SERVIR PROGRAM DEMAND ACTIVITY

SERVIR GLOBAL COMMUNICATIONS STRATEGY: 2013-2015

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SERVIR GLOBAL COMMUNICATIONS STRATEGY: 2013-2015

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INTRODUCTION

SERVIR PROGRAM

Established in 2004 under a partnership between the United States Agency for International Development (USAID) and the National Aeronautics Space Administration (NASA), the goal of the SERVIR Program is to improve environmental management and resilience to climate change by building the capacity of developing countries to integrate Earth observation information and geospatial technologies into decision-making and practice. SERVIR works in partnership with regional hub institutions to develop and deliver geospatial decision-support tools, products, and training to government ministries and other stakeholders. The current SERVIR hubs include the following institutions:

- Regional Centre for Mapping of Resources for Development (RCMRD) serving as the SERVIR-Africa hub since 2008
- International Centre for Integrated Mountain Development (ICIMOD), which became the SERVIR-Himalaya hub in 2011
- Water Center for the Humid Tropics of Latin America and the Caribbean (CATHALAC), the first SERVIR hub established for Mesoamerica in 2004.

SERVIR PROGRAM DEMAND ACTIVITY

The SERVIR Program Demand Activity was launched in July 2012, the key objective of which is to help USAID cultivate the demand for, and increase the uptake of, user-friendly SERVIR climate change decision support tools and applications, while building the capacity of stakeholders to incorporate such data into development decision-making.

The Demand Activity is comprised of the following six tasks:

1. Increase demand for SERVIR Program tools and services
2. Evaluate impact of SERVIR Program hub activities to address climate change
3. Implement SERVIR Program outreach and communications activities
4. Develop SERVIR Program hub sustainability plans
5. Assist USAID field missions with new SERVIR Program hubs
6. Administer Grants under Contract program.

THE SERVIR GLOBAL COMMUNICATIONS STRATEGY

The SERVIR Global Communications Strategy identifies key audiences, messages and tactics, and the resources required to support SERVIR's goal of capacity building for improved environmental management and resilience to climate change. This Strategy was developed under the auspices of the SERVIR Program Demand Activity's Communications Task to fill the need for a unified outreach strategy and consistent messaging when discussing SERVIR. The Global Strategy is a key first step in developing communications plans for each SERVIR hub, which will provide guidance to their communicators on an institutional level. These communicators are not limited to only the "communications" staff, but rather include anyone who may need to speak or write cogently and compellingly about SERVIR. This strategy document lays out the framework for key messages and audiences, and the hub-specific communications plans will provide appropriate tactics and a timeline for communications and outreach.

Based on input from SERVIR stakeholders at USAID, NASA, and SERVIR hubs, the key target audiences for SERVIR communications and outreach efforts include USAID, NASA, hub leadership, development partners, host country governments, and universities and academia. Tactics to most effectively reach these groups include use of marketing collateral, outreach to social and print media, instituting strategic partnerships, and supporting participation in, and exhibition at, strategic events. The Communications Strategy also identifies specific resources needed for its implementation during the relevant time period, 2013-2015.

In addition to these audiences, the general public was also identified as a target audience. Given resource limitations, the need to focus on key targets, and the priorities of USAID, within the framework of this strategy the general public is not included. However, efforts to target this audience may be pursued independently by NASA or the hubs, for instance as part of their own institution's broader communications plans rather than through USAID SERVIR-funded programming.

Reaching the target audiences involves a three-step process: fresh and relevant information must be *collected* in a timely manner; information must be *packaged* in user-friendly formats; and information must be *disseminated* to the target audiences in ways that they can access.

GOALS AND OBJECTIVES OF THE COMMUNICATIONS STRATEGY

The goals of the SERVIR Global Communications Strategy include the following: (1) provide a methodology for building awareness of the SERVIR brand that increases demand internally at the institutional level and externally across the range of stakeholders; and (2) ensure SERVIR communications are consistent and integrated across USAID, NASA and the hubs. The SERVIR Global Communications Strategy is a key tool in ensuring that all communications and outreach support SERVIR's overall goals and objectives and are organizationally driven.

The Global Communications Strategy is intended to enable the following actions:

- **Support SERVIR goals and objectives** – ensure that each communication[1] advances SERVIR's core goals and objectives.
- **Raise awareness** – provide an approach to increase internal and external stakeholder[2] knowledge and understanding of SERVIR partners, products, tools, and services.
- **Enable advocacy** – build support among internal and external stakeholders so that they promote SERVIR to their constituencies.
- **Create consistency while allowing for flexibility to reflect local context** – ensure that SERVIR messages are consistent and increase the value of the SERVIR brand across SERVIR partners.

[1] This includes spoken, written, and visual communications where SERVIR is a topic.

[2] **Internal stakeholders** are those individuals and groups within an organization. They include the employees, managers, and directors of the organization and its board of directors and any other internal governing body. **External stakeholders** are all those who have a vested interest in the organization but who are not internally linked to the company.

PROCESS FOR DEVELOPING THE GLOBAL COMMUNCIATIONS STRATEGY

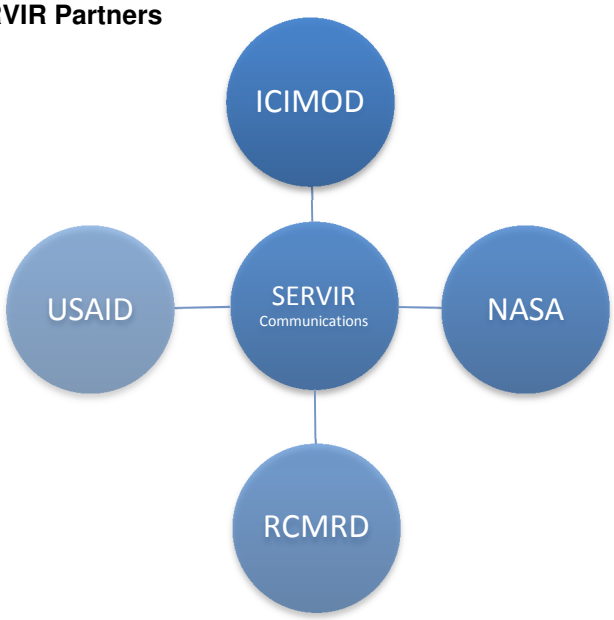
The Global Communications Strategy was developed using the following approach:

1. Identifying the SERVIR communicators
2. Conducting a stakeholder segmentation/audience analysis
3. Interviewing SERVIR communicators
4. Mapping audiences to messages and mechanisms
5. Identifying integration points and priorities

IDENTIFYING SERVIR COMMUNICATORS

The Demand Team began formulating the Global Communications Strategy by identifying SERVIR communicators through multiple consultations with USAID, NASA, and RCMRD and ICIMOD staff. Communicators are those individuals within institutions responsible for conveying the key messages of SERVIR. The primary SERVIR communicators and partner institutions include USAID, NASA, ICIMOD, and RCMRD.[3]

Figure 1 SERVIR Partners



Each organization has internal and external stakeholders that need to be reached. The communications teams of each have developed a strategy for their organization, which encompasses the SERVIR project This SERVIR Global Communications Strategy aims to unify tactics and messages where the organizations share audiences in common, while allowing for flexibility where each entity communicates to its unique stakeholders.

[3] In addition, CATHALAC, the original SERVIR Mesoamerica hub, continues to be a communicator about SERVIR. However, as they are no longer receiving funding from USAID, they are not included in this strategy.

CONDUCTING A STAKEHOLDER AUDIENCE ANALYSIS

Working with SERVIR communicators from USAID, NASA, RCMRD and ICIMOD, the Demand Team conducted a stakeholder audience analysis. Although this analysis did not specifically prioritize audiences, it did identify key audiences for each SERVIR partner. The audience analysis was used later in the strategy development process to assist in identifying shared audiences. Table 1 summarizes the audience analysis.

Table 1. Audience Analysis

	USAID	NASA CO	RCMRD	ICIMOD
U.S.-based Stakeholders	• USAID leadership and bureau staff • US Congress • International development community • Relevant USG agencies • Climate change community • Public and civil society (including media) • Academia	• USAID Washington • Earth science community • US Congress • Public and civil society (including media) • NASA Headquarters • Academia	• USAID Washington • NASA • Relevant USG agencies (Environmental Protection Agency, Department of the Interior, NOAA) • Collaborating universities • Earth observation (EO) data providers	• USAID Washington • NASA • EO data providers
Regional Stakeholders	• USAID regional missions	• USAID regional missions	• USAID East Africa Regional Mission • Research institutions • Regional economic bodies	• USAID Asia Mission • Partner institutions • Ministries • NGOs
National Stakeholders	• Host country governments • USAID missions	• Host country governments • USAID missions	• Staff at RCMRD • USAID missions • Land ministries of Member States • Other national level ministries working on climate change issues • Civil society (including media)	• Host country governments including Department of Forestry • USAID missions • Staff at ICMOD • Ministries • NGOs • Media • General Public
International Stakeholders	• GEO • International	• GEO • International	• GEO • International	• GEO • International

	media	media	media • Disaster/ humanitarian communities	media • UN entities • International donors

INTERVIEWING SERVIR COMMUNICATORS

The Demand Team asked each SERVIR communicator to complete a "Communication Plan-on-a-Page" – a tool for articulating a succinct, specific, and targeted communications strategy. The Demand Team then worked with SERVIR partners to distill their communications needs to the most essential priorities. This prioritization was subsequently used to identify key audiences, important messages, and communications tactics.

The "Communication Plan-on-a-Page" synthesized the following information:

- Organizational goals
- Communications goals
- Target Audience (Primary)
- Target Audience (Secondary)
- Key Messages
- Strategies
- Quarterly tactics and metrics

See Annex B for each partner's "Communication Plan-on-a-Page".

MAPPING AUDIENCES TO MESSAGES AND MECHANISMS

The "Communication Plan-on-a-Page" took the first step in mapping audiences to messages and mechanisms by identifying the partners' primary and secondary audiences and providing the following information about those audiences:

- Motivators we can spark
- Types of messages that work
- Types of messengers they trust
- Types of media they consume/trust
- Moments when they will be most receptive

These questions serve as a foundation for mapping key messages and mechanisms targeted to each audience. For each audience, appropriate messages, tactics, and timing were identified. Then the Demand Team identified areas of overlap in each partner's prioritization of their audiences and found commonalities of approach and messaging, as delineated below.

IDENTIFYING INTEGRATION POINTS AND PRIORITIES

The purpose of identifying integration points and priorities is to develop a matrix that clearly lays out shared audiences, complementary messaging, and common tactics.

One goal of the SERVIR Global Communications Strategy is to ensure SERVIR communications are consistent and integrated across USAID, NASA, and the hubs. With this in mind, an analysis was carried out to identify priority integration points. Three types of documentation were used:

1. The Audience Analysis Table (Table 1), which was created by the Demand Team in consultation with each partner as a first step towards audience identification.
2. The Communication Plans-on-a-Page (see Annex B), which were filled in by each partner institution.
3. The Stakeholder Segmentation Tables (see Annex A), which the Demand Team created based on interviews with the partners that sought to clarify and add detail to the Plans-on-a-Page.

The Demand Team conducted a series of interviews and exercises to develop the sources listed above. As common audiences were identified, their prioritization was ranked to achieve the unified table of key audiences. The Demand Team then derived complementary communications objectives, messages, and tactics (Table 2).

Table 2. Messaging and Tactics by Audience

Key Audiences	Communications Objective	Important Messages	Communications Tactics
USAID HQ and Missions	• Provide information that demonstrates the value of SERVIR to USAID's climate change strategy. • Provide information demonstrating SERVIR's contributions to host nation's development.	• SERVIR is leveraging science and technology to build capacity for climate mitigation and adaptation in the developing world. • SERVIR is a partnership of USG agencies and has regional partners. • SERVIR generates evidence-based, user-tailored decision support tools for critical development issues in their region. • SERVIR can benefit USAID partners in their bilateral and regional activities.	• Roadshows at USAID HQ and Missions that highlight SERVIR's strategic value and provide information on SERVIR using printed materials, video, and website. • Participation in, and exhibition at, strategic events where USAID and its Missions are present. • Marketing collateral (e.g., printed materials, technical summaries, PowerPoint presentations, videos, and website). • Form strategic partnerships with USAID constituents.
NASA HQ and CO	Create and sustain support for SERVIR's mission to develop a permanent, self-sustaining capacity in its hub regions.	Success stories that demonstrate that SERVIR provides timely, real-world solutions globally that help people now, to enhance NASA's image.	• Roadshows at NASA HQ that provide information on SERVIR using printed materials, video, and website. • Regular reports to CO regarding use of SERVIR tools and

			products. • Participation in, and exhibition at, strategic events. • Provide engaging content for the website and social media outlets. • Form strategic partnerships with NASA constituents.
Hub Leadership and Programs	• Educate on the importance of SERVIR to their organization's goals. • Build internal demand for SERVIR.	• SERVIR network and resources are available to all hub programs. • SERVIR enhances hub's scientific/technical reputation.	• Meetings, roadshows, and conferences with hub leaders, staff, other hub programs, and member representatives. • Marketing collateral for internal use. • Form strategic partnerships with Hub constituents.
Development Partners **For example:** • **UN Agencies** • **GEOSS** • **NGOs** • **CBOs**	• Expand the SERVIR network and improve its ability to address climate change. • Strengthen hubs' reputation as the premier regional resource centers on geospatial information and Earth observation applications for their regions.	• SERVIR is a partnership of USG agencies and has regional partners. • SERVIR provides user-tailored decision-support programs, tools, and applications relevant to improving environmental management and resilience to climate change. • Free, useful geo-spatial information is available through SERVIR.	• Marketing collateral • Participation in, and exhibition at, strategic events. • Roadshows at climate-change institutions • Form strategic partnerships with development community constituents.
Host Country Governments/Member States	• Equip government decision-makers with timely information to advocate effectively on SERVIR's behalf. • Strengthen hubs' reputation as the	• SERVIR is having an impact on climate-resilient development and risk management. • SERVIR plays a key role in improving environmental management and resilience to climate change by integrating	• Provide SERVIR-specific marketing collateral for hub's outreach to relevant ministries. • Roadshows to relevant ministries and governing council meetings to promote understanding of

	premier regional resource center on geospatial information and Earth observation applications for their regions.	Earth observation and geospatial technologies for improved decision-making.	SERVIR's potential impact on the country/region. • Form strategic partnerships with appropriate constituents.
Universities and Academia	SERVIR applications, tools, and data strengthen research.	• SERVIR provides open source applications, tools and data that are scientifically rigorous and will strengthen research. • SERVIR allows free access to cutting edge scientific data for research purposes.	• Publication of research in peer-reviewed academic journals. • Present at academic and scientific conferences. • Provide opportunities for universities and scientists to become involved in SERVIR. • Form strategic partnerships with university constituents.

KEY ELEMENTS OF THE GLOBAL COMMUNICATIONS STRATEGY

Key elements of the Global Communications Strategy include the following:

- Audiences: analyzing key audiences
- Messages: developing common messages
- Tools: identifying mechanisms to get messages out

AUDIENCES: ANALYZING KEY AUDIENCES

SERVIR communicators prioritized stakeholders/audiences and the key communications outcomes for each group (see Annex A for each partner's segmentation or Table 2 for the consolidated version). From this work, the Demand Team identified key stakeholders/audiences who were shared by a majority of SERVIR communicators:

- USAID Headquarters and Missions
- NASA Headquarters and Coordination Office
- Hub Leadership and Programs
- Development Partners
- Host Country Governments/Member States
- Universities and Academia

MESSAGES: DEVELOPING COMMON MESSAGES

The Demand Team crafted four key messages to answer the fundamental communications questions of: who, how, why, and so what.

What is SERVIR? SERVIR is a joint initiative of NASA and USAID, working in partnership with leading regional organizations around the globe.

SERVIR Taglines

- Connecting Space to Village
- Science and Technology Serving the Needs of Developing Countries

What does SERVIR do? SERVIR connects space to village by making geospatial information, including Earth observation data from satellites, Geographic Information Systems (GIS), and predictive models useful to developing countries. SERVIR helps those most in need of tools for managing climate risk and land use. SERVIR:

- **Strengthens** the ability of governments and other stakeholders to incorporate Earth observations and geospatial technology into their decision-making.
- **Advances** free and open information sharing through national and regional platforms and collaborations.
- **Develops** innovative, user-tailored analyses, decision-support products, and trainings that advance scientific understanding and deliver information to those who need it.

How does SERVIR do it? SERVIR uses data from a suite of Earth observing satellites, ground-based data, and advanced geospatial information technology in innovative ways to inform development decisions. Custom SERVIR tools integrate information in real-time, and the SERVIR website offers access to a range of environmental information, maps, satellite and sensor data, and other analysis tools. Some applications send alerts and information directly to users via Internet and mobile technology.

Why does SERVIR do it? SERVIR connects information from space to village by complementing satellite data with ground observations to make analyses more useful. Satellite data shows the "big picture." Ground information and local knowledge are critical to validating satellite-derived information and models and integrating historic local data.

Bringing these data sources together results in improved geospatial models that show what's happening in the region. Through SERVIR partnerships, NASA and other scientists, SERVIR hub staff within regional institutions, and local decision-makers collaborate to develop tools, products and services that strengthen capacity for evidence-based decision-making, advance low-emission development, and build resilience to climate change.

Getting the target audiences to take action, which in many cases is to communicate the SERVIR message and value proposition to their own stakeholders, is the primary objective of the communications strategy. The messages are most powerful when told as stories with interesting narratives and imagery that create human interest. To that end, each of the four common messages can be easily tailored to specific audiences by focusing on what the audience needs to know, feel, and, most importantly, do to continue the narrative.

The key messages above were crafted in collaboration with USAID and NASA, and represent the current (as of early 2014) collective expression of what SERVIR is. As with any key message, the messages will

be revisited periodically, particularly when a change occurs programmatically or organizationally, to ensure that they are still accurate, timely, and fresh. However, we will ensure that as messages change, SERVIR communicators will be informed on a timely basis to prevent any miscommunications about the SERVIR program.[4]

TOOLS: IDENTIFYING TACTICS TO GET MESSAGES OUT

The most effective tactics (see side bar, General Communication Tactics) for reaching each audience and achieving communication outcomes for that audience were identified.

General Communication Tactics	

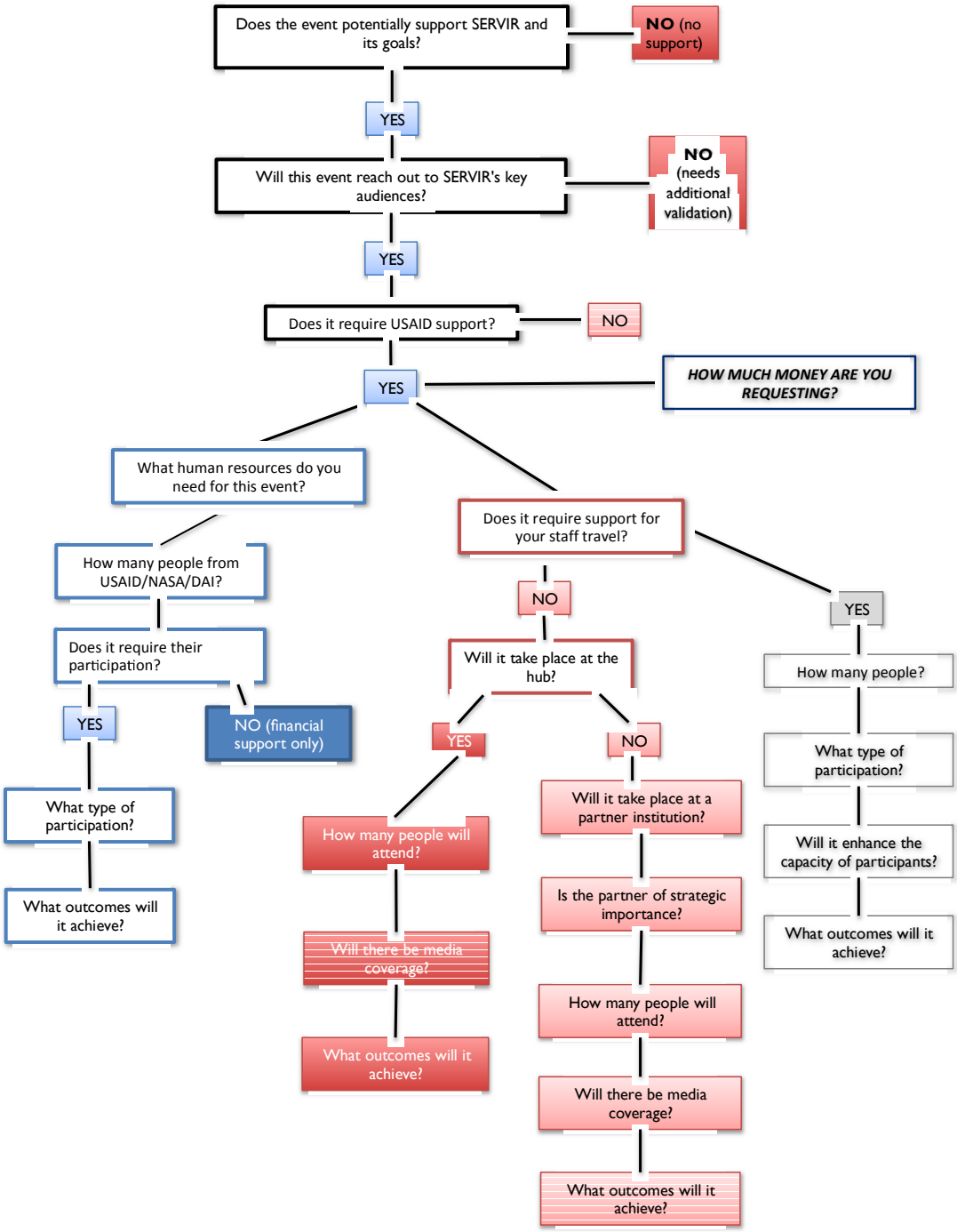
• Website
• Newsletters
• E-Mails
• Media
  – Print Media
  – Electronic Media
  – Social Media
  – Press Conferences and Releases
• Videos
  – YouTube Videos
  – Documentaries
	• Events
	  – Workshops, Seminars, Presentations
	  – Publicity Events
	• Meetings with Key Stakeholders
	• Strategic Partnerships
	• Scholarships
	• Prizes and Contests
	• Temporary Assignments
	• Supporting Materials
	  – Press Kits
	  – Publicity Materials
	  – Branded Merchandise

These tactics include the following:

- Marketing collateral, including print media, website, videos, technical summaries, etc.
- Social and print media, including press releases, blogs, YouTube videos, etc.
- Participation in, and exhibition at, strategic events (see Figure 3 Event Decision Tree for determining which strategic events SERVIR resources will support to advance the Global Communications Strategy).
- Meeting with leaders from USAID and NASA headquarters, missions and hubs.
- Roadshows to USAID, NASA, hubs, relevant ministries, development partners, etc.
- Forming partnerships with SERVIR constituents and with organizations that have constituencies of strategic value to SERVIR to multiply communications effectiveness.

[4] The current key messages listed above have been vetted and approved by USAID and NASA as of January 15, 2014.

Figure 2. Event Decision Tree



CONSISTENT AND INTEGRATED MESSAGES ACROSS USAID, NASA AND HUBS

Because SERVIR communicators are, at times, communicating to the same audiences, and due to global access to local information via the Internet, SERVIR communicators must ensure their messages are consistent and integrated. The Demand Team will work across SERVIR to provide communications coordination and to implement these next steps:

- Provide global messaging through development of marketing materials (underway)
- Review USAID, NASA and hub communication plans for consistency and integration
- Build capacity within SERVIR communicators to share and integrate communications media
- Develop how-to guides (including branding, colors, layouts, etc.)
- Create a master communications schedule for coordination purposes
- Establish an evaluation approach for communications activities (see Figure 2, above)

These steps will ensure the tactical coordination and complementarities in messaging necessary for successful implementation of the SERVIR Global Communications Strategy.

IMPLEMENTATION

The successful implementation of this plan requires the fulfillment of several requirements:

- Expansion of communications partnerships beyond SERVIR partner institutions, including USAID missions, international development organizations, and other partners interested in utilizing SERVIR data, tools and applications.
- Commitment to establishing the necessary communications infrastructure
- Regular and systematic communications among SERVIR communicators
- Ability to respond to interest and demand

COMMUNICATIONS INFRASTRUCTURE

Infrastructure is a key component in successful implementation of a strategy. Computers and software must be made available or purchased to ensure that activities can be planned and carried out. Communications staff must be hired and funds allocated to carry out tactical activities.

Each organization will have its own way of developing a budget, but doing so is an essential first step. Communications costs money, and that money needs to be available throughout the year, every year, and in the necessary amounts. It is crucial not to run out of funds towards the end of the year or have funding cut as other activities apparently take priority. The Global Communications Strategy aims to correctly identify cost-effective communications with matching impact.

There are many tools for organizing SERVIR outreach activities around time, funds, and staff needed to implement an initiative. At a minimum, once each entity agrees on tactical communications activities it should use the following steps to determine time, budget, and staffing needs:

1. Identify all activities
2. Under each activity, outline the steps, in order, that will lead to its completion
3. Identify the "measures of success": outputs, outcomes, and milestones
4. Assign a budget estimate to each step
5. Assign a staffing needs estimate to each step
6. Working backwards from the activity completion point, assign a date for each step in the activity.

These steps provide a detailed list of resources required – human and financial – to successfully implement communications tactics.

EVALUATION

SERVIR communications tactics and activities need to be evaluated to ensure that they are effectively supporting SERVIR goals and objectives. At critical milestones over the next two years, the Demand Team will meet with SERVIR partners and stakeholders including staff, funders, key political targets, and media to assess the effectiveness of global communications. To support this, hub-level communications staff will play a key role in ongoing tracking, documenting, and archiving information that will answer the following questions:

- What do audiences read/see/hear about SERVIR?
- What communications materials and messages are the most effective or compelling? What materials and messages are the least effective or compelling?
- What do audiences want to see more of?
- What information is needed or missing?
- How frequently should communications be issued?
- What needs to be changed or improved in the communication approach, and how?

2014 – 2015 WORK PLAN/ TIMELINES

As the Communications Strategy moves into implementation, these and other key activities will be outlined in the work plan:

- Identifying, prioritizing, and developing communications collateral
- Identifying, prioritizing, and implementing communications events
- Identifying and prioritizing communications tools to be used to disseminate messages
- Building capacity within SERVIR communicators through training
- Providing technical assistance in developing key communications collateral
- Providing technical assistance in developing and coordinating key events
- Evaluating and improving communications efforts.

ANNEX A: STAKEHOLDER TABLES

USAID Stakeholder Audience

	Who are they?	Communications Objectives	Key Messages	Communication Tactics	Supporting Achievement of Outcomes
Government Decision Makers	USAID Headquarters (with a focus on Climate Change, other technical units and regional bureaus).	Provide information that demonstrates the value of SERVIR to USAID's climate change strategy.	SERVIR is applying technology to building capacity for climate mitigation and adaptation in the developing world.	Roadshows at USAID that provide information on SERVIR using printed materials, video and website. Participation at strategic events.	SERVIR is seen as a critical and strategic science and technology program and is supported by financial and human resources.
	USAID Missions	Provide information demonstrating SERVIR's contributions to host nation's development.	SERVIR provides evidence-based solutions to climate change programs and initiatives in their region. SERVIR can benefit USAID partners in their bilateral and regional activities.	Marketing collateral (e.g., printed materials, technical summaries, PowerPoint presentations, videos and website). Visits to missions to discuss SERVIR's strategic value to the region. Participation in strategic regional events where USAID Missions are present.	SERVIR data and tools used and the value of the program advocated back to Headquarters. SERVIR used in Mission-supported activities by USAID partners.
	Executive and Legislative Branches	Equip elected officials with timely information to advocate effectively on SERVIR's behalf.	SERVIR is having an impact on climate mitigation and adaptation in the developing world.	Roadshows "on the Hill" that provide information on SERVIR using printed materials, video, and website.	Resources made available to support climate change initiatives including SERVIR.

				Participation at strategic events.	Climate change related policies enacted.
Development Partners and Practitioners	For example: UN Agencies, GEOSS, Save the Children, World Bank, NOAA, USGS	Partner with other development organizations to expand the network to address climate change.	SERVIR is part of USAID's portfolio. SERVIR provides technical services. SERVIR is a partnership of USG agencies.	Marketing collateral (e.g., printed materials, technical summaries, PowerPoint presentations, videos and website) to support the development of partnership. Participation at strategic events.	SERVIR's reach increased.
Hub Leadership and Programs	ICIMOD	Educate ICIMOD on the importance of SERVIR to their organization's goals.	SERVIR provides evidence-based solutions to climate change and natural resource management issues. SERVIR network and resources are available to support ICIMOD.	Personal meetings and conferences with ICIMOD staff and member state representatives.	Significant uptake of SERVIR products, tools and applications that support ICIMOD's goals.
	RCMRD Member States	Educate RCMRD on the importance of SERVIR to the organization's goals.	SERVIR provides evidence-based solutions to climate change and natural resource management issues. SERVIR network and resources are available to support RCMRD.	Personal meetings and conferences with RCMRD staff and member state representatives.	Increased use of SERVIR products, tools and applications that support RCMRD's goals.

Media	Mainstream Media and Social Media	Establish a relationship with the media to deliver key messages to target audiences.	SERVIR is effective in building the capacity of governments to address climate change on a global scale.	Provide success stories through website, video, press releases, press conferences, blogs, etc. Access to SERVIR spokespeople.	SERVIR stories disseminated by the media.

NASA Stakeholder Audience

	Who are they?	Communications Objectives	Key Messages	Communication Tactics	Supporting Achievement of Outcomes
General Public	Science community, IT community, universities, schools and online audiences	Build support for SERVIR through demonstrating that SERVIR is a good investment of tax dollars.	SERVIR provides real-world solutions to making the world a better place now.	Provide targeted messaging through video, website, social media and placement of stories in the media.	National pride in NASA built/strengthened. Congress continues to support and fund SERVIR.
USAID Leadership	Headquarters staff (e.g., Administrator, Climate Change Bureau)	Support continued funding of SERVIR.	SERVIR improves environmental management and resilience to climate change by strengthening the capacity of governments and other key stakeholders to integrate Earth observations and geospatial technologies into decision making for sustainable development.	Direct advocacy of SERVIR by lobbying on the Hill, meetings with USAID leadership, representation at strategic events.	Sustained support for SERVIR's mission to develop permanent, self-sustaining capacity in served regions and client nations.

NASA Leadership	NASA Headquarters	Provide information demonstrating benefits of SERVIR as technical integrator across agencies and among nations.	SERVIR provides real-time, real-world solutions on a global scale that enhances NASA's image.	Meetings with NASA administrator. Roadshows at NASA HQ that provide information on SERVIR using printed materials, video and website.	Sustained support for SERVIR's mission to develop permanent, self-sustaining capacity in served regions and client nations.

RCMRD Stakeholder Audience

	Who are they?	Communications Objectives	Key Messages	Communication Tactics	Supporting Achievement of Outcomes
19 Member States	Council of Ministers, Governing Council, Technical Committee, Focal Ministries	Through SERVIR programs, tools and applications, RCMRD is seen as Africa's premier center of excellence in the provision of geo-information and allied information technologies products and services.	SERVIR programs, tools and applications play a key role in improving environmental management and resilience to climate change by integrating Earth observation and geospatial technologies for improved developmental decision-making.	Tailored marketing collateral for annual Member State meetings, Governing Council meetings and Technical Committee meetings.	Council and committee members become ambassadors for RCMRD and SERVIR. Member States consider RCMRD a partner in enhancing geo-information and allied information technologies. Continued funding of RCMRD.
RCMRD	Departments, Projects, Staff	Encourage staff to be regional ambassadors on behalf of RCMRD and SERVIR-East Africa and integrate SERVIR programs, applications and tools into their workflow.	SERVIR programs, applications and tools are another tool in your "tool kit" to serve clients.	Regular staff meetings that share SERVIR programs, applications and tools.	Staff is generating interest and use of SERVIR programs, applications and tools.

Development Partners (Donors and Funders)	US, European, and international donors and agencies	Strengthen RCMRD's reputation as the premier regional Centre of Excellence in the application and dissemination of geo information, allied ICT services and products in member states and beyond.	SERVIR provides useful programs, tools and applications relevant to improving environmental management and resilience to climate change in Southern and East Africa.	Development of SERVIR marketing collateral (e.g., brochures, presentations, videos). Support publication of research in academic journals.	Use of SERVIR programs, applications and tools in decisions about their own programming. Additional funding and support.
Geo Information Committees	Country-specific committee members (e.g., Ministries, agencies)	Strengthen RCMRD's reputation to meet the needs of member states in the promotion of data sharing and the application and dissemination of geo information, allied ICT services and products.	SERVIR promotes data sharing nationally and regionally, and provides useful programs, tools and applications relevant to improving environmental management and resilience to climate change in Southern and East Africa.	Promotion of and participation in NGIC events.	Sharing of data across member states. SERVIR use expands across East and Sothern Africa.
External Collaborators	UN Agencies, CGIAR, Intergovernmental Organizations and NGOs	Strengthen RCMRD's reputation as the regional Centre of Excellence on geospatial information and Earth observation applications for Southern and East Africa.	SERVIR-East Africa provides useful programs, tools and applications relevant to improving environmental management and resilience to climate change in Southern and East Africa.	Development of SERVIR-East Africa marketing collateral (e.g., brochures, presentations, videos, radio broadcasts). Support publication of research in academic journals.	Use of SERVIR programs, applications and tools in decisions about their own programming. Additional funding and support.
General Public and Communities	Civil society, community-based groups, youth	Promote excitement about science and SERVIR and establish SERVIR ambassadors.	Geo-spatial information exists, it is exciting and useful. Geo-spatial information is available for Southern and East Africa.	Engaging with students and youth online through Facebook, Twitter, blogs, videos. Events like NASA Space Apps Challenge, MyCOE, etc.	Pipeline built of scientific talent and leaders who can carry the message out.

Media	Mainstream Media and Social Media	Establish a relationship with the regional and local media to deliver key messages to target audiences.	SERVIR-East Africa is effective in building the capacity of governments to address climate change on a global scale.	Provide success stories through website, video, press releases, press conferences, blogs, etc. Access to SERVIR spokespeople.	Strong working relationship with regional and local media ensures SERVIR- East Africa stories get disseminated.

ICIMOD Stakeholder Audience

	Who are they?	Communications Objectives	Key Messages	Communication Tactics	Supporting Achievement of Outcomes
National Government Decision Makers	Government representatives in Afghanistan, Bangladesh, Bhutan, China, India, Myanmar, Nepal, Pakistan	Strengthen ICIMOD's reputation as the premier regional resource center on geospatial information and Earth observation applications for the HKH region.	SERVIR-Himalaya plays a key role in improving environmental management and resilience to climate change by integrating Earth observation and geospatial technologies for improved developmental decision-making.	Provide SERVIR-specific marketing collateral for ICIMOD's outreach to relevant ministries. Support publication of research in academic journals.	SERVIR-Himalaya becomes an invaluable program for government decision-makers.
Development Practitioners from Partner Organizations and Government	GEOSS, UN Agencies, EU, SIDA, NGOs, CBOs	Strengthen ICIMOD's reputation as the premier regional resource center on geospatial information and Earth observation applications for the HKH region.	SERVIR-Himalaya provides useful programs, tools and applications relevant to improving environmental management and resilience to climate change in the HKH region.	Development of SERVIR-Himalaya marketing collateral (e.g., brochures, presentations, videos, radio broadcasts). Support publication of research in academic journals.	Use of SERVIR programs, applications and tools in decisions about their own programming. Additional funding and support.
ICIMOD Leadership and	Leadership and other Programs	SERVIR enhances the work of ICIMOD.	SERVIR enhances ICIMOD's scientific/	Development of SERVIR-Himalaya	SERVIR-Himalaya recognized as one

Programs		Build internal demand for SERVIR.	technical reputation. SERVIR programs, applications and tools can be used in other ICIMOD programs.	marketing collateral (e.g., brochures, presentations, videos) for internal use.	of the key programs in ICIMOD.
Universities and Scientists	Faculty, researchers	SERVIR applications, tools and data strengthen research.	SERVIR provides open source applications, tools and data that are scientifically rigorous and will strengthen research.	Support publication of research in academic journals. Present at academic and scientific conferences. Provide opportunities for universities and scientists to become involved in ICIMOD/SERVIR.	SERVIR applications, tools and data utilized. Partnerships with universities and scientists established for validation of data and enhanced use of SERVIR data.
Students and Youth	Students and Youth [of all ages]	Promote excitement about science and SERVIR and establish SERVIR ambassadors.	Geo-spatial information exists; it is exciting and useful. Geo-spatial information is available in their region through SERVIR.	Engaging with students and youth online through Facebook, Twitter, blogs, videos. Events like NASA Space Apps Challenge, MyCOE, etc.	Pipeline built of scientific talent and leaders who can carry the message out.
Media	Mainstream Media and Social Media	Establish a relationship with the regional and local media to deliver key messages to target audiences.	SERVIR-Himalaya is effective in building the capacity of governments to address climate change on a global scale.	Provide success stories through website, video, press releases, press conferences, blogs, etc. Access to SERVIR spokespeople.	Strong working relationship with regional and local media to ensures the SERVIR-Himalaya stories get disseminated.

ANNEX B: COMMUNICATION PLANS-ON-A-PAGE

NASA Communications Strategy Plan-on-a-Page

Organizational Goal(s)

Build capacity and desire to use geospatial data to influence and make informed decisions for national governments and other stakeholders.

Foster the sharing of technical applications, data, and knowledge across the network.

Encourage free and open data and product exchange in regional hubs and countries.

Goal 08: Enable access to in situ data that improves and informs earth science observation models

Goal 09: Strengthen the evidence base about the development and environmental impact of SERVIR on decision-making including cost vs. benefit, and lessons learned.

Goal 10: Share knowledge about effectively developing and delivering user-tailored climate services

Plan: COMMS STRATEGY

PART 1: TEMPLATE (Core & Broad)

Team: NASA

Budget:

Communications Goal(s)

Create and sustain support for SERVIR's mission to develop a permanent, self-sustaining capacity in its various served regions and client nations.

Target Audience (primary): General public (which includes users subgroup)

Target Insights

Motivators we can spark: altruist tendencies
Types of messages that work: success stories, quotes from beneficiaries, photos encompassing messages
Types of messengers they trust: writers on reputable sites, scientists
Types of media they consume/trust: social media, website stories, news stories, videos, etc.
Moments when they will be most receptive: variable; Earth day?, outreach events?

Target Audience (secondary): NASA and USAID leadership

Target Insights

Motivators we can spark: show how **SERVIR** demonstrates NASA and USAID working for good of society and therefore **fulfills NASA and USAID goals**
Types of messages that work: metrics, indicators' numbers
Types of messengers they trust: project leaders with numbers to back up their statements
Types of media they consume/trust: website stories, briefings with numbers to back up statements
Moments when they will be most receptive: during briefings, ??

Key Message(s)

SERVIR improves environmental management and resilience to climate change by strengthening the capacity of governments and other key stakeholders to integrate Earth observations and geospatial technologies into decision making for sustainable development. Simply put: We use NASA and other satellite data to help developing countries address environmental issues and problems and make life better for their people. We bring satellite data down to Earth for the good of society.

Strategy Statement

SERVIR communications are targeted to the general public and demonstrate SERVIR successes (i.e., decision makers' getting what they need to do their jobs well, society benefiting from our data/apps etc.), and the goal of such communications is to increase number of people and users aware of SERVIR and what we offer so we can report these increased numbers as justification for increased funding from NASA, USAID, and others. *(see next page for simplified illustration)*

NASA Communications Strategy Plan-on-a-Page (continued)

Q1 Tactics: **These are already underway:** • Revise communications strategy • Plan outreach events • Redo website design to engage general public • Increase communication among SERVIR comm entities at hubs, CO, and USAID to encourage sharing/cross publication of news and news stories • Talk to Newswise to see what they offer at no cost • Continue to engage NASA Earth Observatory • Continue to post compelling content on facebook • Success stories with supporting photos, videos, quotes • Include success stories/metrics in all briefings; raise NASA and USAID leadership awareness of our successes/metrics via direct communication/reporting	Q2: Tactics • Video success stories/docu-dramas • Video (brief) about each of selected apps (out of the 47 in the catalog) • Outreach events • Success stories with supporting photos, videos, quotes • Include success stories/metrics in all briefings; raise NASA and USAID leadership awareness of our successes/metrics via direct communication/reporting • Start a SERVIR blog and promote it	Q3: Tactics • Video success stories/docu-dramas • Video (brief) about each of selected apps (out of the 47 in the catalog) • Outreach events • Success stories with supporting photos, videos, quotes • Include success stories/metrics in all briefings; raise NASA and USAID leadership awareness of our successes/metrics via direct communication/reporting	Q4 Tactics: • Video success stories/docu-dramas • Video (brief) about each of selected apps (out of the 47 in the catalog) • Outreach events • Success stories with supporting photos, videos, quotes • Include success stories/metrics in all briefings; raise NASA and USAID leadership awareness of our successes/metrics via direct communication/reporting
Q1 Metrics: These are already underway: Website visits via google analytics Numbers of sites republishing our stories/content/topics Number of general public/user/partnership-related inquiries received via website to Kathleen, via people contacting Ashutosh/Cerese/Dan etc., or from other sources Facebook page numbers of friends	Q2 Metrics: Website visits via google analytics Numbers of sites republishing our stories/content/topics Number of general public/user/partnership-related inquiries received via website to Kathleen, via people contacting Ashutosh/Cerese/Dan etc., or from other sources Numbers of people attending outreach events Number of hits on blog Facebook page numbers of friends	Q3 Metrics: Website visits via google analytics Numbers of sites republishing our stories/content/topics Number of general public/user/partnership-related inquiries received via website to Kathleen, via people contacting Ashutosh/Cerese/Dan etc., or from other sources Numbers of people attending outreach events Number of hits on blog Facebook page numbers of friends	Q4 Metrics: Website visits via google analytics Numbers of sites republishing our stories/content/topics Number of general public/user/partnership-related inquiries received via website to Kathleen, via people contacting Ashutosh/Cerese/Dan etc., or from other sources Numbers of people attending outreach events Number of hits on blog Facebook page numbers of friends **[see back for strat comm diagram]**

RCMRD Communications Strategy Plan-on-a-Page

Organizational Goal(s)

To promote National Development of RCMRD Member States & beyond through

Generation, application and dissemination of Geo-Information & allied ICT products and services

Plan: COMMS STRATEGY

PART 1: TEMPLATE (Core & Broad)

Team: RCMRD

Budget:

Communications Goal(s)

To position RCMRD as Africa's Premier Centre of Excellence in the provision of Geo-Information and allied Information Technologies products and services.

To build and strengthen relationship with government, UN and Affiliated agencies, IGOs, NGOs, learning institutions, and other industry stakeholders.

To communicate RCMRD's commitment to member States and other stakeholders that it should be considered a partner in enhancing Geo-Information and allied Information Technologies.

To communicate RCMRD as an organization that operates openly and transparently.

Target Audience (primary): Example: CORE users & potential" buyers"

Target Insights

- Government Bodies
- UN & UN Affiliated Agencies
- Inter-Governmental Organizations & Non-Governmental Organizations
- Professional & Scientific Bodies
- Tertiary Learning Institutions

Target Audience (secondary): Example: BROAD Global policy makers, general public

Target Insights

- Executive Arms of Governments & Agencies
- Executive & Management Officers
- Technical Officers
- Private Sector Individuals

Key Message(s)

To Impart knowledge: impart the understanding of RCMRD's strategies, processes, systems, projects, roles and responsibilities thereby moving individuals to work towards a certain objective and to appreciate the organizations efforts.

Raise Awareness: to raise awareness on RCMRD's regional activities and communicate change where and when appropriate among the relevant audiences. This step also includes providing timely and sound information to communicators.

Enable Leadership Advocacy: to communicate the right messages to RCMRD's Executives that will enable them to be advocates of the organisations' regional endeavours. The communication strategy will ensure that key messages of the organisation are correctly communicated, and there is accurate feedback.

Build Team Synergy: provide communication that helps build the overall team's effectiveness at RCMRD. This will involve changing attitudes and behaviour among key groups on a day-to-day basis.

Strategy Statement

The unit will base its strategy on an integrated process of creating value for customers and building strong internal and external relations in order to capture value from customers in return. Contemporary approaches will be utilized in cementing processes by *relationship marketing, social marketing, e-marketing, business marketing and affiliate marketing with focus on benefits to societies and also market segmentation.*

Internal marketing will also be promoted to include staff to enable delivery of the RCMRD brand in a way that would positively impact the acquisition and retention of customers. These would include diffusion on innovations developed as part of research and development.

RCMRD Communications Strategy Plan-on-a-Page (continued)

Q1 Tactics:	Q2: Tactics	Q3: Tactics	Q4 Tactics:
• Re-brand visual materials & Standardise brand design on all RCMRD materials • Develop materials for exhibition • Improve and revamp on interactive website • Develop electronic mailing lists • Networking to continuously identify, develop and sustain business alliances locally, regionally and internationally. • Participate in Proposals/Expressions of Interest calls and development of notes of concept • Maximum Participation of RCMRD at geo-information related symposiums • Organization of visits to RCMRD for publics to appreciate and make use of the services and products available at the Centre.	• Introduction of the Centre to various clients through dialogue and active engagement followed by visits • Prepare documentary on RCMRD • Maximum Participation of RCMRD at geo-information related symposiums • Liaise with Member States, development partners and other government agencies on initiatives • Participate in Proposals/Expressions of Interest calls and development of notes of concept • Organization of visits to RCMRD for publics to appreciate and make use of the services and products available at the Centre.	• Maximum Participation of RCMRD at non-geo-information related symposiums • Promote partnerships with tertiary institutions of learning • Authoring of agreements while seeking to develop profitable partnerships and alliances • Participate in Proposals/Expressions of Interest calls and development of notes of concept • Organization of visits to RCMRD for publics to appreciate and make use of the services and products available at the Centre.	• Facilitate open-day at RCMRD • Carry out internal staff training to sensitize non-technical staff on RCMRD activities • Carry out customer survey • Carry-out training for staff on business development • Attend short trainings on marketing
Q1 Metrics: - Website Analytics - FB Friends & Twitter Followers - Active participation at events and presentation of outreach event report	**Q2 Metrics:** - Successful visits & engagement - Participants Lists - Reports - Inquiries arising - Documentary prepared and posted to YT (No of views)	**Q3 Metrics:** - Agreements entered - Project funding secured - Inquiries arising - No of engagements with tertiary institutions	**Q4 Metrics:** - Surveys report - Staff Training Report - Inquiries arising

ICIMOD Communications Strategy Plan-on-a-Page

Organizational Goal(s)

➢Augment ICIMOD's capabilities as an established regional resource center (SERVIR-Himalaya Hub) on geospatial information and Earth observation applications for the HKH region

➢Improve environmental management and resilience to climate change by integrating earth observation and geospatial technologies for improved developmental decision-making

➢Build capacity of national governments and relevant stakeholders to use geospatial information and Earth observation applications to make informed decisions

Plan: COMMS STRATEGY

PART 1: TEMPLATE (Core & Broad)

Team: ICIMOD

Budget:

Communications Goal(s)

➢Strengthen the capacity of SERVIR-Himalaya hub for effective outreach and communications

➢Take SERVIR-Himalaya's science applications, data and knowledge to the end-user communities

➢ Make SERVIR-Himalaya part of target audiences' daily workplace and increase ICIMOD's visibility

➢Garner support for SERVIR-Himalaya from its multifarious stakeholders

➢Foster shared ownership for SERVIR-Himalaya's long-term sustainability

Target Audience (primary): Decision makers, national governments, scientists, students, general public, NGOs, partner organizations, development practitioners, local leaders, farmers

Target Insights

Motivators we can spark: curiosity, intuitive, spatial visualization, thirst for new knowledge

Types of messages: new information, maps, success stories, quotes from beneficiaries, relevance building

Types of messengers they trust: reputed writers and journalists, scientists, think-tanks

Types of media they consume/trust: news and social media, institutional website, national TVs/ Radios

Moments when they will be most receptive: outreach events, post-disaster periods, near (real) time information

Target Audience (secondary): NASA , USAID, ICIMOD leadership

Target Insights

Motivators we can spark: institutional will and support, partnership

Types of messages that work: indicators, measureable achievements and milestones, brief news clips

Types of messengers they trust: project leaders, beneficiaries

Types of media they consume/trust: news stories with beneficiary quotes, project reports with evaluated outcomes; media reports

Moments when they will be most receptive: After positive feedback, institutional recognition, briefings

Key Message(s)

ICIMOD and its network of cooperation partners and stakeholders actively drawing upon geospatial information and knowledge resources for developmental planning and decision-making and increased visibility of SERVIR contributing to regional and global level initiatives and processes (e.g. GEOSS).

Strategy Statement

SERVIR-Himalaya's outreach and communication efforts are targeted to our core audiences – member governments and decision makers and the end-user communities including general public, and must demonstrate clear and measurable successes by enabling the use of SERVIR products and services.

ICIMOD Communications Strategy Plan-on-a-Page (continued)

Q1 Tactics:	Q2: Tactics	Q3: Tactics	Q4 Tactics:
• Devise SERVIR-Himalaya Communications Strategy • Chart out quarterly communications Action Plans • Plan outreach programmes, events, activities • Promote Mountain Geoportal • Redo website to engage general public • Network with other SERVIR Hubs, CO, USAID • Network with media houses and journalists in the region • Generate content (success stories, features, press releases, news feeds) for mainstream and social media • Develop applications • Success stories with supporting photos, videos, quotes	• Short videos (outreach events, success stories) on SERVIR-Himalaya website • Short video uploads about selected outreach programmes, events, activities (trainings, workshops, conferences) • Develop story maps • Start a SERVIR-Himalaya blog and promote it • Generate supplementary communication contents (fact sheets, policy briefs, project background reports, etc.) • Organize hackathons and youth events • Inputs in scientific peer-reviewed journals • Develop applications • Bring out publications (books, training manuals)	• Short videos (outreach events, success stories) on SERVIR-Himalaya website • Short video uploads about selected outreach programmes, events, activities (trainings, workshops, conferences) • Promote SERVIR-Himalaya blog • Generate supplementary communication contents (fact sheets, policy briefs, project background reports, etc.) • Inputs in scientific peer-reviewed journals • Develop applications • Bring out publications (books, training manuals)	• Short videos (outreach events, success stories) on SERVIR-Himalaya website • Short video uploads about selected outreach programmes, events, activities (trainings, workshops, conferences) • Promote SERVIR-Himalaya blog • Generate supplementary communication contents (fact sheets, policy briefs, project background reports, etc.) • Organize youth forums • Inputs in scientific peer-reviewed journals • Develop applications • Bring out publications (books, training manuals)
Q1 Metrics:	Q2 Metrics:	Q3 Metrics:	Q4 Metrics:
• Monitor website visits via google analytics • Monitor the numbers of sites publishing SERVIR-Himalaya related stories/content • Monitor other forms of public feedback, for example, through social websites • Numbers of people attending outreach events • Monitor hits on blog • Monitor different kinds of publications • Background materials for planning weeks • Create communication maps	• Monitor website visits via google analytics • Monitor the numbers of sites republishing SERVIR-Himalaya related stories/content • Monitor other forms of public feedback, for example, through social websites • Numbers of people attending outreach events • Monitor hits on blog • Monitor different kinds of publications • Half-yearly communications report	• Monitor website visits via google analytics • Monitor the numbers of sites publishing SERVIR-Himalaya related stories/content • Monitor other forms of public feedback, for example, through social websites • Numbers of people attending outreach events • Monitor hits on blog • Monitor different kinds of publications • Background materials for planning weeks • Create communication maps	• Monitor website visits via google analytics • Monitor the numbers of sites republishing SERVIR-Himalaya related stories/content • Monitor other forms of public feedback, for example, through social websites • Numbers of people attending outreach events • Monitor hits on blog • Monitor different kinds of publications • Annual communications report