



COMMUNICATION STRATEGY

VERSION 1

JANUARY 2023

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National Agricultural Value Chain Project (NAVCDP)

Project Coordinating Unit (NPCU)

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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 amongst stakeholders project. . 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. ,

I wish to thank the team that developed this strategy for their commitment and effort. Special mention goes to Josephine Mogere- POE, Prof. Hellen Mberia - JKUAT, Floridah Maritim - KALRO, Boniface K. Mutua- M&E ELRP, Muthoni Muta-NAVCDP, Dr. Charles Lung'aho - NAVCDP, Michael N. Maina - POE, Maureen J.W. Mbugua - POE, Jane Njeru-MoALD, Joyce Kirimi-POE, Donna Onserio - JKUAT, Hildah Gachemi - POE ,Robert Kiteme-COG, Mercy Waithaka - AIC and Tervil Okoko - POE .

The invaluable inputs of the counties and stakeholders during the validation workshops that went a long way in enriching the document is highly acknowledged. Lastly, I wish to thank and appreciate the Project Coordinator, Dr. Samuel Guto for his support in the course of developing the strategy, the MoALD leadership and the World Bank for their overall support to the Project.

Judith Amadiva

**National Information and Communications Lead,
NATIONAL AGRICULTURAL VALUE CHAIN DEVELOPMENT PROJECT**



NAVCDP

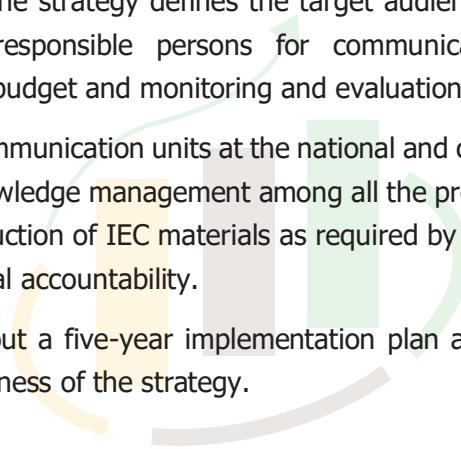
EXECUTIVE SUMMARY

The National Agricultural Value Chain Development Project (NAVCDP) is a five-year development project implemented by MoALD and financed by the World Bank at a cost of USD 250 million. The Project is expected to benefit approximately 4.5 million rural smallholder households in 35 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) 2022. 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

Table of Contents

FOREWORD	i
ACKNOWLEDGEMENT	ii
EXECUTIVE SUMMARY	iii
ACRONYMS/ ABBREVIATIONS.....	v
CHAPTER 1 INTRODUCTION.....	1
1.1 Background to NAVCDP.....	1
1.2 Rationale for the strategy	2
1.3 Approach	2
1.4 Situation Analysis;.....	3
CHAPTER 2 NAVCDP COMMUNICATION STRATEGY MODEL.....	5
2.1 Objectives of the strategy.....	5
2.2 Target Audience.....	5
2.3 Messaging	9
2.4 Channels	9
CHAPTER 3 IMPLEMENTATION OF THE STRATEGY	13
3.1 Awareness and Visibility	13
3.1.1 Project Branding	13
3.2 Knowledge management	13
3.3 Stakeholder engagement.....	13
3.4 Social Accountability.....	14
3.4.1 Risk and crisis communication	14
3.4.2 Grievance Mechanism (GM)	14
3.4.3 Public Information Disclosures	14
3.5 Capacity building.....	15
CHAPTER 4 IMPLEMENTATION ARRANGEMENT AND RESPONSIBILITIES	16
4.1 Institutional Arrangement.....	16
4.2 Information Flow in NAVCDP	17
4.3 Internal communication in NAVCDP	19
CHAPTER 5 PARTICIPATORY MONITORING, EVALUATION AND LEARNING	21
5.1 Monitoring and Evaluation	21
5.2 Reporting	21
CHAPTER 6 STRATEGY REVIEW	22
ANNEXES	23

ACRONYMS/ ABBREVIATIONS

AFA	Agriculture and Food Authority
AIRC	Agricultural Information Resource Centre
ATC	
CASSCOM	County Agricultural Sector Steering Committee
CBO	Community Based Organization
CDD	Community-Driven Development
CDDC	Community-Driven Development Committee
CEC	County Executive Committee
CESCO	County Environmental Social Safeguards Compliance Officers
CIG	Common Interest Group
CNA	Capacity Needs Assessment
CoG	Council of Governors
CPC	County Project Coordinator
CPCU	County Project Coordination Unit
CTAC	County Technical Advisory Committee
EACC	
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESS	Environmental and Social Standards
FAO	Farmer- Led Irrigation Development
FLID	
FPOs	Farmer Producer Organizations
GoK	Government of Kenya
GRM	Grievance Redress Mechanism
FPIC	Free Prior Informed Consent
ICT	Information Communication and Technology
IEC	Information Education Communication
IGFA	Inter-governmental Forum for Agriculture
IPs	Indigenous Persons
JAS-IGF	Joint Agriculture Secretariat Inter-governmental Forum
JASSCOM	Joint Agriculture Sector Steering Committee
KALRO	Kenya Agricultural and Livestock Research Organization
KEPHIS	Kenya Plant Health Inspectorate Services
KM	Knowledge Management
KNCHR	
MCA	Member of County Assembly
MDACs	Ministries, Departments, Agencies and Counties
MIS	Management Information System
MoALD	Ministry of Agriculture and Livestock Development

MOPE	Market Oriented Producer Enterprise
MRLs	
MTEF	Medium Term Expenditure Framework
NEMA	National Environment Management Authority
NESSCO	National Environmental and Social Safeguards Compliance Officer
NGO	Non-Governmental Organization
NPCU	National Project Coordination Unit
NPSC	National Project Steering Committee
NTAC	National Technical Advisory Committee
PAD	Project Appraisal Document
PFS	
PIM	Project Implementation Manual
PMC	Project Management Committee
PO	Producer Organization
POE	Panel of Experts
PWD	People With Disability
RPF	
SDCD	State Department of Crop Development
SEP	Stakeholder Engagement Plan
SMP	
SP	Service provider
SWAGs	Sector Wide Agricultural Groups
TIMP	Technologies, Innovations and Management Practices
TTL	Task Team Leader
VC	Value Chain
VMG	Vulnerable and Marginalized Group
WARMA	Water Resource Management Authority

CHAPTER 1 INTRODUCTION

1.1 Background to NAVCDP

The National Agriculture Value Chain Development Project (NAVCDP) is a five year (September 2022 to June 2028) development Project implemented by the Government of Kenya (GoK) at a cost of US\$ 250 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 Crop Development (SDCD). 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 4.5 million rural smallholder households in 35 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, Tana River, Tharaka Nithi, Trans-Nzoia, Uasin Gishu, and Vihiga. The 17 priority value chains of the project are dairy, chicken, coffee, cotton, cashew, pyrethrum, Irish potato, tomato, mango, avocado, banana, rice, green gram, garden peas, red meat, african leafy vegetables and apiculture. The project will pilot urban food systems in Mombasa & Nairobi and its environs in, Kajiado, Machakos and Kiambu counties.

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: Piloting 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 Pilot in Nairobi and parts of Kiambu, Kajiado and Machakos 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 will share information, updates, and progress with stakeholders throughout the project lifecycle. It defines (i) the target audience, (ii) message (s) they need to hear, (iii) how the message(s) will be communicated (tools, materials and channels), iv) when and frequency of the communication, (vi)

who will be responsible for the communication, (vii) how communication assets (photos, videos, etc.) will be stored/archived (or repository), (viii) adherence to information disclosure policies (ix) budget needed for the activities and (x) how effectiveness of the strategy will be assessed.

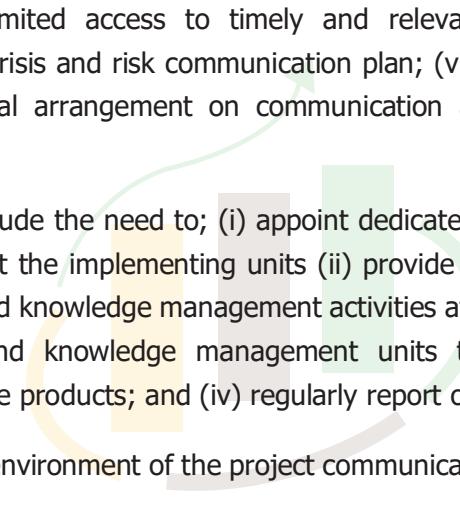
1.4 Situation Analysis;

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 knowledge assets; (iii) low ICT infrastructure at county and community levels; (iv) limited access to timely and relevant information for value chain development; (v) lack of crisis and risk 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 knowledge products; and (iv) regularly report on communication activities.

The internal and external environment of the project communication has been explored through a SWOT analysis as follows;



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Strengths	Weaknesses
<ul style="list-style-type: none"> Well defined project institutional, organizational and community structures that support communication Well documented project coordination, management and implementation procedures and processes that can accommodate the mainstreaming of communication activities Competent and professional staff at all levels who understand the importance of communication Technological infrastructure for effective and timely communication and information sharing in most of the participating counties Developed ICT platforms (e.g. U platform , DAT, Big data) for targeted messaging 	<ul style="list-style-type: none"> Uncoordinated communication, weak synergy and linkages among the project stakeholders Limited publicity, visibility and awareness on the project and its activities. Inadequate packaging and dissemination of information and knowledge management materials for communication 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 projects. Limited Monitoring and evaluation of communication outcomes.
Opportunities	Threats
<ul style="list-style-type: none"> Presence of political good will Available technologies on data and information gathering and dissemination Organized stakeholder organizations at national, county and the community level Willing partners and collaborators to support project implementation Farming communities receptive to project interventions Wide/broad internet connectivity/coverage Existence of wide media coverage Existence of International, regional and local networks and linkages that allow communication with International and regional partners Existing policies and legal frameworks 	<ul style="list-style-type: none"> Emergence of pandemics such as COVID 19, natural disasters like drought, floods and insecurity in some of the project counties. Socio-cultural beliefs, expectations and perceptions that affect social inclusion in project management and sharing of benefits at the community level. Stakeholders with diverse perceptions, interests and expectations that communicate contradicting messages. Misinformation and disinformation about the project Varied economic status and literacy levels Language barrier .

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 stakeholder engagement plan has identified the following as priority stakeholders.

List of Stakeholders
Farmers
Lead farmer
Common Interest Groups/Vulnerable and Marginalized Groups
Indigenous Peoples Organizations (IPOs)
Community Driven Development Committees
SACCOs

List of Stakeholders
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 (CPCU), 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 Tracktor, 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, 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), agripreneurs, local agro-dealers, ward administrators, and local leaders.

The primary audience is diverse in composition, with varying literacy levels, socioeconomic backgrounds, and access to communication tools. To effectively reach and engage this group, the strategy makes the following considerations:

- Literacy and education levels vary: While some members of this group have limited literacy, many—particularly youth and progressive farmers—are educated and can engage with written and digital content. Communication products will therefore include both simplified visual and audiovisual materials as well as well-structured written content in local and official languages.
- Technology access is mixed but growing: Although limited access to electricity and internet still exists in some areas, mobile phone ownership and usage are widespread, with many beneficiaries actively using SMS, WhatsApp, and social media. The strategy will use a mix of low-tech tools (e.g., community barazas, vernacular FM stations, print materials) and digital platforms to maximize reach and relevance.
- Cultural and religious dynamics are influential, but inclusivity must be prioritized. While local elders, chiefs, and religious leaders will be engaged to promote project messages within communities, specific efforts will be made to directly reach women, youth, and other marginalized voices to avoid reinforcing traditional gatekeeping.
- Traditional communication genres remain powerful: Folk songs, storytelling, drama, poetry, and dance will be incorporated as culturally resonant tools for behavior change and message dissemination. These will be complemented by modern formats such as short video stories and audio skits for radio and social media.
- Community structures are essential communication conduits: Beneficiary institutions such as CIGs, VMGs, and FPOs will serve 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 and CPCUs), County Governors and CECMs in agriculture, research and regulatory institutions (e.g., KALRO, NEMA, KEPHIS), and technical steering committees.

Key communication considerations for this group include:

- Access to structured and evidence-based communication: This audience relies on formal reporting, technical documentation, and data-backed updates. Policy briefs, reports, dashboards, and email communications will be key tools.
- Facilitation of coordination and knowledge sharing: Effective communication will ensure timely updates, smooth inter-agency collaboration, and consistency in project implementation. Regular meetings, workshops, and joint monitoring missions will be emphasized.
- Use of professional and digital channels: Digital platforms (emails, online portals, social media, project website) will be used alongside 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. Clear feedback and escalation channels will be established to support this function.

c) Tertiary audience:

This category includes other government ministries, departments, and agencies (MDAs), civil society organizations (CSOs), private sector actors, Members of Parliament (MPs), Members of County Assemblies (MCAs), 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: This audience requires clear messaging on project goals, expected outcomes, opportunities for collaboration, and how their involvement can amplify impact.
- Consistency and transparency: To enhance public trust, NAVCDP communication must ensure timely, accessible, and consistent sharing of achievements, challenges, and results. Channels include media briefings, websites, newsletters, and social platforms.
- Engagement through public discourse and storytelling: Mass media (radio, TV, newspapers), social media campaigns, and human-interest stories will be used to generate public interest, inform policy debates, and counter misinformation.
- Facilitation of policy and advocacy dialogue: NAVCDP will use platforms such as forums, policy roundtables, and exhibitions to inform, influence, and align external actors to the project's vision.

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 however 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 will engage 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 will be addressed. The following channels will be used by NAVCDP to reach different audiences with different messages.

a. Interpersonal Communication

Under this approach, messages will be 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 will coordinate 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: will be used by the project to promote project visibility. Local FM stations broadcasting in local languages will be particularly useful in both promoting project visibility and dissemination of information on TIMPs. The project will also produce 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 will leverage the digital media to communicate with its audiences and to build its image. The main tools that will be used are the websites and social media.

e. Edutainment

Folk songs, drama, role plays, poetry, storytelling among others have been 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
Primary Audience (Project Beneficiaries)			
Farmers Community institutions (CIGs, VMGs, IPs, I/WUA, FPOs, SACCOs, CBOs, FBOs, Agripreneurs, Local Agro-dealers, Ward administrators, local leaders,	<ul style="list-style-type: none"> • Awareness of NAVCDP goals, benefits, and how to participate. • Assurance that project structures are transparent and inclusive. • Practical knowledge on TIMPs, DATs, markets, credit access and such. • Culturally Appropriate communication in understandable languages. • Visual and participatory formats due to low literacy and limited digital access. • Inclusion through local channels like barazas, religious institutions, and community meetings. 	<ul style="list-style-type: none"> • Educate on the importance of the NAVCDP • Reassurance that the project structures are sound and corruption free. • Importance of community participation in the project life cycle for sustainability and ownership • Importance of TIMPs adoption. • Available Disruptive Agricultural technologies (DATs) • Available market opportunities 	<ul style="list-style-type: none"> • 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, Religious institutions, Technical and Practical guides, Manuals, Success stories

Audience	Communication Needs	Messages	Channels
		<ul style="list-style-type: none"> Opportunities in community resource mobilization and access to credit Community mobilization for sharing and learning. 	and Case studies.
Secondary Audience (Change Agents)			
CS, PSs, Directors, Treasury, World Bank, NPCU, CPCUs, NIA, KALRO, NEMA, WRA, KEBS, Ministry of Water, Department of Co-operatives, local media, County Governments	<ul style="list-style-type: none"> Timely, structured project updates to enable coordination and oversight. Policy-level information such as briefs, technical updates, and strategy insights. Channels for feedback to inform project adjustments. Collaborative platforms to facilitate decision-making and joint monitoring. Professional communication formats (emails, memos, reports, digital platforms). 	<ul style="list-style-type: none"> Work together as a team in coordinating project activities Communicate effectively to reduce conflicts and grievances. Timely reporting to assess progress share information for the good of the project. Need to support the project and facilitate capacity building of beneficiaries. Provide information on available opportunities and resources 	<ul style="list-style-type: none"> Meetings (Physical/Virtual), 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
Tertiary Audience (Collaborating Partners)			

Audience	Communication Needs	Messages	Channels
Other relevant government ministries, departments and agencies, Civil society, County members of parliament, county administrators media	<ul style="list-style-type: none"> Clarity on how to engage or align with NAVCDP (expectations, roles). Knowledge of project benefits, impacts, and opportunities for collaboration. Policy and partnership frameworks, such as MoUs or guidelines. Public-facing media and storytelling (documentaries, news stories, newsletters). Periodic updates through meetings, social media, and events. 	<ul style="list-style-type: none"> Collaborate with the project Areas, expectations and benefits of collaboration and partnership. Provide existing policies, procedures and guidelines for collaboration. 	<ul style="list-style-type: none"> Letters, emails website, meetings (Physical/Virtual), newsletters, Newspapers (stories and supplement), Documentaries, MoUs, Digital media, Exhibitions, Policy briefs, Fact Sheets, Project briefs, Workshops, conferences,



NAVCDP

CHAPTER 3 IMPLEMENTATION OF THE STRATEGY

The Communication Strategy will focus on the following strategic areas: Awareness and visibility, knowledge management and dissemination, stakeholder engagement, social accountability, and capacity building. All the strategies will be 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 will be done by increasing awareness and knowledge of the project among the various stakeholders therefore foster cohesiveness and unity of purpose that will ensure seamless implementation of project activities. The project will focus on building a NAVCDP brand and prepare and distribute appropriate Information Education and Communication (IEC) materials that will include brochures, leaflets, posters, and other branded materials. In addition to this field demonstrations, barazas, workshops and seminars will be used to increase visibility and cohesiveness. The IEC materials will also be used in transferring technical knowledge to target audiences.

3.1.1 Project Branding

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

3.2 Knowledge management

Knowledge Management in the Project will improve the project performance, value and provide quality control and assurance of knowledge products. This will be done through maintaining the project in-house information resource Centre (Repository) of relevant project documents/publications, photographs, video documentaries, posters and oversee the design and editorial content of project website. The project will develop 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 2022 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 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 (iii) 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 will 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 to be used will 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 will endeavor to put in place measures that enhance public access to information and decision making to promote accountability. This will be done through (i) Risk and crisis communication, and (ii) Grievances Mechanisms.

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 will continuously identify, evaluate, manage and report significant risks to relevant stakeholders in a timely manner. To facilitate this process a risk and crisis communication plan will be developed.

3.4.2 Grievance Mechanism (GM)

NAVCDP will establish a GM to comprehensively cover all project components. The GM will 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. The Project will establish multiple locations and channels for grievances uptake. A platform will be established to facilitate the uptake and resolution of grievances. 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 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 will utilize the informed consent principle. Additionally, information about the project will be shared through website, Public

information notice boards located at the offices of the chief, County, County Commissioners, County Governor, Churches, Mosques, Temples, public/ social halls

3.5 Capacity building

The project will build the capacity of project staff, agricultural staff, service providers, and farmers in communication and knowledge management. Some of the capacity areas will include: Communication, identification and documentation of best practices, risk and crisis communication and behavior change communication. The communication teams will identify and elaborate on these capacity areas in line with the project needs. A detailed plan for capacity building activities will be developed annually.

Table 2: Summary of the strategic objectives and strategies

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

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) will coordinate its implementation at national level. At the county level, communication champions will be appointed and trained to enhance coordination and implementation of the strategy.

a. The Communication Unit

The communication, knowledge management, and stakeholder engagement function will be 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 will be directly under the supervision of the National Project Coordinator (NPC), who will oversee 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 will be 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. (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 will work closely with and facilitate the NICL to access all parts of the project in order for the components to operate

efficiently. He/she will ensure that component leads keep NICL updated on issues, changes and developments in their respective areas. The NPC will ensure that adequate funds are allocated to implement communication and knowledge management strategy and activities.

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

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

d. County communication champions

The NICL will work together with the communication champions at county level to ensure project communication objectives are met. The County Champions will be 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 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.

4.2 Information Flow in NAVCDP

a. Communication at the National level

- i.** 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 appropriate World Bank specialists.
- ii.** County Governors shall address all communication concerning the project to the CEO, CoG for onward transmission to and follow up with CS, MoALD and/or PS, State Department for Agriculture.
- iii.** CS and PS shall address all communication to Country Director, World Bank
- iv.** NPC shall communicate to the CS through the PS and vice versa.

b. Communication at County Level

- i.** CoG is mandated to communicate/relay information related to NAVCDP from the Ministry to Counties and vice versa.
- ii.** JAS – IGs shall 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

- iii. Communication to and from the counties regarding the project implementation shall be communicated to CoG by the Governor or CECMs for correlation, concurrence, and onward transmission to the Ministry and vice-versa.
- iv. However, on administrative and day-to-day project coordination and management issues, NPCU and CPCUs may communicate directly. The NPCU and CPCUs shall endeavor to ensure all administrative, coordination and management communication is documented.
- v. CoGs shall communicate to counties through Governors. Correspondences and information should then be cascaded to the CECs and COs.

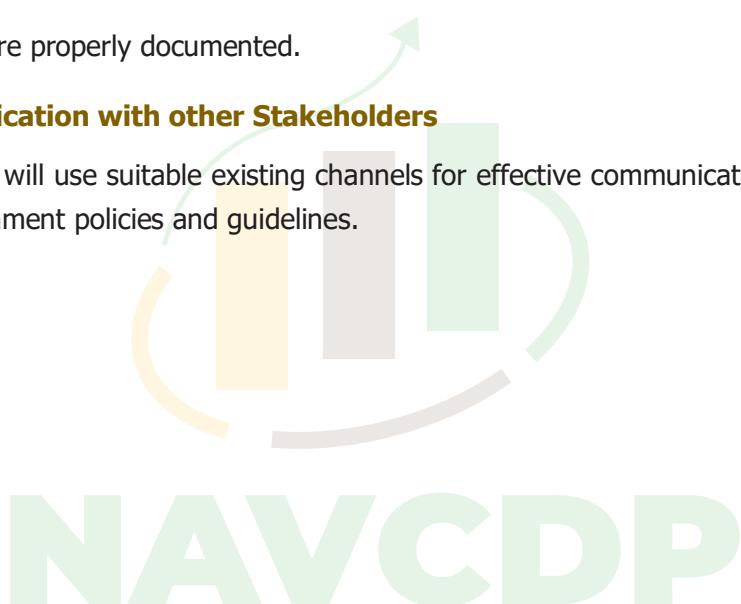
c. Community level

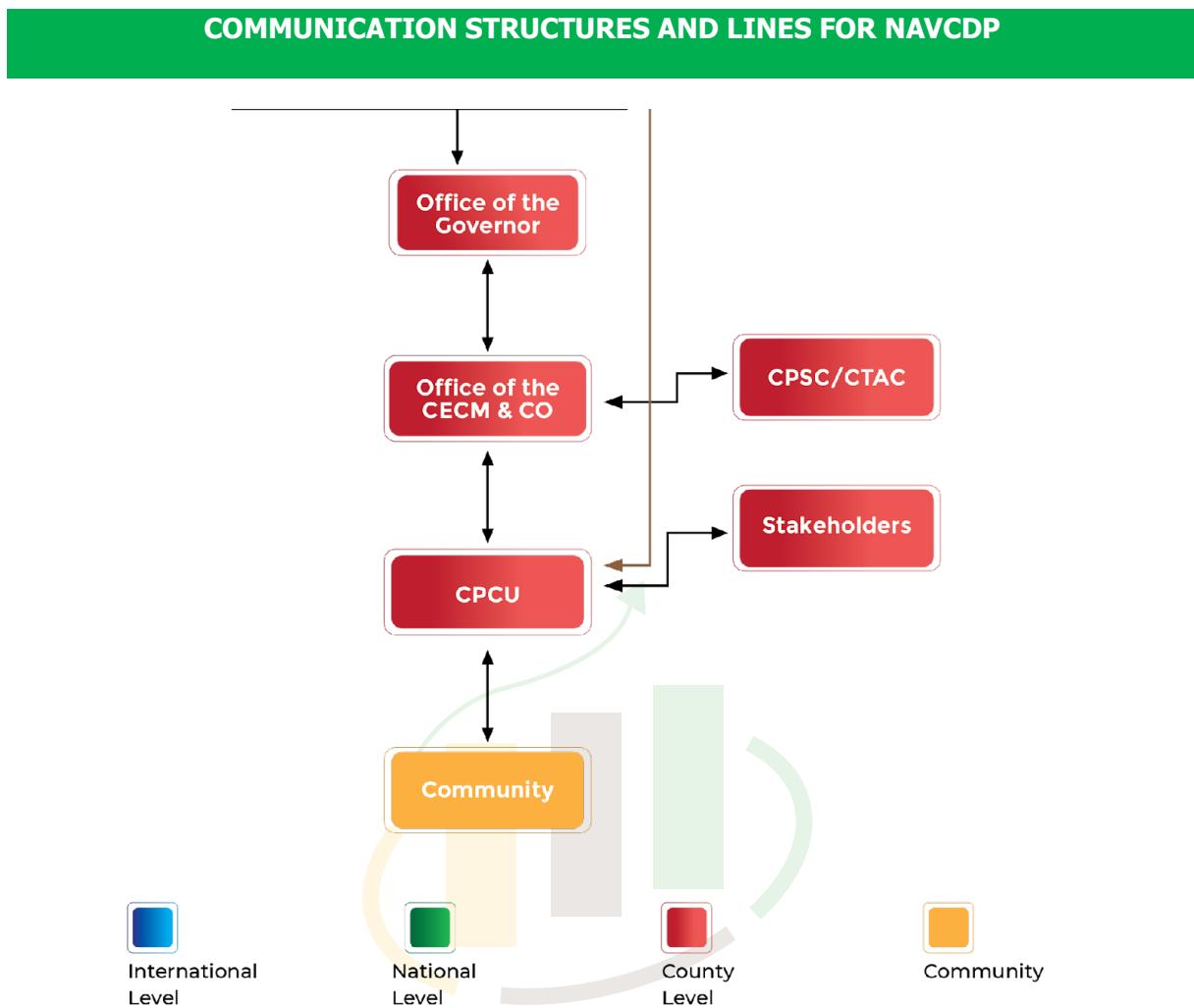
The County government through the CPC will use suitable existing communication channels to communicate with the communities, farmers, farmer groups and other stakeholders within the county in line with government policies and guidelines. The CPC shall ensure all

communications are properly documented.

d. Communication with other Stakeholders

The NPC and CPC will use suitable existing channels for effective communication to stakeholders in line with government policies and guidelines.





***Key: -**

NAVCDP

- International Level
 National Level
 County Level
 Community Level

- : Administrative and day-to-day project coordination and management communication
- : Functional project implementation communication

4.3 Internal communication in NAVCDP

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

- i. All official communication at the national level will be through the NPC. Similarly, all official communication at the county level will be through the CPC.
- ii. Regular and coordinated staff meetings will be held once a month at both the NPC and the CPC levels and records of meetings kept for future reference. Decisions arrived at and proposed actions

will be communicated to all concerned for immediate implementation; follow-ups of the actions will be made as appropriate;

iii. Telephone - project offices will have landlines with extensions to staff offices. Staff will also be 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 will be the official languages of communication as stipulated in the Constitution.



CHAPTER 5 PARTICIPATORY MONITORING, EVALUATION AND LEARNING

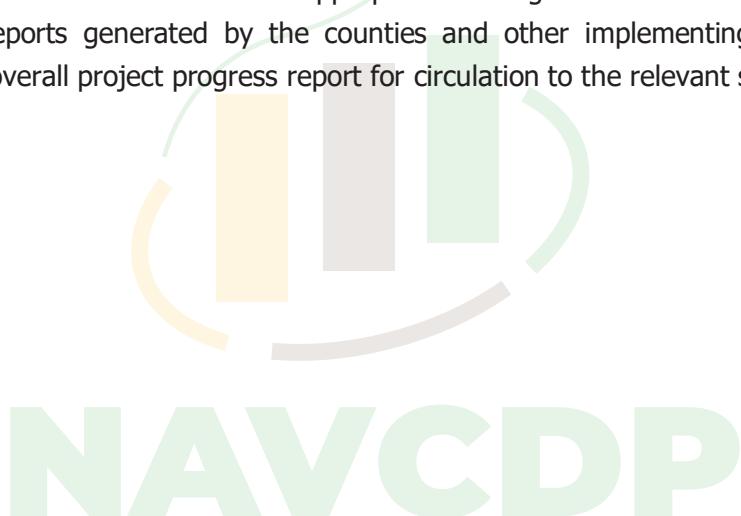
5.1 Monitoring and Evaluation

The successful implementation of the communication strategy depends on an effective monitoring and evaluation framework. The NPCU will 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 will be realized through the tracking of indicators outlined in Annex 2

5.2 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.



CHAPTER 6 STRATEGY REVIEW

Based on the outcome of the assessment and the emerging issues this strategy will be 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 (KSh Million)
Objective 1: Raise awareness and visibility of the project among the stakeholders.						
Branding	Activity 1.1: Develop Branding manual	Branding manual	1	NPCU	Start of project	2.5
	Activity 1.2: 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	Activity 1.3: Launch Project at National & County level	NAVCDP Project launched at National & County level	34 Launch events	NPCU & CPCU	Once	37
	Activity 1.4: Conduct Barazas, Roadshows, Workshops, Exhibitions, Meetings Conferences,	Project Information disseminated to stakeholders	Varied quantity	NPCU & CPCU	Continuous	50
	Activity 1.5: Disseminate IEC materials to project stakeholders	No of Project publicity and branding materials Distributed	Varied Quantity of IEC materials (Posters, Brochures, Pamphlets,	NPCU & CPCU	Annually	2.5

			Newsletter, Video documentaries)			
Leveraging Media Engagement	Activity 1.6: Engage the media on Project	Number of engagement fora	34 fora	NPCU	Annually	15
	Activity 1.7: Utilize digital media promotions	Number of hits and highlights	48 promotions (one promotion per platform per month-Facebook, Twitter, YouTube, Website plug-ins)	NPCU	Annually	1
	Activity 1.8: Conduct media Field Visits Activity 1.9: Invite media to project events	Published Press interviews, news and features stories	4	NPCU	Quarterly	5
Objective 2: Strengthen knowledge management and dissemination amongst stakeholders.						
Acquisition and Documentation of Learnings.	Activity 2.1: Facilitate the gathering and production of project information	No of knowledge management products	Varied quantities of knowledge products (Project manuals, Technical manuals (TIMPs), Policy briefs, Case studies, Success stories, Practical guides, Training posters, Video documentaries etc)	NPCU	Continuous	60

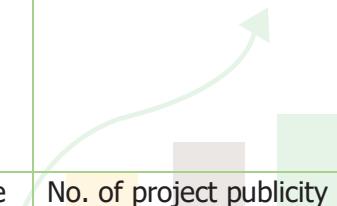
Establish Repository platforms	Activity 2.2: Create a sub-site within the NAVCDP website for knowledge repository.	A repository established	1	NPCU	once	2
	Activity 2.3: Manage a sub-site within the NAVCDP website for knowledge repository	Updated content	Varied quantities of knowledge products (Project manuals, Technical manuals (TIMPs), Policy briefs, Case studies, Success stories, Practical guides, Training posters, Video documentaries etc)	NPCU	Continuous	4
	Activity 2.4: Provide sharing and learning opportunities	Number of dissemination platforms	Varied platforms (workshops, write-shop, conferences, exhibitions and events, publications, meeting etc)	NPCU	quarterly	5
Enhance behaviour change.	Activity 2.5: apply behaviour change communication techniques	Number of edutainment media produced and disseminated	Varied edutainment media(role-plays, drama, skits, folks songs, animations demonstrations etc)	NPCU	quarterly	10
Objective 3 : Enhance stakeholder participation, collaboration and engagement in the project implementation.						

Support Partnerships and collaborations	Activity 3.1: Stakeholder mapping	Stakeholder engagement plan	1	NPCU	Once	1
	Activity 3.2: Information and communications needs assessment	Communication needs assessment and sensitization plan	1	NPCU	Once	3
	Activity 3.3: sensitize and establish relationships with the partners	Signed MOUs	Varied quantities	NPCU	Once	3
	Activity 3.4: Conduct stakeholder satisfaction survey	Stakeholder satisfaction report	1	NPCU	Annually	2
Advocacy	Activity 3.5: Lobby partners and collaborators	Number of contributions/activities towards the project. No. of fora created and buy-ins	Number of partners and nature of contribution	NPCU	Continuous	5
Objective 4: Support social accountability and crisis communication.						
Establish Grievance Redress Mechanisms	Activity 4.1: Participate in the development and implementation of GRM	Communication structures for Grievance Redress Mechanisms	Number of structures	NPCU	Once	3
Manage risk and crisis	Activity 4.2: Develop and rollout a risk and crisis	Risk and crisis communication management plan	1	NPCU	Once	3

	communication management plan					
	Activity 4.3: 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	Activity 4.3: Develop and present relevant informed consent documents	Signed Informed consent forms	Number of informed consent forms	NPCU	Once	2
Objective 5: Build capacity for project communication teams and champions.						
Provide training opportunities and fora	Activity 5.1: Train communication teams and champions	Trained champions	Number of workshops Number of trained champions	NPCU	Annually	10



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,	A copy 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

Strategy	Activity	Indicator(s)	Means of Verification	Assumptions/Risk
	Activity 1.4: Conduct Barazas, Roadshows, Workshops, Exhibitions, Meetings Conferences,	No. of stakeholders' sensitisation 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
	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 hits	Availability of resources,

Strategy	Activity	Indicator(s)	Means of Verification	Assumptions/Risk
		Number of and frequency of postings	Number of inquiries Websites, social media sites	Misinformation and negative publicity
	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
Acquisition and Documentation of Learnings.	Activity 2.1: Facilitate the gathering and production of project information	Number of publications on learnings	writeshop Data collection tools Monitoring and progress Reports Repository	Active participation by stakeholders to provide information Information distortion Delayed publication of the learnings
Establish Repository platforms	Activity 2.2: Create a sub-site within the NAVCDP website for knowledge repository.	Existing of a sub-site. Website analytics	website	Technology is accessible to all stakeholders

Strategy	Activity	Indicator(s)	Means of Verification	Assumptions/Risk
	Activity 2.3: Manage a sub-site within the NAVCDP 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 behaviour change.	Activity 2.5: apply behaviour change communication techniques	Number of behavior change methods applied.	Scripts generated, Edutainment material	Stakeholder participations Interested audience Social cultural acceptability Obsolete/ irrelevant content Distorted information
Support partnerships and collaborations	Activity 3.1: Stakeholder mapping	Copy of Stakeholder mapping plan	Inventory of manual	Availability of resources

Strategy	Activity	Indicator(s)	Means of Verification	Assumptions/Risk
			Procurement records, website repository	Misrepresentation of stakeholder profiles
	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

Strategy	Activity	Indicator(s)	Means of Verification	Assumptions/Risk
				Non implementation of the survey recommendations
Advocacy	Activity 3.5: Lobby partners and collaborators	Number 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
Establish Grievance Redress Mechanisms	Activity 4.1: Participate in the development and implementation of GRM	No. of grievance communication channels developed and incorporated in GRM	Progress reports, Minutes Grievances lodged and resolved through the system Grievances Redress Register, Progress reports, MIS	Awareness of GRM 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	Availability of resources

Strategy	Activity	Indicator(s)	Means of Verification	Assumptions/Risk
			Procurement records, website repository	Willingness to mitigate risks and manage crisis
	Activity 4.3: Train Project staff & stakeholders on risk and crisis communication management plan	No. of project staff & stakeholders trained on crisis management	Training Manuals/modules Progress reports, Minutes, Training report Website	Availability of resources
Enhance public disclosure	Activity 4.3: Develop and present relevant informed consent documents	Consent documents developed	Consent documents signed Progress reports, workshop report Website	Availability of resources Willingness to use the consent forms Refusal to sign the forms
Provide training opportunities and fora	Activity 5.1: Train communication teams and champions	project staff trained	Progress reports, workshop report	Availability of resources

Annex 3: Proposed Budget

	Objective	Year 1	Yr2	Yr 3	Yr 4	Yr5	Total
1	Raise awareness and visibility of the project among the stakeholders.	416 168					
2	Strengthen knowledge management and dissemination amongst stakeholders.	146 59					
3	Enhance stakeholder participation, collaboration and engagement in the project implementation.	16 6.4					
4	Support social accountability and crisis communication.	18 7.3					
5	Build capacity for project communication teams and champions.	20 8.1					
		616 250					

Annex 4 Summary of some of the activities of be 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.



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COMMUNICATION STRATEGY

VERSION 1

