

A Synthesis of Communication products and practices

NRSP R8492 Final Technical Report Annex D1

Models of programme communication strategies

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Project working models of programme communication strategies

At the start of the project a set of crude working models were developed based on interviews with programme managers and other project staff and on the documents they supplied us with. They proved extremely useful as a basis for thinking about what the project should be looking at in detail and in developing the semi structured guidelines to be used for the rest of the research.

The original idea behind developing these models was that they would be refined as the research progressed and provide us with a set of one or more frameworks to be presented to DFID. However, as the results from the data have been analysed a more conceptual approach to a framework has seemed more appropriate. The models have been through one refining exercise which has largely been about classifying the different components of each programmes strategy. This refining exercise was helpful in the iterative stages of the analysis and has contributed to thinking on the draft framework (ref). The versions shown here are the refined ones.

Communication Model: Crop Protection Programme

Strategy	<ul style="list-style-type: none"> • No written strategy. • Recruited a Communications Manager to promote CPP research (2003; 50% funded by CPP, 50% NRIL) • Communication is responsibility of projects, nothing prescribed by CPP
Management Tools for project communication	<ul style="list-style-type: none"> • Clusters <ul style="list-style-type: none"> ○ Encourage networking and learning amongst similar projects ○ Create regional links ○ Organise workshops and other meetings ○ Training support for filling in log frame
Budget	All projects have a budget for communication
Support to projects for comms planning & implementation	<ul style="list-style-type: none"> ○ Communication Manager can provide advice and some capacity building
Programme Communication PR ++	<ul style="list-style-type: none"> • Web site • Innovative approaches to

Based on interviews with
 Francis Kimmins Programme Manager
 Benedikte Siderman-Wolter Communications Manager
 Supporting documents from Benedicte

**Natural Resources Systems Programme (NRSP)
Communication Model**

Strategy	<ul style="list-style-type: none"> • The CIM (Conceptual Impact Model) for Uptake Promotion • Funding communication research projects to inform strategy • All projects to put communication plans in place from concept note stage • Communications Specialist on the Steering Group
Management Tools for project communication	<ul style="list-style-type: none"> • CN and RD1 proformas place emphasis on communication with mandatory requirement to produce a draft communication plan • Communications activities are monitored at inception and MTR (no specific requirement at FTR stage) • All communication plans reviewed by the Communications Specialist, the PM and the advisor responsible for the project • Projects encouraged to hire in communications expertise
Budget	<ul style="list-style-type: none"> • All projects have a budget for communication; uptake and communication projects are supported • projects can negotiate for additional funding at the MTR when the communication plan is reviewed
Support to projects for communication planning and implementation	<ul style="list-style-type: none"> • Communication guidelines provided for UP projects and new research projects; requirement for PLs to use the guidelines to produce a compulsory Communication Plan (at inception phase) • NRSP has sent out SEM guidelines and Scaling up and communication: Guidelines for enhancing the developmental impact of NR systems research • Reviews of communication plans sent to projects
Programme Communication PR ++	<ul style="list-style-type: none"> • Web site • Highlights – summary of NRSP ‘successes’ • Impact Pathways [check if this is DFID requirement?]

Based on interviews with :

M.Quin retired first manager under HTSPE

Christopher Floyd current manager

Supporting documents

CIM, Upscaling Brief

Guidelines

SEM guidelines BPGs

NRSP’s Uptake Promotion Strategy (text removed from Sections 4.2.1. &4.2.2 of the NRSP Annual Report for 2001-2002 and used for work with PAC)

FMSP

Communication Model: Fisheries Management Science Programme

Strategy	A revised (2004) programme log frame, which focuses on uptake promotion All new projects commissioned since 2004 must have a communications plan (using a prescribed format) All projects must have a communications specialist (in team named as a resource?) In-house: communications expert, information co-ordinator, database and website design expert.
Management Tools for project communication	CNs- submit a communications matrix RD1 – provide a short report on the CP Quarterly report – uptake matrix and text FTR – outcome and implementing CP Review of communication section of FTR by communication specialist
Budget	All projects have a budget for communication
Support to projects for comms planning & implementation	In-house Communication Specialist Communication matrix guidelines sent to all project leaders
Programme Communication PR ++	Web site Other check out report

Based on interviews with
 Chris Mees Programme manager
 Charlotte Howard Communication Specialist
 Supporting documents
 Guidelines as sent out to project leaders for filling in the matrix

Communication Model: Forestry Research Programme

Strategy	<ul style="list-style-type: none"> • Cluster approach. • 97 – 2000 changing focus towards governance and policy • Researchers are made aware of the need to target information to different stakeholders • Revised, 2000, FRP Strategy “the need to address a wide range of audiences, from national government policy makers to community-based organisations and from completely literate to the functionally illiterate and innumerate, has encouraged FRP to foster a correspondingly wider range of media for communication of research outputs. • Communication specialist (media/PR) in NRIL • Projects must budget for communications • Emphasis on communication products in local language • Communication outputs must be well targeted
Management Tools for project communication	<ul style="list-style-type: none"> • Projects must produce at least one policy or practice briefing note • Must have inception and project completion workshops • Budget to manage clusters of projects • PL and admin support is paid
Budget	<ul style="list-style-type: none"> • Budget for communication which can be allocated as the need arises, often the planned cost doubles, therefore funds retained to allow for this • Programme level budget. Allows for programme level communication activities, including contracting a specialist science writer and specialist designer
Support to projects for comms planning and implementation	<ul style="list-style-type: none"> • all researchers invited to attend a week-long training course (held in UK, Asia, Africa and Latin America) in communication methods and scientific advocacy • post training mentoring support is provided by the training organisation • FRP provides an induction pack
Programme Communication PR ++	<ul style="list-style-type: none"> • Web site – provides a summary of ID21 information • FPR summary papers (4-5) per year, topical and thematic [this is funded through a project] • Prunings – annual summary of FPR ‘success’ stories. For general audience • Contract high-profile media agencies (Burness Communications, Washington)

Based on interview with Dr Hannah Jaenicke Deputy Manager
Supporting documentation
2004/5 Programme Annual Report to DFID
Manual from workshop training

Communication Model: CPHP

Strategy	<ul style="list-style-type: none"> • No communicating strategy written down but some info in ‘Good Practice in Communication’ Graham Farrell • Communication is responsibility of projects, nothing prescribed by CPHP • Underwood & Biggs review led to change in research strategy to Partnerships in Innovation (those who do research working with those who want results of research often through intermediary organisation. • Focus on in-country project leaders (??% of projects now led from overseas) • Collaborative working in coalitions of which communication and learning is a key component
Budget	<ul style="list-style-type: none"> • PD money for communication work as needed. • Regional Reps. can suggest activities etc. and call down funds for this from Programme.
Support to projects for communication planning and implementation	<ul style="list-style-type: none"> • 4 Regional representatives: <ul style="list-style-type: none"> • East Africa (Uganda) • West Africa (Ghana) • Southern Africa (Zimbabwe) • South Asia (India) • Have ToRs • Can meet with each other without PM present. For extension year of programme have consolidated work plans with PMs work plan into one log frame with responsibility spelt out • Have role to play in putting out call, initial reviewing, review of MTRs. Calls decentralised to regions • Each has website, try not to overlap in what websites provide, all linked to each other • Assist projects on communication issues. • All potential bidders receive starter pack
Programme Communication PR ++	<ul style="list-style-type: none"> • Web site • One off Communication Pack (Issues papers – monitored through the web)

Based on interviews with
 Tim Donaldson Programme Manager
 Supporting documents
 Graham Farrell
 Doc on Partners for Innovation

Communication Model: LPP

Strategy	<ul style="list-style-type: none"> • No written strategy • Programme aims to ‘ensure information becomes knowledge) • Focus of programme changed from commodities to people • Emphasis on awareness raising for scientists and policy makers • Programme commissions communication projects • Use of Mediae Trust radio comic books etc. (Pre-tested) • Cluster approach
Support to projects for communication planning and implementation	<ul style="list-style-type: none"> • 3 Part-time country/regional dissemination, promotion and up scaling co-ordinators. Mentored by three UK experts. • Communication planning workshops with comms specialists and programme teams (EA) • PM is convenor of informal international donor group for sharing information • Programme at forefront in collaborating with other bi-lateral donors (scoping studies, knowledge management projects etc) • Have broadened stakeholders to include trusted ‘messenger’ orgs (e.g. school religious orgs.) • Every project has to have stakeholder meeting and report on it at pre- proposal stage. These are funded but doesn’t mean project will be funded. • Communication down to Individual PLs supported by the part-time country/regional dissemination, promotion and up scaling co-ordinators • Information for new researchers -50% in-country project leaders - training in log frames development and information management for PLs
Budget	<ul style="list-style-type: none"> • support to co-ordinators for comms work.
Programme Communication PR ++	<ul style="list-style-type: none"> • Comprehensive website aimed at researchers & policy makers • Customised products for specific stakeholders (e.g. CDs) – contract writer to rewrite scientific/technical information into user friendly language and provide guidance on how to use and design into posters etc. Test book for college/university student and lectures level. UK editor, 3 regional editors plus 100 writes from around the world. This year these will be monitored for use as PD project on touch screen information provision “guru” project .

based on interviews with Wyn Richard and members of LPP management team
Supporting documents
CDrom for intermediaries