ASARECA on communications issues</li> <li>• Lead promotional campaigns for RCoE</li> <li>• Coordinate preparation of materials for websites</li> <li>• Provide support to EAAPP staff creating communication materials and products preparation</li> <li>• Organise translation of communications materials from other EAAPP countries</li> </ul>

	<ul style="list-style-type: none"> <li>• Quality assurance of EAAPP communications materials and products</li> <li>• Ensure communications products are gender sensitive</li> <li>• Develop ToR for consultants, contractors on communications activities</li> <li>• Compile and distribute information/news items to 3<sup>rd</sup> parties (eg other organisations with newsletters)</li> <li>• Create and maintain programme database of programme participants</li> <li>• Compile and distribute programme e-newsletter</li> <li>• Coordinate RCoE publicity</li> <li>• Organise training in communication issues</li> </ul>
Educational requirements	First degree in agriculture, communication or related subject. Preferably with post-graduate qualification in communication
Experience	Experience of communication in agricultural research for development in Eastern Africa
Skills	<ul style="list-style-type: none"> <li>• Writing for different audiences</li> <li>• Editing skills</li> <li>• Planning and coordination skills</li> <li>• Knowledge of scientific and general publishing</li> <li>• Interpersonal communication</li> <li>• Knowledge of mass media and PR</li> <li>• High level of computer/IT literacy</li> <li>• Knowledge of website content or document management systems</li> <li>• Knowledge of engendered communication methods</li> </ul>

Regional review and planning meetings of the communications focal points should be convened annually. Where possible, they can be piggy-backed on ASARECA's planning for the K-hub or other regional meetings.

### **Activity 1.3 National review of strategy and plan**

Following the regional meeting, one-day national meetings will be held in each country to review the strategy and implementation plan, and to adjust them according to the national context. They will be organised by the PCU, through the communication focal point. Participants will be from the PCU, RCoE, focal points from implementing partner organisations, PR/IT/Communications people from EAAPP parent ministry and research organisations. The objectives of the one-day meeting will be to:

- Secure consensus on the strategy and its overall implementation
- Identify country-specific details to be added (responsibilities, timing of activities)
- Agree implementation modalities for immediate priority activities

### **Result 2. Programme participants aware of activities and progress**

For smooth implementation of the strategy and plan, a set of activities is required to ensure that all programme participants are kept aware of progress.

### **Activity 2.1 Establish contacts database of EAAPP participants**

A simple contacts database will be developed by the communication focal person in each country; Microsoft Excel would be a suitable package to use. The structure of the database (ie column headings and allowable content in each column) will be defined, including at least the following fields: Name, Organisation, Position, Role in EAAPP, Telephone, E-mail, Address. The structure will take account of anticipated requirements for using mail-merge, such as for sending out messages to all the list, or a specified subset (such as scientists working on EAAPP regional projects). The database will include all Project Coordination Unit members, focal points in partner organisations/departments, national steering committee,

key staff at the RCoE, scientists involved in EAAPP regional research projects and others considered to be part of EAAPP implementation.

The database will be available to all project participants on the shared folders (Activity 2.5 below), but only the national communication focal person should be able to edit the file, so that accuracy is maintained. Thus when staff/roles change, the person's organisation will inform the PCU and/or communication focal point so the database can be updated. New staff/roles can be included in the newsletter (see below).

### **Activity 2.2 Define e-newsletter format and content**

Using inputs from the national workshop (Activity 1.3) the PCU will agree the format and content for an e-newsletter, for circulation to EAAPP participants. A simple format will be used, preferably just an e-mail message rather than an attachment, and preferably without pictures. Publication frequency will also be agreed (eg monthly). It is important that it is regular and reliable.

The content of the e-newsletter will consist of bullet points and/or single sentence news items, under a number of standard headings to be agreed, such as:

- Events in the past month (national or regional workshops, trainings, conferences etc)
- Upcoming events (as far ahead as is relevant)
- New publications, reports, outputs, success stories, and other documents recently added to the shared folders
- Staff news
- Major achievements, research findings

### **Activity 2.3 Set up workflows for information gathering**

In each participating organisation the focal point will be responsible for sending information to the communications focal point for inclusion in the e-newsletter, the website, or other communication materials. A regular timescale for this will be agreed. A template reporting form covering the standard sections in the e-newsletter will be provided to focal points to make reporting simple.

### **Activity 2.4 Distribute e-newsletter**

The communication focal point will distribute the e-newsletter to all the names on the programme participants database. In addition the e-newsletter will be sent to the communication officer at ASARECA, and to the communication focal point in each of the other countries. Thus every month national communication focal points will receive a newsletter from each of the other countries, which they can then forward to their own distribution list. At a later date the newsletter could be refined and converted into an external newsletter of the RCoEs.

### **Activity 2.5 Establish internet-based project document repository**

As soon as possible, in each country, folders will be established that can be accessed on-line by programme participants in that country. The communication focal point will develop the folder structure in discussion with the national and CoE coordinators and/or PCU members, and prepare a short description of files to be located in each folder. Dropbox ([www.dropbox.com](http://www.dropbox.com)) is suitable. An access and updating policy and procedure will be determined by the PCU, listing who has access to which folders, and who will be responsible

for lodging files and maintaining version control. All project partners in a country should have access to all project reports.

Once the new websites are running, including the document repositories, the Dropbox folders can be discontinued.

### **Activity 2.6 Conduct internal survey**

A simple survey will be conducted by the PCU/communications focal point to assess the current situation regarding awareness of EAAPP activities. The survey will be sent to all the contacts on the contacts database. The survey questions will be designed so that they can be repeated after an interval (at least a year) to monitor changes, though repeat surveys will have additional questions to monitor the value of the additional activities (such as the e-newsletter).

## **Result 3. Communications unit established at RCoEs**

As the RCoE develops, it will become necessary to have a unit or department concerned with all the communication issues that such centres need to address. This will require resources, so the indicator will be the percentage of the RCoE budget that is allocated to the communications unit.

### **Activity 3.1 Provide inputs to design of EAAPP Phase 2**

If or when Phase 2 of EAAPP is developed, the national communication focal point will coordinate inputs from the communication angle. This will be based on this strategy, as well as the deliberations at the regional and national meetings (Activities 1.2 and 1.3 above).

### **Activity 3.2 Define and fill communication posts**

A fully functioning RCoE will require human resources to implement the range of communications activities described in this strategy. This will require posting or recruitment of staff to the RCoE, timed to accompany the progressive development and expansion of RCoE activities. The table below lists the roles required, and how they might be serviced in the short and longer term. What constitutes the short and longer term will vary with country. As posts are created, terms of reference will be required, and adjusted as the RCoE develops and recruits more staff.

### **Activity 3.3 Communication secondments and interns**

As the RCoEs expand their activities, they should seek to build their communication capacity in various ways, including seeking secondments of communication experts. Some development partners are willing to provide manpower rather than funds, through short term secondments, junior or associate professional schemes and other mechanisms. Capacity can also be developed through providing short term internships, for example to recent graduates seeking to gain experience.

**Table:** Roles required in a RCoE communications unit, and how they could be supplied

<b>Role</b>	<b>Short term</b>	<b>Longer term</b>
Head, Communication and Knowledge Management	Functions shared by communications focal point and head office staff	A strong RCoE will need a senior officer with responsibility for overseeing all the roles listed in this table.
Communication focal point (CFP)	One full time person as soon as possible, probably part of the PCU, transferring to RCoE as feasible.	Full time communication officer at RCoE
Writing/editing	Existing staff supported by outsourcing	Existing staff supported by outsourcing
Graphic design	Outsourcing	Existing staff supported by outsourcing
Media production	Outsourcing	Existing staff supported by outsourcing
Partnerships management	Functions undertaken by head office staff	A part time role at the RCoE but possibly becoming a full time one as the RCoE develops
Public relations and corporate communications	Functions undertaken by CFP and head office staff	A part time role at the RCoE but possibly becoming a full time one as the RCoE develops. Could be one position combined with partnership management role
Data manager	Not needed	Initially a part time role, developing into a full time role.
IT manager/website administrator	Functions undertaken by head office or current RCoE staff, supported by outsourcing	Full time RCoE IT manager needed

### **Activity 3.4 Update RCoE communication strategy**

Once communications staff are established at the RCoE, a revision of this strategy and plan will be required, focusing entirely on the RCoE as an institution rather than on EAAPP the programme. A key issue for consideration will be the progressive transfer of responsibilities from the PCU to the RCoE, and how much communications work remains at the PCU until the project ends. By the time EAAPP ends, the RCoE communication functions should be fully established and forward plans made, but the earlier that can happen the better.

### **Activity 3.5 Learning, monitoring and evaluation**

A separate section below describes how implementation of the strategy will be monitored and evaluated. However, an element of M&E that can be overlooked is learning from experience. This happens informally to individuals involved, but steps will be taken to document learning on communication. This can be done in various ways, but initially one simple tool will be used, the "After action review" (AAR). This will be used for selected activities, such as an individual publicity event or workshop or the development of a radio programme. It will be the responsibility of the communications focal points in each country to coordinate the reviews and compile and distribute the one page report. Distribution to the other communications focal points will allow lesson learning across borders. Guidance on the conduct of AARs is available on many websites.

### Logical Framework for Strategy Area 4: Communication management and coordination

	Intervention logic	Objectively Verifiable Indicators of achievement	Sources and Means of Verification	Assumptions
<b>Goal</b>	See Purpose of overall logframe			
<b>Purpose</b>	1. Communication strategy implemented and evaluated according to plan	1.1 Percentage of planned activities undertaken.	1.1 M&E reports	Strategy addresses priority communication issues
<b>Expected results</b>	<p>1. Strategy implementation initiated</p> <p>2 Programme participants aware of activities &amp; progress</p> <p>3 Communications unit established at RCoEs</p>	<p>1.1 First annual communication workplans approved by PCUs</p> <p>2.1 Feedback from programme participants</p> <p>3.1 RCoE budget allocated to communications unit (staff and costs as % of total)</p>	<p>1.1 PCU minutes</p> <p>2.1 Survey</p> <p>3.1 RCoE budget</p>	<p>Current EAAPP budget can be reallocated</p> <p>Awareness of programme activities will improve overall communication and project implementation</p> <p>Additional resources are available through RCoE parent organisations, EAAPP phase 2, and/or additional funders</p>
<b>Activities</b>	See Workplan below			

## Workplan for Strategy Area 4: Communication management and coordination

Year	Year 1				Year 2				Year 3				Year 4				Year 5				Outputs
Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
<b>Result 1. Strategy implementation initiated</b>																					
1.1 Adoption of strategy	■																				Approval for domestication
1.2 Regional planning meetings	■				■				■				■				■				Initial action plans, agreements on roles
1.3 National review of strategy, plan	■																				Finalised strategy, plan
<b>Result 2. Programme participants aware of activities and progress</b>																					
2.1 Set up contacts database		■																			Database
2.2 Define e-newsletter format	■																				
2.3 Set up workflows	■	■																			One page guideline,
2.4 Distribute e-newsletter		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	Monthly newsletter
2.5 Set up temporary document repository	■	■	■	■																	Repository up to date
<b>Result 3. Communications unit established at RCoEs</b>																					
3.1 Inputs to EAAPP Phase 2.			■	■																	EAAPP-2 PAD
3.2 Fill communications posts													■	■	■	■	■	■	■	■	
3.3 Secondments & interns													■	■	■	■	■	■	■	■	
3.4 Update RCoE communication strategy											■										Revised RCoE communication strategy
3.5 Learning, monitoring & evaluation	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	After action reviews.

## Roles and Responsibilities for Strategy Area 4: Communication management and coordination

	SC	PCU	CFP	T&D	M&E	RCoE	PR	DM	IT	IP	OO	C	ASA
<b>Result 1. Strategy implementation initiated</b>													
1.1 Adoption of strategy	✓✓✓	✓✓											✓✓
1.2 Regional planning meetings		✓	✓✓	✓		✓							✓✓✓
1.3 National review of strategy, plan		✓✓✓	✓✓✓	✓✓✓		✓✓	✓✓			✓✓			
<b>Result 2. Programme participants aware of activities and progress</b>													
2.1 Set up contacts database		✓	✓✓✓	✓	✓	✓	✓			✓			
2.2 Define e-newsletter format		✓✓	✓✓✓	✓		✓							
2.3 Set up workflows		✓	✓✓✓	✓	✓	✓	✓			✓			
2.4 Distribute e-newsletter			✓✓✓										
2.5 Set up temporary document repository		✓	✓✓✓						✓				
<b>Result 3. Communications unit established at RCoEs</b>													
3.1 Inputs to EAAPP Phase 2.	✓✓	✓✓✓	✓✓	✓✓	✓	✓✓	✓		✓	✓			✓✓✓
3.2 Fill communications posts			✓			✓✓✓							
3.3 Secondments & interns			✓			✓✓✓							
3.4 Update RCoE communication strategy	✓✓	✓✓	✓✓✓	✓	✓	✓✓	✓			✓			
3.5 Learning, monitoring & evaluation		✓	✓✓✓	✓	✓	✓	✓	✓	✓	✓	✓		

✓✓✓=Lead or major role; ✓✓=Significant role; ✓=Involved

SC=Steering Committees; PCU=Project Coordination Unit; CFP=Communication Focal Point; T&D=Training and Dissemination Focal Point; M&E=Monitoring and Evaluation Focal Point; RCoE=Regional Centre of Excellence; PR=Public Relations; DM=Data manager; IT=Information Technology Dep't; IP=Implementing Partners; OO=Other Organisations; C=Consultant; ASA=ASARECA Secretariat (See section 2 of the Implementation Plan for further explanation)

**Budget/resource list for Strategy Area 4: Communication management and coordination**

Item	Cost
Regional workshops	Airfares, accommodation & subsistence First meeting of 5 days Subsequent meetings 1-2 days
National workshops	One day meeting each
Internet-based document repository	Dropbox is free for up to 2GB, which should be adequate for the one year of use envisaged.
Communication secondments/interns	Externally funded
Communication unit posts and costs	

### **3.5 Strategy Area 5: Websites**

Websites form an integral part of communication with many stakeholders. They have the advantage of reaching a wide range of audiences in different locations at a relatively low cost. There will be two types of websites:

- i. An EAAPP project website (hosted by ASARECA)
- ii. Individual websites for each RCoE

#### **EAAPP Project website**

As part of its networking and information exchange role, ASARECA will set up an EAAPP project website for the project as a whole. The website will contain information that relates specifically to the EAAPP (rather than to the RCoEs), such as project documents, announcements etc. The website will have a regional section, but also include a separate sub-site/section for each of the implementing countries, so if and when more countries join, additional sub-sites can be added. Using the content management features of the selected software, each country's PCU will be responsible for updating and maintaining their country section on the EAAPP website. ASARECA will have the role of hosting the site, maintaining the regional section, and of ensuring everything is co-ordinated and presented in a consistent manner.

#### **RCoE Websites**

Each RCoE will set up and maintain its own website. A Centre of Excellence must excel in communicating with its stakeholders and having a good website is a major part of this. A website is the face of the organisation to the outside world using the internet, so must be attractive, easy to use, have relevant information, and be kept up to date. As websites can be accessed from across the region and beyond, they are a key tool for ensuring that the RCoEs fulfil their role.

#### **AgriDrupal/Drupal Content Management System (CMS)**

The websites should be developed using Drupal CMS, specifically AgriDrupal. AgriDrupal extends Drupal with ready-to-use functionalities including necessary content types, taxonomies and views designed specifically for a web based agricultural information management system. AgriDrupal is open source, is maintained by FAO, is relatively easy to use, and has a wide community of users. For organisations with no existing Drupal installation, the recommended approach is to install the entire AgriDrupal package. For those who already using Drupal for other websites (eg ASARECA), AgriDrupal modules such as AGROVOC and the document repository modules can be added on.

#### **Websites harmonization workshop**

ASARECA will convene a regional workshop during the initial stage of website development for all implementers to agree on how the websites will be created, and agree on how the content governance will be implemented. All groups will need to agree on the staffing, the workflows, and linkages between the websites to ensure that the websites are co-ordinated, coherent and avoid duplication of effort. This would be part of the regional workshop listed under Strategy Area 4. The sites will be designed and built by a commercial organisation with a good track record and suitable experience. ASARECA's ICU/IT team will develop the terms of reference in collaboration with the PCUs.

The **Purpose** of this strategy area is to provide websites that meet the needs of EAAPP's and the RCoEs' stakeholders, nationally, regionally and internationally. This will be evaluated by conducting surveys of stakeholders.

### **Result 1. EAAPP and RCoE websites designed**

A professional web design process will ensure all the content needs of stakeholders are considered.

#### **Activity 1.1 Identify users and needs**

Each country will contact representatives of their key stakeholders and expected website users to assess their needs. The information will be reviewed during the regional workshop, and a common statement of users and needs agreed.

#### **Activity 1.2 Acquire Domain Names**

A domain name is synonymous with a website address on the World Wide Web. The domain name comes in the form of a uniform resource locator (URL) that enables users of the website to access it from anywhere in the world.

The ASARECA-hosted EAAPP project website should have the domain name **www.eaapp.org**, but this domain name is already owned by the Kenya PCU. A phased transition will be undertaken with the Kenya PCU purchasing the **www.eaapp.or.ke** domain name and migrating their current content to that domain for a temporary period. This will enable the Kenya website to continue to operate until the EAAPP project website is up and running, when the **www.eaapp.or.ke** content will be moved to the Kenyan section/sub site of the overall EAAPP site.

The RCoEs should each have their own domain name that reflects their regional status while maintaining their national identity. This follows the convention adopted by Kenya, which already has a site for the Dairy Centre of Excellence. Thus the domain names for the RCoEs will be

- i. Regional Cassava Centre of Excellence – **www.rccoe.or.ug**
- ii. Regional Dairy Centre of Excellence – **www.rdcoe.or.ke**
- iii. Regional Rice Centre of Excellence – **www.rrcoe.or.tz**
- iv. Regional Wheat Centre of Excellence – **www.rwcoe.org.et** (note: Ethiopia does not provide a “.or.et” second level domain)

Additional RCoEs will follow the same naming system, providing the first letter of the new commodity is not the same as an existing one, in which case an alternative will be agreed.

Domain names are purchased through domain registries in each country, who have authorized registrars. In Kenya, Tanzania and Uganda domains can be purchased online, but in Ethiopia they can be purchased through the Ethiopian Telecommunications Corporation.

#### **Activity 1.3 Identify website host**

Each of the RCoE websites will need to be hosted on a dedicated or semi-dedicated server either using a co-located server, a virtual private server or a physical server in the institution.

Websites hosted on shared webhosts usually share the server with hundreds of other websites, with disadvantages including slow speeds and difficulties in securing and backing up the site.

#### **Activity 1.4 Define content**

“Content is king” is a common phrase in the web development circles. It is necessary to decide on all the information that will be displayed on the website, and it should support and sustain the objective of the website. Content will include text, images, video and audio. The definition process will take into account the content already posted on the various sites, but should also take into account future needs, so will involve making an inventory of what information is available, required, and what format it is or will be in. It will also take into account the taxonomy and classification of content.

#### **Activity 1.5 Develop site map**

A sitemap will be used as the website planning tool. The sitemap represents the hierarchical structure of the website’s pages in a diagram. It will be used to visually plan the websites purpose, navigation path structure, page hierarchy and relationships between the pages. The sitemap can be created on paper, but various visualization tools can be used such as Microsoft Visio or Adobe Dreamweaver.

Key sections of websites could include: About Us, Research, Products and Services, Facilities, Training, News and Events, Media, Document Repository, Opportunities (jobs, tenders), Links and others. Those involved in developing the site map should look at sites of similar organisations to see what they do and don’t find helpful.

It is good practice to include an html version of the sitemap on the website to provide a hierarchical view of the site to the visitors, but it is also good practice to include an xml version of the sitemap. This ensures that the website is crawled properly by search engines, so increases its visibility on the web.

#### **Activity 1.6 Develop website wireframe**

Wireframes are basic line drawings that provide a visual guide on the structure, components and arrangement of the content of pages that make up the website. Imagining how the website pages will look, and iteratively creating wireframes is a good way to prototype the site. The wireframes ensure that all structural elements of the design are taken into account and can be reviewed by relevant staff for acceptability before actual development starts.

#### **Activity 1.7 Design website layout and look**

All the pages in the website should have a consistent visual design and layout, which can be achieved by configuring the CMS software to use page templates. The RCoE websites should have some commonality of look and feel, based on the brand creation work that will be undertaken under strategy area 3. The look of a website strongly affects how an organisation is perceived, so it should therefore carry the organisation’s image and identity and be professionally designed.

#### **Activity 1.8 Define user access controls**

The website will have different kind of users, who will have different levels of access. Normal users, i.e. the public, will have free access to the public area of the website. Some internal

users (EAAPP, RCoEs, ASARECA) will be able to update content on the websites, and access parts of the website that are not for public use – such as internal project documents. To enable this, the website will define different groups of users according to their roles. Each user who will need to access restricted parts of the site will have to have an account protected by a password.

#### **Activity 1.9 Software and security management**

Security management is very important, so the server hosting the website will need to adhere to security protocols defined in the website policy. The security measures will include the server being located behind a secure firewall and operating system security features including passwords. The software systems essential to the website management include the CMS and Operating System software. The software will be updated regularly and all security patches required applied on weekly basis to ensure that the system is secure and up to date.

#### **Activity 1.10 Set up website monitoring statistics**

Website monitoring will allow the organizations to keep track of many different statistics such as:

- the number of total visitors
- the number of unique visitors
- pages visited, and time per page
- the geographical location the traffic originated from
- the keywords used to find the site
- sites that link to the website

Google Analytics is the recommended software for this. It is free up to a 10 million hits per month, which is more than ample. Alternatives such as AWStats are also free, but they do not have as much functionality or detail as Google Analytics.

#### **Activity 1.11 Set up content sharing mechanisms**

The website will include mechanisms for sharing web content, such as news or articles, to social media and other web platforms. This will allow the website users to share all interesting content with their networks, a good way of ensuring content is distributed widely. At the minimum the website should allow users to share content on twitter, facebook and google+. The website will also use Drupal's inbuilt RSS system to share content to other websites.

#### **Activity 1.12 Define backup mechanisms**

A clear backup policy of the website server will be put in place, spelling out clearly how the website files and databases will be backed up. These backups should be automated to occur at regular intervals to ensure no data loss. Backups are required because as the site is updated files could be corrupted, the website could be hacked, or the server could have faults leading to data loss. A backup will ensure that the website can be running again in a very short time in the event of a site crash, and without any data loss.

## Result 2. Content Governance Established

Content governance is the structure of people, policies and process that will manage the content of a website. Content governance also defines the roles and responsibilities, workflows, documentation and training needed to maintain high quality content.

### Activity 2.1 Develop a website policy

The management of the websites will be guided by a website policy. The policy will give guidance on the type of content, rules to ensure content does not infringe copyright and will define how the website will link to third party websites. It will also ensure that the websites comply with the various laws in the countries and in the region. It will clearly spell out responsibilities of various staff in maintaining the websites. It will also include procedures on content management, approval mechanisms and quality control, style guides, security guidelines and analytics.

### Activity 2.2 Define roles and responsibilities

The roles and responsibilities of all the staff that will be part of the content governance model need to be defined. Each person needs to know how their role fits into the larger content process. These roles and responsibilities are not synonymous with the organizational staff structure but rather define the roles in the workflow by which content appears on the site. The roles for the team should at minimum include:

- Chief Editor
- Editors
- Subject matter experts / content experts

It can also include other roles such as graphic designers and IT specialists.

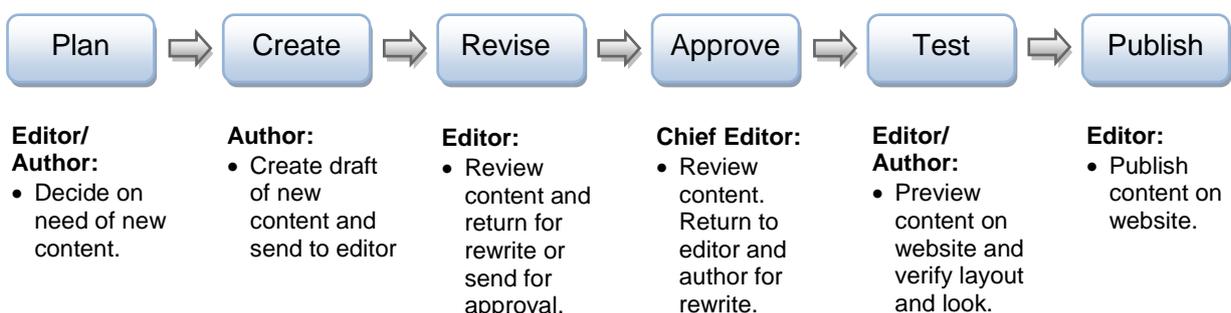
### Activity 2.3 Develop workflows.

Website workflows describe the process of publishing content from beginning to end. This will include who requests, creates, edits, approves, maintains and publishes content. The workflow will allow all content to be in particular states e.g. “Draft” and “Editorial Review” through which all content must pass through some predefined states before being published. Only users in different roles will be able to move content from one state to the next. Workflows can be easily embedded inside modern CMS software. AgriDrupal and Drupal have various modules including the workflow module that can be used to setup the workflows. The inbuilt permission and access control system also support the implementation of the workflows.

Different types of workflow can be set e.g.

- Content creation workflow
- Content maintenance workflow

Example of content creation workflow:



### **Activity 2.4 Develop content guides**

Documentation on various topics in the content workflow including all policies and procedures should be made available to the staff involved, especially as it is unlikely they will all be sitting in the same location. For the guides to be useful they need to be easily accessible to the staff. Staff should be encouraged to give feedback and FAQs created to assist in publishing.

### **Activity 2.5 Train staff**

Training of website staff is fundamentally important to the success of the website. All staff involved in the content generation and maintenance workflows should be trained on among other things;

- Using the CMS and other publishing tools.
- Web writing
- Copy editing
- Page design and layout
- Photography and video editing
- Search engine optimization (SEO)

This is especially true for content owners and contributors who may not necessarily have a communication background.

## **Result 3. Setup document repository**

The EAAPP project and the RCoEs are producing many documents and other outputs. They include reports, publications and other communication materials. A system of managing documents will be setup as part of the AgriDrupal installation for the website. This document repository will allow EAAPP and the RCOE's staff to upload and manage various documents that are of interest to stakeholders. The document repository feature in AgriDrupal includes:

- A cataloguing interface for cataloguing the documents and supports various cataloguing standards including Dublin Core and AGRIS AP.
- An internal authority lists for authors (personal and corporate), publishers, journals and conferences;
- Support of AGROVOC terms for subject indexing.

The repository will include all internal project documents for restricted access, which will remove the need for temporary online document repository as described in Strategy Area 4.

### **Activity 3.1 Set up metadata standards and submission guidelines**

The host institutions will set up metadata standards to guide how documents will be described so that they can be catalogued and indexed properly by the document repository. Document submission guidelines will also be created to assist all staff submitting documents to the repository, so they know how to submit documents, and what fields would be required to be filled as part of the metadata.

### **Activity 3.2 Document access control**

The document repository will take advantage of the Drupal user access control as described in Activity 1.9. As part of the document cataloguing process, the level of access of the document will be defined. Access for each document could be set simply to Public or Restricted (to registered users), but the Restricted category could be further classified if different levels of access are needed.

### **Activity 3.3 Train staff members**

The institutions will organise training of staff on how to use the document repository. This will include the process of ensuring good metadata is included with the documents and should give practical examples of document uploading. The training should also include a demonstration on access levels of documents to ensure all staff know how to set the access level.

### **Activity 3.4 Upload documents**

After training of users, the communication focal person will lead a team from EAAPP participating organisations who will be responsible for uploading existing documents to the document repository. This will be done in phases with the most important or urgent documents uploaded first while the others are uploaded in the order of importance. Documents will continue being uploaded as they are produced.

### **Activity 3.5 Share metadata records with partner websites**

The document repository will allow for sharing of records through the OAI-PMH protocol, which is the standard protocol for sharing data among different repositories. The AgriDrupal OAI sharing supports different meta-data standards. The document records will also be shared through RSS (using RDF feed) and through an XML file.

### **Activity 3.6 Configure repository usage monitoring**

The document repository will keep track of the number of documents uploaded. For statistics of downloads to be made available, the “private” AgriDrupal upload method should be enabled and an additional “download count” Drupal module should be installed.

## **Result 4. Website content up to date and relevant**

Implementation of the agreed content governance system will ensure that content is generated and uploaded to the website, and constantly updated and reviewed to ensure the website remains current and relevant to its users.

### **Activity 4.1 Generate content**

RCoE scientists will be responsible for creating much of the technical content that goes on the websites. RCoE projects and programmes generate a large number of communication materials. Some can be uploaded as they are (such as soft copies of research papers, manuals), while other material may need to be repackaged to create suitable articles. The EAAPP website will initially be populated with project information for all the 4 countries. It will also host articles on regional aspects of all projects that have been published by the RCoEs along with project reporting documents.

### **Activity 4.2 Uploading and updating content**

The EAAPP/RCoE communications focal point will act as the Chief Editor/Editor to ensure content is uploaded on the websites. They will have to take a pro-active approach to ensure other staff are active contributors to the website. They will be guided by the mechanism set in place through the content governance model to ensure content is uploaded, and continues to be uploaded to the website.

Content will be regularly reviewed to ensure that the information on the website is up to date. This will be regulated with a content maintenance workflow which will stipulate how often the website should be checked for content maintenance.

Maintenance will include activities like:

- Updating out-dated but still relevant content
- Removing old content
- Removing dead links to other sites

### **Activity 4.3 Regular review**

There will be regular review of the website by the communications focal person covering:

- **Website statistics.** The website statistics will be periodically reviewed to understand the website usage and reach. The statistics will be used to analyse what visitors are viewing, and what content is not getting any visits, to ensure that content remains relevant to the target audience.
- **Content.** Review of content to ensure it's up to date and relevant
- **Availability.** Check of the website uptime and availability especially from the different target regions.
- **Accessibility.** Review on how accessible the website is from different kinds of browsers including mobile browsers.
- **Infrastructure.** Yearly check on domain name expiry dates to ensure website will always be online. Monthly verifications that backups are being done according to policy. Quarterly checks with the website host to ensure that all software is updated and security updates for server components are done. Review of server error logs with website host should be done quarterly.
- **Security.** Freely available tools such as "Sucuri SiteCheck" and "Quttera.com" will be used to ensure that the site is free from malware, viruses and vulnerabilities.
- **Satisfaction.** Annual user observation sessions and annual user satisfaction surveys will be carried out and the results reviewed.

## **Result 5. Websites well used**

The host institutions will undertake activities that ensure that the websites are well know and well used.

### **Activity 5.1 Launch new websites**

After creating each of the websites, an official launch will provide media coverage and publicity opportunities. (See also Strategy Area 3).

- **Launch event.** The official launch event will be attended by stakeholders and senior representatives in the countries. It could be a standalone evening function, for example, or as part of a regional event.
- **Press releases.** Using the relevant public relations channels, the launches will be notified to the press. This should be an online and offline press release that can be sent to relevant newspapers, magazines, television stations, radio stations and websites.
- **Launch emails.** A well designed email brief of the new website should be sent to all stakeholders and partners, encourage them to visit the site, and to forward the same to their networks.

#### **Activity 5.2 Advertise URLs**

The new website URL should be included in all of the organizations communication. This should be reflected in the branding, email signatures, business cards, letterheads, newsletters etc.

#### **Activity 5.3 Generate back links on partner sites**

The EAAPP and RCoE website should have link exchanges with similar organisations and partners. Having links to and from the website enables the website to be found more easily when using a search engine.

#### **Activity 5.4 News and guest articles on other sites and blogs**

Quality content created by the websites should be offered as guest posts in other influential websites and blogs such as partners, news websites and private organisations. The articles should always include a link back to the website as part of the authorship, to drive traffic.

## Logical Framework for Strategy area 5: Websites

	<b>Intervention logic</b>	<b>Objectively Verifiable Indicators of achievement</b>	<b>Sources and Means of Verification</b>	<b>Assumptions</b>
<b>Goal</b>	Purpose of overall logframe			
<b>Purpose</b>	1. Websites that meet information needs of RCoE and EAAPP stakeholders	1.1 User satisfaction index	1.1 User surveys as described Activity 4.3	Target stakeholders have good internet access
<b>Expected results</b>	<p>1. EAAPP and RCoE websites designed</p> <p>2. Content governance established</p> <p>3. Setup document repository</p> <p>4. Websites content up to date and relevant</p> <p>5. Websites well used</p>	<p>1.1 New website online</p> <p>2 Policies, guidelines and workflows in place and used.</p> <p>3.1 No. of Documents Uploaded 3.2 No of Downloads</p> <p>4.1 Frequency of content updates 4.2 No. of uploaded items</p> <p>5.1 No. of visitors 5.2 % New visitors 5.3 No. of countries visitors from</p>	<p>1.1 URL</p> <p>2 Documentation and staff survey.</p> <p>3.1 Query of Document repository 3.2 Download count module report</p> <p>4. Content analysis report</p> <p>5 Site metrics reports</p>	<p>Required URLs are available</p> <p>EAAPP and RCoE generate research outputs of interest to website users</p> <p>Website content including documents are of interest to stakeholders</p>
<b>Activities</b>				

## Workplan for Strategy Area 5: Websites

Year	Year 1				Year 2				Year 3				Year 4				Year 5				Outputs
Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
<b>Result 1: EAAPP and RCOE websites designed</b>																					
1.1 Identify users and needs	█																				Active domain names
1.2 Acquire Domain Names	█																				
1.3 Identify website host	█																				
1.4 Define content		█																			
1.5 Develop site map		█																			Site map
1.6 Develop a wireframe		█																			Wireframe prototype
1.7 Design layout, look and branding		█																			Website designed
1.8 Define user access rights		█																			Access criteria
1.9 Software and security management		█																			Website secured
1.10 Set up site usage monitoring		█																			
1.11 Set up content sharing mechanisms		█																			
1.12 Define backup mechanisms		█																			Backup plan document
<b>Result 2: Content governance established</b>																					
2.1 Develop website policy		█																			Policy documents
2.2 Define roles and responsibilities		█																			
2.3 Develop workflows		█																			Content Workflows
2.4 Develop content guides		█																			Guidelines
2.5 Train staff				█																	Capacity increased
<b>Result 3: Setup document repository</b>																					
3.1 Setup metadata standards and guidelines		█																			Guidelines
3.2 Document access control		█																			Access criteria
3.3 Train staff members				█																	Capacity increased
3.4 Upload documents				█																	Documents uploaded
3.5 Share document metadata with partner websites				█																	
3.6 Configure repository usage monitoring			█																		
<b>Result 4: Websites well used</b>																					
4.1 Generate content				█																	Content generated
4.2 Uploading Content and Updating Content Regularly				█																	Content uploaded

Year	Year 1				Year 2				Year 3				Year 4				Year 5				Outputs
Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
4.3 Regular review																					Review report
<b>Result 5: Websites content up to date and relevant</b>																					
5.1 Launch new websites																					Website launched
5.2 Advertise URLs																					Corporate products branded
5.3 Generate back links on partner sites																					Back links increased
5.4 News and guest articles on other sites and blogs																					Appearance increased

## Roles and Responsibilities for Strategy Area 4 : Websites

	SC	PCU	CFP	T&D	M&E	RCoE	PR	DM	IT	IP	OO	C	ASA
<b>Result 1: EAAPP and RCOE websites designed</b>													
1.1 Identify users and needs	✓	✓	✓✓✓	✓		✓✓	✓			✓		✓✓✓	✓
1.2 Acquire Domain Names						✓			✓✓✓				✓
1.3 Identify website host						✓			✓✓✓				✓
1.4 Define content		✓✓	✓✓✓	✓✓		✓✓	✓✓			✓✓		✓✓✓	✓
1.5 Develop site map			✓✓									✓✓✓	✓
1.6 Develop a wireframe			✓									✓✓✓	✓
1.7 Design layout, look and branding			✓✓									✓✓✓	✓
1.8 Define user access rights						✓✓			✓✓✓				✓
1.9 Software and security management									✓✓✓				✓
1.10 Set up site usage monitoring									✓✓✓				✓
1.11 Set up content sharing mechanisms									✓✓✓				✓
1.12 Define backup mechanisms									✓✓✓				✓
<b>Result 2: Content governance established</b>													
2.1 Develop website policy			✓✓✓			✓✓			✓✓				✓
2.2 Define roles and responsibilities		✓	✓✓✓			✓✓			✓✓				✓
2.3 Develop workflows		✓	✓✓✓	✓	✓	✓✓	✓		✓	✓			✓
2.4 Develop content guides			✓✓✓										
2.5 Train staff			✓✓✓						✓✓				
<b>Result 3: Setup document repository</b>													
3.1 Setup metadata standards and guidelines		✓	✓			✓			✓✓✓				
3.2 Document access control		✓	✓						✓✓✓				
3.3 Train staff members			✓✓✓			✓✓			✓✓				
3.4 Upload documents			✓✓✓			✓			✓				
3.5 Share document metadata with partner websites									✓✓✓				
3.6 Configure repository usage monitoring									✓✓✓				
<b>Result 4: Websites well used</b>													
4.1 Generate content		✓	✓✓✓	✓✓	✓	✓✓	✓			✓✓			✓
4.2 Uploading content and updating content regularly			✓✓✓			✓✓							
4.3 Regular review			✓✓✓			✓✓			✓✓				
<b>Result 5: Websites content up to date and relevant</b>													

	SC	PCU	CFP	T&D	M&E	RCoE	PR	DM	IT	IP	OO	C	ASA
5.1 Launch new websites		✓✓	✓✓			✓✓	✓✓✓						✓
5.2 Advertise URLs		✓	✓	✓		✓✓	✓✓✓			✓			✓
5.3 Generate back links on partner sites			✓✓✓						✓				✓
5.4 News and guest articles on other sites and blogs			✓✓✓			✓✓							

SC=Steering Committees; PCU=Project Coordination Unit; CFP=Communication Focal Point; T&D=Training and Dissemination Focal Point; M&E=Monitoring and Evaluation Focal Point; RCoE=Regional Centre of Excellence; PR=Public Relations; DM=Data manager; IT=Information Technology Dep't; IP=Implementing Partners; OO=Other Organisations; C=Consultant; ASA=ASARECA Secretariat (See section 2 of the Implementation Plan for further explanation)

### Budget/resource list for Strategy area 5: Websites

Item	Cost
Professional Web Design	\$20,000
Dedicated VPS Web Hosting	Allow \$2,000 per Year
Website Technical Maintenance	Cost of annual maintenance by web design company

Notes:

1. The web design consulting firm can be mandated to create a core design for all the RCoEs which can be customized and domesticated by each RCoE with the help of the consultants.
2. For website technical maintenance for the EAAPP website the maintenance can be included as part of the maintenance of ASERACA other websites. It should not be too much more work for ASERECA as the CMS recommended is what ASARECA is currently using.

## 4. Monitoring and Evaluation Framework

### 4.1 Introduction

Monitoring and evaluation is already given due emphasis in EAAPP, with each country having an M&E officer who is responsible for collecting and reporting data against a regionally agreed performance monitoring plan. The M & E framework presented for the communication strategy is designed to fit in with the overall framework, so indicators for this strategy at the top level correspond to those for the EAAPP Results Framework. Thus no extra M&E effort is required at that level. At the lower levels, some additional data collection is required, and where this data will not be readily available, specific activities have been included in the plan. The following sections first discuss some principles of M & E, before the M & E framework for the 5 strategy areas is presented.

### 4.2 M & E approach

**M & E for accountability.** Performance monitoring determines whether what is meant to be done is actually done according to plan. This occurs at different levels: those who finance ASARECA need to know that their funds are being used effectively; similarly at project level, programme managers need to know that their project teams are implementing the project in line with plans; and individuals need to be held accountable for particular tasks.

**M & E for learning.** M & E is of little value if it does not also improve performance. Mechanisms must be put in place to ensure that if things do not work out as planned, lessons can be learned and changes made to improve the situation. Participation of the relevant parties is important if learning is to occur.

**Planning.** M & E must be based on good planning. Whether an individual work plan, a project plan or a programme strategy, the plan is the basis on which M & E can occur. It requires the definition of indicators, and time bound targets for the indicators.

**Incentives.** M & E can establish whether delivery is occurring, but incentives are required to encourage delivery. Incentives are of many kinds, including 'carrots' that positively reward delivery, or 'sticks' that discourage non-delivery. This involves performance-based incentives relating to funding, contracts and personnel.

**Information and data.** To monitor whether plans have been achieved, data and information are required. If data collection is necessary, it must be clear how it will be practically collected. In some cases baseline data must first be collected, so that M & E can detect a change that has been achieved. Information and data is also a part of documenting M & E.

**M & E at different levels.** Interventions consist of activities that deliver outputs or results, which together deliver outcomes. Outcomes contribute to impact, which is the overall intended goal of interventions.

**Responsibility.** It is important that responsibilities in M & E are clear. These include the collection of data, the interpretation or assessment of data, and taking decisions based on the assessment. These different responsibilities may reside with different individuals or

structures. The table below suggests the responsibilities, but this will need to be agreed when the strategy is domesticated in each country.

### **4.3 Monitoring and Evaluation of the Strategy**

A number of actions will be taken at the outset of implementing the M & E framework. The domestication

**Work plans.** For the individuals involved in implementing elements of the strategy work plans will be developed to translate the overall plans here into individual tasks. The work plans under this strategy will be part of the annual work plans prepared in each country.

**Indicators.** In the logical framework for each sub-theme indicators are proposed for the purpose and results. These will be reviewed at the national workshops for domesticating the strategy.

**Baselines.** For a few indicators baselines are available, but for many there is no data. All the baselines need determining (where appropriate), and again, those responsible for a sub-theme will undertake this work as soon as possible.

**Targets.** Except where work plans imply delivery dates for particular outputs, targets have not been set. For all indicators targets will be set, once the indicators have been finalized and baselines determined.

**Data collection.** Where data collection for M&E is required, activities are included in the logical framework, unless the data collection is relatively simple. This is shown in the means of verification in the logical frameworks. Some of the data collection will be through short consultancies. It is important that gender disaggregated data is collected wherever possible.

The table below shows details for each indicator suggested in the logical frameworks; the above steps will allow completion of the table.

## Summary of Monitoring and Evaluation Framework

Strategy Area	Indicator level	Indicator	Baseline	Target	Data source	Responsibility
<b>1. Regional research</b>	Purpose	Citation indices for RCoE publications	Low		ISI, Scopus, CiteSeer	CFP
	Result 1	Delivery of regional research project outputs on target			Project reports	M&E
	Result 2	Composite publication index			M&E reports	M&E, CFP
	Result 3	No. data sets in data management system	Zero		Data management system	DM
	Result 3	No. data sets downloaded	Zero		Data management system	DM
<b>2. Communication for innovation</b>	Purpose	Social network density			Social network analysis (activity 3.5)	RCoE
	Result 1	No. of farmers receiving information through EAAPP			T&D reports	T&D
	Result 1	No. of farmer communication materials developed			M&E reports	M&E
	Result 2	No. specific policies advocated in 2 or more EAAPP countries			M&E reports	M&E
	Result 3	No. multistakeholder events held			M&E reports	M&E
	Result 3	Measure of centrality and/or information sending and receiving			Social network analysis (activity 3.5)	RCoE
<b>3. Promoting the RCoEs</b>	Purpose	Index of stakeholder awareness and trust			Survey (activity 1.6)	C, CFP
	Result 1	Coordinated RCoE visual identities in use according to guidelines	Many different logos, not guidelines		Internal brand audit	CFP
	Result 2	No. of publicity events/promotions per year			M&E reports	M&E
	Result 3	Level of media coverage of RCoEs			Media monitoring report	C, CFP
<b>4. Communication management and coordination</b>	Purpose	Percentage of planned activities undertaken each year			M&E reports	PCU, M&E
	Result 1	First annual workplans approved by SCs			SC/PCU minutes	PCU
	Result 2	Feedback from EAAPP participants			Internal survey	CFP

Strategy Area	Indicator level	Indicator	Baseline	Target	Data source	Responsibility
	Result 3	RCoE budget for communication unit as % of total RCoE budget			RCoE budgets	RCoE
<b>5. Websites</b>	Purpose	User satisfaction index			User surveys (Activity 4.3)	CFP
	Result 1	Websites online			URL	IT
	Result 2	Policies, guidelines and workflows in use	No guidelines		Documentation and staff checks	CFP
	Result 3	No. documents uploaded per month	Very few		Query of document repository	IT
	Result 3	No. downloads per month	Very few		Download count module report	IT
	Result 4	Frequency of updates	Low		Content analysis report	IT
	Result 4	No. uploaded items per month	Very few		Content analysis report	IT
	Result 5	No. visitors per month	Kenya EAAPP site 2011: 175 2012: 452 2013: 1103		Site metrics report	IT
	Result 5	% New visitors			Site metrics report	IT
Result 5	No. countries visitors from			Site metrics report	IT	

SC=Steering Committees; PCU=Project Coordination Unit; CFP=Communication Focal Point; T&D=Training and Dissemination Focal Point; M&E=Monitoring and Evaluation Focal Point; RCoE=Regional Centre of Excellence; PR=Public Relations; DM=Data manager; IT=Information Technology Dep't; IP=Implementing Partners; OO=Other Organisations; C=Consultant; ASA=ASARECA Secretariat (See section 2 of the Implementation Plan for further explanation)