



Resilient Food Systems

Communication and Knowledge Management Strategy

Resilient Food Systems Communication and Knowledge Management Strategy

| November 2020 |

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Overview

This strategy lays out a framework for advancing communications and knowledge management (KM) efforts within the Resilient Food Systems (RFS) programme. It supports the development, implementation, coordination and assessment of communication and knowledge management actions throughout all RFS projects, contributing to the overarching objectives of Resilient Food Systems and the programme's theory of change.

Primary areas addressed in this strategy include:

-  Communication and KM objectives
-  Our communications and KM Theory of Change
-  RFS pillars
-  Target audiences and information needs
-  Programme-wide communication and KM channels and activities
-  Evaluating success

Resilient Food Systems is a large programme, consisting of 12 countries projects each operating within unique contexts, addressing unique challenges, and working towards unique goals. Coordinating communication and knowledge management across these

12 country projects requires the ability to adapt and remain flexible to continue to meet the dynamic needs of our target audiences.

The need for flexibility, agility and adaptability has perhaps never been more important. As the global COVID-19 pandemic significantly impacts the ability of our projects to continue as planned, programme-wide communications and knowledge management have had to quickly adjust to meet the new information needs of the country projects.

Our communications and knowledge management team is creating new ways to capture, analyse, and disseminate the creative approaches that country projects are adopting to mitigate the impact of the crisis, supporting the effort to innovate and learn both within the RFS programme and the broader community of practice.

The COVID-19 crisis has underscored the importance of viewing this strategy as a living document, to be updated and expanded as the programme continues to grow and face new challenges. Regular monitoring and evaluation of communication and knowledge management outcomes, as well as regular integration of feedback into our implementation planning, are critical to maintaining the document's relevance. Throughout the lifespan of the RFS programme, we will continue to update this strategy with new ideas and approaches that reflect the dynamic needs of the programme, and the global environment at large.

Background

The Integrated Approach Pilot programme (IAP) on “Fostering Sustainability and Resilience for Food Security in Sub-Saharan Africa” (IAP-FS), known as Resilient Food Systems Programme (RFS), is a 5-year programme. It seeks to safeguard ecosystems which underlie the productive base for smallholder agriculture in the continent.

This is done through 12 country-based and -led projects, and one cross-cutting “Regional Hub” project. These projects address the sustainable management of natural resources – land, water, soils and genetic resources – that are crucial for food and nutrition security.



RFS country projects

The programme involves the collaboration of 12 sub-Saharan African countries — all seriously affected by environmental degradation and loss of ecosystem services. The result is persistently low crop and livestock productivity, and increased food insecurity for millions of smallholder farmers, in particular the most vulnerable groups, such as women and youth. Each project is designed to reflect the country's unique context, while aligning with the broader aims and approaches of the RFS programme.

SENEGAL
  **Agricultural Value Chain Resilience Support Project (PARFA)**

- 🎯 Increase sustainability and resilience of agriculture and value chains for enhanced food security in Senegal.
- 📍💧☁️

ETHIOPIA
 **Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience**

- 🎯 Enhance long-term sustainability and resilience of the food production systems by addressing the environmental drivers of food insecurity in Ethiopia.
- 📍💧🌿

KENYA
 **Upper Tana-Nairobi Water Fund (UTNWF)**

- 🎯 A well-conserved Upper Tana River Basin with improved water quality and quantity for downstream users (public and private); maintaining regular flows of water throughout the year; enhancing ecosystem services, specifically food security, freshwater and terrestrial biodiversity, and improving human wellbeing and quality of life for upstream local communities.
- 📍💧🌿☁️

BURKINA FASO
 **Participatory Natural Resource Management and Rural Development Project (Neer-Tamba Project)**

- 🎯 Promote sustainable ecosystem services management to ensure food security and increase smallholders farmers' resilience.
- 📍💧

NIGER
 **Family Farming Development Programme (ProDAF)**

- 🎯 Ensure sustainable food security and strengthen smallholder farming resilience.
- 📍💧

GHANA
 **Sustainable Land and Water Management Project (SLWMP)**

- 🎯 Scale up integrated landscape management practices in selected target communities to maintain ecosystem services.
- 📍💧🌿☁️

UGANDA
 **Fostering Sustainability and Resilience for Food Security in Karamoja Sub-Region**

- 🎯 Improve food security by addressing the environmental drivers of food insecurity and their root causes in Karamoja sub-region.
- 📍💧🌿

BURUNDI
 **Support for Sustainable Food Production and Enhancement of Food Security and Climate Resilience in Burundi's Highlands**

- 🎯 Improve diversified production systems for sustainable food security and nutrition through integrated sustainable landscape management and establishment of sustainable food value chains.
- 📍💧🌿

NIGERIA
 **Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience in Nigeria**

- 🎯 Enhance long-term environmental sustainability and resilience of food production systems in order to ensure improved national food security.
- 📍💧🌿

ESWATINI
 **Climate-Smart Agriculture for Climate-Resilient Livelihoods (CSARL)**

- 🎯 Replicate and scale up the sustainable land management (SLM) approach on the ground to increase or maintain ecosystems service flows for sustained crop, livestock and forest production, and conserve biodiversity. The project would also endeavour to build climate resilience households.
- 📍💧🌿☁️

MALAWI
 **Enhancing the Resilience of Agro-ecological Systems (ERASP)**

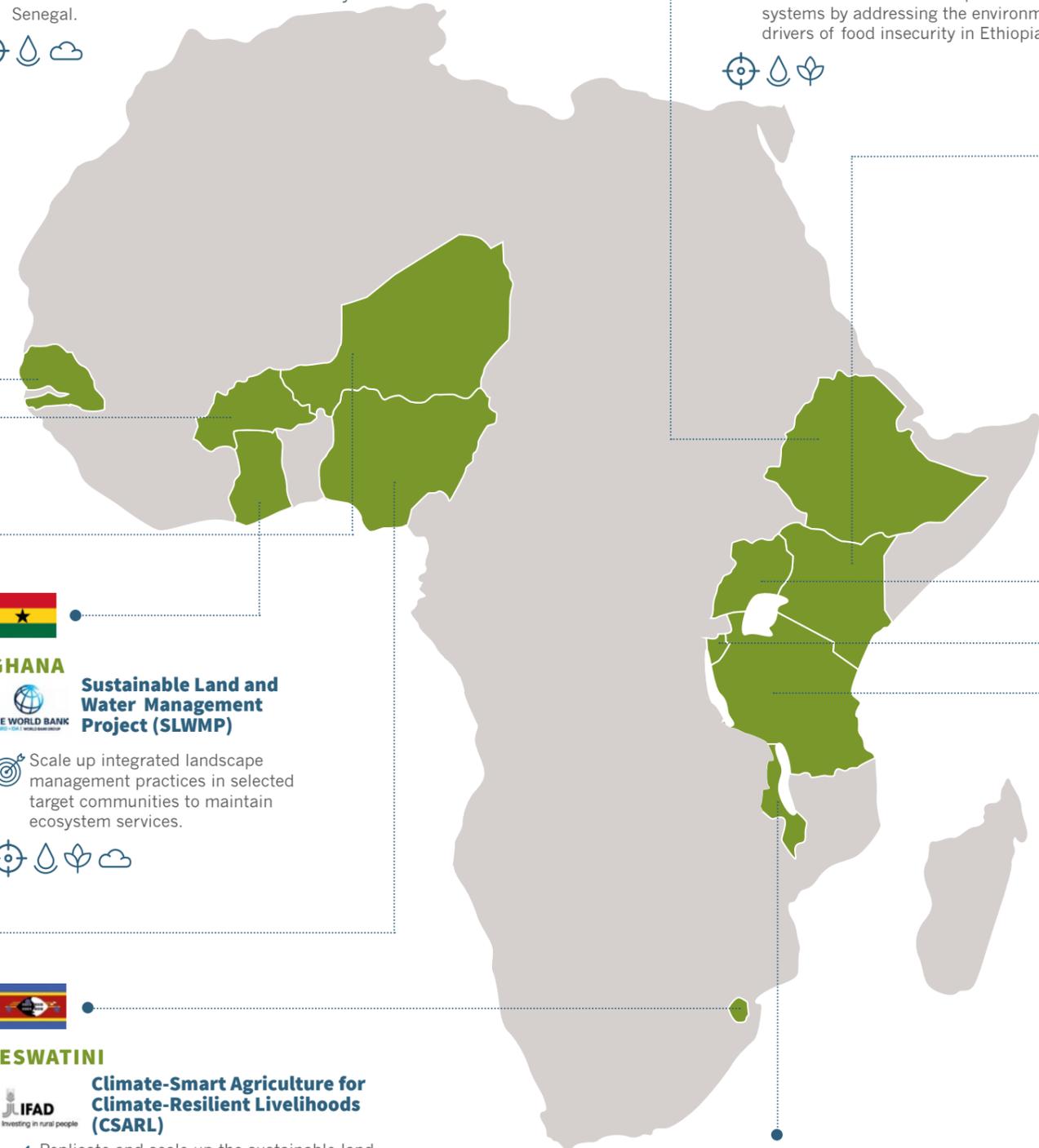
- 🎯 Enhance the provision of ecosystem services to improve productivity and resilience of agricultural systems.
- 📍💧🌿☁️

TANZANIA
 **Reversing Land Degradation trends and increasing Food Security in degraded ecosystems of semi-arid areas of central Tanzania (LDFS)**

- 🎯 Reverse land degradation trends and increase food security in central Tanzania through supporting sustainable land and water management and ecosystem-based adaptation.
- 📍💧🌿☁️

KEY

- 🎯 GOALS
- 📍 FOCAL AREAS
- 💧 LAND DEGRADATION
- 🌿 BIODIVERSITY
- ☁️ CLIMATE CHANGE



1 Regional hub project

Regional Hub

All 12 country projects are connected by the Regional Hub, a cross-cutting unit whose core focus is to coordinate efforts across country projects, ensure cross-project learning and collaboration, and monitor and assess programmatic progress. The functions of the Regional Hub are implemented by a coalition of partner organisations who work with key stakeholders within each country project to build programmatic coherence and establish beneficial linkages.

COMPONENT 1	COMPONENT 2	COMPONENT 3	COMPONENT 4
<p>INSTITUTIONAL FRAMEWORKS</p> <p>Create and strengthen integrated institutional frameworks and mechanisms for scaling up proven multi-benefit approaches</p> <p>1.1 FAO 1.2 UNEP</p>	<p>UPSCALING OF INTEGRATED APPROACHES</p> <p>Scaling up integrated approaches and practices</p> <p>2.1 UNDP in collab. with AGRA 2.2 FAO</p>	<p>MONITORING & ASSESSMENT</p> <p>Monitoring and assessment of global environmental benefits and agro-ecosystem resilience</p> <p>3.1, 3.2 CI 3.3 UNEP in collab. with Bioversity</p>	<p>PROGRAMMATIC IMPACT, VISIBILITY AND COHERENCE</p> <p>Coordination, reporting and general management functions across RFS projects for programmatic impact, visibility and coherence</p> <p>4. ICRAF</p>

RFS Theory of change

The three pillars of the programme are Engage, Act, Track. These pillars are reflected in the core components of each of the country projects:

Engage Stakeholders across the public and private sectors, and across the environmental and agricultural interests, to generate awareness of the importance of and demand for integrated solutions;



Act Through scaling up, diversifying and adapting proven practices which both enhance ecosystem health and improve productivity; and

Track Impacts of project activities and general trends in terms of ecosystem and socio-economic resilience and feed these findings into decision-making.

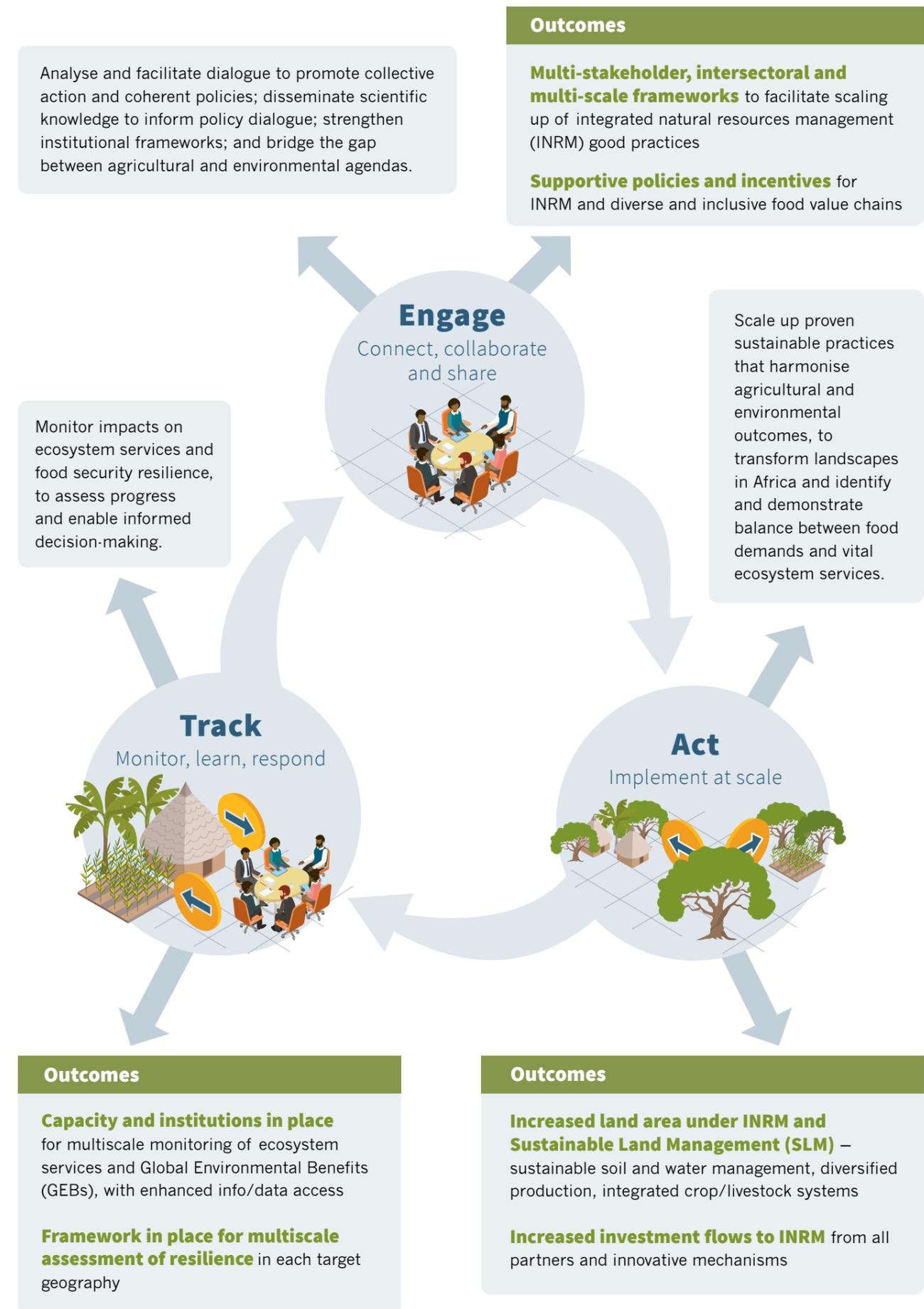


Figure 1: Engage-Act-Track: a three-pronged approach to address food security in SSA

Programme coordination

One of the key functions of the Regional Hub is the coordination and implementation of general management functions across all RFS projects, including programme-wide knowledge management and communications activities. Within the Regional Hub, the Programme Coordination Unit (PCU), hosted by World Agroforestry (ICRAF), is responsible for this component.

The PCU is led by the Programme Coordinator in charge of the overall implementation of the programme, with support from technical specialists. The Programme Coordinator oversees the work of the Communications and Knowledge Management Team, which is ultimately responsible for implementation of this strategy in collaboration with partners and country project teams.



Box 1: The role of the Regional Hub

Within the programme, the Regional Hub plays a major role in strengthening connections between country projects, improving communications among programme stakeholders, facilitating knowledge exchange and encouraging learning. The Regional Hub has established various communication channels and avenues for knowledge dissemination to ensure that countries do not work in isolation.

Beyond the programme, the Regional Hub works to establish partnerships with existing platforms in sub-Saharan Africa, cultivating coherence between RFS and other initiatives, strategies, and platforms at the regional and global levels. The programme pursues closer engagement with regional institutions, such as the African Union, through policy dialogue events such as the AFR100 Annual Partnership Meeting and the Africa Green Revolution Forum, among others.



Photo: © Annie Spratt - unsplash

The role of communication and KM within RFS

Because of the scope of the RFS programme – multiple project teams operating in different countries, each facing different challenges, environments, cultures, approaches, work plans, and project timelines – effective communication and knowledge management between the 12 country projects is key.

There are two main types of communication within the programme: communicating with ourselves (internal communication) and communication with others (external communication). Both types of communication are underpinned by our system of gathering, analysing, and translating information – our knowledge management system.

Internal communication

Communication within the programme ensures coherence and transparency. It helps the Regional Hub coordinate project planning, implementation, monitoring, and assessment. It also keeps country project teams up to date on the last news, events and resources generated by the programme, enabling greater collaboration between country project teams, technical partners, and implementing agencies towards common objectives and across common activities.



External communication

Communication with external audiences ensures the activities, approaches, results and impacts of the programme are well documented and shared to invested stakeholders outside of direct programme implementation. Our aim is to capture and disseminate valuable learnings, practices, and experiences from the RFS programme to contribute to the growing body of knowledge generated from practitioners working in sustainable development, resilience building, sustainable agriculture, environmental rehabilitation and protection, and rural land and water management around the world. With our external communications, we are working to build greater visibility, enable collaboration and amplify impact within this global community of practice.



Gathering, analysing & translating information

At the foundation of our communication system is knowledge management. In order to effectively communicate programme activities, approaches, and impacts, it is critical to have an effective system in place for gathering and synthesising the information, best practices and evidence generated by the RFS programme. Our programmatic knowledge management system is closely linked with communications. It helps us track and organise the cumulative knowledge of the programme and identify which audiences would benefit from this information (creating specific linkages between country projects or external platforms on thematic topics). In turn, we communicate that information in the most effective way possible through our various communication channels. Through our

knowledge management we are able to deliver relevant knowledge services to the country projects and facilitate peer learning, as well as connect them to other sources of experience and expertise.



Box 2: What is knowledge management?

According to the GEF Scientific and Technical Advisory Panel (STAP) knowledge management is the “systematic management of an organisation’s cumulative knowledge and experience, i.e., its knowledge assets” (Stocking, 2018). Knowledge management refers to the range of practices used to identify, capture, store, create, update,

represent, and distribute knowledge for improving coordination, transparency, visibility, learning, and awareness. Knowledge management gathers knowledge, identifies where this knowledge is needed, and communicates that knowledge “to the right person at the right time, so it can be usefully applied” (Stocking, 2018).

Using information to adapt

Both our communication and knowledge management systems are also closely linked to programme-wide monitoring and evaluation – another key component of the Regional Hub’s mandate (for further information, check the Resilient Food Systems M&E Plan). Both systems work together to capture feedback and lessons learned

from country projects and channel that information into programme planning and coordination processes. This enables adaptive management throughout the programme, allowing for consistent re-alignment between programme activities, objectives and targets in response to changes in implementation environment.

Strategic objectives

Because our communications and knowledge management systems are closely linked, we have consolidated the aims of both systems under one set of strategic objectives. These objectives are complementary and mutually reinforcing, with progress towards each strategic objective building and reinforcing progress made towards the others.



- Enhance the coherence and coordination of project planning, implementation, monitoring, and assessment.
- Encourage collaboration between RFS Implementing Agencies, RFS Executing Agencies, country project teams, technical experts, and smallholder farmers at the international, national, and project levels.



- Advocate for integrated approaches to food security, collaborative multi-scalar participatory programming, resilient and sustainable agricultural and resource management practices, and South-South exchanges.
- Develop relationships between stakeholder groups that support overall programme objectives and outcomes.

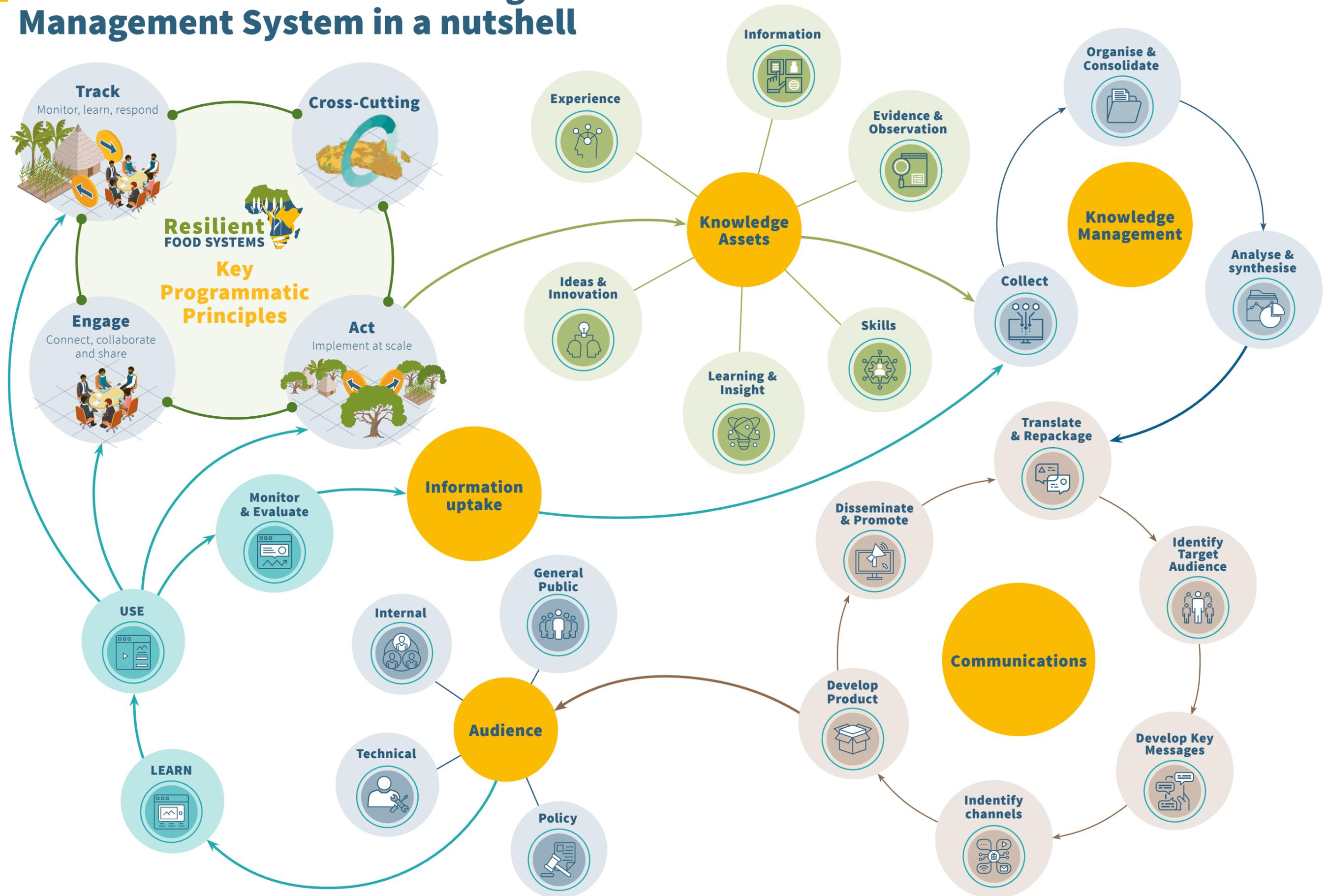


- Ensure a high degree of transparency during the project lifetime, including on the use of funds.
- Provide easy and engaging access to information on programme activities, outcomes, lessons learned, and knowledge generated.
- Raise awareness and visibility of goals and rationale of RFS programme, country project and Regional Hub activities and accomplishments, and the challenges and successes of RFS beneficiaries.
- Develop strategic partnerships and maintain relationships between RFS and other related organisations, platforms, and programmes.



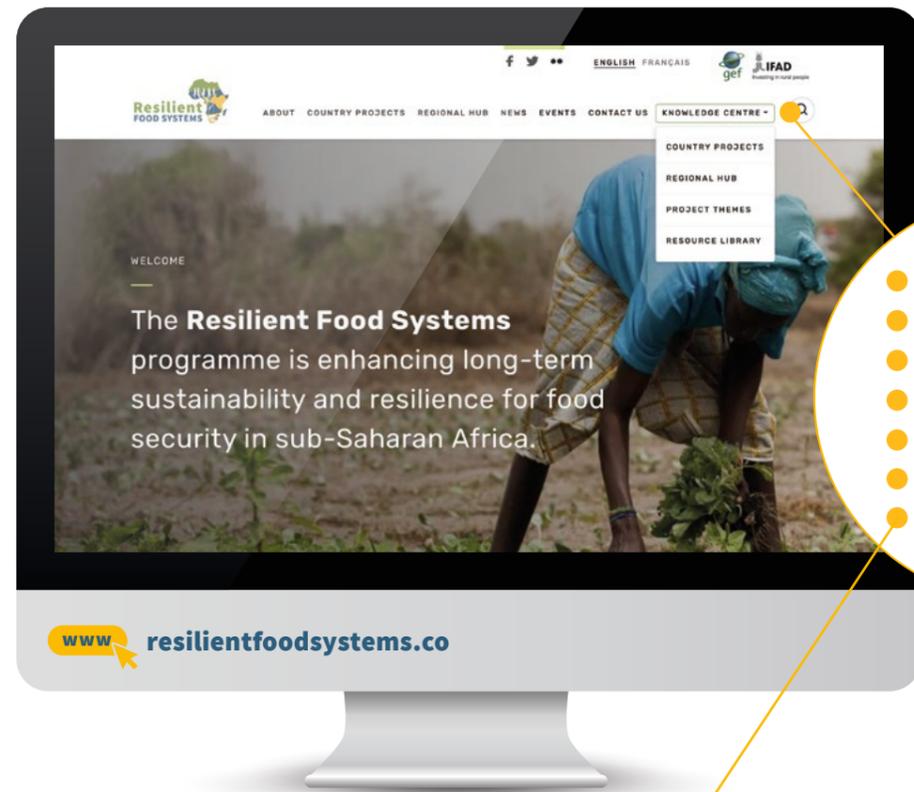
- Gather and synthesise information, best practices, and evidence and effectively disseminate that knowledge through appropriate communication channels to support programme and country project goals.
- Gather and translate information and evidence for policy action to promote resilient and sustainable agricultural and resource management practices.
- Build sustainable knowledge platforms to gather and communicate knowledge that will continue to benefit beneficiaries and practitioners beyond the lifespan of the programme.
- Leverage knowledge through partnerships, both within the programme (e.g. through South-South exchanges between projects) and outside of the programme with partners working towards common goals.

Communication and Knowledge Management System in a nutshell

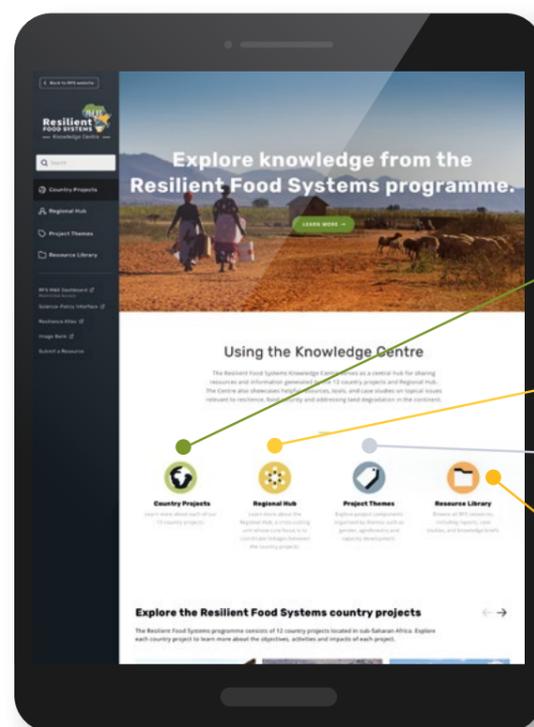


Platforms

Website



Knowledge centre



- About
- Country Projects
- Regional Hub
- News
- Events
- Contact
- Knowledge centre

- Country Projects
- Regional Hub
- Project Themes
- Resources and Tools



Resilience Atlas

Developed by Conservation International, the Resilience Atlas provides real-time open-source data to help RFS projects track changes in land productivity, soil nutrients, weather patterns and ecosystem services without requiring data collection on the ground. It thus supports decision-making on different factors (e.g., climate, land cover, stressors and shocks, as well as assets and capacities) affecting food security.



Science Policy Interface Portal

Developed by UNEP, the RFS Science-Policy Interface is a multi-stakeholder exchange platform that links the 12 RFS country projects to existing scientific and policy platforms that support innovation for the sustainability and resilience of agricultural ecosystems.



SmartME

Developed by ICRAF in collaboration with Adalia Ltd., the RFS SmartME hosts the consolidated Resilient Food Systems M&E results framework, as well as a database of all RFS monitoring reports shared with the PCU, including progress implementation reports and mid-term reviews. The online system serves as a platform through which all RFS stakeholders can transparently access and compare M&E data from multiple projects, in addition to visualize the impact of their country-level contributions to the overall programme at regional level.



DATAR

The Diversity Assessment Tool for Agrobiodiversity and Resilience (DATAR) (www.datar-par.org/) developed by the Platform for Agrobiodiversity Research (www.agrobiodiversityplatform.org/) for the GEF IAP Resilient Food Systems project, is a new open-source pilot software platform with a web interface, the DATAR Web Portal, and an Android App that will allow the integration of diverse crop varieties, livestock breeds, and aquatic farmed-types into decision-making plans. Food systems, agricultural development, and climate resilience planning usually stop at the SPECIES level, deciding which crop, livestock or aquatic animal would be best suited to improve local livelihoods.

DATAR goes one step further to be a tool that allows the user to harness the tremendous amount of INTRA-SPECIFIC DIVERSITY maintained locally and worldwide as diverse sets of crop VARIETIES, livestock BREEDS and aquatic FARMED-TYPES into programs to feed and restore our planet. DATAR supports users to create a project in their country

- 1 Assess information on crop varieties, livestock breeds, and aquatic farmed-types and their functional traits;
- 2 Identify and describe genetic material providers who supply crop seeds, animal breeds, and aquatic farmed types: from local communities to public and private companies;
- 3 Assess management, market, policy and institutional constraints encountered by crop, livestock and aquatic food producers to benefit from the use of their own local crop and animal biodiversity and
- 4 Provide age and gender sensitive actions and interventions to use this diversity to meet the goals of improving productivity, diversifying income and nutritional sources, reducing migration, and adapting to climate change.



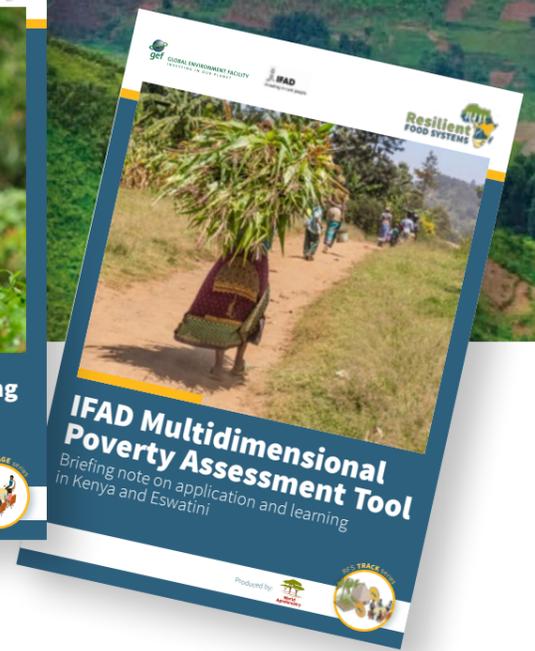
Examples of ways to collect and disseminate knowledge assets

-  Relationship building and linking focal points between the Hub and country projects
-  SmartME platform to monitor progress and indicators across Regional Hub and country projects
-  Multi-stakeholder platforms linked to Country Projects
-  South – South Learning exchange visits
-  Learning Labs at annual workshop

Knowledge products and services

Knowledge series

-  Engaging stakeholders in promoting collective action and coherent policies. GEF's convening power and catalytic role have been invaluable for engaging countries and mobilising diverse stakeholders to advance the integrated approach;
-  Intensifying, diversifying and adapting practices for a large-scale transformation of agro-ecosystems; and
-  Monitoring and assessment to inform decision-making for sustainability and resilience in the agricultural sector.
- 



External monthly newsletter



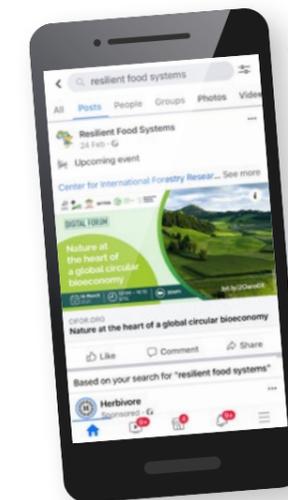
Internal monthly bulletin



Internal sharing, useful resources and upcoming events information - shared between Country projects and Hub

Disseminated in French and English

Social Media



 ResilientFoodSystems

 ResFoodSystems





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5 Guiding principles for RFS communications and KM

1. Adaptable

Because of the geographic and thematic scope of the RFS programme, messaging must be adaptable to various thematic areas, community contexts and needs, and changing national, regional, and global dynamics.

2. Flexible

Communication and knowledge management needs to be flexible in order to develop and implement a responsive framework to changing needs and challenges that arise in targeted communities, countries, and regions.

3. Tailored

Because of the breadth of the RFS programme, communication and knowledge management activities need to disseminate information to target audiences in a variety of fields, working environments, and languages, with varying levels of familiarity, roles, and responsibilities with respect to sustainable agriculture, natural resource management, and sustainable development.

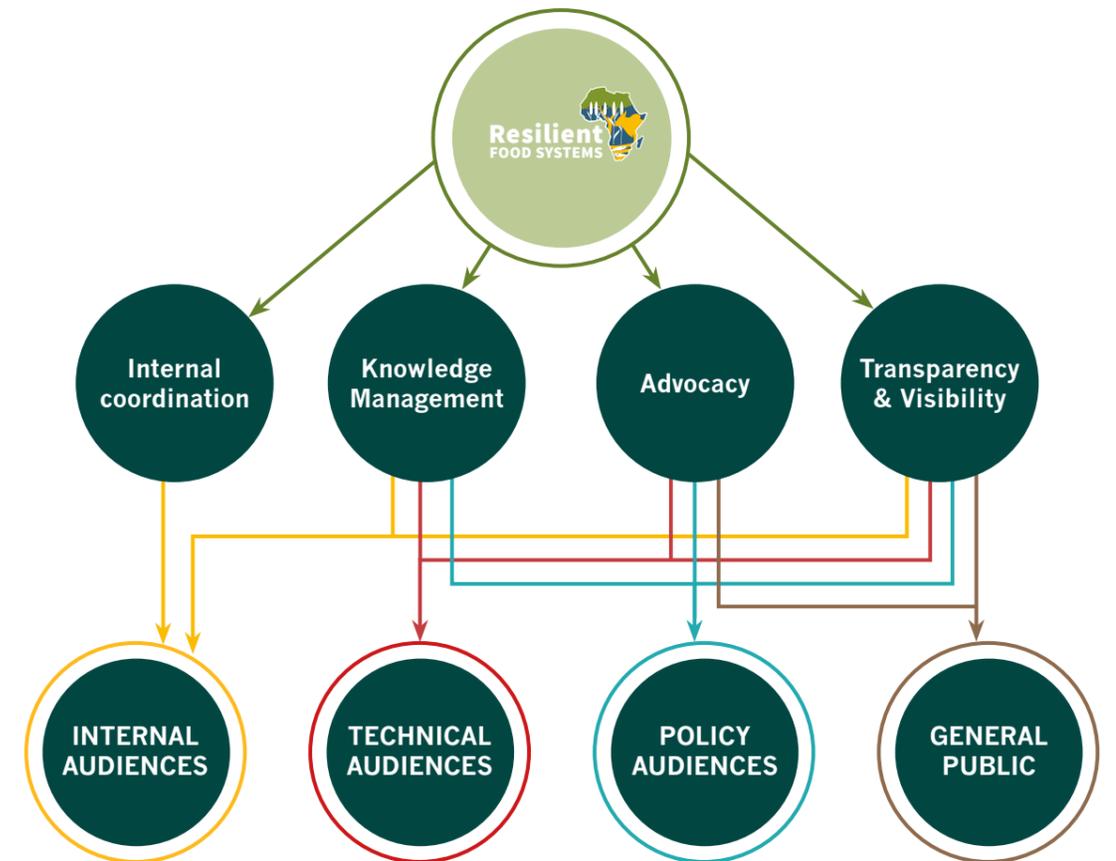
4. Coordinated

In order to maintain coherence between the different RFS projects, communications and knowledge management must be coordinated and aligned across the entire programme. RFS must capitalise on the existing expertise, networks and dissemination channels built by partners and country projects.

5. Mainstreamed

For communication and knowledge management to be truly effective it must be embedded within all other management, implementation, and evaluation processes that occur at the programme and country project level. This includes the development and maintenance of an enabling environment that makes it easy for all programme practitioners to participate and contribute to the communication and knowledge management system.

Target audiences



The activities, approaches, and outputs of the RFS programme are relevant to many different audiences, both internal and external to the programme. These audiences operate within a variety of sectors, levels of governance and geographies. They have a wide range of technical knowledge, experience, and familiarity with the RFS project themes. They live in different countries and speak different languages.

Given this broad spectrum, RFS prioritises communication and KM activities to four primary

Internal audiences

GEF Secretariat | GEF agencies and executing partners | Programme Coordination Unit | Consultative Committee | Technical Advisory Group(s) | country project teams.

Policy audiences

National government | Regional and transboundary governing bodies | Development partners | Private sector foundations | Research bodies | Think tanks

audiences—internal audiences, technical audiences, policy audiences, and the general public. Each audience has different objectives and associated information needs. To meet these needs, the communication channels, the tools, and the language used is tailored to each audience in order to maximise impact.

Within these groups, strategic communications and KM activities are further targeted towards individual audiences as needed.

Technical audiences

Smallholder farmers | Civil society organisations | Extension officers | Development partners | Research institutes

General public

Media | SSA citizens | Philanthropic organisations | Development actors | Private sector businesses | Private sector foundations

Targeting audiences to achieve broader objectives

Communication and KM activities targeted at each group all contribute to the broader communications and KM objectives of the RFS programme.

	INTERNAL COORDINATION	TRANSPARENCY & VISIBILITY	ADVOCACY	KNOWLEDGE MANAGEMENT
INTERNAL AUDIENCES	✓	✓		✓
TECHNICAL AUDIENCES		✓	✓	✓
POLICY AUDIENCES		✓	✓	✓
GENERAL PUBLIC		✓	✓	

Targeting audiences to achieve specific objectives

Targeting each audience group has specific objectives – and requires different information in order to achieve those objectives. The specific knowledge and information gathered and the repackaging and the dissemination of that knowledge through various channels and tools requires tailoring to the specific characteristics of each audience and associated objectives.

Central to this approach is the development of targeted messaging for each audience. Annex 1 provides key messaging for the RFS programme that cuts across all audience groups. This messaging is used as a starting point for tailoring specific messages that are reflective and appropriate for the:

- A** Type of knowledge or information produced;
- B** Audience that will be receiving the information;

C Intended use of that knowledge or information; and

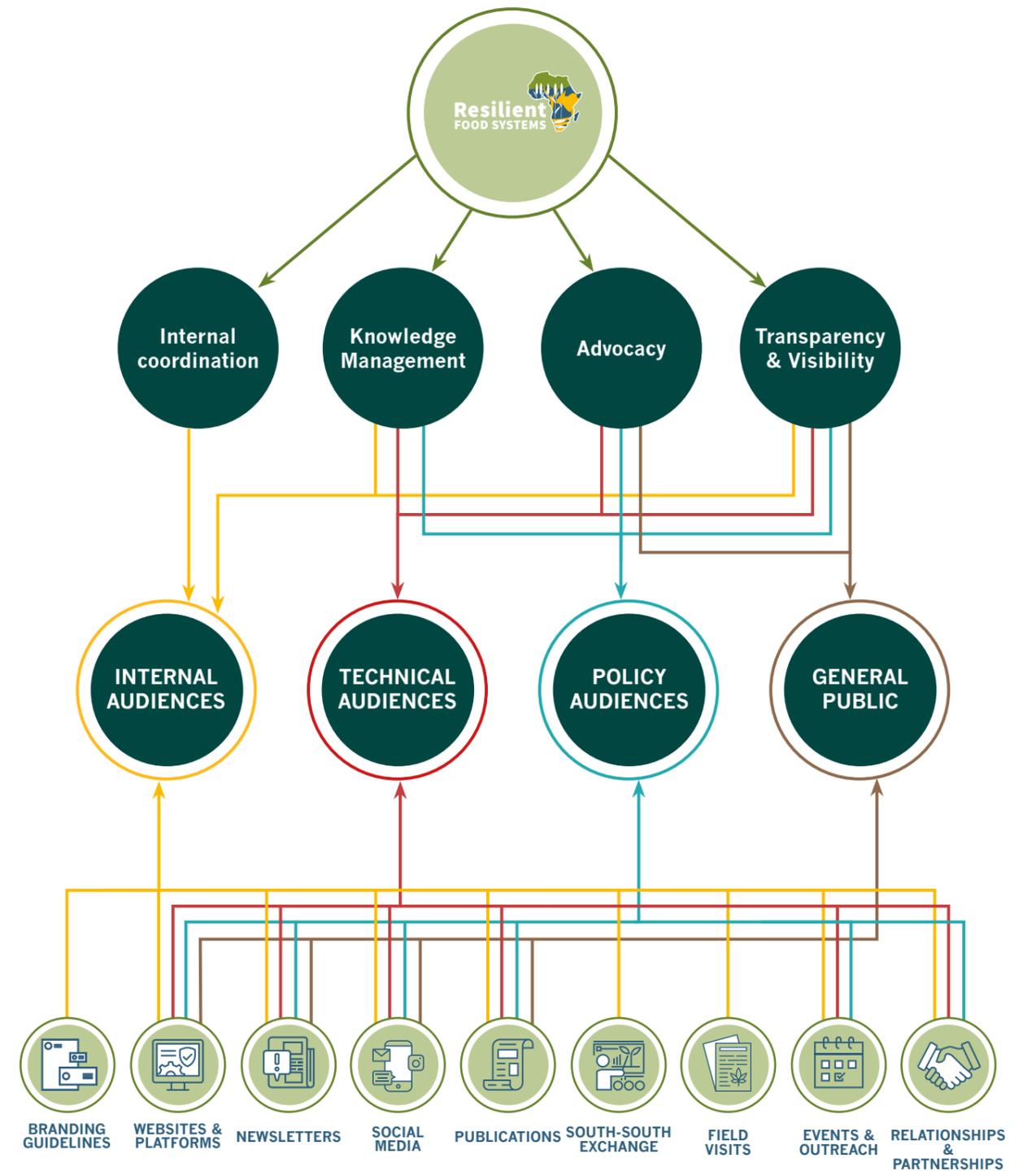
D Urgency of the action required.

Just as key messages are targeted toward specific audiences, the most appropriate and effective channels and tools for reaching those audiences are also identified with the same consideration. Different audiences use, and respond to, different channels to communicate and share knowledge. It is therefore important to consider the how, as well as the what, when tailoring messages to deliver information to target audiences.

TARGET AUDIENCE OBJECTIVES	COMMUNICATION CHANNELS
<p>INTERNAL AUDIENCES</p> <ul style="list-style-type: none"> ● To effectively monitor and evaluate projects ● To gain evidence and knowledge needed to support sustainable, integrated approaches to agriculture, food security, and land management ● To maintain consistent and transparent lines of communication regarding project planning, implementation, and evaluation ● To support project activities and outcomes ● To facilitate South-South learning among RFS country project teams 	<ul style="list-style-type: none"> ● RFS website ● RFS Knowledge Centre ● Science-Policy Interface ● RFS Image Bank ● Internal bulletin ● External newsletter ● Special event mailers ● Facebook and Twitter ● Social media campaigns ● Annual Report ● Country Factsheets ● Knowledge Management Briefs ● Guidance Notes ● South-South exchanges ● Field visits ● Programme-wide and regional events ● Training events and webinars ● Outreach and advocacy events ● Relationships and partnerships
<p>TECHNICAL AUDIENCES</p> <ul style="list-style-type: none"> ● To adopt integrated approaches to food security, agricultural development, and climate change adaptation/mitigation ● To participate in local and regional knowledge sharing platforms (e.g. South-South exchanges of best practices and techniques) 	<ul style="list-style-type: none"> ● RFS website ● RFS Knowledge Centre ● Science-Policy Interface ● RFS Image Bank ● External newsletter ● Special event mailers ● Facebook and Twitter ● Social media campaigns ● Annual Report ● Country Factsheets ● Knowledge Management Briefs ● Programme-wide and regional events ● Outreach and advocacy events ● Relationships and partnerships

TARGET AUDIENCE OBJECTIVES		COMMUNICATION CHANNELS
<p>POLICY AUDIENCES</p> <ul style="list-style-type: none"> To facilitate up-scaling of best practices by creating favourable policy conditions for integrated techniques at the smallholder level To facilitate South-South exchanges nationally and internationally To promote integrated approaches to food security, agricultural and economic development, and climate change adaptation/mitigation at the smallholder agricultural level To think more holistically when investing in food system ventures 		<ul style="list-style-type: none"> RFS website RFS Knowledge Centre Science-Policy Interface RFS Image Bank External newsletter Special event mailers Facebook and Twitter Social media campaigns Annual Report Country Factsheets Knowledge Management Briefs Programme-wide and regional events Outreach and advocacy events Relationships and partnerships
<p>GENERAL PUBLIC</p> <ul style="list-style-type: none"> To improve visibility of RFS (its work and project themes) through media platforms To support and finance SLM, NRM, and other approaches for creating resilient, sustainable, and secure food systems in SSA To collaborate with and co-invest in the RFS and similar initiatives To raise the profile of GEF, IFAD and other RFS partners 		<ul style="list-style-type: none"> RFS website RFS Knowledge Centre Science-Policy Interface RFS Image Bank External newsletter Facebook and Twitter Social media campaigns Annual Report Country Factsheets

Channels, tools and activities



This section provides an overview of all the different channels and tools the RFS Communications and Knowledge Management Team uses to gather, repackage, and deliver knowledge and information within the RFS programme. We provide an overview of the purpose, target audiences reached, and activities associated with establishing and maintaining each communication channel.

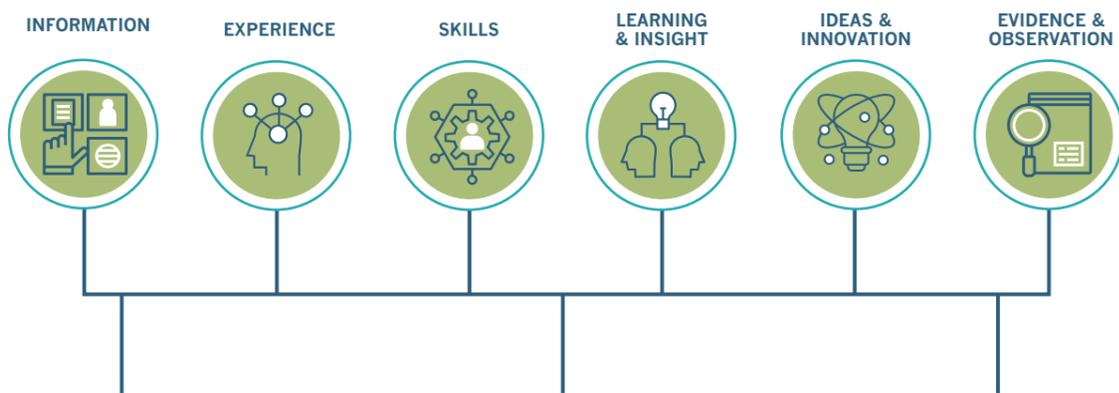
Central to all of these communications is the RFS brand and visual identity. The consistent use of the RFS visual identity through all of our communication channels, products and tools sends a clear message to audiences about the programme and what it is working to achieve. For more information, download the [RFS brand guidelines](#).

Box 3: Organising and categorising knowledge assets

Between our 12 country projects and the Regional Hub, the RFS programme generates a substantial amount of knowledge and information. In order to make sure this information is effectively organised and easily accessible for the right audiences, all content –

both online and in print – is tagged according to 9 themes, 12 countries (or the Regional Hub), and 3 pillars: ENGAGE, ACT, TRACK. This system allows audiences to filter information according to their unique information needs across all RFS communication channels.

Knowledge assets

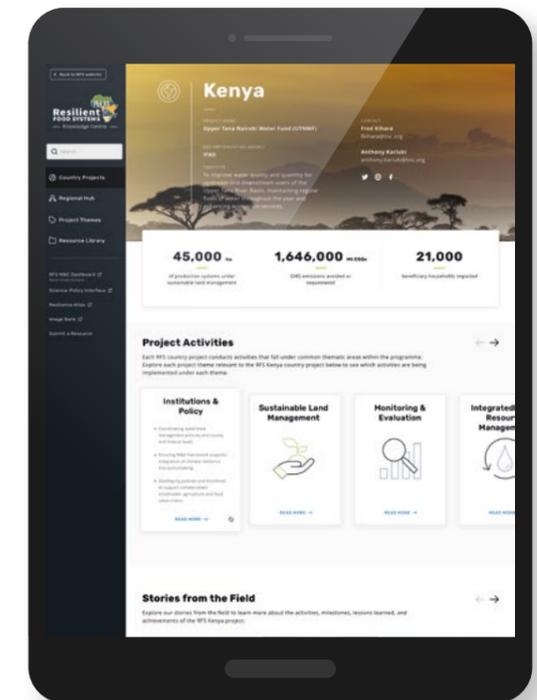
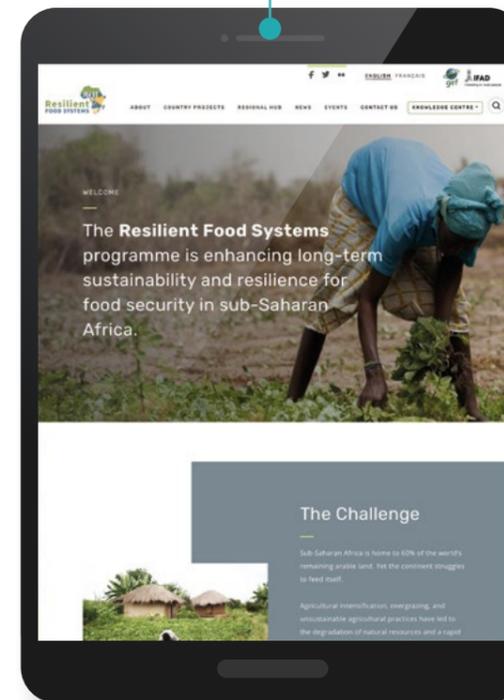


<p>1 3 PILLARS</p> <p>Engage Engage and share</p> <p>Act Implement at scale</p> <p>Track Monitor, learn, respond</p>	<p>2 9 PROGRAMME THEMES</p> <ul style="list-style-type: none"> Agroforestry & Reforestation Gender Integrated Water Resource Management Knowledge & Learning Monitoring & Evaluation Rural Extension & Capacity Development Science, Policy & Institutions Sustainable Land Management Value Chains & Market Access 	<p>3 12 COUNTRIES</p> <ul style="list-style-type: none"> Burkina Faso Burundi eSwatini Ethiopia Ghana Kenya Malawi Niger Nigeria Senegal Tanzania Uganda
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Websites and platforms

RFS Website

www.resilientfoodsystems.co



Purpose

To provide audiences with all key information needed to understand what the RFS programme is, who is behind it, what we are trying to achieve, and where we are operating. To keep audiences up to date with the latest news and events that emerge from the programme.

Target Audiences

Internal audiences, technical audiences, policy audiences, general public.

Frequency

Monthly updates

Activities

The new look for the RFS website was launched in June 2020. The updated design and structure of the website allows for easy access to information

about the programme – its country projects and the Regional Hub – as well as the ability to filter through the latest news and events by project themes and country. Significantly, the updated website is now offered in both English and French. The website will be continually evaluated and updated to suit the evolving needs of the programme and respond to feedback from audiences.

In order to keep the website up to date and relevant, news stories, events, and resources are added to the website on a monthly basis. The RFS website, along with the RFS Knowledge Centre (see below), is one of the main channels through which country project teams can receive immediate feedback for their work and see their accomplishments showcased on a public platform. It also provides a common space for country projects to keep up to date with what other projects within the programme are doing, make connections, and engage with the broader programme.



Box 4: The monthly RFS knowledge management cycle

Each month, the RFS Communications and Knowledge Management Team gathers programme updates (news, experiences, learnings, resources and events), or “knowledge assets”, from the country projects and Regional Hub partners. Throughout the month, country project teams are encouraged to share their project updates with the Communications and Knowledge Management Team in the form of stories, upcoming events, interviews, photos and new resources.

These knowledge assets are then captured and translated into content for the website, newsletters, and social media. Valuable learnings and themes or experiences that are common across many country different country projects are flagged for further follow up.

These are then expanded into content for our Knowledge Management Briefs. The gathering and development of this content through our monthly knowledge management cycle is one of our key programmatic KM activities. Consistent knowledge management enables each country to regularly reflect up and assess their projects – the activities, learnings, challenges, and information generated by their projects that is valuable both within and outside of the programme.

This process relies on strong, consistent relationship-building within the programme between country project teams and the PCU staff in order to co-develop valuable information for both internal and external audiences.

RFS Knowledge Centre



Photo: ©Food Security, Adamawa (UNDP)



Purpose

To provide a central platform for sharing resources, tools, and information generated by the 12 country projects and Regional Hub, in addition to external resources that might be useful for country teams.



Target Audiences

Internal audiences, technical audiences, policy audiences, general public.



Frequency

Monthly



Activities

In response to the need to make key thematic areas and country project activities easier to disseminate across audiences, the RFS Knowledge Centre was developed to complement the RFS website and is also available in both French and English.

The RFS Knowledge Centre is the primary platform for KM within the programme – it houses all news stories, resources, events, and tools generated by the programme. The content within the website is organised by key thematic areas, country projects and the Regional Hub so that users can see all information relevant to a specific theme or project all on one page. It also allows country projects, and practitioners engaged in work related to the RFS objectives, to upload content (new resources, new stories, tools, and multimedia) that can then be shared through the platform and request resources or support.

The Knowledge Centre is update on the same monthly schedule as the RFS website – all resources and information gathered from the country projects and Regional Hub are uploaded to the website at the end of each month to ensure both sites accurately reflect all programme activities.

Science-Policy Interface

Purpose

To enhance linkages between science, policy and practice, and support evidence-based decision-making through raising awareness.

Target Audiences

Internal audiences, technical audiences, policy audiences.

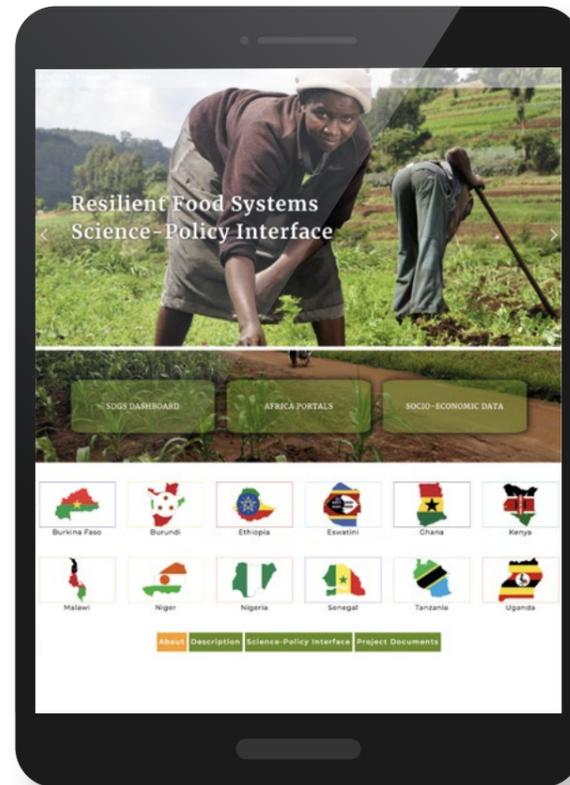
Frequency

As needed

Activities

The Science-Policy Interface (SPI) is a multi-stakeholder exchange mechanism that links the 12 RFS country projects to existing scientific and policy platforms that support innovation for sustainability and resilience of agricultural ecosystems at country and regional levels. The SPI works to strengthen the connect between RFS and other relevant African platforms and initiatives.

The SPI will be consistently updated to support the dissemination of the latest scientific and technical knowledge and tools to inform policy dialogues. The ultimate goal is mainstreaming ecosystem-based and climate-resilient approaches into food security-related policies and practices.



RFS Image bank

Purpose

To capture, organise, and share all multimedia related to the RFS programme, to be used as evidence and to enhance communication collateral.

Target Audiences

Internal audiences, technical audiences, policy audiences, general public

Activities

Launched with the Knowledge Centre in June 2020, the RFS Image Bank, hosted on Flickr, allows the PCU, country project teams, and the Regional Hub partners to upload all photos and videos related to the programme to one platform. The Image Bank, organised by country project pages and sub-albums, provides easy access for all audiences, both internal and external, to RFS photos and videos. All photos

are tagged and searchable by project theme and are linked to associated news and events stories on the RFS website and Knowledge Centre.

As part of the monthly knowledge management cycle, photos and videos are sent to the Communications and Knowledge Management Team with all other project team updates. These assets are added to the Flickr platform with updates to the RFS website and Knowledge Centre. In an effort to decentralise this process and promote country project ownership over the management of multimedia assets, country project teams have access as contributors to their country project pages and are encouraged to upload photos directly to the platform.



Photo: ©Food Security, Benue (UNDP)

Newsletters

Internal bulletin

Purpose

To inform internal audiences (country project teams and Regional Hub executing partners) of the latest programme news, resources, and events, as well as any urgent requests or notices.

Target Audiences

Internal audiences

Frequency

Monthly

Activities

Sent in the fourth week of every month, the internal bulletin circulates all news and updates gathered that month from the Communications and

Knowledge Management Team.

The consistent, quick updates ensure that each country project and Regional Hub partner stays up to date with the activities that are happening throughout the programme. Furthermore, the bulletin announces external opportunities and resources that might be relevant to programme stakeholders.

By circulating country project activities, the internal bulletin also facilitates cross-programmatic linkages and learning. The bulletin contains all contact details of country project coordinators to encourage country project teams to reach out to other projects that are addressing similar challenges and implementing similar activities.

External newsletter

Purpose

To inform all subscribers (both internal and external audiences) of the latest programme news, resources, and events from the RFS programme.

Target Audiences

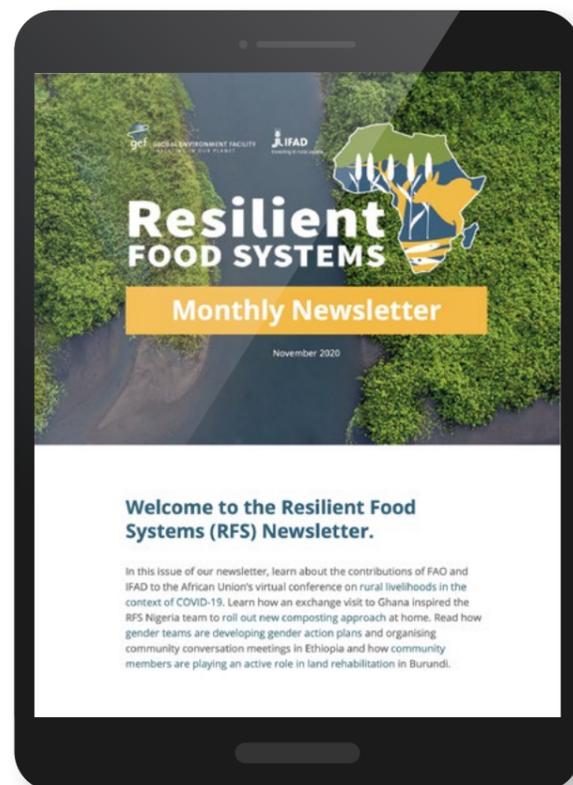
Internal audiences, technical audiences, policy audiences, general public.

Frequency

Monthly

Activities

The external newsletter circulates programme updates (gathered through the monthly knowledge management cycle) to all RFS subscribers on the first week of every month. The programme updates from the internal bulletin are expanded to contain more background information for those subscribers who are less familiar with the RFS programme. Each newsletter item directs readers to the RFS website for further information by linking to the new monthly news stories. By cross-linking communication products, we are able to boost engagement with the website and thereby grow awareness of the programme through each knowledge management cycle.



Special event mailers

Purpose

To alert select audiences of important upcoming events, publications, and surveys outside of the usual new cycle.

Target Audiences

Internal audiences, technical audiences, policy audiences.

Frequency

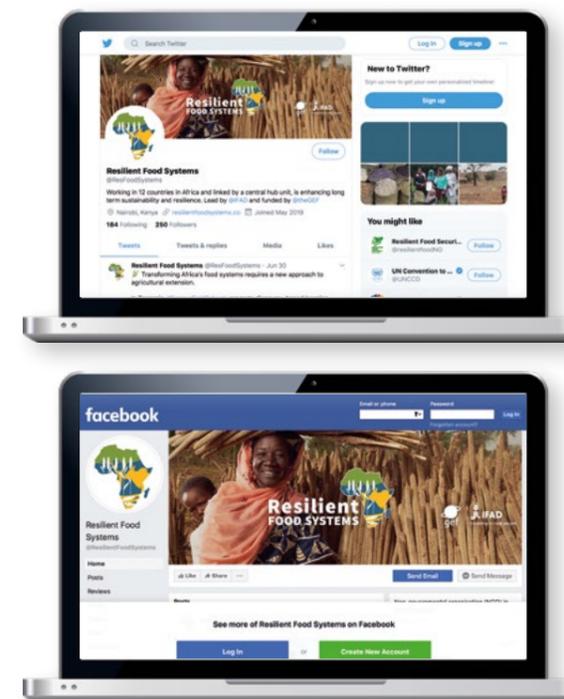
As needed

Activities

These mailer alerts include programme-wide events and event follow-up (e.g. the RFS Annual Workshop, or the 2019 UNCCD COP14 side event), special surveys (e.g. the COVID-19 survey), and important publications (e.g. the RFS Annual Report). In order to maintain the relevance of the internal bulletin and external newsletter to audiences, the mailers are reserved for programme-wide updates that require immediate action. Audiences are selected on a case-by-case basis according to the objective of the mailer.

Social media

Facebook and Twitter



Purpose

To provide coverage and promotion of information and updates from the RFS programme, as well as those of our partners and relevant programmes and organisations. To consistently engage with our stakeholders in two-way dialogue, advocate for transformative change, and expand our audience.

Target Audiences

Internal audiences, technical audiences, policy audiences, general public.

Frequency

Weekly

Activities

Social media is a primary channel for spreading key messages from the RFS programme and updating the audience on activities, updates, and achievements. Our focus is on creating engaging content that encourages interaction and action (see Box 5). Social media channels offer an agile platform to respond quickly to audience needs and new information.

RFS regularly uses and updates two social media platforms – Twitter and Facebook. We use these platforms for a number of different purposes:

- A. To provide quick updates on the RFS programme and promote updates from programme partners, projects, and related initiatives and organisations;
- B. To cross-promote new stories, events, and resources that have been posted on the RFS website;
- C. To directly engage in a dialogue with key stakeholders (both internal and external to the programme);
- D. To advocate for issues that align with the mission of the RFS programme (greater investment in smallholder farming systems; the importance of protecting natural resources, ecosystems, and biodiversity; the interdependence of food security, poverty, and climate change; etc.); and
- E. To share information and evidence that will help inform decision-making in the programme.

Box 5: RFS's social media guidelines

Social media content should:

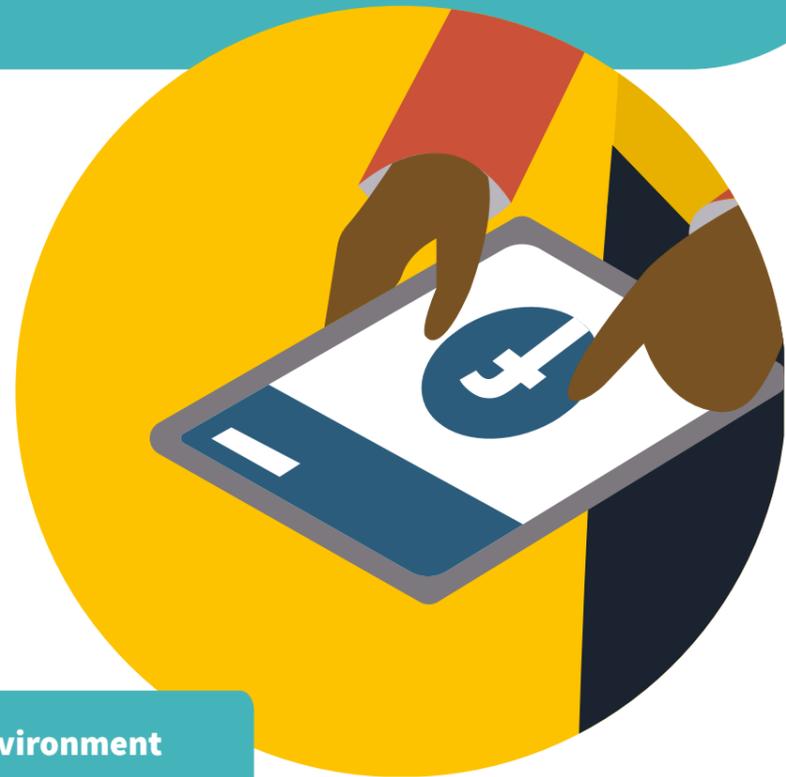
1. Encourage feedback, participation and dialogue.
2. Reflect real-time news and updates.
3. Provide human-centred news, updates, and stories.
4. Report live from important events.
5. Be visually engaging through graphics, photos, or animations.
6. Stay in keeping with the RFS visual identity.
7. Use more informal, conversational language.
8. Direct traffic, as much as possible, to RFS and partners' websites.
9. Promote related work of GEF, RFS implementing agencies, and executing partners.

In order to maximise the impact of our social media posts and expand our audiences, each social media post includes relevant partner tags and hashtags. The use of partner tags, in particular the programme funder (@theGEF), the lead implementing agency (@IFAD), and the specific

country project implementing and executing agency, works to boost content and the collective voice of our wide network of partners. Thematic hashtags and event-specific hashtags helps aggregate and organise posts to make content more easily accessible to broader audiences.

#gender
#foodsystems
#partnerships
#landrestoration
#climatesmart

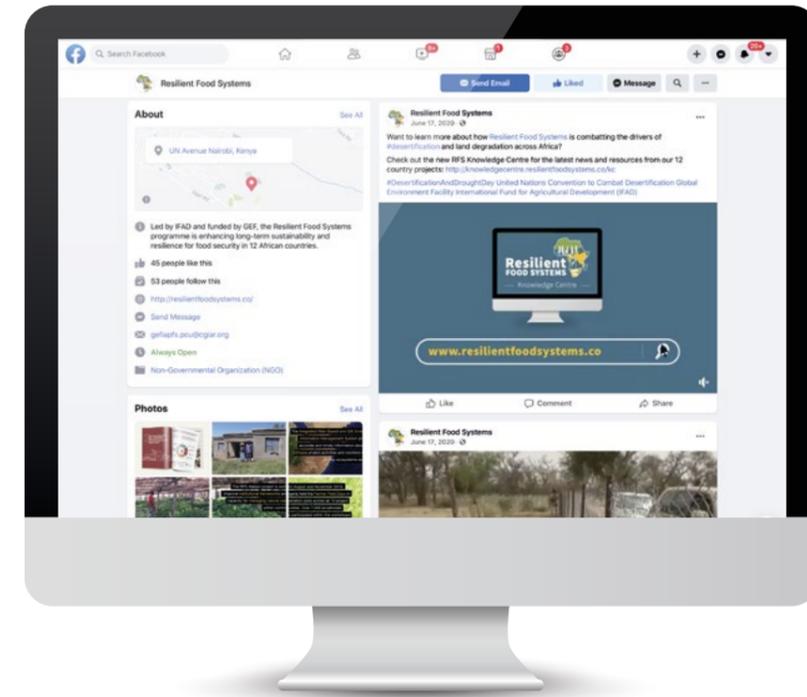
#FoodSecurity
#biodiversity **#sustainable**
#waterharvesting
#EcosystemHealth



#environment
#conservation
#NaturalResources
#agroforestry
#Africa

#ResilientFoodSystems
@theGEF & @IFAD

Social media campaigns



Objective

To promote an important event, international day, resources, or update from the RFS programme to a broad audience.

Target Audiences

Internal audiences, technical audiences, policy audiences, general public.

Frequency

As needed

Activities

In addition to our regular social media content, social media campaigns are developed to promote an event, raise awareness around an issue, and showcase special publications or communication products. Promoted events can be international days that are celebrated by the sustainable development community (e.g. World Soil Day, World Biodiversity Day, World Environment Day, etc.) or events or products that are specific to the RFS programme (e.g. the RFS website launch, the RFS Annual Report launch, etc.).

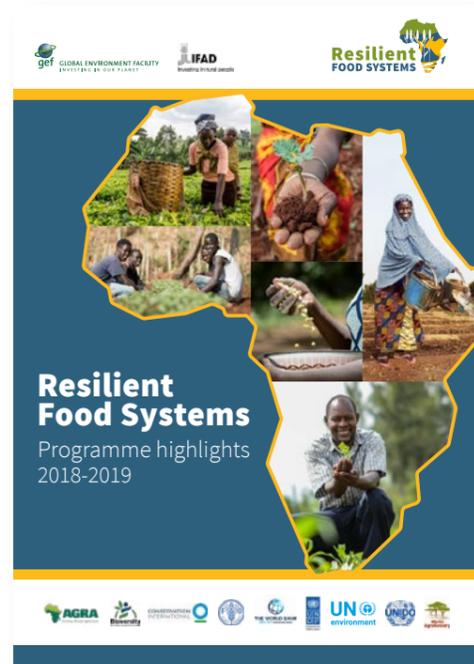
Campaigns are developed to increase engagement around a specific topic and specifically aim to broaden the reach of RFS communications. Prior to the event or publication, the Communications

and Knowledge Management Team develops a strategy and implementation plan for the campaign that focuses on creating messages and developing visual content for targeted audiences. Once the key messages are determined, Twitter and Facebook messages are developed along with animations, videos, and graphics to boost engagement with the content.

In order to maximise the impact of these campaigns, the Communications and Knowledge Management Team circulates social media kits and instructions to RFS implementing agencies and partners so that they can support the campaign by posting content through their own organisational channels. On the day of the event or launch, engagement with the campaign is monitored for real-time follow up, enabling dialogue and interaction with our social media followers.

The impact of the campaign is monitored – engagements, new followers, unique visits to the RFS website are tracked in order to assess the reach of the campaign. Together with partner feedback, these metrics help us identify what works and what doesn't, allowing us to constantly evaluate and improve the quality of our social media content.

Annual reports



Objective

To provide an overview of the activities, achievements, lessons learned, and best practices of the 12 country projects and the RFS Regional Hub throughout the year.

Target Audiences

Internal audiences, technical audiences, policy audiences, general public

Frequency

Annually

Activities

The annual report is developed and published on an annual basis. The report captures and highlights the considerable learning and knowledge assets generated and shared by the implementing agencies, partners and beneficiaries throughout the year.

To compile the report, the Communications and Knowledge Management team gathers all information collected throughout the year through the monthly knowledge management cycle as well as through the Annual Project Implementation that are submitted by implementing agencies on a yearly basis. This information is analysed, translated for

external audiences, and presented according to the three pillars of the RFS programme: **ENGAGE, ACT, TRACK**, in addition to other cross-cutting topics.

The organisation and presentation of the Annual Report aims to inform audiences of the holistic and integrated nature of RFS interventions, while acknowledging the significant achievements of each country project and the Regional Hub. The report serves as an annual celebration of all that we have achieved thanks to the collective effort of all RFS partners.

As the flagship publication of the RFS programme, the Annual Report presents a valuable opportunity to expand the reach of our communications, increase our audience, and raise awareness of the issues at the heart of the RFS programme. The launch of the annual report is usually promoted via the RFS newsletters, website, and a social media campaign distributed through RFS and partner channels. The promotion of this publication by GEF, IFAD and other implementing agencies magnifies the reach of the campaign beyond RFS followers and helps introducing the RFS to new audiences around the world.

Country factsheets

Resilient Food Systems
Participatory Natural Resource Management and Rural Development Project (Neer-Tamba Project)

Burkina Faso

Context
The project targets the Northern Region of Burkina Faso, where 90% of households are smallholder farmers, and there is an increasing demand for cultivable and grazing land, as well as demand for wood and energy resources. This has led to a host of challenges, namely, diminishing forage resources, decline in wildlife resources, water scarcity (due to the early depletion of water reservoirs and the water system), silting of watercourses and degradation of riparian areas, as well as conflicts over the use of natural resources. To address these challenges, the Government of Burkina Faso, with IFAD support, launched the Neer-Tamba Project, operation between 2014-2022, to improve living conditions and incomes for rural households affected by poverty and food insecurity.

Objective
The core objective of the project is sustainably managed agroecosystems, allowing for food security in the Northern Region of Burkina Faso.

Expected impacts
The project is structured to focus on three components in line with Resilient Food Systems:
1. Capacity building for national and regional multi-stakeholder platforms; agroecosystems; and
2. Scaling up integrated approaches to sustainable land management within food security and environmental best practices. Cross-cutting aspects related to value chains, capacity building and knowledge management are further strengthened through direct support from the Regional Hub project.

Innovation
The Neer-Tamba Project is part of an approach based on building resilience. Consequently the project promotes innovative activities based on social engineering to create and reinforce committees and associations at the sub-watershed level. The sustainability of interventions is ensured by the choice of practices and activities that have proven their worth over decades.

Stakeholders engaged
The project falls under the financial oversight of the Ministry of Economy, Finance and Development and the technical oversight of the Ministry of Agriculture and Water Development. Other key stakeholders include:
• Executive Secretariat, National Council on Food Security
• Permanent Secretariat for Coordination of Agriculture Sector Policies
• Ministry of Livestock and Water Resources
• Ministry of Environment, Green Economy and Climate Change
• Permanent Secretariat, National Council on Environment and Sustainable Development
• National Bureau of Rural Chambers of Agriculture

Global Environmental Benefits (GEBs)
8,500 (ha) land under integrated and sustainable management
12,621,000 (MCO₂e) GHG emissions avoided or reduced

Key components
1. Capacity building for national and regional multi-stakeholder platforms; agroecosystems; and
2. Scaling up integrated approaches to sustainable land management within food security and environmental best practices. Cross-cutting aspects related to value chains, capacity building and knowledge management are further strengthened through direct support from the Regional Hub project.

Target Beneficiaries
Engagement increase
17,800 households
105,000 people

Objective

To provide a brief summary of the country project objectives, activities, impacts, key stakeholders and innovations.

Target Audiences

Internal audiences, technical audiences, policy audiences, general public.

Frequency

Updated as frequently as needed by country projects

Activities

Each of the RFS country projects is working towards a unique set of objectives to address the food security, land management, agricultural, and livelihood challenges within rural communities across sub-Saharan Africa. Because of the scope

of the RFS programme, each country project offers different lessons, learnings, and innovations that are unique to a particular context yet valuable to other countries facing similar challenges. It is therefore important for the Communications and Knowledge Management Team to capture and circulate key information on each country project.

This is so awareness is raised, both within and beyond the programme, of country project activities and linkages with other programmes and projects that are pursuing common or complementary objectives is enabled.

All country factsheets are housed within the RFS Knowledge Centre Resource Library and are showcased on individual country project pages.

Knowledge management briefs



Objective

To capture and disseminate the key knowledge, evidence, learnings, and best practices generated by the 12 RFS country projects and Regional Hub.

Target Audiences

Internal audiences, technical audiences, policy audiences.

Frequency

As needed

Activities

Throughout the monthly knowledge management cycle, the Communications and Knowledge Management Team often receives information that deserves more in-depth reporting, analysis and broader circulation. This information is flagged for the RFS Knowledge Management Brief series.

This series showcases approaches, activities and lessons learned that:

- A** Are particularly innovative and should be promoted;

- B** Have achieved great impact and should be scaled-up and/or have the potential to be applied in other country projects; and

- C** Are being implemented by multiple country projects who could benefit from exchanging experiences, best practices and lessons learned.

Once a topic has been identified for the series, significant effort is made to gather knowledge and evidence from country project activities, analyse the information, and package the knowledge in a way that is engaging and valuable. The RFS Knowledge Briefs are packaged and presented according to the three RFS pillars – **ENGAGE, ACT, TRACK** – and ‘cross-cutting’ themes, such as gender mainstreaming and capacity development.

Examples include the exchange visit between RFS Kenya and Uganda, as well as the documentation of country experiences from applying household resilience monitoring tools in Eswatini and Kenya.

Guidance notes



Objective

To disseminate programme-wide advice and guidance on specific thematic issues that impact the RFS county projects and Regional Hub.

Target Audiences

Internal audiences

Frequency

As needed

Activities

Our Guidance Note series was developed in response to the COVID-19 pandemic when it became obvious that our country projects and Regional Hub were going to face many new challenges in the coming months as a result of national lockdowns, social distancing orders, and health threats to both beneficiaries and staff. Guidance Notes were

circulated throughout the programme to help guide project staff through the new realities of working and staying safe during COVID-19.

Though created out of necessity to respond to the COVID-19 pandemic, it became apparent that RFS Guidance Notes would be a valuable addition to our suite of knowledge projects. Guidance Notes help the PCU respond quickly to project team needs, creating packaged guidance that project teams can easily circulate and refer back to for advice on how to respond to specific emerging challenges. The series will be reserved for areas where the PCU can offer valuable support to country projects, primarily focused on providing guidance for improving and adapting the management, coordination and planning of country project and Regional Hub activities.

South-South exchanges and field visits



Objective

To facilitate the sharing of knowledge and lessons learned through in-person exchange visits both within and between country projects in order to expand the level of impact and deliver global environmental benefits across geographic landscapes and at scale.

Target Audiences

Internal audiences

Frequency

At least once a year

Activities

Because all of the RFS projects are facing common challenges and working towards shared objectives, the cross-programmatic exchange of ideas, innovations, practices, and approaches is an important way to not only build programmatic coherence and consistency, but to accelerate the pace of change by sharing first-hand, real-time experiences of what works and what doesn't in different contexts. South-South exchange visits are one of the most important ways that the PCU facilitates this type of direct learning and exposure. With the 12 country projects, exchange visits between and within projects provide an opportunity for teams operating in different contexts, but with similar goals, to compare innovative approaches

and technologies, share lessons learnt, and showcase best practices in the field.

Field trips are usually organized once a year by the PCU in connection with the RFS annual workshops. Others are led by country project teams as per their interest in learning from each other, such as the Uganda-Kenya exchange visit held in 2019. In these instances, visiting country project teams can observe first-hand the impact of different practices and approaches. They can also speak to farmer beneficiaries who are directly benefiting from RFS activities and investments. The visits allow country project teams to forge connections and initiate dialogues that continue even after the visit is over, facilitating the identification and scaling-up of successful resilience-building activities across the programme.

South-South exchange visits can also be organized with non-RFS stakeholders operating in similar contexts or areas. For example, in 2018, ICRAF facilitated the exchange of knowledge and lessons learned between stakeholders from different research and development projects working in common areas in Northern Ghana, including the RFS country project, the West Africa Forest-Farm Interface (WAFFI), an IFAD-funded initiative; and the EU-financed Regreening Africa programme.



Box 6: A learning and exchange visit between Uganda and Kenya country projects

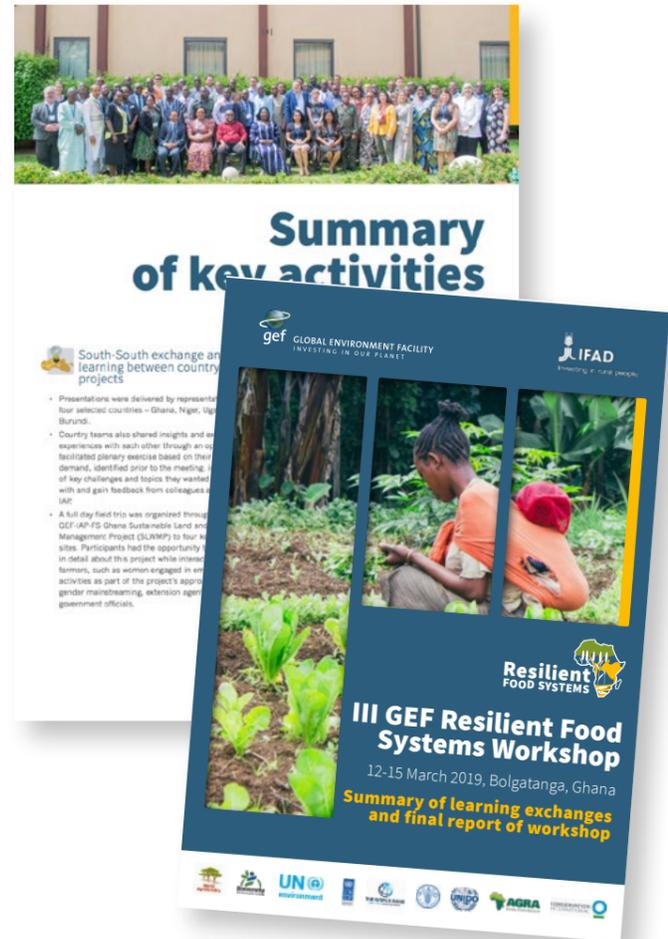
In May 2019, the RFS Uganda team travelled to Kenya to see first-hand the technologies and approaches the RFS Kenya project, the Upper Tana-Nairobi Water Fund (UTNWF), is implementing to help improve smallholder access to water for irrigation and restore degraded riverbanks. The UTNWF has focused on providing alternative sources of water to communities and farmers in order to relieve pressure on the riverbanks and maintain river buffer zones.

After meeting with Kenyan authorities and discussing implementation progress with the Regional Hub partners at the Programme Coordination Unit (PCU), the RFS Uganda team visited several farmers who, through the support of the RFS Kenya project, have relocated their farms from

the riverbanks and have adopted rainwater harvesting technologies to irrigate their crops.

The RFS Uganda team was able to learn from the many innovative practices taking place in the Upper Tana and to discuss ways in which these sustainable practices could be applied in different ecological and socio-economic contexts. Significantly, the project teams were able to reflect on the connection between land conservation, food security and livelihoods. Each farmer that the Ugandan team visited provided rich case study experiences that demonstrated how conservation and land restoration interventions can catalyse income growth, livelihood stability, and improved nutritional outcomes.

Programme-wide and regional events



Objective
To bring RFS project teams together in one room to build personal relationships, assess programmatic progress, discuss achievements, address programmatic challenges, and facilitate peer-to-peer learning and exchange.

Target Audiences
Internal audiences, technical audiences, policy audiences

Frequency
At least once a year

Activities
Regular face-to-face interactions between all RFS team members and partners are essential to building and maintaining the working relationships

that help the programme run.

One of the primary platforms for maintaining programme-wide relationships is the RFS Annual Workshop. The Annual Workshop is held in a different host country every year and is attended by key individuals involved in the RFS programme: country project leaders, Regional Hub partners, GEF, IFAD, other Implementing Agency representatives, and technical experts. The workshop provides a space for taking stock of progress to date, discussing achievements, addressing programmatic challenges, and conducting field trips to facilitate practical peer-to-peer learning.

Throughout the year, regional and thematic workshops are also held to bring together key stakeholders, both within and outside of the RFS programme, to discuss topics, themes, and challenges that are specific to a particular theme or geographical region. These workshops have a narrower focus and are often co-hosted and co-funded by a partner that is working to scale up a particular approach in multiple countries. For example, in 2019 FAO held a regional workshop in Burkina Faso that focused on the establishment and roll-out of Farmer Field Schools (FFS) and Agro-Pastoral Field Schools (AFS). The workshop was attended by RFS country project teams (Senegal, Niger, Burundi, Uganda, and Ethiopia), national governments representatives and other GEF-funded projects. The workshop provided a learning opportunity to discuss options and models for climate resilience and landscape restoration in pastoral and agricultural systems.

These targeted workshops focus on exchanging experiences and learnings between countries where there is considerable overlap of common challenges or implementation of common approaches. Extending these workshops beyond the geographical scope of the RFS programme helps to expand the reach of the programme and facilitates transboundary impacts and alignment at regional and sub-regional levels.



Box 7: Adapting to COVID-19

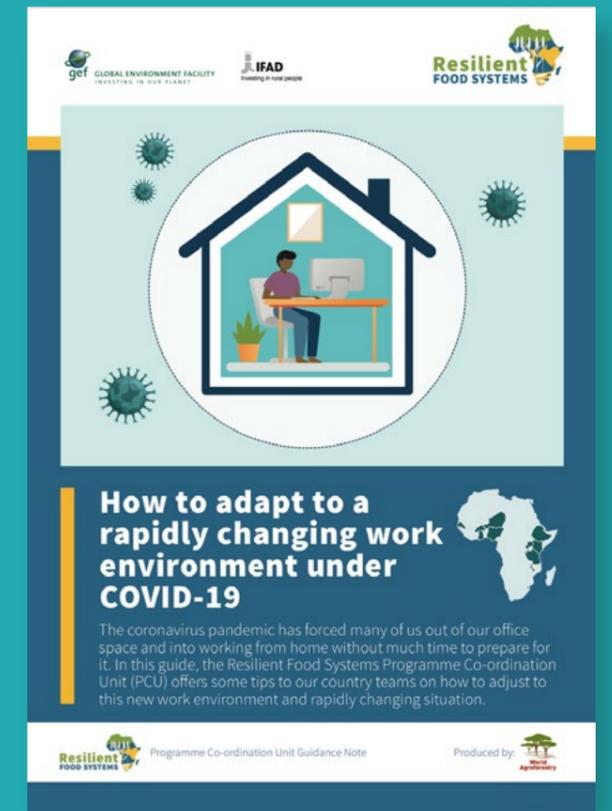
The global COVID-19 pandemic forced many of our regular knowledge management and communication activities to adapt and evolve to the changing circumstances within each of the 12 RFS countries. The spread of the virus, and the varying government responses, continues to impact each of the RFS countries in different ways and at different rates. New restrictions on travel, working from shared office spaces, and conducting non-essential activities, forced us to reassess many of our planned knowledge management activities for 2020, including the cancellation of our RFS Annual Workshop in March 2020.

In order to effectively understand the new constraints our country projects are facing, how the pandemic is impacting ongoing and planned project activities, and how the PCU could most effectively support country project teams and Regional Hub partners, the PCU conducted a survey in collaboration with IFAD and the GEF Secretariat. The survey received 52 responses from country projects and implementation partners, highlighting the impacts that each country project is experiencing and the different coping strategies that are emerging as country projects adapt to new working environments.

While our response to the pandemic is still evolving, many of our planned events were able to be moved to virtual platforms in order to continue to provide training and support to country project teams. The PCU organized two Country Learning and Exchange Webinars with all RFS stakeholders in July 2020 to provide an opportunity for RFS country projects to give an update on project achievements and activities from the previous year. Trainings were also offered virtually to interested country projects, such as on the EX-Ante Carbon Balance tool - provided by FAO to eSwatini, Malawi and Kenya; and on Outcome Mapping - provided by ICRAF, in collaboration with Bangor University and IFAD, to Nigeria, Uganda, Senegal and Niger. FAO and ICRAF also managed to adapt a joint training originally planned for the March annual workshop, offering structured virtual webinars to build the skills of country teams to enhance policy and institutional engagement using the Stakeholder

Approach to Risk Informed and Evidence Based Decision Making (SHARED) framework and associated tools and methods.

The continued development and execution of these virtual events is a valuable learning experience for both organizers, participants and the Communications and Knowledge Management Team, requiring new skills, methods, and platforms to effectively engage with our audiences. As we continue to find new ways to adapt our programme-wide training and engagement activities to the new working environment, we aim to support country projects in doing the same – through the production of Guidance Notes, the gathering and promotion of successful coping strategies and innovations emerging from individual country projects, and tailored support on a case-by-case basis.



Training events and webinars

Objective

To provide targeted capacity development and training that enables RFS project teams to learn, share experiences, and develop the skills they need to effectively coordinate, management and implement their country projects.

Target Audiences

Internal audiences

Frequency

As needed

Activities

Dedicated training sessions and webinars are hosted throughout the year by Regional Hub partners or RFS Implementing Agencies, with support from the PCU. These workshops are varied in subject matter and take advantage of the wide range of technical expertise, approaches and tools that our network of implementing partners has to offer.

Programme-wide training workshops are attended by all country project teams and work to build and align knowledge and skills across the entire programme. For example, in November 2019, the PCU held a monitoring and evaluation training and alignment workshop in Nairobi to equip project teams with new skills to measure, document, synthesise, and share the impact of their projects. ICRAF, Conservation International and Bioversity International each held special training sessions on different monitoring and evaluation tools. Country projects also defined specific action plans contributing to the reconciliation of programme-level monitoring.

Other training workshops are more targeted to individual country project needs. For example, in September 2019, AGRA and UNDP held a training workshop on greening agricultural food value chains to build country project capacity in the application of value chain concepts to farming operations and to identify the training needs within country-specific value chains.

By creating a platform for country projects to exchange knowledge and share experiences with each other and with technical experts, RFS training

workshops enable the development of cross-programmatic relationships. These relationships are critical to the success of the programme as they provide a sustained source of support to country projects teams as they

- A. Apply new knowledge, tools, and approaches at the country level; and
- B. Transfer this knowledge onto their beneficiaries.

The Training Process

- To tailor the virtual training, RFS country level consultations will be carried out to establish priorities, trends, and existing tools and processes being used to influence policy and decision making.
- Using the feedback from these country consultations a series of two training webinars will be facilitated. Each set of webinars will be held in both English and French meaning 4 webinars in total. These webinars will introduce a systematic approach to influencing policies and decisions using the SHARED inclusive, evidence-based process. This will entail step-by-step facilitated guidance on key tools and methods to tailor to how countries could adapt and apply these into their existing and planned project work.
- Work with countries to develop future proposed approaches, engagement methods and suggested activities for workplans which would support countries to use applicable SHARED and existing tools to advance achieving project outcomes linked with policy, institutional and multi-stakeholder processes.

The outputs of the training process will include:

- A Resilient Food System tailored SHARED Toolkit on evidence and policy methods, integrating feedback and working sessions from the webinars.
- Based on demand, draft work plan activities will be developed for follow up with applicable RFS country projects support the achievement of project based outcomes and priorities.

Training Process Dates and Time Demand

Step in Process	Dates for Virtual Training	Time Demand for each country team
Pre-webinar engagement consultations	Taking place between June 15-30	1 hour Zoom call with each country
Cross-Country Webinar 1 + Post Webinar Assignment	English - July 14 French - July 16	• 2 hour Zoom Training • 1-2 hour post webinar discussion of tool application within country team
Cross-Country Webinar 2 + Post Webinar Assignment	English - July 28 French - July 30	• 2 hour Zoom Training • 1-2 hour post webinar assignment within country team to fill in work plan template

Enhancing the Science-Policy Interface: SHARED Inclusive Evidence Based Policies and Decision Making

A virtual training for Resilient Food Systems Country Projects

To assist Resilient Food Systems country projects, the FAO and the SHARED Decision Hub have organized a structured virtual training to build the skills of country teams to enhance policy and institutional engagement, using the Stakeholder Approach to Risk Informed and Evidence Based Decision Making (SHARED) framework and associated tools and methods.

This virtual training is an adaptation of the training that would have been held during the RFS Annual Knowledge and Learning Workshop that was to be hosted in Senegal in February 2020.

Background

While the Resilient Food Systems country projects work in different contexts related to resilience of sustainable agriculture development and natural resource management, all country projects include a fundamental focus on influencing institutional and policy dialogue processes and on enhancing multi-stakeholder frameworks to link state and non-state actors. If done well, these processes can support long-term and successful scaling up of innovations and securing strategic investments.

The processes, methods and tools to underpin these activities and achieve successful outcomes are not straightforward. They require country project teams to implement tailored approaches. The good news is - specific tools and best practices exist to support institutional and policy dialogues and multi-stakeholder processes for sustainable agriculture and natural resources management. This training aims to equip the RFS country projects with these to apply in their work.

Who should join?

The virtual training is aimed at:

- The RFS Country project team leaders and focal points for policy and institutional and multi-stakeholder M&E efforts.
- Relevant project focal points within partner government departments; and
- Project M&E specialists and other relevant partners as appropriate to the topic.

It is envisaged 2-3 representatives per country project to be nominated for the training.

Outreach and advocacy events

Tuesday 03/09/2019 (13:00 - 15:00 in MET-10)
India Expo Centre and Mart

Resilient Food Systems is one of the three Integrated Approach Pilots funded by the Global Environment Facility. Implementation is led by the International Centre for Agricultural Development, in collaboration with 12 African countries and several regional partners. The five-year programme is committed to **fostering sustainable and resilience for food security in sub-Saharan Africa**. The programme is contrit to a paradigm shift in the continent's agriculture; one which emphasizes the import of natural capital and ecosystem services to enhance agricultural productivity.

The side event will present innovative technologies and approaches in strengthening smallholder farmers resilience through integrated sustainable land and water management.

13:00 - 13:05 Introduction and objectives.

13:05 - 13:15 Overview on the Resilient Food Systems programme: to large-scale rural transformation in Africa.

13.15 - 14:55 **Country case studies and interactive feedback**

- Niger** Family Farming Development Programme
Profiling water mobilisation networks and the approach embedded into the national development framework.
(Presentation includes a short program video)
- Eswatini** Climate - Smart Agriculture for Climate-Livelihoods (CSARL)
Monitoring innovations using the Land Use Surveillance Framework (LDSF) and strengthening national capacity and embedding approach into chiefdom planning.
- Uganda** Fostering Sustainability and Resilience Security in Karamoja Sub-Region
Supporting women-led community based approaches to address land degradation.

14.55 - 15:00 Closing remarks

Resilient Food Systems SIDE EVENT AT UNCCD COP14 NEW DELHI

Fostering an integrated approach for sustainable land management in sub-Saharan Africa

Objective

To inform other organisations, programmes, initiatives and platforms of the achievements of the RFS programme, advocate for integrated approaches, and build collaborative partnerships for collective action towards shared objectives.

Target Audiences

Internal audiences, technical audiences, policy audiences.

Frequency

Ongoing

Activities

Transforming the continent's agricultural system requires collective action. Our participation in global and regional outreach and advocacy events is one of the primary ways in which the programme is able to collaborate, share and engage with other organisations, programmes and initiatives with common agendas.

By attending and contributing to relevant forums and events throughout the year, the programme works to bridge the gap between agricultural and environmental agendas. The integrated approach of the RFS programme provides valuable experiences

and lessons for governments and the international development community on how to design and implement projects that simultaneously work to achieve food security, improve livelihoods, and rehabilitate and protect ecosystems in rural communities. By sharing the experiences of our country projects, we hope to

- A. Promote the scaling up of integrated approaches to other smallholder farming systems; and
- B. Advocate for the application of integrated approaches as a means to tackle other complex challenges.

These platforms also provide an opportunity to support the development of institutional frameworks and policies that enhance the sustainability of our programme activities and outcomes. Our participation in policy forums, at national, regional and international levels, provides the opportunity for our project teams and technical partners to advocate for the mainstreaming of successful approaches and activities into policy and institutional frameworks to ensure continued investment beyond the lifespan of the RFS programme.



Box 8: Examples of RFS engagement with regional and global platforms



- In September 2018, the RFS Kenya project presented emerging lessons from the project's establishment of a public-private partnership (PPP) to finance the protection and rehabilitation of the Upper Tana basin to development actors, countries and businesses attending the African Green Revolution Forum (AGRF) Side Event: Fostering Public-Private Partnership to Enhance Smallholder Resilience in sub-Saharan Africa.
- In April 2019, IFAD participated in the Fifth Session of the Africa Regional Forum on Sustainable Development in Morocco. The RFS programme was highlighted in various sessions, contributing valuable lessons for the 2019 session of the High-Level Political Forum and the World Summit on Sustainable Development in New York.
- RFS organised a side event on "Fostering an integrated approach for sustainable land management in sub-Saharan Africa" at the UNCCD COP14 in September 2019. RFS country project teams from Eswatini, Niger and Uganda shared experiences and lessons learned to over 100 attendees.
- In February 2020, experiences from both the Kenya and Niger country projects were presented at GEF's East African Expanded Constituency Workshop (ECW), which provides a platform for GEF National Focal Points and other key stakeholders, including civil society, to meet with colleagues from other countries in their region, discuss and review policies and procedures and share experiences from GEF projects.
- Practices and experiences from the RFS Niger project were highlighted in GEF's Good Practice Brief series. The brief was shared with constituencies at the 57th Council meeting, informing GEF-7 programming directions and policy recommendations.
- RFS pursues closer engagement with the African Union and is contributing to the regional environment and climate cluster workplan under the United Nations and African Union Regional Coordination Mechanism (RCM).

Relationships & Partnerships



Objective

To build coherency and momentum between related programmes, projects, initiatives, and organisations in order to accelerate the rate of change and maximise the impact of complementary activities.



Target Audiences

Internal audiences, technical audiences, policy audiences



Frequency

Ongoing



Activities

The establishment, development and maintenance of relationships within and beyond the RFS programme underpins all of our knowledge management activities. Our collaboration with partners spans many activities – capacity development, knowledge sharing and exchange, technical assistance to support implementation of activities, in-kind financing support – and many different actors: private sector, development partners, national and regional governance structures.

Strong relationships help the programme to align activities and objectives with other related initiatives to avoid duplication of effort and to build coherence. By working together, we are able to leverage the technical knowledge, relationships, and local connections that other organisations or initiatives may have in order to magnify the impact of RFS activities.

The exchange of knowledge between our partnerships – through our website, publications, outreach events, and personal relationships – is critical to boosting the visibility of the programme and identifying areas of potential collaboration.





Box 9: Examples of RFS partnerships

Private sector partners: Engaging the private sector is a critical component for leveraging the impact of programme activities and mobilising sustained investment for project objectives. The programme directly promotes increased private sector participation and the RFS in climate-resilient development and improving the resilience and productivity of food value chains.

Example:

- The RFS Kenya project has engaged with the private sector in establishing and funding the UTNWF Trust, which will support the long-term financing of natural resource management interventions in the Upper Tana.

Policy and governance partners:

RFS partners with governance structures and institutions working within policy making and policy dialogues across the spectrum from the global to local level. These involve institutions that may have:

- A global/regional mandate but also have local level experience, representation and/or existing programmes or initiatives in the country; and
- National/local institutions with a local mandate only.

Examples:

- In Niger, the RFS project has partnered with the 3N Initiative to increase capacity on innovative methods of project monitoring.
- In Tanzania, the District Councils are monitoring the implementation of the country project at the district level and District Facilitation teams are engaged in actual project implementation.

Other related development programmes and initiatives:

Through our Implementing Agencies and Regional Hub partners, the RFS has strong existing relationships with a broad network of related programmes, projects, initiatives, and multilateral institutions. By strengthening these partnerships, RFS is working to build the coherence and momentum necessary to expand the reach and ensure the sustainability of our programme outcomes.

Examples:

- At the 2018 RFS Annual Workshop in Nairobi, RFS stakeholders had the opportunity to exchange views with the coordinator of the Great Green Wall initiative at the African Union Commission (AUC) on the African agricultural transformation.
- In September 2020, IFAD and FAO collaborated with the African Union Department of Rural Economy and Agriculture and other partners to co-organize a virtual conference providing policymakers, planners, value chain actors, and experts a platform to share successful approaches and strategies for mitigating the effect of COVID-19 on rural livelihoods and institutions. Concrete examples were presented from the RFS programme on successful approaches to facilitating a post-COVID recovery in the agricultural sector.
- At the 2019 RFS Annual Workshop in Ghana, discussions were held with a representative of AUDA-NEPAD about TerrAfrica, a regional initiative to better coordinate efforts to up-scale the financing and mainstreaming of Sustainable Land and Water Management (SLWM). RFS team members discussed how lessons learned from TerrAfrica could be applied the RFS programme to improve the impact of country-driven sustainable land and water management activities.
- Discussions are currently ongoing for the development of partnerships with the World Overview of Conservation Approaches (WOCAT) and the UNCCD, which will contribute substantially to learning exchanges with RFS teams. Representatives of these organisations would have contributed, in particular, to the “learning labs” that were planned for the postponed 2020 RFS Annual Workshop.
- A partnership is also being explored with the African Risk Capacity (ARC), a specialised agency of the African Union that helps African governments improve their capacities to better plan, prepare, and respond to extreme weather events and natural disasters. Specific terms of the collaboration between ARC and the RFS are currently being defined.



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Implementation plan

Within the PCU, the Communications and Knowledge Management Team is responsible for the coordination of each of the activities described above and the maintenance of all channels, tools, and platforms at programmatic level. The Team works closely with Regional Hub partners and country project representatives to:

- Gather knowledge assets throughout the year;
- Identify key content areas for products, trainings, and events;
- Co-develop content for communications and knowledge management products, and

- Disseminate products.

Knowledge assets are gathered through two main processes:

- 1 The programme-wide annual progress reporting process for all implementing agencies and executing partners;
- 2 The monthly Knowledge Management Cycle through which the latest updates, news, and resources are gathered by the Communications and Knowledge Management Team at the beginning of each month.



Annual Implementation Plan

The knowledge assets gathered through the annual Project Implementation Reports (PIRs) form the basis of our annual Communication and Knowledge Management products, i.e. the RFS Annual Report, annual updates to the Knowledge Centre country and theme pages, and updates to the SmartME platform (see the Resilient Food Systems M&E Plan). These assets also feed into annual planning process that identify opportunities for South-South exchanges and field visits; content for training and webinars; content for Knowledge Management Briefs and social

media campaigns; and key focus areas for the RFS Annual Workshop.

While planning and developing these products and events is a dynamic and adaptive process throughout the year, the PIRs provide a starting point for reflecting on the progress made in the past year; identifying connections, common challenges and approaches, and areas of innovation; and developing engaging storylines for both internal and external audiences.

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
A Monthly Knowledge Management Cycle	[Olive Green]											
B Annual Progress Reports						[Red]	[Red]					
C Draft Annual Report							[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]		
D Update Knowledge Centre country and project theme pages	[Dark Green]										[Dark Green]	[Dark Green]
E Identify South-South exchanges and field visits	[Teal]	[Teal]										
F Develop Knowledge Management Briefs			[Red]			[Red]			[Red]			
G RFS Annual Workshop			[Pink]									
H Social Media Campaigns	[Yellow]		[Yellow]			[Yellow]						[Yellow]



Monthly Knowledge Management Cycle

The annual reporting process is supplemented by the monthly knowledge management cycle through which the RFS Communications and Knowledge Management Team gathers programme updates (news, experiences, learnings, resources and events) from country projects and Regional Hub partners. These knowledge assets feed directly into the monthly generation of content for the website, newsletters, and social media, as well as into the annual reporting and content development process, for example, as inputs into the Annual Report,

Knowledge Management Briefs, and social media campaigns.

The latest news and updates are gathered and organised during the first half of the month and developed into content for the internal bulletin, external newsletter, website, and social media in the second half of the month. After circulating and posting all content at the beginning of the following month, the process begins all over again.

	SUN	MON	TUE	WED	THU	FRI	SAT
WEEK 1 <i>Gather Content</i>							
WEEK 2							
WEEK 3 <i>Draft Content</i>							
WEEK 4 <i>Finalise Content</i>				[Dark Blue]			

	SUN	MON	TUE	WED	THU	FRI	SAT
WEEK 1		[Red]	[Brown]		[Teal]		
WEEK 2		[Teal]		[Teal]		[Teal]	
WEEK 3			[Teal]		[Teal]		
WEEK 4		[Teal]	[Dark Blue]		[Teal]		



Evaluating success

In order to measure the effectiveness of the programme's work, the PCU has developed a clear framework to monitor and evaluate (M&E) the Communication and Knowledge Management Strategy.

M&E is an important means of assessing whether our communications and knowledge management activities are actually achieving our objectives. It helps us understand and learn what works and what doesn't. Is the information we capture and disseminate useful? Is it getting to the right people, at the right time? Is it communicated in a way that is engaging and effective?

To help answer these questions, indicators of success have been developed for each communication channel. These indicators help evaluate our strategies, content, and products against three primary criteria for success:



- 1 The reach of our communication channels and products;**
- 2 The quality and usefulness of the products; and**
- 3 The uptake and use of the knowledge.**

Data for each indicator is captured and reviewed by the PCU every three months.

By evaluating the indicators on a regular basis, we are able to put together a picture of where we have succeeded and where we have fallen short over the course of the year. This regular assessment provides an opportunity to switch gears and change strategies when we realise our approach is not working, information needs have changed, or new opportunities have presented themselves.

CHANNEL	INDICATORS	MEANS OF ASSESSMENT
WEBSITES AND PLATFORMS	<ul style="list-style-type: none"> ● # of posts per month ● # of users per month ● % growth in users per month ● # of page views per month ● % growth in page views per month ● # pages per session ● % growth in number of pages per session ● Bounce rate ● Session duration ● Top 10 page views per month 	Google Analytics
NEWSLETTERS	<ul style="list-style-type: none"> ● # of newsletters and mailers ● # of subscribers ● % growth in monthly subscribers ● # opens, % of opens ● # of clicks, % of clicks ● Top links clicked 	Mailchimp
SOCIAL MEDIA	<ul style="list-style-type: none"> ● # of posts ● # of mentions ● # of profile visits ● # of impressions ● # of followers, % growth in followers ● Click-through-rate ● # of likes ● # of comments ● # of shares or retweets ● # of graphics or videos posted ● # of social media campaigns, # of social media kits distributed 	Twitter analytics, Facebook analytics
PUBLICATIONS	<ul style="list-style-type: none"> ● # of products (and type) ● # of people in distribution list ● Resource page visits, download rate, Mailchimp and social media click-through-rate ● # of media kits distributed ● # of social media posts about launch ● # of media reports (articles, blog posts, etc.) 	Mailchimp, Google Analytics, Twitter and Facebook Analytics Feedback questionnaire Case studies of tools, resources, approaches

CHANNEL	INDICATORS	MEANS OF ASSESSMENT
SOUTH-SOUTH EXCHANGES AND FIELD VISITS	<ul style="list-style-type: none"> ● # of participants ● # of beneficiaries visited ● Qualitative feedback ● Action taken as a result of the exchange (e.g. new networks developed, follow-up meeting, new approach adopted, etc.) ● # of participants ● # of beneficiaries visited/interviewed ● Qualitative feedback ● # of new approaches, practices, outputs observed 	Annual Progress Reports Feedback questionnaire Exchange visit report
EVENTS AND OUTREACH	<ul style="list-style-type: none"> ● # of outreach/advocacy events ● # of training/webinar events ● # of programme/regional events ● # of event participants ● Type(s) of participants at event ● # of presentations, modules 	Annual Progress Reports Event roster Feedback questionnaire Copies/recording of presentations/event Mailchimp, Twitter, Facebook, Google Analytics
RELATIONSHIPS AND PARTNERSHIPS	<ul style="list-style-type: none"> ● # of active partnerships with external organisations, initiatives, programmes ● # of co-produced events, products, or campaigns ● # of cross-promotions ● # of meetings with external partners 	Meeting and event records Annual Progress Reports Mailchimp, Twitter, Facebook, Google Analytics



Photo: ©Food Security,Gombe (UNDP)

ANNEX 1: Sample key messages



Project Visibility

- The Resilient Food Systems Programme (RFS) is promoting sustainability and resilience through management of the natural resources – land, water, soils, trees and genetic resources – that underpin food and nutrition security.
- The programme advances and advancing an integrated and holistic approach to environmental management for food security through multi-stakeholder frameworks at regional, national and local levels.
- The Programme promotes the integrated management of natural resources in smallholder agriculture across 12 countries in sub-Saharan Africa (SSA), thereby helping smallholders strengthen soil health, access drought-tolerant seeds, adjust planning periods and cropping portfolios, and enhance on-farm agro-biodiversity.



The Need to Adapt

- The RFS Programme enables the creation and/or strengthening of institutional frameworks that promote integrated approaches in smallholder agriculture, scaling-up of interventions for sustainability and resilience, and effective monitoring of ecosystem services and global environmental benefits through the application of innovative tools and practices.
- The RFS Programme empowers local communities to adapt through participatory processes that combine bottom-up and top-down approaches.
- Adaptation to climate change is manageable and cost effective when donors and communities work together to implement projects.



Contributing to Global Environmental Benefits (GEBs) and GEF-7 results framework

- The RFS Programme will restore more than 638,000 ha across the continent, while improving management practices in an additional 223,000 ha.
- The Programme has increased over 600,000 ha of terrestrial protected areas.
- Over 55 million metric tons of CO2e will be mitigated due to RFS actions.
- The Programme supports transformational shifts in Africa towards a low-emission and resilient development path.
- Over 3 million individuals will benefit from RFS activities.



Long-term Sustainability

- The RFS Programme is fully aligned with regional and global priorities for sustainable development, enabling the development of integrated practices for long-term sustainability and resilience, reducing land degradation and biodiversity loss, recovering natural vegetation and increasing soil carbon.

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