

# GUIDELINES TO SUPPORT IMPLEMENTATION OF THE PRESIDENT'S BULLETIN ON DELEGATION OF AUTHORITY FOR COMMUNICATIONS

COMMUNICATIONS DIVISION

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# INTRODUCTION

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The purpose of these guidelines is to establish standard practices to help IFAD staff at headquarters and in liaison and country offices produce quality communication products and engage in communication activities that present a unified, consistent image of the organization. The guidelines support implementation of the [P resident's Bullet in](#) PB/2014/03 on Delegation of Authority for Communications. They apply generally to all staff unless specified otherwise. Both Rome-based staff and staff in offices away from headquarters are expected to follow these instructions.

These guidelines can be found on the IFAD intranet in the 'Guidelines & Manuals' section.

The [Too lkit fo r IFAD com municatio ns](#)<sup>1</sup> is a useful resources that provides best practice and practical tips for staff who engage in communication activities. The Communications Division is available to help you with its expertise and professional guidance.

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<sup>1</sup> IFAD's Communications Toolkit is currently being expanded. A revised version addressing additional topics included in these guidelines will be available in due course.

# GUIDELINES FOR BRAND MANAGEMENT

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These guidelines are intended to help IFAD staff at headquarters and in liaison and country offices present a unified, consistent image of the organization in all of our communications – from conversations with partners in the field to project reports to flagship publications – because a consistent brand is a strong brand.

## **GUIDING PRINCIPLES**

IFAD's brand, like that of any other organization, is much more than a logo and tagline. Instead, it is the set of features and attributes that come to mind when people hear our name. To understand the thinking behind the brand, consider the following points:

- ✓ The brand encompasses the way we think and talk about IFAD's work with smallholder farmers and other rural people, and the way our partners and stakeholders at every level perceive who we are and what we do.
- ✓ Research tells us that the more people learn about IFAD, the more positively they view the organization. Branding can build on their favourable impressions.
- ✓ In today's competitive donor environment, it's more crucial than ever to tell IFAD's story in clear and compelling terms. A consistent brand helps us do that.
- ✓ Even beyond supporting resource mobilization, a strong brand can help an organization such as IFAD stay focused on long-term goals, while strengthening internal cohesion and capacity as a global organization.
- ✓ To support IFAD's commitment to a strong and consistent brand, the [Toolkit for IFAD communications](#)<sup>2</sup> includes a 'Branding and Visual Identity' chapter, which outlines core brand messages and graphic design standards.

## **ON-BRAND COMMUNICATIONS**

Following are some key actions to take in all communication activities to advance the IFAD brand.

- ✓ Always use IFAD's current tagline – 'Investing in rural people' – to highlight our dual identity as an international financial institution (IFI) working exclusively in rural areas, and as a specialized UN agency that is a trusted partner of some of the world's poorest people.
- ✓ Use language that reflects IFAD's brand values: positive, hopeful, trusted – and also surprising, because we embrace both a head for the business of rural development and a heart for people in poor and vulnerable rural communities.
- ✓ Be sure that communications are consistent with the four core messages of the IFAD brand:
  - IFAD is an international financial institution with a human face.
  - IFAD invests in results for rural people through participatory projects that unlock their potential.
  - IFAD is unique as a 'hybrid' UN agency and IFI, and as an institution operating exclusively in a rural context.
  - IFAD is positive, hopeful and trusted. These are qualities that define us as an institution.
- ✓ Ensure that communications reflect IFAD's brand promise of investment that works, empowering rural women and men to unlock their economic potential and transform their communities. IFAD investments aim for the following results and impacts:
  - Poverty decreases and incomes rise.

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<sup>2</sup> IFAD's Communications Toolkit is currently being expanded. A revised version addressing additional topics included in these guidelines will be available in due course.

- Families are able to feed themselves and contribute to overall food security.
- Households have not only enough to eat but decent nutrition and health.
- Women, indigenous peoples and other marginalized groups are empowered.
- Smallholder farming is seen as a respected and attractive occupation.
- People become more resilient to climate shocks.
- Rural areas become more attractive places for young people to remain, rather than migrating to cities.
- As a result of all the factors noted above, rural communities experience a sustainable and comprehensive level of change that, ultimately, can result in social as well as economic transformation.

## **BRAND AUDIENCES**

IFAD's brand should be clear and flexible enough to apply to communications with all our key audiences and partners. Use branded communications with all of the following:

- ✓ IFAD staff and consultants and programme/project teams
- ✓ Government officials of IFAD Member States, including both donor and recipient countries
- ✓ Smallholder farmers, fishers, livestock herders and rural entrepreneurs in developing nations
- ✓ Rural development policymakers
- ✓ Civil society organizations
- ✓ Private-sector partners/potential partners
- ✓ Journalists and the media
- ✓ High-profile IFAD advocates/champions.

## **BRANDED VISUALS**

The power of a strong visual identity can be realized only through consistent application over time. Thus IFAD policy specifies that the official logo is the only sanctioned symbol for use across the organization. Here are basic guidelines to ensure that communications are visually on-brand:

- ✓ The IFAD logotype must always be reproduced from a digital master reference, available from the graphic designers in the Communications Division (COM). The file is available in EPS, GIF and JPEG format.
- ✓ For region- or country-specific communications, the logotype is available in each of the four official IFAD languages: Arabic, English, French and Spanish. A version is also available that incorporates the tagline in all four languages in a single arrangement.
- ✓ For all corporate (i.e., global or cross-regional) documents, publications and other materials, the logo should be used against the background of IFAD's 'corporate' blue. For region- or country-specific materials, use the colours that have been selected to represent each of the five IFAD regions, as specified in the [Toolkit for IFAD communications](#).
- ✓ To ensure consistency, branded document and presentation templates (available on the [IFAD Intranet](#)) should be used for all stationery, reports, publications and other materials for both internal and external communications.
- ✓ In joint communications with partner organizations, the IFAD logotype must retain its integrity. It may be used in conjunction with other logos (for example, in a joint publication), but elements of the IFAD logo should never be mixed or interchanged with the logos of other organizations.
- ✓ For further information on branded visuals, refer to the 'Guidelines for Visual Identity'.

# GUIDELINES FOR PUBLISHING

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## **PUBLISHING AT IFAD**

Publishing is one of the principal ways in which IFAD disseminates knowledge, provides evidence of the effectiveness of the programmes and projects it supports, participates in policy dialogue and projects the identity of the organization. In these guidelines, ‘publications’ should be understood to mean both digital and print publications; they also encompass visual content (e.g. photographs) published in publications or separately.

The [President's Bulletin](#) on the delegation of authority for communications (PB 2014/03) gave authority to division directors to approve the technical content of IFAD documents and their publication, as well as co-publishing and other agreements related to publications. The Director of Communications is responsible for:

- ✓ Endorsing IFAD publications for reputational issues and monitoring and reviewing major publications
- ✓ Authorizing the use of IFAD’s logo (see ‘Guidelines for Visual Identity’) and the reproduction of IFAD-copyrighted material
- ✓ Authorizing use of IFAD photography (see ‘Guidelines for Photography’).

These guidelines pertain to IFAD publications — those that carry the IFAD logo or that are produced by staff or consultants in the course of their regular duties. Private publications and related procedures are discussed in the Implementing Procedures.

The Office of the President and Vice President reserves authority for approval of publications quoting the President, carrying his name or developed on his behalf.<sup>3</sup>

To facilitate cooperation, support and effectiveness (and to avoid duplication), upcoming publications may be discussed by the Operations Management Committee (OMC), within the context of its quarterly dialogue on communications.

## **GUIDING PRINCIPLES**

Material published under the IFAD logo should be produced to a high standard, both in content and in form, to protect the institution’s public image and prevent any risks to its reputation. Therefore the organization should follow a standard publishing procedure and industry best practices. COM can advise originators on those procedures and practices, and also maintains a roster of publishing professionals (as does Language Services for editing, translation and proofreading) whom it can recommend to interested divisions.

When planning publications, consider the following:

- ✓ Publications should have a clear purpose, audience and dissemination strategy. Print publications, in particular, are not always the best option; electronic dissemination, or web-based products such as blogs and web stories, are often more effective (and cost-effective)

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<sup>3</sup> PB/2014/03 paragraph 12

ways of reaching target audiences. They also need to meet high editorial and production standards.

- ✓ In terms of content, the division director authorizing the publication is responsible for determining the level of review (such as internal or external peer review) required to ensure quality and accuracy.
- ✓ Originators are responsible for fact-checking and verification of all data and information that appears in a publication.
  - Even if a final product is not going to be referenced and footnoted (such as a flyer or advocacy brochure), the originator should have and retain a list of dated primary sources for the product for reference.
  - Recycling material from other IFAD sources, whether printed or electronic, is not sufficient, given the frequent changes in IFAD's own data (PoLG, POW, number of beneficiaries reached, etc.) as well as the statistics related to its work (numbers for poor people, undernourished people, family farms, global population, etc.). Similarly, conditions in the field change, so a project example that was valid for one year cannot be recycled later without checking the content with PMD/project staff.
- ✓ Originators are responsible for ensuring that material included in the publication does not infringe the copyright of any third party.
  - Keep in mind that while the doctrine of 'fair use' may cover using a photo, quotation, graph or other element in a one-time-only presentation, including such material in a publication equals reprinting and requires the permission of the copyright holder (unless the material is in the public domain).
  - Availability of material on the Internet does not constitute being in the public domain. Much of what is on the Internet is under copyright, whether it is labelled so or not. (Under the Berne Convention for the Protection of Literary and Artistic Works, a copyright notice is optional.)
- ✓ According to standard terms and conditions, the intellectual property stemming from IFAD provider and consultancy contracts belongs to IFAD. Consultants or providers cannot publish such material without IFAD approval.

## **DEVELOPMENT AND PRODUCTION**

- ✓ Material intended for in-house production by COM should be discussed with COM at an early stage, preferably before anything is written. This is important in order to select the right type of product, fitting within the budget, and establish a schedule, all of which save time in the end.
- ✓ Activities that are expected to result in a publication, or material (data, knowledge, evidence, etc.) that could be published to the benefit of IFAD and its stakeholders, should contain a budget line for publication and dissemination from the beginning. COM does not have staff or capacity to produce publications on demand at no cost.
- ✓ Sufficient time must be budgeted for both the development and production phases of a publication. This varies with the scope of the project. COM can provide time and cost estimates.

- ✓ IFAD publications should be written in a clear, accessible style that is appropriate for the target audience. Some tips on writing in plain language are included in the [Toolkit for IFAD communications](#). SEC produces a style manual for all the IFAD official languages.
- ✓ Publications go through both development and production phases.
  - The development phase is managed by the originating division and encompasses conceptualization, writing and review, up to completion of a final cleared draft.
  - The production phase includes editing, sub-editing, layout and design, galley proofing and printing.
 

Production processes aim mainly at *correction*, not elaboration or conceptualization.

Production should not begin until there is a final, cleared draft.

Works that still have to be circulated for approval or comment internally or by external partners should not be sent for production.

Works that have been edited and laid out should not be sent for content review or revision. Reconsideration of content during or after production means that the editorial and production work must be repeated, leading to delay and further costs.
- ✓ Designers typically provide a price quotation to produce an initial layout, corrected second version and final print-ready files. Further drafts, or 'rolling' drafts with multiple changes trickling in, either will not be accommodated or will be billed, greatly increasing cost.
- ✓ The contents of a publication should be submitted in component form, e.g. text (in Word with only basic formatting such as paragraph breaks and bullet lists) and graphs and figures (in Excel or other digital form). Content should not be submitted as a formatted Word or pdf document because all formatting has to be removed before the designer can import the content into the design software for layout. Graphs and figures inserted as pictures can't be used; the original source files should be submitted separately.
- ✓ COM has developed templates for recurrent publications (e.g. toolkits, occasional papers, policy briefs), which saves time for divisions and ensures consistency with IFAD's brand and visual identity. Product series already developed by COM have prescribed formats and presentation requirements, which can be obtained from COM.



# GUIDELINES FOR CONTACTS WITH THE MEDIA AND CRISIS COMMUNICATION

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Through PB/2014/03, the President delegated to the Director of the Communications Division (COM) authority to authorize interviews with the media and provide support to staff on matters associated with contacts with the media, in accordance with guidelines to be developed by COM. These guidelines are issued under the above-mentioned PB and are intended to help IFAD staff at headquarters and in liaison, regional and country offices by spelling out the ground rules for speaking to the media.

Good media relations with newspapers, magazines, television and radio, in their traditional or online form, can have a positive impact on IFAD's reputation, raise awareness about the work IFAD does and amplify the voices of rural poor women and men. But working with journalists is a skill. Once information has been shared with the media, whether published or not, it never disappears from public record. Because of this, it is vital to get our messages across succinctly and correctly the first time by using skilled and experienced spokespeople who understand how the media environment operates.

## **GUIDING PRINCIPLES**

The [Too lkit fo r IFAD com municatio ns](#)<sup>4</sup> provides best practice and practical tips for staff who engage in the following media relations activities. Staff who are authorized to speak to journalists on behalf of IFAD should follow the Guiding Principles listed below.

- a) COM is responsible for all contacts between the organization and the media.
- b) Staff are required to advise and liaise with COM for all contacts they have with the media in an official capacity. Staff are required to seek and receive general authorization from their supervisor to engage in the media outreach activities listed below. Supervisors should only authorize those staff who have the professional or subject matter expertise, and those who have completed in-house media relations training, to speak to the media in IFAD's name.
- c) Staff are required to liaise with COM on all planned contacts with the media, which should be cleared by COM before issuing or initiating them.
- d) As a United Nations agency made up of multiple member states, it is crucial that IFAD maintain its independence when communicating with media. Consequently, staff should not seek clearance of IFAD's media interactions from outside institutions. The only exception to this is when IFAD has agreed to engage in joint communication activities. In such cases, staff shall consult with the concerned partner institution as appropriate.
- e) Staff are required to present a unified, consistent image of IFAD in any dealings with the media. They must ensure IFAD speaks with one voice. Training for staff at headquarters and in country, liaison and regional offices will ensure that this image is properly understood and presented to media by staff. Staff must limit all comments to their area

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<sup>4</sup> IFAD's Communications Toolkit, which covers some aspects of working with the media, is currently being expanded. A revised version addressing additional topics included in these guidelines will be available in due course.

of competence and professional or technical expertise. They must avoid personal observations, opinions or value judgments.

- f) Staff should be professional, precise, courteous, clear and consistent. Staff conduct in all dealings with the media has an impact on the image of the organization.
- g) Staff should normally speak to journalists on the record--that is, for attribution. "On the record" means anything the staff member says can be reported, published, or aired.
- h) Staff are not authorized, under any circumstances, to pay journalists or media organizations to publish stories for favorable news coverage on IFAD's activities.
- i) Staff at all levels can help IFAD promote its work by advising COM (by email) of opportunities to showcase the organization's expertise or of any risk to its reputation that they become aware of during the course of their day-to-day activities.
- j) In cases in which staff have general authorization from their supervisor to speak with the media in an official capacity but where, given the unplanned or spontaneous circumstances of an impromptu media opportunity, staff cannot advise and liaise with COM prior to speaking to a journalist, staff may engage with media on queries that fall within their specific area of competence and subject matter or technical expertise. Any response must conform to the principles outlined above, with the exception of advice from COM. In all cases, staff shall inform COM and their supervisor following the interaction.
- k) No staff member should presume or pretend to speak for the President or characterize his views without his explicit consent.

#### **Press Releases and Media Advisories**

- ✓ COM has overall responsibility for all press releases and media advisories issued by IFAD, with the exception of those issued by IOE.<sup>5</sup>
- ✓ Staff may draft press releases or media advisories in consultation with their supervisor.
- ✓ Staff must submit all drafts of press releases or media advisories to COM for feedback and clearance and obtain their supervisor's approval before issuing them.

#### **Press Conferences**

- ✓ COM has overall responsibility for all press conferences.
- ✓ Staff, in consultation with their supervisor, may develop a plan for a press conference.
- ✓ Staff must submit any plan for a press conference to COM for feedback and clearance and obtain their supervisor's approval.
- ✓ Press conferences are logistically complex to organize. Staff should limit them to major announcements where it is important to ensure broad coverage. In other cases, press releases are preferred.

#### **Media Trips**

- ✓ COM has overall responsibility for all media trips.
- ✓ Staff, in consultation with their supervisor, may develop a plan for a trip for journalist/s. Staff must submit any plan to COM for feedback and clearance and obtain their supervisor's approval.

#### **Payment of journalists**

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<sup>5</sup> The Evaluation Policy states that IOE "will not require clearance from anyone outside the division for the contents contained therein", but that it "will however seek the support of IFAD's Communication Division to draw on their contacts, expertise and capabilities for the issuance of the Press Releases."

- ✓ IFAD divisions may hire a freelance journalist to produce content for IFAD's own publications or social media channels.<sup>6</sup>
- ✓ IFAD Staff are not authorized, under any circumstances, to pay a journalist on contract with any media outlet, either directly or indirectly, to produce for publication favorable news coverage about an IFAD-funded project, event or activity as an independently reported story.
- ✓ IFAD may subsidize specific travel-related costs for journalists working for undercapitalized news organizations in the developing world when appropriate, provided that the terms and amounts of such support are publicly disclosed, and the journalists who are beneficiaries of such assistance retain full editorial control of any coverage of IFAD's issues which may or may not result from their travel.

### **Informal media gatherings**

- ✓ Staff may draft plans for informal contacts such as press briefings, breakfasts and other media gatherings.
- ✓ Staff must submit any plan for informal media gatherings to COM for feedback and clearance and obtain their supervisor's approval.

### **Crisis communication**

- ✓ COM is responsible for managing all crisis communication. This includes but is not limited to :
  - Any emergency likely to have an impact on IFAD's public image, such as a natural disaster, a terror attack, a kidnapping of a staff member, or other.
  - Situations involving a high reputational risk for IFAD, where IFAD or its staff or partners fail to meet the Fund's ethical or technical standards in the implementation of their duties/activities. These may also include changes in the national legislation or involving political crisis or other factors which may impact the way the Fund operates.
- ✓ In each case, a rapid response team within COM will handle media inquiries in consultation with concerned units.<sup>7</sup> In the meantime, staff should help safeguard IFAD's reputation as follows :
  - Monitor traditional and social media for signs of potential risk.
  - Alert COM and their supervisor should a problem arise.
  - Ascertain the facts as quickly as possible. Ensure those who need to know are fully briefed and understand the risk and urgency.
  - Avoid public comment. Let COM evaluate the problem and advise on a response.

<sup>6</sup> Pursuant to para 10 b of PB/2014/03 "COM is responsible for advising on and monitoring the selection, rates and terms of service of communication consultants, suppliers and service providers for IFAD communication activities at headquarters and regional and country offices (photographers, journalists, writers, editors, filmmakers, video professionals, graphic designers, communication generalists, web managers)."

<sup>7</sup> As a matter of priority and depending on the nature of the crisis, COM will consult with concerned business continuity owners.

# GUIDELINES FOR WEB MANAGEMENT

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In March 2014, the [President's Bulletin on the Delegation of Authority for Communications \(PB 2014/03\)](#) delegated authority to the Director of the Communications Division (COM) to approve official content in digital media formats, including web articles, blogposts, videos and social media and "to create and manage internal and external web-based communication channels disseminating IFAD content, and oversee and/or advise on those funded by IFAD grants".

The PB further established that "web-based tools to support corporate processes, as well as web-based business applications and tools in support of IFAD departments and divisions are developed and managed by ICT. COM, working together with ICT, will ensure that these tools and applications are consistent with IFAD priorities and fully respect IFAD's corporate identity, and branding and disclosure standards".

These guidelines are intended to help IFAD staff and consultants at headquarters and in liaison and country offices, present content consistently and professionally across our main corporate website and digital platforms. It is the responsibility of IFAD staff to ensure that third parties working to support IFAD and/or IFAD-funded projects are aware of and follow these guidelines. The main aim is to protect and strengthen IFAD's brand identity and reputation among key stakeholders, including Member States and other donors and partners.

These guidelines are closely related to, but distinct from, the [Guidelines for Brand Management](#), which relate to consistent messaging across all IFAD communications; the [Guidelines for Visual Identity](#), which govern the look and feel of all print and digital communications; and the [Guidelines for Social Media](#), which provide standards for other IFAD online activities on external platforms.

## **TARGET AUDIENCES**

The IFAD website's audiences are consistent with those identified in [IFAD's Communication Strategy](#) and brand-positioning documents. The primary audience comprises of officials in the ministries of agriculture, finance and development of IFAD Member States (including both donor and recipient countries) who allocate funding for rural programmes and projects. The site also targets parliamentarians who influence governments' decisions on development policy; other influencers, such as development professionals and specialists in research institutions and academia; opinion leaders in the media; civil society groups, including farmers' organisations; and the general public. In addition, the website supports existing and potential partnerships in the private and non-governmental organisation sectors by highlighting IFAD's successes and credibility.

## **GUIDING PRINCIPLES**

IFAD's web presence is a gateway for our target audiences, a place where they go to learn more about IFAD's work. As a communications channel and primary source of information for a variety of key stakeholders, the Fund's website ([www.ifad.org](http://www.ifad.org)) should deliver a positive user experience based on consistent visual presentation, an intuitive approach to navigation and web-friendly content. It is also an integral component in the communication of our brand, and should demonstrate our standing as an experienced, results-driven organisation and partner of choice.

The IFAD website is not an archive, and the web content strategy that is currently in place outlines the content life cycle, including the use of web analytics and content auditing to identify pages for deletion (pages with low traffic, duplicate content or poor quality scores).

A cohesive and coordinated approach to presentation of content and representation of our brand online increases IFAD's effectiveness in convincing governments, donors and partners to invest in agriculture and rural people, their communities and organisations. The site tells the organisation's story, explaining the issues and driving engagement on the topics at the heart of the Fund's mandate. Taken together, all the sections of the site reflect IFAD's global mission, and the broad scope of our work on agricultural and rural development issues.

COM is primarily responsible for ensuring the content presented on IFAD's corporate website is consistent with IFAD's editorial, brand and visual identity standards. This also applies to any other digital platforms or digital outreach (e.g. e-newsletters) that represent the organisation. In order to carry out these responsibilities where web-based business applications and tools in support of IFAD divisions and departments are concerned, COM collaborates closely with ICT.

COM is tasked with strategically developing website content in collaboration with departments, divisions and units, and ensuring that all content on IFAD's corporate site correctly represents the organisation.

IFAD's web presence should adhere to current best practice in terms of design and usability, and its web content should be professional, factually accurate and compelling. All IFAD sites should conform to the [Web Content Accessibility Guidelines](#)<sup>8</sup> and measures should be taken to ensure the design facilitates access from a range of devices (computers, tablets, smartphones etc.).

Unless otherwise indicated, all materials, including text, video and photographs, appearing on the [IFAD domain are copyrighted](#). All other copyrighted information, such as text, images, icons, programs, video and audio must be used in conformity with relevant legislation.

To ensure consistency with IFAD's branding, visual identity and disclosure standards - as well as an efficient use of the Fund's resources - all digital products (such as websites, platforms, newsletters etc.) that represent the organisation must be developed in collaboration with COM and ICT.

## ***CREATING IFAD WEB CONTENT***

Keeping the organisation's web presence relevant is a collaborative effort. Colleagues across all divisions are encouraged to proactively support COM in maintaining accuracy and relevance of content related to their areas of expertise on the corporate site, and alert COM when something is out of date or missing from IFAD's web presence, and when opportunities for visibility present themselves.

COM needs a reasonable lead time to fulfil requests for new web content. In the case of a basic web story, two weeks is recommended for story development, research, drafting and review. For more complex content (e.g. a module on a new issue or programme), the timeframe will depend on the scope of work involved, COM capacity and institutional priorities.

When planning content intended for the web, please consider the following:

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<sup>8</sup> Web Content Accessibility Guidelines describe technical standards for making content accessible for all users and devices, and the current version became an ISO standard in 2012.

- ✓ There are a variety of different types of content on IFAD's website, from general topic pages to programme descriptions, stories and blogs. The full list of content types can be found in the Toolkit for IFAD communications<sup>9</sup>.
- ✓ Write content specifically for the web as a medium. Content that has been written for print does not always translate well to the web. Web writing should be clear and direct. Keep sentences short. Remove words or descriptions that don't add value to the content. For more specific guidance on writing for the web, see the [IFAD on the Internet](#) chapter in the *Toolkit for IFAD communications*.
- ✓ Ensure all web content is fact-checked and edited before submission to COM, or work with COM to plan, produce and edit the content.
- ✓ Propose a compelling headline, generally not exceeding 100 characters.
- ✓ Propose multimedia elements (videos, photo essays, infographics, etc.) that can add additional layers to your submission.
- ✓ Suggest related links to content. This can be links to other pages on IFAD's website, links to relevant documents and links to external websites with related content.
- ✓ Credit all images. For IFAD images, format for credit is: ©IFAD/photographer's full name. If the photographer's name is unknown, credit ©IFAD.

## **POSTING CONTENT ON IFAD's WEBSITE**

Liferay is IFAD's corporate content management system (CMS). It allows content to be used dynamically across the site, supports consistency and improves usability. Liferay also supports the decentralization of content management and, once fully in place, will allow trained IFAD staff in divisions outside of COM to post web content via the system. Currently, all postings to corporate sites are managed by COM through [Footprints](#) for tracking and follow-up.

Contact COM for any web-related need or requests at [webteam@ifad.org](mailto:webteam@ifad.org).

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<sup>9</sup> At the time of the writing of these guidelines, work is under way to document content types and requirements which will be included in the Toolkit for IFAD communications.

# GUIDELINES FOR SOCIAL MEDIA

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Through President's Bulletin (PB/2014/03), the President delegated to the Director of the Communications Division (COM) authority to create and manage IFAD social media channels and interact on the Fund's behalf on social media. These guidelines spell out the rules of engagement for IFAD staff at headquarters and in liaison and country offices using social media tools such as Facebook, Twitter, Flickr, Picasa, YouTube, Instagram, SlideShare, wikis, blogs and others. It covers:

- ✓ General use of social media
- ✓ Use of IFAD's official social media accounts.

## **GUIDING PRINCIPLES**

IFAD encourages staff to use social media tools to conduct business, to expand and strengthen the organization's advocacy work, and to advance our rural development footprint. Use of social media and online collaboration platforms helps to forge and strengthen partnerships and familiarize staff, stakeholders, partners, advocates and friends with IFAD's mission and activities. IFAD does this by:

- ✓ Advocating for increased investment in agriculture
- ✓ Sharing rural development and agriculture-related information
- ✓ Contributing to the broader rural development discourse
- ✓ Informing staff through workshops, learning events and visits to IFAD-funded projects/programmes.

The [Toolkit for IFAD communications](#) and the expanded [IFAD social media guidelines: Good practices on getting the most out of social media tools](#) lists IFAD's official social media channels and offers practical guidance on how to use them.

## **GUIDELINES FOR GENERAL USE OF SOCIAL MEDIA**

In the social media world, your professional and personal lives are intertwined. Written conversations in social media networks, while personal, can still be found in search engines such as Google. For this reason, you need to consider personal conversations as public, not just private. IFAD's reputation for impartiality and objectivity is paramount, so as a start keep separate social and professional accounts. As a staff member, what you say on social media will have an impact on IFAD's image. If you are unsure about a blog post, or how to comment or respond to a post, consult your supervisor and/or COM.

If you are discussing IFAD's business and/or work-related issues on social media:

- ✓ Identify yourself as part of IFAD's workforce.
- ✓ Be polite, respectful, open and transparent, and respect confidentiality.
- ✓ Stick to your area of expertise, and admit it if you make a mistake.
- ✓ Add value, post meaningful comments, create excitement, be passionate.
- ✓ Be polite when you disagree with the opinions of others.
- ✓ Do not post offensive comments or spam.
- ✓ Do not use the Internet to attack or abuse colleagues.
- ✓ Do not commit IFAD to any action, unless you are authorized to do so.
- ✓ Do not establish social media channels on IFAD's behalf or using IFAD's name and logo.

COM is responsible for establishing IFAD's presence on social media channels. If you wish to set up a

work-related channel, please consult COM.

## ***GUIDELINES FOR USE OF IFAD'S OFFICIAL SOCIAL MEDIA ACCOUNTS***

IFAD uses some of the most popular and strategic social media channels to increase its global presence and reach out to a broader audience. It provides a wide range of content and information in real time. To ensure authenticity and safeguard IFAD's brand, IFAD official social media accounts:

- ✓ Adhere to the guidelines and best practices listed above
- ✓ Carry IFAD's logo and respect the corporate visual identity.

Staff representing IFAD on social media channels are responsible for:

- ✓ Listening to and monitoring social chatter
- ✓ Branding IFAD across social media platforms
- ✓ Broadcasting IFAD's messages across social media
- ✓ Promoting IFAD's social media profile
- ✓ Engaging with stakeholders and partners through social media.

Content on IFAD's official social media channels should:

- ✓ Be of the highest possible quality and reflect IFAD's brand and visual image
- ✓ Welcome and encourage an exchange of ideas, feedback, participation and conversation
- ✓ Provide real-time news and report live from key events
- ✓ Promote IFAD programmes and announce new initiatives in a conversational manner
- ✓ Give IFAD activities a human face through stories.

IFAD holds the copyright to content created for the organization and posted on social media channels (tweets, videos, audio, photos and blogposts).

## ***IFAD'S OFFICIAL SOCIAL MEDIA ACCOUNTS***

In addition to the guidelines listed above, contributors to IFAD's social media accounts should follow the guidelines specific to each of the following channels:

### **Blog**

IFAD's social reporting blog is a platform for IFAD staff to share insights and experience and to report live from events. The content of blogposts reflects the views and opinions of the authors and not necessarily those of the organization.

Contributors to IFAD's social reporting blog should:

- ✓ Write professionally and accurately
- ✓ Respect the organization, colleagues, partners and other IFIs and UN agencies
- ✓ Honour privacy rights
- ✓ Avoid discussing confidential topics or internal matters or sharing proprietary information
- ✓ Contact COM to join the IFAD blogger community.

### **Facebook and Google+**

IFAD-specific content on Facebook and Google+ aims to encourage conversation and open a dialogue through virtual chats and by sharing facts, figures, statements, images, videos and rural development news. These channels offer snippets of IFAD activities (photos, videos, links to blogposts, human interest stories), encourages participation and an exchange of ideas, and allows fans to post links and status updates and to comment on IFAD's posts. If you contribute:



- ✓ Monitor your posts for likes and possible comments
- ✓ Report inappropriate content and spam to COM for removal.

### **Instagram, Pinterest, Picasa and Facebook photo album**

Picasa and the Facebook photo album are used to share informal/nonprofessional photos, such as images from learning events, missions, corporate activities and events. In sharing photos, you should:

- ✓ Caption photos uploaded to photo albums
- ✓ Give dates and locations and identify the event
- ✓ Label photo albums with meaningful names
- ✓ Contact COM to upload photos.

IFAD project-related and corporate photos are stored on the [IFAD Image Bank](#). (see Guidelines for photography).

### **SlideShare**

IFAD uses SlideShare to post event-specific PowerPoint presentations and documents in PDF format.

- ✓ Contact COM to upload presentations on SlideShare.

### **Twitter**

IFAD uses Twitter to share messages, report live from events and to raise awareness about our activities. Staff are encouraged to use Twitter to share blog headlines, real-time updates, news releases, testimonies, statements, public service announcements, accomplishments, job announcements and fact sheets. Twitter is searchable and visible to the entire internet community. If you contribute:

- ✓ Monitor your tweets for likes and possible comments.

### **YouTube**

IFAD uses YouTube to share approved corporate videos. Contact COM for queries on YouTube. (See Guidelines for video production)

# GUIDELINES FOR VISUAL IDENTITY

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Through President's Bulletin (PB/2014/03), the President delegated to the Director of the Communications Division (COM) authority to approve use of the IFAD logo and creation of emblems and other IFAD visual representations. These guidelines are intended to help IFAD staff at headquarters and in liaison and country offices strengthen IFAD's brand by presenting a unified, consistent visual image of the organization in all of our communications. IFAD's brand includes a visual identity that reinforces the features and attributes that come to mind when people hear our name. The power of a strong visual identity can only be realized through consistent application over time.

## THE IFAD LOGO

The logo is the core element of IFAD's visual identity. It should be seen on every product that comes out of IFAD. For region- or country-specific communications, the IFAD logotype, which includes the tagline, is available in each of the four official IFAD languages: Arabic, English, French and Spanish. A version is also available that incorporates the tagline in all four languages in a single arrangement.

If you or a partner organization wish to use the IFAD logo, you should:

- ✓ Request approval to use the IFAD logo from COM. This is to ensure that the integrity of the IFAD logo is respected and maintained, and to avoid misrepresentation of IFAD and its visual image.
- ✓ Submit a completed logo request form to COM's Graphic Design Services ([gds@ifad.org](mailto:gds@ifad.org)). Download the [logo request form](#) from the Intranet Guidelines & Manual's page under Forms. If your request is approved, COM will share the logo files in electronic format together with usage guidelines.
- ✓ Submit a request for each use, whether or not you already possess the electronic logo files. Permission must be granted each time the IFAD logo is used.
- ✓ Provide all artwork (PDF files) that incorporates the IFAD logo to Graphic Design Services ([gds@ifad.org](mailto:gds@ifad.org)) for review *before* production. COM will review the artwork to ensure that the integrity of the logo has been respected and the terms of the request maintained.
- ✓ The logo is available in black, black/grey and white only.
  - If the white logo is placed over a solid colour, make sure the colour is dark enough to show the logo clearly.
  - If the logo is placed over a photograph, make sure the background is not too busy, to ensure legibility.
  - The black and black/grey logo is best placed over a solid white or light colour background.

## GUIDING PRINCIPLES

IFAD's visual identity is based on the principle of simplicity. Effective and accessible design is clean and uncluttered with clear visual navigation. IFAD uses a classic design grid as the basis for the design of its publications, exhibit materials, digital files and other products. All design elements must have a reason. Be sparing in use of typefaces, lines, shapes and colours so the design effectively conveys clear brand messages.

To ensure consistency, COM has developed branded corporate templates for documents such as stationery, business cards and PowerPoint presentations. Download these [corporate templates](#) from the IFAD ICT Resources and Templates (IRT) //desk page.

To maintain IFAD's brand, please consult the "IFAD's brand and visual identity" chapter of the [Toolkit for IFAD communications](#) for visual examples and practical guidance and consider the following key

elements when designing and developing your products:

- ✓ **Typography:** IFAD's typographic style is strong, clear and simple and is an integral part of the corporate visual identity. Its distinctive, well-designed typography strengthens and adds character to IFAD's communications.
  - Use ITC Giovanni typeface in body text.
  - Use Helvetica Neue for titles and display text.
  - Microsoft users may use Arial, Times New Roman and Verdana fonts for in-house communications. Use Arial and Verdana for display and title text; Times New Roman provides excellent legibility in body text.
  - Avoid using many different fonts together.
  - Avoid justifying text on both left and right margins. Body text is most legible when it is justified on the left and unjustified on the right.
- ✓ **Colour:** The IFAD colour palette provides a range of strong and saturated colours and plays a major role in maintaining the brand.
  - Apply the IFAD colour palette consistently.
  - Use IFAD's corporate blue colour (Pantone 294) for global and cross-regional materials.
  - Use the colours that have been selected to represent each of the five IFAD regions for all region- or country-specific materials.
- ✓ **Photographs**
  - Select photographs from the IFAD Image Bank when possible. If text needs to be set on images, the background must be even in tone and allow good contrast for legibility.

# GUIDELINES FOR VIDEO PRODUCTION

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In accordance with the President's Bulletin (PB 2014/03), the Director of Communications authorizes use of IFAD video productions and footage. These guidelines are intended to help IFAD staff at headquarters and in liaison and country offices benefit from IFAD's expertise and services to translate their ideas into quality video products.

Because video is visual, it brings to life the rural people we work with and can be an excellent tool to communicate with audiences. Videos include stories from the field, statements from the President and videos for internal communication needs. Videos about IFAD are typically shown in global media, social media (including YouTube, blogs and Facebook) and at various external and internal meetings and events.

## **GUIDING PRINCIPLES**

IFAD videos shown in public forums are the face of IFAD and must represent the corporate perspective. All videos that are selected to be shown publicly should therefore be of good technical quality, have engaging content and be consistent with corporate messages.

## **GUIDELINES FOR GENERAL USE OF VIDEO**

The video team in COM is always looking for interesting stories from the field. If you have an idea for a video, you should keep the following in mind:

- ✓ Take time to plan and set up your video productions. Communicate with COM as far in advance as possible. With more advance notice the video production can receive maximum attention.
  - If the video idea is in line with COM's broader work plan and supports IFAD's global objectives, COM will use staff resources to produce and edit the video.
  - If the video is not in line with COM's broader work plan or if COM staff are not available to produce the video, COM will identify a suitable video producer from its roster and supervise the work on your behalf.
- ✓ Do not invest in video productions without consulting COM. COM will advise if video is the most suitable medium and will also give recommendations that will help ensure the video achieves your goals and meets the standard for corporate use. In addition COM will help you draw up an estimated budget for the project.
- ✓ Factual information used in videos must be cleared by country programme managers, technical experts or other staff with knowledge of specific thematic issues.

## **IFAD VIDEOS ON VIDEO-SHARING PLATFORMS LIKE YOUTUBE**

Because the videos on IFAD's video-sharing platform present the corporate face of IFAD, only videos meeting the following criteria will be made public:

- ✓ The video must be told in simple, jargon-free language that can be understood by a general audience.
- ✓ The messages in the video must be in line with corporate messaging and be clear and well told.
- ✓ The video must be of good technical quality.

Some videos that do not meet these criteria (such as short interviews you have filmed on mission), can still be used for general knowledge sharing, such as in a blogpost. COM can provide you with a video link.

### ***SHOWING VIDEOS AT AN EVENT***

- ✓ COM has an extensive library of videos from all regions on a number of themes, which can be viewed here: [www.youtube.com/ifadv](http://www.youtube.com/ifadv).
- ✓ If you would like to show videos at an event please contact COM in advance to ensure the video is available in a suitable format and language.

# GUIDELINES FOR PHOTOGRAPHY

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In accordance with the President's Bulletin (PB 2014/03), the Director of Communications authorizes use of IFAD photography. These guidelines are intended to help IFAD staff at headquarters and in liaison and country offices understand and work with IFAD's photo use policy and understand how to contribute to the [IFAD Image Bank](#).

## **GUIDING PRINCIPLES**

Through photography, IFAD creates a window into the lives of the rural people it serves, underscoring their dignity and putting a human face on IFAD's work. Photography is essential to IFAD's work because of its unique ability to present information and evoke an emotional response. It is a tool for raising global awareness of rural poverty and serves to bring rural people and their struggle for a better life to the attention of our target audiences, including donors and private sector partners who invest in agriculture and poverty reduction.

## **GUIDELINES FOR GENERAL USE OF IFAD PHOTOGRAPHY**

The main rule of IFAD photography is to safeguard the dignity and humanity of the people portrayed. Because IFAD works with and for rural people, photographic images must always include a human element. When creating or using IFAD photography, please consider the following:

- ✓ IFAD photographic images must not directly or indirectly harm, exploit or endanger the subjects or groups represented. This requires us to respect people's wishes in terms of willingness to be photographed. In addition, photographs must always:
  - Portray subjects with dignity and humanity, never as objects of pity
  - Increase awareness of issues important to IFAD's target groups, especially poor rural people and smallholder farmers
  - Be of high technical quality
  - Be accompanied by accurate caption information. Where possible and appropriate this should include a subject's full name and occupation.
- ✓ It is crucial to exercise care, sensitivity and honesty when publishing and/or distributing IFAD images. The guiding principle should be 'do no harm'.
  - Photographs of children working should only be used in the context of home or farm chores – children should not be depicted as unpaid labourers.
  - Photographs should always be used in a coherent and consistent context. It is not acceptable to misrepresent people, places or intent to satisfy ad hoc requirements, such as using a photo from country A to represent an activity in country B.
  - Using misleading content in connection with IFAD photographs is not acceptable. For example, never:
    - ImPLY links that don't exist by placing a quotation next to a person who did not make the statement
    - MAke up quotations and attribute them to people
    - IMply that a person is from a country other than where they are from.
- ✓ The [Image Bank](#) is a dynamic tool used for storage, retrieval and distribution of the IFAD photographic collection. Permission to use photographs from the site may be granted to staff and external organizations for non-commercial use and in line with IFAD standards. For more information, refer to the [Image Bank](#) or the [Toolkit for IFAD communications](#).
  - Request permission to download and use photographs from the Image Bank directly through the Image Bank site. Photographs are not distributed on an ad-hoc basis via email.

- To deter the use of IFAD images downloaded from the Image Bank without permission, photographs in the Image Bank are displayed with the IFAD logo watermark embedded in low-resolution digital file.
- Only images archived in the Image Bank should be considered for use in IFAD products and publications.
- ✓ IFAD employees, consultants, service providers and collaborators are encouraged to add photographs to the collection. Original digital image files, accompanied by accurate caption information, should be submitted to [photos@ifad.org](mailto:photos@ifad.org). COM determines whether each image is appropriate in terms of technical quality, suitability of purpose and coherence of context. Captioning and resolution requirements are outlined in the [Toolkit for IFAD communications](#).
- ✓ Whenever an IFAD photograph is published, an electronic or print copy of the publication should be sent to [photos@ifad.org](mailto:photos@ifad.org).
- ✓ Copyright is handled in line with IFAD's corporate policy concerning intellectual property.<sup>10</sup>
  - To deter copyright infringement, IFAD photographs should always be credited, acknowledging both IFAD and the photographer. The credit format is ©IFAD/photographer's full name.
  - If it is not possible to put the photo credit directly next to the photograph, insert it on the last page of the publication or make a hyperlink to the IFAD website or Image Bank.

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<sup>10</sup> Procurement Guidelines <http://intranet/guides/manuals/ifad/procurement.pdf> Section 21, COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS; and Implementing Procedures <http://intranet.ifad.org/guides/policies/hr/ip/chapter1.pdf>; paragraph 1.7.12: Duties, obligations, and privileges Copyright and patent rights

# GUIDELINES FOR INTERNAL COMMUNICATION

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## **INTERNAL COMMUNICATION AT IFAD**

Internal communication can inspire and unite teams as well as help build a more efficient and successful organization. By facilitating connections and conversations across IFAD, internal communication strengthens knowledge-sharing, teamwork and shared values. As highlighted in the IFAD Strategic Framework 2015 – 2026 and in the [IFAD Communications Strategy](#), effective, well-planned and strategic internal communication supports IFAD's efforts to:

- ✓ achieve the Fund's overarching strategic vision and objectives
- ✓ foster a culture of excellence and results
- ✓ further unify its global team
- ✓ make the organization's operations more efficient
- ✓ support the learning and knowledge agendas with a strong focus on inclusion of IFAD Country Offices (ICOs).

Internal communication contributes to accuracy and consistency and provides information as and when needed, thus ensuring that colleagues are well informed on issues of relevance to the Fund. It also provides team members with the resources they need to communicate effectively as IFAD advocates, both internally and externally.

These guidelines provide advice on how to create internal communication content, which channel to use to best meet internal communication goals, and which channel colleagues should choose in order to participate in ongoing internal conversations. These guidelines complement the [IFAD Communications Toolkit](#) and are closely related to the [Guidelines for Brand Management and Visual Identity](#).

## **GUIDING PRINCIPLES**

As the majority of international organizations with a global presence, IFAD is shifting its internal communication approach from the physical workspace to a mobile, digital one. This new approach for sharing knowledge and ideas supports inclusiveness and facilitates greater collaboration for all colleagues, regardless of their geographic location. Enabling a mobile, digital workplace has helped to streamline business processes, optimize transaction costs, reduce the number of phone calls and emails, support teleworking arrangements, strengthen the sense of IFAD as a global team, and improve colleagues' access to knowledge and information. New workplace technologies have been implemented to facilitate better collaboration and social connectivity. These guidelines will be revised periodically as new technology and tools become available.

## **ROLES AND RESPONSIBILITIES**

IFAD's Communication Strategy describes internal communication as a collaborative, organization-wide endeavour, where the Communications Division (COM) plays a key role in advising units on approaches, products and messaging, while building the awareness and capacity to enable decentralized content creation. As per the President's Bulletin on Delegation of Authority for Communications ([PB/2014/03](#)), COM also provides guidance to IFAD colleagues on internal communication best practices and the effective use of different communication channels. COM



employs these best practices to ensure the consistency of internal communications with IFAD's priorities, corporate identity and branding.

The President's Bulletin also delegates to COM the responsibility for creating and managing internal web-based communication channels (for example the corporate intranet) and disseminating IFAD content. Web-based tools in support of this effort are managed by the Information and Communications Technology Division (ICT). COM and ICT work in partnership to ensure that those channels are consistent with IFAD's corporate priorities and comply with the [Guidelines for Visual Identity](#) and disclosure standards. As such, while the updating of divisional sites is the responsibility of the concerned division, COM reviews all content provided by originators intended for the intranet home page to ensure that it is clear and relevant to readers, and consistent with previous communications, corporate priorities and [style guidelines](#).

Colleagues who provide content for internal sharing are responsible for complying with IFAD guidelines on internal communications, providing factually accurate content and seeking COM's advice on new internal communication products *before* developing them. Content originators are also responsible for the timely update of content posted on web-based channels. Each of us is responsible for using good judgement and not disclosing sensitive or restricted internal communications to external parties.

## **SHARING KNOWLEDGE AND INFORMATION**

There are many internal communication channels that colleagues can use to acquire and share information effectively, and that can help to ensure an inclusive and collaborative internal communication approach across IFAD. A full list and description of available channels, as well as how and when to use each to most-effectively reach the intended audience, is provided in Annex 1. Among many others, these include the following primary channels to which all colleagues may contribute:

### **IFAD Intranet**

IFAD's corporate intranet is central to internal communications, knowledge-sharing, digital collaboration and conducting day-to-day work. The intranet provides access to operational and administrative policies; manuals and guidelines; links to web-based corporate applications and documents; descriptions and functions of IFAD departments, divisions, units and offices; social features such as internal blogs, departmental forums, and status updates; senior managers' calendars; minutes of corporate committees and IFADNews. Access to IFAD's intranet is granted to all IFAD colleagues regardless of their duty station and contractual status and is available 24 hours a day, seven days a week. Details on how to create and submit content are provided in the [Creating intranet content](#) section below.

### **IFADNews**

IFADNews (also known as "the log-on page") is the go-to source for corporate news and updates of interest to IFAD's global team. Its main purpose is to deliver corporate messages, foster cooperation and create an online community. IFADNews is updated daily and appears automatically on your computer screen when you log on to the network. Guidance on submitting content for posting is available in the [Creating intranet content](#) section below.

## Email

Email plays a central role in modern business communication. When used well, it can be a simple, efficient and immediate tool for sharing information. But, when basic principles are not respected, it can cause frustration, waste time and increase bureaucracy. To encourage a reduction in the number of internal emails staff send and receive, please apply the following best practice:

- use IFADNews and related topic sections of the intranet to share corporate communications instead of email (see [PB/2004/09](#))
- update intranet sections regularly to share information relevant to all colleagues
- use the appropriate intranet social feature to engage with the whole house
- follow IFAD's email etiquette developed by ICT in consultation with COM as endorsed by the OMC on 25 July 2016 (see Annex 4)
- refrain from creating email staff lists manually
- use the corporate instant messaging platform (Lync) for informal work conversations with one or more colleagues
- store your working documents in xdesk libraries and share the corresponding links, rather than attaching documents to email messages
- post on Discourse, the internal bulletin board, messages on cultural events, charity fundraising activities and "for sale/rent" announcements
- if granted administrator rights for the "all users" email list, use this channel exclusively to communicate about urgent or emergency situations.

Applying these tips will not only reduce excessive email but will provide more time for other tasks while contributing to a conducive digital working environment.

## Microsoft Teams

Microsoft Teams is a new collaborative software enabling a flexible and effective digital working environment regardless of the geographical location of its users. At IFAD, Microsoft Teams is the corporate tool to interact digitally through instant messages, video calls and group meetings. Microsoft Teams intrinsic value lies in its teamwork capabilities, aiming to improve virtual workplace collaboration and productivity. Teams allows to co-create documents, plan work & projects, manage project progress, brainstorm, share knowledge, meet with colleagues near and far, progressively empowering real time collaboration as opposed to static, mailbox-based workflows. Moreover, teams should be used for day-to-day meetings within units instead of Zoom.

### Meetings/ Internal events

Meetings are effective for sharing knowledge, brainstorming, discussing priorities and working together on specific projects. However, they are not always as useful as they could or should be. As part of the corporate initiative to streamline internal meetings and use staff time more productively, helpful tips are provided in Annex 3.

## Zoom

Zoom is the corporate tool to organize large virtual meeting and corporate events. COM manages the corporate license for events that allows for a maximum of 1000 participants per meeting.

## ***CREATING INTRANET CONTENT***

As per the President's Bulletin on Using the Log-on Message and Email ([PB/2004/09](#)), only the intranet and IFADNews shall be used to share corporate news and updates of interest to staff. Colleagues throughout the organization are encouraged to share information via these channels.

When planning internal communications, content originators should:

- seek COM's advice on new products before developing them (this includes videos, brochures, posters, etc.)
- provide factually accurate content
- update content posted on web-based channels in a timely manner.

COM reviews and edits content submitted for posting, as necessary, with the aim of ensuring that the information shared is clear and relevant to readers, consistent with previous communications,

and compliant with IFAD's [Guidelines for Visual Identity](#). To submit content for posting on the intranet, consider the following:

- ✓ Audience – think about who you want to reach and what they need to know
- ✓ Message – be clear, use plain English (see [plain language guidelines](#) and [IFAD style manual](#)) and be sure to fact check, edit and proofread all final texts
- ✓ Presentation – consider visual elements and related links for the page, including multimedia content, relevant documentation, compelling titles and bullets to facilitate on-screen reading
- ✓ Timing – submit content to [webteam@ifad.org](mailto:webteam@ifad.org) a minimum of two working days before you would like to see it posted to the intranet. Given resource constraints and in light of its heavy work load, COM will not offer immediate or same-day posting of intranet content except in emergency situations.
- ✓ Intranet features– Consider which intranet feature is most effective to present content in a clear manner.

When submitting content for posting on IFADNews:

- ✓ keep messages to 80 words. Longer messages should be broken into two parts: main message first with key information, then a read-more section with the details
- ✓ provide date (day and month), time (use the 24-hour format – ex. 09.00 or 15.00) and location for events
- ✓ specify originating division
- ✓ ensure the message is sent to the webteam 48 hours before the required posting date.

Consistent application of **IFAD's branding and visual identity** creates unity across the organization, regardless of location, and strengthens internal cohesion. The IFAD logo is the core element of IFAD's visual identity and it is the only symbol authorized for use. Branding of internal communication products (videos, presentations, posters, infographics, flyers, brochures, etc.) and internal communications posted on the corporate intranet should comply with [IFAD's Visual Identity Guidelines](#) and with [PB/2014/03](#). Emblems and other visual representation of IFAD departments, divisions, units and offices and initiatives should not be developed..

### ***CHOOSING THE RIGHT CHANNEL***

Choosing the most appropriate channel to deliver your message is fundamental and depends on the audience you want to reach and what you want to achieve. The communication channel you might use for raising awareness about an upcoming event, for example, might be different from the one you would use to promote compliance with corporate policies. The internal communication matrix included in Annex 1 provides guidance on which channels deliver the best results, as well as which ones to consult when you are looking for information or want to be part of an internal conversation.

## Annex 1: Internal communication channels matrix

Channel	Used For	Not to be used for	Audience	Notes
Intranet home page	Sharing corporate news and updates	Social communication such as vehicle sales, apartment rentals, social events, charity sales and sensitive material	All employees	This is IFAD's primary channel for information sharing. All IFAD employees can send content for posting on IFADNews to <a href="mailto:webteam@ifad.org">webteam@ifad.org</a> (See Annex 2 for the minimum advance notice)
Intranet divisional pages	Awareness raising and knowledge sharing	Archiving documents or materials of a sensitive nature	All employees	Content owners of this section of the intranet can post directly updates or new content through decentralized workflows. Content for posting can also be sent to the webteam (See Annex 2 for the minimum advance notice)
Intranet social feature: Internal Blog	Sharing information and knowledge in a less formal and more interactive manner colleagues	Policies and procedures, archiving documents, social communication such as charity events, etc	All employees	
Intranet social feature: Status Update	Short messages to share updates on what's happening	Formal announcements	All employees	
Intranet social feature: #ifadtalks Forum	Sharing insights and articles, brainstorm on topics relevant to IFAD	Formal announcements	All employees	

Channel	Used For	Not to be used for	Audience	Notes
Intranet social feature: Departmental /Divisional Forum	Sharing insights and articles, brainstorm on topics relevant to IFAD within divisions/departments	Conversations relevant to all staff	Departments or divisions	
Email	Doing day-to-day business	Social communication such as vehicle sales, apartment rentals, social events, charity sales. Sensitive matters or topics and non-business related	Selected teams/colleagues	
All-user email list	Urgent/time-sensitive messages to all staff sent by authorized users only	Corporate news and updates posted on IFADNews	All employees	The all-users list is managed by CSD and a very limited number of staff have authorized use. Staff should pay close attention to messages received through the all-users list and take immediate action as per instructions received
Discourse	Social communication only, such as vehicle sales, apartment rentals, social events, charity sales	Official communications	All employees	All IFAD employees can post their announcements directly on Discourse
Meetings with the IFAD global team or all employees	The President to update staff on corporate strategies and priorities, celebrate results and highlight urgent issues	Matters that don't require the President's direct engagement	All employees	Meetings with all employees (e.g. IFAD Forum meetings) are led by the President and organized on an ad hoc basis.  Recordings of these meetings are posted on the intranet sharing with colleagues who are
Internal events	Reaching large audiences to promote dialogue, share knowledge, foster team spirit and boost morale	Formal communications	All employees or selected colleagues	COM provides support and advice to divisions organizing internal events  Requests for COM support should be sent to <a href="mailto:webteam@ifad.org">webteam@ifad.org</a> (See Annex 2 for the minimum advance notice)

Microsoft Teams	Informal messages, video calls, group chats, team meetings, sharing documents, etc.	Official communications	Selected colleagues/teams	Collaborative tool supporting a digital work environment
Team, divisional, or departmental meetings	Making decisions about work-related issues and projects, sharing information and feedback, and brainstorming	Information-sharing not requiring discussion or input	Selected colleagues/teams	See Annex 3 for tips on how to manage meetings effectively
Telephone calls	Discussing work-related matters and/or sensitive issues	Updates for large group/ audience	Selected colleagues	
Tele-conferences	Connecting colleagues across distances	Information sharing not requiring review of documents	Selected colleagues/teams	<a href="#">Tips on how to set up a tele/video conference</a>
Webcast	Reaching audiences who cannot attend an event	Sensitive information or content for specialized audiences	All employees and external partners when applicable	Requests for webcast should be sent to <a href="mailto:webteam@ifad.org">webteam@ifad.org</a> (See Annex 2 for the minimum advance notice)
Floor screen messages	Sharing information with staff and guests visiting IFAD HQ pertaining to events, new products and activities	Lengthy communications  Communications needing instant feedback	HQ employees	IFAD employees can send requests for posting on the video wall to <a href="mailto:webteam@ifad.org">webteam@ifad.org</a> (See Annex 2 for the minimum advance notice)
CSD Services Kiosk	Services provided by the Corporate Services Department	Policies and procedures, content for posting on IFADNews and the corporate intranet	All employees (HQ and IFAD Country Offices)	Kiosk content is managed via a decentralized automated workflow managed by CSD and COM (See Annex 2 for the minimum advance notice).

## Annex 2: How to submit requests related to internal communications

Unless otherwise specified, all internal communication requests should be sent to [webteam@ifad.org](mailto:webteam@ifad.org). The table below shows the minimum advance notice.

Type of request	Minimum advance notice	Notes
Messages for the intranet home page	48 hours before required posting date	Urgent requests for immediate posting should be sent to the Team Leader of the Strategic Communication Team
Updating intranet sections	48 hours before required posting date	
Updating Kiosk	Content originators should initiate the Kiosk workflow 48 hours before required posting date	
Extensive reorganization of intranet sections	Five working days before the go-live of the revamped section	
Webcasting	Two working days before required date	
Posting on the floor-screens and video-wall	Two working days before required date	
COM clearance for President's Bulletins and Information Circulars	Two working days prior to submission to OPV for President/Vice-President or front office of concerned Associate Vice-President for signature	Urgent requests for immediate posting should be sent to the Director of the Communications Division with a justification.
Posting on internal Blogs through COM	Three working days before required posting date	
COM support for internal events	Four weeks before the event date	



### **Annex 3: Organizing effective and inclusive meetings**

To organize effective and inclusive meetings or internal events, the following steps are recommended:

1. Schedule meetings only when there is a real need, a clearly defined purpose and objective.
2. Keep meetings focused and well structured. Set a timeframe and stick to it.
3. Be inclusive by connecting with colleagues in the field via zoom, video-conferencing or webcast, depending on the number of participants.
4. Check video conferencing equipment and connections with colleagues before the meeting starts.
5. Solicit feedback from all participants in the room and those contributing virtually.
6. Where possible, conduct an after-action review to find out what worked well during the meeting and what could be improved next time.
7. Share meeting minutes, action points or recommendations within a week via email, or via intranet when related to corporate issues.
8. When scheduling an internal event, avoid overlapping with other corporate activities or deadlines by checking the online corporate calendars.
9. Use meeting facilitation methods such as icebreakers and brainstorming techniques such as peer assist, world café, open space and/or panel discussions and minimize use of PowerPoint.

#### **Annex 4: IFAD email etiquette**

1. Use the “reply to all” only when necessary. Do not use it to acknowledge receipt of an email or to thank the sender.
2. Include in your email all relevant background information. Omitting relevant information may create misunderstandings and lead to further email exchanges to clarify and provide the required information.
3. Make the subject line relevant to the content of the email
4. Use concise, plain English.
5. Avoid duplication of information available elsewhere (for example, on the intranet and/or log-on message).
6. When sending invitations, check the calendars of relevant addressees and use the invite options.
7. Proof read the email before sending it.
8. Share links to documents instead of sharing the document itself.
9. Avoid emails after working hours or during the weekend.
10. Include clear instructions and deadlines for recipients.

# GUIDELINES FOR DISCLOSURE OF IFAD DOCUMENTS

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IFAD's Policy on the Disclosure of Documents, approved by the Executive Board in September 2010, adopted the principle of "presumption of full disclosure" for all IFAD documents issued from 1 January 2012 onwards.

In accordance with the President's Bulletin on Delegation of Authority for Communications (PB 2014/03), COM is responsible for managing implementation of IFAD's full disclosure regime. These guidelines are intended to inform IFAD staff at headquarters and in liaison and country offices of:

- ✓ COM's roles and responsibilities;
- ✓ Roles and responsibilities of document originators;
- ✓ Documents eligible for disclosure;
- ✓ Documents not eligible for disclosure;
- ✓ Internal workflows for posting information on IFAD's website.

## **COM'S ROLES AND RESPONSIBILITIES**

In line with its mandate to manage the implementation of IFAD's full disclosure regime, COM will:

- ✓ ensure consistency with IFAD's policy on disclosure of documents and guidelines for visual identity;
- ✓ review documents submitted by originators for disclosure, and inform originators of the outcome of the review;
- ✓ disclose documents based on the criteria defined in the following guidelines.

## **ROLES AND RESPONSIBILITIES OF DOCUMENT ORIGINATORS**

To facilitate the disclosure of IFAD documents, originators will:

- ✓ prepare final versions of documents to be disclosed, using IFAD's document templates;
- ✓ remove content and document types not eligible for public posting listed in Annex II;
- ✓ provide COM with the electronic file of the document for web posting;
- ✓ provide COM with updated versions if and when content and documents are revised.

## **DOCUMENTS ELIGIBLE FOR DISCLOSURE**

With the adoption of the Policy on the Disclosure of Documents, IFAD makes its documents available, with some exceptions noted below and in Annex II, to the general public, either by posting them directly to ifad.org, or making them available to interested parties upon specific request.

Annex I provides a detailed list of documents IFAD proactively discloses on its website.

## **DOCUMENTS NOT ELIGIBLE FOR DISCLOSURE**

In line with established best practice of IFAD's comparator organizations, including international financial institutions (IFIs) and UN agencies, IFAD will *not* disclose a range of documents, such as draft documents<sup>11</sup>, internal reports and internal communications. This is primarily for reasons of

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<sup>11</sup> In 2009, the Consultation on the Eighth Replenishment of IFAD's Resources requested the Executive Board to amend the IFAD Policy on the Disclosure of Documents to allow, exceptionally, disclosure of draft project design documents prior to the Executive Board sessions at which they would be considered. Moreover, in December 2014 the Executive Board approved the revised IFAD Social, Environmental and

confidentiality.

Annex II provides a detailed list of content and document types not eligible for disclosure.

## **INTERNAL WORKFLOWS**

Full disclosure of documents requires a robust information and communications technology foundation. For this purpose, ICT and COM have developed an application that will fully automate workflows for the disclosure of all document types. As per the date of issuance of these guidelines, fully automated workflows have been implemented only for Governing Body and IFAD-financed project and programme documents. The guidelines provided below will be revised when the automated workflows are launched for other document types.

## **AUTOMATED WORKFLOWS**

### Governing Body documents

IFAD proactively discloses the following documents on the corporate web site through the IFAD Member States Interactive Platform:

- Documents submitted to the plenary sessions of the Governing Council and related-events (including its Replenishment Consultations) and the Executive Board and related-events (including the Evaluation Committee), as well as project/programme and grant proposals submitted for approval thorough the Lapse-of-Time procedure;
- Final summary records/minutes of the sessions of the Governing Council and Executive Board, as well as draft and final minutes of the Evaluation Committee;
- IFAD-financed project and programme documents.

In line with the corporate guidelines on submission of Governing body document to the Office of the Secretary, the following workflow should be followed for the disclosure of Governing Body documents:

1. SEC staff profile documents by entering the following information:
  - a. document title
  - b. document code
  - c. document date
  - d. document classification (public/restricted)
2. COM develops the required webpage and posts the documents to the website.

For queries related to [the corporate guidelines on submission of Governing Body documents to the Office of the Secretary](#), please contact [GB\\_Office@ifad.org](mailto:GB_Office@ifad.org).

### IFAD-financed project and programme documents

IFAD proactively discloses the following IFAD-financed project- and programme-related documents on the corporate web site:

- ✓ Regional and sub-regional strategic opportunities papers/programmes;
- ✓ Portfolio reviews Regional implementation workshop reports;
- ✓ Country strategic opportunities papers/programmes (COSOPs)
- ✓ COSOP review reports;
- ✓ Country programme reviews;
- ✓ Draft Environmental, Social and Climate Assessment reports;
- ✓ Draft/Final design reports;

Climate Assessment Procedures, which require timely disclosure of draft Environmental, Social and Climate Assessment reports before submission to and approval by the Executive Board to ensure that local communities are informed of project proposals which may directly impact them.

- ✓ Interim (Mid-term) review reports issued after 1 January 2012;
- ✓ Project completion report digests;
- ✓ Supervision reports issued after 1 January 2012.

PMD originators submit these documents to COM through the SharePoint Xdesk operations libraries as outlined in the [PMD Quick Reference Guide - Disclosure Guidance Notes](#). The steps listed below should be followed:

1. PMD originators upload the documents to the Operations libraries on SharePoint Xdesk
2. PMD originators use the input mask to profile the documents using the following descriptors:
  - a. Project name
  - b. Project ID
  - c. Region
  - d. Country
  - e. Document type
  - f. Document status (final/draft)
  - g. Document date
  - h. Document title
  - i. Document classification (disclosable/not disclosable)
3. COM captures the documents flagged as disclosable through the disclosure application
4. COM reviews the documents to ensure :
  - a. consistency with IFAD policy on disclosure of documents and the guidelines for visual identity;
  - b. compliance with the guidelines for disclosure of IFAD documents;
  - c. removal of sensitive information, if any, in accordance with document types listed in Annex II, privacy law and/or best practice.
5. COM informs PMD originators within five working days of the outcome of the review: disclosed or not disclosed.
  - a. If the document meets all criteria and can be disclosed, COM posts it for public disclosure on IFAD's website and provides the PMD originator with the URL link of the document posted;
  - b. If the document cannot be disclosed, COM provides the PMD originator with detailed follow-up instructions.

For further guidance on how to use the SharePoint Xdesk operations libraries, please consult [PMD's Quick Reference Guide](#).

## **HYBRID WORKFLOWS**

With the exception of Governing Body and project/programme documents, documents submitted for disclosure should be sent via email to [ifaddisclso re@ifad.o rg](mailto:ifaddisclso re@ifad.o rg) for review and posting. ICT and COM will continue to identify opportunities for automation and develop new workflows as necessary. Meanwhile, to ensure that all disclosable IFAD documents are made available on IFAD's website, the following manual workflow should be followed:

1. Document originators finalize the document for public posting
2. Document originators send the final version to [ifaddisclosure@ifad.org](mailto:ifaddisclosure@ifad.org)
3. COM uploads the documents into the disclosure application
4. COM reviews the document to ensure :

- a. consistency with IFAD policy on disclosure of documents and the guidelines for visual identity
  - b. compliance with the guidelines on disclosure
  - c. removal of sensitive information, if any, in accordance with document types listed in Annex II, privacy law and/or best practice.
5. COM informs document originators within five working days of the outcome of the review (disclosed or not disclosed). and provides them with detailed follow up instructions in the event the document needs to be reviewed by the originators
6. If the document meets all criteria and can be disclosed, COM uploads it to the repository for public documents, assigns metadata, and posts on the IFAD website
7. If the document cannot be disclosed, COM provides the originator with detailed follow up instructions

## FAQs

### **Q1. Can documents issued prior to 1 January 2012 be disclosed? And, if so, how?**

Documents issued prior to 1 January 2012 may be disclosed upon request. Requests should be sent to [ifaddisclosure@ifad.org](mailto:ifaddisclosure@ifad.org). COM, with the support of SEC, will review the document within 10 working days of receipt and inform the originator if it can or cannot be disclosed. Documents may subsequently be disclosed using the most appropriate channel. If the request is not approved, the originator may appeal to the Disclosure Committee according to the procedures outlined in [Annex V of IFAD Policy on the Disclosure of Documents](#).

### **Q2. How will COM notify document originators of the outcome of COM's review?**

COM will notify originators via email using the official disclosure account [ifaddisclosure@ifad.org](mailto:ifaddisclosure@ifad.org)

### **Q3. Should documents for public disclosure be translated into IFAD's official languages?**

Only Governing Body documents are made available in all four IFAD official languages. All other documents are disclosed in the original language and in other languages only when required and provided that the document originators have the financial resources for translation.

### **Q4. Why are draft project design documents disclosed if the rule is that draft documents should not be made available to the public?**

In 2009, the Consultation on the Eighth Replenishment of IFAD's Resources requested the Executive Board to amend the IFAD Policy on the Disclosure of Documents to allow disclosure of draft project design documents prior to the Executive Board sessions at which they would be considered. The final project design document is finalized subsequent to the Executive Board's review and approval, and posted for public disclosure.

### **Q5. Does COM remove draft project design documents and replace them with the final version?**

COM will remove draft versions only from the project site. They will remain posted on the Executive Board site.

**Q6. Why are draft Environmental, Social and Climate Assessment reports eligible for disclosure?** As established in the Social, Environmental and Climate Assessment Procedures, which were approved in December 2014, from 1 January 2015 onward, draft Environmental, Social and Climate Assessment reports may be disclosed on the IFAD web site before submission to and approval by the Executive Board to ensure that local communities are informed of project proposals which may have an impact on them.



## ***Annex I - Documents eligible for disclosure***

Information that may be disclosed includes:

### **Governing body documents**

- ✓ Documents submitted to the plenary sessions of the Governing Council and related-events (including its Replenishment Consultations)
- ✓ Document submitted to the Executive Board and related-events (including the Evaluation Committee),
- ✓ Project/programme and grant proposals submitted for approval through the Lapse-of-Time procedure
- ✓ Final Summary records/minutes of the sessions of the Governing and Executive Board
- ✓ Draft and final minutes of the Evaluation Committee.

### **Legal documents**

- ✓ IFAD's basic documents
- ✓ IFAD loan, grant and financing agreements with borrowers and recipients, and guarantee agreements

### **Financial documents**

- ✓ IFAD audited financial reports and IFAD Financial Statements

### **Regional and country strategic documents**

- ✓ Regional and sub-regional strategic opportunities papers/programmes
- ✓ Portfolio review reports
- ✓ Regional implementation workshop reports
- ✓ Country strategic opportunities papers/programmes (COSOPs)
- ✓ COSOP review reports
- ✓ Country programme reviews

### **IFAD-financed project and programme documents**

- ✓ Draft Environmental, Social and Climate Assessment reports
- ✓ Draft and final design reports
- ✓ Interim (Mid-term) review reports
- ✓ Project completion report digests
- ✓ Supervision reports

### **Documents issued by Independent Office of Evaluation of IFAD (IOE)**

- ✓ Evaluation reports (for individual projects, grants and country programmes) and thematic and corporate-level evaluations
- ✓ Evaluation profiles
- ✓ Evaluation insights
- ✓ Methodological framework for project evaluations
- ✓ IOE's current work programme and administrative budget
- ✓ Guide for Project Monitoring and Evaluation
- ✓ IFAD Evaluation Policy (adopted by the Executive Board in 2003)
- ✓ Annual reports on results and impact of IFAD operations

## ***Annex II -List of documents not eligible for public posting***

Information that shall not be disclosed includes:

- ✓ Personal information such as personal staff records, medical information and personal communications of the President of IFAD, other IFAD officials, and IFAD staff; and personal communications of Executive Directors, their Alternates and their senior advisors
- ✓ Information, decisions and/or recommendations originating from the Sanctions Committee or any other internal body established in IFAD that makes decisions or recommendations on confidential issues
- ✓ Confidential legal advice provided by the Office of the General Counsel (LEG) to the governing bodies and to Management
- ✓ Human Resources Division (HRD) files, draft documents and e-mail communications
- ✓ Audit Committee documents with the exception of the annual investigation reports
- ✓ Documents related to security and safety arrangements for IFAD and its staff
- ✓ Information restricted under the separate disclosure regime of IOE
- ✓ Internal financial information
- ✓ Information provided by Member States or third parties in confidence
- ✓ Deliberative processes or information that has been identified as sensitive by the government of the country concerned
- ✓ Verbatim deliberations of governing bodies and verbatim deliberations of internal administration and deliberative processes
- ✓ Procurement processes involving prequalification
- ✓ Analysis of country credit worthiness and credit ratings
- ✓ Project Completion reports
- ✓ Project Design Completion reports
- ✓ Signed aide memoires
- ✓ Internal correspondence
- ✓ Internal reports
- ✓ Working Papers

# RECOMMENDATIONS FOR RECRUITING COMMUNICATION CONSULTANTS AND SERVICE PROVIDERS

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In accordance with the President's Bulletin (PB 2014/03) and in line with applicable HRD and procurement guidelines and procedures, COM is responsible for advising on and monitoring selection, applicable rates and terms of service of communication consultants and service providers. These recommendations are intended to help IFAD staff at headquarters and in liaison and country offices to benefit from the most qualified communication professionals and the best possible expertise and services.

## ***GUIDING PRINCIPLES***

It is in IFAD's interest for staff to avail themselves of high-quality communication expertise and advice. When engaging communication consultants and service providers, please consider the following:

- ✓ Consult with COM during planning to identify the best possible consultant or service provider for the job.
- ✓ Identify your needs: what is your objective, who do you wish to reach, what are the messages you wish to convey?
- ✓ Consult with COM to identify the best medium/channel to convey your message.
- ✓ Review the CV, portfolio and/or work samples of potential consultants or service providers. Check references and where applicable administer a written test to assess expertise and skills.
- ✓ Develop a TOR, brief and/or workplan; a detailed list of deliverables, including formats required; and milestones and deadlines. Discuss deliverables and timelines with COM.
- ✓ Request an estimate for the cost of services<sup>12</sup> and the number of days required to complete the task. Make sure you include adequate time for revisions and post-production, if relevant. Share the estimates with COM to ensure they are in line with industry best practice.
- ✓ Earmark adequate budget and time for your activity.
- ✓ Meet with the consultant or service provider to discuss and agree on the TOR, brief and/or workplan, deliverables and deadlines. Include the terms of payment in the TOR.
- ✓ Organize regular check-ins with the consultant or service provider and as deemed appropriate with COM to ensure the project stays on track.
- ✓ Pay the service provider only when you have reviewed the final product and are fully satisfied with it.
- ✓ IFAD holds the copyright to all finished products and needs to receive not only the final products but also all the supporting elements.
- ✓

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<sup>12</sup> selection of a commercial service provider must be done in accordance with IFAD's corporate procurement guidelines; IFAD establishes long-term agreements with commercial service providers, where deemed appropriate, in order to facilitate the procurement of such services

## **MINIMUM REQUIREMENTS FOR DIFFERENT TYPES OF COMMUNICATION SERVICES**

### **Design and graphics**

- ✓ Hire graphic designers who are:
  - Familiar with IFAD's visual identity and standards;
  - Experienced with different production methods and with both print and digital media.  
(Note that all artwork files must be compatible with Macintosh).
- ✓ Determine and communicate how elaborate you want the graphic product to be, as this will influence the cost.
- ✓ Ensure that the service provider can work with tight deadlines and multiple language versions.
- ✓ Be open to new ideas. Give the designer sufficient freedom to provide creative solutions that will make the product distinctive and increase its appeal while maintaining IFAD's visual identity and standards (See 'Guidelines for Visual Identity').

### **Editorial**

- ✓ Hire editorial service providers (writers, editors, proofreaders) who are familiar with:
  - IFAD and UN style and terminology;
  - Topics relevant to agriculture and rural development.
- ✓ Editors do not need to be technical experts in order to edit.
- ✓ Ask editorial service providers to provide references and samples of recently published work on relevant issues.
- ✓ Consult COM on the amount of time needed to write a particular product. This can vary considerably depending on factors such as length, audience, complexity, clearance processes, publishing partners, etc.
- ✓ Clarify the editorial services you require (editing, subediting, proofreading, etc.). Although a professional service provider will be familiar with the standard stages involved in publication coordination, make sure the TOR includes instructions specific to the job at hand.
- ✓ Send only completed, fact-checked and referenced material for editing. Sending drafts and incomplete content causes confusion and delays. It is also more costly, as the editor is entitled to be paid for going over last-minute additions or work that has to be redone.
- ✓ Allow extra time in the contract for further work, such as finalizing the manuscript, and be clear about what this means. For editing, calculate 3,500 words/day and for proofreading, about 7,000 words per day. These estimates may vary depending on the level of complexity of the text and the number of tables, graphs, footnotes, references, etc., as well as the degree of editing required.

Please refer to the 'Guidelines for Publishing' for additional information.

### **Events**

- ✓ Hire an event planner service provider who is:
  - Familiar with event planning with IFAD and other UN and international organizations;
  - Experienced with managing events at the requisite level of complexity.
- ✓ Define the format of the event and what you wish to achieve with it.
- ✓ Ensure the event planner service provider:
  - Understands your expectations and needs;
  - Is a team player who can work with tight deadlines and under pressure;
  - Can speak at least one IFAD official language;
  - Speaks the local language of the country/region in which the event will take place.

### **Media**

- ✓ Hire media relations service providers who:

- Are familiar with IFAD's work, key messages and brand;
- Can ensure a strong and coherent IFAD presence in international, regional and national media forums.
- ✓ Ensure the media relations service provider has proven experience in:
  - Planning and organizing all media aspects of the event (conference, meeting, launch, etc.) by establishing a media plan to ensure appropriate media coverage;
  - Identifying influential news organizations in both developed and developing country media outlets;
  - Planning and developing appropriate media materials, including press releases, alerts, invites, key messages, pitch paragraphs, talking points and agendas;
  - Planning and coordinating arrangements for press conferences, background briefings and meet-the-press events;
  - Setting up and managing media interviews and one-on-ones;
  - Working on tight deadlines and under pressure;
  - Working in at least one of IFAD's official languages.

Please refer to the 'Guidelines for Media Relations and Crisis Communication' for specific restrictions related to hiring journalists and for other relevant information.

### **Photography**

- ✓ Hire photographers who:
  - Can provide fresh, high-quality images to promote IFAD's work;
  - Have a proven track record in creating original, compelling imagery for public advocacy;
  - Understand the complexity of undertaking photographic missions in developing countries and have the flexibility to adapt to their challenges.
- ✓ Use photography to document and illustrate the impact of IFAD-funded projects and programmes keeping in mind that IFAD photography:
  - Lends dignity and respect to the people photographed and is balanced in terms of representing men and women;
  - Shows people in action.
- ✓ Consult with COM to identify the scope of the photo coverage, how the photography will be used and regarding technical specifications.

Please refer to the 'Guidelines for Photography' for additional information.

### **Regional Communication**

When engaging a regional communication consultant or service provider, be clear regarding specific needs and tasks at hand and determine whether the consultant or service provider can provide what is required.

Hire regional communication service providers who:

- ✓ Are familiar with IFAD's work on the ground and its key messages and brand;
- ✓ Have a track record in developing communication strategies for development and/or agriculture-related projects and project design processes;
- ✓ Are knowledgeable about agriculture and rural development and familiar with participatory approaches;
- ✓ Have sound analytical and interviewing skills and a thorough understanding of local culture;
- ✓ Have solid writing skills in one of IFAD's official languages.

### **Video**

IFAD video productions must be consistent in quality, meet international broadcast standards and

adhere to agreed-upon communications principles. Hire video production companies or external video producers who:

- ✓ Have a track record in presenting accurate, relevant, clear and timely information;
- ✓ Tailor the content to the specific target audience you have identified;
- ✓ Take a balanced approach when highlighting contentious issues;
- ✓ Ensure that poor rural people tell their own stories;
- ✓ Provide respectful, non-judgemental representation of poor rural women and men, not as beneficiaries or recipients of development but as active and knowledgeable participants in building better futures for themselves;
- ✓ Demonstrate a capacity to articulate and communicate IFAD's key messages and policies on rural poverty and related issues;
- ✓ Ensure that content is sensitive to cultural and social issues, particularly gender;
- ✓ Check the accuracy of facts, figures and technical information quoted in scripts.

#### Technical considerations

- ✓ All video and audio products must be produced using professional equipment and formats.
- ✓ Files and tapes need to be well labelled, and video productions should not carry production credits or other acknowledgements. In the case of testimonial, instructional and documentation videos, acknowledgements may be included in the form of special thanks. In cases where video programmes have been produced for broadcast, production credits will be assigned according to the requirements of the individual broadcaster.
- ✓ IFAD should be pronounced as a word with the 'I' sounding like 'ee'. When possible, scripted first references to the organization should say "the International Fund for Agricultural Development – or IFAD".
- ✓ When translating the words of speakers into other languages, it is preferable to dub them rather than use subtitles. However, where productions will be presented in more than one language, subtitling may be appropriate. Accents of narrators should be as neutral as possible and sensitive to the regions where stories take place.
- ✓ Individual producers are responsible for ensuring that all video/audio material used in a production is free of copyright encumbrances and that music rights have been secured.
- ✓ Video producers should provide IFAD with raw footage and a detailed shotlist so that footage can be used for other corporate requirements.

Please refer to the 'Guidelines for Video Production' for additional information.