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Zimbabwe Resilience Building Fund
Communications and Visibility Plan 2018-2021
September 2018

ZIMBABWE RESILIENCE BUILDING FUND
COMMUNICATION AND VISIBILITY PLAN 2018-2021

SUMMARY:

The following document outlines the Communications and Visibility Plan for Zimbabwe Resilience Building Fund (ZRBF) based on GoZ, Donor, UNDP and Grantee guidelines and standards. This document includes activities to be implemented by the contracted communications partner, Think Thick Thoughts Pvt. Ltd, ZRBF PMU and UNDP Zimbabwe Communications.

“The prime objective of these visibility and communication activities is to ensure a unique, educative and interactive media and web-based communication strategy that will allow funders, stakeholders, partners, media and private sector to stay updated of ZRBF activities as well as Donor’s vital support to the programme. The interactive media and web-based platforms will be used to share key evidence and experiences gathered during the timeline of ZRBFs activities, inform different stakeholders and used in advocacy activities.”¹

Sub-objectives include:

- i. To communicate the objectives, intentions and results of ZRBF’s operations including the 3 components: the evidence base, the funding to strengthening resilience capacities and the crisis modifier – at various publicity generating events as well as through traditional print media both locally and internationally and online media including but not limited to Facebook, Twitter and ZRBF Website.
- ii. To constantly work towards defining and operationalizing new, pertinent and engaging information sharing systems for ZRBF after evaluation of existing systems.
- iii. To build capacity among donor partners, key stakeholders and final beneficiaries of ZRBF to enable them to become co-contributors and important voices on existing platforms and to instruct these same in the use of new platforms.
- iv. To provide visibility for key donors in Zimbabwe, the region and within the donor countries themselves.

What follows is a summary of the Communications and Visibility Plan and relevant information related to this plan for ZRBF 2018 – 2021.²

TARGET GROUPS:

¹ CALL FOR PROPOSALS FOR ZRBF VISIBILITY AND COMMUNICATIONS CONSULTANCY, Purpose and Objectives, 2016

² This plan has been revised from the original 2015-2017 plan after consultation through meetings and workshops with ZRBF PMU, Donor representatives and Consortia and the UNDP.

The following lists have been identified as primary targets for Communications and Visibility activities. These groups have a vested interest in both resilience building and development in general as well as in tracking the expenditure of the major donors. This list is dynamic and changes are expected as the fund grows and C&V activities garner more attention for the fund.

Within Zimbabwe:

1. Participating Consortia member organisations,
2. Government institutions,
3. Donor partners,
4. United Nations Agencies
5. Non-Governmental Organisations
6. Community Based Organisations,
7. Resilience Research Institutions,
8. Academia and Think Tanks,
9. Community and Local Government Officials,
10. Educational facilities,
11. Private sector Interested Citizens and
12. The media.

Within donor countries:

1. Tax Payers,
2. Donor Agencies,
3. Resilience Research Experts and Organizations and
4. Resilience Funds.

SPECIFIC OBJECTIVES FOR EACH TARGET GROUP:

Within Zimbabwe

1. Keep target groups informed of activities being carried out and the activities and results of ZRBF and ensure media efforts of ZRBF are linked with those of the donors.

2. To communicate clearly the objectives and intentions of ZRBF and share key experiences amongst participants in each of the areas where ZRBF is being implemented.
3. Raise awareness of the need and importance of the creation of an evidence base as well as the activities on the ground to enhance resilience capacities.
4. To ensure awareness amongst interested parties of the existence of the Resilience Knowledge Hub and the useful resources contained therein.
5. To inform the key interested parties of the contribution of the UK, Sweden, the E.U and UNDP to ZRBF.

Within Donor Countries:

1. Raise awareness of the contribution of donor countries to ZRBF in Zimbabwe and share key evidence and experiences gathered during the timeline of the fund's activities.
2. To enhance the visibility of the donor contributions to resilience building in Zimbabwe.

The confluence of the objectives of this plan and the selected target groups forms the basis for the selection of communications tools and these tools correspondingly result in certain communications activities which in turn will achieve the objectives. What follows are a set of tools to be used by the team and resulting activities in order to achieve these objectives.

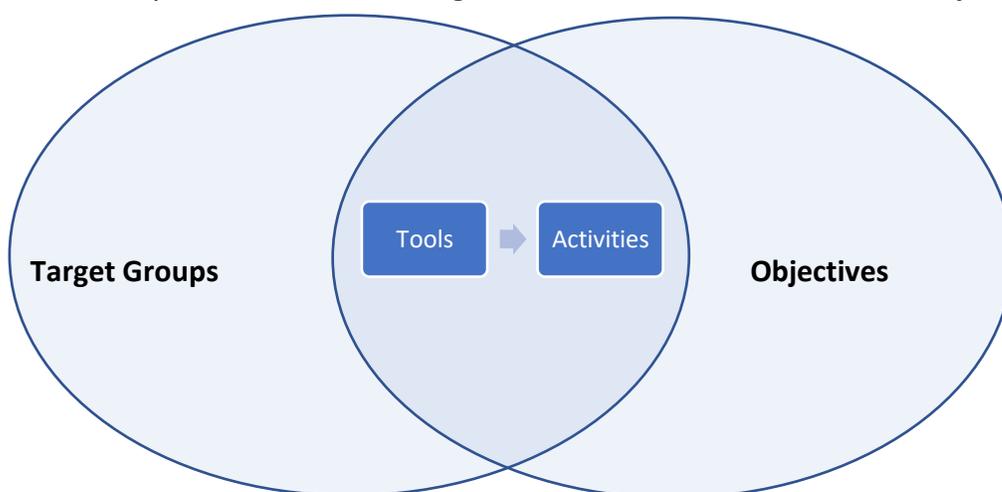


Diagram 1: Tools and Activities informed by the Confluence of Target Groups and Objectives

COMMUNICATION TOOLS

With a special emphasis on interactivity and the active promotion of information and experience sharing between all stakeholders, from donors through to recipients of this project, the overall objective of this plan is to raise awareness of the activities of ZRBF and the donors' vital support of the programme in Zimbabwe. The outputs of this plan include but are not limited to:

1. BRAND GUIDELINES, BRANDING AND VISIBILITY:
 - a. The ZRBF Brand Design includes all relevant donor logos.
 - b. "The Brand Book" – the ZRBF Brand Guidelines Document Version 2018 outlines uses and permitted locations of the ZRBF logo as well as integration with key donor logos and placement and size requirements.
 - c. The use of visibility materials such as banners and branded material and business cards at all events, meetings and workshops.
 - d. Factsheets – on both ZRBF and the consortia.
 - e. Publications - listed under print and digital tools these are also excellent visibility tools.
 - f. ZRBF Slide Deck created and updated regularly – the Slide Deck is a digital version of the factsheets. A PowerPoint presentation which gives accurate information about ZRBF to viewers.
 - g. Field Trips with Journalists – to achieve positive visibility for the fund through hands-on interaction.
2. WEBSITES:
 - a. An updated dynamic website that will host pages that will include, but are not limited to:
 - i. Key information about ZRBF,
 - ii. Key information about the Strategic Partnership with the Resilience Knowledge Hub.
 - iii. Key information about the 7 consortia, the implementing partners and their projects in the field,
 - iv. A media gallery – photographs, sound clips and videos,

- v. A database of relevant, ZRBF produced documents,
 - vi. Links to other resilience relevant websites.
 - vii. Link to Resilience Knowledge Hub.
 - viii. Links to ZRBF Facebook and Twitter pages.
 - ix. Acceptable visibility for all donors including, for example, links to key partner donors' websites as per their communications and visibility guidelines, i.e. the website is a vehicle for visibility for ZRBF and the key donors.
- b. An additional website which will link to the main ZRBF site for the Resilience Knowledge Hub. This site will be created and maintained by the Resilience Knowledge Hub Strategic Partner but remains a vital part of the plan as a method of dissemination of more academic and research-based information to interested stakeholders.
- c. A ZRBF page on the UNDP Zimbabwe Website
- i. This linkage increases connection and flow between the two online channels.
 - ii. UNDP Zimbabwe, due to the publication of tenders, dissemination of diverse agency related project information and other nationally relevant information, has a larger and wider audience visiting their page. The creation of a ZRBF page on this UNDP website therefore increases reach and widens the demographics of the audience being reached.
3. SOCIAL MEDIA - Regular updates to current, relevant and accessible Social Media Platforms Facebook and Twitter
- a. Facebook has been identified, through consultation, as an appropriate online location to promote lateral communication amongst consortia. The Facebook page will, therefore, be utilised as a place for consortia to both promote themselves and their work but also be promoted by ZRBF PMU through the C&V Team at TEE3.
 - b. Twitter posting or 'tweeting' has been carried out previously very successfully by

the Head of ZRBF PMU and this will continue. TEE3 will continue to provide support to this process as and when requested. We aim to increase Twitter engagement by using ZRBF media already produced and new media to be produced during contract to diversify ZRBF tweeting. These products include images, video and sound files, such as Podcasts.

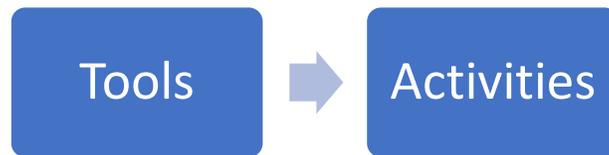
- c. WhatsApp is perhaps the most commonly used social media tool in Zimbabwe: by some reports it accounts for a third of all Zimbabwean data access. As such ZRBF aims to use existing WhatsApp communication groups, both C&V Groups and Project Groups belonging to consortia, to expand the reach of key messages and existing media. Images, very short videos and podcast files will be shared via this platform.
 - d. These platforms (Twitter, Facebook) will provide key information about ZRBF in a format that is fresh, interesting and contemporary and makes the information about this fund and its donors accessible to previously untapped demographics: *#ZRBF* will continue to be used.
4. FILM BASED TOOLS - These are traditional tools that have been tried and tested and have been proven to be successful in publicizing funds, and the activities of donors, not only locally but globally at various platforms such as conferences, press events, key launches, workshops and testimonials of fund recipients.
- a. Two short films to document the ongoing activities of the fund and its implementing partners.
 - b. Successful human-interest stories documented through 2 – 3-minute short films to be used on online platforms produced by UNDP Communications in collaboration with professional journalists.
5. PRINTING TOOLS - Traditional print will be explored through a creative and innovative approach including the following ideas, each of these print tools will incorporate key donor logos to increase visibility of these organizations. In some cases, the incorporation of implementing partners has now been approved.
- a. Calendar – desk calendars will continue to remind those to whom it is given of

the activities of ZRBF and its continued existence through the support of various donors.

- b. Key Issues of the fund as well as ‘Human Interest Stories’ will be shared through newspapers and relevant publications and with ZRBF PMU.
 - i. 3 Local Publications from 2018-2021
 - ii. 1 International Publication
 - iii. 5 Human Interest Stories developed for use by ZRBF PMU as they see fit.

Audio tools?

- 6. TELEPHONIC TOOLS: TEE3 has created a regimen of weekly telephone contact with the consortia to ensure they share imagery from their work in the field. This has previously been requested via email however the lack of timeous response has resulted in a revision of the strategy.



The Tools chosen inform the Activities detailed below:

COMMUNICATION ACTIVITIES

ZRBF aims to achieve these objectives using the following six main elements:

- 1. BRAND GUIDELINES, BRANDING and VISIBILITY:
 - a. A revised branding and visibility guideline booklet for partner donors, stakeholders and end recipients of ZRBF which will further confirm the visibility of ZRBF by detailing how key donors and implementing partners will be represented in conjunction with the fund through the use of their logos. This guideline works in conjunction with Consortia Support – *see (h)*

- b. An updated ZRBF Slide Deck which ensures consistent and accurate messaging around ZRBF is available at all times.
 - c. ZRBF Factsheets updated regularly.
 - d. The creation of District / Consortia factsheets Deck which ensures consistent and accurate information is available at all times and prevent misquoting and undesirable visibility.
 - e. Brown Bag Events – hosted internally by UNDP at the UNDP. These events are aimed at showcasing successes and themes within ZRBF to other UN Agencies, local partners and stakeholders and potential future partners. Post event a publication created by UNDP will be circulated to attendees and through the media channels detailed below.
 - f. Public outreach and participation at EU Day and UN Day annually. These events are unique opportunities to showcase ZRBF to various audiences and allow for minimum expenditure with maximum exposure. *See Addendum 2 for further opportunities at national commemorations which ZRBF can utilise.*
 - g. Journalist Field Trips – UNDP Comms will take journalists to project specific sites to increase connectivity between traditional media houses and projects in the field as well as to increase ZRBF visibility in local papers.
 - h. Consortia Support in the form of WhatsApp groups and a weekly telephone contact from TEE3 to each consortium to ensure all C&V Activities remain in line with ZRBF Guidelines and to continue to gather useful media from the field.
2. WEBSITES:
- a. Bi-annual updates to the ZRBF website that will carry relevant and updated information about ZRBF as well as a facility to allow for simple, document-based updates as and when needed.
 - b. Monthly up-dates of content without design work
 - c. The creation of a ZRBF project page on the UNDP Zimbabwe website allowing for cross promotion of both UNDP and ZRBF.

- d. The showcasing of ZRBF publications on UNDP Zimbabwe and potentially UNDP Global facilitated by UNDP Communications team.

3. SOCIAL MEDIA:

- a. Considered posting on accessible and relevant social media platforms that will allow interested parties, recipients of ZRBF and the citizenry of donor countries to follow the project in 'real' time, as well as continued advisory services for ZRBF PMU Twitter posts.
- b. ZRBF success stories and publications actively feature on UNDP Social Media channels and ZRBF Social Media channels. This includes posts and stories created by consortia and implementing partner organisations.
- c. ZRBF Podcasts, audio clips, images and small video clips shared via WhatsApp groups.
- d. Utilising National Commemorations as vehicles to promote ZRBF Activities on Social Media channels. This includes, but is not limited to ZRBF visibility products present at:
 - i. United Nations Day
 - ii. European Union Day
 - iii. Any other relevant national commemorations as identified by the PMU.
(See Addendum 2 for a list of National Commemorations)

4. FILM BASED MEDIA:

- a. Two 15-minute films that will document the activities funded by ZRBF and the findings of the recipients. These will be stand-alone for use in workshops, meetings and trainings as well as for use on social media platforms. Of particular importance will be sharing them with project participants across the consortia and across the country. These films will be created as follows:
 - i. An initial film in 2019 – two visits will be made to the field to ensure all relevant information is recorded and to show initial successes in ZRBF programming to date.
 - ii. A second film will be produced in 2020. The process will be the same and

this film – almost 5 years after the inception of the fund – has great potential to demonstrate ongoing successes for the fund.

- b. Two human interest stories documented through short videos made by journalists taken into the field in 2019 by UNDP. This activity will be evaluated on a yearly basis by UNDP.
 - i. UNDP has allocated budget (*See Addendum 1: ZRBF Communications Workplan for 2019, UNDP*) to take journalists into the field twice in 2019. The resulting footage will be utilized to create short films for online platform dissemination.
 - ii. TEE3 will review these films with ZRBF PMU to ensure a consistent and high standard of visibility material is met.
5. PRINTING TOOLS AND BRANDED ITEMS
- a. A range of printed product samples for the ZRBF PMU ranging from banners through to promotional products that will work towards keeping ZRBF instantly and regularly visible, incorporating the logos of key donors used as per the updated ZRBF Branding Guideline. The PMU and TEE3 will continue to evaluate the level of visibility both in the field and locally and respond with relevant branded items.
 - b. Incorporation of ZRBF visibility in major UN and donor events.
6. TELEPHONIC CONTACT:
- a. TEE3 will contact a nominated Comms Point weekly to discuss relevant issues and requirements as per the quarter's activities. This system has been devised to ensure regular and reliable contact is made between C&V partners TEE3 and each consortium.
 - b. A WhatsApp group will be created with these same nominated communications points and a ZRBF PMU representative all copied in. This allows for high-speed problem solving and increases responses times considerably. The WhatsApp group is also an excellent way to share experiences from the field quickly and in real-time.

SUMMARY

The largely consultative process employed to design a manageable plan which responds to the needs of ZRBF as well as taking into consideration the environment in which ZRBF operates has resulted in a Communications and Visibility Plan designed for repeated success. This plan includes contract related activities as well as day to day activities carried out through a time-share arrangement between ZRBF and UNDP Zimbabwe.

The team has, however, also considered that multiple factors within the country and related to the operations of ZRBF throughout the period of this contract may result in the need for review in the future. As such this plan is presented as a living document which provides a set of 'plans for action' which can continue to develop as the needs of the project change and respond to the needs of donors, partners and beneficiaries as well as the ever-changing local environment.

A tabulated version of the plans for 2018 and 2019 can be found in Addendum 3. The PMU and C&V Partner TEE3 will be updating this Addenda annually to allow for relevant changes and constant review.

Addendum 1: ZRBF Communications Work Plan for 2019, UNDP

Activity		Timeline
1	Success human interest stories documented through short videos	2 nd , 4 th quarter
2	ZRBF Factsheet updated regularly	1 st , 2 nd , 3 rd , 4 th quarter
3	District/Consortia factsheets created	1 st quarter
4	ZRBF project page created on UNDP website	1 st , 2 nd , 3 rd , 4 th quarter
5	Publications showcased on UNDP website	1 st , 2 nd , 3 rd , 4 th quarter
6	ZRBF success stories, publications, activity featured on UNDP social media channels	Monthly
7	ZRBF slide deck created	1 st
8	Public outreach and participation at EU Day, UN Day and Harare Agriculture Show events achieved	See Annex 1 for details
9	International observances commemorated on social media	See Annex 1 for details
10	Two field trips with media/journalists achieved	2 nd , 4 th quarters
11	Two Op-eds/blogs written and shared	
12	One Brown Bag event hosted	

Addendum 2: International Observances & Commemorations – UNDP

The events highlighted in blue are those for which a ZRBF presence has been planned. The days highlighted in bold are other potential days at which it may be beneficial to appear.

Date	Event
8 March	* International Women’s Day
9 May	EU Day
5 June	World Environment Day
27 June	Micro, Small & Medium Enterprises Day
30 June	International Day of Parliamentarism
7 July	International Day of Cooperatives
12 August	International Day of Youth
19 August	* World Humanitarian Day
September	Social Good Summit
21 September	International Day of Peace
15 & 17 October	* International Day of Rural Women and International Day of Eradication of Poverty
16 October	* World Food Day
24 October	UN Day
1 December	* World AIDS Day
10 December	* Human Rights Day

* Joint UN observance

Addendum 3: Tabular Version of Communications Activities for 2018 and 2019

2018 - C&V Activities and Estimated Action Dates and Expected Impact			
Activity	Description / Estimated Date	Target Audiences	Expected Impact
Desk Calendars	January 2018 - production of desk calendars	Government officials. Resilience building stakeholders, NGOs, academia and the public as well as donors, partners and beneficiaries of ZRBF.	Donor Visibility, branding and to inform and educate the resilience building community about ZRVF, its makeup and structure and the principles , policies and systems used by the fund.
Signing Ceremony	February 2018 - ZRBF visibility, speeches, testimonies	Government officials. Resilience building stakeholders, NGOs, academia and the public as well as donors, partners and beneficiaries of ZRBF.	Donor Visibility and to inform and educate the resilience building community about ZRVF, its makeup and structure and the principles , policies and systems used by the fund.
Branded Field Jackets	Q2 2018 Field jackets produced	Government. Resilience building Stakeholders, NGOs, Academia, Media, Project Beneficiaries, the public, donors, partners	Donor visibility and branding
EU Day	May 2018 - ZRBF stand at EU day celebrations, showcasing ZRBF products such as mechanisation, NTFPs, food items as well as relation to SDGs	Government officials. Resilience building stakeholders, NGOs, academia and the public as well as donors, partners and beneficiaries of ZRBF.	Donor Visibility and to inform and educate the resilience building community about ZRVF, its makeup and structure and the principles , policies and systems used by the fund.
Visibility of projects	Q3 2018 UPDATED BRAND GUIDELINES and training of all consortia partners in visibility and communications	Government officials. Resilience building stakeholders, NGOs, academia and the public as well as donors, partners and beneficiaries of ZRBF.	Ensuring branding guidelines are updated will ensure that all visibility actions remain consistent, measured and in line with various guidelines of project donors. This ultimately therefore impacts all communications from the fund and it's partners.
Website	Q3 - WEBSITE UPDATE - - This happens Bi-Annually and ensures the website is loaded with current, relevant information.	Resilience building stakeholders, NGOs, academia.	Donor Visibility and to inform and educate the resilience building community about ZRVF, its makeup and structure and the principles , policies and systems used by the fund.
New Branded Items	Q3 - New branded items designed and sampled	All actors in the field during ZRBF visits and various stakeholders who participate in ZRBF meetings.	Donor Visibility and increased exposure of ZRBF brand in country.
Harare Agricultural Show	August 2018 - ZRBF was present the full week at Harare Agrigultural show	Local and regional members of the agricultural sector with an interest in Resilience. Project beneficiaries (displayed), UN agencies, NGOs, government of Zimbabwe	
Social Media	Q1-Q4 2018 - SOCIAL MEDIA - This includes managing the Twitter and Facebook sites for ZRBF - ensuring posts are appropriate and managing sharing of posts, use of hashtags and handles.	Local, regional and international members of various online platforms. Resilience building stakeholders. This includes both organisations and agencies as well.	Donor Visibility, Engagement with various audiences via online comment and discussion. Facebook posts can reach over 1000 people organically per post and Twitter posts earning an of 5000 impressions monthly for the most successful posts. These numbers are expected to grow.
UN day	24 October - display of ZRBF visibilty products and its alignment with SDGs	Government officials. Resilience building stakeholders, NGOs, academia and the public as well as donors, partners and beneficiaries of ZRBF.	Donor Visibility and to inform and educate the resilience building community about ZRVF, its makeup and structure and the principles , policies and systems used by the fund.

2019 - C&V Activities and Estimated Action Dates and Expected Impact

Activity	Description / Estimated Date	Target Audiences	Expected Impact
Desk Calendars	January 2018 - production of desk calendars	Government officials. Resilience building stakeholders, NGOs, academia and the public as well as donors, partners and beneficiaries of ZRBF.	Donor Visibility, branding and to inform and educate the resilience building community about ZRBF, its makeup and structure and the principles , policies and systems used by the fund.
Twitter and Facebook	This includes managing the ZRBF Twitter and Facebook sites - ensuring posts are appropriate and managing sharing of posts, use of hashtags and handles. Continuous weekly.	Local, regional and international members of various online platforms. Resilience building stakeholders. This includes both organisations and agencies as well.	Donor Visibility, Engagement with various audiences via online comment and discussion. Facebook posts can reach over 1000 people organically per post and Twitter posts earning an of 5000 impressions monthly for the most successful posts. These numbers are expected to grow.
Print product	Q1 2019 The print product would be and editorial published in a local or regional magazine or paper that looks at how ZRBF is moving Zimbabwe towards Resilience.	Government officials. Resilience building stakeholders, NGOs, academia and the public.	Donor Visibility, Engagement with more technical and academic audiences through professional publication. Sharing of processes and policies ZRBF has employed locally will encourage similar successful development elsewhere.
Human Interest stories	Q1 2019 - Two stories about how ZRBF has changed the lives of individuals by increasing their resilience through community based, multi-layered support.	Government officials. Resilience building stakeholders, NGOs, academia and the public as well as donors, partners and beneficiaries of ZRBF.	Donor Visibility, engagement and dialogue amongst stakeholders around success stories, the sharing of stories allows for the emulation of successful models.
Website updates	Q1 and Q3 2019 to ensure website is loaded with current, relevant information. Monthly up-load of new documents such as HFM bulleting and others	Resilience building stakeholders, NGOs, academia.	Donor Visibility and to inform and educate the resilience building community about ZRBF, its makeup and structure and the principles , policies and systems used by ZRBF.
International Womens day	8 March 2019 - presence of ZRBF visibility products and display on women in resilience building	Government officials. Resilience building stakeholders, NGOs, academia and the public as well as donors, partners and beneficiaries of ZRBF.	Donor Visibility and to inform and educate the resilience building community about ZRBF, its makeup and structure and the principles , policies and systems used by ZRBF.
EU Day	8 May 2019 - display of ZRBF visibility products and products aligned to the theme of the year	Government officials. Resilience building stakeholders, NGOs, academia and the public as well as donors, partners and beneficiaries of ZRBF.	Donor Visibility and to inform and educate the resilience building community about ZRBF, its makeup and structure and the principles , policies and systems used by ZRBF.
World environment day	5 June 2019 - display of ZRBF visibility products and products aligned to the subtheme chosen for Zimbabwe	Government officials. Resilience building stakeholders, NGOs, academia and the public as well as donors, partners and beneficiaries of ZRBF.	Donor Visibility and to inform and educate the resilience building community about ZRBF, its makeup and structure and the principles , policies and systems used by ZRBF.
International day of youth	12 August 2019 - display of ZRBF visibility products and interactions aligned to the subtheme of the year	Government officials. Resilience building stakeholders, NGOs, academia and the public as well as donors, partners and beneficiaries of ZRBF.	Donor Visibility and to inform and educate the resilience building community about ZRBF, its makeup and structure and the principles , policies and systems used by ZRBF.
UN day	24 October - display of ZRBF visibility products and its alignment with SDGs	Government officials. Resilience building stakeholders, NGOs, academia and the public as well as donors, partners and beneficiaries of ZRBF.	Donor Visibility and to inform and educate the resilience building community about ZRBF, its makeup and structure and the principles , policies and systems used by the fund.
Project for International Women's Day	Q2 2019 - The print product would be and editorial published in international publication that looks at how ZRBF is moving Zimbabwe towards Resilience and details successes.	Government officials. Resilience building stakeholders, NGOs, academia and the public on an international level.	Donor Visibility, Engagement with more technical and academic audiences through professional publication. Promotion of ZRBF internationally is expected to see ZRBF policies and processes feed into the global standard thus increasing visibility for EU long past project lifetime.
ZRBF film	Q4 2019 Production of a ZRBF film focussing on the Crisis Modifier application	Government officials. Resilience building stakeholders, NGOs, academia and the public as well as donors, partners and beneficiaries of ZRBF - and the general public.	The film is expected to be shared across all online platforms of both ZRBF and donors and partners. Increased donor Visibility through the film which will detail ZRBF successes.