Ministry of Agriculture and Livestock Development

COMMUNICATION STRATEGY

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(Version 1)

Foreword

In an era where food security and sustainability are paramount, the Food Systems Resilience Project presents an opportunity to contribute to the food security and nutrition pillars innovatively. This communication strategy is a critical component of our efforts to build resilient food systems that can withstand the challenges of climate change, economic fluctuations, and other disruptions.

Effective communication is the backbone of our project, ensuring that all stakeholders— from farmers and community members to policymakers and development partners— are informed, engaged, and aligned with our goals. This strategy outlines our approach to fostering transparent, inclusive and impactful communication that supports the project's development objective.

We are committed to leveraging the power of digital platforms, traditional media, and community engagement to disseminate vital information, share success stories, and gather feedback. By doing so, we aim to create a collaborative environment where knowledge is shared, innovations are celebrated and challenges are addressed collectively.

This strategy is the result of extensive collaboration and input from a diverse group of stakeholders. We extend our deepest gratitude to everyone who contributed their time, expertise and insights in developing this strategy. Your dedication has been instrumental in shaping a communication strategy that is both comprehensive and adaptable to the evolving needs of our project.

As we move forward, we remain steadfast in our commitment to building resilient food systems that ensure food security and nutrition for all. Together, we can create a future where every community has access to nutritious, sustainable and resilient food sources.

Priscilla W. Muiruri

National Project Coordinator

Food Systems Resilience Project

Acknowledgment

I extend my heartfelt gratitude to everyone who contributed to the development of this communication strategy. Your insights, feedback and dedication have been invaluable in shaping a comprehensive plan that will enhance our internal and external communications.

Special thanks to the communication team: Eliphus M. Murithi, Fabian Kaburu, Carolyne Mungu, Charles Lungaho, David Matende, Joan Otiang', Johnson Ndolo, Julius Mutua, Hellen K. Mberia, Victor Inzayi, Tervil Okoko, Floridah Maritim and Joel Otieno for their tireless efforts, dedication, support and collaboration.

Lastly, I wish to thank and appreciate the Project Coordinator, Madam Priscilla Muiruri, and the NPCU for their support in developing this communication strategy. Finally, I thank the World Bank for their overall support to the Project. Together, we are committed to fostering a transparent, inclusive and efficient communication environment that aligns with the project's development goal and objectives.

Muthoni Muta

National Agricultural Communication and Information Lead

Food Systems Resilience Project

Executive Summary

Our communication strategy aims to improve both internal and external communications within the project, fostering transparency, inclusivity and efficiency. This will support our objectives and enhance stakeholder engagement.

Our primary goals include improving internal and external communications to ensure timely and accurate information flow among the coordination units, enhancing external communication to build stronger relationships with beneficiaries, partners and the community, and promoting our organizational values to align all stakeholders with our strategic goals. In addition, we aim to leverage digital platforms to facilitate real-time communication and engagement.

To achieve these objectives, we will implement several key strategies. Internally and externally, we will engage appropriately through use of appropriate dissemination pathways to keep employees informed, and use appropriate tools for seamless communication. Our brand messaging will consistently reflect our identity and ensure uniformity. A robust feedback mechanism will be established and strengthened, including channels for receiving and addressing feedback from internal and external stakeholders.

The implementation plan will be executed in four phases: assessing current communication practices, developing and distributing communication materials and tools, training employees on new protocols and tools, and monitoring and evaluating the strategy's effectiveness.

We expect this strategy to enhance engagement and morale, improve stakeholder relationships and satisfaction, increase transparency and trust within the project, and ensure greater alignment with our development goal.

To remain relevant and effective, this strategy will be implemented over a five-year period and will be reviewed and updated on need basis.

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CHAPTER 1

CHAPTER 1: INTRODUCTION

1.1 Background

The Food Systems Resilience Project (FSRP) is a five-year (January 2024 to August 2029) development project implemented by the Government of Kenya (GoK) at a cost of KES 18 billion (about US$ 150 million). The project is funded by the World Bank and Government of Kenya (GoK) with contributions from the beneficiary communities. The main implementing agency is the Ministry of Agriculture and Livestock Development (MoALD). It is anchored in the State Department for Agriculture (SDA).

The project aims at benefiting 1,000,000 crops and livestock smallholder farmers in all wards (275) of the thirteen (13) counties; Baringo, Marsabit, Wajir, Mandera, Garissa, Tana River, Lamu, West Pokot, Laikipia, Isiolo, Turkana, Samburu, and Elgeyo-Marakwet.

The FSRP will be implemented through a three-tier structure at national, county, and community levels. The National Treasury represents the GoK, while the Ministry of Agriculture and Livestock Development (MoALD) is the main implementing agency. The second tier is at the county level, with county governments as the executing agencies of the Project. The third tier is at the community level, where beneficiaries will implement their community-led interventions

The Project Development Objective (PDO) is "to increase preparedness against food insecurity and improve the resilience of food systems in targeted project areas of Kenya". In order to realize this objective, project activities will be implemented through six components as follows:

Component 1: (Re-) Building resilient agricultural production capacity. The component aims to strengthen the resilience of food supply to climate change and other shocks and stressors with a focus on climate-resilient agricultural production and related supporting services. This component is organized around three sub-components. The first sub-component focuses on the development of national and regional information systems including the appropriate pathways for adaptation planning and resilience building. The second sub-component focuses on developing agricultural technologies and services that are aimed at building climate resilience. The third sub-component aims at mobilizing farmers into farmer groups and using the platforms for delivering climate-resilient technologies and services to the farming community.

Component 2: Supporting the sustainable development of natural resources for resilient agricultural landscapes. This component aims to enhance sustainable management of natural resources for resilient food systems by investing in soil and water conservation and rangeland management interventions. This component will support investments that will either be ward-specific or cut across multiple wards and that are strategically important to the county or multiple counties. Capacity building of targeted communities on sustainable development of natural resources for resilient agricultural landscapes in the face of changing climate will be undertaken.

Component 3: Regional and domestic markets for food security. This component aims to improve physical and economic access to sufficient, safe and nutritious food by improving agri-food producers' (both crop and livestock producers) access to domestic and international markets. It will do so by building producers' capacity to participate in domestic and international markets by enhancing organizational capacity to meet market requirements in terms of quantity and quality standards. The component will also focus on establishing or upgrading agri-food distribution, logistics and marketing infrastructure in ways that will increase value addition and market connectivity. The component will also support agri-food system/value chain actors to access financial services to finance production functions and other services.

Component 4: Promoting a greater focus on food systems resilience in national and regional policy-making. The objective of this component is to promote a greater focus on food systems resilience in policy-making and will comprise two main sub-components. The first sub-component involves bringing a food systems resilience focus to public institutions, policy, and spending at the national and regional levels. The second sub-component involves building the capacity of national and county governments to implement such policies.

Component 5: Contingency emergency response. The component will finance eligible expenditures related to emergency response mechanisms in case of natural or man-made crises or disasters, severe economic shocks or other crises and emergencies.

Component 6: Project coordination and management. This component will finance activities related to national and county-level project coordination, including planning, fiduciary (financial management and procurement) and staffing, environment and social safeguards implementation, monitoring and compliance, development of the Management Information Systems (MIS) and Information & Communication Technologies (ICT), regular M&E, impact evaluation, communication, knowledge management and citizen engagement. Project supervision, coordination and management will be undertaken by the following institutions to be established at national, county and community levels: the National Project Steering Committee (NPSC), National Technical Advisory Committee (NTAC), National Project Coordination Unit (NPCU), County Project Steering Committee (CPSC), County Technical Advisory Committee (CTAC), the County Project Coordination Unit (CPCU) and the community-driven development committees (CDDC), respectively.

Progress towards the realization of the PDO will be measured through the following five PDO level (Outcome) indicators:

i. Reduction of food insecure people in project-targeted areas (percentage)
ii. Farmers adopting resilience-enhancing technologies and practices (number):
    - of which female (percentage)
    - of which, climate-resilient (percentage)
iii. Land area under integrated land management practices (hectares)
iv. Increase in volume of agricultural production sold on domestic and regional markets (percentage)
v. Policy products related to agriculture, natural resources management, and food systems resilience adopted with project's support (number).

Rationale for the Strategy

A communication strategy is essential for enhancing organizational efficiency, supporting informed decision-making, and fostering stakeholder engagement. It promotes a culture of knowledge-sharing, drives innovation, and ensures compliance with regulations. By streamlining communication processes and providing clear guidelines, the Strategy will contribute to increased preparedness against food insecurity and improve the resilience of food systems in targeted project areas. Additionally, it includes feedback mechanisms to facilitate continuous improvement and adaptation to changing needs.

Situational analysis

The communication landscape is multi-faceted and dynamic. Communication channels for accessing agricultural information are increasing. These range from traditional methods like extension services and farmer groups, to modern technologies such as mobile phones and social media. However, there are challenges in accessing reliable information, especially in remote areas, and in bridging the digital divide. Effective communication strategies are needed to ensure that farmers are well-informed about climate-resilient practices and policies. There is a notable shift towards utilizing innovations for communication, indicating significant efforts to improve communication in the agriculture sector. This Strategy will build on the gains and learnings of KCSAP, NARIGP and ELRP.

A SWOT analysis helps in developing a robust communication strategy by leveraging strengths, addressing weaknesses, capitalizing on opportunities, and mitigating threats.

Table 1: SWOT Analysis

Internal	
Strengths	**Weaknesses**
• Clear Project Development Objective - The project has a well-defined purpose that can be clearly communicated to stakeholders. • The project has expertise and knowledge	• Limited resources, particularly budget constraints that may limit the scope and reach of communication efforts. • Inconsistent messaging if not properly coordinated across all channels and

Internal	
Strengths	**Weaknesses**
at all levels who understand the importance of communication and have the ability to tell compelling and impactful stories. • Existing multi–channel approach that allows right targeting and reach. • Existing strong partners and collaborators who increases the project's credibility and capability to communicate. • Developed ICT platforms (e.g., E-platform, DAT, Big data) for targeted messaging.	stakeholders. • Vastness of the FSRP counties poses a challenge to audience segmentation, thus costly and ineffective to reach and engage all target demographics/segments. • Technological barriers that may limit access to some target audiences could hinder communication efforts and increase exclusion. • Limited awareness on communication mechanisms for Environmental and Social Safeguards (ESS). • Lack of risk and crisis communication management plan. • Communication plans not fully implemented in project-implementation levels. • Limited monitoring and evaluation of communication outcomes
External	
Opportunities	**Threats**
• Growing public interest about food security and sustainability can be leveraged. • Technological advancements to enhance communication and engagement including penetration that eases dissemination of information. • The Community Drive Development Approach - Community Engagement - leads to building strong grassroots support and local community involvement. • Presence of partners and collaborators. • Presence of political good will. • Prospects of capacity building on communication support. • Farming communities receptive to project interventions. • Existence of international, regional and	• Occurrence of natural disasters like drought, floods, migratory pests, and insecurity in some of the project counties. • Emergence of pandemics. • Electioneering activities and attendant transitional governments at County Governments • Misinformation and disinformation because of political interference/ narratives. • Gender barriers that limit communication. • Low literacy levels, especially among vulnerable groups and the rural isolated hindering effective communication • Delayed implementation of the project. • Insecurity issues – the target counties are categorized as fragile, conflict and violent (FCV) counties.

Internal	
Strengths	**Weaknesses**
local networks and linkages that allow communication with international and regional partners. • Supportive policies and legal frameworks.	• Inter-communal and inter-clan conflicts. • Harsh climatic conditions. • Poor and inadequate infrastructure affecting some modes of communication. • Mistrust and poor perception due to the extent of marginalization. • High poverty levels affecting access, and affordability.

CHAPTER 2

CHAPTER 2: THE COMMUNICATION STRATEGIC MODEL

This chapter outlines the communication goal and objectives, key themes, strategies, the target audience, stakeholder concerns, interests and messages, channels and principles of effective communications, expected outcomes of communications, and knowledge management.

2.1 Goal

To provide an overarching framework for communication and knowledge management, and contribute to the achievement of FSRP development objective through information and knowledge sharing among stakeholders.

2.2 Specific Objectives

i) Raise awareness and visibility of the project among the stakeholders while maintaining the reputation of the project.
ii) Strengthen stakeholder participation, cohesiveness and collaboration in the project implementation and performance.
iii) Support knowledge management and dissemination amongst stakeholders.
iv) Strengthen effective grievance mechanism, crisis communication and public disclosure.
v) Build capacity of project communication teams and champions.

2.3 Guiding principles for effective communication

This strategy is guided by the following principles that safeguard basic values and standards, which inform stakeholder reasoning, conduct, measures and schedules:

Figure 1: Guiding Principles

2.4 Key Themes

The key themes in this communication strategy are unifying ideas or intentions that support and are designed to provide guidance and continuity for messaging and related products. Themes link groups of messages together and guide implementation. The following are the key themes for this strategy:

a) Awareness and visibility
b) Stakeholder engagement
c) Knowledge management
d) Social accountability and crisis communication
e) Capacity Building

2.5 Target audience and approach

FSRP has diverse target audience who play different and complementary roles to support the implementation of the project to achieve its objective. A clear understanding of each of these audience is important in determining the messages that are appropriate and suitable channels for effective communication. Therefore, timely, relevant and accurate information is necessary. The audience are categorized as primary, secondary and tertiary.

2.5.1 Approach

The FSRP Communication strategy's approach focuses on how project teams will share information and progress with stakeholders throughout the project lifecycle.

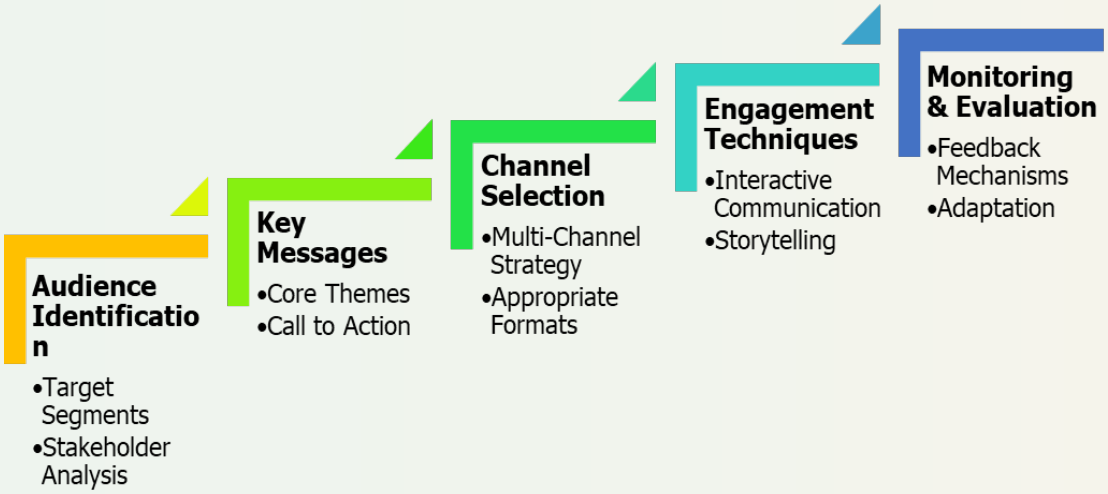

Figure 2: The Communication Strategic Approach

2.5.2 Primary audience

Primary audience consist of the direct beneficiaries of the project interventions. They include the smallholder farmers and pastoralists in the project areas, small traders and marketers, the vulnerable groups, youth, and women. Others in this category are local influencers who include village elders, church leaders, chiefs and Ward administrators. Key characteristics of this audience include: i) Low literacy levels that call for audio visual products in the local language to communicate; ii) Low-income levels and poor access to electricity, which limits the use of digital and broadcast media and, hence relying on face-to-face interactions as a way of communicating; iii) Cultural and religious beliefs that require local elders and leaders who understand the culture to play a leading role in communication activities; iv) They have their own traditional communication genres and channels such as songs and dances, which can be used to communicate important messages.

2.5.3 Secondary audience

The secondary audience are the main agents of change in a project who are a critical segment since they make decisions and facilitate the implementation of the project. They include MoALD leadership, the National Treasury, the World Bank, the Project Coordination Units at national and county levels, County Governors and county leadership in the agriculture sector, and the Council of Governors. This particular audience group has access to media channels (print, broadcast, electronic and digital media) and they will be the key players and representatives for the FSRP.

2.5.4 Tertiary audience

This audience comprises of audiences who are not directly involved in project activities but are able to feel the impacts of the project outcomes. They are an important audience group since their activities indirectly act as enablers for project activities. They include other government agencies, private sector players, other development partners, political leaders such as Members of Parliament, Members of County Assembly, teachers, civil society organizations, the mass media, social media influencers, entertainers, lobbyists, activists among others.

2.6 Language and Tone Use

The language and tone used are critical to effectively convey messages and engage the target audience. The language and tone use in the project will aim to resonate with the target audience, foster engagement, and promote a collaborative environment. This will be achieved through prioritizing clarity, inclusivity, and positivity to support the achievement of the PDO.

2.6.1 Language

- **Simplicity:** The project will use clear, straightforward language to ensure the message is accessible to all stakeholders.
- **Relevance:** The project will tailor the language to resonate with the specific audience. Cultural and contextual factors that may influence understanding and receptiveness will be considered.
- **Active Voice:** An active voice to create a sense of immediacy and engagement will be employed to encourage action and foster a dynamic interaction between the project implementers and beneficiaries.
- **Consistency:** The project will maintain a consistent language style throughout all communications so as to build brand identity and help stakeholders recognize and trust the messaging.

2.6.2 Tone

- **Inviting and Collaborative:** The tone, the project will use will fosters a sense of community and shared purpose by use of welcoming tone, encouraging participation and feedback
- **Respectful and Inclusive:** The project will use language that is respectful and inclusive to build trust and rapport among different groups.
- **Positive and Encouraging:** The project will us optimistic tone that motivate stakeholders and reinforce their commitment to the objectives.
- **Professional yet Approachable:** The project will strive for a balance between professionalism and approachability. This will create credibility while making stakeholders feel comfortable engaging with the content.

2.7 Messages, audiences and channels

This section provides a description of the messages, communication channels and platforms that will be used by the FSRP to reach the target stakeholders. Communication channels and platforms are ways in which messages are delivered from the sender to the receiver and back to the sender. In order to meet the communication objective, the project will engage a wide range of media suitable to each target audience.

2.7.1 Messages

The Project has diverse audiences key of whom are the project beneficiaries, implementers and managers with varying levels of information and communication requirements and expectations. This will, therefore, require the project to undertake information needs assessments from time to time to establish what the audience requires and the most appropriate message packages for better understanding.

The project beneficiaries expect messages that:

- are delivered in languages communities can understand
- are clear, timely, short and relevant to their situations
- convey the responsibilities of each stakeholder
- convey compassion, concern, and assurance

2.7.2 Channels

The selection and use of communication channels have a direct impact on how the project will engage with its stakeholders, implement project activities and offer services to beneficiaries. It is important to note that with the right communication channels in place, it will be easier to align all the players with the project goals and innovations.

Specific messages will be developed for every activity depending on the objective of that particular activity and relayed using an appropriate channel to reach the target audience including VMGs. Deliberate efforts will be made to get the messages to the VMGs.

The following channels will be used by FSRP to reach the various audiences with different messages.

a) Interpersonal communication (face-to-face interactions)

This is the delivery of messages through face-to-face interactions, and instances when this will be applied are shown below:

i) **Workshops and Conferences.** These will be used at national and county levels for planning, content development and reviews to assess the progress of the project, share experiences and lessons learnt. The people to be invited to these forums will be project staff and relevant stakeholders.

ii) **Extension message delivery.** Extension message delivery to beneficiaries by service provider (agri-preneurs, agro-dealers), public extension agents and other relevant stakeholders will utilize the following methods: Farm visits, Group meetings, Farmer & Pastoral Field Schools, Farm demonstrations, Field days and exhibitions, Learning tours (Excursion tours, study tours, farmer to farmers' tours), Agricultural shows and exhibitions, Community barazas, Road shows among others.

b) Print Communication

These include:

i) **Project Reports.** These will be compiled and presented by the NPCU and the CPCUs as per the project document.

ii) **Complaints Registers*. A*** complaints register will be established, maintained and used to register complaints for processing at the Project implementation levels; National, county and community levels.

iii) **Information booklets, flyers, leaflets, brochures & posters.** These will be produced and used to create awareness and disseminate technical information about the project and its activities.

iv) **Print media.** These will be useful outlets for creating awareness, publicity and stakeholder engagement, both at the county and national levels.

v) **Banners** which include standard banners, roll-up banners, business cards, and other related branding materials, will be used for publicity and branding, and positioned strategically, e.g., at entrances of project offices and offices belonging to project partners to give information about the project and its mandate. These materials will also be used mostly during project launch or major public events to relay information about the project and the event.

vi) **Branding*.*** Branding materials, which include shirts, ties, scarves, blouses, T-shirts and caps, branding of Project vehicles and other project equipment, Outdoor signage/branding of all sub-projects, Notice boards, among others, will be used in creating ownership and a sense of belonging to the holders. The signages will be branded with Project name, Logo and messages for identity and visibility purposes. Prominent signposts will be erected at sites where the project is implemented.

c) Electronic media

i) **Radio:** The National and local radio stations will be used to sensitize the stakeholders, create publicity and awareness about the project, and to engage the publics for feedback.

ii) **Internet*:*** The project will use the internet to effectively engage stakeholders in real time communication. This will be done through the use of emails, websites and social media.

iii) **Mobile phone*:*** Given its versatility and widespread use among the stakeholders, the project will use the mobile phones for real time day-to-day communication. This will be done through mobile telephone calls, SMSs, mediated mobile applications such as USSD, WhatsApp and Telegram among others.

iv) **Television (TV):** Besides using TV as a channel for creating awareness and publicity, the Project will collaborate with media houses to air talk-shows and documentaries about the Project.

v) **Video Conferencing tools**: Google meet, Microsoft teams, Zoom meet, among others, will be used where applicable to conduct project meetings and advocacy.

Table 2: Communication Audience, Messaging and Channels

Audience	Messages	Channels
Primary Audience (Project Beneficiaries)		
• Farmers, • Community institutions (CIGs, VMGs, FPOs, SACCOs, CBOs, FBOs), Agri-preneurs, Local Agro-dealers, Ward administrators, local leaders	• Sensitize on the benefits of the FSRP • Confidence-building on the project • Need for community participation for sharing and learning • Available market opportunities • Opportunities that exist for community resource mobilization and access to capital. • Existing TIMPS and benefits for adoption	• Meetings (Physical/Virtual, one-on-one meetings), • Local (vernacular) media stations • Barazas, Roadshows, Religious institutions • FM stations • Community tours • Demonstration and field days • Documentaries, IEC materials, Technical and Practical guides, Manuals, Success stories, Case studies. • Digital media, Print media, Electronic media, Social media, SMS, USSD
Secondary Audience (Change Agents)		
CS, PSs, Directors, Treasury, WB, NPCU, CPCUs, SCTTS, CECMs, KALRO, NEMA, WARMA, KEBS, Ministry of Water, Department of Co-operatives, local media, County Governments	Updates and briefs on achievements, challenges and opportunities of the project Areas of facilitation and support Information on available opportunities and resources	Meetings (Physical/Virtual, one-on-one), emails, WhatsApp, letters, website, Social Media, reports, Workshops, conferences, Exhibitions, Joint Monitoring and evaluations, Community visits, Memos, Policy briefs, Fact Sheets, Project briefs, Documentaries, Case studies, Success stories, newsletters, Project manuals, Technical and Practical manuals
Tertiary Audience (Collaborating Partners)		
Other relevant government	Partnerships and Collaboration	Meetings (Physical/Virtual),

Audience	Messages	Channels
ministries, departments and agencies, Civil society, County members of parliament, county administrators, media	opportunities Policies, legislations and regulatory requirements for partnerships	reports, workshops, conferences, letters, emails website, newsletters, Newspapers (stories and supplement), Documentaries, MoUs, Social Media, Project briefs, Policy briefs, Fact sheets, Exhibitions.

CHAPTER 3

CHAPTER 3: IMPLEMENTATION STRATEGIES, TACTICS AND OUTPUTS

3.1 Introduction

The FSRP project can achieve its goals effectively by implementing a Communication Strategy that focuses on the following strategic areas: Awareness and Visibility, Stakeholder engagement, Knowledge management, Social Accountability and Crisis Communication, Emergency communication and Capacity building.

3.2 Awareness and Visibility

Awareness and Visibility is crucial in increasing awareness and knowledge of the project among the various stakeholders, fostering cohesiveness and unity of purpose that will ensure seamless implementation of project activities. To achieve the objective, the following strategies will be implemented;

Project Branding -

It involves creating a unique identity and image for the project to distinguish it from others and effectively communicate its value and purpose to the target audience. It encompasses various elements such as visual design, messaging and stakeholder engagement, to build a cohesive and memorable perception of the project. The project will have a logo with colour codes to guide branding any project IEC and promotional materials. It creates identity. (Details in the brand manual).

Promote access to information.

This involves developing Education, information and communication materials and distributing the same at agricultural events, markets, and community centers. Additionally, it involves developing visual content that explains the project's impact and methodologies in an engaging way.

Leveraging media engagement

Distributing press releases to media outlets can generate news coverage and increase public awareness. Participating in interviews and placing feature stories in newspapers, magazines, and online publications can highlight the project's uniqueness and achievements. Collaborating with influencers who have a significant following can help reach a broader audience **Digital Presence**

Develop a user-friendly website with detailed information about the project, including goals, progress, and ways to get involved. Utilize platforms like Facebook, Twitter, Instagram, and LinkedIn to share updates, success stories, and engage with the audience. Send regular updates to stakeholders, partners, and subscribers about project developments.

Outreach and advocacy

Participate in or organize fairs, field days and exhibitions to showcase the project's innovations e.g., ASK and other agricultural forums, host Open and Field days for the community to visit project sites and learn more about the initiatives. Work with policymakers to promote policies that support the project's goals and secure funding. Engage in public speaking opportunities at conferences, workshops, and community events.

3.3 Stakeholder engagement

A stakeholder is any individual, group, or organization interested in or affected by project activities. Stakeholders can influence or be influenced by the project's outcomes. The key strategies include;

Stakeholder analysis and mapping to group as primary (directly affected) and secondary (indirectly affected) stakeholders. Categorize stakeholders based on their influence and interest in the project. Understand stakeholders expectations. Support partnerships and collaborations through involvement in critical decision-making, which can affect the implementation of the project.

Outreach and Advocacy – Involve national and local leaders as influencers to advocate for the project and mobilize community support. Ensure engagement activities respect local customs, traditions, and languages. Form committees or working groups that include key stakeholders to participate in decision-making processes. Strive to build consensus on major decisions to ensure stakeholder support and commitment.

Organize field visits and excursions for stakeholders to interact with the project activities and outcomes firsthand. Conduct demonstrations of new technologies or practices to showcase their benefits and effectiveness.

3.4 Knowledge management

Acquisition and documentation of learnings.

Knowledge management of the project involves systematically handling information and

resources to ensure that knowledge is effectively captured, shared and utilized among stakeholders. It involves the following process.

The project will identify knowledge areas to determine what knowledge is critical to the project (e.g., best farming practices, crop and livestock management, soil health, pest control etc.). Processes, experiences, lessons learned, and success stories will be regularly documented. Various formats, such as reports, manuals, videos, and audio recordings, will be used.

Establish Repository platforms

Technology will be used to implement a Knowledge Management System (KMS) or database to store and organize information. Cloud storage will also be utilized for easy access and sharing.

Standardized data collection templates and forms for data collection will be used to ensure consistency and capacity of staff built on data entry and documentation practices. Knowledge repositories, such as physical and digital libraries, will be established to store documents, research papers, and other resources, and tagging and categorization used for easy retrieval.

There will be leveraging of community knowledge to encourage community participation in knowledge sharing through workshops, forums, and farmer field schools. Indigenous knowledge and practices from local farmers will be captured.

Periodic reviews and updates of the stored knowledge will be undertaken to ensure it remains current and relevant. Out-dated information will be archived while keeping it accessible for historical reference.

Enhance behavior change

Knowledge sharing opportunities will be created to promote knowledge sharing by creating and maintaining repositories for project documents, reports, and lessons learned, and by establishing communities of practice or interest groups to facilitate knowledge sharing, collaboration on specific topics, and to enhance behaviour change.

3.5 Social Accountability and Crisis Management

3.5.1 Public Disclosure

Public disclosure involves sharing important project information with the public and stakeholders to ensure transparency, build trust and foster accountability. Ensure that public disclosure efforts are inclusive and accessible to all members of the community, including those with disabilities and those who speak different languages. Be mindful of cultural differences and tailor communication efforts to respect and accommodate these differences. Have a plan in place for disclosing information during crises or emergencies to ensure timely and accurate communication. Below are some effective strategies for communication and public disclosure.

Develop a **Public Disclosure Plan** by defining clear objectives for public disclosure, such as increasing transparency, building trust, or meeting regulatory requirements. Identify key messages that need to be communicated to the public and stakeholders.

Identify stakeholders and audiences by mapping all relevant stakeholders, including community members, government authorities, media, CSOs, and investors. Tailor messages to meet the needs and interests of different stakeholder groups.

Employ appropriate communication channels to reach a wider audience, including websites, social media, mass media, public meetings and newsletters. For real-time updates and engagement, utilize digital platforms such as a dedicated project website or social media pages.

Ensure disclosed information is accurate and verifiable to maintain credibility and trust in project activities. Keep messages consistent across all communication channels to avoid confusion.

Create accessible and understandable content in clear and simple language to ensure the general public easily understands the information. Use visuals such as infographics, charts, and videos to enhance understanding.

Establish regular communication to provide regular updates on project progress, milestones, and any significant changes. Issue updates during key events or milestones such as project launches, completion of major phases, or unexpected incidents.

Engage with the media by distributing press releases to inform them about important project developments and milestones. Hold media briefings or press conferences to provide more detailed information and address any questions.

Organize public meetings and forums by hosting town hall meetings to engage directly with the community and stakeholders, providing opportunities for questions and feedback. Conduct workshops or seminars to educate stakeholders about specific aspects of the project.

Implement feedback mechanism by use of surveys and questionnaires to gather feedback from the public and stakeholders. Provide clear channels for stakeholders to submit their feedback, questions, and concerns.

Monitor and respond to public concerns by regularly monitoring public opinion and media coverage to identify and address any emerging issues or concerns. Respond promptly to public inquiries and concerns to demonstrate responsiveness and accountability.

Transparency in reporting by making relevant project data and reports publicly accessible, such as environmental impact assessments, financial reports, and progress reports. Publish regular disclosure reports summarizing project activities, achievements, and any issues encountered.

Legal and regulatory compliance in ensuring all public disclosures comply with legal and regulatory requirements. Ethical Standards: Adhere to ethical standards in all public communication to maintain integrity and trust.

3.5.2 Grievance Management

The project will establish a Grievance Management (GM) framework to comprehensively cover all thematic areas. The GM will assist in addressing any complaint that may emerge from the project activities and implementers.

3.5.3 Crisis Management

Crisis communication involves the strategies and tactics used by the project to communicate with stakeholders during a time of intense difficulty, trouble, or danger. Effective crisis communication is crucial for maintaining trust, managing public perception, and mitigating negative impacts. Some of the foreseen crises include: Crop Failure and livestock losses due to Pests or Diseases, Drought or

Flooding, Land Disputes, Access to Water, Market Access and Prices, Infrastructure Failures, Health Crises, Conflicts or Violence, Policy Changes, Environmental Degradation, among others. In this project a structured approach in conducting crisis communication will follow the following planning:

A comprehensive crisis communication plan, outlining potential crises, key messages, stakeholders, communication channels, and response procedures will be developed. The project team and local community leaders will be trained on crisis communication protocols. Identify all relevant stakeholders, including farmers, local communities, government authorities, NGOs, CSOs, and media outlets.
Monitoring and Early Detection systems will be implemented to detect early signs of crises, such as crop diseases, market disruptions, or social unrest. Local intelligence and feedback from community members will be utilized to identify emerging issues.

During the Crisis, a crisis response team will be established with clearly defined roles and responsibilities. Clear, concise and consistent messages will be developed to communicate the nature of the crisis, its impact, and the steps being taken to address it. Appropriate communication channels, such as community meetings, radio broadcasts, SMS alerts, and social media, will be used to reach different stakeholders effectively. Being transparent about the situation and avoiding withholding information is important. Uncertainties will be acknowledged and regular updates provided.

A post-crisis evaluation and learning will include debriefing sessions with the crisis response team and stakeholders to evaluate the response and identify areas for improvement. Documentation of the crisis and the response actions taken will be undertaken for future reference and learning. Update the crisis communication plan based on lessons learned and feedback received.

3.5.4 Emergency communication

Emergency communication is crucial for effectively managing and responding to situations that require immediate attention. Ensure communication methods are accessible to all team members, including those with disabilities. Be mindful of cultural differences and adapt communication strategies accordingly. Provide language support or translation services if necessary to ensure clear and effective communication. Below are key strategies for ensuring emergency communication within the project:

Establish a **Clear Communication Protocol** by defining a clear chain of command for decision-making and message approval. Set specific criteria for when rapid communication protocols should be activated.

Utilize **Technology for Instant Communication** by using tools such as Microsoft Teams, WhatsApp, or other instant messaging apps for quick, real-time communication. Implement systems that send notifications to mobile devices for urgent updates.

Create **Pre-Approved Message Templates** by developing pre-approved templates for various types of emergencies or urgent situations to save time during the initial response. Ensure templates have customizable fields to add specific details as needed.

Establish a **Centralized Communication Hub** by using a centralized platform where all critical information and updates are posted and accessible to everyone involved. Ensure the hub integrates with other communication tools and platforms used by the team.

Train the Team for Rapid Response by conducting regular drills and simulations to practice rapid communication and ensure everyone is familiar with the protocols. Provide training on how to communicate effectively and clearly during high-pressure situations.

Implement Redundancy in Communication Channels by ensuring multiple communication channels (e.g., email, SMS, instant messaging, phone calls) are available in case one fails. Have a back-up system in place to ensure continuity of communication.

Designate Communication Liaisons by assigning communication liaisons who are responsible for disseminating information quickly to their respective teams or departments. Ensure liaisons understand their role and are equipped to act swiftly during an emergency.

Utilize **Mass Notification Systems** by implementing mass notification systems that can send automated alerts to large groups simultaneously. Create segmented contact lists to target specific groups with relevant information.

Ensure **Accurate and Timely Information** by quickly verifying information before dissemination to avoid spreading misinformation. Provide regular updates to keep everyone informed as the situation evolves.

Monitor and Adjust Communication Efforts by implementing feedback mechanisms to quickly identify and address any issues with communication. Use real-time monitoring tools to track the effectiveness of communication efforts and make necessary adjustments.

Maintain a Ready-to-Deploy Communication Kit by keeping a kit with essential communication tools and resources ready for immediate deployment. Ensure the kit is easily accessible to key team members at all times.

Conduct **Post-Event Review and Improvement** by conducting debriefing sessions after an event to review the effectiveness of the rapid communication strategy. Document lessons learned and update protocols to improve future responses.

3.6 Capacity Building

Communication capacity building involves enhancing individuals, organizations, and communities' abilities, skills, and resources to convey and receive information effectively. In agricultural projects, this is crucial for ensuring stakeholders can share knowledge, advocate for their needs, and implement best practices. The project will build the capacity of project staff, agricultural staff, and service providers and champion farmers in communication and knowledge management. The following key strategies will be applied:

Conduct training needs assessment

Conduct a communication needs assessment to identify gaps. Assess the current communication skills and tools available within the team to identify gaps.

Provide training. Provide training and development skills by offering training programmes on essential communication skills, such as writing, public speaking, negotiation, science communication and conflict resolution. Train team members on using communication tools and platforms (e.g., email, social media, project management software).

Table 3: Summary of the Strategic Objectives and Strategies

Objectives	Strategies
Objective 1: Raise awareness and visibility of the project among the stakeholders	Branding
	Promote access to information
	Leveraging Media Engagement
Objective 2: Strengthen knowledge management and dissemination among stakeholders	Acquisition and Documentation of Learnings.
	Establish Repository platforms
	Enhance behavior change.
Objective 3: Enhance stakeholder engagement	Stakeholder mapping
	Support partnerships and collaborations
	Outreach and Advocacy
Objective 4: Support social accountability and crisis communication	Establish Grievance Redress Mechanisms
	Managing risk and crisis
	Enhance public disclosure
	Emergency communication
Objective 5: Capacity building	Provide training opportunities and fora
	Conduct training needs assessment
	Knowledge sharing opportunities

CHAPTER 4

CHAPTER 4: IMPLEMENTATION ARRANGEMENTS AND RESPONSIBILITIES

An essential component of the coordination and execution of the FSRP is communication. A great deal of information is produced and shared with project stakeholders. As a result, a coordinating approach that takes into account the requirements of stakeholders at all levels- from the national, county and community levels, is required.

4.1 Institutional arrangements

The National Project Coordinator is ultimately in charge of managing this strategy, while the National Agricultural Information and Communication Lead (NAICL) will oversee its execution at national level. To improve coordination and strategy execution at the county level, a CPCU member should be given the responsibility of a communication champion to oversee implementation and work closely with the CPCU team. The champions will be trained as informed by communication training gaps.

4.2 The Communication thematic area

The communication, knowledge management and stakeholder engagement function will be a collective and shared responsibility that requires the support, cooperation and interaction of various personnel in the project. The NPC and the other project thematic leads will undertake communication, knowledge management and stakeholder engagement tasks in their respective areas of work.

The key functions of the communication thematic area will be to:

i) Prepare and implement the communication strategy and subsequent awareness creation among project staff, counties, communities and other partner institutions;
ii) Assist counties and project partners in coordinating their communication activities and events;
iii) Assist project partners and implementing institutions in conducting awareness-raising campaigns, events, and information dissemination workshops for target groups, including the project launch at national and county levels;
iv) Provide communication support in the management of the project's Grievances Mechanism (GM);
v) Support and maintain internal and external communications with project collaborators, implementing agencies and service providers;Draft press releases, statements, news

vi) summaries and ensure print and electronic media coverage for project events and regular or ad-hoc briefings, public information events and press conferences;

vii) Document and disseminate project success stories and case studies;

viii) Monitor national, regional and international media, and regularly update NPC of any media coverage relevant to the project;

ix) Coordinate and implement capacity building of communication and knowledge management for staff at national and county levels; and

x) Monitor and evaluate communication activities as outlined in this strategy.

4.3 Roles of Key Communication Actors

The NPC

The primary responsibility for communication, knowledge management and stakeholder engagement is held by the NPC who sets priorities for the project messages and activities. The NPC will work closely with and facilitate the NAICL to access all project information in order for the project thematic leads to operate efficiently. The NPC will ensure that project thematic leads update the NAICL on issues, changes and developments in their respective thematic areas. The NPC will also facilitate the allocation of adequate funds to implement the communication strategy and its activities.

The National Agricultural Information and Communications Lead (NAICL)

The NAICL will be in charge of the Communication thematic area. The NAICL will be responsible for planning and execution of the project's communication strategy. The NAICL will maintain effective internal and external communication on the project for healthy internal relations among project staff and partners, and external relations with stakeholders (GoK, World Bank, CoG and KALRO) and project beneficiaries among others.

County communication champions

The NAICL will work together with the communication champions at county level to ensure project communication objectives are met. The county communication champions will be appointed at the county level by the County Project Coordinator (CPC), in consultation with the county leadership, to spearhead communication and knowledge management activities at country level. To effectively implement the strategy, all project components at county level will factor in communication and knowledge management in their work plans. This will ensure project visibility as well as effective implementation of the project objectives.

4.4 Information Flow in FSRP

National level Communication

- The NPC shall address all communication to the World Bank, through the Task Team Leader (TTL) of the World Bank, and copy the same to the appropriate World Bank specialists.

- County Governors shall address all communication concerning the project to the CEO, CoG, for onward transmission to and follow up with the CS, MoALD and/or PS, State Department for Agriculture.
- CS and PS shall address all communication to the Country Director, World Bank
- NPC shall communicate to the CS through the PS and vice versa.
- JASCOM will ensure decisions and resolutions of the project are circulated and implemented by relevant entities within the national and county levels

County Level communications

- CoG will communicate/relay FSRP related information from the Ministry to Counties and vice versa.
- Communication to and from the counties regarding the project implementation shall be communicated to CoG by the Governor or CECMs for collation, concurrence and onward transmission to the Ministry and vice-versa.
- The NPCU and CPCUs may, however, communicate directly on administrative and day-to-day project coordination and management issues while ensuring all such administrative, coordination and management communication is documented.
- CoGs shall communicate to counties through Governors. Such correspondences and information should then be cascaded to the CECs and COs.
- CASCOM will ensure decisions and resolutions of the project are, as circulated by JASCOM, are implemented by relevant entities within the county levels

Community level communication

The County government, through the CPC, will use suitable and appropriate existing communication channels to communicate with the communities, farmers, farmer groups and other stakeholders within the county in line with government policies and guidelines. The CPC shall ensure all communications are properly documented.

Communication with other stakeholders

Suitable existing channels will be used by the NPC and CPCs for effective communication to other key stakeholders in the agricultural sector, in line with government policies and guidelines. These stakeholders include producer organizations (farmers, agro-pastoralists, and pastoralists organizations), extension service providers, processors, aggregators, transporters, off-takers, regulatory institutions, educators, agricultural researchers, agripreneurs, ag-techs, financial institutions and consumers.

Communication at all levels should be properly documented.

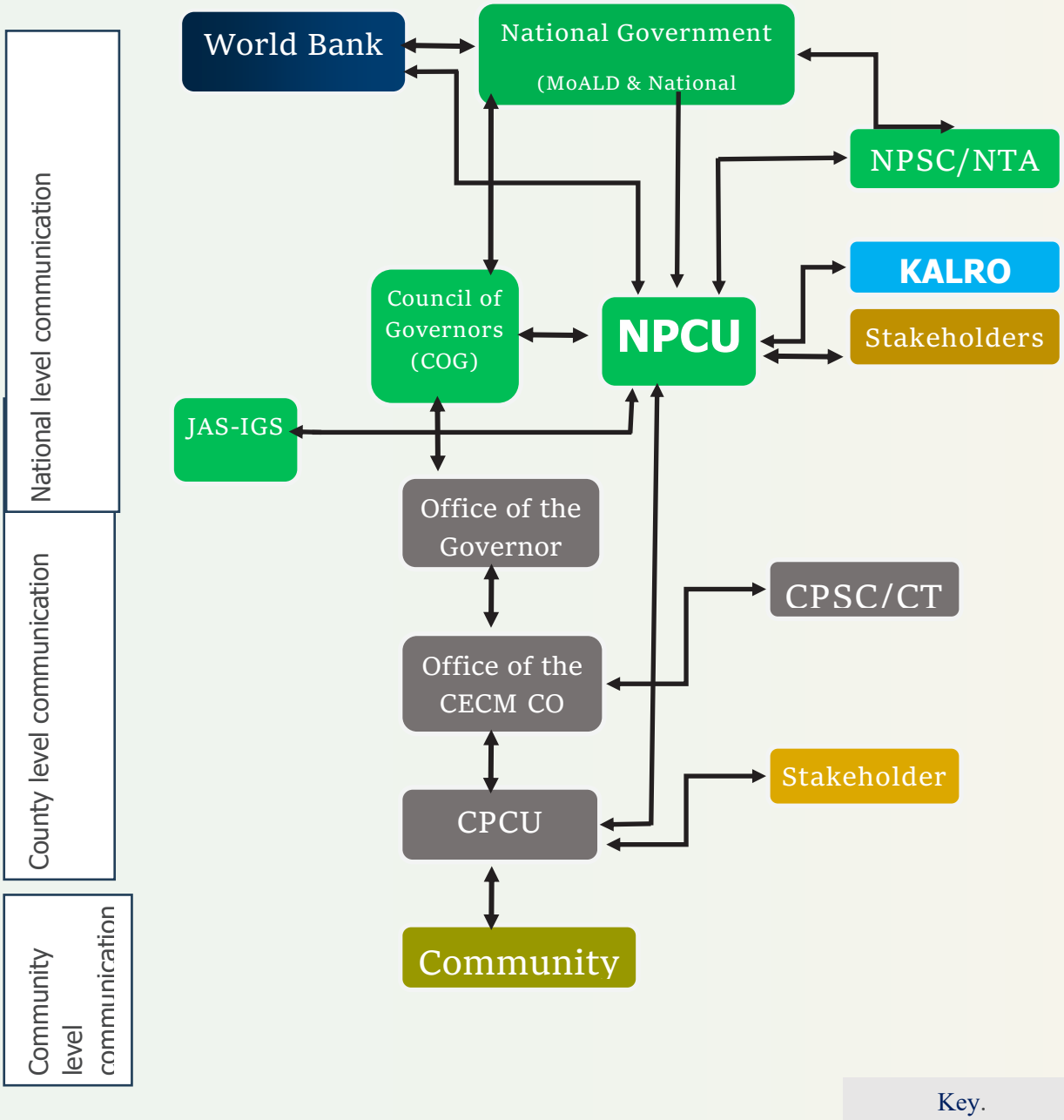

Figure 3: FSRP's Communication Structures and Lines Of Communication

All official communication at NPCU and CPCU will be channeled to the national level through the NPC and through the CPC at county level.

i. Regular and coordinated staff meetings will be held once a month at both the NPCU and the CPCU levels and records of the meetings kept for future reference. Decisions arrived at and actions agreed upon during meetings will be communicated to all concerned for immediate implementation, and follow-ups of the actions will be made as appropriate;

ii. Installation of landlines with extensions to staff offices in project offices. Staff will also be provided with mobile phones and airtime according to project guidelines';

iii. English and Kiswahili will be used as the official languages of communication as stipulated in the constitution to uphold the spirit of inclusivity.

CHAPTER 5

CHAPTER 5: MONITORING, EVALUATION AND BUDGET

5.1 Monitoring and evaluation

5.1.1 Participatory Monitoring and evaluation

Participatory Monitoring and evaluation shall be done by the communication stakeholders to enhance institutional learning and capacity development, negotiating stakeholders' perspectives and ensuring public accountability. At the monitoring stage the stakeholders shall track implementation of the strategy by looking at different metrics that could affect the strategy's outcome, such as:

- Verifying the communication strategy's scope
- Timeline for deliverables
- Budgets in relation to schedules
- Communication quality control

For evaluation of communication strategy, a baseline surveys will be conducted to establish the communication gaps and indicators for effective implementation. This baseline shall be done alongside the general project baseline survey. The baseline will capture information on indicators that the strategy is trying to influence and describe pre-intervention conditions against which to measure changes brought about by this strategy. The baseline will also provide valuable information on indicators useful for monitoring project performance. The same indicators used in the baseline shall be used comparatively at the mid-term evaluation and post-operation implementation or final evaluation. The baseline will form the basis for a comparison of "before and after" conditions or a measurement of "change over time".

5.1.2 Data management

Data management emanating from monitoring and evaluation of the communication strategy shall involve a wide variety of activities, including data collection on relevant indicators, analysis of the collected data, and a reporting system to ensure that the properly analyzed data is seen by key people at every level.

5.1.3 Performance Indicators

For effective monitoring of this communication strategy four types of indicators will be used:

- **Input Indicators**: Measuring inputs such as number of training materials, staff members, and infrastructure among other indicators that describe what goes into a programme.
- **Process or Activity Indicators**: Measuring more process-oriented activities such as the number of training workshops conducted, number of site visits etc. This will target the number of activities or their level of completion
- **Output Indicators**: Measuring the end-results of communication components such as the number of staff members trained, number of materials distributed, number of cooperatives established, etc.
- **Outcome (effect) Indicators:** Measuring the change in systems or behaviors resulting from the achievement of an intermediate goal/result/target (objectives), such as percentage adoption of TIMPs.

The following indicators will determine the extent to which this communication strategy activity have been implemented:

a) The number of news articles, features published;
b) The quality and nature of opinions or views from stakeholders recorded;
c) The number and types of communication materials produced and disseminated;
d) The number of radio programmes aired including the number of invited listeners who participated in the programme;
e) Number of farmers, beneficiaries accessing technical information through;
    i. Print media – leaflets, brochures, booklets, posters
    ii. Electronic media, ICT – radio, TV, mobile phone, internet
    iii. Face-to-Face Communication - farm visits, demonstrations (method/result), learning, bench-marking tours, field days, farmer-to-farmer extension, shows, exhibitions and group training
f) Number of farmers, beneficiaries satisfied with the content they are receiving
g) Number of farmers, beneficiaries receiving information that facilitate timely decision-making
h) Number of communication channels used to reach beneficiaries
i) Preferred channels of receiving information
j) Number of information needs identified and addressed
k) Number and types of leaflets, technical information brochures developed and distributed e.g. production, value addition, market information
l) Number of learning tours, demonstrations, field days planned for and executed

Key indicators for monitoring grievances, complaints will include:

i. Number of complaints, grievances registered
ii. Percentage of grievances resolved

iii. Percentage of grievances redressed within stipulated time period; or time required to resolve complaints
iv. Percentage of complainants satisfied with response and grievance redress process
v. Percentage of project beneficiaries that have access to GM

5.2 Budget

The estimated budget for the implementation of this strategy is KES XXXX Million as indicated in Annex 3. The funds will be provided by the project, partners and collaborators.

5.3 Reporting

Reporting will provide timely feedback during review meetings to stakeholders on a quarterly, semi-annual and annual basis using approved reporting templates that will be designed. The status before the project will be documented as baseline information. Success stories and case studies shall be documented and shared as appropriate during the course of implementation. Communication reports generated by the counties and other implementing agencies will be integrated in the overall project progress report for circulation to the relevant stakeholders.

5.4 Strategy Review

The strategy will be reviewed annually to ensure that it remains responsive to the communication needs of the project.

Annex 1: Implementation Matrix

Strategy	Activity	Targets	Year 1	Year 2	Year 3	Year 4	Year 5
Objective 1: Raise awareness and visibility of the project among the stakeholders.							
1. Branding	**1.1:** Procure project publicity and branding materials	Asset Stickers, Roll ups, banners, billboards, signage, posters, teardrop banners					
2. Promote access to information	**1.2:** Develop and procure project publicity and branding materials	60 write-shop workshops					
3. Leveraging Media Engagement	**1.3:** Distribute project publicity and branding materials (IEC)	14,000 (Posters, Brochures, Pamphlets, Newsletter, Video documentaries)					
	1.4: Launch Project at National & County level	15 Launch Events					
	1.5: Media engagement on Project	28 Forums					
	1.6: Utilize digital media promotions	3 social media engagement platforms Monthly social media updates					
	1.7: Documentation of Success stories	39 Success stories (at least 3 success stories and case studies per county documented)					
	1.8: Hold exhibition events	14 exhibition events					
Objective 2: Strengthen knowledge management and dissemination amongst stakeholders.							

Strategy	Activity	Targets	Year 1	Year 2	Year 3	Year 4	Year 5
1. Acquisition and Documentation of Learnings 2. Establish Repository platforms **3.** Enhance behavior change	**2.1**: Facilitate the gathering and production/publication of project information	14 publications					
	2.2: Sensitize national stakeholders	National stakeholder workshops (policy-makers)					
	2.3: Sensitize County stakeholders	County stakeholder workshops					
	2.4: Sensitize Community stakeholders	Stakeholder workshops (Community leaders)					
	2.5: FSRP database / website for knowledge repository.	Knowledge sharing database					
Objective 3: Enhance stakeholder engagement and participation							
1. Stakeholder mapping 2. Support partnerships and collaborations 3. Outreach and Advocacy	**3.1:** Stakeholder mapping at county and national level	Stakeholder mapping reports					
	3.2: Information and communications needs assessment	Information needs assessment report					
	3.3: Sensitize and establish relationships with the partners	26 Sensitization workshops					
	3.4: Conduct stakeholder satisfaction surveys	1 Survey national survey					
	3.5: Presentation of survey findings	1 Stakeholder workshop					

Strategy	Activity	Targets	Year 1	Year 2	Year 3	Year 4	Year 5
	3.5: Lobby partners and collaborators	52 Fora and workshops					
Objective 4: Support social accountability and crisis communication.							
1. Establish Grievance Mechanisms 2. Manage risk and crisis 3. Enhance public disclosure 4. Crisis Communication	**4.1:** Develop Grievance mechanism online database	1 online GM database					
	4.2: GM awareness workshops at national, county and community level	14 Workshops					
	4.3: Develop a national and county risk and crisis communication management plan	1 Crisis and risk communication plan					
	4.4: Train Project staff & stakeholders on risk and crisis communication management plan	14 Training workshops					
	4.5: Develop and present relevant information communication materials	13,000 IEC materials					
	4.5: Develop an emergency communication protocol	1 protocol					
Objective 5: Capacity building							
1. Provide training	**5.1:** Train communication teams and champions	30 trained communication champions					

Strategy	Activity	Targets	Year 1	Year 2	Year 3	Year 4	Year 5
opportunities and fora 2. Conduct Training needs assessment **3.** Knowledge sharing opportunities	**5.2:** Support Post graduate studies in food system and policy related fields						
	5.3: Scientific publications in refereed journals						
	5.4: Support Scientific workshops for research and technology communications						
	5.6: Support TIMPs dissemination workshops	42 workshops					
	5.7: Support Policy review workshops	26 workshops and 5 policy review papers					
6. Monitoring and Evaluation							
Monitoring and evaluation	**6.1:** Baseline survey of communication strategy	1 survey report					
	6.2: Baseline survey report dissemination workshop	1 workshop					
	6.3: Mid-term evaluation	1 midterm evaluation report and 1 dissemination workshop					
	6.4: End-term review						

Annex 2: Monitoring and Evaluation Framework

Strategy	Activity	Indicator(s)	Means of Verification	Assumptions/Risk
Objective 1: Raise awareness and visibility of the project among the stakeholders.				
Branding	**Activity 1.1:** Develop Branding manual /guidelines	• No. of copies of the manual/guidelines	• Inventory of manual/ guidelines • Procurement records, website repository	• Availability of resources
	Activity 1.2: Develop and procure project publicity and branding materials	• No. of project publicity and branding materials developed. • No. and type of publicity and branding materials used.	• Progress reports, minutes, Inventory of publicity and branding materials, List of attendance by gender • Procurement plans, Store records, field reports, Progress • reports	• Availability of resources
Promote access to information	**Activity 1.3:** Launch Project at National & County level	• No. of launch activities	• Minutes, attendance lists, visitor's books, launch venue invoices, • Procurement plans, Store records, Progress reports	• Availability of resources, competing interests from key stakeholders

	Activity 1.4: Conduct Barazas, Roadshows, Workshops, Exhibitions, Meetings Conferences,	• No. of stakeholders' sensitization fora held.	• Minutes, attendance lists, visitor's books, venue invoices, Progress reports, workshop proceeding reports, procurement reports • Website/MIS/ monitoring reports	• Availability of resources, competing interests from key stakeholders
Strategy	**Activity**	**Indicator(s)**	**Means of Verification**	**Assumptions/Risk**
	Activity 1.5: Disseminate IEC materials to project stakeholders	• Number of IEC materials disseminated	• Procurement report, invoices, list of recipients • Progress reports, attendance lists.	• Availability of resources,
Leveraging Media Engagement	**Activity 1.6**: Engage the media on project	• Number and kind of media engaged • List of attendance	• Number of and kind of media mentions • Procurement report, invoices, • Progress reports, monitoring • reports	• Availability of resources, • Misinformation and negative publicity
	Activity 1.7: Utilize digital media promotions	• Number of digital media platforms • Number of and frequency of postings	• Number of hits • Number of inquiries • Websites, social media sites	• Availability of resources, • Misinformation and negative publicity

Strategy	Activity	Indicator(s)	Means of Verification	Assumptions/Risk
	Activity 1.8: Conduct media Field Visits **Activity 1.9**: Invite media to project events	• Number of field/locations visited • Number of project events	• List of attendance • Progress reports • Monitoring reports	• Availability of resources, • competing interests from the media
Objective 2: Strengthen knowledge management and dissemination among stakeholders.				
Acquisition and Documentation of Learnings.	**Activity 2.1**: Facilitate the gathering and production of project information	• Number of publications on learnings	• Write shops • Data collection tools • Monitoring and progress Reports • Repository	• Active participation by stakeholders to provide information • Information distortion • Delayed publication of the learnings

Strategy	Activity	Indicator(s)	Means of Verification	Assumptions/Risk
Establish Repository platforms	**Activity 2.2**: Create a sub-site within the FSRP website for knowledge repository.	• Existing sub-site. • Website analytics	• Website	• Technology is accessible to all stakeholders
	Activity 2.3: Manage a sub-site within the FSRP website for knowledge repository	• Frequency of content updates • Timely, relevant and frequent content	• Up to date content • Website • Website analytics	• Availability of content • Interested audience • Obsolete/ irrelevant content
	Activity 2.4: Provide sharing and learning **opportunities**	• Number of Fora • Number of digital sharing platforms	• Workshop reports, proceedings, procurement records • Digital platform analytics	• Stakeholder participations • Interested audience • Obsolete/ irrelevant content
Enhance behavior change.	**Activity 2.5:** Apply behavior change communication techniques	• Number of behaviors change methods applied.	• Scripts generated • Edutainment material	• Stakeholder participations • Interested audience • Social cultural acceptability • Obsolete/ irrelevant content • Distorted information
Objective 3: Enhance stakeholder Engagement				

Strategy	Activity	Indicator(s)	Means of Verification	Assumptions/Risk
Stakeholder mapping	**Activity 3.1:** Stakeholder mapping	• Copy of Stakeholder mapping plan repository	• Inventory of manual • Procurement records, website profiles	• Availability of resources • Misrepresentation of stakeholder
Support partnerships and collaborations	**Activity 3.2:** Information and communications needs assessment	• Copy of I&CNA plan	• Inventory of manual • Assessment tools Procurement records, website repository	• Availability of resources • Incorrect information needs
	Activity 3.3: Sensitize and establish relationships with the partners	• No. of Signed MOUs • No. of sensitization fora held	• Progress reports, minutes, List of attendance by gender • Procurement reports, Store records, monitoring reports, Progress reports	• Availability of resources • Compliance with signed MOUs • Competing/Conflict of interests
	Activity 3.4: Conduct stakeholder satisfaction surveys	• Stakeholder satisfaction report	• Progress reports, survey tools, • Procurement reports, monitoring reports, Progress reports	• Availability of resources • Active participation of the stakeholders • The report will be objective • Competing interests • Non-implementation of the survey • recommendations

Strategy	Activity	Indicator(s)	Means of Verification	Assumptions/Risk
Outreach and Advocacy	**Activity 3.5:** Lobby partners and collaborators	• No. of engagements fora • No of fora created • No. of buy-ins • No. of concept notes and proposals shared	• Progress reports, • Progress reports, minutes, List of attendance by gender • Procurement reports, monitoring • reports, Progress reports	• Availability of resources • Interested and receptive collaborators • Competing interests and expectations
Objective 4: Support social accountability and crisis communication.				
Establish Grievance Mechanisms	**Activity 4.1:** Participate in the development and implementation of GM	• No. of grievance communication channels developed and incorporated in GM	• Progress reports, Minutes • Grievances lodged and resolved through the system • Grievances Redress Register, • Progress reports, MIS	• Awareness of GM • Non-application/misuse of the Grievance Redress Mechanisms
Manage risk and crisis	**Activity 4.2:** Develop a risk and crisis communication management plan	• Copy of risk and crisis communication management plan	• Inventory of plan/guideline • Procurement records, website repository	• Availability of resources • Willingness to mitigate risks and manage crisis
	Activity 4.3: Train Project staff & stakeholders on risk and crisis	• No. of project staff & stakeholders trained on crisis management	• Training manuals/modules • Progress reports, Minutes, Training report	• Availability of resources

Strategy	Activity	Indicator(s)	Means of Verification	Assumptions/Risk
	communication management plan		• Website	
Enhance public disclosure	**Activity 4.3:** Develop and present relevant informed consent documents	• Informed consent documents developed	• Informed consent documents signed • Progress reports, workshop report • Website	• Availability of resources • Willingness to use the consent forms • Refusal to sign the forms
Objective 5: Capacity Building				
Provide training opportunities and for a	**Activity 5.1:** Train communication teams and champions	• Project staff trained	• Progress reports, workshop report	• Availability of resources
	5.2: Conduct Training needs assessment	•	• Reports	•
	5.2: Support Post graduate studies in food system and policy related fields	• Number of supported students	• Progress reports, graduates supported	•
Knowledge sharing opportunities	**5.3:** Scientific publications in refereed journals	• Number of publications	• Publications	•
	5.4: Support scientific workshops for research and technology	•	• Workshop reports, Attendance lists	• Availability of resources

Strategy	Activity	Indicator(s)	Means of Verification	Assumptions/Risk
	communications			
	5.6: Support TIMPs dissemination workshops	• Numbers of TIMPS • Number of workshops	•	•
	5.7: Support Policy review workshops	• Number of policies	• Policy proposals	•

Annex: 3 Communications Budget

Strategy	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Objective 1: Raise awareness and visibility of the project among the stakeholders						
Branding						
Promote access to information						
Leveraging Media Engagement						
Sub Total						
Objective 2: Strengthen knowledge management and dissemination amongst stakeholders						
Acquisition and Documentation of Learnings.						
Establish Repository platforms						
Enhance behavior change.						
Sub Total						
Objective 3: Enhance stakeholder participation, collaboration and engagement in the project implementation						
Support partnership and collaborations						
Advocacy						
Sub Total						
Objective 4: Support social accountability and crisis communication						
Establish Grievance Redress Mechanisms						
Managing risk and crisis						
Enhance public disclosure						
Provide training opportunities and