



Food and Agriculture
Organization of the
United Nations

Communication at FAO

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Communication
at FAO

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Introduction

Communication is at the heart of FAO's mission to help build consensus for a world without hunger. It plays a fundamental role in the effectiveness and credibility of the Organization as a policymaking forum and unique multilingual centre of excellence, knowledge and technical expertise, where evidence-based information, statistics and analysis are presented in an understandable and compelling way for multiple audiences. Communication not only showcases the positive contribution of FAO's work across myriad sectors, it also acts as a catalyst in supporting the elimination of hunger from the world.

When Director-General José Graziano da Silva took office in January 2012, FAO built a new transformational communication strategy on this premise to ensure coherence in corporate messaging, outreach and consistency in the overall FAO brand. The new communication strategy saw the formation of a dedicated Office for Corporate Communication (OCC) and a streamlining of key functional responsibilities relating to media relations; Internet and social media; internal communication; outreach and special initiatives; and publishing, library and archival services.

The primary objectives of this communication strategy remain: to support FAO as the lead United Nations organization in the fight against hunger and malnutrition; to help fulfil the Organization's mandate; and to support the mobilization of resources for the

Organization. Further aims include boosting FAO's presence in the global media, ensuring a uniform public voice for the Organization in matters relating to the fight against hunger, providing a coherent visual identity across all media, and professionalizing and harmonizing communication management at global, regional and national levels.

These efforts are underpinned by FAO's commitment to ensure that countries at all levels of development – particularly the poorest – have access to the knowledge, public goods and services within all areas of FAO's mandate to achieve the 2030 Agenda for Sustainable Development, the guiding framework for both FAO and the broader UN family over the next decade.

The current approach has provided several key advantages. First, oversight for all communication activities has been integrated into one office to ensure coherence and consistency of corporate messaging and communications outputs. This has improved cost-effectiveness and resource efficiency. Second, the conceptualization of publications and other communication products is better connected to FAO's internal communication processes and management structures. This has helped to strengthen internal coordination, improve planning and benchmarking, and ensure timely, accurate, and consistent messaging on FAO's strategic direction. And third, FAO Members and the general public increasingly perceive the



The press conference for the launch of *The State of Food Security and Nutrition in the World 2018*, held in the Sheikh Zayed Centre at FAO headquarters.

Organization as speaking with one voice across a range of communication channels. Combined, these improvements ensure tailored communication products are readily available to global media and other key audiences via FAO's diverse communication platforms.

LOOKING AHEAD

As a dynamic player in a shifting communication landscape, FAO recognizes that sustained innovation will be required to increase the visibility and reinforce the position of the Organization as the lead UN agency in the fight to eradicate hunger and malnutrition.

In the coming years, FAO will continue to enhance the quality of communication services it provides to expand its reach with its target audiences, and to support – in the most effective way possible – the strategic framework of the Organization and its work towards achieving the 2030 Agenda. FAO communication efforts will seek to be competitive, innovative, proactive, targeted and appropriately equipped to engage with today's fast-changing global media, communication and political environment.

This booklet outlines in more detail the key developments, successes and innovations across all FAO communication areas since 2012, and lays out a path for communication developments in the years to come. ■

WHAT IS FAO?

The Food and Agriculture Organization of the United Nations (FAO) is the largest specialized UN agency, entrusted with a mandate that encompasses all aspects of food and agriculture. Its mission is to eradicate hunger and promote global food security, as well as balanced and healthy nutrition. The Organization has 197 Members and works in over 130 countries worldwide. The general objectives of FAO are reflected in the three global goals set out by its Members:

- 1. ERADICATE HUNGER, FOOD INSECURITY AND MALNUTRITION** in order to achieve a world in which everyone has access to safe food and sufficient nutrients in order to lead an active and healthy lifestyle.
- 2. ELIMINATE POVERTY**, especially rural poverty, and drive economic and social progress for all, by increasing food production, fostering rural development and promoting sustainable ways of living.
- 3. PROMOTE THE SUSTAINABLE USE OF NATURAL RESOURCES** including land, water, air, the climate and genetic resources, for the benefit of current and future generations.

The Organization occupies a privileged position that allows it to pursue its mission to achieve global food security, acting as a neutral forum to encourage debate based on impartial, diverse and high-quality information.

FAO assists with the collection, analysis and publication of a wide range of statistics. Its FAOSTAT database, the world's largest of its kind, offers chronological and cross-sector datasets on food and agriculture from around 200 different countries.

The information supplied by the Organization enables dialogue between the people who have the know-how and the people who need it, providing the basis for appropriate action on the ground and facilitating important exchanges between governments, development associations (international financial institutions, foundations), civil society and the private sector.

FAO AND THE 2030 AGENDA

On 25 September 2015, 193 Members of the United Nations adopted the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda. The 2030 Agenda is the most ambitious and important agreement in the history of the United Nations, as, for the first time, countries are committed to working for a more just and peaceful world in which there is no hunger or poverty and in which no one is left behind.

Both the SDGs and FAO's strategic framework are geared towards tackling the root causes of poverty, hunger and malnutrition, building a fairer society and leaving no one behind in an increasingly urbanized world.

FAO is directly involved with eight of the 17 SDGs, including SDG2 on ending hunger, achieving food security

and improved nutrition, and promoting sustainable agriculture. FAO also oversees 20 of the 232 global indicators included in the SDGs. It is responsible for monitoring the progress made by countries, collecting data from national sources, supplying and updating documentation on each indicator and coordinating follow-up and development with other international bodies. FAO provides countries with support, assisting with the formulation of policies and the consolidation of alliances, projects and programmes that will allow them to achieve their goals. ■

The first function of FAO is to collect, analyse, interpret and disseminate information relating to nutrition, food and agriculture. It is also mandated to improve education and administration relating to nutrition, food and agriculture, and spread public knowledge of nutritional and agricultural science and practice.

A FEW MAJOR ACHIEVEMENTS

Since its foundation in 1945, FAO has been responsible for a number of major achievements in the field of nutrition, food and agriculture.

IN 1963, FAO and the World Health Organization (WHO) set up the Codex Alimentarius Commission, which is headquartered at FAO and sets out uniform food standards that apply to all. This ensures that food products are healthy and sets down rules relating to hygiene, restrictions on additives and the use of pesticides, in addition to encouraging legal trade practices.



©FAO/C. Seetharaman

IN 1992, FAO and the World Health Organization (WHO) convened the first International Conference on Nutrition (ICN), which led to the first agreement by the international community to ensure that everyone had sufficient access to nutritionally adequate food. The second Conference (ICN2) was held **IN 2014**, where governments agreed to go one step further: to eradicate malnutrition and champion healthy and nutritional food.



©Nikos Economopoulos/Magnum Photos

IN 1995, the FAO Conference approved the Code of Conduct for Responsible Fishing, with the goal of promoting long-term sustainable fishing.

IN 2001, the FAO Conference approved the International Treaty on Plant Genetic Resources for Food and Agriculture, which recognized seeds and genetic materials obtained from fauna and flora as a world heritage resource. It also protected the rights of farmers, safeguarding biological diversity that would subsequently be made available to the agricultural sector, principally in developing countries.

IN 2011, in a historic victory for veterinary science, FAO and the World Organization for Animal Health (OIE), declared the official eradication of rinderpest. Only once before had humans been able to eradicate a disease: smallpox in 1980.

IN 2011, the Food Security Committee approved the Voluntary Guidelines on Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security. These guidelines encourage fair access to land, fishing grounds and forests.

IN 2015, through its 2025 Hunger-Free Latin America and Caribbean Initiative, FAO promoted agreement among the Presidents and Heads of State present at the Community of Latin American and Caribbean States (CELAC) Summit.



©FAO/Pep Bonnet/NOOR



10 ACHIEVEMENTS OF THE FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
(video)

Digital communication and innovation over the years

FAO's Digital team is driving FAO's presence on rapidly-growing Internet-based platforms. It is using adaptive, agile and novel approaches to make the Zero Hunger message accessible and engaging to millions of people in direct, meaningful, measurable and authentic ways and reviving a respect for food and all those who bring it to the table.



In recent years, the Internet has revolutionized the media sector and the Food and Agriculture Organization (FAO) has emerged as a prominent digital actor on the international development stage.

A strategic effort, based on heightened engagement, innovative storytelling and disciplined focus on core yet cross-cutting issues, has given FAO a lead role in the #ZeroHunger narrative that is the down-to-earth meaning of the global pledge to eradicate hunger by 2030. "Share of Voice" (SoV), a key indicator used by brands to gauge the efficacy of their communications efforts, shows that in 2018 FAO owned 80 percent of the #ZeroHunger conversation on digital channels.

Digital networks have had a dynamic and deep impact on communications – today several million emails are sent every second, and about 100 000 searches are conducted on Google's platform alone, which highlight just how much information is typically received and also how much specific knowledge is sought. This has put a premium on engaging, user-focused content to create and sustain the basic community required for any conversation and, we hope, convergence of ideas.

FAO has adopted a flexible and responsive approach to increasing its digital audience and has kept pace. Actual page views on the www.fao.org website have reached 6 million a month, while the overall social media following has surpassed 3 million, up 60-fold since 2012. The approach has also allowed FAO to seize new opportunities – exemplified by the doubling of FAO's Instagram followers in 2018 and the remarkably high engagement on this platform measured by the volume of shares and comments.

Driving the Organization's change was the idea of putting the audience first while conveying FAO's key priorities and work towards achieving Zero Hunger. The world's citizens are FAO's ultimate stakeholders, and FAO is committed to connecting with them. ■

The Digital team discusses forthcoming digital communication strategies during a stand-up meeting (top).

A designer works on a visual for social media (bottom).



Overview

Communication at FAO has undergone a digital transformation, with unprecedented levels of audience engagement across corporate web and social media channels. This new digital-first approach has focused on creating compelling content, harnessing the power of images and video and leveraging new technologies. The numbers tell the rest.

FAO website traffic has grown from
14 million views in 2013 to

70 million
views in 2018 (around 20% per year).

On Facebook, FAO is among the

top five
UN organizations
in terms of followers and engagement.

In 2018 alone,
FAO campaign videos reached

20 million
views.

In 2018 alone, FAO's social media
following has grown by

750 000
new followers. On average,
over 35% growth rate per year.

In 2018, FAO
has published over **70**
multilingual stories, promoting
various thematic issues
and success stories on
FAO's work in the field.

The "Share of Voice" indicator shows
that in 2018 FAO owned

80%
of the #ZeroHunger conversation
on digital channels.

Digital-first content and storytelling

Over the years, FAO has evolved the way it engages with the rest of the world. Recent trends in digital media call for a real-time approach and a redefinition of what the Internet means for organizations such as FAO offering global public goods. The new digital-first approach is focused both on producing and tailoring content in ways that make it more engaging and compelling and available in formats that audiences expect and appreciate. That means adapting to mobile technologies – two-thirds of the world's population now have a mobile phone, and more often than not it's a "smartphone" connecting them to the Internet. The rapid rise of mobile devices over desktop stations for Internet access is particularly marked in Africa and Asia.

By harnessing the power of imagery and video in a storytelling paradigm, FAO has made its content more accessible and also made its brand more visible,

especially for younger audiences. This dynamic and interactive approach has tangibly boosted public engagement with FAO in ways that materially support the Organization's work. FAO also benefits as digital analytics can flag unexpected and viral interest in subjects such as soil health that might have been assumed to be the sole domain of technical experts.

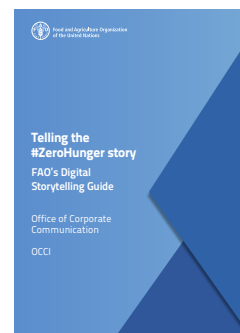
FAO has updated its approach to the media it uses and bolstered a focus on producing high-quality photos, videos and stories designed for different channels. One important change has been to ramp up the use of storytelling that can feature first-person narratives and give our audiences down-to-earth insights into people's lives and challenges. This genre assures that we acknowledge people not as beneficiaries but as partners in change while also revealing the impact that collaboration with FAO has made in their lives.

A section on fao.org called FAO Stories hosts these first-person articles in a new visually appealing way. In 2018, FAO published more than 70 multilingual stories, promoting various thematic issues and success stories on FAO's work in the field.

The Digital team has also implemented a new "listicle" type of article, which exploits the popularity of the "10 things you should know" genre to offer amusing ways to transmit public calls to action in areas that help protect the planet and support healthy lifestyles. This both leverages FAO's position as a global authority on knowledge and translates it into concrete changes that people can make in their daily lives. ■



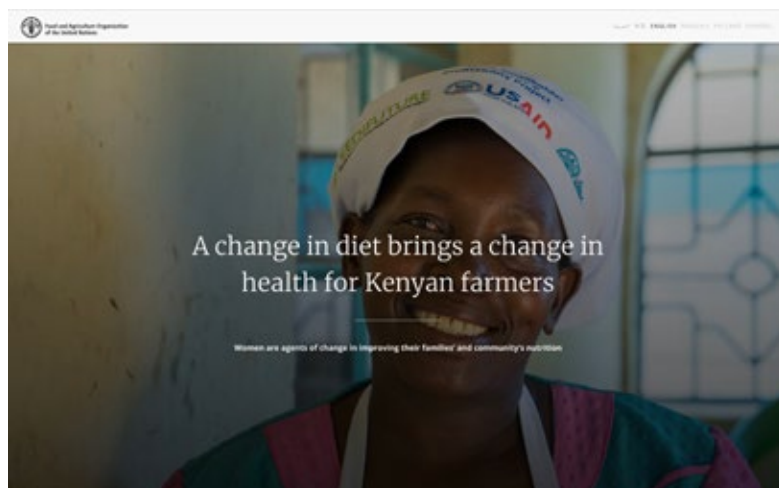
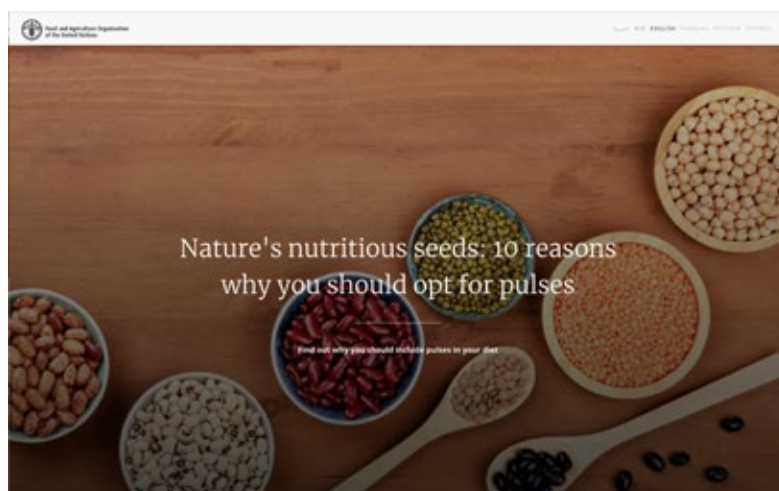
Two examples of FAO stories currently online. For more stories, visit <http://www.fao.org/home/stories-archive/en/>



TRIGGERING ACTION THROUGH VISUAL STORYTELLING

This handbook provides useful tips on capturing content in sensitive and respectful ways with the aim of successfully telling meaningful stories on digital channels, including social media. The handy guide includes a range of questions to ask yourself when conceiving a digital product, including:

1. What is the key message?
2. Who is your audience?
3. What is the best digital product to convey the key message to the identified audience?
4. How do you want your audience to engage?
5. How did this project contribute to #ZeroHunger?



The new FAO.org: revamping our corporate platforms

The process of consolidating the virtual identity of the Organization began in June 2013 with the graphic and conceptual definition of the basic building block, the FAO.org domain. The focus was on unification and on making available, through tabs, channels and links, FAO's various tools and offerings, all while adding dynamism and visual appeal.

Having achieved core goals, notably that of having FAO speak as one entity with a clear mandate and

objectives, a bold step was taken. In 2017, FAO.org was revamped with an eye to the latest design principles, optimized for mobile and structured as a compelling portal for a wide variety of external users. The new home page offers nine slots, rotated daily, allowing for the presentation of a broad range of public information services, stretching from stories, news releases and announcements of events to highlighting thematic resources and publications and showcasing multimedia content. The flexibility allows for timely responses to breaking news and trends and for serving the assorted audiences – including learners, connectors, achievers and sharers – with information they can use for research, advocacy and personal interests.

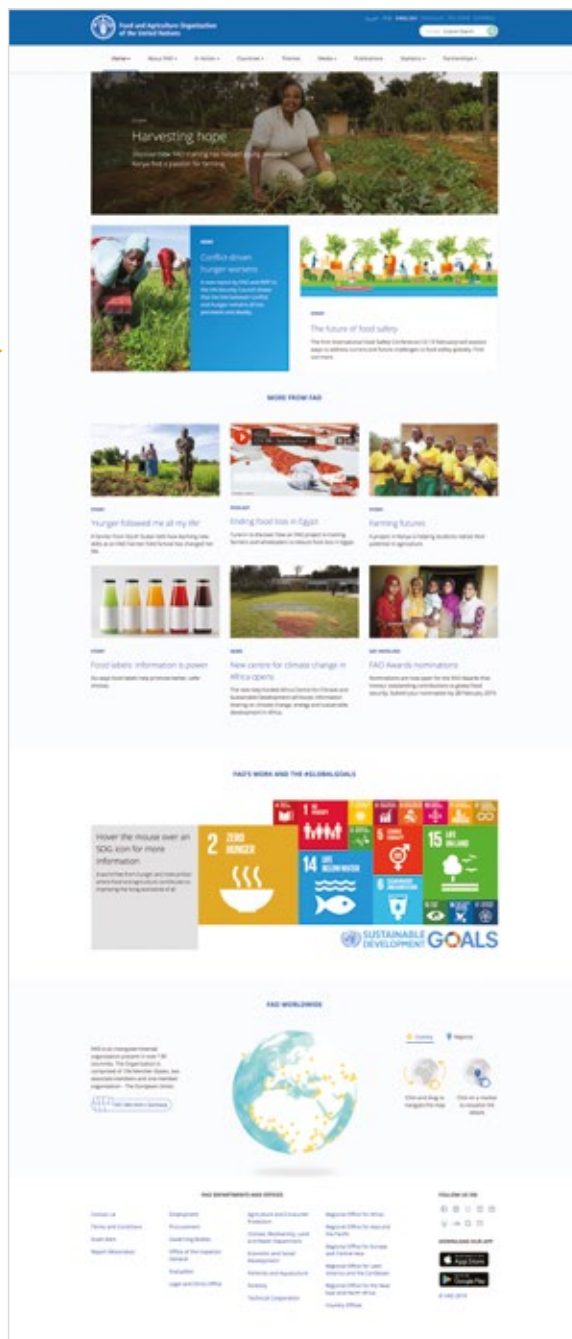
FAO has broadened its language coverage across all areas of the domain and all digital channels, in order to reach geographically and culturally diverse audiences. All corporate pages on FAO.org are available in the six official languages of the United Nations. The Organization has also implemented the use of innovative tools for automated translations. Flagship publications, such as *The State of Food and Agriculture* annual report, have since 2017 been endowed with digital landing pages – interactive, responsive, fully user-centred digital reports with strong data visualization components – that offer the world's increasingly educated public a middle “scrollytelling” path between overly abbreviated summaries and reading hundreds of pages, offering a deep dive into authoritative material repackaged to stoke interest and informed debate.

These changes have enhanced both user experience and overall utility, and tangibly contribute to making FAO's brand and mission more visible and accessible. Overall website traffic, measured in page views, rose to 70 million in 2018 from 14 million in 2013. ■

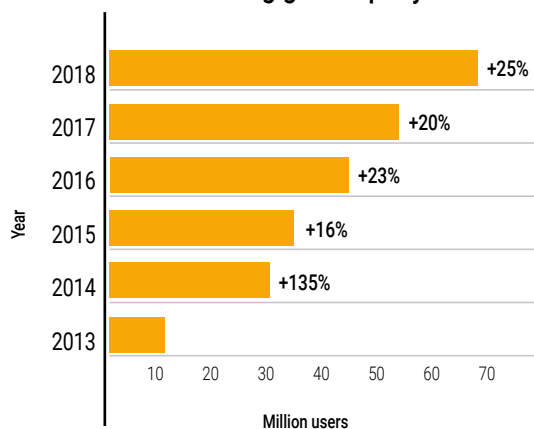
FAO website 2015



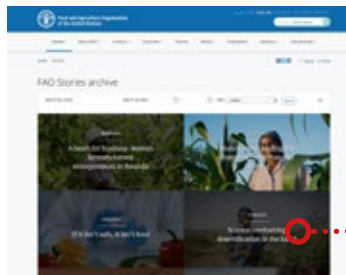
New FAO website launched in 2017



FAO.org growth per year



Stories



The FAO stories section presents first-hand accounts of real-life experiences. With more than 70 multilingual stories from around the world published in 2018, this section touches on key themes for FAO and highlights the Organization's work in the field. Read about Purity Karemi's path towards becoming a young farmer in Kenya and many other success stories here.

www.fao.org/home/stories-archive/en/

Digital reports archive



Interactive, responsive, and audience-centered digital reports offer a new way of consulting major publications. From *The State of Food and Agriculture* report, which broke the ground in 2017 with its own digital landing pages, to the recently released *State of the World's Biodiversity for Food and Agriculture*, here you can deep dive into authoritative material repackaged to trigger informed debate.

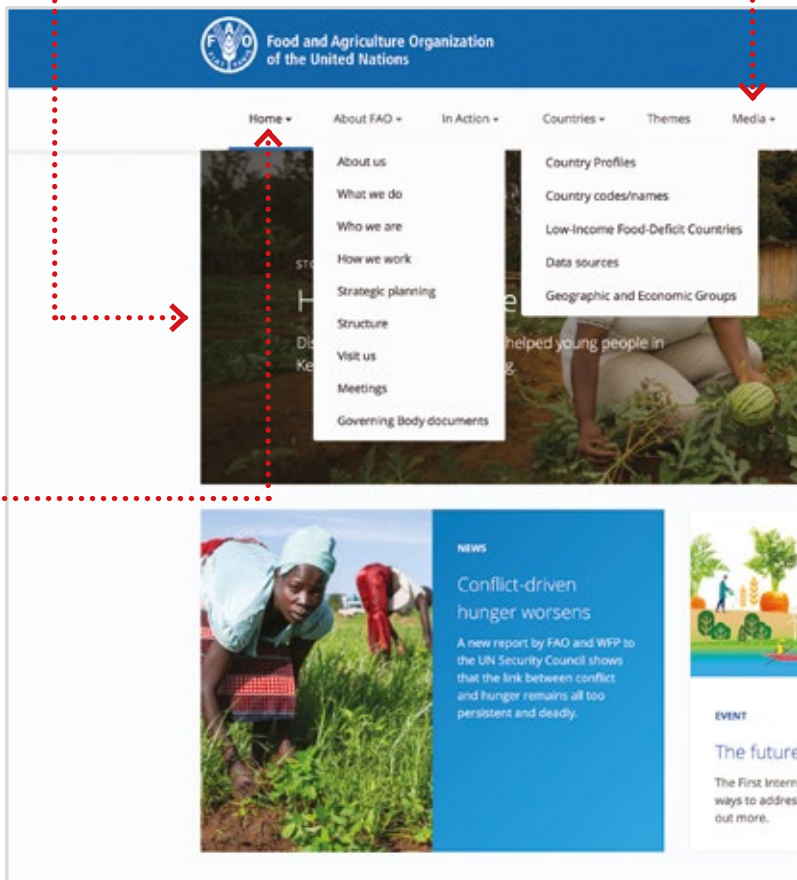
<http://www.fao.org/home/digital-reports/en/>

Podcast

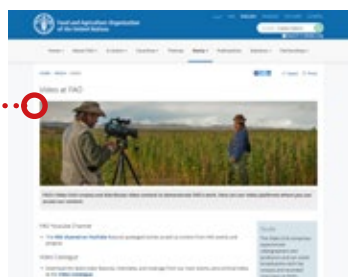


Reaching an ever-larger audience, podcasts such as Target: Zero Hunger, which unveils the many facets of global food security, or Stories from the Field, a compilation of FAO on-the-ground success stories, can be broadcast or downloaded at the listener's convenience. The complete collection can be found here.

www.fao.org/news/podcast/en/

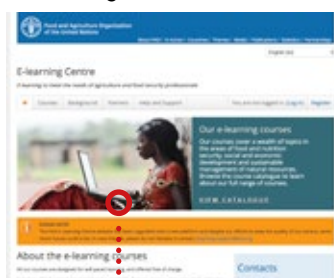


Video



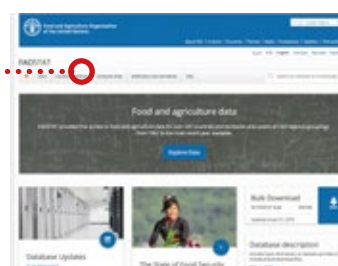
Whether looking for FAO's latest video contribution to biodiversity, or one or more of the nearly 100 video messages from the Director-General recorded in 2018, here is the place to browse. FAO produces and distributes video content in a variety of formats and on different platforms.
www.fao.org/news/video-at-fao/en/

E-learning Center



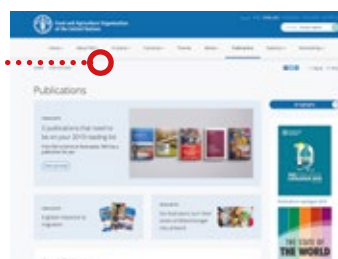
FAO's courses cover a wealth of topics, including food and nutrition security, gender, and food safety. Carefully designed to easily identify learning objectives and engage learners, the courses are user-friendly and available in different formats to match different technical settings, including CD-ROM, online and downloadable modules.
<https://elearning.fao.org/>

Statistics at FAO



Eight databases cover a broad spectrum of topics related to food security and agriculture: these include FAOSTAT, FAO's corporate database. Data are available from 245 countries and 35 regional areas from 1961 to today. FAO also develops methods and standards for food and agriculture statistics, providing technical assistance services and disseminating data for global monitoring.
www.fao.org/statistics/en/

Publications



Free access to a wide range of FAO publications, as well as updates on latest releases, official distributors' details, and a whole section devoted to The State of the World series. Besides the 829 publications produced in 2018, you can browse through the complete FAO Document Repository, FAO's official online publications archive.
www.fao.org/publications



Corporate social media channels*



FACEBOOK



1.3M
FOLLOWERS



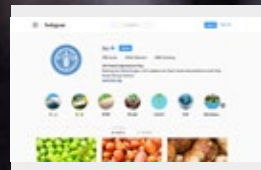
TWITTER**



1.4M
FOLLOWERS



INSTAGRAM



240K
FOLLOWERS



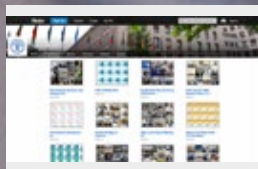
YOUTUBE



42K
FOLLOWERS



FLICKR



1K
FOLLOWERS



LINKEDIN



286K
FOLLOWERS

*At time of publication.

**Here is the
complete list of
official FAO Twitter
accounts:



FAO operates across major social media channels, using each in ways that best fit their communities and FAO's interests.

The Organization operates multiple Twitter accounts with combined followers exceeding 1.4 million. This medium is particularly used by communities of practice, including scientists and journalists, so accounts are curated to serve specialized audiences interested in subjects such as climate change, forestry, emergency operations and statistics as well as Permanent Representatives of the Organization's Members.

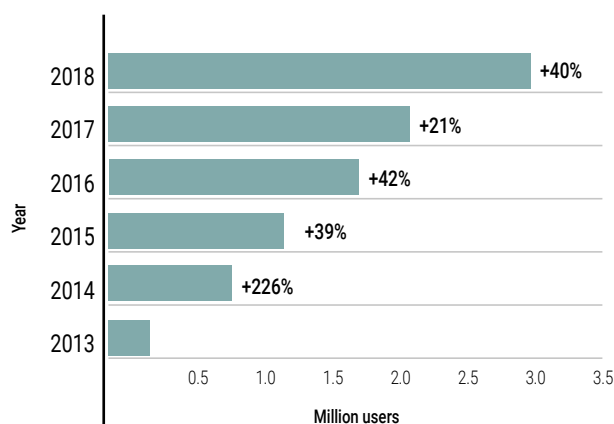
The omnibus Twitter handle @FAO has served to strengthen FAO's brand and key messages and to provide users with shareable knowledge-based elements such as infographics. New regional and country Twitter accounts have also been launched and new content has been consistently produced in several languages to tailor messages, address different markets and reach a wider audience.

Facebook caters to the general public, and FAO uses the platform to post visually enticing material and videos, as well as to offer "live" dialogues with FAO experts in relation to events with global footprints such as the COP climate summits or FAO-hosted high-level events such as international symposia on agroecology, nutrition and biodiversity.

FAO is also present on LinkedIn, a site geared to professionals, where it showcases work done on communication and by the Organization at large to nearly 300 000 followers – and even more when the items are shared.

The guiding idea is to promote FAO as a centre of excellence that is open to all, easy to access and interactive, thus contributing to its transparency as a knowledge hub for some of the world's greatest challenges. The approach has rapidly put FAO among the top five United Nations organizations in terms of followers and engagement.

FAO social media growth per year



Accelerated by a new editorial approach that capitalizes on surging global interest in food in all its dimensions – cuisine and nutrition as well as food security – FAO's Instagram followers rose by 95 percent in 2018 to nearly 200 000. FAO's account is lavishly curated with both photography and quiz-style invitations to participate. Comments are actively responded to as the medium is particularly useful for reaching new audiences and, crucially, younger people who will progressively gain voice in public debates.

All told, FAO's social media following has grown at an annual rate of more than 35 percent in recent years. FAO has formed partnerships with digital outlets such as the World Economic Forum and Now, as well as with companies such as Facebook, Twitter and GIPHY, and collaboration is expected to propel the Organization towards even greater digital reach. That said, technology is a tool and not a goal, and the Digital team's vision of service to the Organization is driven by the conviction that the digital era only bolsters the rule that content is king. ■

Digital campaigns

WE SHARE ONE FUTURE. IF WE DON'T SHAPE IT, WHO WILL?

FAO #ZeroHunger campaign feat. Lambert Wilson

Using Lambert Wilson was a strategic decision because, as a well-known actor, he could attract and tap into an audience that would be willing to emulate him or his actions. Influencers are more valuable to brands and organizations now than ever before, due to their ability to dramatically increase reach and engagement.

3.9 million video views



IMAGINE LOSING EVERYTHING IN A MOMENT AND #MIGRATION WAS YOUR ONLY CHOICE...

FAO campaign for the eradication of Peste des Petits Ruminants (PPR)

The campaign portrayed an issue that used to seem too technical and distant to FAO's digital audience: PPR. The video, which was the lead piece of the campaign, made the issue of losing livelihoods so much more relatable. In fact, the campaign shows what it means to lose one's home and income and live in fear of having nowhere safe to go as a consequence of goat and sheep plague.

2.7 million video views



NO MATTER HOW YOU LOOK AT IT: THIS IS OUR ONLY HOME

FAO campaign for the UN Climate Change Conference 2017 (COP23) feat. Thomas Pesquet

Who can have a better view of the planet than a famous astronaut like Thomas Pesquet? He comes with his own large following and authentic personal experience of seeing Earth from above. He was able to convey a strong message that "every action counts" to millions of followers.

2.6 million video views



IMAGINE A WORLD WITHOUT BEES...

FAO campaign for World Bee Day 2018

The campaign helped to deepen the understanding of the impact of the decline of bees on the future of food. One of the key success factors was the look and feel of the content and the fact that the campaign was linked to the first International Bee Day.

2.2 million video views



As part of its continuous evolution and innovation, FAO has set about developing compelling digital campaigns with clear calls to action, where the Organization leads the way on important development and advocacy themes. FAO's innovative digital campaigns reach and engage millions of users to raise awareness around issues related to food, hunger, climate change, natural resources and

environment, agriculture, food waste, and animal health. Of course they also broaden and deepen support towards achieving a #ZeroHunger world.

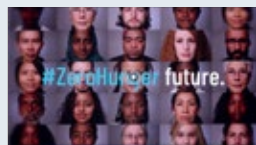
Engaging videos have allowed us to draw in audiences on multiple channels from FAO.org, Facebook and Twitter as well as major television broadcasters. In 2018 alone, campaign videos reached 20 million views. ■

OUR FUTURE STARTS WITH ALL OF US. WE HAVE THE POWER TO MAKE IT A #ZEROHUNGER FUTURE

FAO #ZeroHunger campaign

Riding on a digital trend of featuring close-up portraits in campaigns, the video portrayed people of different nationalities and ages with a simple, compelling message: food connects us all, and we share one future of food.

2 million video views

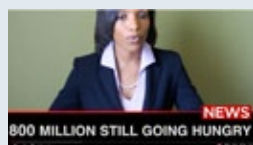


THIS VIDEO WILL CHANGE THE WAY YOU SEE FOOD. #ZEROHUNGER STARTS WITH YOU.

FAO campaign against food waste

The factors that made it an impactful campaign were the trending topic of food waste along with clear tips and calls to action. It made people realize how many of us take our food for granted while at the same time over 800 million people go hungry and do not have access to the food we all need to survive.

1.8 million video views

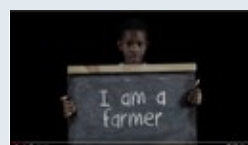


TO ACHIEVE #ZEROHUNGER, WE MUST HAVE ZERO CHILD LABOUR

FAO campaign for World Day against Child Labour 2018

The campaign featured an emotional video tugging on people's heartstrings, portraying the unfortunate reality of over 100 million children who should not be subjected to their prevailing conditions or way of life.

1.2 million video views

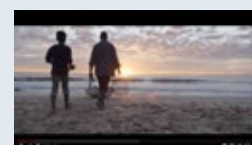


"GHOST FISHING" IS DEVASTATING OUR MARINE ENVIRONMENTS

FAO campaign for World Oceans Day 2018

It was a global initiative linked to current and serious issues of plastic pollution and ocean health. It highlighted the impact abandoned fishing gear is having on our oceans and the livelihoods of fisherfolk. People from different audiences could relate to the message of protecting our oceans while learning about "ghost gear".

830 000 video views





©FAO/A. Benedetti

“Imagine a world in which every person on earth could have nourishing food every day. A Zero Hunger world is possible if we work together.”

#ZEROHUNGER LAMBERT WILSON

Lambert Wilson, a star in more than 100 movies including the biographical film about the life of iconic oceanographic explorer Jacques-Yves Cousteau, has long been a vocal champion of the environment and participated in a UN-run reforestation project in Haiti and other campaigns. He has also partnered with FAO, offering to share his fame as a platform to promote World Oceans Day, sustainable fisheries management and biodiversity in marine areas beyond national jurisdictions.

An enthusiastic explorer of the world and ideas, he came to realize that injustice, poverty and misery are not only intolerable but also



Lambert Wilson talks with a member of the crew.

“You could almost say famine and hunger are man-made. But if this is true, could we also be the ones to change things?”

Lambert Wilson gets ready for the video shooting (top). The actor and the crew look at the footage (bottom).



undeniable problems that must be solved to open the path towards the world’s full set of sustainable goals.

Noting that too often reports of hunger and even famine appear as a “distant headline” vying with lesser themes for our attention, he decided to show his commitment and participate in the network of actions that FAO advocates.

The Zero Hunger message was a natural fit, and so he contributed to a video that FAO produced for World Food Day on 16 October 2018, designed to renew the motivation and mobilization of public opinion to support the worldwide eradication of hunger. ■



What does it take to run a successful digital campaign?

Over the years, FAO has evolved and solidified the way it communicates with its digital audiences. How? By designing and implementing innovative digital campaigns to reach and engage millions of people around issues related to food, hunger, agriculture, climate change, natural resources and the environment, food waste, and to ultimately increase support towards achieving a #ZeroHunger world.

What do we mean by digital campaign? A structured and strategic approach to optimize planning, capture audience attention and interest, and drive engagement, conversations and traffic across digital channels around specific issues.

One of FAO's top-notch digital campaigns was the one designed for the launch of the first ever report on *The State of the World's Biodiversity for Food and Agriculture* in February 2019. The publication focused on the importance of biodiversity, especially for the food we all eat, and revealed alarming new data highlighting how this biodiversity is disappearing before our eyes.

What was the starting point? The knowledge and resources generated by FAO on the current status of biodiversity. And they represented the basis for the whole campaign as they were key in identifying:

- the objectives the Organization wants to achieve;
- the key messages and facts to disseminate and promote;
- the audience to reach and engage;
- the channels to use; and
- the products and content to develop.

The scope of this campaign was to raise awareness and engage the general public around the current decline in biodiversity for food and agriculture, and position FAO as a leading actor when it comes to preserving biodiversity to have a secure future of food.

But first, the digital campaign needed to translate the technical language of the publication into a concept more accessible to the wider audience on FAO's digital channels without losing the complexity of the issue.

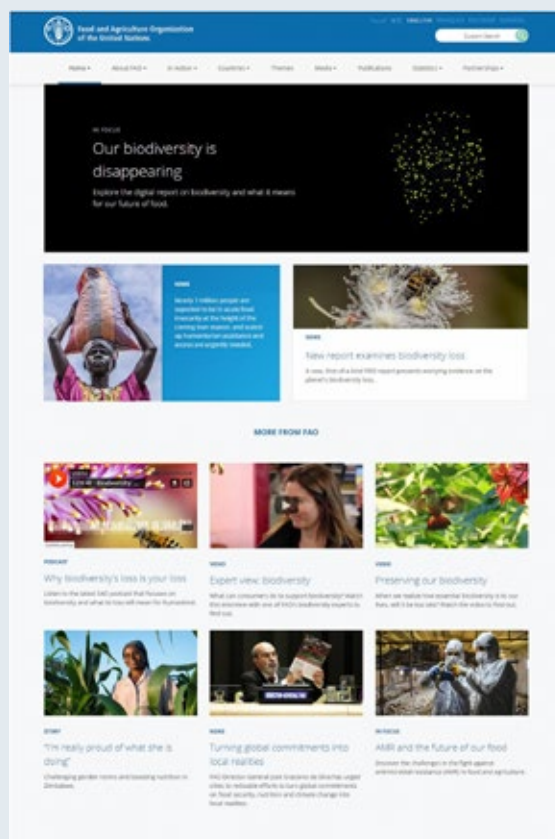
The main focus was around a simple idea: biodiversity is something that affects all of us as without it we would not have the food we have today. This concept then needed to be reflected across the many products developed for the campaign.

In order to achieve the set goals, the digital strategy included many different tasks that came together to form a mosaic:

- putting together an initial plan laying out the campaign's priorities;
- compiling an inventory of FAO content and resources already available on the topic;
- creating multilingual publication and theme web pages;
- working on the adapted text for the digital version of the report and implementing complex data visualization techniques;
- developing a content plan with multilingual key messages, stories, web pages, visuals and graphic elements, gifs and animations for both web and social media channels;
- selecting pictures for social media posts;
- writing a creative concept for the production of the video;
- identifying adequate channels and digital influencers for the promotion of the campaign's products;
- creating a social media package for the general public and partner organizations; and
- translating all the above products into all of FAO's official languages.

The efforts centred around two main pieces of content that made the campaign impactful:

- An innovative digital report with key facts in a more digestible, scrollytelling format. It used the latest state-of-the art technology in data visualization and 3D animations for the first time in an FAO product.



The FAO homepage featuring *The State of the World's Biodiversity for Food and Agriculture* in the first slot.

FAO, 2019

- A digital-first video, in English, Spanish, Arabic and French, on how everything in life is connected. It included images of different plant species, livestock, trees, fish, bees, birds and soil, showing the knock-on effect that each living thing has on another. Along with the footage, animated text highlighted some of the key facts about our current loss of biodiversity.

A digital campaign cannot be improvised. FAO's campaign on biodiversity was well planned, through

Part 1 / Digital

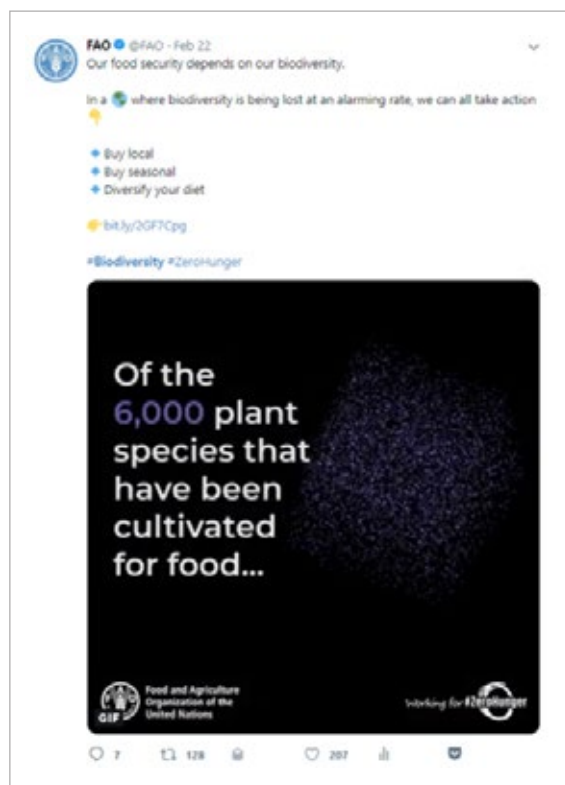
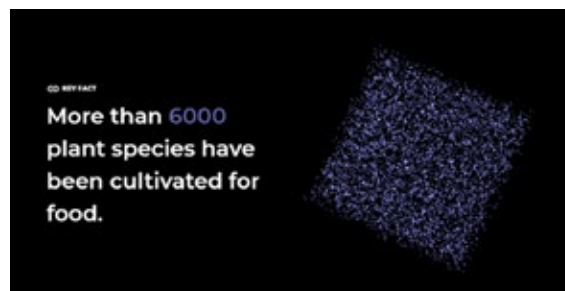
a structured strategy that brought the whole team together towards a common objective. The content and the products were designed and created to play on the strengths of each platform: corporate website and social media channels. Behind the campaign there was a team of digital enthusiasts, including strategists, writers, designers and editors that delivered digital communication products to help make the campaign a success.

The factors that led to the campaign's success were many: an appealing topic and products; a tie-in to the launch of a hugely important FAO publication; and clear calls to action on how we can all have a role in preserving our biodiversity.

Examples of content tailored
for specific social media
platforms.



A key indicator of a campaign's impact is how its messages are promoted and disseminated by other actors across digital channels. The products created for this campaign were picked up by many influential digital outlets and accounts, including BBC, CNN, The Guardian, Deutsche Welle, UN media, and other development organizations. This was also the result



of how different FAO communications teams worked closely together.

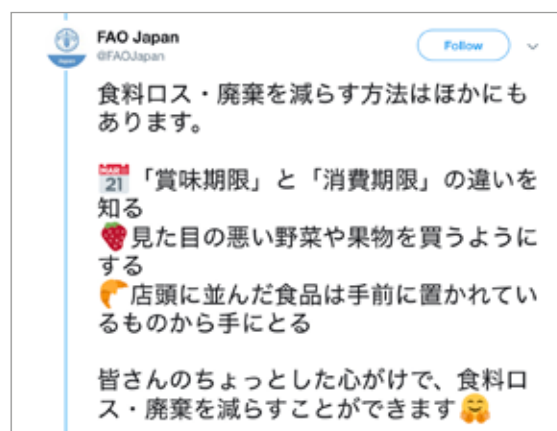
The campaign also included influencer-marketing approaches to identify potential advocates for the campaign's messaging. Digital influencers are more valuable to brands and organizations now than ever before, due to their ability to promote messages beyond the immediate followers of organizational accounts.

Crucial in the whole process of designing and implementing the campaign has been the collaboration with the technical teams that made sure that the messaging was well aligned with the main report, which represented the source for every product developed.

Finally, a composite campaign cannot go without the monitoring and evaluation component. Monitoring and evaluating the campaign's activities

is crucial for performance management, learning and accountability. It can shape and transform the campaign strategy and help ensure results and outcomes have the maximum effect. ■

Examples of content tailored for specific social media platforms and translated into different languages.



Part 2 / Media

FAO and the media in a changing world

FAO's Media team works to enable the world's news channels – of all kinds in all places – to provide active and accurate news about and insights into FAO's multiple areas of work, and to emphasize how they are practically geared to eradicating hunger and putting food systems on a sustainable and healthy footing.



The world's media live in a rapidly changing world both in terms of how people obtain information and the kind of information that is relevant. FAO is also constantly updating its approach to its core mandates of eradicating hunger and promoting sustainable food systems around the world.

The Media team focuses primarily on outreach to existing media such as newspapers, television broadcasters and radio networks. There is ample evidence that this is the first step towards broader constituencies including governments, researchers, the private sector and civil society associations.

The Media team's ultimate target is increasing the visibility of FAO's work to the rest of the world, whose support is crucial not only in terms of budget dynamics but also in terms of effective governance and successful implementation of programmes and initiatives. The monthly production and dissemination of the FAO Food Price Index, a data-rich tool tracking the international prices of the world's major agricultural food commodities, is an example of how the Organization's salient work contributes to the ability of policymakers to improve humanity's current and future welfare. Presented as information without spin, it is regularly cited in prominent stories by top-tier news organizations such as the Financial Times, Bloomberg and Agence France-Presse, as well as leading business and general-news outlets around the world.

A relevant component of achieving that target entails making sure that journalists and opinion makers are provided with timely, factual and reliable information on FAO's normative work, its success stories, its expanding database and tools for using it. FAO's communication efforts have also focused on assuring that the bulk of its disseminated communication products – crafted to maximize impact – are available in FAO's six official languages, and it is proactive in seizing ad hoc opportunities to participate in local media arenas when appropriate.

While keeping FAO above the fray of partisan controversies and highlighting it as a “value-for-money” player in international development, the division has also taken on the task of promoting key stakeholders, notably donor governments but also the widening array of resource and task partners, be they UN organizations, universities or foundations sponsored by private companies such as Google, Telefonica or Rabobank.

The strategy developed and honed over recent years has borne fruit. In 2018, FAO's headquarters produced more than 195 news releases and web stories, 26 opinion pieces signed by the Director-General, and earned some 300 000 citations or direct publications in print and online media outlets in major languages around the world – a sevenfold increase from a decade earlier. The monthly pace of media clippings is almost 50 percent higher than the target set in the biennial plan. ■

Overview

FAO has made great strides in recent years in terms of the two paramount metrics for evaluating a communications strategy - output and uptake. We've sharply raised creation of new text and multimedia products, and the frequency and scale of citations has grown even faster.

The total number of FAO **mentions in online media articles** increased by nearly **630%** from 2006 to 2018.

More than 11 000 photographs were added to the FAO archive in 2018, adding up to over **one million** images already available free of charge through the FAO mediabase.

FAO produced around **200** global press releases and **web stories** in 2018, and at least as many more addressing regional themes and initiatives.

In 2018, nearly **300 000** articles were published in global media (with a double-digit annual growth over the past five years).

Global media published more than **25** opinion columns signed by the Director-General in 2018, along with almost **3 000** stories and interviews by senior experts under the Senior Officer Media Initiative programme.

About **300** video interviews and products were produced and distributed by FAO in 2018.

80 audio products podcasts, audio interviews, audiograms, etc. were recorded in 2018.

270 webcasts were streamed in 2018 (+70% compared to 2017).

Making news fit for print

The team discusses the media plan.



©FAO/P. Paolo Cio

The Media team's traditional and still key tools for reaching out to the media are news releases, features and opinion articles. Such products allow FAO to articulate and convey central messages on critical issues regarding its mandate and the pathways it endorses to achieve a sustainable future for food and agriculture systems. Offering these stories in at least six languages helps to reach geographically and culturally diverse media outlets and audiences.

The formats FAO uses for these news genres are conceived to maximize their reach. That is an important reason why the Organization's news releases are written in a "storified" manner rather than merely as disclosure channels. The fact is that in today's media world there is demand for "ready-made" media products that a news organization can quite literally cut and paste into its own portal.

One advantage of this widespread and growing "push" tendency is that FAO can offer more precise details on how its programmes, policy advice and partnerships are described, avoiding the risk of ambiguity as well as that of error. Preparing these items in effective ways requires sustained collaboration between FAO's deep reserves of knowledge – the technical and policy experts – and communication staff, who are tasked with making complex material accessible to wide and varied audiences without dumbing it down.

At the same time, story formats are engineered with a "pull" style to serve more enterprising reporters, providing them with facts, quotes, contacts and links to original sources of information and data as well as enticements to seek direct interviews with FAO officers. >>

FAO and Ministry of Agriculture Formulating Future Scenarios 2050 of Livestock Production Systems



The Jakarta Post

NEWS > NATIONAL

FAO eyes millennials for food security programs

Sri Wahyuni
The Jakarta Post

Yogyakarta, Indonesia / Mon, September 3, 2018 / 10:30 am



Tues

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Politics | EU-Arab Summit | 1919 REVOLUTION

Egypt, FAO sign cooperation protocol to modernise agricultural strategy

MENA, Sunday 24 Feb 2019



Environment ▶ Climate change Wildlife Energy Pollution More

One in three fish caught never makes it to the plate - UN report

Global fish production is at record levels thanks to fish farming, says the UN FAO, but much is wasted and many species are worryingly overfished



MENU Le Point Économie

Actualité > Économie

Plus que jamais l'Afrique a besoin de ses jeunes pour moderniser son agriculture

Le dernier rapport de la FAO a révélé l'acuité de la question de l'emploi des jeunes dans les zones rurales. Comment y répondre pour l'avenir ? Voici ses pistes de solutions.
Par Le Point Afrique

Modifié le 24/12/2018 à 17:28 - Publié le 24/12/2018 à 16:39 | Le Point.fr



Clarín RURAL

Día mundial de la alimentación El sobrepeso y la malnutrición, en la mira de la FAO

Hoy se conmemora el Día Mundial de la Alimentación en conmemoración de la fundación de la FAO, en 1945. El sobrepeso y la malnutrición son hoy los principales desafíos.



José Graziano da Silva, director of the FAO. Foto: EFE

>> The Media team organizes such interviews and actively pitches stories to journalists with track records of interest in specific themes such as rural development, nutrition, biodiversity and other areas in which FAO is an authoritative voice. The upsurge in FAO citations reflects both the work of the team and, importantly, growing interest in the Organization's core activities. That FAO can offer authoritative wisdom in a world increasingly roiled by "fake news" and an abundance of apparent facts and figures is a relevant advantage going forward.

Naturally, success requires close collaboration across the Organization's sphere, including communications officers in FAO's country, subregional and regional offices, who are encouraged and equipped to take a proactive role to increase outreach to relevant media platforms in their areas and language zones on global and local matters of interest. Across all media, FAO's global reach is around one billion people. Strategic engagement with key topics and stakeholders, delivered in accessible and effective ways, is the path to proving the sky is the limit.

The Media team also serves as a kind of antenna for FAO, able to spot subjects of interest that are not always obvious. FAO's flagship publications – *The State of Food Security and Nutrition in the World*, *The State of Food and Agriculture*, *The State of World Fisheries and Aquaculture*, *The State of the World's Forests* and *The State of Agricultural Commodity Markets* – along with new regular items such as *The Future of Food and Agriculture*, are marketed to muster interest on known issues. Other subjects that have proven to be of particularly broad public interest are food loss and waste, antimicrobial resistance, the migration and rural development nexus, geospatial technologies and invasive species such as Fall Armyworm. Other surprisingly popular themes are edible insects, the multiple benefits of farming cactus, the growing presence of women in Rwanda's fisheries and the many angles to soil health.

SPREADING THE NEWS

FAO's press releases and web stories draw interest due to their global salience or their regional and thematic subjects.

FAO has also established partnerships with influential media organizations identified as having the budgetary and technical capacity to amplify the Organization's message and work in a large-scale way. Targeted relationships with China's **Xinhua** news agency – now one of the most capillary news-gathering organizations in the world – and with Mexico's **Notimex**, Russia's **TASS** and Spain's **EFE** agencies, all of which serve multiple countries, have helped boost global reach. A partnership with **Thomson Reuters Foundation**, a philanthropic wing of the media group dedicated to covering often under-reported news, is proving highly successful. The same is true of the tie-up with the publisher of **EL PAÍS**, Spain's largest newspaper, which has a strong presence in Latin America and whose articles are often syndicated in that region, where interest in FAO's themes is growing quickly. A new partnership with **France Médias Monde**, which includes **France24** and **Radio France International**, will encourage opportunities for FAO's voice to be heard more in the Francophone world.

The Guardian, which boasts one of the world's largest digital audiences, and **National Geographic**, a historic magazine with an influential subscriber base, have also been key partners able to contribute with innovative map-making and spreading the word.

FAO's communication teams at headquarters also stand ready to help organize coverage – including video and audio elements for local broadcasters – and dissemination of bilateral meetings held when senior officials of Member Nations visit. ■

EXAMPLES OF PRESS RELEASES

With over 400 press releases distributed globally and regionally in 2018, FAO reaffirms its efforts to work around the clock and get the Organization's message out to a vast global audience, including Member governments, the scientific community, the media and the general public. From providing timely information on economic and environmental matters, to its work to achieve food security through constant research on innovation, FAO harnesses the power of media to disseminate progress towards ending hunger.

For more press releases



© FAO, 2019

PROVIDING TIMELY INFORMATION ON PRICES AND MARKET FORECASTS

The FAO Food Price Index rises mostly on higher dairy prices

New estimates suggest global cereal output set a record

RESPONDING TO EMERGENCIES

Acting early to prevent humanitarian emergencies

Increasing number of people face severe food shortages in South Sudan

As millions experience increased food insecurity in the Sahel, UN food agency chiefs pledge to redouble efforts to reduce poverty and hunger



© FAO, 2019

COVERING EVENTS AND LAUNCHES WORLDWIDE

Is the planet approaching "peak fish"? Not so fast, study says

New unique agricultural heritage sites designated

On International Day of Forests, FAO announces new forestry education initiatives



© FAO, 2019

TACKLING PESTS AND DISEASES

FAO launches mobile application to support fight against Fall Armyworm in Africa

New training for veterinarians in 14 African countries to help combat infectious diseases

The Red Palm Weevil threatens food security and livelihoods, but it can be contained and also eradicated

FOSTERING FOOD SECURITY, GOOD PRACTICES, AND HEALTHY LIFESTYLES

Inequality exacerbates hunger, malnutrition and obesity in Latin America and the Caribbean

Trade and consumption of cheap junk food are an obstacle for healthy diets

Waste not, want not: Improving diets by reducing food loss and waste

WORKING ON INNOVATION AND RESEARCH

Building smart solutions to advance equal opportunities for women and girls

Working together for the sustainable mechanization of farming in Africa

NASA and FAO launch next-generation geospatial tool

Video and multimedia

Video and photo products are essential to visualize success stories and complex technical issues. Compelling photos and videos, featuring the voices of FAO experts, FAO beneficiaries and FAO's partners in the field, have become a very important element in media reporting and social media outreach. Through its cooperation with the **European Broadcasting Union** and **UNifeed** (the UN Department of Global Communications' television feed service), the Media team is constantly making its video products available to international broadcasters, and a wider audience through **YouTube**. In 2018, FAO's well-established distribution network with major TV channels and news agencies (including **Reuters TV**, **APTN**, **AFP**), the **EBU**, and **UNifeed** contributed to strong media coverage. Some 30 in-house events were covered and over 55 videos were produced, distributed and picked up by top-tier broadcasters such as **BBC**, **Al Jazeera**, **France24**, France's **TV5**, China's **CCTV** and Italy's **RAI**, among others. FAO is now experimenting with emerging technology that allows for its videos to be tracked in real time when used on more than 2 200 channels in 76 countries.

The team also organizes and supports in-house needs, arranging more than 70 field missions in 2018, recording nearly 100 video messages from the Director-General – for use at conferences or for public distribution – and covering around 90 bilateral meetings with visiting dignitaries.

An innovative new genre, short video interviews for use on social media, is also proving popular.

FAO videos are used in different formats and for different platforms, including YouTube. A frame from the "Turning fish into fashion – Promoting Blue Fashion to support livelihoods in Kenya" video (top and next page). A frame from the "Biodiversity is essential to food and agriculture" video (bottom).



A FISHY FASHION SHOW

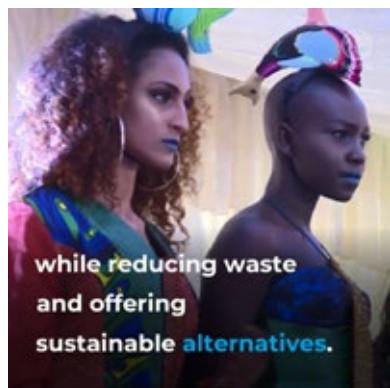
Video is an increasingly popular news medium, especially among youth. It is also particularly well suited for telling certain stories with a strong “see it to believe it” component. Such was the case with the Blue Fashion Showcase that FAO and partners organized in Nairobi in late 2018 as a side event to a conference on how sustainable management of marine resources can contribute to development.

The catwalk featured a lot of fish skin, which with great innovation can be turned into a fascinating and valuable textile for haute couture and beyond.

Cow leather carries a high carbon footprint, while synthetic fibres carry environmental downsides. Fish skin, meanwhile, is often discarded as a byproduct. Yet it can be turned into a soft, flexible and durable fabric with unique aesthetic characteristics.

To convey the possibilities, FAO produced a video featuring, along of course with the fashion models and their marvelous purses, dresses and shoes, the entrepreneurial efforts of a fish-processing company near Kenya’s Lake Turkana, where local perch can grow as large as two metres long – “a lot of intact fish skin to work on,” says the family that has turned an astute guess into a company that now exports around the world.

The event was a big hit in Nairobi, and the video footage was aired 146 times by 28 broadcasters in 16 countries. ■



Watch the full
video here:



HOW TO GET FAO VIDEOS

FAO produces quality footage related to its activities through different channels. The FAO channel on YouTube features packaged stories as well as ready-to-watch video content from events and projects.

If you wish to download video products, the Video Catalogue is the right place to browse.

Designed for professional content users to download high-quality video news packages and feature stories about the Organization’s work, the Media Vault features high-definition clean footage, available for immediate download, subject to credit and copyright conditions. You need to create an account to be able to search and download content.

If you are looking for archival videos, the FAO video library has recordings of events and field missions from 1994 to the present.

Direct requests can be also sent to FAO-video@fao.org.

Photography

Photography is the original multimedia format, and remains a priority at FAO. The Organization has a team of photographers who cover events at headquarters and on occasional field missions, delivering content rapidly for media communications efforts and to valued stakeholders. It also commissioned more than 25 professional assignments to document FAO's field projects and events around the world in 2018, which led to more than 11 000 photos being added to the FAO mediabase, an online corporate photo active.

Media outlets around the world, many of them top-tier, as well as the UN News service, frequently request and use FAO photos. There are now more than 4 000 registered users of the FAO mediabase, while another 9 000 requests were handled through the FAO Photo Library for both external and internal users. FAO's photographs are offered as a courtesy to media and non-commercial users, provided they duly credit the source.

A strategic partnership with the NOOR photo agency for World Food Day in 2018 produced high-quality content

that was pitched to 1 418 editors of major publishing platforms plus syndicated partners, offering a welcome boost to FAO's visibility. The content also generated around half a million engagements on NOOR's own social media platforms, thus bringing new audiences into FAO's sphere of interest.

The team also organizes hundreds of in-house photo opportunities, which are done through managed cost-recovery photo services and generate revenue, and can help locate professional photographers who can be hired for special projects anywhere. This material is available through the FAO News Flickr social media site. All of the photography is available for use by FAO technical divisions and external publishers for their publications and other needs. ■



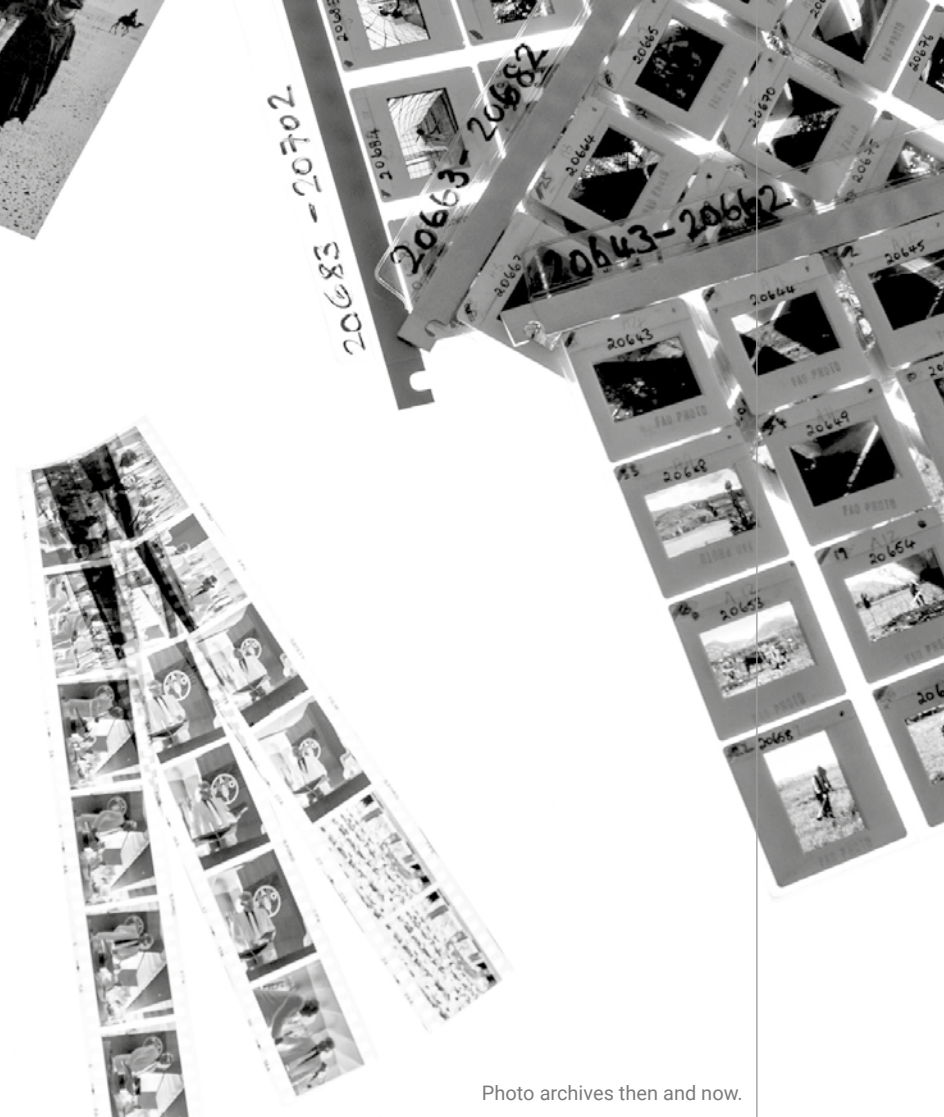


Photo archives then and now.

Communication at **FAO**

HOW TO GET FAO PHOTOS

You can get FAO photos in several ways. The first is through FAO mediabase, the online photo archive, that offers over 100 000 thematic images, as well as some of the Organization's historical analogue collection. You need to create an account to search, view, and place orders for high-resolution photographs.

Social media channels offer another useful way to access FAO photos: FAO Flickr accounts feature images of FAO events and work in the field. Professionally shot, and available for immediate download, all the pictures are subject to credit and copyright conditions.

Should you wish, you can also send direct requests for photo coverage and photographs to photo-library@fao.org.



MAGNUM LENDS A LENS

In 2017, the Magnum agency, legendary in the world of photography, agreed to collaborate with FAO for World Food Day, which had a thematic focus on the root causes of migration. Magnum photographers carried out missions to FAO project locations in **Nepal, Colombia, Mexico and Tunisia**. The iconic photos produced are available for future use by FAO and those covering FAO's work. Magnum also showcased the work – with text highlighting the beneficiaries of the Organization's projects – reaching the agency's own **4.5 million** social media followers.

COLOMBIA

After the signing of a peace treaty in November 2016 ending Colombia's 52-year civil conflict, FAO supported a project focusing on integration, reconciliation and shared resources. Building new infrastructure and encouraging sustainable agricultural practices were core features of the project, which benefited 500 people.



©FAO/Patrick Zachmann/Magnum Ph

TUNISIA

FAO works in migration-prone areas of rural Tunisia to combat poverty and unemployment by providing unemployed youth with training and equipment to start their farming or rural off-farm businesses. Supported activities include beekeeping, vegetable nurseries, biological poultry farming and artisanal fishing.

©FAO/Nikos Economopoulos/Magnum Ph



MEXICO

FAO has been supporting vulnerable farming communities in Chiapas state, which has some of the highest rates of outmigration in the whole of Mexico. The FAO project helps farmers improve soil fertility and offers training in both farming and non-farm-related rural activities.

©FAO/Alex Webb/Magnum Ph



NEPAL

Nepal is one of the countries worst affected by climate change. Changing weather conditions and dwindling crop yields have led to high male rural outmigration, with female family members often left behind to fend for themselves. To combat this, an FAO project was developed to support 3 000 farmers – many of them women – in practising climate-smart agricultural techniques and to encourage migrants to return.

©FAO/Chris Steele-Pekins/Magnum Ph



Audio and beyond

FAO continues to ride the wave of the global podcast revolution, a source of news and entertainment that is particularly popular among the world's increasingly educated youth. The Target: Zero Hunger podcast – which can be broadcast and also downloaded to smartphones – began a few years ago, and has been steadily increasing its reach to larger audiences. A new series – Stories from the Field – focuses on FAO success stories in the field and the communities benefiting from its projects.

FAO's professional radio studio enables international broadcasters to conduct high-quality interviews with FAO experts. A radio pitching strategy launched in 2018 led to more than 100 radio interviews airing on major networks such as BBC, Germany's Deutsche Welle and Radio France International. In-house audio interviews are also conducted and distributed, often in multiple languages to international broadcasters, as well as through UN Radio's network.

Zero Hunger has been a major topic for audio messaging and in 2018, FAO produced more than 80 items in English, French and Spanish that earned more than 8 000 downloads and 88 000 plays. The new journalistic approach to producing audio content has resulted in the regular rebroadcasting of FAO audio by major broadcasters in Africa, Europe and the United States of America. The radio team also introduced

audiograms to expand the outreach of audio content on social media, which gained in excess of 33 000 plays on Twitter in the first six months alone.

Podcasts, audio interviews and public service announcements are important tools for the Organization's outreach. They have unique strengths in reaching local audiences in rural developing countries where radio networks overcome distribution and literacy limits. The team provides technical and editorial support to FAO staff in the field working closely with local community radio stations, to produce content with practical information in languages able to reach agricultural smallholder communities. A recent example of an adaptive communication strategy was FAO's production of a radio programme on Fall Armyworm, an invasive pest decimating maize crops, that was broadcast in 12 languages and explained to local farmers various simple methods of combating the insect.

The FAO recording studio.



©FAO/M. Umeha

OTHER TRICKS OF THE TRADE

FAO's top-class web streaming services have opened another important communication channel allowing journalists and other target audiences to participate from afar in important events hosted at FAO or anywhere. Remote access is highly appreciated by reporters and partners for the budgetary savings aspect, and also serves to "globalize" participation, thus contributing materially to the goals of transparency and inclusiveness.

Events can be streamed contemporaneously in all six official UN languages, and "confidential" streaming when the targeted audience is exclusively FAO employees is also available. In 2018, the team managed 270 events, nearly twice the level of 2017, underscoring the utility of this medium.

The Media team also operates the @FAOnews Twitter account, allowing it to tailor use of that social medium platform – particularly popular among media practitioners – to share press releases, news stories, video and audio messages and other elements that capture innovative FAO projects and work. Selective retweets of external media featuring FAO officers, messages or areas of interest also enhance the visibility of reporters around the world and offer FAO a goodwill-building platform for relations with them. @FAOnews is adding around 200 followers a month and its growth is keeping pace with that of the media accounts of leading social-media players in the UN galaxy. ■

TEN IN MOST PLAYED PODCASTS 2018



UNFAO

Tackling food loss & waste in Egypt



UNFAO

How can we achieve Zero Hunger?



UNFAO

Senegal's smart phone farmers -
Stories from the field

UNFAO

What role can the livestock sector play?



UNFAO

El estado de la seguridad alimentaria y la
nutrición en el mundo 2018

UNFAO

Why are so many people hungry?



UNFAO

A digital future for Africa's rural youth



UNFAO

Can agriculture help tackle
climate change?

UNFAO

Antimicrobial Resistance:
Why it matters

UNFAO

How can we transform our food systems?

ABOUT THE PODCAST SERIES

TARGET: Zero Hunger is a podcast series about global food security, with the latest research and the help of farmers, development experts and decision makers around the world. TZH is available via the FAO website, on Soundcloud, iTunes and Stitcher.

Pioneering media alliances

Today it is widely understood that partnerships are essential to turn the Sustainable Development Agenda into reality. FAO's communication initiatives have been well ahead of the curve on this front, pioneering media alliances that are now eagerly emulated by other UN agencies – and in late 2018 served as a template for a system-wide initiative as the UN launched the SDG Media Compact.

Results have been strong, as more attention has been paid to FAO's work and goals and more reporters have been encouraged to develop the skills to deepen their coverage of subjects that are demonstrably in the public interest and, when communicated in salient ways, interesting to the public. FAO has also benefited from having reporters roam the headquarter's halls, both in terms of promoting the value of transparency and of crafting ways to convey sometimes arcane techniques into shared and relevant understanding. Partnerships can contribute to mitigating the resource constraints that have made it harder for news organizations to do the work their members are committed to do. While steady donors, political commitment and a strong rapport with members is essential for FAO, the Organization's effectiveness and credibility as a policymaking forum and unique multilingual centre of

excellence, knowledge and technical expertise depends to a considerable degree on its ability to spread the word on its missions, messages and goals.

The Organization has elected to form alliances with top-tier news organizations in Arabic, Chinese, English, French, Russian and Spanish, generally in partnerships that allow for their materials to be re-used.

**Quality journalism and
responsible communication
media offer key public
services by spreading
technical and scientific
themes to broad audiences,
making them key allies
in the fight against hunger
and the promotion
of better nutrition.**

*José Graziano da Silva,
FAO Director-General*

EL PAÍS

the guardian



THOMSON REUTERS



WAM

وكالة أنباء الإمارات
Emirates News Agency

MONDE
diplomatique



FRANCE
MÉDIAS
MONDE

These tie-ups bolster FAO's ability to inform, explain, engage, show proposals for change, facilitate participation, and last but not least to mobilize resources to foster a global transition to sustainable food and agriculture systems that leave no one behind. Links to media organizations offer the additional advantage of not only multiplying the impact of FAO's messages and providing insight into trends in public opinion, but also of amplifying the forms in which the Zero Hunger goal – which analytic surveys show remains slippery to grasp – can be unpacked, shared and adopted.

There's a paradox in the traditional news business. Publishers are working overtime to stir up attention and engagement, while readers – according to a recent survey – generally find they are not providing enough coverage of humanitarian crises and themes that really matter. The conundrum reflects some quirks in media ecosystems everywhere and may often stem from lack of resources. FAO is well-placed to help as it has stories it wants to be told, and the expertise to help them be told in balanced and evidence-based ways. In the language of economics, these partnerships respond to market failures and represent the deeper desire for public goods.

One of FAO's important ventures in this area is with the **Thomson Reuters Foundation**, a non-profit wing of the world's biggest news and information provider, set up to cover "under-reported news" that can trigger debate and lead to fairer and better-informed societies. Thanks to FAO's sponsorship, the Reuters trust now has a dedicated food portal – all stories there are carried on the main Reuters newswire and are also available to others for republication, free of charge.

The partnership arranges for a dedicated food security reporter based in Rome to contribute to what Monique Villa, CEO of the Thomson Reuters Foundation, describes as a "pressing need for accurate reporting"

on issues related to the challenge of feeding the world's growing population.

In 2019 Thin Lei Win, the reporter, won the Silver Medal of the UN Correspondents Association's Global Prize for her work. She and her predecessors have written a variety of insightful stories from around the world, including widely republished features on coffee farmers in Africa using blockchain product-tracking technologies to improve their income. Other stories include how drought and conflict refugees in the Sahel are practicing "guerrilla gardening" in urban areas, and a mobile phone app that cuts through jargon to educate small farmers in Asia's Mekong basin about how overuse of livestock antibiotics is increasing resistance to medicines for all.

In recent years FAO has signed Memoranda of Understanding with **TASS**, the largest Russian news agency, with **EFE**, the largest Spanish-language agency, with **WAM**, the Emirates News Agency, with **Xinhua**, China's premier news service, with the **International Federation of Agricultural Journalists**, with **Inter Press Service**, with **National Geographic** Magazine and with **EL PAÍS**, publisher of the largest Spanish daily newspaper.

As noted, a major reason for these partnerships is, in the words of the reporter for EL PAÍS' Planeta Futuro section, who covers FAO's work and areas of interest, is that "without them there would be a lot fewer relevant stories". At the same time, the journalist adds, assuring easy access to FAO and its staff provides "infinite benefits" that stem from regular contact and chats with technical experts that lead to concrete examples and story ideas that draw in broader readership. This fruitful relationship is catalysing high-quality stories almost daily in the newspaper, which has a powerful reach across Latin America and includes Portuguese-language media.

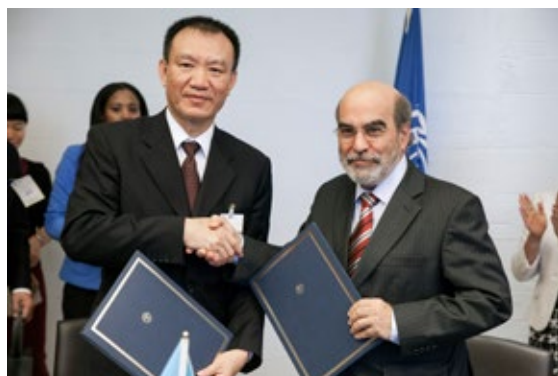
In 2015, FAO and Xinhua began a partnership that links the Organization to what on many counts is the world's largest news organization, with 30 domestic bureaus and almost 200 abroad. Xinhua is a critical source for radio, television and newspaper content across China as well as providing services in seven other languages. The Organization's own media monitoring regularly highlights not just how many stories of interest Xinhua produces but the impressive capillarity of international coverage, particularly strong in developing countries.

A partnership signed with **France Médias Monde** (FMM) in 2019 will help cement the links between FAO and the francophone world. FMM has significant television and radio assets (in 15 languages), encompasses major publications in Africa and is owned by the country with Europe's largest agriculture sector and one where rural development issues are high on the public agenda. This partnership will facilitate journalists' access to FAO field projects that can be showcased in the FMM group's strong portfolio of programmes on food, agriculture and the environment, and also opens the possibility that FAO's outreach campaigns be carried on FMM channels. Marc Fonbaustier, France Média Monde's Director of Strategy and Development, hailed the arrangement as "mutually beneficial" and expressed particular pleasure that a UN agency was recognizing his group's "breadth and pluralism."

A cardinal point of FAO's media partnerships is that they are set up with trusted and like-minded organizations and allow maximum autonomy and independence. They also contribute to the development of participants' skills, making them more adept and agile at telling on-message stories.

>>

Copies of the National Geographic magazine issue on food (top).
National Geographic's 'Future of Food'
Exhibition at Palazzo delle Esposizioni
in 2015 (bottom).



FAO Director-General José
Graziano da Silva and Long
Xinnan, Vice President of
Xinhua News Agency, during the
Memorandum of Understanding
between FAO and Xinhua Press
Signing Ceremony.



>> “Journalists always want to get to the specifics to tell a real story, and that happens when people, data and expertise interact,” says the reporter covering FAO for EFE. “Regular dialogue with technical staff has made me realize just how true it is that issues such as hunger and poverty, which alone can be off-putting to the public, really are the products of trends in agriculture, food systems, resource management and all the human activities that FAO is trying to transform.”

In these partnerships, FAO facilitates access to the necessary materials – experts and field sites, for example – while the news organizations undertake to do professional reporting and editing. There are no marching orders on content, not least as one of the attractions of these linkages for FAO is the prestige, reach and social trust that the media partners have built over time.

Take the partnership with National Geographic, whose magazine has for decades circulated to millions of loyal readers. This led to an eight-month series on the Future of Food, touching on issues ranging from food waste to feeding megacities, all with rich photography accompanied by meticulous maps and graphics drawing on FAO data and knowledge tools. Related material from that project also formed a traveling exhibit featured at prominent museums around the world, redoubling the cross-marketing benefits for FAO.

When appropriate, FAO has deepened these collaborations beyond their initial scope. For example, it helped EFE put together a 166-page book showcasing a sample of the Spanish agency's stories – selected from more than 2 000 – done under the aegis of the partnership. FAO produced an ambitious series of books with EL PAÍS, on “The State of the Planet” and is

considering options to replicate the successful operation in other languages.

The media industry is changing fast and, while that can be painful, participants are also experimenting with new formulas. These include bespoke web portals for key climate summits, or tailored sharing between news organizations of stories that require significant technical resources to report – these show great promise and are in the spirit of partnership that underlies the Sustainable Development Agenda and in fact boasts its own SDG, number 17.

Going forward, media partnerships have a key niche in FAO's communications ecosystems and – now that the UN has launched an SDG Media Compact to tap the voluntary interest of media and entertainment companies around the world – having existing collaborations with the world's leading news networks will assure that the Organization and its mission have extensive, inclusive and high-quality coverage. ■

The book "EFE y FAO ante los retos del siglo XXI", a collection of articles published by EFE, the largest Spanish-language agency.



Signing ceremony between FAO's Director-General José Graziano da Silva and Mr Marc Fonbaustier, Director of Strategy and Development at France Médias Monde (top). A joint project by FAO and the Spanish newspaper EL PAÍS, aimed to raise awareness of the challenges that humanity will have to face in the coming decades through a new book collection called "The State of the Planet" (bottom).



©FAO/G. Carotenuto



©FAO/A. Benedetti

A publisher for the 21st century

FAO's Publications team curates, packages and disseminates
FAO's knowledge in line with evolving needs.



Publishing lies at the very core of FAO's primary function – to collect, analyse, interpret and disseminate information relating to nutrition, food and agriculture. Publishing is therefore not just an

integral part of FAO's communication activities, but is also a thought process that is in the DNA of FAO's programme of work.

To fully realize this mandate has meant building up a team of professionals who could translate the global vision into a new editorial strategy and visual identity. This included bringing in editors for each of FAO's six official languages; highly skilled graphic designers; digital specialists in charge of developing and managing FAO's publishing tools (Publications Workflow System and FAO Document Repository); outreach specialists who opened up new dissemination channels; and rights experts who guided the development of FAO's Open Access Policy (launched in June 2018). Thanks to these efforts, a publishing ecosystem was born that has made it possible to maximize the impact of FAO's publications (see pp. 62–63).

The Publications team provides support to all FAO units right from the start of the process – facilitating the planning, production, review and dissemination of all FAO publications. It is important not just to get the knowledge out there, but also to guide the creation and safeguarding of this knowledge, ensuring the highest levels of technical accuracy and scientific quality.

Increasingly, the team leads the whole process, starting from the concept and managing every aspect of the writing, editing, graphic design and production. With a growing focus on reaching out to general audiences, a committed core of editors and designers work closely together to craft books and brochures that illustrate FAO's work and seek to inform the choices and behaviours of ordinary people.

Crucially, the Publications team ensures that FAO's publications clearly and compellingly convey the FAO brand. Reviewing the branding and proposing an immediately recognizable visual identity and editorial tone has been a major focus of recent years, as testified by the striking collection of FAO's flagship series on "The State of the World". ■

The Publications team editors and graphic designers at work.



©FAO/T. Cebrián Aranda

Overview

FAO publishes more than 2 000 publications a year in a range of formats. This prodigious output reinforces FAO's preeminent position as a leading global knowledge organization in the fields of nutrition, food and agriculture.

In 2018, FAO published **829** books
and **1 187** brochures.

By the end of 2018, the FAO Document
Repository, the official online publications
archive, contained **85 000**
documents and publications.

Each year FAO produces up to **5**
"The State of the World" reports,
6 launched simultaneously in
languages and 4 different formats
(print, PDF, EPUB and MOBI).

Approximately **100**
major reports available through
the UN iLibrary as at May 2019.

In 2018, **838** titles
uploaded on Google Books
Over **2.5** million book visits
Over **20** million pages viewed.

In 2018, more than **10 000**
titles sold as hard copies
or downloaded as e-books
(+86% compared to 2017).

Keeping FAO's publishing output relevant

For more than 70 years, FAO has thrived as a major global publisher in the fields of food, agriculture and nutrition, by responding to the needs of its increasingly diverse audience. Below are just three examples of how the Organization plans to continue adapting and refining its editorial output in future.

CURATING CONTENT

Agriculture, nutrition and the lives of rural people are increasingly being affected by cross-cutting issues such as climate change and urbanization, as well as social issues that include gender mainstreaming, conflict and migration. At the same time, FAO's work is being carried out more holistically than in the past – across departments and disciplinary boundaries – thereby influencing the way that the Organization publishes and reaches out to its readers.

FAO's publishing programme caters to a diversity of audiences, broadly ranging from scientists, experts and academia, to policymakers and decision makers,

to practitioners working in a variety of contexts, to the general public. The production of high-quality scientific knowledge is crucial for our specialized audiences and the basis for all of our other published products.

However, specialists and laypeople alike are crying out for more accessible, digestible and up-to-date content – it is the role of the Publications team to distil FAO's technical knowledge to respond to this demand. This effort has ushered in unprecedented collaboration with chefs, writers, journalists and educators who have enabled FAO to engage in new ways with its traditional audiences as well as reaching out to new ones.

TAILORED FORMATS

With the rise of digital communication channels and media, the alarm has been sounded on several occasions over recent years that books are dead. The reality couldn't be more different – publishing is alive and well, and the book remains a fundamental medium for sharing and consuming content.

FAO's publications are medium-agnostic, with formats chosen on the basis of audience. The PDF remains the format of choice for scholarly publishing, with users valuing it as a hallmark of editorial quality and for its usefulness for in-depth reading and offline storage – this is the main format used to store FAO's publications in the Document Repository and protect them for posterity.

However, users who are not sitting at a desk may prefer an e-reader format for their tablet or mobile phone, and some readers continue to prefer print, especially for highly-designed illustrated books, or in areas where there is poor digital coverage. Every single title is assessed before publication and formats are decided accordingly.

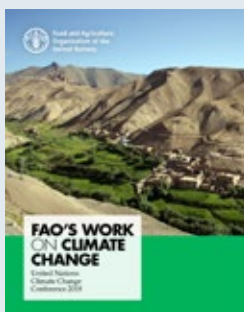
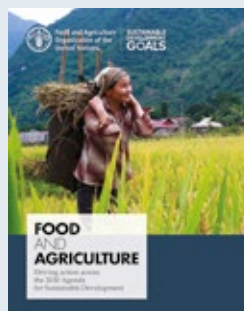
For users who have Internet access but prefer not to download, partnerships with Google Books and the UN iLibrary make it easy to read online. In 2018 alone, there were over 20 million page views of the FAO titles available in Google Books. And the UN iLibrary, which covers several UN organizations and other IGOS, splits publications into chapters and smaller pieces of content that facilitate discovery, access and use of FAO material.

CONSISTENT BRANDING

One of the challenges for an organization that is such a prolific publisher as FAO is to ensure brand recognition across its publishing output. The Publications team has been working intensively on strengthening branding, starting from corporate level and major series publications. In the case of FAO's corporate brochures, we have moved from a landscape in the not-too-distant past of disparate stand-alone products, to a cohesive set of brochures with a strong core template and consistent visual identity that champion FAO's priority areas of work. ■

CORPORATE BROCHURES

These brochures report the strategic work of FAO, providing substantive information and communicating key policy and technical messages. They are available in the six official languages and represent FAO's position in specific thematic areas. The Publications team has developed a consistent visual identity for these products.



Flagship series branding and transformation

The first edition of FAO's original flagship, *The State of Food and Agriculture*, was published way back in 1947. Since then, the flagship series representing the Organization's most prestigious editorial output has grown to five publications, covering themes and emerging issues in relation to food and agriculture, food security and nutrition, fisheries and aquaculture, forestry, and agricultural commodity markets.

In recent years, the flagships have undergone an exciting rebranding process designed to reinforce their status and reflect FAO's preeminent position as the only international organization that has a 360° vision of sustainable agriculture and natural resource management and that covers the full spectrum of food-related challenges, from agriculture to economics to nutrition.

This rebranding recognizes FAO's responsibility to communicate its expertise to all stakeholders. Gone are the days of the dry, visually dull reports aimed at a restricted readership – the new flagships are easy on the eye, adaptable to multiple audiences and in tune with the zeitgeist.

The rebranding has relied on three main pillars. First, the creation of a strong identity through consistent titles, striking images and a bold design identifiable across the brand. Second, a communication ecosystem that includes all relevant digital and print formats and channels. And third, communication efforts aligned with major meetings and events to ensure a coherent production and communication schedule across the set of flagships.

The new strategy means that, for the first time, FAO conceptualizes, packages and promotes its flagships as part of a comprehensive set – “The State of the World” series. An important component of the rebranding strategy has been the targeting of a more diverse readership through a variety of new flagship products, including an In Brief version and digital report.

Thanks to a concerted effort across the different communication teams, FAO flagship reports are gathering more attention than even before. ■



The new graphic identity has been designed to make the reports visually striking and immediately recognizable as part of the set of FAO's leading corporate publications. Each flagship has a distinctive colour, used on the cover as a vertical graphic element at top right containing the year. This element includes a curved line suggestive of the

globe reinforcing the theme "The State of the World". The curve of the globe is more explicit in the presentation of the full set, where it sweeps across the five coloured bars representing the flagships.

THEN VERSUS NOW

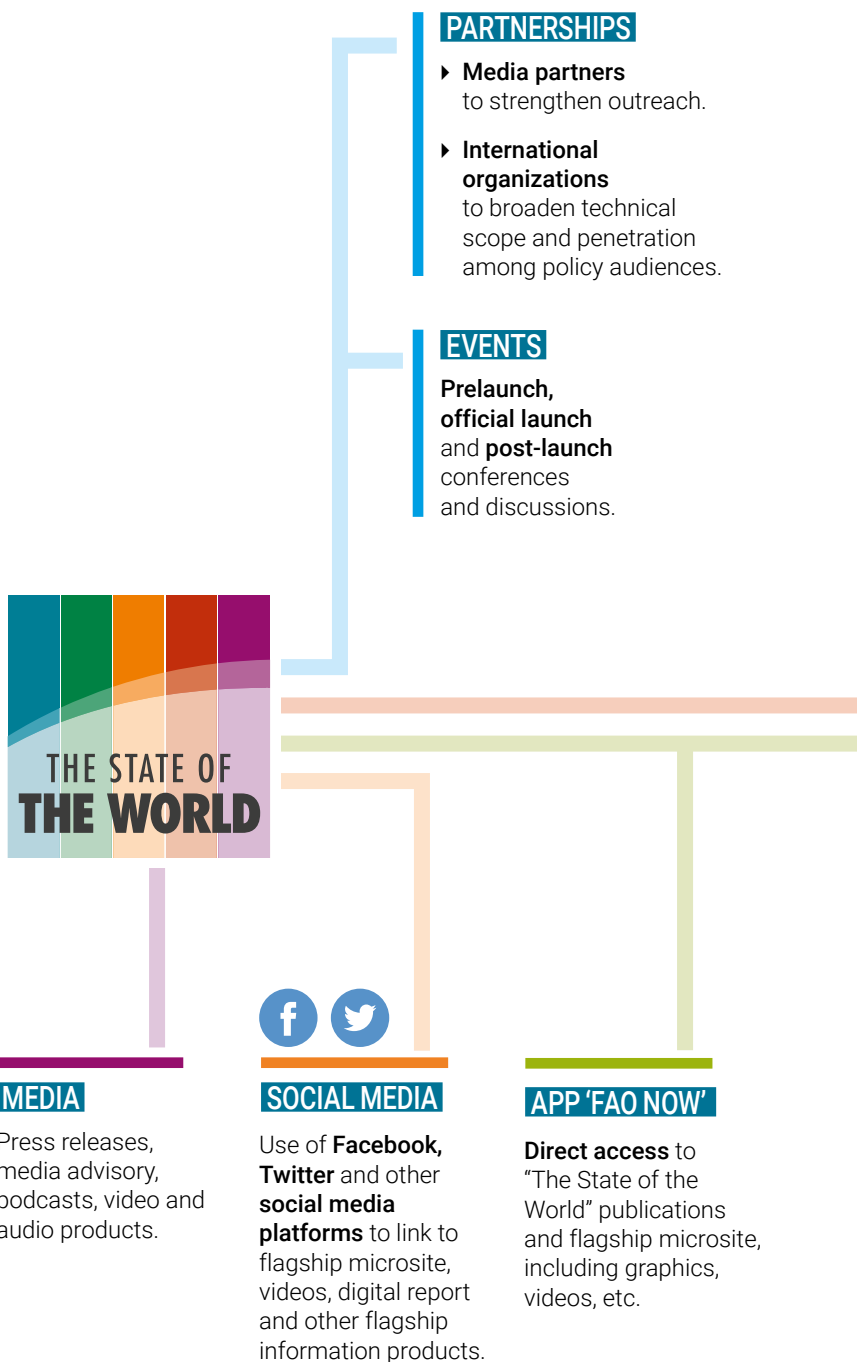


The front cover uses one strong full-sized photo, featuring a person or people. The use of an impactful font for the main title underscores the common brand across the flagships while keeping the emphasis on the thematic title.

THE STATE OF THE WORLD COMMUNICATION ECOSYSTEM

FAO's flagship reports are the beating heart of a whole communication and dissemination ecosystem with tailored content and formats for each target audience.

- Print/PDF products
- Digital
- Social media
- Outreach
- Media





FLAGSHIP PUBLICATION

IN BRIEF

A **short summary** with key messages, catering to media and journalists.

BACKGROUND PAPERS

Technical studies that provide background material for specific sections of the main report.



EDUCATIONAL MATERIAL

Learning and teaching guides for schools based on the flagships.

GENERAL INTEREST BOOKS

Raising awareness and influencing public opinion.



E-BOOKS

Available in **all six official languages** through FAO Document Repository and major online platforms.



DIGITAL REPORT

Online version of the main report with the core text and enriched graphics.

FLAGSHIP MICROSITE

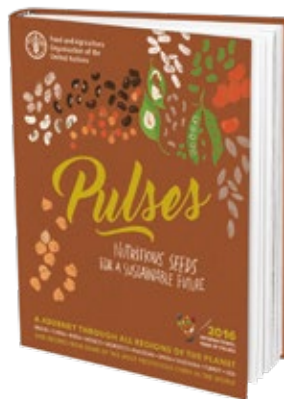
Site with **direct access** to **all flagship publications**, including previous editions and communication products (e.g. infographics, videos, press releases).

Reaching beyond specialized audiences

FAO's commitment to Zero Hunger means constantly tailoring its message to reach the broadest range of people possible.

Everybody, not just policymakers and technical experts, needs to know about the steps we can all take to end hunger and create a more sustainable future. Not only can ordinary people bring about real and durable change through their own actions, they can also be important influencers and play a valuable role in the communication ecosystem.

Moreover, FAO actively engages in partnerships with the private sector, with civil society and with researchers in the academic sector to disseminate its core messages. ■



PULSES – NUTRITIOUS SEEDS FOR A SUSTAINABLE FUTURE

This highly visual guide was produced for the FAO-led International Year of Pulses 2016 in collaboration with ten leading chefs, representing all corners of the globe. The idea behind the guide, which doubles as a cookbook, was to freshen up FAO's approach to the celebration of international years.

With growing interest in the art of cooking demonstrated by the plethora of cooking shows and celebrity chefs in mainstream and digital media channels, it felt like a natural progression for FAO to move beyond its traditional guides and into a more popular cookbook-style format. This book not only presents lots of information on how to create amazing and fun recipes from the seeds that are available across all regions, it also reinforces FAO's message of encouraging healthy diets based on local ingredients.

TOWARDS ZERO HUNGER 1945–2030

When it comes to getting attention, FAO's concrete actions can often be overshadowed by the Organization's more global mission. This book sets about correcting that wrong in the most immediate way possible – through the medium of photography. The unique collection of images presented here documents how FAO – in the fields, in the mountains, on the oceans – carries through its mandate in real-life settings, playing a leading role in combating hunger worldwide.



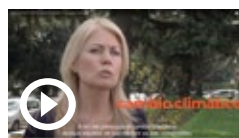


THE STATE OF THE PLANET SERIES A concrete example of FAO's partnership model is "The State of the Planet" series that the Organization produced together with leading Spanish newspaper EL PAÍS.

The 11-book series was conceived to communicate to a general audience some of the major challenges our planet faces and show the work FAO does in the face of these challenges. With themes ranging from nutrition to climate change to ocean and forest conservation, the books draw on the most up-to-date information available from leading experts at FAO and other UN agencies and render

it relevant and accessible. Right from the start the intention was to highlight that all of us – young and old – are stakeholders in the future of the planet and that we all have a responsibility to act in the best interests of humankind.

Interestingly, the books are also having an impact in the classroom, challenging young people to take a critical look at the state of the planet and become part of the solution.



70 YEARS OF FAO

This book, produced for the 70th anniversary of FAO, was deliberately crafted to recount the history of the Organization in a way that moves beyond traditional storytelling, instead using a "story-showing" technique reliant on photographs and infographics to reinforce the messages in the text and underline the achievements of the UN's largest specialized organization in its eventful first 70 years.



Dissemination and promotion

While all FAO publications are made freely available in the Document Repository, the Publications team is working to develop the range of channels through which content and metadata are made available, including commercial channels. These include bricks-and-mortar and online booksellers (such as Amazon), copublishing partners (such as Oxford University Press and Elsevier), and content aggregators (such as EBSCO and Knovel).

FAO signed an agreement with the United Nations Secretariat in 2018 and as at May 2019 has around 100 publications in the UN iLibrary, many of which are also available as print-on-demand.

Disseminating content through the appropriate channels makes it possible to improve discoverability of publications, attach a value to the content, establish the credibility of FAO's publishing activities on a level with major publishing houses, and ultimately to cater to audiences that would otherwise remain unreached.

Promotion is equally important. The Publications team therefore works hand in hand with the Digital, Media, Outreach and Internal Communications teams, as well as with corporate networks such as FAO's Global Forum on Food Security and Nutrition, to ensure the right combination of broad and targeted outreach.

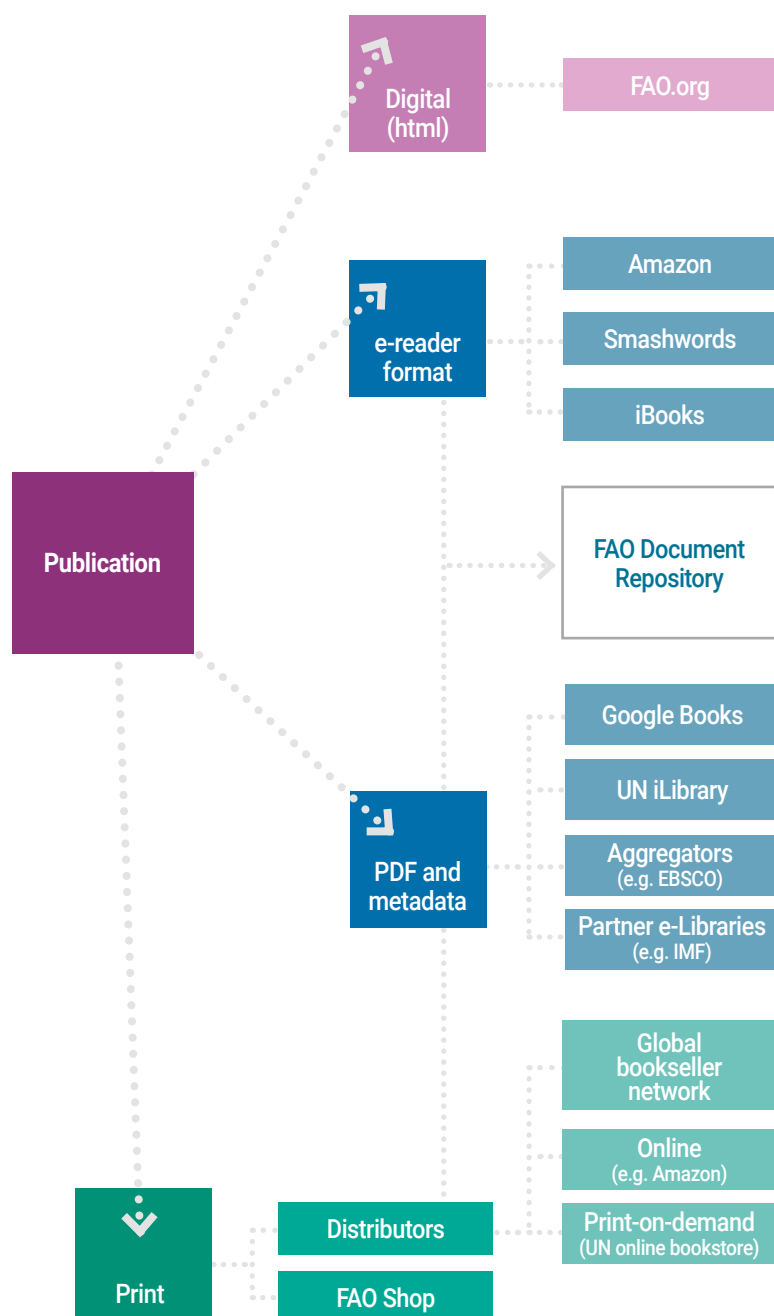
The team produces newsletters that cater to a mix of internal and external audiences, including staff of

both FAO and other UN organizations, technical experts and partners, academia and educational institutions, interested laypeople and content partners. Distributors receive advance information on new titles for their own promotional channels as well as bundles of older content that can be promoted in specific contexts, such as international days.

The team also liaises with journals to propose titles for review, and organizes advertising through for example *Le Monde Diplomatique* and the IMF's *Finance and Development* magazine. The publications catalogue, produced twice a year, is timed to coincide with the London and Frankfurt book fairs, two of the largest publishing industry events globally. ■

FAO's stand at the Frankfurt book fair.





MULTILINGUAL PUBLISHING

FAO publishes extensively in its six official languages – Arabic, Chinese, English, French, Russian and Spanish – and, when opportune, in even more. This is in line with renewed efforts to maximize the uptake of its messages, a benchmark recommendation for all agencies in the UN constellation. In particular, significant energies have been devoted in recent years to making sure that FAO's flagship "The State of the World" reports are released simultaneously in the six languages.

FAO also oversees an increasing number of publications in languages such as Parsi or Hindi, done at the request of Members through the Organization's field offices. Core normative and advisory texts, such as the Voluntary Guidelines on Tenure series, are in high demand from local users, as are publications on plant and animal health.

FAO Shop

The FAO Shop opened at FAO headquarters in November 2018 to reinforce the FAO brand and raise awareness about the Organization's role through the sale of publications and branded merchandise, which play a complementary role in communicating FAO's work. The activity relies on a physical shop space at headquarters and an ordering service for decentralized offices and external customers, which may in time be supplemented by an e-commerce site. A niche to boost messaging by displaying annual product campaigns was also designed and installed near the main FAO entrance.

The shop stocks a range of FAO-branded merchandise such as bags, notebooks, clothing and kitchenware. ■



©FAO/G. Napolitano



©FAO/A. Pindemonte

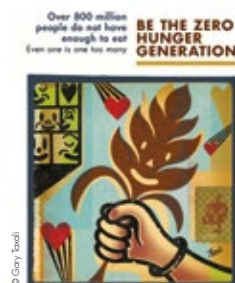
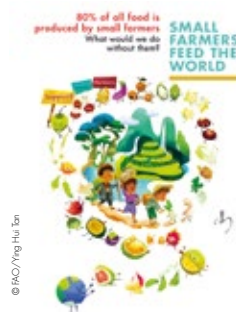


Setting up the new FAO Shop at headquarters (top). Display niche near main FAO entrance (bottom).



FIRST ANNUAL PRODUCT CAMPAIGN – SIX ILLUSTRATORS WORKING FOR #ZERO HUNGER

The development of product campaigns that tie in with FAO's priority areas of work is an important component of the FAO Shop activity. For its first campaign in 2018, FAO called upon six illustrators from different parts of the world – Diana Ejaita (Africa), Ying Hui Tan (Asia), Del Hambre (Europe), Nik Neves (Latin America), Zoulikha Bouabdellah (Near East and North Africa) and Gary Taxali (North America) – to translate an important message into a striking image for a new line of products, launched during World Food Week.



Digital platforms for decentralized publishing

FAO has a highly decentralized publishing programme. Of the over 800 books produced in 2018, 65 were produced directly by the Publications team. This does not mean that the team has no involvement, however, in the other publications that are produced. On the contrary.

Whereas until 2011 FAO did not have a comprehensive overview of its own publishing output, or a system to uphold common processes and standards across the Organization, it now has a Publications Workflow System (PWS) which covers the entire publishing chain, from planning to dissemination. All FAO publications must go through the PWS, no matter where they originate in the Organization, whether at headquarters, one of the regional offices, or even a small country office.

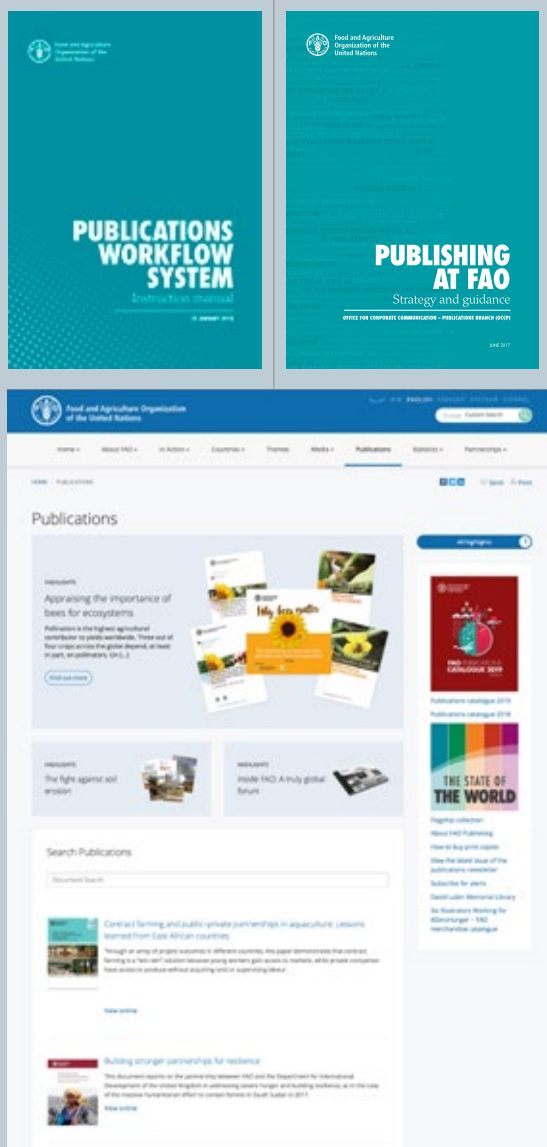
Accompanied by the “Publishing at FAO” guidelines, the system is a fundamental part of FAO’s knowledge curation function as it incorporates internal departmental clearance processes as well as checkpoints for review and quality control by the Publications team. It also provides an overview of

all publishing activities within the Organization and enables analysis and strategic planning of FAO’s publishing programme.

At the very beginning of the preparation process, the system prompts originators to reflect on the purpose and costs of their publications, and their alignment with FAO’s Strategic Framework. It includes information relating to the preparation of a publication, such as peer review and collaboration with other institutions. The Publications team steps in at various points in the process: to handle copublishing arrangements, check consistency with corporate editorial standards, plan dissemination and promotion, assign identifiers such as International Standard Book Numbers (ISBNs), and enrich the metadata before uploading the publication into the FAO Document Repository.

Accessible through FAO.org, the FAO Document Repository functions both as an archive to preserve FAO’s accumulated knowledge and a means of dissemination to users across the world. There are currently over 85 000 documents and publications online in the FAO Document Repository. ■

FAO publishing manuals (top).
The FAO publications web page (bottom).



FAO DOCUMENT REPOSITORY

The FAO Document Repository (FDR) is the entry point to FAO's knowledge – its books, papers, meeting documents, as well as leaflets, project reports and infographics – representing the institutional memory of the Organization in digital format.

When the FDR was first launched in 1998 – the same year as Google! – many were sceptical, particularly those who believed that the only way to access books was through library shelves or bookshops. However, with patience and tenacity we persevered, eventually establishing a unique digital repository for FAO documents and publications and learning to work in all the official languages of the Organization.

In the last few years we have encountered a new difficulty – moving from a situation of information scarcity to one of information overload. For FAO, the challenge becomes finding the most relevant document in the FDR among thousands of books and ensuring that the repository contains information that is 100 percent reliable, accurate, and correctly cited and branded. In a period of evolving technologies, this requires a dedicated system that can serve as a digital repository compatible with other e-libraries in the UN system and beyond. The FDR has proven to be just that, and will continue to be developed to respond to evolving needs for information flows and interoperability.

Publications may be just the tip of FAO's information iceberg, but they are a beacon in a changing environment; and you can access them from your desktop or mobile device. You can also reference them at any time, to dig out important information from the past or to inform future research. This is why the continued development of the FDR is so important: books are a gateway to the future.

Safeguarding knowledge and institutional memory

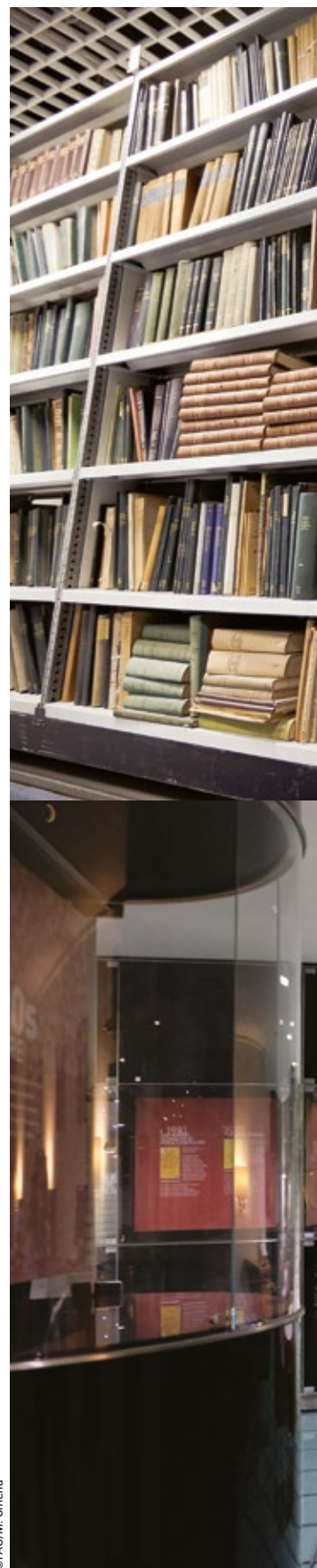
PROTECTING COPYRIGHT FOR GREATER FREEDOM OF USE

FAO is committed to providing broad and unrestricted access to the knowledge that it produces for anyone who has a need for it. In June 2018, the Organization launched an Open Access policy to make it easier for people around the world not only to access FAO content, but also to re-use it. The adoption of Open Access, and associated Creative Commons licences, make it much easier to reach out to users of our content across the world and ensure more effective knowledge transfer.

However, FAO can only do this if it holds copyright over the material it publishes. One of the Publications team's key functions is the protection and management of this copyright, through agreements with donor partners, collaborators, and other key players. The Publications team also manages licences over material that FAO staff may publish in non-FAO publications like scientific journals. These journal licences provide for broad dissemination of the content through the journal, while at the same time ensuring that FAO has the right to make the material available to its developing country constituents at no cost, through means such as the FAO Document Repository.

Historic collections of
monographs, series and
journals in the FAO Library.
(Top)

David Lubin Memorial
Library user space.
(Bottom)





LIBRARY AND ARCHIVES

The David Lubin Memorial Library provides professional research and information services to FAO staff, delegates, researchers, and the general public through thousands of print and digital resources, including books, journals and databases covering all core disciplines related to FAO's output, while monthly e-bulletins alert staff to relevant new and historic resources.

The Library is considered one of the world's finest collections in fields such as food, agriculture and nutrition; natural resources; economic and social development; forestry; fisheries; and other related fields. In addition to online subscriptions to *Science*, *Nature*, the *Financial Times* and Web of Science, among others, the Library also houses an invaluable collection of historical agricultural resources: for example, the former International Institute of Agriculture's entire collection, which dates back to the fifteenth century and includes rare books and incunabula.

The Archives preserve the Organization's records. Situated in the basement of the entrance building, they extend over 3 800 linear metres. Together, the Library and Archives house over 1.5 million volumes. ■



Outreach, events and campaigns

FAO explores and capitalizes upon opportunities across the landscape – from subway screens to major international events – to promote FAO's Zero Hunger mission and market the Organization's capacities, both as a centre of excellence for research and policy and as a development actor.



Often, communications is thought of as a digital and news-centred phenomenon. But communicating through events, campaigns and advocacy at national, regional and global levels is also essential.

Such actions bring FAO closer to the people we need to work with to achieve Zero Hunger: governments, stakeholders, NGOs, civil society, farmers, food producers and other private companies and the general public – and add to the credibility of the Organization as a policy-making forum.

The role of FAO's Outreach team is to make FAO's knowledge accessible and actionable by developing innovative and compelling campaigns and events to provoke thought and spark discussions on global hunger and malnutrition in all its forms.

The Outreach team has dramatically increased its production and impact through innovative partnerships and collaborative pro bono arrangements with cities, television networks, broadcasters and transport, and retail and advertising companies to further galvanize and engage the general public.

Direct marketing efforts have been gradually ramped up since 2012, expanding on a global scale in 2018, and now reaching very large audiences around the world, often in novel venues such as subway trains. Key challenges include crafting a unified and simple message, as well as rendering it in multiple languages and in appealing story-telling forms.

The 2018 World Food Day (WFD) was a litmus test for the approach the team has been developing. Outreach

partnerships, done on a pro bono basis with minimal costs for FAO, were leveraged to include approximately 300 events in almost 150 countries. Highlights included reaching a potential 66 million households in the Near East and North Africa region through Cartoon Network's TV broadcast of the WFD promotional video; 4.7 million people in cinemas across Mexico; 4.5 million views a day over 40 days through advertising on transport networks in Jakarta; reaching 1.5 million pedestrians and drivers in Juba; as many as 12 million subway, commuter train and bus passengers across Italy, and many more via similar initiatives in cities such as Madrid, Berlin, Barcelona and Montevideo.

FAO's guiding concept with outreach is to find partners and venues that fit FAO's purposes, complement members' prerogatives, and offer value-for-money impact that can be replicated and sustained over time. Many events are geared to FAO itself, of course. Public events held at headquarters often need special attention, both to facilitate external visitors and to ensure that FAO's effectiveness and credibility emerge not only unscathed but strengthened.

In recent years FAO has sought to open up to the local public, through periodic weekend "Open House" events and invitations to targeted groups – ranging from young professionals and diplomats but highly focused on >>

The Outreach team.



©FAO/G. Carotenuto

Overview

FAO's campaigns reach hundreds of millions of people worldwide every year through pro bono partnerships with cities, TV networks, outdoor advertisers such as JCDecaux, public transport, and retail and entertainment companies.

In 2018, approximately **300**
World Food Day events took place in
almost **150 countries**.

Content originally produced in the six UN official languages for the **World Food Day 2018 campaign** was reproduced **in an additional 26 languages**, increasing the language audience by over 45%, and increasing the number of languages tracked in 2017 by 30%.

The Universal Exposition, Expo Milan 2015, brought FAO and the UN system's work to an audience of **20 million** people over 6 months.

The creation of guidelines and a new strategy for FAO exhibits and public spaces resulted in a **40% increase** in the number of exhibits held at or organized externally by FAO, compared to 2017.

In 2018, children from **117**
countries participated in the **World Food Day Poster Contest**, a 30% increase compared with 2017.

Visits to FAO by groups of school children, university students, young professionals and diplomats **have increased threefold**, building greater awareness of the Organization's work and goals.

>> students of various ages, and including guided tours and live presentations by FAO technical experts. This is growing strongly and generating greater awareness of the Organization's work and goals.

The Organization counts on the cumulative effort of its wider communication network based in more than 100 decentralized offices, as well as active partnerships with members, to upscale FAO's campaigns. In-house training sessions, workshops, and webinars with decentralized offices are spurring the greater FAO communication network to establish outreach partnerships at national and regional levels.

This requires effective internal communication to put everyone in a position to take action, while ensuring consistency in messaging and visual identity. Communication handbooks, toolkits and visual identity guidelines are produced to improve the capacity of FAO's local offices to participate and maximize global impact, and also for governments, schools, the private sector and other partners to do the same. These tools are essential to creating effective and integrated catalysts to action.

The Organization's development of integrated communications plans, guidelines and logo books has greatly improved the broader and better use of visual identity elements that strongly anchor successful publicity efforts.

Concretely, it has ensured a greater impact for events and programmes such as the 40th Anniversary celebrations of FAO presence in the field, the 2018 Innovation Symposium and the Organization's highest governing body, the FAO Conference.

For example, FAO's integrated communication strategy for the Globally Important Agricultural Heritage Systems programme, and establishment of a new visual identity with guidelines and a logo book, has led to a unified approach by all relevant stakeholders and the effective promotion of agricultural heritage as a valuable global concept. ■

A VISUAL IDENTITY IS BORN

The Globally Important Agricultural Heritage Sites (GIAHS) programme recognizes the intricate relationship between humankind and land, resulting in landscapes of aesthetic beauty, a precious natural heritage that belongs to humanity and that needs to be preserved.

The picture on the right shows how the GIAHS visual identity took shape, starting from the need to represent the relationship between people and agriculture, expressed through a hand and a landscape. It also shows concrete applications of the visual identity for corporate communications materials.

The colour palette – made up of blue, green and yellow – represents all agricultural sectors, including forestry, fisheries and aquaculture. The many shades of colour highlight the seasons of planting, growing and harvesting.

The logo block recalls the "hand+landscape" synergy, with the rounded shape of the pictogram expressing the global approach of the programme.



©FAO 2019



Part 4 / Outreach

BUILDING THE FAO BRAND

As FAO's activities expand to reach new or wider audiences, they need to be easily recognizable with a strong visual identity that is consistent with the FAO brand.

The Outreach team takes the lead in developing visual concepts for key corporate activities and events, making sure they are in line with UN guidelines and reinforce the FAO brand, while also forging ways to boost their ability to convey simple and accessible messages to a broad general public.

FAO has developed a co-branding policy linking FAO to the Sustainable Development Goals (SDGs) as well as guidelines to support the promotion of a global SDG brand, all while promoting FAO's role as a leading UN agency in providing support to countries that have pledged to achieve those global goals. FAO departments and decentralized offices are now using this co-branding in partnerships, communication activities, and across a broad range of information and promotional products.

FAO also ensures consistent branding systems for initiatives in which FAO partners with other UN agencies, such as the Codex Alimentarius or the Decade of Nutrition.

- 1) "Museo Sans" Family Fonts
Colour: Black 85%

UNITED NATIONS DECADE OF
ACTION ON NUTRITION
2016-2025

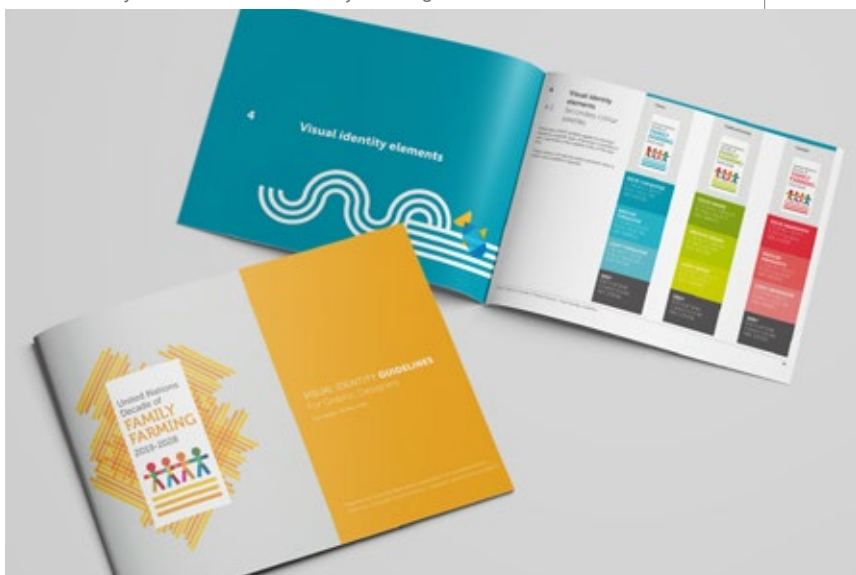
- 2) Colours of the Sustainable Development Goals



The development of the United Nations Decade of Action on Nutrition visual identity in accordance with the Sustainable Development Goals branding guidelines, and its application on communications material.



Visual identity for the Decade of Family Farming

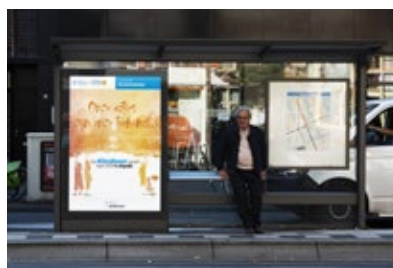




High-level event: Step
It Up Together with
Rural Women to End
Hunger and Poverty
at FAO headquarters
in 2016.



©FAO/C. Perla



World Food Day 2018 visual
identity tailored for different
purposes: from backdrop and
visuals inside FAO headquarters
(left) to outdoor campaigns around
the world (right).

Global campaigns: World Food Day

FAO's Outreach team regularly carries out global campaigns to raise awareness about hunger and food security issues, promote healthy diets and garner support for the global Zero Hunger goal.

The main act on that front is World Food Day, which every year commemorates the founding of the Organization on 16 October 1945 and constitutes FAO's major annual mass initiative to galvanize civil society behind its mission. It is also one of the most celebrated international days of the UN calendar, with events organized in more than 150 countries and high-level endorsement and participation. These events are an excellent vehicle for FAO to convey to the public the real nature and scale of hunger as well as the need to ensure nutritious diets for everyone. The aim is to mobilize their support to achieve Zero Hunger. In 2018, FAO coined the "Our Actions are our Future" slogan for the event in an explicit attempt to recruit individuals to the cause with suggestions about what each of us can do.

Since 2015, FAO's approach to World Food Day has been linked to the Sustainable Development Goals, especially SDG 2, Zero Hunger, as part of the corporate communication strategy that aims to position FAO as a leading UN agency in forwarding this goal and the whole 2030 Agenda.

World Food Day has steadily built up its media impact and is now a genuine global brand, with robust high-visibility initiatives. The partnership between FAO and the JCDecaux Group, for example, led to advertisements in the subway systems of London, Barcelona and Berlin, and billboards in many European cities. This and other pro bono tie-ups allow FAO's key messages to reach millions of people.

FAO now guides the organization of over 300 events each year and assists with the translation of an engaging content package in over 30 languages. Private companies are even taking the initiative to approach FAO and promote World Food Day on a pro bono basis.

Famous personalities and global leaders in the fight against hunger have attended the global World Food Day ceremony in past years including former UN Secretary-General Ban Ki-moon; Pope Francis; President of the Italian Republic Sergio Mattarella; Princess Lalla Hasnaa of Morocco; FAO Special Ambassadors such as Queen Letizia of Spain and King Letsie III of Lesotho; and the Agriculture Ministers of the Group of Seven (G7).

Communication handbooks and toolkits are produced for various target audiences including schools, governments, the private sector and FAO's network of local offices, to improve, enhance and align their capacity to join the global campaign and increase the impact of what is after all FAO's birthday through the use of a unique visual identity, theme and set of communication products. ■

World Food Day 2018 celebrations around the world. Clockwise from top left: Burundi, Bangladesh, South Sudan, Rome headquarters and El Salvador.



©FAO/C. Carotenuto



©FAO/C. Perla

International events, exhibits, shows and activities

FAO uses corporate events as a platform to effectively engage with various target audiences and project itself as an action-oriented and results-driven organization. Integrated marketing communications strategies for events streamline efforts across several elements such as brand identity, communications products and related outreach activities, and ensure that the Organization responds to current trends through cutting edge events and related activities.

FAO recently restructured the podium in its major conference space, the Plenary Hall, where world leaders regularly unite to discuss food and agriculture issues. This has enabled new “Davos Style” or “TED talk” event formats and the possibility to create more dynamic events with clear branding, maximizing their impact in the media.

Exhibits linked with corporate events at FAO headquarters enhance the events and increase interaction with target audiences. The creation of a new strategy and guidelines for exhibits and public spaces resulted in a 40 percent increase in the number of exhibits held at FAO in 2018, compared to 2017. It also resulted in more innovative and higher quality exhibits, meaning a more effective and salient engagement of key target audiences during high-level corporate events. ■



©FAO/A. Pierdomenico

**Globally Important Agricultural Heritage Sites
International Forum at FAO headquarters (2018)**



©FAO/G. Carotenuto

FAO's 70th Anniversary (2015)



©FAO/A. Benedetti

**UN Secretary-General Ban Ki-moon during the World Food
Day Ceremony at Expo Milan (2015)**



An attendee makes a speech during the International Symposium on Agricultural Innovation for Family Farmers 2018 at FAO headquarters.

©FAO/A. Benedetti



FAO's participation in Seeds&Chips, the world's biggest food innovation summit in 2019.

©FAO/A. Carega

ART

**MAXXI, THE NATIONAL
MUSEUM OF 21ST
CENTURY ARTS
IN ROME, HOSTS
EXHIBITION "FOOD:
FROM THE SPOON TO
THE WORLD"**

FAO promoted hunger-fighting programmes around the world at the exhibit "FOOD: From the spoon to the world" held at Rome's National Museum of 21st Century Arts, MAXXI, over a 6-month period. The museum hosted FAO content and a large blue spoon, symbolic of the UN's participation in World Expo Milan 2015.

Poster of the exhibition "Food: From the spoon to the world" (Italian).



TV SHOWS

SCALA MERCALLI

Scala Mercalli, a popular television show hosted by Italian environmentalist Luca Mercalli, was filmed in front of a live audience in the Sheikh Zayed Centre at FAO in 2015.

The documentary series, produced by the Italian state broadcaster RAI, and aired during a prime time evening slot, highlighted pressing and current global issues themed around the environment and sustainability. FAO was not only advertised as the host but was also able to invite people to attend, boosting its profile in its host country as well as providing a corporate social responsibility service.

A frame from the TV show Scala Mercalli.



©FAO/G. Carotenuto

EXHIBITIONS**FAO'S PARTICIPATION IN WALLPAPER*
HANDMADE EXHIBITION**

FAO was approached by the designer Sebastian Herkner to collaborate on the "Wallpaper* Handmade" exhibition held during Milan's Salone del Mobile 2017 – the leading global design trade fair was attended by thousands of architects and craftsmen from around the world. The exhibit raised awareness about the importance of preserving and protecting seeds affected by climate change. The Outreach team worked with FAO's Seed and Plant Genetic Resources team in the selection and procurement of five seeds, the exhibit text and captions. FAO also featured in two editions of the Wallpaper Magazine.

Wallpaper paired the Sebastian Herkner Studio with Leonid Lobmeyr, a Vienna-based company known for their artisanal glassware craftsmanship, to jointly develop an exhibit that engaged with the theme "Worship". The exhibit involved the creation of five thecae, which were hand-blown, hand-cut, and engraved, each displaying one seed on a small gilt brass table.

INTERNATIONAL FAIRS**FAO AS THE
INTERNATIONAL
GUEST OF
HONOUR AT THE
SWISS SALON
GOÛTS ET
TERROIRS**

FAO showcased efforts to reach Zero Hunger and invited the Salon's 30 000 visitors to take action. The 300 square metre FAO stand at the Salon showcased the Organization's work with countries and partners to achieve Zero Hunger through sustainable agriculture, rural development, biodiversity preservation, food loss and waste reduction, and nutrition in an interactive way. It also highlighted how individuals can contribute to Zero Hunger by presenting simple actions we can all take to preserve the earth's natural resources, eat better, waste less and become more climate smart.



Items from the exhibition
"Wallpaper*Handmade" during
Salone del Mobile, Milan.

FAO Awards

Awards are an effective communication tool for FAO to bring momentum to the drive to achieve Zero Hunger by showcasing efforts and best practices in increasing food security by individuals, journalists, institutions or countries whose work, through innovation, quality and commitment, decisively contributes to this cause. At the same time, the awards can increase the Organization's own visibility and reputation among external audiences, including donors, all Member Nations, research communities, reporters and civil society at large. A number of awards established on the basis of resolutions adopted by FAO Members are named after former Directors-General.

In existence for almost 40 years now, FAO's biennial A.H. Boerma Award for media professionals is a prestigious and at times career-catalysing prize for journalists who have successfully steered public attention towards food security topics. Winners – who are invited to Rome during the FAO Conference session – have hailed from major global international news outlets such as the Financial Times and CNN International and have also been young and promising journalists from developing countries, such as the most recent winners from Samoa and Kenya.

Other Conference awards include the Jacques Diouf Award – often given to institutions or non-profit

organizations – which recognizes contributions to food security achieved through the development and large scale adoption of sustainable measures to fight hunger and malnutrition, and the B.R. Sen Award granted in recognition of outstanding performance by FAO field officers during their assignments. The Edouard Saouma Award recognizes institutions that effectively implement projects conceived by FAO, and the Margarita Lizárraga Award acknowledges outstanding implementation of the Code of Conduct for Responsible Fisheries.

That awards are an effective outreach mechanism is demonstrated by their growing popularity – Members are increasingly making requests to jointly establish new awards. The most recent addition is the Innovation Award for Sustainable Food and Agriculture, launched by FAO and the Government of Switzerland in November 2018 to raise the profiles and prospects for success of promising work done in the areas of digitalization and rural youth empowerment.

FAO also grants awards to Members that meet the targets set by the international development agenda. Seventy-two countries received a prize for meeting the food security goal set by Millennium Development Goal 1 (MDG1) – to reduce by 2015, at least by half, the proportion of people in the country suffering from undernourishment. ■

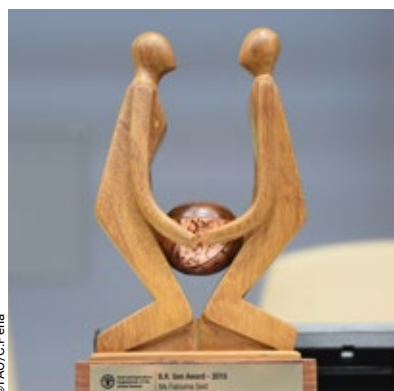
Prizes for the FAO Awards have been created by artists from developing countries.

In 2015, FAO selected the Malaysian artist Anniketyni Madian. Inspired by the patterns of sacred ceremonial cloths worn by the Iban indigenous people in Malaysia, this sculpture was carved in wood from Dyera Costulata "Jelutong", a Malaysian tree.

In 2017, FAO chose "Silos", a work of art created by Rose Kirumira Namubiru, a Ugandan wood sculptor. Made of wood with a hammered copper bowl, it evokes the concept of effective food storage and its key role in building a food secure world.



Prize for the 2015 edition



Prize for the 2017 edition

Awardees from the 2015 FAO Awards ceremony (top), and from the 2017 edition (bottom).



©FAO/G. Carotenuto



©FAO/C. Perla

Youth Programme

FAO loudly champions the Zero Hunger goal and often notes how it implies that the timeline falls within the current generation, meaning that today's youth will be the last to live in a world where people are deprived of adequate food. FAO not only designs field programmes and policy frameworks meant to boost livelihood opportunities for rural youth, but recognizes that young people will be – and so in a sense already are – primary agents of change and the decision makers of the future. The FAO series of Activity Books is an essential outreach tool to engage young people, their families and educators in FAO's work and the global effort to achieve Zero Hunger.

The Activity Books present important global issues such as hunger and malnutrition, migration, climate change and rural development in a language that is interesting and engaging for school-age children. Through



these products, FAO aims to inspire young people to join in the global advocacy and grow up to exclude any alternative to a Zero Hunger world.

The books are available on FAO's Educators' Portal, "Building the Zero Hunger Generation", a gateway for educators to download material that can support the preparation of classes on important topics at the core of FAO's work.

The Activity Book series has earned international acclaim: produced on the occasion of World Food Day 2018, "Working for Zero Hunger", was translated upon demand in additional languages and the number of countries whose students participated in the related poster contest increased by more than 30 percent. The edition "Change the future of migration" was recognized at the 2018 Gourmand Awards in Yantai China and many FAO partners are recognizing the books as an effective tool to communicate with a youth audience. New tailored editions are underway for partners such as the Japanese Gastronomic Academy and Slow Food, a global food-and-environment movement.

Other outreach initiatives directed towards youth include the hosting of Model UNs and other simulations where youth are trained and encouraged to hold interesting debates on important issues related to FAO's mandate.

One of the highlights of this activity is the threefold increase over the past three years of school visits to FAO. Each year, thousands of students have the opportunity to learn about FAO and how they can play a part in achieving Zero Hunger. ■

Kids play with the World Food Day activity books.



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©FAO/A. Benedetti



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Celebrities and FAO Goodwill Ambassadors

Numerous well-known figures, hailing from the world of entertainment, sports, food, politics, media and royal families, have collaborated with FAO for various programmes and events in recent decades, lending their renown to raise awareness among the general public of the need to work together to achieve Zero Hunger. FAO's Special Goodwill Ambassadors for Zero Hunger play a crucial role in galvanizing global efforts through all available media and channels to achieve this purpose. Their role helps the Zero Hunger generation grow, reaches a broad number of people from all over the world and contributes to making their voices heard.

Goodwill Ambassadors increase access to information, identify opportunities to generate dialogue, engage the public and motivate relevant stakeholders.

For example, Carlo Petrini, President of Slow Food, is FAO Special Ambassador for Zero Hunger for the Region of Europe. His role connects FAO and its mission to the Slow Food network, which has more than 100 000 members in more than 150 countries – encompassing both the producer and consumer sides of food systems – and engages millions in its work to ensure everyone has access to “good, clean and fair food” as well as spreading interest in topics such as biodiversity and heritage.

Her Royal Highness, Princess Maha Chakri Sirindhorn of Thailand, is FAO Special Ambassador for Zero Hunger for the Region of Asia and the Pacific. She opens a door to a large audience in the world's most populous region and spreads her longstanding advocacy of initiatives such as school lunches and gardens.

Darine El Khatib is FAO Special Ambassador for Zero Hunger for the Region of Near East and North Africa and creator of very popular food-based television programmes with a strong focus on engaging children and young people. She has provided access to important communication networks such as Cartoon Network's TV, reaching a potential 66 million households in her native region, as well as proving a major draw at local fairs and events.

Likewise, former congresswoman Guadalupe Valdéz and former President of IFAD Kanayo F. Nwanze have untiringly promoted FAO's vision of a world free of hunger and malnutrition in their respective regions of Latin America and the Caribbean, and Africa.

Queen Letizia of Spain and King Letsie III of Lesotho are major FAO advocates able to mobilize public interest through their roles as FAO Special Goodwill Ambassadors for Nutrition.

FAO has worked with leading figures for special initiatives such as the International Year of Pulses in 2016 and has a set of ambassadorial ties with spirited chefs and food influencers around the world, including Chef Oropeza in Mexico, Heinz Beck from Germany, Bela Gil from Brazil, Bertrand Simon in France, Katsuhiro Nakamura, who also acts as FAO National Goodwill Ambassador in Japan, Elijah Amoo Addo in West Africa and Anahita Dhondy in South Asia.

FAO calls on other change makers, from Nobel Peace Laureates to thematic champions and influencers, to maximize outreach. Influencers working with FAO to advocate for Zero Hunger have been recognized informally as Zero Hunger Champions. ■



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FAO Goodwill Ambassadors and Zero Hunger Champions. Clockwise from top left: Chef Oropeza, Her Royal Highness, Princess Maha Chakri Sirindhorn of Thailand, Queen Letizia of Spain, Darine El Khatib, King Letsie III of Lesotho, and Carlo Petrini.



©FAO/A. Benedetti



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Nobel Peace Laureates Alliance for Food Security and Peace

The Nobel Peace Laureates Alliance for Food Security and Peace was established in May 2016 to work jointly with FAO to foster the virtuous relationship between food security and peacebuilding. The Alliance is an advocacy group of Nobel Peace Laureates that aims at amplifying FAO's contribution to conflict prevention and giving visibility to the work of the Organization in post-conflict countries, in the context of the 2030 Agenda for Sustainable Development.

Sustainable development, reduction of poverty, international cooperation and peace are only some of the areas in which the Alliance has made an impact. With strong political commitment, and deepened technical understanding, it is possible to address food insecurity, reducing the potential for conflict and instability.

Two country projects are being implemented by FAO in collaboration with the members of the Alliance: one in Central African Republic, with the financial support of the Italian Government, aimed at reinforcing agricultural production, and the other in Colombia, seeking to implement the Comprehensive Rural Reform for the realization of peace in the country.

Launch of Nobel Peace Laureates Alliance for Food Security and Peace, FAO headquarters.





To date, Alliance participants have included: the Iraqi Yazidi human rights activist, Nadia Murad; the Northern Irish peace activists, Betty Williams and Mairead Maguire; Adolfo Pérez Esquivel, an Argentine human rights activist; the former president of Costa Rica, Oscar Arias Sánchez; Frederik Willem de Klerk, former president of South Africa, Graça Machel, former First Lady of South Africa and a

human rights activist for women's and children's rights; José Ramos-Horta, former president of East Timor; Muhammad Yunus, the founder of Grameen Bank; the Yemeni journalist, politician, and human rights activist Tawakkol Karman; Leymah Gbowee, a Liberian peace activist and women's rights advocate; and Juan Manuel Santos, former president of Colombia. ■

FAO at Expo Milan

Expo Milan 2015 was an early opportunity for FAO's revamped communications team to seize the opportunity of a large-scale, complex communications campaign.

After the UN Secretary General tasked FAO and the Rome-based agencies to organize the event, the Outreach team took the lead in what proved to be a remarkable experience involving years of organizational work, leadership of a team comprising 20 United Nations organizations and constant exchange and coordination with governmental authorities and other partners.

The Expo's theme was "Feeding the Planet: Energy for Life", giving FAO a clear strategic platform to participate actively in an event that drew more than 20 million visitors. For the first time in the history of World Expositions, the UN had a fully fledged itinerary instead of a pavilion, allowing it to embrace more themes – biodiversity, tubers, women's empowerment to name a few, along of course with the Zero Hunger Challenge – with greater visibility around the extensive site.

The Expo came hard on the heels of the international decision to achieve the Sustainable Development Goals by 2030, underscoring the importance of youth and offering a powerful reminder that it is today's generation that will do this.

The physical construction of an experience enticing visitors to appreciate the UN's work and to note its unity

involved a host of formats including documentary films and architectural icons. Exhibition material was solicited from all participating UN agencies and more than 700 submissions were reviewed for appropriateness, clarity and emotive appeal.

The team crafted a clear and distinct visual identity through the use of giant blue spoons, reaching a height of up to four metres, deployed at strategic points and linked to multimedia displays showing infographics, maps, text and other content while fostering a "horizontal" network to underscore the UN's unity of purpose.

UN content was featured in buildings and areas conceived and constructed for the event, including a biodiversity park, a children's park, a space to explore the "future of food" and nine clusters devoted to major food groups ranging from rice and spices to cocoa and coffee. There was also a strong presence at the Pavilion Zero based at the main entrance to the Expo that introduced visitors to the way that humanity's relationship with nature and food systems – including production, conservation and consumption – has evolved over time and varied over space.

Exhibitions were designed to encourage visitors to discover the roles that they themselves can play, through simple day-to-day actions and decisions, in bringing about a Zero Hunger world. Catering to the nature and opportunity of the Expo's natural audience, the itinerary >>

Porre fine alla fame nel mondo
è una responsabilità di tutti.
Tutti noi abbiamo un ruolo da giocare,
anche attraverso l'impegno a cambiare
semplici azioni e decisioni quotidiane.

 **ONU** EXPO MILANO 2015 | SFIDA FAME ZERO
Uniti per un mondo sostenibile

1 May–31 October 2015

EXPO Milano 2015 – “Feeding the Planet. Energy for Life”



>> targeted families and young people, even including a free smartphone App and a web game on how to “Get to Zero”. Outreach efforts assured that educators were aware of the opportunity, and 11 groups of up to 50 children were guided through the UN itinerary on a daily basis (around 25 000 school students in total).

PIECES OF THE PUZZLE

Communicating began early on how to make sure the show got on the road and was a success. A multilingual video, website, flyer, posters and a USB drive were created and distributed to illustrate the overarching strategy and help encourage and secure the participation of interested partners and sponsors as well as pave a smoother path for other UN agencies.

FAO hosted and launched a UN Expo website – designed to be useful for future World Expositions – in late 2014 to start drumming up media interest and received more than 200 000 views. The main approach to boost engagement through web and social media was however to piggyback on the established fan bases of participating UN agency platforms. This friendly network effect enabled the initiative's ultimate digital reach to rise above 10 million.

High-profile media coverage – especially by RAI, the state broadcaster of host country Italy – was secured for the preparation phase itself, catalysed by special events such as signing ceremonies and diplomatic receptions. Interview opportunities with FAO's Director-General and other UN officials were offered to selected top-tier newspapers to consolidate public awareness of the Organization's mandate as well as its role in the Expo.

The blue-spoon motif was also recruited as a symbol for USB memory drives, which were astutely used as a gadget in photographs of important personalities, including the Italian Prime Minister during his visit to the Expo.

Forceful and positive collaboration with the Expo's

main organizing entity led to the UN itinerary being featured in the official Expo maps, of which more than 20 million were printed, on top of the two million special-edition maps produced for visiting school groups. Pro bono partnerships were also established with an eye to specific needs ranging from cinematic productions to critical transportation services.

Plans were made to host major events, including formal high-level ministerial gatherings, at Expo Milan during its high season.

Chief among this was World Food Day 2015 – celebrated for the first time ever outside of FAO's headquarters – which proved one of the biggest events of the Expo and featured global music celebrities, the President of Italian Republic, as well as a live dialogue between the UN Secretary-General and FAO's Director-General. More than 1 300 people, including 300 journalists, attended the ceremony.

All told, around 200 UN events and debates were held to place agricultural and climate issues high on the political and media agenda. Visits to the Expo by dignitaries such as Queen Letizia of Spain, who is also FAO's Special Ambassador for Nutrition, were leveraged for further media attention on the Zero Hunger goal.

That the FAO-led UN offering at Expo Milan 2015 generated strong interest was further demonstrated by major European television broadcasters requesting to interview a range of UN representatives including the UN Expo team coordinator, an FAO communications officer.

LOOKING BEYOND

The Expo Milan 2015 campaign was a unique and, in many ways, one-time opportunity.

Beyond the generally very successful publicity and goodwill building for the FAO brand, other legacies will also last.



Expo Milan 2015. View from outside the UN Pavilion.

For one, there is the Milan Urban Food Policy Pact, which the Director-General signed as a founding member at the Expo and through which mayors can pledge to exchange best practices and pursue sustainable food systems in their jurisdictions. FAO's support – and hosting of the second annual meeting – has given strong momentum to this municipal movement, which now has 180 members who have made many of FAO's key messages their own. That network is self-sustaining and a strategic partner for FAO's main objectives going forward.

Another takeaway: the FAO-led team showed that such large-scale exercises can be executed, even with relatively modest staff resources if those involved are talented, clear-eyed and committed.

And one more point to make here: A horizontal presence for the UN offers greater opportunities for visibility and awareness raising but also requires a strong approach to making sure messages are clear, focused and enforced through a wide array of practices, ranging from the development and deployment of logos and partnerships to effective media and event planning. The active role played by the Outreach team in UN preparations for Expo 2020 Dubai testifies to how the Expo Milan experience remains alive and valid in the face of new challenges. ■

Mapping the way forward: The Blue Spoons represented necessary milestones along the way to a Zero Hunger future, with exhibitions and components specifically highlighting the need to work together, to end childhood stunting, ensure 100 percent access to adequate food year-round, safeguard natural resources, increase the productivity and incomes of rural agricultural smallholders, sharply reduce food loss and waste, and assure gender equity and youth empowerment.

Building a committed and connected One FAO: Progress and achievements

FAO's Internal Communications team works to create an inclusive environment fostering staff commitment and productivity and to help the Organization to act coherently and integrally as one – across many disciplines, reporting lines and hundreds of local settings – in pursuing the eradication of hunger.



Organizations everywhere are increasingly aware of the importance and complexity of internal communications. For FAO, comprised of around 11 000 staff and collaborators in more than 130 countries around the world, all committed in different ways to the core mandate of eradicating hunger and promoting sustainable agriculture and food systems, the popular managerial advice is doubly true.

Effective dialogue at all levels, from the Director-General to the field officer explaining how to identify an invasive insect to a smallholder in a rural village, is essential for FAO as a whole to contribute to global development goals. This is likely to become increasingly true in the future, when UN reforms require a leaner and even more responsive approach to programme design and implementation, and FAO will wish to attract and retain younger talent who want their sense of purpose to be recognized.

In short, internal communications builds organizational unity and resilience.

The Internal Communications team works across platforms to promote One FAO across the Organization.



THEN AND NOW

Since 2012, internal communication at FAO has been strategically aimed at supporting the “One FAO” vision, one of unified coherent engagement and practice.

Back then, to be frank, a disjointed vision – one based on separate “silos” with limited platforms – prevailed. FAO’s internal communications system was mostly paper-based, managed physically, dependent on content received from elsewhere, ignored corporate branding imperatives and published more or less at random. There were two Intranets, both of them static and containing lists of links, few sections and only one forum, updated on a biweekly basis and reliant on the efforts of IT professionals to create and move content.

Senior management officers generally determined the inputs, which often conveyed competing narratives. Professionals tasked with internal communications functions mainly cleared content as received and arranged for its placement. Visual content was limited and video was

absent. Even posters advertising headquarters events were mounted manually in elevators, where they often remained long after the event was over. Interaction with colleagues in the field was limited and discontinuous. No monitoring or feedback mechanisms were in place.

Today FAO has established robust and versatile internal communication platforms that actively promote engagement and information flow in a strategically cohesive, immediate and appealing manner. A dedicated team manages and ensures a steady stream of quality, up-to-the-minute content aimed at a multidimensional internal audience. Feedback is enabled – fostering transparency – and messages and memos are circulated in an inclusive manner. Direct lines are held with senior managers and key influencers throughout FAO in order to produce informed corporate messaging that is relatable and timely.

FAO’s Internal Communications is now a content production and clearance mechanism, with a strong brand identity, strategically and globally cohesive in all corporate internal messaging while highlighting staff achievements, projects and collaborations to encourage and assure the highest levels of staff engagement.

Orchestrating the shift from the way we were to the way we are now was done with an eye to enhancing solidarity and mitigating the risk that disengagement and cynicism lead to silence and missed opportunities to maximize integrated movement towards the Organization’s overarching goals.

Now, as hoped and encouraged, FAO’s Intranet is a lively and useful forum, as indicated by traffic volumes. In 2018, the homepage alone counted approximately 5 385 775 page views (repeated views of a single page counted) of which 3 880 451 were unique views. Daily hits averaged around 16 000 while section reads alone garnered as many as 4 200 reads on a single item. ■



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Digital screen at Headquarters.

One FAO, one brand

In order to drive and manage the One FAO brand for staff worldwide, a series of tools and materials were devised to inform and support all staff in their communication endeavours and to discourage previous attempts that had yielded scattered and disenfranchised results, often of poor visual quality and with unplanned and unwanted consequences.

A Corporate Communication Strategy outlining the Organization's key principles guiding the management of communications at all operating levels – global, regional and national – through its various areas of work, is in production annually since 2014 and is supported in practice by the Corporate Communication Policy. The Policy provides general parameters to help all FAO employees communicate in a manner that is consistent and aimed at furthering the Organization's priorities.

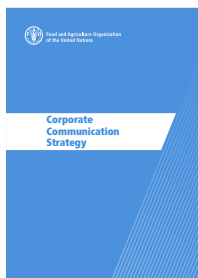
Likewise, policies, guidelines and templates were developed to establish and ensure maximum adherence

to a corporate look and feel while facilitating higher visual standards and cohesive key messaging across all FAO communications. An intranet page highlighting the Office for Corporate Communication's (OCC) main areas of work with key contact points and user-friendly quick guides was created. How-to manuals on communicating various aspects of FAO's work, including overarching themes such as the SDGs and Zero Hunger were also formulated and distributed while clear instructions, procedures and recommendations were produced to guide events and activities, solidly establishing OCC as the maximum authority for advice and direction for all corporate communication needs.

With the production of these tools, FAO communication materials have evolved in terms of coherence and quality, to more effectively transmit One FAO as a single brand through its various channels. ■

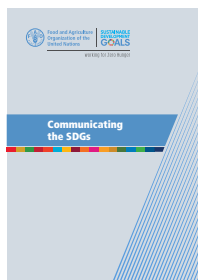
FAO MANUALS

These manuals provide general parameters to help all FAO employees communicate in a manner that is consistent and aimed at furthering the Organization's priorities.



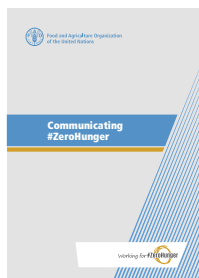
CORPORATE COMMUNICATION STRATEGY

This document presents FAO's Corporate Communication Strategy 2018-2019, and sets out the key principles that should guide the management of communication across the Organization at all levels, for both internal and external audiences.



COMMUNICATING THE SDGs

This strategy suggests ways to enhance and streamline the methods by which FAO delivers messaging on its contributions to achieving the Sustainable Development Goals by 2030. It serves as a roadmap to create better and more unified communications between the various entities that constitute FAO.



COMMUNICATING #ZEROHUNGER

This document provides guidance on how to mainstream the #ZeroHunger message in all FAO activities and communications, stressing that every individual's daily actions can lead to transformative change and contribute to sustainable development.

SENIOR OFFICERS MEDIA INITIATIVE

Extending FAO's reach is paramount. The more and the better we communicate, the more likely we are to achieve FAO's vision of a world without hunger. For this reason the Senior Officers Media Initiative (SOMI) was launched at the beginning of 2013 to oblige senior managers (P5 and above) to produce and publish at least two information products throughout the course of a year.

Initially met with some resistance, the SOMI quickly proved to be an extremely valuable means of extending the Organization's reach, unprecedented in practice in the UN system. The SOMI grew in numbers year after year from 1061 in 2013 to 2904 in 2018. Its resounding success and power in putting FAO in the media was so great and widely recognized by those who participated that the initiative was extended in 2017 to include all professional staff, P4 and above.

Today, contributing to FAO's media visibility and global image, reaching and engaging with the widest audience possible is considered part and parcel of a senior professional position in the Organization.

SOMI products range in format and nature, from written to digital, articles to interviews, and can be on anything related to the Organization's work. Outputs can be in any of the six official UN languages, and in some cases even local languages if this helps to make the information more accessible to target audiences and stakeholders. Publication outlets vary from traditional media, such as newspapers, TV or radio, to new media, including online platforms and social media. EL PAÍS, the Guardian, Reuters, BBC, Foreign Affairs, and the Financial Times are just some of the news organizations in which SOMI outputs have been published.

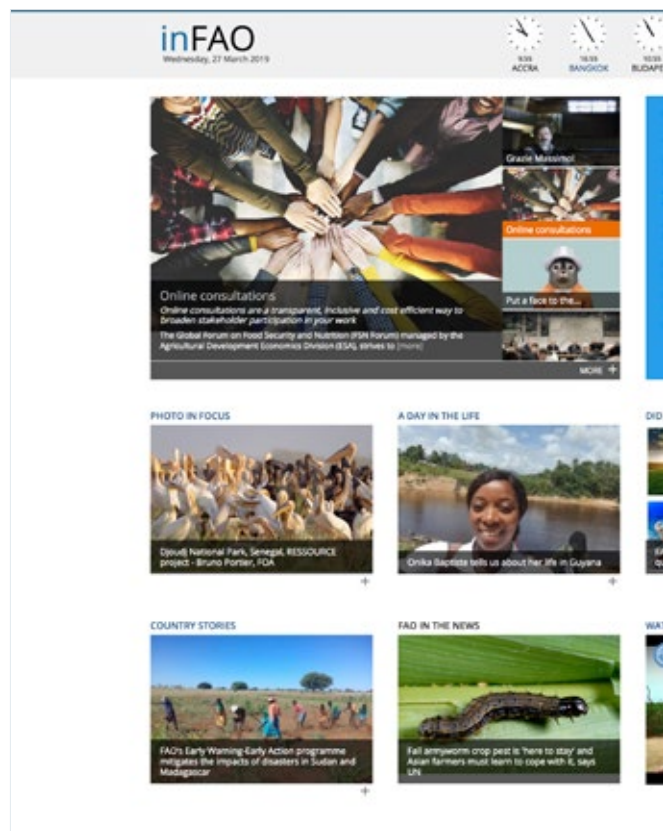
How we do it

INTRANET – INFAO

The inFAO intranet has been rebranded in four iterative phases, resulting in a platform with over 30 interchangeable, internally managed, customizable and dynamic sections. Featuring daily updates, news and interactive forums, it provides a multi-directional, versatile and sharing platform that facilitates engagement and collaboration across FAO, setting standards for internal publication and branding, acting as the go-to-place for all the news and rules of the Organization.

Photos, video, calls to action and internal information campaigns are launched daily. Inclusive forums are available for staff to post and exchange comments and thoughts on topics ranging from cafeteria food to the protocols of e-training modules, to advertise items of interest in addition to a dedicated section for staff representative bodies. Autonomous and uncensored commenting is available on all items published. This is monitored and response is handled through outreach by the Internal Communications team to responsible units for replies.

This, along with intensified frequency of staff–management dialogue, can help with implementation and management of hard decisions, as it did by bringing greater staff buy-in for the decision to close FAO's in-



house duty-free commissary, which had outlived its real purpose and whose operation presented a considerable reputational risk for the Organization. An uncensored discussion thread on the subject generated over 9 600 posts from staff while articles and interviews with senior managers to explain and respond to queries that arose were published continuously over the same period.

It can also be a useful platform for horizontal staff interactions, not least being that of introducing newcomers. On a similar note, the Internal Communications team is making a greater point of flagging the practical and public actions of FAO staff everywhere, as individual recognition can galvanize a sense of equity and fairness.



The FAO Intranet homepage.

BROADCAST EMAIL

The latest corporate news delivered to your inbox

FAO LATEST, a globally broadcast email message, has been introduced to deliver notification of the most recent administrative changes and appointments as well as to share a weekly news digest to every employee in the Organization.



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One of the 70 screens installed across headquarters.

The most recent redesign of the intranet has resulted in an unprecedented increase of staff engagement, evident in record numbers of hits and in email traffic to the dedicated mailbox rising from just under 500 in 2013 to more than 10 000 in 2018. Readership has more than tripled during this time. In 2018, inFAO was shortlisted in the top five in its category by the European Excellence Awards.

Development of this tool boosts the sense of a community of purpose, offers a common sense problem-solving forum and bolsters the ability for FAO's top management to support, motivate and inspire the action of all staff, all of whom are ultimately ambassadors of the Organization. ■

DIGITAL SIGNAGE

Need-to-know onscreen

Affordable technology was seized as an opportunity to replace the labour-intensive distribution of posters with digital signage. Over 70 screens have been strategically installed across headquarters and in all regional offices. A cloud-based content display system is centrally managed to play a wide array of items, including event notices, essential information for staff, corporate and branded content, including video. This is updated on a regular and up-to-the-minute basis, globally.

Staff engagement

FAO TALKS

One of the most innovative results of the rebranding and relaunch of the intranet: the FAO Talks video series has quickly become one of inFAO's leading lights and a pull factor in staff engagement.

Although available, previously little or no video had been used to disseminate internal messaging. Video interviews produced were aimed mostly at technical audiences, were of very high quality, scripted in content, often lengthy and time-consuming to produce, and uninteresting to the internal audience at large.

In 2014–15, the Organization was undergoing a rather intense overhaul of some of its human resources policies, notably involving employment and mobility practices affecting substantial numbers of staff. A large influx of new hires as well as internal moves were met with a combination of curiosity and criticism. Numerous internal articles and written interviews were produced to explain and expose staff to the changes as well as present new staff and colleague experiences under the new policies. However, it was obvious that there was a need for a more engaging medium to capture multiple perspectives in a spontaneous and light-hearted manner – first-person

interviews that were relatable, easy and fun to watch, while also offering professional perspective to other colleagues in different geographic locations.

Video proved to be the answer. FAO Talks was created as a section on the inFAO intranet to contain short video dialogues showcasing colleagues, some in headquarters and others based around the world. FAO Talks features short, engaging interviews aimed at furthering a sense of One FAO and belonging among colleagues. As well as offering people real-life perspectives on years of service, mobility and the challenges of teamwork, it also functions as a forum to encourage the sharing of stories on experiences, passions, and accomplishments in an informal and entertaining way.

Each video is shot in a familiar location or recorded over Skype. Short questions are provided in advance, the interview is conducted in a very informal and friendly way with the subject assured of a post edit and pre-publication preview. The format is designed to show colleagues in a professional yet relaxed and cheerful manner, combining a mix of the professional and personal through a short list of questions and answers that are animated by entertaining graphics on screen.

FAO Talks introduces a new series on a regular basis and is increasingly popular, registering well over 13 000 unique page views each year since its establishment in late 2015. The success of the series highlights the effectiveness of video in encouraging communication on the intranet. An alternative way to share content internally, videos are naturally engaging and, where time is precious, they deliver more in an unrivalled format. Only several minutes in length, the FAO Talks videos have proven popular, with some videos reaching as many as 3 000 hits on their own and all of them driving up intranet traffic and engagement. Interestingly, when the FAO Talks project began, colleagues approached to participate expressed

>>

FAO Talks
interviews with FAO
colleagues from
around the world.



©FAO 2019



Part 5 / Internal Communication

>> reluctance and had to be persuaded to take the plunge as video subjects. Today, almost every colleague approached is a willing and enthusiastic subject.

PARTICIP(ACTION)

Headquarters sees a great number of events, meetings and gatherings to which all staff are often invited. Previously, most invitations were sent out through internal networks and targeted email messages by the organizing units, with poor and often random attendance results. Sometimes event organizers would desperately send additional email messages to get colleagues to drop what they were doing and show up, to make sure seats at the venue were filled. While paper posters were displayed in lifts to inform and engage potential audience-goers, content was produced haphazardly by organizers, often last minute and incomplete, with little ability to accommodate changes – all of which had a subprime impact on turnout. On top of this, the cost of mounting the posters manually was significant. Events were posted online to the inFAO intranet, but in a section easily missed amid a list of links. Similar flaws also affected announcements of changes or calls for administrative action and adherence to rules. Staff engagement with the intranet was not as high and staff were less involved and informed, and therefore less likely to participate or take action.

The intranet section now dedicated to announcements has been made progressively more prominent and highlighted in a standalone colour. The templates for announcements were changed so that each included at least one picture and could “pop up” whenever a user landed on the intranet. The new approach was clearly appreciated, as requests for posting announcements to the intranet doubled within the first year of these modifications.



Lift poster placement was also riddled with problematic management. The posters were created by organizing units, often unprofessional in look and readability, requiring extensive creative editing and rewording in addition to daily printing. Scheduling was handled through two separate units and posters were placed and removed by an external company (who could not read English) during rigidly-fixed hours, once a day. The yearly operation of placing posters in the lifts cost the Organization at least USD 15 000, not including associated staff costs and time, spent in editing and managing the process.

Today, screens attached to mini-computers and managed by a cloud-based system have been installed in all the elevators and strategic locations across headquarters and the regional offices. The system allows



The "Be part of the picture" campaign features images submitted by FAO colleagues from around the world.



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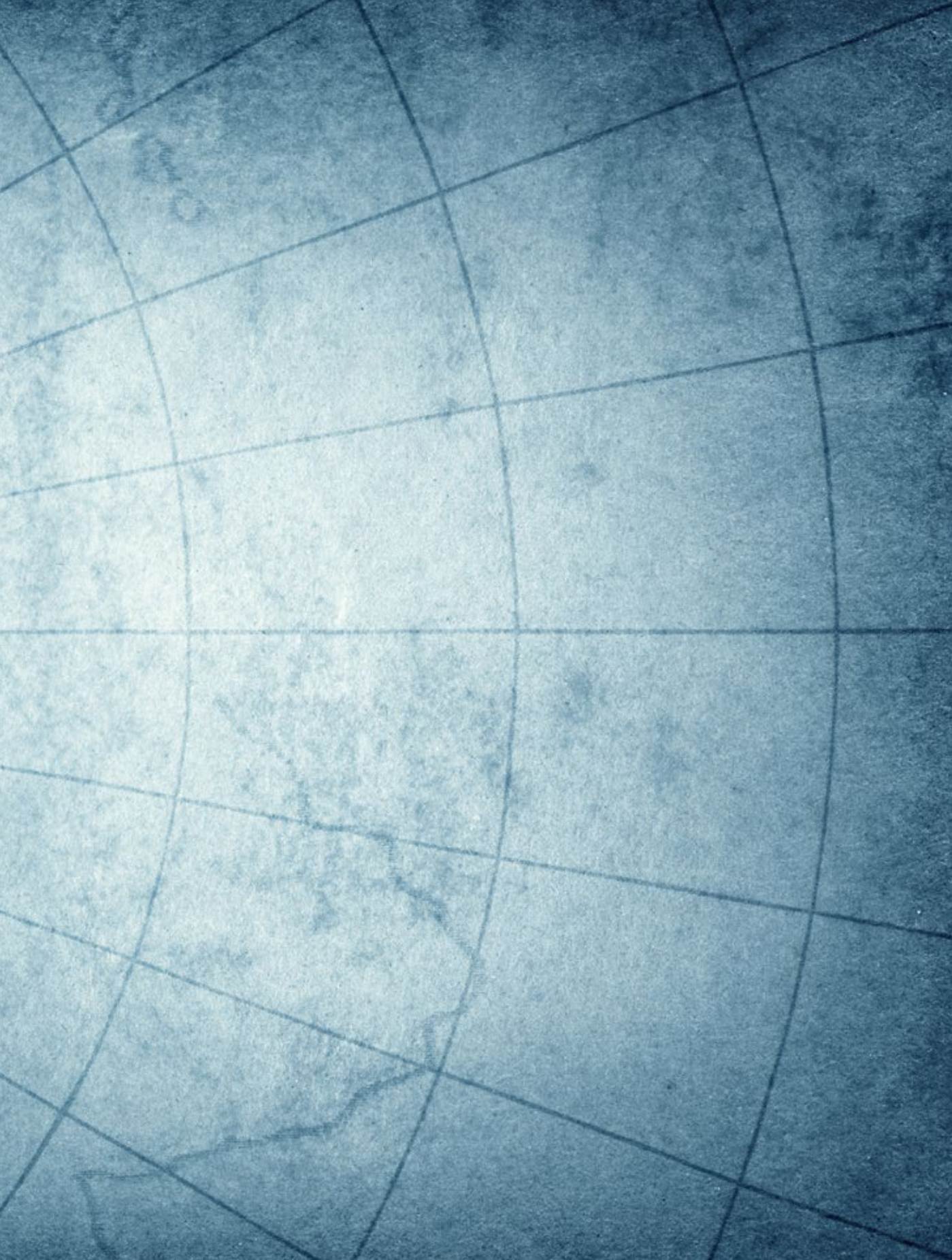
for last-minute changes and for a variety of multimedia uploads, including video, to be scheduled over the course of hours, days and weeks. The screens display broadly ranging but well-branded corporate messages that change regularly. Daily events, special meetings, governing body session outcomes, administrative calls to action, and corporate calls for participation are promoted through carefully drafted key messages and appealing visuals. Content design and production is regulated and messaging standardized.

Competition for space, the need for external assistance and related costs have been all but eliminated. Requests are now responded to in a timely way and in a coherent corporate format. Events today are better attended, sometimes even overflowing, with participants who didn't have to be prodded into

attending, making "participation" in administrative and corporate calls for action has increased visibly. A recent example of success was the "Be part of the picture" campaign calling for colleagues to send in photos that would be captioned "I am <name of colleague> working for Zero Hunger". The 40-day campaign amassed over 1000 photos, many cleverly choreographed and often including entire units and teams. Pleasantly, contributions from employees in the field were even more frequent than those from headquarters, underscoring the way internal communications can foster a virtual community. Indeed, the official campaign is long past, but colleagues continue to send in their selfies along with messages of gratitude for the opportunity to show their individual and collective commitment in such a prominent manner. ■

FAO in the field: Communication and Regional Offices

FAO's Regional Communications team has a double-mandate: First, to make sure that the Organization's global work, messages and needs are conveyed and managed effectively and uniformly at the local level, particularly where FAO has active field programmes; and second, to identify and leverage local visibility opportunities and, when appropriate, alert the global team of emerging trends.



FAO's areas of work are numerous and its actual field projects even more so. For that reason, the Organization has communication officers in each of its five regional offices, which in turn supervise the needs of more than 80 national offices.

This allows for obviously more incisive and capillary outreach and contacts as well as greater awareness of specific communication challenges – linked to issues such as language and literacy, Internet coverage and particularly local priorities.

Regional communications officers assure that work done on a subregional or national level is conveyed in a coherent way aligned with the One FAO approach. They oversee media and digital outreach for big institutional events such as the Regional Conferences that take place every two years, as well as facilitate public visibility of FAO officers and projects.

One of FAO's strategies is to make sure that relevant news is published where most appropriate and effective. Depending on the context, this may well be through strategies closer to the local than the global scale. Regional communication officers enable better decisions to be made in this regard.

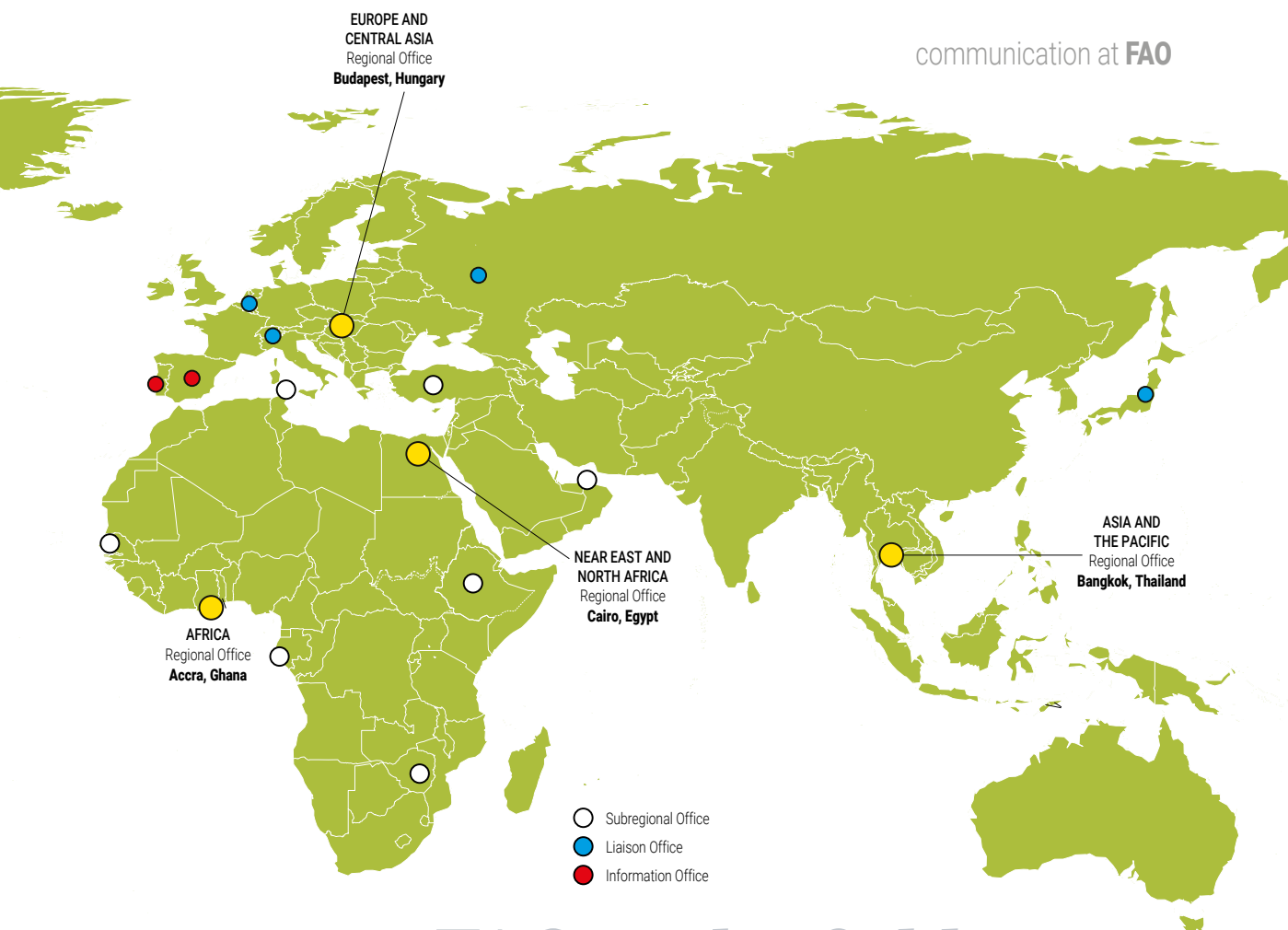
At the same time, the sheer breadth of FAO's operations inevitably raises the risk of the Organization conveying too many different kinds of messages, potentially diminishing their impact as a consequence. So, while regional communication officers contribute fresh strategies to headquarters, they are also tasked with making sure there is no accidental dilution of FAO's main corporate messages.



Five regional communication officers supervise the needs of more than 80 national offices

Centrally-located staff work to serve regional needs and regional staff are key to deliver assistance needed globally

To ensure global outreach, a large amount of information is distributed in the official languages of Arabic, Chinese, English, French, Russian and Spanish



FAO in the field



BANGKOK, THAILAND



SANTIAGO, CHILE



CAIRO, EGYPT



ACCRA, GHANA



BUDAPEST, HUNGARY

FAO is present in 152 countries through different office and representation arrangements. Five Regional Offices lead FAO's multidisciplinary response to major food security and agricultural and rural development priorities in their geographic areas. Ten Subregional Offices assist with country programming and resource mobilization as well

as advocacy and partnerships. Country Offices provide strategic policy advice and make targeted technical expertise available in the field. The decentralized network also comprises six Liaison Offices (based in Brussels, Geneva, Moscow, Tokyo, New York and Washington) and two Information Offices, located in Spain and Portugal.

Working around the clock

The regional network of FAO communication officers offers several functionalities of clear interest.

For one, they assure that the Organization is seen as operating around the clock. The ability to engage with journalists operating in multiple time zones across the news cycle clearly boosts FAO's credibility, not only by providing basic solutions to reporters' needs but underscoring how the Organization is truly global and ready to engage anywhere and anytime in the public interest.

Regional communication officers also establish contact networks scaled to their needs, which often allows for a greater engagement of local media with FAO experts. This makes them uniquely well-placed to help FAO's staff comply with the Senior Officers' Media Initiative (SOMI) – which requires technical experts to share their wealth of knowledge more actively with public media through interviews, columns or radio interventions. The SOMI scheme has also been shown to improve synergies and mutual understanding between the technical and public-facing sides of the Organization.

Communication chiefs in FAO's regional offices are usually better placed to handle issues and challenges emerging in their region, which range from identifying and contracting local photographers to finding ways to amplify the visibility of FAO experts traveling around the world.

For example, FAO recently did some first-of-its-kind work in geospatial analysis to understand the drivers of dangerously high levels of smog in a part of South Asia. Regional offices were able to make sure that local actors and stakeholders, in the media and beyond, were properly aware of the significance of the work from a global as well as a local level. They were also able to provide interview access to visiting experts in ways that led to recognition of FAO's innovative work on a major area of national concern in the highest-tier national media – in this case a more relevant venue and visibility vector than a back-page story on a more global platform.

FAO's regional communications chiefs are critical in projecting the voice of FAO's Director-General into local dialogues in a timely way. The most evident example is their success in placing opinion editorials (op-eds) in local news media ahead of official visits. This not only enhances the visibility of FAO and its mandates in the public view but can be a strategic asset for the Director-General's eventual meetings with local decision makers.

FAO's Regional Conferences offer a case in point of how the communications network can leverage its network for results. Typically, communications staff in headquarters will work with the Director-General's office to make sure an op-ed addressing topics of high salience to a region is developed. Regional offices then make this column available for publication to local news organizations. Then, after the event, they may repeat the process with another op-ed authored by the FAO Regional Assistant Director-General or Representative, offering a "one-two" opportunity to both set the stage for dialogue and sum up what was said at key international



(Clockwise from top left) FAO Director-General Jose Graziano da Silva at 'Youth Employment in Agriculture as a Solid Solution to ending Hunger and Poverty in Africa' conference in Kigali, Rwanda, 2018. Presentations of the *Regional Overviews of Food Security and Nutrition 2018*.

meetings. This strategy led, for example, to FAO's message around the Asia-Pacific Regional Conference in 2018 being conveyed in a first-person way in top-tier media in 19 countries.

Regional Offices also by their nature are responsible for a significant number of publications and outreach events such as exhibitions. These can be technical reports and working papers, all overseen by the

Publications team, but also special-edition work ranging from a book about the contemporary relevance of medieval forest management systems in the Republic of Georgia, providing access to a wealth of archival images and manuscripts rarely available to the public, to recent books and accompanying exhibits on the 40th anniversary of FAO's country representations in the Near East and North Africa and in the Asia and Pacific regions. ■

Think globally, act locally

One intangible factor in the way that FAO's Office for Corporate Communication has sought to restructure the way it works is to make sure that, in a global organization, the exchange of value and ideas between headquarters and the field flows both ways .

That is the infrastructural "plumbing" behind our version of applying the adage "think globally, act locally".

Centrally-located staff work to serve regional needs and often ask regional staff to deliver assistance needed globally. This can range from making sure FAO has an authoritative source to speak to media at the appropriate level – some queries are extremely specific! – to ordinary collaboration on making sure, for example, that high-level events are given the right platform in faraway time zones.

Lately there is one area where this two-way collaboration has borne exceptional fruit. It has to do with one of FAO's most fundamental tasks, gauging the extent of hunger, with the annual *The State of Food Security and Nutrition in the World* (SOFI) report.

Assembling the data for this report takes months of work, methodological scrutiny and careful presentational strategies. Its annual presentation is a major event in FAO's public calendar and the numbers naturally receive a lot of attention. Usually it is the global number – nearly

821 million according to the 2018 report – that is cited by newspapers and television programmes.

FAO's regional offices now present locally-tailored versions of the SOFI report to audiences around the world on a rolling calendar. That entails setting up press conferences and alert systems and also repackaging the data to fit the interests of countries in the region – Africa; Asia and the Pacific; Europe and Central Asia; Latin America and the Caribbean; and the Near East – each of which have quite different profiles in terms of population size, economic development and dietary habits and access.

A very significant upside of this "road show" approach is that the SOFI message – which again is central to FAO's mandate – is conveyed multiple times. There is no doubt this has enhanced the Organization's visibility and galvanized those engaged with the Zero Hunger agenda.

The 2018 presentation of the *Asia and the Pacific Regional Overview of Food Security and Nutrition*, for example, was presented in Bangkok two months after the launch of the main report in headquarters.

Although the data presented were the same, the regional event generated very high-profile coverage, with dedicated stories in non-local major media venues such as The New York Times.

Reasons for that range from the region being home to the majority – in absolute though not proportional terms – of the world's hungry as well as the strong global interest in Asia's emergence as a powerhouse in terms of manufacturing, security and other dimensions. FAO's strategic messaging for this report was geared to accelerating progress towards the Sustainable Development Goals.

Likewise, the presentation in Santiago of the *Panorama of Food and Nutrition Security in Latin America and the Caribbean* was widely covered by media in a



region where language and culture, along with unique agricultural systems comprising both large-scale enterprises and millions of smallholders, combine to boost the salience of tailored rather than global reports. FAO's regional theme for this report strongly focused on obesity and overweight, a growing and serious issue across the region and one that governments are searching for tools to tackle.

In Budapest, FAO launched the *Regional Overview of Food Security and Nutrition: Europe and Central Asia*. Hunger levels are markedly lower in this region – a fifth of the global average – but they are not zero despite relatively high levels of wealth and income. The tailored presentation allowed FAO to emphasize key messages such as micronutrient deficiencies – sometimes linked to industrial food systems – and issues such as gender and migration, which present distinct patterns in the region.

These regional panoramas need not be presented where FAO has its regional offices when strategically appealing alternatives arise. For example, the *Africa Regional Overview of Food Security and Nutrition* was presented in Addis Ababa in February 2019 to leverage

A screenshot of *The State of Food Security and Nutrition in the World 2018* digital report (background).

The Regional Overviews of Food Security and Nutrition 2018. From left to Right: Asia and the Pacific; Europe and Central Asia; Africa; Latin America and the Caribbean; and Near East and North Africa.

the opportunities – in terms of both visibility and political salience – provided by the annual African Union conference taking place there. The volume of media citations attests to the success of this tactical choice, which also offered a platform for FAO to emphasize the importance of addressing food-security threats from climate variability and extremes – an issue that has particularly powerful relevance in the region.

Serial and iterative presentation of one piece of work – the SOFI report – has, without the need for costly new research, demonstrably raised the visibility of FAO and the core goal of Zero Hunger, as well as driven practically-minded media coverage at the level of Member Nations. After all, as the only acceptable number for hunger in the world is zero, the story cannot be over-reported until hunger has been eradicated. ■

