

Communications and Advocacy Strategy

KIX AFRICA 19 HUB

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1. Introduction

The Global Partnership for Education's (GPE) Knowledge and Innovation Exchange (KIX) is a joint endeavor between the GPE and the International Development Research Centre (IDRC). KIX aims to support developing countries to accelerate progress to meet Sustainable Development Goal (SDG) 4 for quality education and the African Union (AU)'s Continental Education Strategy for Africa (CESA) 2016-2025.

The KIX Africa 19 Hub is led by a Consortium of partners, UNESCO's International Institute for Capacity Building in Africa (IICBA), UNICEF through the Regional Office for Eastern and Southern Africa (ESARO) and the African Union Commission (AUC). Working together within a regional Hub, 19 member states will collect, generate, exchange and facilitate effective use of data, knowledge and innovation for robust education policy formulation and implementation. The KIX Africa 19 Hub covers Eastern, Southern and Western African member states including Eritrea, Ethiopia, the Gambia, Ghana, Kenya, Lesotho, Liberia, Malawi, Mozambique, Nigeria, Rwanda, Sao Tome and Principe, Sierra Leone, Somalia (Somaliland and Puntland), South Sudan, Tanzania (mainland and Zanzibar), Uganda, Zambia and Zimbabwe. The KIX Hub will focus on education policy along the KIX project's six thematic areas:

- Strengthening Learning Assessment Systems
- Improving Teaching and Learning
- Strengthening Early Childhood Care and Education
- Achieving Gender Equality in and Through Education
- Leaving no one Behind
- Meeting the Data Challenge in Education

Strategy has four objectives and aims to contribute to visibility and promotion of the Hub's activities and knowledge products; to identify, document and disseminate information on what works and to increase engagement among the Hub's 19 member states and with the media.

Guided by the KIX Hub work plan, the Strategy identifies the Hub's target audience; 14 communications and advocacy activities; channels, tools and materials for operationalization of the Strategy; clear roles and responsibilities for the relevant KIX Hub managing partners and monitoring and evaluation guidelines. Finally, the Strategy also contains 15 resources to support its implementation, including an Open Access Dissemination Plan, knowledge management tools and Visibility Guidelines to leverage the KIX Hub brand and promote the Hub on social media throughout the region.

The Communications and Advocacy Strategy will orient communications activities to engage with member states, partners, regional networks and other relevant education stakeholders. The

2. Purpose of the Communications and Advocacy Strategy

The Communications and Advocacy Strategy aims to garner visibility and increased participation of member states in the Hub. The Strategy will:

1. Provide information and advocacy for the KIX Africa 19 Hub at national and regional levels;
2. Produce advocacy and information education and communication (IEC) materials for the KIX Africa 19 Hub;
3. Engage the media;
4. Document good practices and key lessons learnt;
5. Define principles of an Open Access Dissemination Plan.

3. Objectives

To achieve its purpose, the Communications and Advocacy Strategy has four detailed objectives, as outlined below:

1. Ensure visibility of the KIX Africa 19 Hub in the global education sector and in each of the 19 member states and its alignment to national, regional, continental and international education agendas and priorities, such as the UN Education 2030 Agenda, the SDGs and the AU's Agenda 2063 and CESA 2016-2025;
2. Ensure the documenting of best practices and lessons learnt which will be synthesized and shared across countries;
3. Support operations research, generation of new evidence/data across the region; as well as the dissemination of results from the baseline, mid-term and final project evaluations;
4. Contribute to the development and design of KIX Hub communication and advocacy materials, such as presentations, articles, abstracts and posters in the context of knowledge management and participate in the presentation of these products to various audiences to ensure that the work on the KIX Hub in the region is well documented and publicized.

The Strategy strives to be as holistic as possible; therefore each objective is accompanied by a number of aligned activities (Section 5), operationalization practices (section 6) and benchmarking procedures (Section 7) to ensure successful implementation.

4. Key Components of the Communications and Advocacy Strategy

4.1 Vision

The vision for the Communications and Advocacy Strategy is to ensure the visibility of the Hub and to increase KIX Africa 19 Hub member states and relevant partners' engagement in the Hub. The Strategy will leverage diverse communications channels and tools and utilize clear and attractive multimedia; seek to reach all segments of its target audience; remain participatory in nature and build on the strengths and comparative advantages of the Hub's Consortium Partners and members.

4.2 Target Audience

Internal

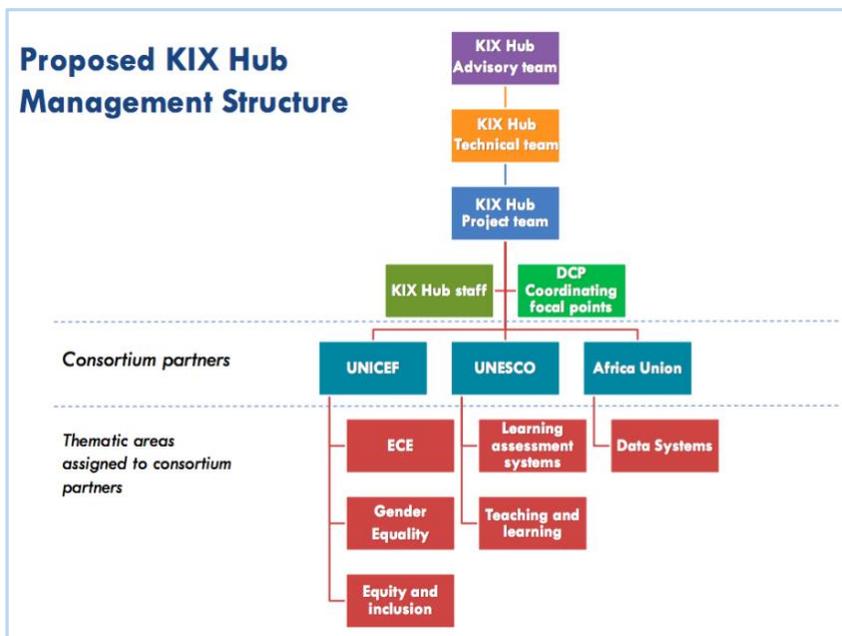
The internal target audience includes the actors responsible for implementing the KIX Hub project, as well as the Hub's grant agent:

- **The Consortium Partners** (IICBA, UNICEF and the AU) - each Consortium Partner has designated a focal point to represent their organization. This individual will manage day-to-day programmatic aspects of the Hub and two or more of the Hub's thematic areas, as assigned (see Figure 1 below). In addition, the focal point will leverage its strategic position in the region to keep all relevant stakeholders within their respective organization and within their organization's network

apprised of KIX Hub developments; this may include Headquarters, Field Offices or National Offices located in or covering any of the 19 member states and organizational partners.

- **The KIX Hub Secretariat** - housed within IICBA, the Secretariat includes the Senior IICBA Programme Coordinator, the Management Consultant, the Knowledge Management and Communications Consultant, the M&E Consultant and the Data Management Consultant. The Secretariat is charged with creating and sustaining an inclusive space for the communication, sharing and mobilization of information among all Hub stakeholders, as well as engaging in targeted efforts to collect and manage relevant information from KIX Hub members.
- **IDRC** – as the grant agent for the KIX initiative, IDRC advises the Consortium Partners and provides technical inputs. A regional focal point has been assigned, as well as a knowledge management focal point. IDRC also ensures the Hub’s linkage to the **GPE**, the KIX funding agent.

Figure 1: KIX Hub Management Structure



External

The external target audience includes the ecosystem of all education stakeholders operating within the Hub’s 19 beneficiary countries:

- **KIX MoE focal points** – each of the 19 member states covered by the KIX Africa 19 Hub have nominated at least one focal point to represent the Ministry of Education (MoE) within the Hub. The focal point liaises with the Hub Secretariat to guide the vision and implementation of the Hub project. This individual is the head of the KIX Country Team and engages other members of the Country Team to ensure that information is communicated to relevant education actors, including the MoE, in their country. All communications should reinforce the reciprocal Hub partnership. Communications efforts will share KIX Hub knowledge, evidence and tools with these individuals that can be directly applied to education policy development and implementation. The Hub will also seek to engage inputs on policy priorities, challenges and innovations from these focal points via their participation in the Local Education Group (LEG) and other national policy forums.

- **KIX Country Teams** - The Hub aims to engage five MoE focal points who are active in the national policy development process. The GPE has developed a Terms of Reference detailing the composition and roles and responsibilities of the Country Team. Each Team is meant to comprise five individuals: the KIX MoE focal point, two additional members of the MoE and two members of the LEG.
- **LEGs** – LEGs operate in each member state, wherein the MoE and education partners engage in policymaking together. Typically the LEG contributes to the Education Sector Plan (ESP), Education Sector Analysis (ESA) and the Joint Sector Review (JSR) among other policy processes. The LEG members play a critical role in education policymaking, contain a wealth of information and are uniquely positioned to understand national priorities, challenges and innovations. The LEG is thus an important segment of the Hub’s target audience, and their engagement in the Hub is critical. The DCP and LEG Engagement Strategy¹ will provide further details on the engagement initiatives planned for the LEGs.
- **Technical Team** – the Technical Team is comprised of focal points from UNESCO, UNICEF and the AU; education focal points from ADEA, FAWE, AfECN, VVOB, Africa Capacity Building Fund, AU-IPED, Education International, SACMEQ and the UNESCO Institute of Statistics (UIS). Two-way communication with the Technical Team will drive technical development and reinforcement of the Hub’s capacity.
- **KIX Advisory Team** – members of the KIX Advisory Team include Directors from UNESCO, UNICEF, the AU; Education focal points from EAC, SADC, ECOWAS and ADEA. In addition to the regular communications channels, communication with this high-level team will highlight Hub advancements and seek to collect strategic inputs.
- **Education partner organizations** – partner organizations include civil society organizations, NGOs, donor organizations, intergovernmental organizations and local education actors. All communications with these partners will seek to build partnerships and contribute to inclusive stakeholder involvement in the Hub.
- **Teachers and teacher associations** – as one of the key drivers of education provision, teachers and teacher associations will be included in the Hub. Their inputs will constitute a valuable component of the Hub’s knowledge generation. All Hub outputs and tools will be shared with them via the Strategy’s communications channels and tools.
- **Academia and researchers** – with the KIX’s focus on action research, evidence generation and data driven policy development and implementation, academia and researchers make up an important segment of the target audience. In particular, researchers will be encouraged to engage on the KIX Digital Platform and share research outputs, grey literature and conference presentations.
- **Education networks and working groups** – the KIX Hub will take stock of the networks and groups operating in the 19 member states, the region or at the global level and seek to communicate with these entities to collect and disseminate information. The Hub will use these contacts to identify experts and gather technical inputs as applicable.
- **Local and regional media outlets** – the Communication and Advocacy Strategy targets the media in order to raise the visibility of the Hub, particularly on a regional and local scale, stimulate further engagement among local actors and promote the Hub’s efficacy in driving policy change.

¹ At the time of writing this draft, the DCP and LEG Engagement Strategy is currently under development. Once published, the two Strategies will be reviewed to ensure alignment and cohesion.

4.3 Assumptions, Risks and Mitigation

Assumptions:

The KIX Africa 19 Hub Communications and Advocacy Strategy operates with the following assumptions:

- The Hub conveys consistent and clear messages on the KIX Hub's activities, progress, learning, research and policy and information and knowledge sharing to its target audience;
- The Hub employs targeted communications channels and tools to reach its target audiences;
- The Hub leverages social media and media outlets to promote visibility of the Hub to a broad public;
- The Hub follows the Open Access Dissemination Plan;
- The Hub adheres to the KIX Africa 19 Hub branding and the Visibility Guidelines in all communications and advocacy activities;
- The Hub follows proper validation channels for all IECs, communications and advocacy materials and knowledge products;
- The Hub upholds quality standards in all outputs it produces.

Risks:

Specific risks to the success of the Communications and Advocacy Strategy include:

- Use of English as the default language of communication within the Hub. As the official language in Mozambique and Sao Tomé and Príncipe is Portuguese, the use of English could decrease these countries' participation.
- Accessibility and reliability of internet access and ICT equipment. Communications channels and tools within the Strategy rely on internet access and ICT equipment, which may not be accessible and reliable across each of the 19 member states.

Risk Mitigation:

- If participation and engagement with Mozambique, where Portuguese is spoken, is consistently low, a standard list of Portuguese phrases will be developed to announce KIX Africa 19 Hub events and meetings to Mozambique. Further measures will be developed and implemented in consultation with Mozambique to ensure the country can actively participate in the Hub.
- Though the improvement of internet and ICT connectivity, reliability and access cannot be directly addressed within the Hub's activities, the Communications and Advocacy Strategy has a diverse set of tools and channels to leverage, many of which do not rely on both ICT equipment and internet connectivity. Additionally, the KIX Hub will gain visibility through established channels that are already consumed by the target audience, particularly through local media. In this way, the Strategy seeks to meet the target audience where they're at.

4.4 Budget

To complete the activities within the Communications and Advocacy Strategy, the KIX Africa 19 Hub work plan has allocated funds for communications activities. In conjunction with the KIX Hub Management Consultant, the IICBA Senior Programme Coordinator and other members of the Hub Secretariat, the Knowledge Management and Communications Consultant will plan the activities which will require a

specific budget on a bi-annual basis and ensure that the budget is utilized effectively.

5. Communications and Advocacy Strategy Activities

To achieve the Strategy's four objectives, a comprehensive description of each communication and advocacy activity is outlined below. Clear linkages are made between the Strategy's activities, operationalization and the resources required to implement each activity.

Objective 1: Ensure visibility of the KIX Hub in the global education sector and in each of the 19 member states and its alignment to national, regional, continental and international education agendas and priorities. The key activities include:

- **Activity 1.1:** Mapping and aligning of the KIX Hub advocacy and IEC materials to meet national, continental and global education agendas

Using the CESA-SDG comparison chart developed by UIS (see Annex 1), IECs will clearly align to national, continental and global education agendas. This chart will be adapted to include a mapping of KIX Hub priorities as expressed within the In-Depth Country Analysis. The mapping will also uncover national, continental and global education actors and networks that can be incorporated into the Hub's target audience.

The Regional Economic Communities (REC) members of the Technical Team will be consulted to ensure that regional education strategies are included in the mapping process. The relevant RECs include:

- [East African Community \(EAC\)](#)
- [Southern Africa Development Community \(SADC\)](#)
- [Economic Community of West African States \(ECOWAS\)](#)

- **Activity 1.2:** Production of factsheets and information briefs on the Hub's activities

A KIX Africa 19 Hub information brief (see Annex 5) has been developed to introduce and present the Hub. It will be disseminated to member states, regional and local media and partner networks and will be updated on an annual basis. The production of factsheets will showcase education policies and facilitate the sharing of information. Country factsheets will be developed following the completion of the In-depth Country Analysis to disseminate findings across the six KIX thematic areas. Additional factsheets will be developed according to the activities of the KIX Hub work plan.

- **Activity 1.3:** Production of visibility materials such as infographics, videos, webinars, with media advisories and press releases on events, meetings, and other important news etc.

Following the KIX Hub work plan, visibility materials will be created for each event, meeting and webinar. All announcements or release of knowledge products regarding the Hub will be accompanied by visibility materials. Media advisories (see Annex 8) and press releases (see Annex 9) will be developed following a template developed specifically for the Hub, which follows the standards established within the IICBA Communications Guidelines (IICBA 2019). Invitations (Annex 12), concept notes (Annex 13), meeting reports (Annex 14) and meeting agendas (Annex 15) will follow standardized templates and formatting

requirements. All visibility materials will utilize the KIX Identity Branding Guidelines (Annex 6), which include logos, formatting suggestions and color schemes, and will follow the KIX Hub Visibility Guidelines (Annex 2) to ensure the Hub has a coherent image across the region and among all stakeholders.

Objective 2: Ensure the documenting of best practices and lessons learnt which will be synthesized and shared across countries. The key activities include:

- **Activity 2.1:** Mapping and documentation of best practices and lessons learned

The Rapid Country Assessment and the In-depth Country Analysis are the first mapping activities contributing to the Hub's repertoire of best practices and lessons learned. Best practices and lessons learned will be mined, as applicable, from each of the activities within the KIX Hub work plan. Mapping will occur a minimum of one time annually, and data collection will be inclusive in nature. Questionnaires and focus groups will be employed to ensure all member states and partners are able to provide inputs.

Documentation will be generated via reports, presentations, infographics, fact sheets and policy briefs and uploaded to the KIX Digital Platform. Source documentation, including those uncovered via the In-depth Country Analysis exercise, will also contribute to the KIX Digital Platform's repertoire.

- **Activity 2.2:** Sharing of best practices among countries to aid experiential learning

All documentation created (Activity 2.1) will be added to the KIX Digital Platform and disseminated via the KIX listserv and other channels described in this Strategy. Key content will be shared via the KIX newsletter. Social media posts and outreach to media outlets that highlight key messages and takeaways will drive users to access the documentation and will create further visibility.

Sharing of best practices among countries will also occur via information and knowledge exchange moments, such as the KIX Hub meetings, workshops, capacity building trainings, events and other activities found within the KIX Hub work plan. The Open Access Dissemination Plan (Annex 3) will orient the sharing of best practices uncovered by the KIX Hub.

- **Activity 2.3:** Promoting the contextualization of best practices between member states

Promoting the contextualization of best practices between member states will build on the documentation (Activity 2.1) and sharing (Activity 2.2) practices of the KIX Hub. The contextualization component will be reinforced via the Hub's technical and capacity building activities, namely the creation of communities of practice (CoPs), use of collaborative spaces on the KIX Digital Platform, online discussion forums, webinars and other experiential learning moments within the KIX Hub work plan. Technical support for the contextualization will be guided by the Consortium Partners in their respective thematic areas (see Figure 1).

- **Activity 2.4:** Ensure that the work on the KIX Hub in the region is well documented and publicized

Documentation (Activity 2.1) and sharing (Activity 2.2) will be publicized in the region and to the Hub's target audience via Hub newsletters, news articles, blog posts and other communications channels (see Section 6.1). Linkages with media outlets will promote the Hub to local and regional audiences, and regional education advocacy moments will be targeted to drive awareness and publicity toward the KIX

Africa 19 Hub's outputs. A list of media contacts will be compiled with the support of the Consortium Partners, the Technical Team and the MoE focal points.

To maximize promotion and publicity of the Hub, the Knowledge Management and Communications Consultant will provide guidance and technical support to government partners and national officials on the Hub. Training will be provided on the use of the KIX Digital Platform and a simple user guide will be produced.

Objective 3: Support operations research, generation of new evidence/data across the region; as well as the dissemination of results from the baseline, mid-term and final project evaluations. The key activities include:

- **Activity 3.1:** Dissemination of project outcomes and findings

Meeting reports, presentations, annual reports, public-facing monitoring and evaluation reports and mid-term reports that track Hub progress will all document project outcomes and findings according to the timeline established in the KIX Monitoring and Evaluation Strategy². All documentation will be managed using the KIX Google Drive, which is integrated within the KIX Digital Platform. Once uploaded to the digital platform, documentation will be disseminated via the KIX listserv, newsletters and social media as appropriate.

Education policy research findings, data and other products of the KIX Africa 19 Hub will be shared with users through the operationalization of the Open Access Dissemination Plan (see Annex 3).

- **Activity 3.2:** Support the sharing and promotion of the uptake of knowledge through the development of knowledge management methods and tools

The KIX Africa 19 Hub will foster a culture of knowledge sharing, promotion and uptake. The Hub will harness several knowledge management tools and methods including: (1) the KIX Digital Platform which acts as a repository for all knowledge related to education policy. (2) The KIX Google Drive will serve as the KIX Africa 19 Hub document manager so that all knowledge is carefully archived. (3) Country-specific knowledge will be housed within the KIX Digital Platform and tagged accordingly to constitute country profiles.³ (4) The various functions of Microsoft Teams will allow for virtual meetings, file sharing and instant messaging/chat. (5) Analytics tools will allow the Hub to track member state and partners' usage of the KIX Digital Platform, meetings and social media, which will allow the Hub to adapt its communications methods accordingly. (6) Data storage and analysis tools, as described in the KIX M&E Framework and M&E Strategy, will capture knowledge and allow the Hub to manage knowledge appropriately through evidence-driven decision making.

Uptake of knowledge will be further reinforced via the Hub's CoPs, online forums, webinars, capacity building activities, trainings, online and in-person meetings and experiential exchange visits, as described in Activities 2.2 and 2.3. A complete list of knowledge management and communications channels and

² At the time of writing this draft, the Monitoring and Evaluation Strategy is currently under development. Once published, the two Strategies will be reviewed to ensure alignment and cohesion.

³ Subject to change based on the final design of the KIX Digital Platform, as developed by IDRC and PanApps. All efforts will be made to align knowledge management methods with the KIX Digital Platform architecture.

tools, along with their application to the Hub, is available in Section 6.

Finally, the KIX Africa 19 Hub aims to incorporate learning from the other KIX Hubs. The KIX Hub Secretariat will participate, to the extent possible, in the KIX Africa 21 Hub meetings, inter-Hub meetings and Monitoring, Evaluation and Learning (MEL) meetings facilitated by IDRC. These platforms will allow the Secretariat to learn best practices that can be adapted and applied to increase engagement of member states and partners in the KIX Africa 19 Hub.

- **Activity 3.3:** Participate in the presentation of knowledge generated to various audiences

The Knowledge Management and Communications Consultant will support the development of presentations, photos, videos and other media related to the KIX Hub to ensure that knowledge products are publicized and visible across the region and among relevant audiences, including via media outlets, social media platforms, webinars and education advocacy moments related to the KIX Hub and its partners. All activities within the KIX Hub work plan will be assessed by the KIX Hub Secretariat and knowledge presentation needs will be backstopped for each activity accordingly. A Powerpoint presentation template is available in Annex 10.

Objective 4: Contribute to development and design of KIX Africa 19 Hub communication and advocacy materials, such as presentations, articles, abstracts and posters. The key activities include:

- **Activity 4.1:** Development and design of communication and advocacy materials

The Knowledge Management and Communications Consultant will develop communication and advocacy materials for the KIX Hub target audience. Key materials will include a KIX Africa 19 Hub Powerpoint introducing the Hub, the KIX Africa 19 Hub Information Brief (Annex 5), a Powerpoint template (Annex 10), meeting report template (Annex 14), an invitation template (Annex 12), presentation text introducing the Hub (Annex 4), a press release template (Annex 9), social media templates and a KIX Africa 19 Hub Multimedia Bank (photos, videos and graphics). Section 6.3 contains a list of communications and advocacy materials, and the Annexes contain modifiable templates for re-use.

- **Activity 4.2:** Validation of communication and visibility materials

The Knowledge Management and Communications Consultant will be responsible for quality control of all KIX Africa 19 Hub communication and visibility materials. As per the KIX Hub TOR, all Hub outputs must be approved by the Consortium Partners before publication. To aid in this process, a set of Visibility Guidelines have been drafted (see Annex 2) and will be approved by the Consortium Partners. The Knowledge Management and Communications Consultant will ensure the guidelines are applied to all public facing materials.

- **Activity 4.3:** Development of IEC materials to aid the engagement of member states

While adhering to the principles of the DCP and LEG Engagement Strategy developed by the KIX Hub Management Consultant, IEC materials (see Activities 1.2, 1.3 and 4.1) will be developed to maintain a high level of visibility among member states. IEC materials will be adapted to different segments of the target audience based on the national context and the level of engagement of the member states in the

KIX Hub activities. A spreadsheet is available in Annex 11 to track Hub participation, including member states. Frequency, quality of message and attractiveness of IECs will be adjusted to specifically target member states.

- **Activity 4.4:** Participate in the presentation of these products to various audiences to ensure that the work on the KIX Hub in the region is documented and publicized

Documentation (as described in Activities 2.1 and 2.4), sharing and presentations (as described in Activities 2.2 and 3.3) and promotion and publicity activities (as described in Activity 2.4 and 3.1) will ensure that the work of the KIX Hub is visible, clearly communicated in the region and follows the principles of open access dissemination.

6. Operationalization of the Communications and Advocacy Strategy

To operationalize the Communications and Advocacy Strategy, a comprehensive array of channels, tool and materials will be employed. Execution of activities is clearly assigned to each of the Hub’s Consortium Partners and key stakeholders to ensure efficient implementation of the Strategy.

A validation workshop will be held with all Hub stakeholders to ensure the Strategy is inclusive of all stakeholders’ expectations for the Hub. Workshop participants will review, modify and approve the Strategy’s content before its implementation in July 2020.

A “Communications Questionnaire” will be sent to Hub members to understand their communications preferences so these can be considered in the implementation of the information dissemination practices outlined in the Strategy.

6.1. Communications and Advocacy Channels

Ten channels have been identified to increase the Hub’s visibility and secure greater engagement of member states. Table 1 below lists and describes each of the channels and provides an overview of how the channel will be leveraged within the scope of this Strategy.

Table 1: KIX Africa 19 Hub Use of Communications and Advocacy Channels

Channel	Description	Application to the KIX Africa 19 Hub
KIX Digital Platform	The KIX Digital Platform will serve three main functions: 1) to present KIX programme information, 2) to create a digital knowledge repository and 3) to provide a collaboration space for KIX stakeholders. Each of the four regional Hubs will have a dedicated space. IDRC is charged with developing and managing the platform.	All outputs from the KIX Africa 19 Hub, as well as existing knowledge products along the six thematic areas, will be added to the digital knowledge repository. News and announcements will be posted on the platform, to ensure the Hub gains exposure among global education stakeholders. The collaborative space will be leveraged to facilitate working groups/CoPs,

		document editing, forums, videoconferencing and more. The Knowledge Management and Communications Consultant will monitor the platform and liaise with IDRC.
Consortium Partners' Websites	The three Consortium Partners, IICBA, UNICEF and the AU, will each have the option to launch a programme page to describe the KIX project, the Africa 19 Hub and its partners. These pages will seek to disseminate KIX Africa 19 Hub news, announcements and products.	Each Consortium Partner page dedicated to the Hub will act as a landing point to boost visibility of the KIX project. The latest KIX Hub products, information on upcoming events and contact information will be displayed to generate greater engagement and participation among partners. The Knowledge Management and Communications Consultant will monitor the IICBA page (see Annex 16) and will also liaise with the Consortium Partners to ensure each page is harmonized with current information.
MoE Websites	The MoE websites across the 19 KIX Africa 19 Hub members are a source of information on each national education sector.	Each MoE focal point will be encouraged to upload relevant KIX Hub products and information to their respective websites, in accordance with their knowledge management procedures. Links between these sites, and important resources they contain (e.g. ESPs, JSRs, ESAs etc.), will be established with the KIX Digital Platform so that these documents can live in the digital open access repository.
GPE and IDRC Websites	Both GPE and IDRC , as the grantor and grant agent for the KIX initiative, have programme information pages available on their respective websites. These pages describe the KIX initiative, the relevant stakeholders, programme goals, KIX thematic areas and the four regional Hubs.	The Knowledge Management and Communications Consultant will ensure that information and knowledge products posted on the GPE and IDRC websites are harmonized across and among the Consortium Partners' pages.
Facebook	Facebook has more than 212 million users in Africa ⁴ and the majority access the social media site via their mobile phone ⁵ . Facebook is one of the most	The KIX Africa 19 Hub will leverage Facebook by releasing targeted, harmonized messages via the Consortium Partners' Facebook pages

⁴ <https://www.internetworldstats.com/stats1.htm>

⁵ <https://www.forbes.com/sites/tobyshapshak/2018/12/18/almost-all-of-facebooks-139m-users-in-africa-are-on-mobile/#54c34c9b68e7>

	widely used social media platforms allowing users to post multimedia and text to share information among a wide audience. Live discussions have also become popular in generating visibility for virtual and in-person events across user communities.	(in accordance with their respective social media policies). Appropriate hashtags and tagging, as well as strategic use of graphics and multimedia, will boost visibility of Hub posts and spread information widely. With a stronger emphasis on virtual events during the COVID-19 pandemic, the Hub will utilize the live discussion feature to communicate information in real time during events.
Twitter	Twitter is a social media platform which allows users to share information and multimedia within 280 characters. Similar to Facebook, Twitter is one of the most widely used social media platforms. 71% of Twitter users engage on the platform to follow the news, highlighting Twitter’s utility for sharing announcements and information. ⁶	The KIX Hub will create its own Twitter handle to disseminate information, @KIXAfrica19Hub (suggested). All partners, MoEs, member state education accounts, national partners, other regional Hubs, GPE, IDRC etc. will be added as “friends” on Twitter and the Hub handle will follow each of these stakeholders’ accounts. Ideally, the KIX Digital Platform will have a Twitter feed embedded onto its main page to provide further visibility to the KIX Africa 19 Hub’s Twitter account.
WhatsApp	WhatsApp is a platform that allows for individual and group chats for instant messaging. It allows for direct communication among partners and dissemination of information.	KIX Hub members will be invited to join the KIX Africa 19 Hub WhatsApp group, which will act as a listserv for the dissemination of information and exchange between countries and partners. The group will be used strictly for professional purposes.
Local and Regional Media Outlets	Local media outlets in the 19 member states, as well as those covering the East, South and West African regions, will be leveraged to share information on the KIX Africa 19 Hub and its progress.	The MoE focal points and the KIX Hub Secretariat will compile a list and make introductions to important media outlets at the national and regional levels. The Knowledge Management and Communications Consultant will maintain these relationships, sharing information on Hub events and achievements and inviting these actors to participate and learn about the Hub.
Education Events (global, regional,	Education events include conferences, project launches, research publication launches, roundtables, advocacy	In conjunction with the Technical Team, the KIX Hub Secretariat and the Knowledge Management and

⁶ <https://www.omnicoreagency.com/twitter-statistics/>

national)	forums, donor forums, Africa forums, International Days and other events that bring together education stakeholders.	Communications Consultant will leverage different education events to display and generate visibility for the KIX Africa 19 Hub by hosting side events, presenting KIX outputs, gathering information and networking among stakeholders, particularly among researchers. Events calendars are available in Section 6.2.
Regional and Local Partners’/ Networks’ Listservs	Different local partners, networks and working groups in SSA have created their own listservs or member mailing lists, whereby they share relevant information, knowledge and contacts.	With the help of the Consortium Partners, the MoE focal points and the Technical Team, the Knowledge Management and Communications Consultant will reach out to and establish relationships with these stakeholders to integrate their mailing lists in order to receive information and share knowledge about the Hub with a wide number of relevant stakeholders. A few important examples include the ADEA ICQNs, the AU CESA Cluster portals, the TALENT network and the Regional Coordination Group for SDG4-Education 2030 in West and Central Africa (RCG4-WCA). The GPE blog and GPE daily news updates are also channels for information dissemination.
Consortium Partners’ Internal Communications Platforms	Each organization has its respective systems for internal communication, such as periodic newsletters, weekly updates, Microsoft Teams channels etc.	Each Consortium Partner focal point is responsible for sharing communications related to the KIX Hub within their respective organizations. Creating visibility around the KIX Hub within each organization will allow the focal point to identify and react to different possibilities for deepening collaboration and engagement across the Hub countries and in the six thematic areas. For example, IICBA will share information via the UNESCO “Global Education Alert,” the “Ed Sector This Week” and the quarterly IICBA newsletter. The quarterly CESA Journal, with its wide reach across the continent, is an additional suggested platform.

6.2 Communications and Advocacy Tools

The Communications and Advocacy Strategy will engage ten key tools. Each tool is described in Table 2 below, followed by its application to the KIX Africa 19 Hub.

Table 2: KIX Africa 19 Hub Communications and Advocacy Tools

Tool	Description	Application to the KIX Africa 19 Hub
Google Suite	The KIX Digital Platform will integrate collaborative workspaces via G Suite, which includes Google Drive. Google Drive offers a host of applications which allow for simultaneous collaboration on shared documents (Docs, Sheets and Slides, each of which corresponds to the Microsoft Applications Word, Excel and Powerpoint). Google Drive also builds out a shared filesharing system accessible via the Internet to any user with a shared link.	The KIX Digital Platform will integrate Google Suite and therefore KIX Africa 19 Hub project information can be stored and shared via a Google Drive account: KIXAfrica19Hub@gmail.com (suggested). Shared documents, particularly those related to operations research, can be organized and uploaded to the Google Drive, and links to the documents can be shared with the target audience. The use of G Suite will facilitate real-time collaboration and act as an archive for KIX Hub meeting materials, outputs and reports.
KIX Africa 19 Hub Listserv and Contact List	The UNESCO listserv tool (lists.unesco.org) allows for efficient management of contacts and email communication. The tool creates a unique email address that anyone can use to send email messages with all relevant contacts. The use of a listserv contributes to project branding because project participants associate the listserv with official communications channels for a given project.	A listserv address will be created: KIX-Africa-19-Hub@lists.unesco.org (suggested). The Senior Programme Coordinator, KIX Hub Management Consultant and the Knowledge Management and Communications Consultant will have administrative permissions. The latter will be responsible for maintaining the list.
Microsoft Teams	This integrated communication tool allows users to chat, use instant messaging, share documents and links during virtual meetings. Presenters can share their screen or Powerpoint presentations. Meetings can be recorded and subsequently shared with meeting participants. The filesharing and search features contribute to optimal knowledge management among partners.	The KIX Hub Secretariat will use Microsoft Teams to facilitate virtual meetings and webinars. Recordings and presentations will be shared with participants and serve as documentation for KIX Hub work.
PanApps Community of Practice App	The KIX Digital Platform will include a CoP tool, to be developed by PanApps.	The CoP tool is envisaged as a means to facilitate and manage the Hub's thematic CoPs. Each Consortium Partner will work

		with the Knowledge Management and Communications Consultant to manage the CoPs related to their respective thematic area(s).
Google Analytics	Google Analytics provides services to measure website performance, including number of page accesses, click-throughs and audience demographics.	The KIX Digital Platform will apply Google Analytics to monitor usage ⁷ . Through the relationship with IDRC, the platform owner, the Knowledge Management and Communications Consultant will use available data pertaining to the KIX Africa 19 Hub to glean good practices and “what works” in terms of online content and knowledge management strategies that can be mainstreamed in the Communications and Advocacy Strategy.
Twitter Analytics	Twitter Analytics is an embedded feature available to all Twitter accounts. It measures retweets, follows, replies, favorites, click-throughs and impressions for all Tweets. Data generated from this tool can drive future posts by incorporating language, graphics and hashtags preferred by the target audience.	Twitter Analytics will be used to monitor and improve the performance of the KIX Africa 19 Hub Twitter handle with the goal of increasing KIX Africa 19 Hub followers and generating greater publicity for the Hub.
KIX Africa 19 Hub Multimedia Bank	The Multimedia Bank will serve as a repository for all relevant digital media (photos, videos, graphics, GIFs etc.) used in the Communications and Advocacy Strategy. It	The Multimedia Bank will be housed within the G Suite so that all stakeholders can access the content and apply it to KIX Hub materials. The Multimedia Bank will be consistently updated by the Knowledge Management and Communications Consultant so that multimedia is readily available to generate Hub Communications and Advocacy materials.
Education Events Calendar	The Education Events Calendar will contain dates and information on global, regional and national education-related events. The calendar will be fed from various existing calendars, including the UNESCO events calendar, the AU calendar , regional education group calendars, the global SDG-Education 2030 Steering Committee event calendar and other sources as suggested by the	In conjunction with the Technical Team, the KIX Hub Secretariat and the Knowledge Management and Communications Consultant will determine which education events to target. Those education advocacy moments involving KIX Africa 19 Hub MoEs and/or one or more of the six KIX thematic areas will be prioritized.

⁷ According to the “KIX Platform Architecture” document shared by the IDRC Knowledge Management focal point.

	Technical Team.	
Newsletter	Newsletters provide announcements, updates and other information to a list of subscribers. This tool is effective for disseminating information as it is typically sent out periodically, creates a following among its readers, is a reliable source of information and is visually attractive.	The KIX Hub will share news and announcements, events, knowledge products and links to social media posts via its monthly newsletter sent to its target audience. Use of photos and multimedia will be key to attract attention to the Hub's achievements across the six KIX thematic areas.
Webinars	Webinars are an online resource to share information with a wide audience and convoke meetings between partners. Depending the nature of the webinar, it can be interactive, can leverage tools to collaborate on work products or can simply transmit information via an audio-visual platform.	Webinars will engage the Hub members along the six KIX thematic areas and engender visibility around the Hub's work and outputs. The Hub will mobilize webinars to share information with a large audience and profit from the strong presence and brand IICBA has established via its webinar series. In the COVID-19 context, webinars, along with virtual meetings, will temporarily replace face-to-face activities.
Media Advisory	Media advisories are most useful in relation to events but can be used to publicize high-profile publications or release of global goods. These advisories provide essential information and act as an invitation to the press to attend an event.	The KIX Hub will draft and disseminate media advisories to generate press coverage of large events within the KIX Hub work plan.
Press Release	A press release is a document meant to inform media of an event, publication or story to compel greater media coverage and visibility.	Press releases will be employed to inform the media of KIX Africa 19 Hub activities and major knowledge products. Follow up with media outlets will ensure that media cover major KIX Hub moments.

6.3 Communications and Advocacy Materials

In conjunction with the communications and advocacy channels and tools in section 6.1 and 6.2, the following materials will be created and employed to achieve the Communications and Advocacy Strategy's four objectives:

- Blog posts
- Concept notes
- Fact sheets
- Infographics
- KIX Africa 19 Hub Information Brief
- KIX Africa 19 Hub invitations
- KIX Africa 19 Hub Powerpoint Introduction Presentation

- KIX Africa 19 Hub presentation text
- KIX Africa 19 Hub User Guide
- Media advisories
- Meeting agendas
- Meeting reports
- News articles
- Newsletters
- Policy briefs
- Posters
- Powerpoint presentations
- Press releases
- Social media posts
- Thematic area logos
- Videos
- Webinars

6.4 Management of Communications and Advocacy Activities

The KIX Africa 19 Hub’s members will operationalize the Communications and Advocacy Strategy by taking on specific roles and responsibilities. The following table draws on the responsibilities described for each Hub stakeholder managing the implementation of the KIX Hub project, as delineated in the KIX Hub TOR:

Table 3: KIX Hub Communications and Advocacy Roles and Responsibilities

KIX Hub Member	KIX Hub Secretariat
Communications/ Advocacy Role	Lead the operationalization of the Communications and Advocacy Strategy to ensure effective implementation of the KIX Hub project
Expected Responsibilities	<ul style="list-style-type: none"> - Map and align IEC materials with education agendas relevant to the KIX Africa 19 Hub - Produce IEC, visibility, promotional and knowledge generation materials - Lead the mapping and documentation of best practices and lessons learned - Facilitate sharing of best practices among countries to aid experiential learning - Promote contextualization of best practices - Document and publicize the work of the KIX Hub - Lead the development and implementation of knowledge management tools and methods - Liaise with IDRC to contribute content to the KIX Digital Platform - Manage the KIX Hub Google Drive, Microsoft Teams functionality, analytics tools, social media platforms and data storage - Contribute to the animation of CoPs - Animate online forums and webinars - Participate in and share learning via KIX Inter-Hub meetings

	<ul style="list-style-type: none"> - Lead the presentation of knowledge generated by the KIX Hub to various audiences - Disseminate all communications and advocacy materials and knowledge products developed by the KIX Hub employing the Strategy's communication and advocacy channels and tools
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KIX Hub Member	Consortium Partners
Communications/ Advocacy Role	Support communications and advocacy activities to ensure effective implementation of the KIX Hub project
Expected Responsibilities	<ul style="list-style-type: none"> - Support the mapping and documentation of best practices and lessons learned - Support sharing of best practices among countries and respective networks to aid experiential learning - Support contextualization of best practices - Approve all KIX Hub outputs for publication and dissemination - Animate CoPs along respective thematic areas - Present knowledge generated by the KIX Hub to various audiences as appropriate - Relay all communications and advocacy materials and knowledge products developed by the KIX Hub via respective organizational channels and networks
KIX Hub Member	MoE Focal Points
Communications/ Advocacy Role	Support national level coordination of communications and advocacy activities and liaise with the KIX Hub Secretariat
Expected Responsibilities	<ul style="list-style-type: none"> - Support and ensure continuous engagement of national stakeholders, including LEGs, with the KIX Hub activities - Facilitate formal communication, as well as engage in informal communication, with the KIX Hub Secretariat - Facilitate communication from the national level to the KIX Hub Secretariat and from the KIX Hub Secretariat to the different MoE departments, authorities and LEG members at country level - Exchange knowledge and information on the national context, including mapping and documentation of best practices and lessons learned - Contribute to sharing of best practices at national level to aid experiential learning - Contribute to contextualization of best practices at the national level

KIX Hub Member	Technical Team
Communications/ Advocacy Role	Support communications and advocacy activities, particularly along respective technical area(s) of expertise
Expected Responsibilities	<ul style="list-style-type: none"> - Support the mapping and documentation of best practices and lessons learned along technical area(s) of expertise

	<ul style="list-style-type: none"> - Support sharing of best practices among countries and respective networks to aid experiential learning - Support contextualization of best practices along technical area(s) of expertise - Support and facilitate online discussions as well as knowledge and information exchange along technical area(s) of expertise - Relay all communications and advocacy materials and knowledge products developed by the KIX Hub via respective organizational channels and networks - [IDRC]: Manage the KIX Digital Platform and liaise with KIX Hubs to collect and publicize Hub outputs - [IDRC]: Facilitate KIX Inter-Hub meetings
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As part of the Strategy’s validation phase, each of the above stakeholders will share their vision for the Hub’s communication and advocacy activities, provide feedback on their responsibilities, finalize changes and commit to fulfilling their roles together over the lifetime of the KIX project.

7. Monitoring and Evaluation

The Communications and Advocacy Strategy will be monitored periodically to determine its efficacy against its four objectives. The KIX Hub Secretariat will conduct regular reviews to determine results, progress and project achievements, as well as areas for improvement. The results will be synthesized and shared with KIX Hub stakeholders to ensure the process is transparent and increases confidence in the Hub.

A review to measure the usage of KIX Hub communications and advocacy materials will be completed by November 30, 2020, and a report on the engagement of the 19 member states and the usage of the KIX Digital Platform will be completed by December 31, 2020. Subsequent reviews will correspond to the Monitoring and Evaluation Strategy and the KIX Hub work plan schedules.

Table 4 below describes each of the Strategy’s strategic objectives and proposed measurements. Measurements will be assessed using both qualitative and quantitative methods, some examples include:

- Qualitative methods: generation of reports describing the Hub’s IEC and communications and advocacy content; assessment of the alignment of content with KIX Hub objectives, themes and relevant education agendas and collection of stakeholder feedback on the success of different communications and advocacy methods
- Quantitative methods: collection of data using analytics tools; assessment of social media consumption; measurement of content postings on different platforms and in different countries and measurement of user engagement with generated content.

Table 4: Communications and Advocacy Strategy Performance Measurements

Objective	Measurement
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1	Ensure visibility of the KIX Africa 19 Hub in the global education sector and in each of the 19 member states and its alignment to national, regional, continental and international education agendas and priorities	<ul style="list-style-type: none"> - Review of KIX Hub visibility activities implemented in each of the 19 member states - Review of KIX Hub visibility activities implemented in the global education sector - Comparison of KIX Hub visibility activities to education agendas and priorities
2	Ensure the documenting of best practices and lessons learnt which will be synthesized and shared across countries	<ul style="list-style-type: none"> - Review of KIX Hub documentation on best practices and lessons learned - Review of KIX Hub contextualization activities implemented - Review of dissemination methods of KIX Hub documentation on best practices and lessons learned (by number and country) - Review of training activities implemented on the use and objectives of the KIX Hub (by number and country)
3	Support operations research, generation of new evidence/data across the region; as well as the dissemination of results from the baseline, mid-term and final project evaluations;	<ul style="list-style-type: none"> - Review of dissemination methods of KIX Hub project outcomes and findings (by number and country) - Review of knowledge management methods and tools developed - Review of presentations on knowledge generated by the KIX Hub
4	Contribute to the development and design of KIX Hub communication and advocacy materials in the context of knowledge management and participate in the presentation of these products to various audiences to ensure that the work on the KIX Hub in the region is well documented and publicized.	<ul style="list-style-type: none"> - Review of communications and advocacy materials developed (by quantity and type) - Review of validation processes for communications and advocacy materials - Review of member states' consumption of developed IEC materials

Adaptive Management Approach

In keeping with the KIX principle of adaptive management, changes will be made to the Strategy based on its annual evaluation to ensure that the Hub's communications and advocacy activities are high-performing.

The activities within the Communications and Advocacy Strategy are aligned with the KIX Hub work plan, therefore the evaluation of the Strategy will contribute, as applicable, to the KIX Hub Monitoring and Evaluation Strategy and the measurement of progress towards the Hub's strategic objectives, including, but not limited to:

- Result 1.2: Member states engaged to participate in the KIX hub activities
- Result 2.1: A mechanism to systematize learning and good practices to foster knowledge sharing and capacity strengthened
- Result 2.2: Member states develop and share knowledge products through knowledge sharing events

- Result 3.1: Advocacy and IEC materials developed
- Result 3.4: Monitoring and sharing of good practices throughout the program is strengthened

8. Conclusion

The KIX Africa 19 Hub Communications and Advocacy Strategy leverages proven tools, channels and methods to ensure that the Hub's products and work is widely shared and disseminated across the region and on a global scale. The Strategy strives to be holistic and inclusive. It outlines roles and responsibilities for the Hub's various members based on their strategic advantages and niche. Objectives and activities aim to create logical linkages, and channels, tools and materials are connected to operationalization procedures and resources available in the annexes that are ready to implement.

To contribute to the KIX principle of inclusivity and to ensure that the Hub is truly representative of the region and its vision for strengthened education policy and implementation, this Strategy will undergo a validation process with all member states and partners. The KIX Hub Secretariat will organize a validation workshop which will seek to validate content, agree on key messages and discuss the methods, roles and responsibilities and operationalization of the Strategy.

The monitoring and evaluation procedures described herein will further the Hub's inclusive aims. Regular M&E reporting will uphold transparency regarding the Hub's progress and achievements and through the acknowledgement and facilitation of constructive discussion around the Hub's areas for improvement. The Hub' adaptive management approach, which builds off of data and evidence driven decision making, is devoted to maximizing the KIX Hub's impact over the lifespan of the project and contributes to sustainable development.

9. Annexes

9.1 KIX Hub Resources

- [Annex 1](#): UIS CESA-SDG4 Comparison Chart
- [Annex 2](#): KIX Hub Visibility Guidelines
- [Annex 3](#): Open Access Dissemination Plan
- [Annex 4](#): KIX Africa 19 Hub Introduction Text (short and long)
- [Annex 5](#): KIX Africa 19 Hub Information Brief
- [Annex 6](#): GPE KIX Brand Identity Guidelines
- [Annex 7](#): GPE KIX Hub Member Terms of Reference

9.2 Templates

- [Annex 8](#): Media Advisory Template
- [Annex 9](#): Press Release Template
- [Annex 10](#): KIX Hub PowerPoint Presentation Template

[Annex 11](#): Hub Participation Tracking Spreadsheet
[Annex 12](#): KIX Africa 19 Hub Invitation Template
[Annex 13](#): KIX Africa 19 Hub Concept Note Template
[Annex 14](#): Meeting Report Template
[Annex 15](#): Meeting Agenda Template
[Annex 16](#): Text for IICBA KIX Africa 19 Hub page

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