



# GODAN Communications Strategy

July 2015





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## INTRODUCTION

Influencing opinion does not happen overnight. It requires many lightweight, highly relevant touches over time. Delivering those touches to the right audience at the right time is crucial to achieving change.

The debate about Open Data is broad, persistent and rich with a wide variety of issues. Different types of issues require different approaches and tools to unlock the solutions depending on where a particular group sits in the audience journey.

Open Data as an issue area is complex, with many different elements cutting across different issue areas, sectors and even geographic territories. There is a clear delineation between:

- Those audiences who are engaged in Open Data as an issue area, have a sophisticated concept of what it is, its intrinsic value and the opportunities and pitfalls it offers.

- Those audiences in the Agriculture and Nutrition sectors who have varying levels of awareness, understanding and engagement with it as an issue, primarily in relation to its impact on the outcomes they are seeking around Nutrition and Agriculture.

As a result, one of the key objectives of our communications strategy is to ensure that both these broad types of audience are engaged in such a way as to further the objectives of the overall GODAN initiative – greater, broader and deeper awareness, understanding and usage of Open Data to improve outcomes in Agriculture and Nutrition.

That requirement needs to be delivered with available resources to support communications in mind, so that objectives are achievable within the current resources in Wallingford. As a result, one communications activity will be to **persuade others to communicate on behalf of the initiative** and to **contribute evidence, opinion, analysis and case studies** to support communications.

**A consistent GODAN voice and message hierarchy** is essential to inspire this activity. This voice must be flexible enough to adapt to different audiences and channels in order to deliver the most appropriate and relevant impact.

# COMMUNICATIONS OBJECTIVES

## Year 1 (Jan 2015 – Dec 2015)

1. Set up the Secretariat as part of the Inception Phase.
2. Raise the overall profile of GODAN as a key voice and place of knowledge exchange on Open Data as a driver of Agricultural Development, Global Nutrition, and Food Security for all audiences
3. Deliver increased awareness, engagement and positive action by the GODAN network of partners around the issue of Open Data in the three key issue areas
4. Increase awareness, engagement and discussion around Open Data in the three issue areas within the wider ecosystem, including more organisations seeking to become network partners
5. Begin to raise awareness and engagement on the role of Open Data with decision-makers and influencers in agriculture, nutrition and food security, with a specific emphasis on those decision makers and influencers for and in India, Brazil and China.

## Year 2 (Jan 2016 – Dec 2016)

1. Continue Year 1 activities.
2. Reinforce the profile of GODAN as a network hub and place of knowledge exchange for credible organisations working to get 'Open Data for Agriculture, Nutrition, Food Security' on government policy agendas around the world.
3. Position GODAN to become a go-to source of information, knowledge, insight and debate on the key issue areas around the world (thanks largely to the Partner Network) for media and key opinion leaders (KOLs) covering the issue areas.

## Year 3 (July 2017 – June 2017)

1. Supporting the Partner Network to grow organically, with a constant stream of best practice guides, case studies and research pouring in from partners and being communicated through network, ecosystem and external audiences.
2. Increased prevalence of external audiences including / referencing GODAN (positively/ neutrally) in discussions on Open Data and the key issue areas.
3. Maximise opportunities for GODAN and Partner Network to be referenced in major policy discussions, and representatives invited to decision making events and meetings.

## CORE STRATEGY

### Audience focus:

We do not need to re-convince organisations and individuals who are already interested in and advocating for greater use of Open Data in the three key issue areas of:

1. **Agriculture**
2. **Nutrition**
3. **Food Security**

We do need to help them to generate the content that will engage and increase awareness of the issue with specialists interested in those issue areas (rather than Open Data itself).

As a result, strategically we need to focus our communications efforts on those 'low-hanging fruit' audiences, who are the existing GODAN network of partners (and potential partners) and external audiences of decision makers and/or influencers working in the three key issue areas, and a wider public audience:

### a. Partner Network:

Organisations working around the world to improve the key issue areas and protect the world's food supply, some of which are already working with Open Data as a core solution. They are interested in / advocating for Open Data as a solution.

### b. External Audience:

Introduce individuals and other organisations / groups to the issue areas, and specifically the role that Open Data can play in protecting the world's food supply.

There are currently very mixed levels of engagement both with the issues and GODAN within the Partner Network itself. Overall, communications should focus on moving partners along an engagement journey to increase their involvement with, and advocacy of GODAN, with a focus on them sharing content and insights with each other and their external audiences (rather than relying on the GODAN Secretariat to generate all the communications to all external audiences directly).

### Content strategy:

It is still relatively early days in terms of evidence of the impact Open Data is, or could be having, in the areas of agriculture, nutrition and food security. Case study evidence from the current GODAN discussion paper can be used as content for engaging all audiences currently, but robust evidence will be needed for long term advocacy.

The role of communications is to amplify the continued evidence of impact on target audiences in a way that is directly relevant to them (quality and quantity important). Therefore we cannot rely on evidence reports alone for all of our communications, either within the Partner Network or to External Audiences.

As a result, the strategic focus for communications content should be:

Element	Exploitation
<b>Research reports</b>	<ul style="list-style-type: none"> <li>• Repackage the reports as news releases for influencer and sector media, tactically using relevant case studies, statistics and network partners, tailored to the media outlet.</li> <li>• Develop them into specific presentation decks across each of the key issue areas, to be used by network partners at relevant events as they see fit.</li> <li>• Re-package them as a series of social media “bites” to be used for targeting communities in the different key issue areas, and in response to external news, events and announcements in real time.</li> <li>• Support and amplify launches with promoted webinars / debates based around the presentations developed as above.</li> <li>• Scan across policy development in key territories (e.g. Brazil, China and India) and submit elements of any research reports as evidence or support papers around policy debates in the key issue areas.</li> <li>• Use research reports to engage the Open Data community specifically, and call for them to submit evidence or case studies from other sectors, clustered around the three key ways Open Data can help (as identified in the current research report). Can also be packaged into a supplementary report highlighting lessons and inspirations for using Open Data to solve issues in agriculture, nutrition and food security.</li> </ul>
<b>Case studies</b>	<ul style="list-style-type: none"> <li>• As above, engage the Open Data community specifically to find examples of where Open Data is making a positive difference in other sectors and issue areas.</li> <li>• Review existing reports and extract cases and details to ‘store’ in a catalogue / bank of case studies and assets to use for future communications.</li> <li>• Use cases from existing reports (i.e. the 13 cases in the current research report) to develop into a series of ‘playing card’ style infographics, for social media sharing and dissemination, both within the network and with external audiences (i.e. media).</li> </ul>



	<ul style="list-style-type: none"> <li>• Identify within the catalogue / bank of stored case studies a potential ambassador at each level – e.g. farmer, regional agricultural organisation, regional or national government organisation, international business or NGO – to engage directly and provide support for both promoting their own positive experience in the use of Open Data and to advocate for its greater use.</li> <li>• Work with current partners to identify on the ground human impact stories of where Open Data is or could be making a difference, to develop first-person multi-format demonstrations of what is at stake for the consumer / end user. The priorities for developing these stories would be in India, China and Brazil.</li> </ul>
<b>Partner insight generation</b>	<ul style="list-style-type: none"> <li>• Regular calls / contact with network partners for collaboration around specific problems relating to agriculture, nutrition and food security, for ideas on how Open Data might be used to tackle those issues. The calls can be structured thematically or around key external events or dates.</li> </ul>
<b>Barometers / surveys</b>	<ul style="list-style-type: none"> <li>• Regular (i.e. quarterly) surveys of the GODAN network to provide temperature takes, opinion and insights on different aspects of Open Data in the three issue areas, for promotion in influencer media, social media and as a basis for presentations at relevant events.</li> <li>• Expand one survey into an annual barometer on Open Data in agriculture, nutrition and food security – a SWOT analysis that sets out the current context and progress for Open Data relating it to the 5 star model, with a specific focus on our three target countries. Should include a look at other sectors and the progress being made, to provide a point of contrast and comparison.</li> </ul>
<b>Social media sharing digest</b>	<ul style="list-style-type: none"> <li>• Horizon scan across social, international and sector media to find news, insights, evidence and opinion on Open Data in the round.</li> <li>• Package within the context of Open Data in our three key issue areas and use social media (and owned channels) to editorialise and sign post to the original piece of content or insight, and encourage others to do the same, using a common hashtag, e.g. around our suggested #OpenFor platform (see Messaging Approach).</li> </ul>





### **Theming communications:**

To support our recommendation in messaging of focusing on the benefits of Open Data in the three issue areas (see Messaging Approach), we propose to theme communications in two ways:

#### **1. Themed by benefit or relevant area**

– for example, using the 3 key ways Open Data can solve problems (i.e. better decision-making, fostering innovation, driving change through transparency), as well as other themes such as partnership, capacity building and behaviour change.

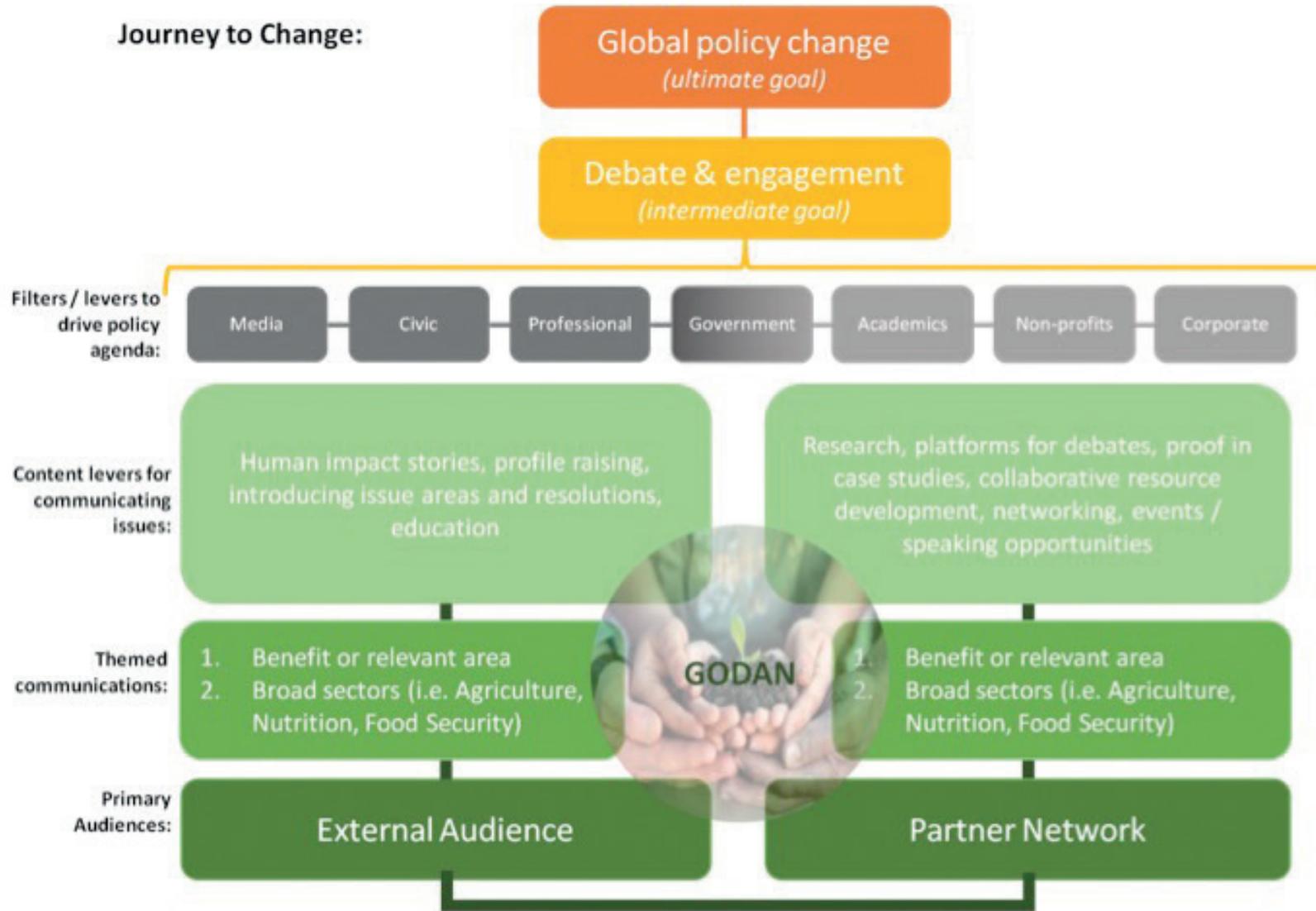
#### **2. Themed by the broad sectors**

– for example, agriculture, nutrition and food security

Content and owned channel communications will be frameworked using these themes, to increase the relevance and touchpoints for both network and external audiences. This will help break down what can seem a very complex and technical issue into something that is relevant, comprehensible and engaging for our audiences. It means they can engage with the campaign using the issues that matter to them, rather than having to engage with the campaign as a whole. This strategic approach is illustrated in the diagram:



**Journey to Change:**



## MESSAGING APPROACH

Following the first workshop, we put forward the following core recommendation for positioning and messaging:

<b>Messaging</b>	Focus on encouraging a “why not” principle to Open Data – campaigning for all players to be “open to the possibilities of Open Data” - and the benefits it could bring, rather than on Open Data as an entity in itself.
<b>Positioning</b>	GODAN as thought-convenor and expert voice setting the context for benefits of being “open to the possibilities of Open Data” and encouraging the network to explore the possibilities, with results and content then communicated to wider levers, influencer and decision-maker audiences.

Overall we want to promote the specific benefits and possibilities for Open Data in relation to our key issue areas, rather than extolling the virtues of Open Data per se. As a result we need messaging that always associates Open Data with the potential positive outcomes for agriculture, nutrition and food security, and that allows for discussion of the challenges, risks and pitfalls that also need to be considered in relation to Open Data.

Alongside that, we need messaging that does not require a strong understanding of Open Data, but rather offers the right language and touch points to ensure our audiences see the relevance in engaging with the issue and feel included in the cause.

As a result our focus is an overall, benefits-led platform that we can use to bring communications to life and allow us to theme our communications around touchpoints relevant to our audiences:

GODAN as an initiative is very open – to its partners, to discussion, to engaging audiences around the issue – which is pretty much a pre-requisite if you’re going to champion the use of Open Data. The technical requirements and challenges of embracing Open Data are preceded by the challenge of changing attitudes towards it.

One of the key barriers to embracing the use of Open Data in our key issue areas is fear that it will lead to disadvantage for the players involved: for farmers, the fear they will be left behind by being unable to access or use the technology to exploit Open Data, as well as the fear that their data will be exploited by others to their detriment, for businesses it’s the fear that competitors will use their data to gain market advantage, for state organisations those same fears exist, as well as the concern that Open Data will require a high level of investment that will not guarantee better outcomes. For all audiences there is the general fear of the ‘new’ or anything that challenges received wisdoms or existing working practices.

We need to directly tackle those fears with a benefits-led messaging platform that also allows for debate and discussion, emphasising **the openness that a culture of Open Data requires** as well as the openness of GODAN itself, to new partners, to the opinions, insights and content of our partners, and to giving voice to the people and organisations most affected by Open Data in our three key issue areas.

We propose an overall messaging platform around the concept of **OPEN FOR...**

**“Open for”** is a much more positive expression of a belief in the impact Open Data can make in the three key issue areas, and can be used thematically so we can pull out the different touchpoints for our audiences:

**Open for change** – How Open Data is changing approaches to agriculture, nutrition and food security

**Open for innovation** – How we can use Open Data to help find new ways to tackle the challenges faced by Agriculture, Food Security and Nutrition

**Open for improvement** – Using Open Data to enable faster and more effective decision making

**Open for all** – How Open Data can generate benefits for everyone at each level of Agriculture, Food Security and Nutrition, from the farmer in the field through to the end consumer

**Open for discussion** – Encourage debate on how to use Open Data sustainably and responsibly to the benefit of all

**Open for business** – How Open Data can help drive economic development at all levels

**Open for co-operation** – How Open Data can bring people and organisations together to help solve pressing issues in Agriculture, Nutrition and Food Security for the benefit of the global population. This platform structure can run through all of the communications, allowing GODAN and Partner Network to segment according to an interest area (whether one of the themes outlined above or simply within the broader areas of agriculture, nutrition and food security).

We will develop the detailed messaging under each of them, using the existing evidence to provide proof points to support a benefits-led approach.



**Describing GODAN itself:**



There are currently a number of different ways GODAN describes itself and we propose the following summary to describe our purpose and our way of working:

GODAN is an initiative working to build a diverse and dynamic network of partners committed to exploring and promoting the benefits of using Open Data to tackle the real world problems we are facing in agriculture and nutrition across the globe engaging audiences at all levels on those benefits, from international businesses and state bodies to communities and farmers on the ground, as well as the end consumer.



We are doing this by sharing success stories, insights and learning and encouraging all audiences to consider how Open Data can make a difference for them, acting as a place of exchange, insight and discussion for our partners and wider audiences including policy makers and influencers.

## AUDIENCE JOURNEYS

### a. Partner Network:

It's easy to 'pledge' to be a Partner of GODAN. All you need to do is fill in a form. Beyond that step however, there's not a lot that GODAN asks of organisations. We propose to the Secretariat to put greater rigour around what partners are asked for, including regular communications via Owned channels (i.e. email database, website, social media notifications etc):

#### i. Prospective Partners:

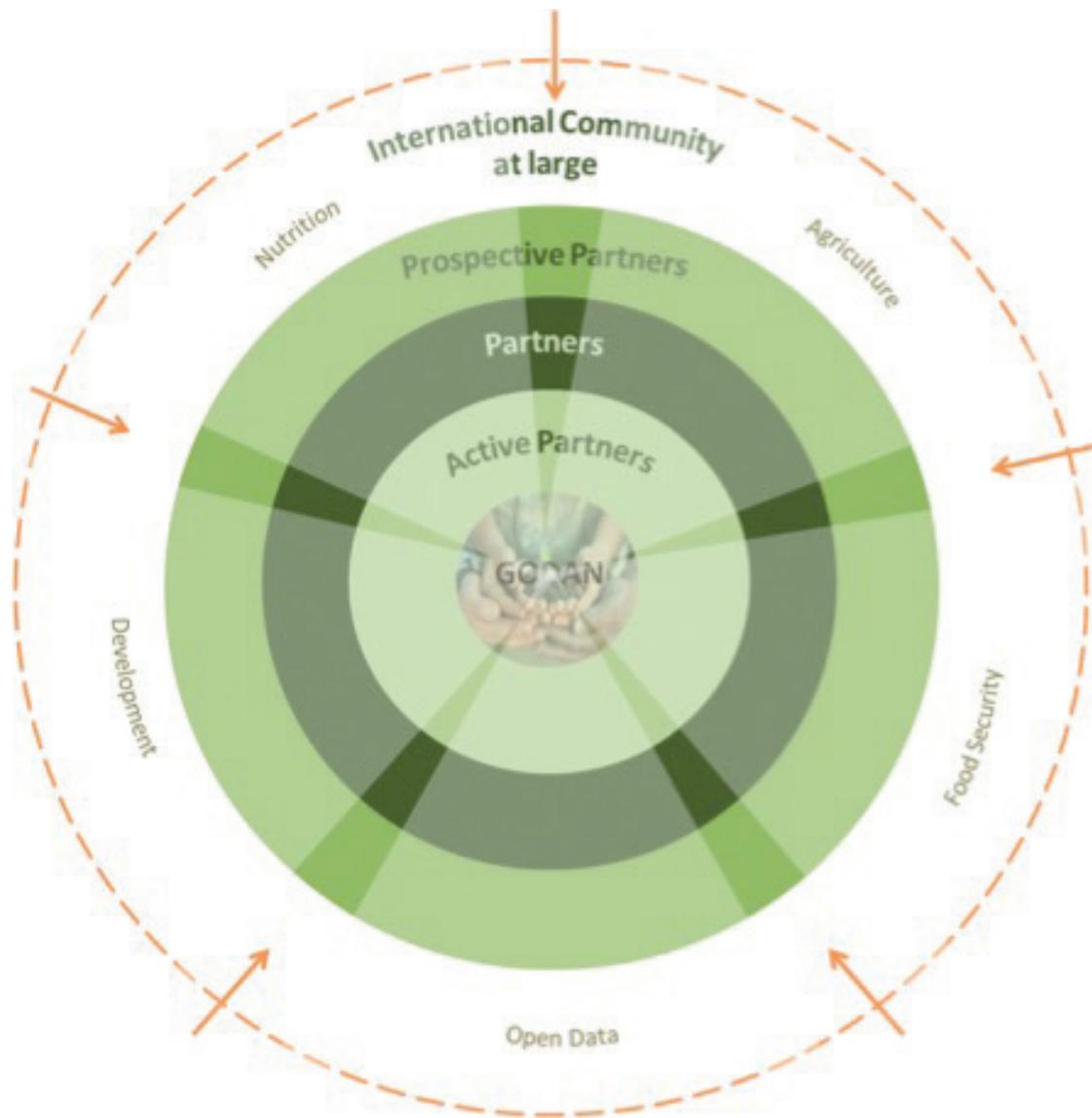
All relevant organisations from the international community working on the issue areas, not currently subscribed to GODAN (see GODAN's existing Prospective Partner list on Google Drive).

#### ii. Partners:

Organisations who fill in the online form to confirm their support for GODAN and commitment to the partnership network. Beyond the shared logo (on their website + GODAN's website) and occasional internal communication. Partners are not actively involved in promoting GODAN.

#### iii. Active Partners:

Partners who actively support GODAN initiatives and regularly provide GODAN with case studies / updates / reports, as well as promote GODAN as the most reliable global hub for content and contacts relating to Open Data for Agriculture, Nutrition, and Food Security. This may include speaking opportunities, hosting workshops through GODAN locations, co-creation of policy propositions, etc. Some are donors, some are part of the governance team, while others simply promote the work we do.



**Partner Network Journey to Engagement:**

Network Audience	Mindset	Role of Communications	Communications Channel / Platforms to Move Audience Along Journey	Communications Tactics to Achieve Movement
<p><b>PROSPECTIVE PARTNERS</b></p> <p>e.g. Reading University, Chinese Agri Data</p>	<p><b>DISENGAGED</b></p> <ul style="list-style-type: none"> <li>• Unaware of GODAN</li> <li>• Disinterested and/or disengaged</li> <li>• Do not understand the professional relevance</li> </ul>	<p><b>AWARENESS</b></p> <ul style="list-style-type: none"> <li>• Raising GODAN's profile around the world as a notable organisation on the issues of A, N &amp; FS.</li> </ul>	<p><b>MASS COMMUNICATION</b></p> <ul style="list-style-type: none"> <li>• Media relations</li> <li>• Local events / promotions</li> <li>• Direct communications</li> </ul>	<ul style="list-style-type: none"> <li>• Trawl / search for Prospective Partners (continuous)</li> <li>• Light engagement with shortlists</li> <li>• Encourage Prospective Partners to complete submission form on GODAN website</li> <li>• Ensure reciprocal website logo placement</li> <li>• Media alert via newswire for new Partner announcements + via GODAN social media channels</li> <li>• Promote (all) Partners' causes / latest news regularly (i.e. via social media)</li> </ul>

Network Audience	Mindset	Role of Communications	Communications Channel / Platforms to Move Audience Along Journey	Communications Tactics to Achieve Movement
<p><b>PARTNERS</b></p> <p>e.g. Digital Green, Food Tank</p>	<p><b>MODERATELY ENGAGED</b></p> <ul style="list-style-type: none"> <li>• Aware of GODAN</li> <li>• Understand what we're seeking to achieve</li> <li>• Recognise the importance of action</li> <li>• Have signed the declaration</li> <li>• Take part in some campaign activities</li> <li>• Get positive endorsement (personal and public) from taking part</li> <li>• Considering options on how to get involved</li> </ul>	<p><b>ENGAGEMENT</b></p> <ul style="list-style-type: none"> <li>• Growing GODAN's voice on the issues of A, N &amp; FS through connecting &amp; utilising specialist organisations.</li> <li>• Build a relationship and encourage on-going involvement</li> </ul>	<p><b>DIRECT COMMUNICATION</b></p> <ul style="list-style-type: none"> <li>• Direct communications (DM, email)</li> <li>• PR alerts</li> <li>• Social Media (public endorsement)</li> </ul> <p><b>SIMPLIFIED ACCESS TO CONTENT</b></p> <ul style="list-style-type: none"> <li>• Website</li> <li>• Social Media</li> <li>• Partner content packs / toolkits</li> </ul>	<ul style="list-style-type: none"> <li>• Openly converse via social media with Partners (new and existing)</li> <li>• Encourage sharing of events and announcements related to Partners (and vice versa)</li> <li>• Request an initial case study + pitch possible future joint case study ideas</li> <li>• Formalise agreement for 1 new case study / insights report per year from each Partner (of those who regularly conduct research / case studies)</li> <li>• Co-promote case studies insights with Partners</li> </ul>

Network Audience	Mindset	Role of Communications	Communications Channel / Platforms to Move Audience Along Journey	Communications Tactics to Achieve Movement
<p><b>ACTIVE PARTNERS</b></p> <p>e.g. ODI</p>	<p><b>FULLY ENGAGED</b></p> <ul style="list-style-type: none"> <li>Choose to stay involved in the campaign / organisation activities</li> <li>Seek further information and engagement opportunities</li> <li>Become supporters and advocates</li> <li>Encourage others to take part</li> </ul>	<p><b>EVANGELISE</b></p> <ul style="list-style-type: none"> <li>Solidifying GODAN's position in the industry as a desirable, helpful, relevant 'hub' addressing the issues of A, N &amp; FS.</li> </ul>	<p><b>PERSONALISED COMMUNICATION</b></p> <ul style="list-style-type: none"> <li>Events – materials and face to face contact</li> <li>Opportunity to upload / feedback / personalise stories / capture memories</li> <li>Participation in media relations</li> <li>Personalised thank you emails / mailers</li> <li>Follow up 'celebration' events &amp; workshops</li> <li>Ideas for on-going involvement</li> </ul>	<ul style="list-style-type: none"> <li>Engage with Active Partners by regularly responding to their outreach communications, offering speaking opportunities / promotional opportunities, sharing reports and updates, hosting joint events, actively involving them in upcoming projects and goals (and vice versa)</li> <li>Together, GODAN and its Active Partners will amass a catalogue / bank of content and ideas, to be hubbed on the GODAN website and linked to Partner websites and social media to reinforce the strong association and combining communities of interested people (policy makers, journalists, influencers, etc)</li> </ul>

## **b. External Audience**

With so many organisations discussing our issue areas, and so many sources of information for research and studies, it's important we work to raise GODAN's public profile exponentially, and maintain it over time, for us to be considered as a highly credible and reliable source of information with a strong network.

For example, for policy makers to think of engaging GODAN's initiatives / ideas / evidence when working on Open Data and our key issue areas, we must be regularly expressing our expertise and ability to consolidate many partners' evidence for the case of Open Data in solving world food supply issues.

## **i. General Public:**

Often Governments will not take new ideas seriously without mass demand for attention on the issue. We should not neglect the general public's 'people power' to accelerate the demand for global change.

## **ii. Influencers / KOLs:**

Individuals who take a personal or professional interest in the issue areas, follow international debates and/or turn up to open-forum debates and events. These individuals likely have amassed a micro community of their own, and can be a valuable audience to tap into to disseminate key messages quickly and build a wider case for support.

**External Audience Journey to Engagement:**

Audience groups	Mindset	Role of Communications	Communications Channel / Platforms to Move Audience Along Journey	Communications Tactics to Achieve Movement
<p><b>GENERAL PUBLIC</b></p>	<p><b>DISENGAGED</b></p> <ul style="list-style-type: none"> <li>• Unaware of GODAN</li> <li>• Disinterested and/or disengaged</li> <li>• Do not understand the personal relevance as an end consumer</li> </ul>	<p><b>AWARENESS</b></p> <ul style="list-style-type: none"> <li>• Introducing the general public to the key issue areas in relation to what it means for them (i.e. food supply for future generations)</li> <li>• Introducing GODAN as a representative voice of organisations working to improve the issue areas</li> </ul>	<p><b>MASS COMMUNICATION</b></p> <ul style="list-style-type: none"> <li>• Media relations – non-specialist media</li> <li>• Social media – growing a community of people around the world interested in our topic.</li> </ul>	<ul style="list-style-type: none"> <li>• Introduce a public-facing Twitter handle (eg @GODANFuture) to act as the hub for public-facing content (resource-dependent, consider for Year 3+)</li> <li>• Identify conversation topics (i.e. hashtags) that people are already using in relation to the key issue areas</li> <li>• Publish lightweight content on issue areas and the work being done, share digestible information</li> <li>• Light engagement with social media communities</li> <li>• Promote Partner’s causes / latest news</li> </ul>

Audience groups	Mindset	Role of Communications	Communications Channel / Platforms to Move Audience Along Journey	Communications Tactics to Achieve Movement
<p><b>INFLUENCERS / KOLS</b></p>	<p><b>FULLY ENGAGED</b></p> <ul style="list-style-type: none"> <li>• Follow GODAN and some Partner social media assets</li> <li>• Have authored blogs / articles / opinions on issue areas and/or role of Open Data in solving issues</li> <li>• Choose to stay involved in organisation activities</li> <li>• Seek further information and engagement opportunities</li> <li>• Become supporters and advocates</li> <li>• Encourage others to engage with issue areas and GODAN and/or Partners</li> </ul>	<p><b>EVANGELISE</b></p> <ul style="list-style-type: none"> <li>• Help to build Influencers / KOL profiles publicly through co-developed articles / blog posts on issue areas and GODAN's role</li> </ul>	<p><b>PERSONALISED COMMUNICATION</b></p> <ul style="list-style-type: none"> <li>• Influencer / KOL specific email database, build and maintain semi-regular contact</li> <li>• Personalised thank you emails / mailers</li> <li>• Ideas for on-going involvement</li> </ul>	<ul style="list-style-type: none"> <li>• Semi-regular emails to Influencers / KOL databases with updates on the latest research / case studies (at the same time or earlier than they are released to the media)</li> <li>• Invitation to local and/or major events as guests / advocates of GODAN</li> </ul>

Audience groups	Mindset	Role of Communications	Communications Channel / Platforms to Move Audience Along Journey	Communications Tactics to Achieve Movement
<b>INFLUENCERS / KOLs</b>	<p><b>MODERATELY ENGAGED</b></p> <ul style="list-style-type: none"> <li>• Aware of issue areas and/or GODAN</li> <li>• May follow GODAN or Partner social media assets</li> <li>• Understand what we're seeking to achieve</li> <li>• Recognise the importance of knowledge</li> <li>• Considering options on how to get involved</li> </ul>	<p><b>ENGAGEMENT</b></p> <ul style="list-style-type: none"> <li>• Growing GODAN's voice on the issues of A, N &amp; FS through education and resources, demonstrating what we're working towards (i.e. human impact stories)</li> <li>• Build a relationship and encourage on-going involvement</li> </ul>	<p><b>MASS COMMUNICATION</b></p> <ul style="list-style-type: none"> <li>• Events, small-scale / online seminars and workshops</li> <li>• Social Media</li> <li>• Website and accessible resources</li> </ul>	<ul style="list-style-type: none"> <li>• Openly converse via social media with Influencers / KOLs</li> <li>• Encourage sharing of events and announcements related to Influencer / KOLs' interests</li> <li>• Engage individuals to offer access to additional information / proof / opportunities to engage with high profile partner representatives / exclusive attendance at events etc</li> </ul>

## MANDATORIES

### a. Advocacy & Influencer Strategy (see Implementation Plan)

- i. Whilst we are building our presence internationally, it is crucial we gain the support of key influencers and utilise existing advocates to help spread the word on our behalf.
- ii. Develop tools to engage these individuals / organisations and encourage them to go about promoting GODAN / looping GODAN into existing conversations

### b. Digital Content Plan incl. Social Media (see Implementation Plan)

- i. The website is the flagship representation of GODAN, and the main source of information on the movement as well as initial networking hub for the Partner network. Currently the website does not maximise its potential, so our Implementation Plan supports the creation of a web development brief for an improved site.
- ii. Having an active social media presence is mandatory, and Twitter is live. To support our advocacy and engagement in Africa we have now set up a Facebook page. Our Implementation Plan contains more detail on maximising Twitter.

### c. Press & Media Plan (see Implementation Plan)

- i. As filters to the wider public, a source of information for millions of people around the world – including leaders of governments and organisations – it is essential to implement a robust Media plan, and run a consistent program of proactive and reactive coverage. See our Implementation Plan.

