



Food and Agriculture Organization
of the United Nations

FAO YEMEN COMMUNICATION STRATEGY AND WORKPLAN (2024)

for better production, better nutrition, a better environment and a better life



©FAO,2022

The FAO Country Representation in Yemen assists farmers, herders and fishers to improve agricultural production and productivity. Communication plays a vital role, giving publicity to FAO's work in Yemen and stimulating support for the Organization's initiatives. This is achieved through flexible, innovative, responsible, impactful, strategic and targeted communication work.

Yemen is experiencing a conflict since 2015 and this has seen debilitating political as well as socio-economic conditions. This has made it one of the worst humanitarian situations in the world. Apart from grappling with the conflict, Yemenis also face the impact of climate change and other conflicts within the region. This complex setting poses serious threats to a successful execution of a Communication Strategy. However, the same situation may be turned into an opportunity as a carefully crafted Communication Strategy can be useful in showing what FAO is doing despite the challenging environment. As such, the preparation of the 2024 Communication Strategy and Workplan took into consideration the uniqueness and complexity of the country context. It underlines that Communication is at the heart of FAO's mission to help build consensus for a **world without hunger**. This is achieved through efficient, inclusive, resilient and sustainable agrifood systems for **better production, better nutrition, a better environment, and a better life**, leaving no one behind.

This Communication Strategy takes a long-term view in implementing effective ways of influencing discourses within the information environment. The communication strategy highlights the fact that all FAO activities have an important information and communications component. As such, communication is not an adjunct or after thought activity but should be embedded in the planning, implementation and review of FAO activities in Yemen.

This Communication Strategy is a living and working document, meaning that while it serves to guide overall communication, it is open to changes and adjustments in response to the sudden changes that characterise a fluid situation such as the one obtaining in Yemen. This document guides the office's annual communication workplan and informs project-specific communication plans developed under

projects and programmes implemented by FAO Yemen. The strategy aligns with FAO's Corporate Communication Guidelines, FAO Yemen's Plan of Action (2022 – 2024) and FAO's Hand-in-Hand Initiative efforts to improve knowledge sharing on agricultural best practices, engage in data-driven development work and advance agricultural innovation to help small-scale food producers achieve **better production, better environment, better nutrition, and better life**, leaving no one behind.

A Communication workplan for 2024 is attached to this strategy document as an annexe. The workplan maps out communication priorities and activities for 2024, taking into consideration operational challenges, needs and gaps as well as the feasibility of communication activities with the available resources, both human and financial.

OBJECTIVES OF THE COMMUNICATION STRATEGY

The overall objective of this communication strategy is to contribute to FAO's programme in Yemen through increasing visibility, accountability, awareness and buy-in among key audiences and stakeholders. This will be achieved by ensuring that FAO Yemen's audiences, (within country and globally) access accurate and timely information that will allow them to understand and assess the Organization's actions and intentions. Resultantly, this will build and enhance public awareness, understanding, and support for FAO's interventions, operations, or activities.

Furthermore, this communication strategy will strengthen FAO Yemen's capacity to initiate and maintain dialogue and information flow with various key audiences to:

1. **Increase awareness and visibility for FAO** as the leading agency working to prevent hunger and improve agricultural productivity in Yemen.
2. **Strengthen the visibility of resource partners** financing FAO projects to raise FAO's profile as the preferred humanitarian partner in the response to the Yemen crisis.
3. **Increase awareness of existing needs** and the need to mitigate impacts of the crisis, protect livelihoods and build the resilience of communities in Yemen.

4. **Increase awareness of good practices** related to animal health, sustainable agricultural practices and responsible fisheries and advocating for additional resources to scale up.
5. **Enhance outreach and communication with communities** so as to increase accountability, support, awareness, participation, and trust in FAO's actions.

STRATEGIC APPROACH

The strategic approach is the coordinated and appropriate use of FAO's communications activities and capabilities to support the Organization's operations and activities. This is achieved through:

- i) **Project Specific Communication Plans:** To maximise communication and visibility efforts, project-specific communication plans will be developed, implemented, and evaluated. A communication-based reporting tracker will be used to monitor progress. This will enable systematic follow ups on communication requirements and achievements per project.
- ii) **Mapping and capacity building of FAO staff and IPs (Implementing Partners):** A mapping exercise will be undertaken to identify levels of capacity and gaps. This will be followed by capacity building sessions for both FAO staff and IPs. This will strengthen the communication unit's capacity to develop communications products. Additionally, this empowers the FAO staff and IPs and enable them to play a key role in rolling out and implementing field visibility actions.
- iii) **Evocative, relatable storytelling:** Systematic production of compelling human interest stories, social media posts, video and other various information materials that highlight the individuals and communities whose lives FAO Yemen is changing, through support from development partners. These 'stories' will be used as cases to argue for additional resources and scaling up of successful interventions.
- iv) **Promoting FAO Visibility at High-level events/global moments:** Utilising high-level events (conferences and launches) as opportunities for

disseminating FAO's tailored, corporate-level messages and reiterating FAO's mandate and work in Yemen as well as leveraging opportunities for bilateral dialogue and to pitch FAO spokespersons for interviews with the media. Additionally, the communications unit will ride on global moments, for example World Food Day, to tell the FAO Yemen story. This brings to the attention of global audiences some of the successes scored by FAO Yemen.

TARGET AUDIENCES AND METHODOLOGY

Target Audience	Objectives	Methodology
<p>General public, including beneficiaries</p>	<ul style="list-style-type: none"> - To increase awareness and visibility for FAO and raise FAO's profile as the leading agency working to prevent hunger in Yemen. - To increase awareness on various agricultural good practices that can be scaled up. 	<ul style="list-style-type: none"> - Producing high-value digital media content that showcases FAO's work, activities and achievements for distribution on FAO's social media channels and the FAO Yemen website¹. - Producing human interest stories and success stories, press releases, project briefs, other information materials that highlight FAO's actions in Yemen. - Undertaking high-resolution photography and video content shared through public platforms and FAO web pages. - Producing promotional Items (T-shirts or hats) developed with messages and FAO logos. - Mapping of FAO field IP's, engaging and empowering them to play a key role in rolling out and implementing field visibility actions, and producing visual materials using their platforms. - Branding and signage on assets and other movable equipment acquired under FAO resources. - Information campaigns and outreach (through radio) and general visibility campaigns, in connection with OER (Office of Emergencies and Resilience) and OCC - as necessary.

¹ It is hoped that in 2024 FAO Yemen would have a proper website.

<p>Resource partners/donor community</p>	<ul style="list-style-type: none"> - To strengthen visibility of the donors financing FAO projects to raise FAO's profile as the partner of choice/preferred humanitarian partner in the response to the Yemen crisis. - Enhance outreach and communication with communities to increase accountability and trust in FAO's actions. - To increase awareness of existing needs and the need to mitigate impacts of crises, protect livelihoods and build the resilience of communities in Yemen. 	<ul style="list-style-type: none"> - Ensuring donor's visibility requirements are met through developing projects-based communication strategies for new projects and implementing already-prepared strategies. - Developing a communication-based reporting tracker to follow up on communication requirements/achievements per project. - Producing regularly updated project briefs and updates, donor-tailored briefs and other requested operational/situation briefing documents and information materials that show FAO's actions. - Ensuring effective communication between FAO and donors by taking part in seminars and workshops and producing high-value content for donor meetings to highlight ongoing partnerships and projects results. - Mentioning donor contributions in interactions with the media, speeches and press releases (all media coverage monitored and shared with the Resource Partner) - High-resolution photography and videos shared through public platforms and FAO web pages. - Donor-centric visibility on social media platforms (posts on Twitter crafted for donors) - International media placements.
<p>Media</p>	<ul style="list-style-type: none"> - Increase awareness and visibility for FAO as the leading agency working to prevent hunger and improve agricultural productivity in Yemen. - Increase awareness of good practices that can be scaled up through sharing success stories and communicating key messages related to animal health, sustainable agricultural 	<ul style="list-style-type: none"> - Regularly updating FAO Yemen's media list at the national and international level for better media engagement. - Pitching stories to the media through issuing Press Releases at project milestones, high-level meetings and special events. - Ensuring media engagement of Senior officers throughout the year and as part of the Senior Officer Media initiative (SOMI). - Sharing communication products (brochures, briefs, human interest stories and success stories) with the media. - Engaging local radio stations as learning and outreach platforms reaching Yemen's remote and rural areas.

	practices, and responsible fisheries.	<ul style="list-style-type: none"> - Leveraging global moments² such as WFD (World Food Day), to launch awareness-raising activities and materials for print and radio.
Government/ key policy implementers, Private sector, Academia	<ul style="list-style-type: none"> - Increase awareness and visibility for FAO as the leading agency working to prevent hunger and improve agricultural productivity in Yemen. - Increase awareness of good practices that can be scaled up through sharing success stories and communicating key messages related to animal health, sustainable agricultural practices and responsible fisheries. 	<ul style="list-style-type: none"> - Producing high-value digital media content that showcases FAO's work, activities and achievements. - Sharing information materials, including FAO global flagship publications (SOFA/SOFI), technical briefs/ bulletins. - Sharing human interest stories and success stories, press releases, project briefs, other information materials that highlight FAO's actions in Yemen. - Undertaking high-resolution photography and video content shared through public platforms and FAO web pages.

² International Women's Day (Mar 8), World Water Day (Mar 22), World Bee Day (May 20), World Tea Day (May 21), World Humanitarian Day (Aug 19), World Food Day (Oct 16), International Day of Rural Women (Oct 15), International Day for the Eradication of Poverty (Oct 17), World Climate Change Day (Nov 7), World Antimicrobial Resistance Awareness Week (Nov 18 – 24), World Fisheries Day (Nov 21) and World Soil Day (Dec 5).

The successful implementation of this Communication Strategy hinges on resources, both human and financial. The Emergency Outreach and Reporting Specialist, in coordination with the Analyst (Communications and Outreach) supported by two Programme Assistants (Outreach and Reporting) based in Sana'a and Aden, and in liaison with programme teams, guided by the Head of Programme and the FAO Representative, will be primarily responsible for the implementation of this communication strategy. The FAO Yemen Communication Unit will continually reach out to OCC, OER and RNE for support and technical backstopping in the implementation of this strategy and workplan.

The implementation of this strategy relies heavily on technical staff/projects teams and field IPs for the collection and sharing of information for communication products, as well as for sharing success stories and photographs from the field. Various communication services, including photography and videography will be procured with the assistance of the Operations and Procurement units.

Activity	Outputs	Indicator	Timeline
Information and Outreach materials/ Publishing	<i>Project Briefs and updates:</i> Regularly updated briefs on projects and implementation updates are published and distributed to donors, partners and on FAO web pages.	No of project briefs and updates published	Q1- Q4
	<i>Donor-tailored briefs:</i> Donor-tailored briefs and other requested operational/situation briefing documents are produced and shared with donors.	No of donor briefs produced and shared with donors	(as per request)
	<i>Fundraising publications:</i> Publications advocating for increased funding in relation to the situation/needs on the ground are published and distributed to partners.	The Emergency Livelihoods Response Plan (ELRP) and a revised Response Plan brochure are published and shared with partners.	Q2-Q3
	<i>Press releases:</i> English/Arabic PRs on key FAO and joint project progress and special events and project milestones (including 1 PR on each international day officially celebrated by FAO offices worldwide) are published on FAO web pages.	No of PRs published and posted on FAO webpages	Q1- Q4
	<i>Other various information and outreach materials:</i> Information is disseminated to project beneficiaries through information leaflets (Arabic) and support to awareness-raising campaigns (key messages, banners, leaflets, and videos.)	No of leaflets, posters, banners developed and distributed.	Q1- Q4
Multimedia productions	<i>Video Productions:</i> Both long videos and short social media videos highlighting FAO's work and success stories are produced and shared widely on FAO web pages and social media channels.	No. of videos produced and shared widely	Q1-Q4
	<i>Photography:</i> The FAO Yemen photo library is expanded to include a wider selection of professional high resolution, in-action photos.	No. of quality pictures/images available included in the FAO Yemen photo library	Q1-Q4
Storytelling	<i>Success Stories:</i> Compelling human interest stories showcasing the individuals and communities that FAO is impacting are produced and shared on FAO web pages and shared with OCC for further distribution.	No of HISs published and posted on FAO webpages	Q2-Q4
	<i>Story book:</i> A story book containing compiled Human interest stories and high-resolution photos is produced, printed, and distributed to all partners.	Story book is published and distributed	Q3-Q4
	<i>Mapping and capacity building of FAO staff and IPs:</i> Identify critical skills lacking and undertake short training on how to contribute towards FAO Yemen's story collection and production	FAO and IP staff identified and trained in critical skills	Q1-Q2
Digital Media outreach	<i>FAO Yemen Website:</i> A Yemen country office website containing regular updates on FAO's work in Yemen, including multimedia products (video, photos, slide shows, 2D animations) is developed and launched.	FAO Yemen website is regularly updated with content in English and Arabic	Q2-Q3
	<i>Social Media:</i> High-value social media content that showcases FAO's work, activities, and achievements and provides various target audiences with information relevant to their needs is produced and shared on FAO Yemen's Twitter and other FAO social media pages.	No. of tweets on FAO Yemen/ No of increased followers and follower engagement on Twitter	Q1-Q4
Media relations/ Traditional Media outreach	<i>Media Contacts:</i> FAO Yemen's local and international media network is expanded through Internet searches and mobilization of relevant media, journalists and photographers into a media list.	FAO Yemen has a regularly updated and active media list.	Q1-Q4
	<i>Press Releases:</i> English/Arabic PRs on key FAO and joint project progress and special events (including 1 PR on each international day officially celebrated by FAO offices worldwide) are published and shared with the media list.	No of PRs published and documents posted on FAO webpages	Q1-Q4

	<i>SOMI: Senior officers produce media articles/interviews and features throughout the year and as part of the Senior Officer Media initiative (SOMI).</i>	No. of articles/interviews in the national, regional and global press per month/ No. of articles in partners' publications (for example OCHA bulletin or UN in Yemen platforms) per month	Q1-Q4
	<i>Media briefs/kits:</i> Media briefs for special events that include electronic information packs (that is folder/USB containing project sheets, thematic sheets, FAO Yemen PoA (Plan of Action) brochure, brochures, SitRep, are developed and disseminated.	No. of information packs distributed	(As relevant)
Internal Communications	<i>Updated Project Communication Tracker:</i> A communication-based tracker is used to systematically follow up on project-specific communication requirements.	Project Communication activities are effectively implemented.	Q1- Q4
	<i>Consistent branding for Office events:</i> Consistent branding of the FAO Yemen office, particularly for event/workshop banners, and project updates, is developed.	FAO Yemen office has consistent branding for for event/workshop banners, and project updates.	Q1- Q4
	<i>Programme events:</i> A list of programme events is compiled every month for communication planning (PRs and invites)	No of programme events covered per month.	Q1 – Q4
	<i>Media monitoring:</i> A regular email with FAO Yemen media impressions and Twitter mentions during launches, global moments and big events is shared with staff to encourage further distribution and engagement.	No. of weekly media monitoring emails shared with staff	Q1- Q4
	<i>Calendars:</i> Calendars and annual planners for staff and partners	Calendars produced and distributed	Q3-Q4
	<i>Staff visibility:</i> Visibility items (vests, caps & T-shirts) for all staff branded FAO	Visibility items produced and distributed to all staff	Q1 – Q4
Public engagement and outreach	<i>International Days:</i> To make sure that FAO Yemen takes a leading role and participates in internationally marked days which are relevant to the organisation	No. of international days marked. Quantitative analysis of the publicity materials Visibility items produced and distributed	Q1 – Q4
	<i>Launches and Handovers:</i> To effectively plan for any launches and handovers that FAO will take part in. Communication to lead in terms of visibility and well as publicity of these public events.	Quantitative analysis of the publicity materials Visibility items produced and distributed	Q1 – Q4