

# COMMUNICATION STRATEGY

VERSION 1

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National Agricultural Value Chain Project (NAVCDP)  
Project Coordinating Unit (NPCU)  
P.O. Box 8073-00200 Nairobi  
Website: [www.navcdp.go.ke](http://www.navcdp.go.ke)

## FOREWORD

Communication plays a critical role in the development of the Kenyan economy as articulated in the Kenya Vision 2030, The Knowledge Management Policy for Kenya, (2022) and the Ministry's Agriculture Sector Transformation and Growth Strategy (ASTGS 2019-2029). These policies spell out measures aimed at promoting access to innovations through information, communication and knowledge management strategies that support the transformation of smallholder farming systems from subsistence to commercial farming. The National Agricultural Value Chain Development Project (NAVCDP), a five-year development project in the MoALD, contributes to this through the project development objective: "*increase market participation and value addition for targeted farmers in select value chains in project areas.*" To achieve this objective, the project collaborates with multiple stakeholders at international, national, county and community levels, who play diverse roles in the course of project implementation. This calls for functional institutional collaboration, networking and partnerships at all levels of project implementation through appropriate communication structures that enhance agricultural knowledge, information and technology sharing as well as manage risks associated with the project implementation processes.

Effective communication is, therefore, a vital element in the project set up. This communication strategy is developed to facilitate efficient two-way flow of information between stakeholders to inform and keep them abreast of the project development objective, and progress made in implementation. It also facilitates knowledge management to improve the overall productivity and performance of a project. The strategy further provides a common understanding of the roles and responsibilities of the various actors, enhances decision-making mechanisms and promotes teamwork, attitude and behaviour change, in the course of project implementation.

I call upon all project implementers and stakeholders to embrace it as a tool for enhancing communication, information and knowledge management of the project activities.

I also take this opportunity to thank H.E. Sen. Mutahi Kagwe, EGH Cabinet Secretary, MoALD, and the Principal Secretaries, State Departments for Agriculture and Livestock, for their leadership and guidance to the project, the World Bank for their financial and technical support to the project, and the communications teams and experts at national and county levels in developing the strategy.

Last but not least, I wish to appreciate our stakeholders and farmers for their support and commitments to the overall success of the project.

**Dr. Samuel Guto**

**National Programme Coordinator**

**NATIONAL AGRICULTURAL VALUE CHAIN DEVELOPMENT PROJECT**

## ACKNOWLEDGEMENT

This Communication Strategy was prepared by the NAVCDP Secretariat, KALRO, COG, sector ministries, communication experts and the county governments under the guidance of the National Project Coordinator, Dr. Samuel Guto. The strategy, which is designed to enhance communication among project stakeholders, emphasizes on the importance of information and knowledge sharing through appropriate channels that enable timely execution of project activities. It also provides communication platforms that enable stakeholders to air their grievances for redress.

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**Judith Amadiva**

**National Information and Communications Lead,**

**NATIONAL AGRICULTURAL VALUE CHAIN DEVELOPMENT PROJECT**

**NAVCDP**

## EXECUTIVE SUMMARY

The National Agricultural Value Chain Development Project (NAVCDP) is a five-year development project implemented by MoALD and financed by the World Bank and the Government of Kenya at a cost of US\$ 275 million. The Project is expected to benefit approximately 4.5 million rural smallholder households in 34 targeted counties. The Project development objective is to increase market participation and value addition through building producer capacity for climate resilient stronger value chains, climate smart value chain ecosystem investments and piloting safer urban food systems.

A sound communication strategy is therefore paramount for effective implementation and performance of NAVCDP at all levels. The project stakeholders are defined and identified in the NAVCDP Stakeholder Engagement Plan (SEP) Updated 2026. Their diversity, varied interests and expectations require efficient and effective modes of communication for improved decision-making in the course of project implementation. The goal of this strategy is, therefore, to enhance information and knowledge sharing among project stakeholders while managing risks and the reputation of the project. The strategy defines the target audience, the messages, the channels for communication, the responsible persons for communication activities, repository for communication assets, the budget and monitoring and evaluation of the communication activities.

The strategy establishes communication units at the national and county levels to enhance efficient flow of information and knowledge management among all the project stakeholders. The units will be responsible for the production of IEC materials as required by the project, increase the project visibility and enhance social accountability.

Further, the strategy lays out a five-year implementation plan and a monitoring and evaluation matrix to track the effectiveness of the strategy.

# NAVCDP

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## ACRONYMS/ ABBREVIATIONS

<b>AFA</b>	Agriculture and Food Authority
<b>AIRC</b>	Agricultural Information Resource Centre
<b>ATC</b>	Agriculture Training Centre
<b>CASSCOM</b>	County Agricultural Sector Steering Committee
<b>CBO</b>	Community Based Organization
<b>CDD</b>	Community-Driven Development
<b>CDDC</b>	Community-Driven Development Committee
<b>CEC</b>	County Executive Committee
<b>CESCO</b>	County Environmental Social Safeguards Compliance Officers
<b>CIG</b>	Common Interest Group
<b>CAN</b>	Capacity Needs Assessment
<b>CoG</b>	Council of Governors
<b>CPC</b>	County Project Coordinator
<b>CPCU</b>	County Project Coordination Unit
<b>CTAC</b>	County Technical Advisory Committee
<b>EACC</b>	Ethics and Anti Corruption Commission
<b>ESIA</b>	Environmental and Social Impact Assessment
<b>ESMF</b>	Environmental and Social Management Framework
<b>ESS</b>	Environmental and Social Standards
<b>FAO</b>	Food and Agriculture Organisation of the United Nations
<b>FLID</b>	Farmer- Led Irrigation Development
<b>FPOs</b>	Farmer Producer Organizations
<b>GoK</b>	Government of Kenya
<b>GRM</b>	Grievance Redress Mechanism
<b>FPIC</b>	Free Prior Informed Consent
<b>ICT</b>	Information Communication and Technology
<b>IEC</b>	Information Education Communication
<b>IGFA</b>	Inter-governmental Forum for Agriculture
<b>IPs</b>	Indigenous Persons
<b>JAS-IGF</b>	Joint Agriculture Secretariat Inter-governmental Forum
<b>JASSCOM</b>	Joint Agriculture Sector Steering Committee
<b>KALRO</b>	Kenya Agricultural and Livestock Research Organization
<b>KEPHIS</b>	Kenya Plant Health Inspectorate Services
<b>KM</b>	Knowledge Management
<b>KNCHR</b>	Kenya National Commission for Human Rights
<b>MCA</b>	Member of County Assembly
<b>MDACs</b>	Ministries, Departments, Agencies and Counties
<b>MIS</b>	Management Information System
<b>MoALD</b>	Ministry of Agriculture and Livestock Development
<b>MOPE</b>	Market Oriented Producer Enterprise
<b>MRLs</b>	Minimum Residue Levels
<b>MTEF</b>	Medium Term Expenditure Framework
<b>NEMA</b>	National Environment Management Authority
<b>NESSCO</b>	National Environmental and Social Safeguards Compliance Officer
<b>NGO</b>	Non-Governmental Organization
<b>NPCU</b>	National Project Coordination Unit
<b>NPSC</b>	National Project Steering Committee
<b>NTAC</b>	National Technical Advisory Committee

<b>PAD</b>	Project Appraisal Document
<b>PIM</b>	Project Implementation Manual
<b>PMC</b>	Project Management Committee
<b>PO</b>	Producer Organization
<b>POE</b>	Panel of Experts
<b>PWD</b>	People With Disability
<b>RPF</b>	Resettlement Policy Framework
<b>SDCD</b>	State Department of Crop Development
<b>SEP</b>	Stakeholder Engagement Plan
<b>SMP</b>	Security Management Plan
<b>SP</b>	Service provider
<b>SWAGs</b>	Sector Wide Agricultural Groups
<b>TIMP</b>	Technologies, Innovations and Management Practices
<b>TTL</b>	Task Team Leader
<b>VC</b>	Value Chain
<b>VMG</b>	Vulnerable and Marginalized Group
<b>WARMA</b>	Water Resource Management Authority



## CHAPTER 1: INTRODUCTION

### 1.1 Background to NAVCDP

The National Agriculture Value Chain Development Project (NAVCDP) is a five-year (March 2022 to 31st December 2027) development Project implemented by the Government of Kenya (GoK) at a cost of US\$ 275 million. The project is funded by the World Bank and 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. The project is designed to contribute to the transformation of the smallholder farming systems by facilitating their transition from subsistence to commercial farming through increased value addition and market participation.

The project aims to benefit approximately 3.5 million rural smallholder households in 34 selected counties, namely; Bomet, Bungoma, Busia, Embu, Homa Bay, Kajiado, Kakamega, Kericho, Kiambu, Kilifi, Kirinyaga, Kisii, Kisumu, Kitui, Kwale, Machakos, Makueni, Meru, Migori, Mombasa, Muranga, Nairobi, Nakuru, Nandi, Narok, Nyamira, Nyandarua, Nyeri, Siaya, Taita Taveta, Tharaka Nithi, Trans-Nzoia, Uasin Gishu, and Vihiga.

The 16 priority value chains of the project are dairy, poultry, coffee, cotton, cashew, pyrethrum, Irish potato, tomato, mango, avocado, banana, rice, green gram, red meat, African leafy vegetables and apiculture.

Three more value chains; maize, tea and edible oils (soya, sunflower and canola) prioritized by the government are supported.

The project implements urban food systems in Nairobi County and its environs in Kajiado, Machakos and Kiambu counties, and Mombasa County and its environs in Kilifi and Kwale.

NAVCDP is 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 is: *'to increase market participation and value addition for targeted farmers in select value chains in project areas.'* This development objective will be operationalized through five (5) project components namely:

#### **Component 1: Building Producer Capacity for Climate Resilient Stronger Value Chains.**

Interventions and activities in this Component are geared towards building producer level capacity for enhanced market participation and transition towards commercial agriculture. Farmer groups and Farmer Producer Organizations (FPOs) are the primary platforms for project delivery.

### **Component 2: Climate Smart Value Chain Ecosystem Investments**

This component focuses on supporting the enabling ecosystem investments identified as part of county level, regional level (spanning several counties) and national value chain development plans. These ecosystem investments are aimed at improving access to irrigation, boosting market participation of small-farmers and catalyzing higher value addition.

### **Component 3: Climate Smart Safer Urban Food Systems**

The overall objective of this component is to strengthen urban and peri-urban agriculture, and urban market infrastructure. The component supports the rollout of the Urban Food System in Nairobi County and parts of Kiambu, Kajiado and Machakos counties and in Mombasa County and parts of Kilifi and Kwale Counties as the peri-urban areas. The focus will be to demonstrate proof of concept of an efficient, climate smart and safe urban food system.

### **Component 4: Project Coordination and Management**

This component finances activities related to national and county-level project coordination. Specific areas include planning and fiduciary (financial management and procurement); Staffing & Human Resource (HR) management at the national level; Environmental and social safeguards implementation; Monitoring and compliance in project activities: Development of the MIS and ICT systems; Regular M&E and impact evaluations; and Communication, knowledge management and citizen engagement.

### **Component 5: Contingency Emergency Response Component (CERC).**

This is a zero-budget component that will finance immediate response activities following natural disasters impacting the agricultural sector. The Emergency Response financing would be triggered upon formal request from the National Treasury on behalf of GoK.

## **1.2 Rationale for the strategy**

Leveraging communication activities in project management promotes its success and value. The NAVCDP Communication Strategy is aligned to the Project Development Objective and seeks to use strategic communication to increase market participation and understanding of value addition for targeted farmers in select value chains in the project areas. With the diverse stakeholders involved in planning and implementation of the project, a structured communication system is paramount. This strategy, therefore, is important as it facilitates organized and coordinated two-way communication among the project stakeholders. The strategy has inbuilt feedback mechanisms from stakeholders to facilitate two-way communication for improvements in the execution of the project in an organized and coordinated manner.

## **1.3 Approach**

The NAVCDP Communication strategy's approach focuses on how project teams share information, updates, and progress with stakeholders throughout the project lifecycle. It defines (i) the target audience, (ii) the messages (iii) how the message(s) are communicated (tools, materials and channels), (iv) who is responsible for the communication, (v) how communication assets (photos, videos, etc.) are stored/archived (or repository), (vi) adherence to information

disclosure policies (vii) budget needed for the activities and (viii) how effectiveness of the strategy is assessed.

### 1.4 Situation Analysis

The development of the NAVCDP communication strategy has been informed by lessons learnt in the implementation of the NARIGP and KCSAP communication strategies (2019). In implementing NARIGP and KCSAP strategies, the following key achievements were realized; (i) increased visibility and acceptance by project stakeholders; (ii) active stakeholder participation in the 45 project counties (iii) enhanced political goodwill; (iv) improved media coverage; (v) public disclosure of the project activities; and (vi) Enhanced social accountability.

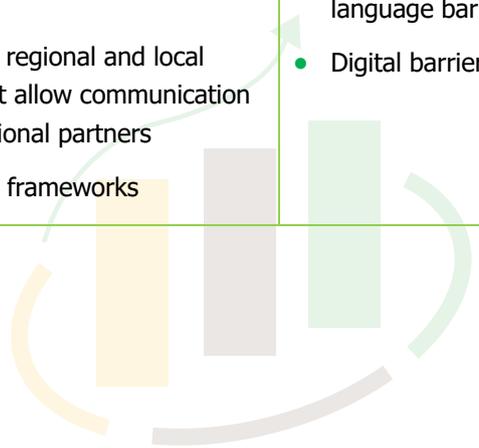
The challenges encountered included: (i) low profiling of the two projects at county level; (ii) inadequate documentation of the project knowledge; (iii) low ICT infrastructure at county and community levels; (iv) limited access to timely and relevant information for value chain development; (v) lack of communication plan; (vi) inadequate media engagement and (vii) weak institutional arrangement on communication and knowledge management at county-level.

The key lessons learnt include the need to: (i) appoint dedicated communication and knowledge management champions at the implementing units; (ii) provide adequate budgetary provision to support communication and knowledge management activities at all levels; (iii) build the capacity of the communication and knowledge management units to support the generation and dissemination of project information and knowledge products; and (iv) regularly reporting on communication activities.

The internal and external environment of the project communication has been explored through a SWOT analysis as shown below.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>● Well defined project institutional, organizational and community structures that support communication</li> <li>● Well documented project coordination, management and implementation procedures and processes that can accommodate the mainstreaming of communication activities</li> <li>● Competent and professional staff at all levels who understand the importance of communication</li> <li>● Technological infrastructure for effective and timely communication and information sharing in most of the participating counties</li> <li>● Developed ICT platforms (e.g., U platform, DAT, Big data) for targeted messaging</li> </ul>	<ul style="list-style-type: none"> <li>● Uncoordinated communication, weak synergy and linkages among the project stakeholders</li> <li>● Limited publicity, visibility and awareness on the project and its activities.</li> <li>● Inadequate packaging and dissemination of project information and knowledge management materials for communication</li> <li>● Limited awareness on communication mechanisms for Environmental and Social Safeguards (ESS)</li> <li>● Lack of risk and crisis communication management plan</li> <li>● Communication plans not fully implemented in projects.</li> <li>● Limited Monitoring and evaluation of communication outcomes.</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>● Presence of political good will</li> <li>● Available technologies for data and information gathering and for dissemination</li> <li>● Organized stakeholder organizations and institutions at national, county and the community level</li> <li>● Willing partners and collaborators to support project implementation</li> <li>● Farming communities receptive to project interventions</li> <li>● Wide/broad internet connectivity/coverage</li> <li>● Existence of varied media outlets and countrywide coverage</li> <li>● Existence of International, regional and local networks and linkages that allow communication with International and regional partners</li> <li>● Enabling policies and legal frameworks</li> </ul>	<ul style="list-style-type: none"> <li>● Emergence of pandemics such as COVID 19, natural disasters like drought, floods and insecurity in some of the project counties.</li> <li>● Socio-cultural beliefs, expectations and perceptions that affect social inclusion in project management and sharing of benefits at the community level.</li> <li>● Stakeholders with diverse perceptions, interests and expectations that communicate contradicting messages.</li> <li>● Misinformation and disinformation about the project</li> <li>● Varied economic status, literacy level, and language barrier.</li> <li>● Digital barrier</li> </ul>



NAVCDP

## CHAPTER 2: NAVCDP COMMUNICATION STRATEGY MODEL

### 2.1 Objectives of the strategy

The overall goal of this communication strategy is to contribute to NAVCDP project development objectives. This will be done through the enhancement of information sharing among stakeholders for efficient and effective project implementation and performance.

#### Specific Objectives of the strategy

1. Raise awareness and visibility of the project among the stakeholders.
2. Strengthen knowledge management and dissemination amongst stakeholders.
3. Enhance stakeholder participation, collaboration and engagement in the project implementation.
4. Support social accountability and crisis communication.
5. Build capacity for project communication teams and champions.

#### Guiding principles of the strategy

This strategy is guided by the following principles that ensure the upholding of basic values and norms that inform stakeholder reasoning, conduct, procedures and actions:

1. Transparency, accountability and integrity
2. Professionalism
3. Innovation and creativity
4. Respect for human rights, inclusivity and gender-sensitivity

### 2.2 Target Audience

Target audience, in this context, refers to a particular group of persons or stakeholders that is intended to be reached and influenced by a communication action or medium. NAVCDP has identified priority audience groups that are key to the success of the project categorized in primary, secondary and tertiary audiences spread from community to national levels. They have differing communication needs, activities and approaches. Therefore, timely, relevant and accurate information delivered through appropriate channels of communication is a key component in the realization of the project's development objective.

The NAVCDP Stakeholder Engagement Plan (SEP) has identified the following as priority audience.

<b>List of Stakeholders</b>
Farmers and pastoralists
Lead farmer
Common Interest Groups/Vulnerable and Marginalized Groups
Indigenous People (IPs)
Community Driven Development Committees
SACCOs
Farmer Producer Organizations
Irrigation Water Users Associations
National Government Administrative Officers (chiefs, ward Admins)
Community-Based Organisation (CBOs) and Religious Institutions
Project technical teams (National Project Steering Committee (NPSC), National Technical Advisory Committee (NTAC), National Project Coordination Unit (NPCU), County Project Steering Committee: County Technical Advisory Committee (CTAC), County Project Coordination Unit (CPCU), and Panel of Experts (POEs))
Private extension service providers (including, Agripreneurs and Business Accelerators)
Technology & equipment supplies
Financial and Insurance institutions
Ministries, Departments & Agencies (MDAs) and County Governments
Development partners and International Organizations
Training Institutions
Legislative institutions
Standards and certification institutions (Agriculture and Food Authority (AFA), Kenya Private Sector Alliance (KEPSA), National Environmental Management Authority (NEMA), Kenya Bureau of Standards (KEBS), Kenya Plant Health Inspectorate Service (KEPHIS))
Off takers (traders, aggregators, transporters, processors, exporters, supermarkets)
Value chain Platforms
Research institutions (Kenya Agricultural and Livestock Research Organization (KALRO), Kenya Animal Genetics Resources Centre (KAGRC), Kenya Marine and Fisheries Research Institute (KMFRI), etc.)
Input suppliers
Agtechs (KUZA Biashara, Hello Tractor, AMTECH, Sunculture, etc.)
World Bank

This strategy has grouped these stakeholders into three categories of audiences, as discussed below.

### **a) Primary Audience:**

This category includes the direct beneficiaries of NAVCDP interventions such as smallholder farmers and pastoralists, Lead farmers, Common Interest Groups (CIGs), Vulnerable and Marginalized Groups (VMGs), Indigenous Peoples (IPs), Farmer Producer Organizations (FPOs), Savings and Credit Cooperative Organizations (SACCOs), Community-Based Organizations (CBOs), Faith-Based Organizations (FBOs), agri-preneurs, local input suppliers, private extension service providers, technology & equipment suppliers, off-takers, value chain platforms, ward administrators, and local leaders including chiefs and religious leaders.

The strategy acknowledges that the primary audience is diverse in composition, with varying literacy levels, socio-economic backgrounds, and access to communication tools.

To effectively reach and engage this group, the strategy makes the following considerations:

- Communication products, therefore, include both simplified visual and audiovisual materials as well as well-structured written content in local and official languages. The project will continue to use a mix of low-tech communication tools (e.g., community barazas, vernacular FM stations, print materials, religious and cultural events) and digital platforms to maximize reach and relevance.
- The project will continue to use assistive technologies to facilitate communication with audiences with disabilities. Local elders, chiefs and religious leaders are engaged to promote project messages within communities, and the project will continue with specific efforts to directly and continuously reach women, youth, and other marginalized voices to avoid reinforcing traditional gate-keeping.
- Edutainment tools including folk songs, storytelling, drama, poetry will continue to be used as culturally-resonant tools for behavior change and message dissemination. These are complemented by modern formats such as short video stories and audio skits for radio and social media.
- Meetings convened by beneficiary institutions such as CIGs, VMGs, FPOs, SACCOS, FPOs, and irrigation water users' associations will continue serving as critical platforms for disseminating information, facilitating feedback, and validating assumptions throughout the project life cycle.
- The communication strategy recognizes that the effectiveness of outreach to the primary audience depends on adopting an adaptive, inclusive and multi-channel approach that accounts for the diversity and evolving dynamics of rural communities.

#### **b) Secondary audience:**

This audience comprises the leadership and technical actors responsible for planning, decision-making, coordination, and execution of the project. These include the Ministry of Agriculture and Livestock Development (MoALD), The National Treasury, the World Bank, Project Coordination Units (NPCU CPCUs), County Governors and CECMs in agriculture, research and regulatory institutions (e.g., KALRO, NEMA, KEPHIS), standards and certification institutions, project technical steering committees, and panel of experts.

Key communication considerations for this group include:

- This audience relies on formal reporting, technical documentation, and data-backed updates. Policy briefs, reports, dashboards, and email communications are key tools. The project will continue to emphasize the facilitation of coordination and knowledge sharing through regular meetings, workshops, and joint monitoring missions, alongside use of digital platforms (emails, online portals, social media, project website) and physical engagements (conferences, exhibitions, field visits) for both internal updates and external visibility.

- Responsiveness to stakeholder needs and accountability mechanisms: This group plays a critical role in cascading accurate information, mitigating risks, and enabling capacity building. Therefore, NAVCDP will continue to use clear feedback and escalation channels to support this function.

### **c) Tertiary audience**

This category includes other government ministries, departments, and agencies (MDAs), civil society organizations (CSOs), finance and insurance institutions, private sector actors, legislative institutions (Members of Parliament & Members of County Assemblies), educators, the media, social media influencers, entertainers, activists, lobbyists, and the broader public.

Key communication considerations for this group include:

- Clarity on the project's value and collaboration opportunities.
- Consistency and transparency: To enhance public trust, NAVCDP communication must ensure timely, accessible, and consistent.
- Engagement through public discourse and storytelling.
- Facilitation of policy and advocacy dialogue

## **2.3 Messaging**

NAVCDP has diverse audiences key of whom are the project beneficiaries, implementers and managers. These audiences have varying degrees of information and communication requirements and expectations. The project will therefore carry out information needs assessments from time to time to establish what the audience requires and the best ways to package the message. It is however acknowledged that the project beneficiaries expect:

- Messages that are timely concise and relevant to their situations
- Messages that convey empathy, concern, and assurance
- Messages that convey the responsibilities of each stakeholder
- Messages delivered in Languages communities can understand.

## **2.4 Channels**

The selection and use communication channels have a direct impact on how the project engages with its stakeholders, implement project activities and offer services to beneficiaries. With the right communication channels in place, challenges of aligning all the players with the project goals and innovation drive are addressed. The following channels are used by NAVCDP to reach different audiences with different messages.

### a. Interpersonal Communication

Under this approach, messages are delivered through face-to-face interactions using the various forums such as Workshops and Conferences, Farm visits, Group meetings, Farmer and Pastoral Field Schools, Participatory Technology Development (PTD) demonstrations, Field days and exhibitions Learning tours - Excursion tours, study tours, farmer to farmer tour Agricultural shows and exhibitions, Community barazas, Road shows.

### b. Print Media

Print channels are important in reaching policy makers, decision makers, development partners, private investors, and the general population. through mass media. The communications office coordinates the production of news articles, feature stories, placement of advertisements and supplements for the various print media including Information, Education and Communication materials, brochures, banners, posters, fliers, stickers and booklets.

### c. Electronic media

**Radio and television:** are used by the project to promote project visibility. Local FM stations broadcasting in local languages are particularly useful in both promoting project visibility and dissemination of information on TIMPs. The project also prioritizes focused **documentaries** that address specific issues.

### d. Digital media

Digital technology has gained prominence and changed the global business landscape in the past two decades. Online presence is mandatory for any organization to actively engage with and make an impact to the public. NAVCDP leverages the digital media to communicate with its audiences and to build its image. The main tools in use are the websites and social media.

### e. Edutainment

Folk songs, drama, role plays, poetry, storytelling among others are used in disseminating development objectives while also providing the entertainment value to audiences. The Edutainments are used to package and deliver messages for behavior change.

**Table 1: Audience, Communication Needs, Messaging and Channels for Communication.**

Audience	Communication Needs	Messages	Channels
<b>Primary Audience (Project Beneficiaries)</b>			
Farmers Community institutions (CIGs, VMGs, IPs, IWUA, FPOs, SACCOs, CBOs, FBOs,) Agri-preneurs, Local Agro-dealers, private extension service providers, off-takers, technology and equipment providers, Ward administrators, local leaders,	<ul style="list-style-type: none"> <li>• Awareness of NAVCDP goals, benefits, and how to participate.</li> <li>• Assurance that project structures are transparent and inclusive.</li> <li>• Practical knowledge on TIMPs, DATs, markets, credit access, access to inputs, access to extension, value addition, access to markets and off-takers.</li> <li>• Culturally appropriate communication in understandable languages and formats.</li> <li>• Visual and participatory formats due to low literacy and limited digital access. For the VMGs with disabilities, they require use of assistive technologies to facilitate communication.</li> <li>• Inclusion through local channels like barazas, religious institutions, community meetings, and assistive technologies for the disabled.</li> </ul>	<ul style="list-style-type: none"> <li>• Educate on the importance of the NAVCDP</li> <li>• Reassurance that the project structures are sound and corruption free.</li> <li>• Importance of community participation in the project life cycle for sustainability and ownership</li> <li>• Importance of TIMPS adoption.</li> <li>• Available Disruptive Agricultural technologies (DATs)</li> <li>• Available market opportunities</li> <li>• Opportunities in community resource mobilization and access to credit</li> <li>• Community mobilization for sharing and learning.</li> </ul>	Barazas, meetings (Physical/Virtual), local (vernacular) FM stations, roadshows, one on one meetings, Community tours, Demonstration and field days, documentaries, IEC materials, Digital media, Print media, Electronic media, Folk songs, drama, role plays, poetry, storytelling, Technical and Practical guides, Manuals, Success stories and Case studies.
<b>Secondary Audience (Change Agents)</b>			

Audience	Communication Needs	Messages	Channels
<p>CS, PSs, Directors, Treasury, World Bank, NPCU, CPCUs, NIA, KALRO, NEMA, WRA, KEBS, Ministry of Water, Department of Co-operatives, County governors, Technical committees, Research, Regulatory and Certification institutions, World Bank, County Governors, CECMs for Agriculture, Panel of Experts</p>	<ul style="list-style-type: none"> <li>• Timely, structured project updates to enable coordination and oversight.</li> <li>• Policy-level information such as briefs, technical updates, and strategy insights.</li> <li>• Channels for feedback to inform project adjustments.</li> <li>• Collaborative platforms to facilitate decision-making and joint monitoring.</li> </ul>	<ul style="list-style-type: none"> <li>• Work together as a team in coordinating project activities</li> <li>• Communicate effectively to reduce conflicts and grievances.</li> <li>• Timely reporting to assess progress</li> <li>• Share information for the good of the project.</li> <li>• Need to support the project and facilitate capacity building of beneficiaries.</li> <li>• Provide information on available opportunities and resources</li> </ul>	<p>Meetings (Physical/Virtual) including stakeholder engagement meetings, emails, letters, Digital media, website, reports, Workshops, conferences, Exhibitions, Field Visits, Joint Monitoring and evaluations, Memos, Policy briefs, Fact Sheets, Project briefs, Documentaries, Case studies, Success stories, newsletters, Project manuals, Technical and Practical manuals</p>
<p><b>Tertiary Audience (Collaborating Partners)</b></p>			
<p>Other relevant government ministries, departments and agencies, Civil society, County members of parliament, county administrators media</p>	<ul style="list-style-type: none"> <li>• Clarity on how to engage or align with NAVCDP (expectations, roles).</li> <li>• Knowledge of project benefits, impacts, and opportunities for collaboration.</li> <li>• Policy and partnership frameworks, such as MoUs or guidelines.</li> <li>• Public-facing media and storytelling (documentaries, news stories, newsletters).</li> <li>• Periodic updates through meetings, social media, and events.</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborate with the project</li> <li>• Areas, expectations and benefits of collaboration and partnership.</li> <li>• Provide existing policies, procedures and guidelines for collaboration.</li> </ul>	<p>Letters, emails website, meetings (Physical/Virtual), newsletters, Newspapers (stories and supplement), Documentaries, MoUs, Digital media, Exhibitions, Policy briefs, Fact Sheets, Project briefs, Workshops, conferences,</p>

## CHAPTER 3: IMPLEMENTATION OF THE STRATEGY

The Communication Strategy focusses on the following strategic areas: Awareness and visibility, knowledge management and dissemination, stakeholder engagement, social accountability, and capacity building. All the strategies are informed by behavior change principles and practices, which influence knowledge, attitude, norms, beliefs and behavior.

### 3.1 Awareness and Visibility

Visibility is an important aspect for the project to realize its development objective. This is done by increasing awareness and knowledge of the project among the various stakeholders, and to foster cohesiveness and unity of purpose that will ensure seamless implementation of project activities. The strategy focusses on building a NAVCDP brand and in preparing and distributing appropriate Information Education and Communication (IEC) materials that include brochures, leaflets, posters and other branded materials. In addition, field demonstrations, barazas, workshops and seminars are used to increase visibility and cohesiveness. The IEC materials are also used in transferring technical knowledge to target audiences.

#### 3.1.1 Project Branding

NAVCDP endeavors to engage and educate the community and stakeholders about the project objective, activities and organization. The project branding activities are used to strengthen the project identity; image and reputation.

### 3.2 Knowledge management

Knowledge Management in the Project improves the project performance, value and provide quality control and assurance of knowledge products. This is done through maintaining the project in-house information resource Centre (Repository) of relevant project documents/publications, photographs, video documentaries, posters and overseeing the design and editorial content of project website. The project develops the following knowledge products:

Project manuals, Technical manuals (TIMPs), Policy briefs, Case studies, Success stories, Practical guides, Training posters, Video documentaries.

### 3.3 Stakeholder engagement

The NAVCDP implementation model relies heavily on building collaborations and partnerships with various stakeholders to realize its PDO. Stakeholder, in this context, refers to individuals, groups and institutions with direct or indirect interest or concern in the project. These stakeholders are diverse with specific roles and interests in the project. They are defined in the SEP updated 2026 as 'individuals, farmer groups, communities or other entities who: (i) are impacted or likely to be impacted directly or indirectly, positively or adversely, by the project (also known as 'Project Affected Persons' (PAPs); (ii) Those who may be interested in the project ('interested parties'). They include: (i) individuals or groups whose interests may be affected by the project and who have the potential to influence the project outcomes in any way, and (ii) those who are from vulnerable communities; they include vulnerable and marginalized groups (VMGs) that reside in a section of the counties that participate in the project. Included here are

the disadvantaged groups such as persons with disabilities, older persons and female-headed households.

To effectively communicate with stakeholders, the communication teams carry out information and communication needs assessments for each stakeholder category and design tailor-made messages that enhance communication and improve project performance. Communication tools used in this strategy include, face-to-face engagements, publications and social media platforms. Additionally, NAVCDP has developed a service charter to provide guidelines for effective quality service delivery.

### **3.4 Social Accountability**

Social accountability mechanisms contribute to improved governance, increased effectiveness in project implementation, thus accelerating the overall performance of the project and empowerment of the local communities. The NAVCDP project endeavors to put in place measures that enhance public access to information and decision-making to promote accountability. This is done through (i) Risk and crisis communication, and (ii) Grievance Mechanisms, and Public Information Disclosure.

#### **3.4.1 Risk and crisis communication**

Risk and crisis communication plays a critical role in preserving relations, protecting dignity and reputations during unexpected and unplanned events. When emergency strikes, rumours or fake news have immense potential to create panic and distrust in affected communities, and in doing so, to impede project interventions. NAVCDP recognizes management of risks as a key element in the project implementation. NAVCDP continuously identifies, evaluates, manages and reports significant risks to relevant stakeholders in a timely manner.

#### **3.4.2 Grievance Mechanism (GM)**

NAVCDP has established a GM to comprehensively cover all project components. The GM is used to assist in addressing any grievance that may emerge from the project. Grievances may be submitted by project beneficiaries, community members, implementing partners, SPs, contractors, or any member of the general public who may be adversely affected by project activities. Further, the Project has established multiple locations and channels for grievances uptake. A platform to facilitate the uptake and resolution of grievances has also been established. The detailed procedure for GM is provided in the Grievance Mechanism Manual.

#### **3.4.3 Public Information Disclosures**

The principle behind public disclosures is to enhance transparency and accountability of the project activities, promote trust and understanding about the project to the beneficiaries and to make the beneficiaries feel part of the project, by sharing critical information with them. During information gathering and sharing, NAVCDP uses the informed consent principle in line with the data protection requirements. Information about the project is shared through project websites, project investment sites, public meetings such as community *barazas*, public information notice boards located at various public offices at Ward level, Subcounty, County, and National levels, and other public places such as public/social halls and places of worship - Churches, Mosques, Temples, and any other social places.

### 3.5 Capacity building

The project, as a strategy, prioritizes building the capacity of key stakeholders including project staff, agricultural staff, service providers, and farmers in communication and knowledge management. Some of the capacity areas of focus include: Effective communication, e-communication, identification and documentation of best practices, risk and crisis communication and behavior change communication. The communication team, in collaboration with SEP team, is charged with identifying and elaborating on these capacity areas and in developing the training tools to be used in capacity building.

**Table 2: Summary of the strategic objectives and strategies**

Objective	Strategy
<ul style="list-style-type: none"> <li>• Raise awareness and visibility of the project among the stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Branding</li> <li>• Promote access to information</li> <li>• Leveraging Media Engagement</li> </ul>
<ul style="list-style-type: none"> <li>• Strengthen knowledge management and dissemination amongst stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Acquisition and Documentation of Learnings.</li> <li>• Establish Repository platforms</li> <li>• Provide sharing and learning opportunities</li> <li>• Enhance behaviour change.</li> </ul>
<ul style="list-style-type: none"> <li>• Enhance stakeholder participation, collaboration and engagement in the project implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Support project – stakeholder engagement through effective communication practices</li> <li>• Capacity Building</li> <li>• Advocacy</li> </ul>
<ul style="list-style-type: none"> <li>• Support social accountability, and risk &amp; crisis communication.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish Grievance Mechanisms</li> <li>• Manage risk and crisis</li> <li>• Enhance public disclosure</li> </ul>
<ul style="list-style-type: none"> <li>• Build capacity for project communication teams and champions.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide training opportunities and fora</li> </ul>

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## CHAPTER 4: IMPLEMENTATION ARRANGEMENT AND RESPONSIBILITIES

Communication is an important aspect in the implementation and coordination of NAVCDP. A lot of information is generated and disseminated to stakeholders involved with the project. This, therefore, calls for a coordination strategy that considers the needs of stakeholders from national to community level.

### 4.1. Institutional Arrangement

The overall responsibility for the management of this strategy lies with the National Project Coordinator while the National Information and Communication Lead (NICL) is charged with the responsibility of coordinating its implementation at national level. At the county level, communication champions are appointed and trained to enhance coordination and implementation of the strategy.

#### a. The Communication Unit

The communication, knowledge management, and stakeholder engagement function is a shared responsibility that requires the support, cooperation and interaction of various personnel in the project in a collective effort, to build mutually beneficial relationships with all stakeholders. The Communication Unit is directly under the supervision of the National Project Coordinator (NPC), who oversees a team, headed by the Communication team lead, charged with communication, knowledge management and stakeholder engagement functions. The key functions of the communication and knowledge management unit are to: (i) prepare and implement the project strategy and subsequent awareness creation among project staff, counties, communities and other partner institutions; (ii) assist counties and project partners in coordinating their 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; (vi) draft press releases, statements, news 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 staff at national and county levels; and (x) monitor and evaluate communication activities as outlined in this strategy.

#### b. Role of the NPC

The NPC holds the primary responsibility for communication, knowledge management and citizen engagement by setting priorities for the project messages and activities. The NPC works closely with and facilitates the NICL to access all parts of the project in order for the components to operate efficiently. The NPC, through this strategy, ensures that project Component leads keep NICL updated on issues, changes and developments in their respective areas. Further, the NPC

ensures adequate funds are allocated to implement communication and knowledge management strategy and activities.

**c. Role of the National Information and Communications Lead (NICT)**

The NICT, with delegation from the National Project Coordinator (NPC), is in charge of the Unit. The NICT is responsible for planning and execution of the project's communication strategy. He/she maintains 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.

**d. County communication champions**

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

## 4.2 Information Flow in NAVCDP

**a. Communication at the National level**

- i. The NPC addresses all communication to the World Bank, through the Task Team Leader (TTL) of the World Bank, and copy the same to appropriate World Bank specialists.
- ii. County Governors address all communication concerning the project to the CEO, Council of Governors for onward transmission to and follow up with CS, MoALD and/or PS, State Department for Agriculture.
- iii. CS and PS address all communication to Country Director, World Bank.
- iv. NPC communicates to the CS through the PS and vice versa.

**b. Communication at County Level**

1. CoG is mandated to communicate/relay information related to NAVCDP from the Ministry to Counties and vice versa.
2. JAS – IGs is mandated to communicate inter-governmental decision on the project made by JASSCOM as well as planned and all decisions made by JASSCOM to the Ministry and the Council of Governors with a copy to the NPC.
3. Communication to and from the counties regarding the project implementation is communicated to CoG by the Governor or CECMs for correlation, concurrence, and onward transmission to the Ministry and vice-versa.
4. However, on administrative and day-to-day project coordination and management issues, NPCU and CPCUs may communicate directly. The NPCU and CPCUs to ensure all administrative, coordination and management communication is documented.

5. CoGs shall communicate to counties through Governors. Correspondences and information should then be cascaded to the CECs and COs.

**c. Community level**

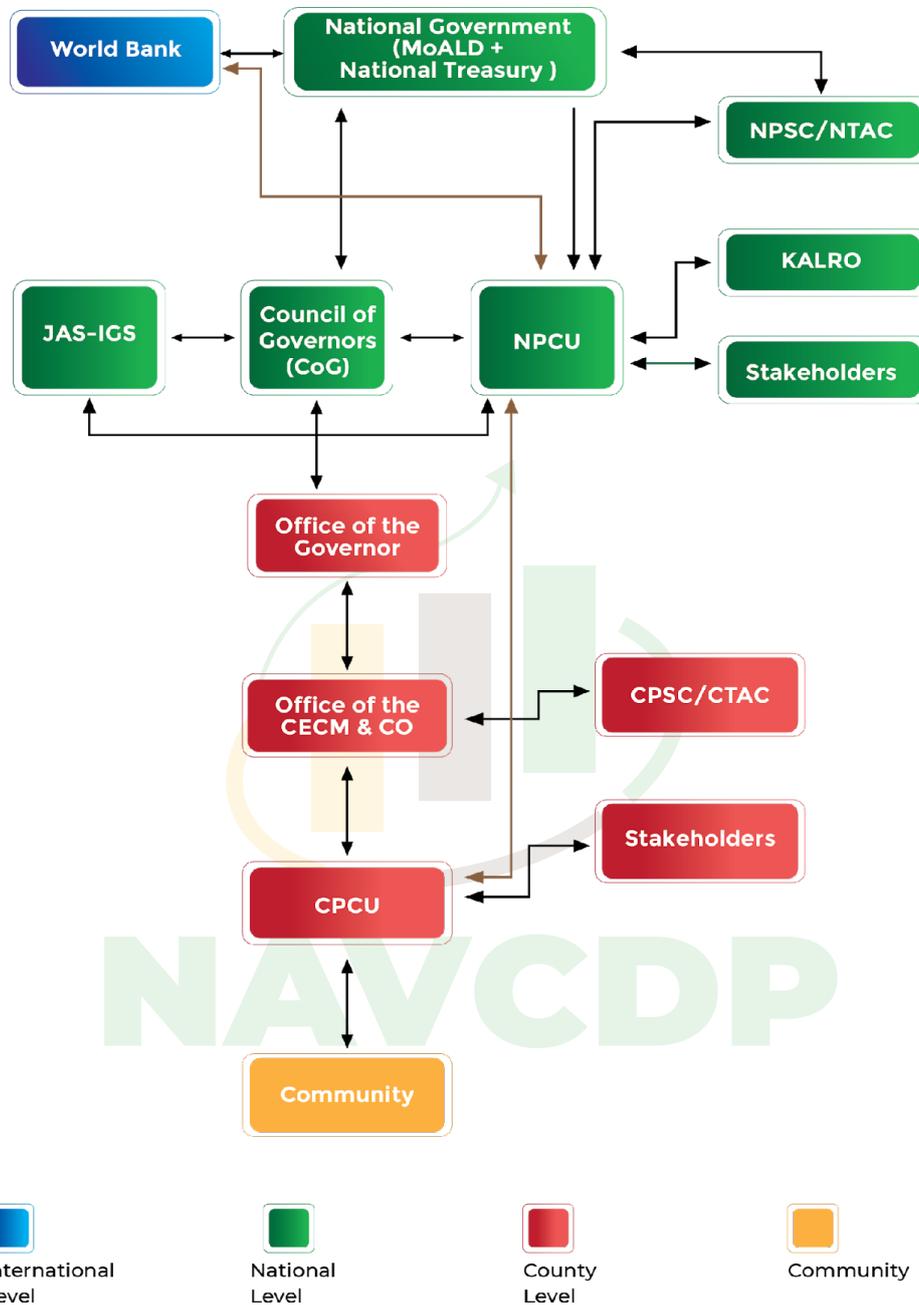
The County government, through the CPC, is tasked to use suitable existing communication channels to communicate with the communities, farmers, farmer groups and other stakeholders within the county in line with government policies and guidelines. The CPC to ensure all communications are properly documented.

**d. Communication with other Stakeholders**

The NPC and CPC, through this strategy, is mandated to use suitable existing channels for effective communication to stakeholders in line with government policies and guidelines.



## COMMUNICATION STRUCTURES AND LINES FOR NAVCDP



**Key: -**

Administrative and day-to-day project coordination and management communication

Functional project implementation communication

### 4.2.1 Internal communication in NAVCDP

To enhance communication in the NAVCDP offices, the following should be observed:

- i. All official communication at the national level is through the NPC. Similarly, all official communication at the county level is through the CPC.
- ii. Regular and coordinated staff meetings is held once a month at both the NPCU and the PCU levels and records of meetings kept for future reference. Decisions arrived at and proposed actions are communicated to all concerned for immediate implementation; follow-ups of the actions is to be made as appropriate;
- iii. Telephone - project offices have landlines with extensions to staff offices. Staff are provided with mobile phone airtime at a rate to be determined during budget rationalization to enhance communication;
- iv. Use of unofficial language for official business is discouraged, and to uphold the spirit of inclusivity, English and Kiswahili are the official languages of communication as stipulated in the Constitution of Kenya, 2010.



## CHAPTER 5: PARTICIPATORY MONITORING, EVALUATION AND LEARNING

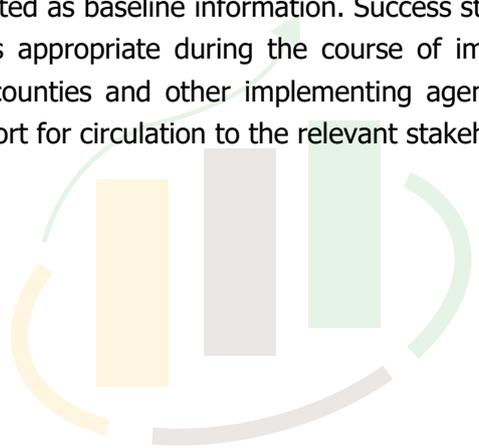
### 5.1 Monitoring and Evaluation

The successful implementation of the communication strategy depends on an effective monitoring and evaluation framework. The NPCU has put in place a monitoring and evaluation framework to ascertain whether implementation is on track and address any setbacks and variations as necessary.

Monitoring and evaluation of the communication strategy to be realized through the tracking of indicators outlined in Annex 2

#### 5.1.1 Reporting

Reporting provides timely feedback during review meetings to stakeholders on a quarterly, semi-annual and annual basis using approved and designed reporting templates. 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.



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## 6.0 STRATEGY REVIEW

Based on the outcome of the assessment and the emerging issues, this strategy has been reviewed during the mid-term review of the NAVCDP project.



## ANNEXES

### ANNEX 1: Implementation Matrix

Strategy	Activity	Outputs	Quantity/Units	Responsibility	Time frame	Annual Budget (KES Million)
<b>Objective 1: Raise awareness and visibility of the project among the stakeholders.</b>						
Branding	<b>Activity 1.1: Develop Branding manual</b>	<b>Branding manual</b>	<b>1</b>	<b>NPCU</b>	<b>Start of project</b>	<b>2.5</b>
	<b>Activity 1.2:</b> Develop and Procure project publicity and branding materials	Project publicity and branding materials	4 write shops Varied quantity of publicity and branding materials (Digital platforms, Asset Stickers, Roll ups, banners, billboards, signage, posters, teardrop banners, service charters etc.)	NPCU & CPCU	Annually	50
Promote access to information	<b>Activity 1.3:</b> Launch Project at National & County level	NAVCDDP Project launched at National & County level	34 Launch events	NPCU & CPCU	Once	37
	<b>Activity 1.4: Conduct Barazas, Roadshows, Workshops, Exhibitions, Meetings Conferences,</b>	<b>Project Information disseminated to stakeholders</b>	<b>Varied quantity</b>	<b>NPCU &amp; CPCU</b>	<b>Continuous</b>	<b>50</b>
	<b>Activity 1.5: Disseminate IEC materials to project stakeholders</b>	No of Project publicity and branding materials Distributed	Varied Quantity of IEC materials (Posters, Brochures, Pamphlets, Newsletter, Video documentaries)	NPCU & CPCU	Annually	2.5
Leveraging Media Engagement	<b>Activity 1.6:</b> Engage the media on Project	Number of engagement fora	34 fora	NPCU	Annually	15
	<b>Activity 1.7: Utilize digital media promotions</b>	<b>Number of hits and highlights</b>	<b>48 promotions (one promotion per platform per month-Facebook, Twitter, YouTube, Website plug-ins)</b>	<b>NPCU</b>	<b>Annually</b>	<b>1</b>

Strategy	Activity	Outputs	Quantity/Units	Responsibility	Time frame	Annual Budget (KES Million)
	Activity 1.8: <b>Conduct media Field Visits</b> Activity 1.9: <b>Invite media to project events</b>	<b>Published Press interviews, news and features stories</b>	<b>4</b>	<b>NPCU</b>	<b>Quarterly</b>	<b>5</b>
<b>Objective 2: Strengthen knowledge management and dissemination amongst stakeholders.</b>						
Acquisition and Documentation of Learnings.	Activity 2.1: <b>Facilitate the gathering and production of project information</b>	<b>No of knowledge management products</b>	Varied quantities of knowledge products (Project manuals, Technical manuals (TIMPs), Policy briefs, Case studies, Success stories, Practical guides, Training posters, Video documentaries etc.)	<b>NPCU</b>	<b>Continuous</b>	<b>60</b>
Establish Repository platforms	Activity 2.2: <b>Create a sub-site within the NAVCDP website for knowledge repository.</b>	<b>A repository established</b>	<b>1</b>	<b>NPCU</b>	<b>once</b>	<b>2</b>
	Activity 2.3: <b>Manage a sub-site within the NAVCDP website for knowledge repository</b>	<b>Updated content</b>	Varied quantities of knowledge products (Project manuals, Technical manuals (TIMPs), Policy briefs, Case studies, Success stories, Practical guides, Training posters, Video documentaries etc.)	<b>NPCU</b>	<b>Continuous</b>	<b>4</b>
	<b>Activity 2.4: Provide sharing and learning opportunities</b>	<b>Number of dissemination platforms</b>	<b>Varied platforms (workshops, write-shop, conferences, exhibitions and events, publications, meeting etc.)</b>	<b>NPCU</b>	<b>quarterly</b>	<b>5</b>

Strategy	Activity	Outputs	Quantity/Units	Responsibility	Time frame	Annual Budget (KES Million)
Enhance behaviour change.	Activity 2.5: <b>apply behaviour change communication techniques</b>	<b>Number of edutainment media produced and disseminated</b>	<b>Varied edutainment media (role-plays, drama, skits, folk songs, animations demonstrations etc.)</b>	<b>NPCU</b>	<b>quarterly</b>	<b>10</b>
<b>Objective 3 : Enhance stakeholder participation, collaboration and engagement in the project implementation</b>						
Support Partnerships and collaborations	Activity 3.1: <b>Stakeholder mapping</b>	<b>Stakeholder engagement plan</b>	<b>1</b>	<b>NPCU</b>	<b>Once</b>	<b>1</b>
	Activity 3.2: <b>Information and communications needs assessment</b>	<b>Communication needs assessment and sensitization plan</b>	<b>1</b>	<b>NPCU</b>	<b>Once</b>	<b>3</b>
	Activity 3.3: <b>sensitize and establish relationships with the partners</b>	<b>Signed MOUs</b>	<b>Varied quantities</b>	<b>NPCU</b>	<b>Once</b>	<b>3</b>
	Activity 3.4: <b>Conduct stakeholder satisfaction survey</b>	<b>Stakeholder satisfaction report</b>	<b>1</b>	<b>NPCU</b>	<b>Annually</b>	<b>2</b>
Advocacy	Activity 3.5: <b>Lobby partners and collaborators</b>	<b>Number of contributions/activities towards the project. No. of fora created and buy-ins</b>	<b>Number of partners and nature of contribution</b>	<b>NPCU</b>	<b>Continuous</b>	<b>5</b>
<b>Objective 4: Support social accountability and crisis communication</b>						
Establish Grievance Redress Mechanisms	Activity 4.1: <b>Participate in the development and implementation of GRM</b>	<b>Communication structures for Grievance Redress Mechanisms</b>	<b>Number of structures</b>	<b>NPCU</b>	<b>Once</b>	<b>3</b>
Manage risk and crisis	Activity 4.2: <b>Develop and rollout a risk and crisis communication management plan</b>	<b>Risk and crisis communication management plan</b>	<b>1</b>	<b>NPCU</b>	<b>Once</b>	<b>3</b>

Strategy	Activity	Outputs	Quantity/Units	Responsibility	Time frame	Annual Budget (KES Million)
	<b>Activity 4.3:</b> Train Project staff & stakeholders on risk and crisis communication management plan	Project staff & stakeholders trained on risk and crisis communication management plan	1	NPCU & CPCU	Annually	3
Enhance public disclosure	<b>Activity 4.3: Develop and present relevant informed consent documents</b>	<b>Signed Informed consent forms</b>	<b>Number of informed consent forms</b>	<b>NPCU</b>	<b>Once</b>	<b>2</b>
<b>Objective 5: Build capacity for project communication teams and champions.</b>						
Provide training opportunities and fora	<b>Activity 5.1: Train communication teams and champions</b>	<b>Trained champions</b>	<b>Number of workshops Number of trained champions</b>	<b>NPCU</b>	<b>Annually</b>	<b>10</b>



## ANNEX 2: MONITORING AND EVALUATION FRAMEWORK

Strategy	Activity	Indicator(s)	Means of Verification	Assumptions/Risk
<b>Objective 1: Raise awareness and visibility of the project among the stakeholders</b>				
Branding	Activity 1.1: <b>Develop Branding manual /guidelines,</b>	<b>A copy of the manual/guidelines,</b>	<b>Inventory of manual/ guidelines</b> <b>Procurement records, website repository</b>	<b>Availability of resources</b>
	<b>Activity 1.2:</b> 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
	<b>Activity 1.3:</b> 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
Promote access to information	Activity 1.4: <b>Conduct Barazas, Roadshows, Workshops, Exhibitions, Meetings Conferences,</b>	No. of stakeholders' sensitisation fora held.	<b>Minutes, attendance lists, visitor's books, venue invoices, Progress reports, workshop proceeding reports, procurement reports</b>  <b>Website/MIS/monitoring reports</b>	<b>Availability of resources, competing interests from key stakeholders</b>
	Activity 1.5: <b>Disseminate IEC materials to project stakeholders</b>	Number of IEC materials disseminated	Procurement report, invoices, list of recipients  Progress reports, attendance lists.	Availability of resources,

Strategy	Activity	Indicator(s)	Means of Verification	Assumptions/Risk
Leveraging Media Engagement	<b>Activity 1.6:</b> 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
	<b>Activity 1.7: Utilize digital media promotions</b>	<b>Number of digital media platforms</b> <b>Number of and frequency of postings</b>	<b>Number of hits</b> <b>Number of inquiries</b>  <b>Websites, social media sites</b>	Availability of resources, <b>Misinformation and negative publicity</b>
	<b>Activity 1.8: Conduct media Field Visits</b> <b>Activity 1.9: Invite media to project events</b>	Number of field/locations visited Number of project events	<b>List of attendance</b>  <b>Progress reports</b> <b>Monitoring reports</b>	Availability of resources, competing interests from the media
<b>Objective 2: Strengthen knowledge management and dissemination amongst stakeholders</b>				
Acquisition and Documentation of Learnings.	<b>Activity 2.1: Facilitate the gathering and production of project information</b>	<b>Number of publications on learnings</b>	<b>Writeshops held</b> <b>Data collection tools</b>  <b>Monitoring and progress Reports</b>  <b>Repository</b>	<b>Active participation by stakeholders to provide information</b>  <b>Information distortion</b>  <b>Delayed publication of the learnings</b>
Establish Repository platforms	<b>Activity 2.2: Create a sub-site within the NAVCDP website for knowledge repository.</b>	<b>Existing of a sub-site.</b> <b>Website analytics</b>	<b>Website</b>	<b>Technology is accessible to all stakeholders</b>
	<b>Activity 2.3: Manage a sub-site within the NAVCDP website for knowledge repository</b>	<b>Frequency of content updates</b> <b>Timely, relevant and frequent content</b>	<b>Up to date content website</b> <b>Website analytics</b>	<b>Availability of content</b> <b>Interested audience</b> <b>Obsolete/ irrelevant content</b>

Strategy	Activity	Indicator(s)	Means of Verification	Assumptions/Risk
	<b>Activity 2.4: Provide sharing and learning opportunities</b>	<b>Number of Fora Number of digital sharing platforms</b>	<b>Workshop reports, proceedings, procurement records Digital platform analytics</b>	<b>Stakeholder participations Interested audience Obsolete/ irrelevant content</b>
Enhance behaviour change.	<b>Activity 2.5: Apply behaviour change communication techniques</b>	<b>Number of behaviour change methods applied.</b>	<b>Scripts generated, Edutainment material</b>	<b>Stakeholder participations Interested audience Social cultural acceptability Obsolete/ irrelevant content Distorted information</b>
<b>Objective 3: Enhance stakeholder participation, collaboration and engagement in the project implementation</b>				
Support partnerships and collaborations	<b>Activity 3.1: Stakeholder mapping</b>	<b>Copy of Stakeholder mapping plan</b>	<b>Inventory of manual Procurement records, website repository</b>	<b>Availability of resources Misrepresentation of stakeholder profiles</b>
	<b>Activity 3.2: Information and communications needs assessment</b>	<b>Copy of I&amp;CNA plan</b>	<b>Inventory of manual Assessment tools Procurement records, website repository</b>	<b>Availability of resources Incorrect information needs</b>
	<b>Activity 3.3: Sensitize and establish relationships with the partners</b>	<b>No of Signed MOUs No. of sensitization fora held</b>	<b>Progress reports, minutes, List of attendance by gender Procurement reports, Store records, monitoring reports, Progress reports</b>	<b>Availability of resources Compliance with signed MOUs Competing/Conflict of interests</b>
	<b>Activity 3.4: Conduct stakeholder satisfaction surveys</b>	<b>Stakeholder satisfaction report</b>	<b>Progress reports, survey tools, Procurement reports, monitoring reports, Progress reports</b>	<b>Availability of resources Active participation of the stakeholders The report will be objective Competing interests Non implementation of the survey recommendations</b>
Advocacy	<b>Activity 3.5: Lobby partners and collaborators</b>	<b>Number of engagements fora No of fora created No. of buy-ins No. of concept notes and proposals shared</b>	<b>Progress reports, Progress reports, minutes, List of attendance by gender Procurement reports, monitoring reports, Progress reports</b>	<b>Availability of resources Interested and receptive collaborators Competing interests and expectations</b>

Strategy	Activity	Indicator(s)	Means of Verification	Assumptions/Risk
<b>Objective 4: Support social accountability and crisis communication</b>				
Establish Grievance Redress Mechanisms	Activity 4.1: <b>Participate in the development and implementation of GRM</b>	<b>No. of grievance communication channels developed and incorporated in GRM</b>	<b>Progress reports, Minutes Grievances lodged and resolved through the system Grievances Redress Register, Progress reports, MIS</b>	<b>Awareness of GRM Non-application/misuse of the Grievance Redress Mechanisms</b>
Manage risk and crisis	Activity 4.2: <b>Develop a risk and crisis communication management plan</b>	<b>Copy of risk and crisis communication management plan</b>	<b>Inventory of plan/guideline Procurement records, website repository</b>	<b>Availability of resources Willingness to mitigate risks and manage crisis</b>
	<b>Activity 4.3:</b> Train Project staff & stakeholders on risk and crisis communication management plan	No. of project staff & stakeholders trained on crisis management	<b>Training Manuals/modules Progress reports, Minutes, Training report</b>  <b>Website</b>	<b>Availability of resources</b>
Enhance public disclosure	Activity 4.3: <b>Develop and present relevant informed consent documents</b>	<b>Consent documents developed</b>	<b>Consent documents signed Progress reports, workshop report Website</b>	<b>Availability of resources Willingness to use the consent forms Refusal to sign the forms</b>
<b>Objective 5: Build capacity for project communication teams and champions</b>				
Provide training opportunities and for a	Activity 5.1: <b>Train communication teams and champions</b>	<b>project staff trained</b>	<b>Progress reports, workshop report</b>	<b>Availability of resources</b>

# NAVCDP

### Annex 3: Proposed Budget (KES Million)

	Objective	Year 1	Yr2	Yr 3	Yr 4	Yr5	Total
1	Raise awareness and visibility of the project among the stakeholders.	416	416	410	410	200	1,852
2	Strengthen knowledge management and dissemination amongst stakeholders.	140	50	50	50	100	390
3	Enhance stakeholder participation, collaboration and engagement in the project implementation.	15	10	10	10	5	50
4	Support social accountability and crisis communication.	18	12	10	10	5	55
5	Build capacity for project communication teams and champions.	20	10	5	0	0	35
<b>GRAND TOTAL</b>							<b>2,382</b>

### Annex 4 Summary of some of the activities of being undertaken

1. Develop a brand manual
2. Produce IEC materials
3. Develop a communication plan
4. Develop a risk and crisis communication plan
5. Participate in the development of stakeholder engagement plan
6. Participate in the development of stakeholder engagement MOUs
7. Develop edutainment products
8. Develop consent documents
9. Develop a service charter (internal audience and external audience)
10. Carry out customer satisfaction survey
11. Project Launch
12. Hold media breakfasts
13. Media invitations to project events and sites
14. Produce video documentaries
15. Document success stories
16. Document case studies
17. Develop the subsite depository
18. Train communication teams.



**NAVCDP**

# COMMUNICATION STRATEGY

VERSION 1



MINISTRY OF AGRICULTURE AND  
LIVESTOCK DEVELOPMENT



NAVCDP  
NATIONAL AGRICULTURAL EXTENSION AND  
ADVISORY SERVICES DEVELOPMENT PROJECT