



**MINISTRY OF AGRICULTURE, LIVESTOCK,
FISHERIES AND COOPERATIVES
AND
COUNTY GOVERNMENTS**



**AGRICULTURAL SECTOR DEVELOPMENT SUPPORT PROGRAMME II
(ASDSP II)**

KNOWLEDGE MANAGEMENT AND COMMUNICATION STRATEGY

2017 - 2022

VERSION 1



"Transforming Kenya Agriculture Sector"

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Agricultural Sector Development Support Programme II (ASDSP II)

Ministry of Agriculture, Livestock, Fisheries & Cooperatives

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AFA	Agriculture Food Authority
AWP&B	Annual Work Plan and Budget
ASDSP	Agricultural Sector Development Support Programme
ASTGS	Agricultural Sector Transformation and Growth Strategy
CASSCOM	County Agricultural Sector Steering Committee
CBO	Community Based organization
CCTs	County Communication Teams
CPS	County Programme Secretariat
CPC	County Programme Coordinator
CSOs	Civil Society organizations
EDF	European Development Fund
EU	European Union
JASSCOM	Joint Agricultural Steering Committee
KALRO	Kenya Agriculture Livestock Research Organization
KCSAP	Kenya Climate Smart Agriculture Programme
KEFRI	Kenya Forest Research Institute
KEMRI	Kenya Medical Research Institute
KIRDI	Kenya Industrial Development Institute
KMC	Knowledge Management and Communication
MEC	Ministerial Executive Committee
NARIGP	National Agricultural Rural and Inclusive Growth Project
NPS	National Programme Secretariat
NPC	National Programme Coordinator
NCT	National Communication Team
PMIS	Programme Management Information System
PVCs	Priority Value Chains

Foreward

The Agricultural Sector Development Support Programme (ASDSP II) operates in the multi-sectoral and complex environment with a critical need for information and knowledge generation and sharing for effective and efficient implementation. The Agricultural Sector Transformation and Growth Strategy (ASTGS- 2019-2020), Kenya Communication Act, 1998, National Information and communication Technology (ICT) Policy 2016 and Vision 2030 spells out the role of Knowledge, Information and Technology. The changes in the governance structure has also created challenges in communication, information and knowledge dissemination. During the programme implementation, many opportunities and challenges were faced that created vast and diverse need for information and knowledge.

This situation presents a great challenge to the role and focus of ASDSP II. While it remains, by and large, a sectoral programme promoting the development of value chains, its stakeholders and implementers increasingly demand more information and knowledge.

To remain relevant to its core mandate and stakeholders, ASDSP II must refocus its efforts in promoting information and knowledge creation and sharing within the sector. Its effectiveness and efficiency will be continually judged by how well it shares information and knowledge to enhance visibility, transparency, accountability in an endeavor to foster cohesion and synergy amongst its stakeholders.

ASDSP II recognizes this challenges and opportunities and has taken some steps to respond. The information and knowledge agenda has been emerging and expanding within the programme shaped by previous strategies and county action plans. More information and knowledge have expanded across the programme stemming from success stories, case studies, best practices, technologies and innovations.

Importantly, the expanding communication and knowledge agenda needs a strategic direction that promises the benefits that comes with it. The strategy will therefore provide a platform for an informed, synergized and cohesive stakeholders within the agriculture sector and beyond based on knowledge creation and information sharing. It is presented in six sections with section one giving an introduction that presents the background, coordination and management of ASDSP II, justification for the communication strategy and overall objective as well as purpose for the strategy. Section two presents messaging and delivery mechanism while section three presents the implementation plan followed by monitoring, evaluation, learning and reporting; implementation of the strategy and risks register in section 4,5 and 6 respectively. A guide for counties to develop their communication plans is presented as an annex.

We would like to take this opportunity to offer our sincere gratitude to those who have contributed at any stage in the development of this strategy.



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1.1 Programme Background

The Agricultural Sector Development Support Programme II (ASDSP II) is an implementation strategy of the overarching agricultural policy for the national and county governments. The overall goal of the Programme is to contribute to "transformation of crop, livestock and fisheries production into commercially oriented enterprises that ensures sustainable food and nutrition security". The Programme's purpose is to "develop sustainable Priority Value Chains (PVCs) for improved income, food and nutrition security".

To realize its purpose of improving incomes and food and nutrition security, the Programme will target one million value chain actors in addressing four key challenges that hinder commercialization of agriculture namely, low productivity along agricultural value chains; inadequate entrepreneurial skills along agricultural value chains and among service providers; low access to markets by VCAs and weak and inadequate structures and capacities for consultation, cooperation and coordination within the Sector. By addressing these four problem areas, the Programme intends to attain the following four results or outcomes:

1. Increased productivity of priority value chains
2. Strengthened entrepreneurial skills of Priority Value Chain actors
3. Improved access to markets by Priority Value Chain actors and
4. Strengthened structures and capacities for consultation, collaboration, cooperation and coordination in the Agricultural Sector.

In achieving these outcomes, the intervention is also expected to contribute to two of the four pillars of the Big4 Agenda, food security and manufacturing. These four outcomes are also aligned to Agriculture Sector Growth and Transformation Strategy (ASTGS -2019-2029) pillars of *increased income for small-scale farmers, pastoralist and fisher folk; increased agricultural output and value add and increased household food security resilience*. At the respective county levels, the intervention is in line with County Integrated Development Plan (CIDP) as it aims to develop three priority value chains that are prioritized in the CIDPs.

The Programme is also aligned to the Swedish and European Union priority areas for development cooperation with Kenya. For Sweden, the programme is anchored in results area three, *better opportunities and tools to enable poor people improve their living conditions*, of the Swedish development Cooperation Strategy 202016-2020) while for European Union (EU), it is anchored on pillar two, *food security and climate change* of 11th European Development Fund (EDF).

ASDSP II is a five-year Programme (2017-2022) financed by the Government of Kenya (National and County governments), the Government of Sweden and the European Union (EU). It is implemented by the Government of Kenya (national and 47 county governments) with strong participation of the private sector as direct beneficiaries or service providers.

The programme's implementation strategy encompasses resilience-focused and climate smart approach to value chain development; rights-based integration of smallholder women and youth in VCD; commercial and 'pull-focused' Value Chain Development; partnership-based investment and implementation; demand-driven and stakeholder-led Value Chain Development; inter-sectorial focus and has considered the exit strategy as a basis for sustainability.

1.2 Programme Coordination and Management

Considering that ASDSP II is a bilateral programme under conditional grants, Treasury has delegated the implementation to the MOALF at national level and 47 county governments. The implementation of ASDSP II initiatives is therefore guided by the established Mechanism for consultation and cooperation in the Agricultural Sector. The Mechanism is composed of three interlinked tiers, the national level based structures, intergovernmental structures and county based structures. This mechanism is guided by the Intergovernmental Relations Act 2012.

The apex structure for sector intergovernmental consultation, cooperation and coordination is the Intergovernmental Forum for Agriculture (IGF-A). It fulfills its mandate through the Joint Agricultural Sector Steering Committee (JASSCOM) composed of five Joint Agricultural Sector – Technical/sectoral Working Groups (JAS-TWGs/SWAGs). The Joint Agricultural Sector Intergovernmental Secretariat (JAS-IGS) is the operational center of the cooperation and consultation mechanism. The main purpose of Agricultural Sector consultation and cooperation is to ensure that agriculture contributes to equitable national growth and increased food security through effective implementation of the Agricultural Policy. JAS-IGS is the policy and oversight of ASDSP II implementation through the Programmes and Input Joint Sector Working Group, the steering committee of ASDSP II implementation at the national level.

For the national specific implementation, MEC is the consultation and coordination mechanism that facilitates implementation of specific national activities. To further enhance ownership of implementation, participation of civil society organizations, and private sector actors is envisaged through establishment of the respective umbrella structures. This is envisaged to create a conducive environment and facilitate these important actors in policy process within the sector.

At the county level, consultation and coordination of the sector is spearheaded by County Agricultural Sector Steering Committee (CASSCOM) chaired by CECM responsible for agriculture in the county and drawing membership from the relevant sectors, private and civil society sector. CASSCOM is the policy and oversight steering committee for ASDSP II implementation. To complement coordination, it is also envisaged that umbrella organizations representing private sector actors and civil society organizations active in the sector will be established and functional.

The management of implementation of the programme at the national level is through the National Programme Secretariat (NPS) composed of subject matter specialists and headed by NPC and reporting to the Steering Committee under JASSCOM. This structure is responsible for management of the national specific programme implementation and support capacity building for implementation at the county level.

At the county level, county Programme Secretariat (CPS) composed of subject matter specialists and headed by a county programme coordinator (CPC) is responsible for management of the programme. It reports to CASSCOM and coordinates with all programme stakeholders especially the service providers and value chain organizations and actors.

The ASDSP II Knowledge Management and Communication Strategy will play a critical role in harmonizing information sharing and knowledge management at these three levels, based on the information and learning emerging from the programme. It is envisioned that effective and efficient information sharing by the

programme, will foster cohesion and synergy among key stakeholders directly or indirectly involved in the programme implementation. National Communication Team (NCT) and the County Communication Team (CCTs) will be mandated to oversee the implementation of the strategy at both National and County level respectively as guided herein.

1.3 Justification and Rationale of the Strategy

The agricultural sector is multi-sectoral requiring multidisciplinary approach to achieve developmental goals. The issues around agriculture development are also complex and ought to be tackled through collaborative efforts and coherent actions across multi-sectors. Agricultural sector is currently composed of the crops, livestock, fisheries, research and cooperatives. These subsectors are guided by different policies and within each of the subsectors, there are different disciplines requiring different set of information. Moreover, they also depend on other sectors to fully realize their potential.

The devolution of agricultural services at the two levels of government has also created challenges in implementation. Although roles for each level is provided for in different government steering documents, generation of information and communication between the two levels and sometimes within each level has not been smooth. The process of developing consensus with the two levels of government and within each level has also become long and complicated with effect of delayed decisions.

As a value chain development programme, ASDSP II stakeholders are also varied encompassing the direct beneficiaries, the value chain actors who are also with different interests ranging from primary producers, agro-input dealers, agro-transporters, agro-traders and agro-processors; service providers who are also varied and are multidisciplinary and programme managers. All these are involved in information generation and need to receive and also share information that is necessary for effective implementation of programme.

ASDSP I performed well in engaging stakeholders. Despite this achievement, knowledge management and information sharing with different interest groups at all levels was not well structured, hence a key learning for phase II.

ASDSP II design has recognized this complexity and put up strategies that will steer implementation towards achievement of results. For these strategies to work, there is a critical need to put in place a structured information generation and sharing mechanism/strategy for effective and efficient implantation of the programme.

The implementation of the strategy will ensure shared understanding among stakeholders and build partnerships with other development actors.

1.4 Goal, Specific Objective and Desired Results

1.3.1. *The Goal*

The Knowledge Management Communication strategy (KMC) will provide a means through which stakeholders will create and share information on programme implementation in order to achieve its purpose. The strategy will produce needed information and knowledge while at the same time facilitate access to and flow of needed information and knowledge to influence better performance. Specifically, the goal of the

strategy is to contribute towards "An informed, synergized and cohesive stakeholders within the agriculture sector and beyond based on knowledge creation and information sharing" The purpose of the strategy is "increased awareness of ASDSP II implementation among the stakeholders".

1.4.2. The Specific Objectives

The strategy will address the following interlinked specific objectives:

- **Objective 1:** To generate and share information on progress, achievement and lessons learnt
- **Objective 2:** To enhance visibility, transparency and accountability to the stakeholders
- **Objective 3:** To foster cohesion and synergy amongst stakeholders

1.4.3. The Desired Results

For each objective highlighted above, the strategy aims at achieving the following results:

Objective 1: To generate and share information on progress, achievement and lessons learnt

- **Result 1.1:** Information and knowledge generated, collated and packaged
- **Result 1.2:** Enhanced stakeholders' access to and utilization of programme information and knowledge

Objective 2: To enhance visibility, transparency and accountability to the stakeholders

- **Result 2.1:** Enhanced stakeholder's awareness of programme milestones, achievements and lessons
- **Result 2.2:** Programme guidelines and procedures adhered to and efficiency in information flow enhanced

Objective 3: To foster cohesion and synergy amongst stakeholders

- **Result 3.1:** Increased stakeholders support and participation in the programme

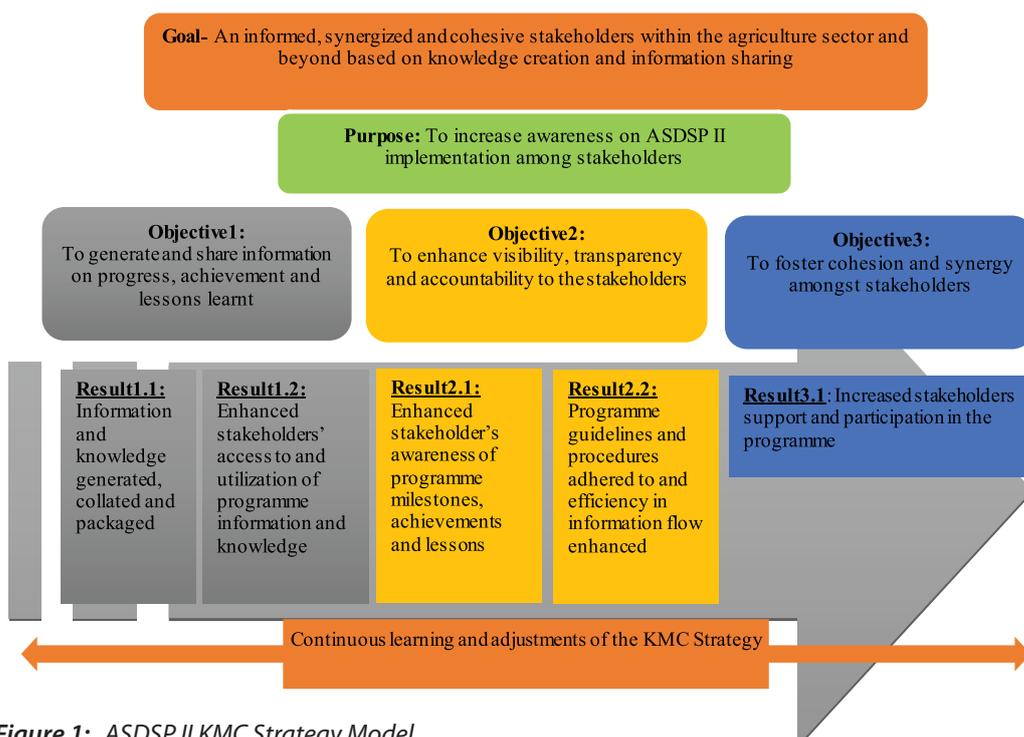


Figure 1: ASDSP II KMC Strategy Model

1.4 Strategy Design and Approach

This strategy was consultatively and participatory developed by a team that drew members from the National Programme Secretariat (NPS), the County Programme Secretariat (CPS), the NIRAS Technical Assistance (TA) and the Programme partners (the Kenya Climate Smart Agriculture Project (KCSAP) and the National Agricultural and Rural Inclusive Growth Project (NARIGP)).

The strategy design is also result oriented that assures linkages between inputs, activities, outputs, and outcomes. Its design is also aimed at providing guidelines to assist counties develop their respective programme communication plans.

Among the key considerations in the design is the analysis of the audience and stakeholders, channels of communication and the type and source of information to be generated and communicated.

SECTION TWO: Messaging and Delivery Mechanism

2.1 Audience and stakeholder analysis

To understand the knowledge and communication needs of the various target stakeholders within the programme, an audience and stakeholder analysis was conducted. The analysis focuses on stakeholders at both national and county levels. At each level, both internal and external target audience has been identified, including the specific information that needs to be accessed and the channel of communication. The analysed audience and stakeholders were informed by the Programme Implementation Framework (PIF) to ensure that the KMC strategy is focused to the objectives of the programme. Table 1 below provides this information in detail.

Table 1: Audience and Stakeholder Analysis Target Group What they need

Target Group	What they need to know?	Key Messages	Channels
A) National Level Internal Audience			
Cabinet Secretary (CS)	Programme Implementation status and, achievements	Programme implementation achievements and lessons learnt; Emerging policy issues; Innovation information	Policy briefs, Letters, Emails Meetings,
CAS	Programme Implementation status, and achievements	Programme implementation achievements and lessons learnt; Emerging policy and Coordination issues	Policy briefs, Letters Emails, Meetings,
Principal Secretaries (PS)	Programme Implementation status, and achievements and audit information	Programme implementation achievements and lessons learnt; Financial and other resources issues, Innovation information	Policy briefs, Letters Emails, Meetings, Printed estimates, Audit report briefs
National Programme Secretariat (NPS)	Programme Status (Staff, Resources), progress and achievement; Implementation Plan; Review mission information, strategic partners information	Update on the program plans, expected results, success stories, innovation, emerging policy issues, possible areas of collaboration, funding, challenges etc	Emails, Meetings, /, Seminars/ Conferences, PMIS, Letters,
Funding Agencies (SIDA, National, County and EU, Other partners)	Programme Status and Implementation; Finances/ Audit Report information; Work-plan and Budgets; Procurement information	Programme budget information audit information planned activities, expected results and achievements – including lessons emerging; policy issues; Innovation information	Email; Memos; Meetings; Tel-conference (Skypes, Video) Websites
JASSCOM	Programme Implementation status, achievements and Plans; staff and resources information; finances and audit information	Programme implementation achievements and lessons learnt; Emerging policy issues; Expenditure; Innovation information.	Letters; Emails; Memos Phone calls; Meetings (Breakfast); Bilateral Review Mission reports; Websites

Table 1: Audience and Stakeholder Analysis Target Group What they need (cont...)

Target Group	What they need to know?			Key Messages	Channels
External Audience					
A) National Level					
Council of Governors (COGs)	Programme Implementation status, achievements, Implementation Plans; staff and resources (including budget) information	Programme implementation achievements and lessons learnt; Emerging policy issues; Expenditure	Letters; Emails; Memos Phone calls; Meeting Websites		
Service Providers (SPs)	Service beneficiaries; Capacity gaps information on strategic guidelines and tools for implementation.	Programme progress; programme areas of synergies and collaboration	Emails Meetings; Mobiles (calls, SMS); Tele-conference (Skypes, Video); Websites;		
County Governments	Progress status; Achievements reports; Work-plan and Budgets; Review mission Reports; Finances/ Grants status reports Programme implementation Guidelines, tools and strategies.	Programmed progress; implementation achievement and lessons learnt, Emerging policy issues, expenditure, staff position.	Letters; Emails Memos; Minutes; Phones calls Meeting; Websites;		
Umbrella bodies (national and regional VC FORA...)	Policy briefs, innovations and technologies	Policy briefs, programme achievements	Letters; Emails, Phones calls Meetings; Websites;		
General public	Technologies, innovations and best practices promoted and adopted; Success stories;	Prioritized value chains, success stories Programme achievements, VCOs briefs and innovative technologies	Exhibitions, trade fairs; Fliers, brochures; TV shows websites; Documentaries; citizen service charter		
Media	Programme briefs, success stories	Policy briefs, lessons learnt	Meetings, documentaries talk shows		

B) County Level			
Internal Audience			
Value Chain Structures (VCAs, VCOs, VCPs VCF)	Programme Implementation Status; Innovations and technologies; Programme documents, SIVCAP, guidelines; Grant status; programme briefs; weather advisories;	Programme activities; expected benefits; ASDSP II achievements and success stories/Case studies; innovations; weather; advisories; possible collaborators	Meetings letters Emails, Social Media, Documentaries,
CPS	Programme documents (PD, PIF); Programme Implementation Status AWP&Bs; and reports from Stakeholder Feedbacks	All programme implementation documents – update on the program plans, expected results, success stories, innovation, emerging policy issues, challenges	Meetings; Emails; Phone calls, SMS; Letters, Website, Social media; Progress/status reports; MIS; Documentaries
NPS	Programme Implementation Status (technical, fiduciary); AWP&Bs; Programme reports from other partners and collaborators; Stakeholder Feedbacks	All programme implementation documents – update on the program plans, expected results, success stories, innovation, emerging policy issues, challenges etc	meetings; Emails; Phone calls, SMS; Letters, Website, Social media; Progress/status reports; MIS; Documentaries,
NPS	Programme Implementation Status (technical, fiduciary); AWP&Bs; Programme reports from other partners and collaborators; Stakeholder Feedbacks	All programme implementation documents – update on the program plans, expected results, success stories, innovation, emerging policy issues, challenges etc	meetings; Emails; Phone calls, SMS; Letters, Website, Social media; Progress/status reports; MIS; Documentaries,
CASSCOM	Progress reports (Work-plan and Budgets; Programme Status Programme implementation Guidelines, tools and strategies	Programme implementation achievements and lessons learnt; Emerging policy issues; Expenditure; Innovation information	Letters; Emails; Minutes; Meetings
TWGs	Programme documents; Thematic issues	thematic area concerns, emerging policy issues	Emails; Meetings;

Table 1: Audience and Stakeholder Analysis Target Group What they need (cont...)

Target Group		What they need to know?		Key Messages		Channels	
B) County Level							
Internal Audience							
County Sector Departments (Crops, Livestock, Fisheries, Irrigation, Cooperatives)	Programme progress reports; Programme implementation Status;	Programme implementation achievements and lessons learnt; Emerging policy issues; Expenditure; Innovation information	Programme progress; Telephone calls; Documentaries, lessons learnt and case studies				
Sector Programmes (NARIGP, KCSAP...)	Programme implementation Status; Programme briefs; VC information ; Joint plans	Programme progress; programme areas of synergies and collaboration	meetings; Emails; Phone calls; Letters; Website Progress reports/				
Funding Agencies (SIDA, EU...)	Programme implementation Status Work-plans and Budgets; procurement plans	Programme implementation progress report; Funds utilization reports. Audit reports	Programme briefs; progress reports; beneficiary visits/dialogues, formal and informal meetings				
Service Providers	Extended Concepts; Inventory of services beneficiaries including VCAs/VCOs; SWCAP Programme implementation guidelines;	Programme progress; programme areas of synergies and collaboration TORs, grant mechanism guidelines, partnership guidelines	Meetings; Emails; Phone calls; Letters; Website; Progress reports; Documentaries				
County Governments	Extended Concepts; Inventory of services beneficiaries including VCAs/VCOs; SWCAP Programme implementation guidelines;	Programme progress; programme areas of synergies and collaboration TORs, grant mechanism guidelines, partnership guidelines	Meetings; Emails; Phone calls; Letters; Website; Progress reports; Documentaries				

B) County Level				
External Audience				
Other County departments (Environment, Water, Roads, Trade, Health, Finance and Economic Planning, Lands)	Programme documents, Policies, regulations, strategies and plans	Programmed progress; implementation achievement and lessons learnt, Emerging policy issues, expenditure, areas of synergies & collaboration, guidelines on grant mechanism, value chain organization data bank	Meetings / workshops Telephone calls Policy briefs;	
National Government (KMD, NEMA, NDMA, Interior and Coordination, KWS, KFS, WRA)	Programme documents; Policies, regulations, strategies and plans	Programmed progress; implementation achievement and lessons learnt, Emerging policy issues, expenditure, areas of synergies & collaboration, guidelines on grant mechanism, value chain organization data bank	Meetings; Emails; Telephone calls Policy briefs;	
Research and Training Institutions (Universities; KALRO, KEFRI, KIRDI, KIBT, KEMFRI...)	SIVCAP, grants guidelines, training modules... Researchable issues	Programme progress; implementation achievement and lessons learnt, Emerging policy issues, areas of synergies & collaboration, guidelines on grant mechanism,	Meetings / workshops; Emails; Telephone calls and Policy briefs;	
Media	Objectives of the programme, briefs; Success stories	Programme progress; implementation achievement and lessons learnt, success stories	Documentaries; Social media Talk shows; Online content management System (CMS)	
Regulatory Bodies (KEPHIS, KEBS, KDB, AFFA....)	Policies, strategies and regulations; SIVCAPS; VCOs status; Business plans VCO Geo reference maps	Programme progress; implementation achievement and lessons learnt, success stories	Meetings, Letters; VCOs briefs; Emails, websites; Telephone calls;	
Non-State Actors (NGOs, CBOS, FBOs, CSOs...)	Programme briefs; Programme SIVCAPS; Policy briefs; VC profiles	Programme progress; implementation achievement and lessons learnt, success stories	Meetings, Letters; VCOs briefs; Emails, websites; Telephone calls	
Funding agencies/institutions (World Bank, GIZ, USAID...)	Programme briefs; Programme documents (PD, PIF, SIVCAPS, survey reports;	Programme progress; implementation achievement and lessons learnt, success stories	Meetings, Letters; VCOs briefs; Emails, websites; Telephone calls	

Table 1: Audience and Stakeholder Analysis Target Group What they need (cont...)

Target Group		What they need to know?	Key Messages	Channels
B) County Level				
External Audience				
General Public	Technologies, innovations and best practices promoted and adopted; Success stories;	Prioritized value chains, success stories Programme achievements, VCOs briefs and innovative technologies	exhibitions, trade fairs; Fliers, brochures; meetings websites; Documentaries; citizen service charter	
Other Opinion leaders – MPs, MCAs, administrator, religious leaders, ...	Policy and plans; Objectives of the programme; Information updates; Programme progress/status reports	Programme progress briefs programme overview	Public barazas; Emails meetings; Phone calls and SMS;	
Auditors (Internal and external)	AWP&B and procurement plans; Programme documents; Financial Documents; Progress/status reports	Programme implementation progress reports; financial reports, funds registers, stores procurement plans, programme assets	Emails; Phone calls; PMIS, entry and exit meetings	

2.2 Communication Channels

Communication channels are ways in which messages are delivered from the sender to the receiver. The programme will employ a wide range of media that is appropriate to each target audience and appropriate to the message.

2.2.1 Interpersonal communication

Under this approach, messages will be delivered through face-to-face interactions. Instances when this will be applied are shown below.

Workshops and Conferences

These will be used to conduct national and county annual reviews to assess the progress of the project, share experiences and lessons learnt. Invitees to these forums will include project staff and relevant stakeholders.

Service delivery:

Service delivery to beneficiaries by the service provider consortia and the public service providers and will utilize the following methods.

- *On site visits* to VCAs by the implementing partners, from NPS and CPS
- *Group meetings* by NPS and CPS and beneficiaries at designated training points.
- *Innovations and technologies facilitation/demonstrations* by Service providers (private and public)
- *Field days and exhibitions participation* by VCAs will be encouraged
- *Learning tours* - Excursion tours, study tours, VCAs to VCAs tour will be encouraged

2.2.2. Written and Printed Communication

The tools to be used include:

- *Project Reports:* The NPS and the CPSs will compile project reports as per the project document.
- *Diary:* This is an important tool for recording key points – brief but precise notes on what is working well, and why, and what is not working well and why. Diaries will be kept by the NPS and CPS communication teams
- *Feedback Register:* This will be kept at all levels of project implementation units, including at NPS and CPS. It will be used to register complaints for processing
- *Information booklets, flyers, leaflets, brochures & posters:* these are important for creating awareness on the project and its activities as well as for packaging technical messages for beneficiaries.
- *Newspapers and magazines:* National and local newspapers and magazines are useful media outlets for awareness creation and publicity. Both newspapers/magazines will be used to create awareness on project launch at county and national levels and publicize milestones achieved in the project implementation process through feature stories from counties and research.
- *Roll-up banners:* These are part of publicity and branding materials that are used at the entrance of most offices to give visitors or clients information about the organization and mandate. ASDSP II roll-up banners will contain information about key partners in the project and their logos and project development objective.
- *Standard banners:* These are materials that are used mostly during project launch or major public events.

- *Business Cards*: These are visibility and branding tools. To the holders, they create ownership and a sense of belonging. They also impart credibility and stakeholder confidence on those who work for the project when they distribute their cards to stakeholders and associates.
- *Shirts and blouses, T-shirts and Caps*: There is need for entities that are involved in ASDSP II – from the national and county levels, to sub county, ward village and community levels to don these items. Branded shirts, T-shirts and caps will be procured for this purpose
- *Project vehicles and other project equipment*: These will be branded with project name and messages for identity and visibility purposes.
- *Outdoor Signage/branding of all sub projects*: Prominent signposts will be erected at sites where the project is being implemented. Where this is not possible, bold messages will be put on all new and renovated/refurbished physical structures (sub projects) implemented by the project at the start and after completion.
- *Citizen service delivery charter*: this will be developed by the NCT & CCT to indicate the services rendered by the programme and the response time

2.2.3. **Electronic media**

- *Radio*: The great potential of radio for dissemination of agricultural information has been universally acknowledged. All ASDSP II counties will use FM radio stations to transmit messages in local languages.
- *Internet*: The Programme will use the internet as an effective real-time communication tool through e-mails, websites and social media.
- *Programme Integrated Management Information System (PMIS)* will be used for storage and retrieval of knowledge and information products.
- *Mobile phone*: This will be used widely in the programme for Real time day to day communication and for information sharing through mobile Apps such as WhatsApp.
- *Television (TV)*: The project will collaborate with media to air video documentaries on success stories of the project. Talk shows on the project will also be hosted on TV.
- *Media training for those authorized to speak to the media on behalf of the project*: Media interest will be awakened about the programme immediately after the launch of the project. The media will make inquiries, both at the national and county level. Media engagement will be done in accordance with Government policy, principles and procedures.

2.3 **Messaging**

The diverse audiences have varying degrees of expectations from the ASDSP II. The programme 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. Effective communication will be realized by, tailoring of key messages according to the level of audience. Messages will be:

- Well designed to answer the basic questions: What, Why, Where, Which, Who and How.
- Brief, Clear, Simple, Honest and Issue based in English, Kiswahili and the local languages as need arises

2.4 **Programme Outreach**

Outreach strengthens the identity of an organization. It reduces prejudice, apathy, ignorance and hostility towards an organization. The programme will develop its outreach materials as summarized below:

Details	Recommended action
Corporate colors	Light green
Name tags	These should have Name of officer, title, programme name county and programme logo always be availed and displayed during working hours to identify programme staff at National and County levels
Staff ID	To be provided by MOALF&l and counties
Logo	Light green, dark green, sky blue, cow, tree land with livestock and pastures all in scripted in the map of Kenya
Asset Tagging	Asset number, logo branding of vehicles (All programme assets will be tagged for identity and Programme visibility purposes)
Slogan	Boresha Kilimo Biashara.
Programme visibility items; T-shirts, caps, scarfs, ties, wrist bands, office cups, etc	Brand with ASDSP Goal, LOGO COLOURS AND SLOGAN these should be designed to reflect programme colours, slogan and goal
Customer care desks	To be established in all programme counties to promote flow of information for the programme
Printed promotional materials such as calendars, diaries pens, leaf pads.	Printing of fliers with the identified message
Tagging	Add in the branding- tagging of programme assets
Signage	Outdoor Programme branding and visibility of activities and physical infrastructure and investment

SECTION THREE: Implementation Plan

3.1 Work-plan and Budget

Desired Results	Activities	Targets	Responsible	By when?	Budget (KES)
Objective 1: To share information on progress, achievement and lessons learnt					
Collate, Package and store Programme documents and reports					
Result 1.1: Information and knowledge generated, collate and packaged	Semi -annual	National (10) County (10)	-NPS (Communication Officer) -CPS (M,E&C Officer)	National-20 th January/July County- 10 th January/July	
	Annual	National (5) County (5)	-NPS (Communication Specialist) -CPS (M,E&C Officer)	National-20 th July County- 10 th July	
	Bilateral review reports	National (10)	-NPS (Communication Officer)	October/November March/April	
	Monthly Reports	60	CPS (M,E&C Officer)	10 th of the succeeding month	
	Quarterly progress reports	National 20 County 20	NPS (Communication Officer) CPS (M,E&C Officer)	15 th of the succeeding month	
	Mid Term Evaluation Report	National - 1	NPS (Communication Officer) CPS (M,E&C Officer)	June, 2020	
	End of Programme Evaluation Report	National - 1	NPS (Communication Officer) CPS (M,E&C Officer)	June, 2022	
	Programme/project briefs	Adhoc	Subject Matter Specialist/Communication officer	On need basis	
	Strategic Partners reports	Depending on functional partnerships in place	NPC/CPC	Annual Semi-annual	
	Line ministry reports	Depending with number of line ministries	NPC/CPC	Annual Semi-annual	
	Thematic issues report	Depending on emerging issues	Subject Matter Specialist/Communication officer	On need basis	

Desired Results	Activities	Targets	Responsible	By when?	Budget (KES)
Objective 1: To share information on progress, achievement and lessons learnt					
Collate, Package and store Programme documents and reports					
	Innovations and technologies	Based on the Innovations and technologies identified in SIVCAP	NPS (Communication Specialist) -CPS (M,E&C Officer)	Annual Semi-annual	
	Performance monitoring reports	NPS- 10 CPS - 20	NPS (Communication Specialist) -CPS (M,E&C Officer)	Annual Semi-annual	
	Case Studies	On need basis	NPS (Communication Specialist) -CPS (M,E&C Officer)	On need basis	
	Success stories and best practices	NPS – 29 (1 per VC) CPS (1 per VC)	NPS (Communication Specialist) -CPS (M,E&C Officer)	Annually	
	VC information (VCAs/VCOs, profiles)	NPS – 29 (1 per VC) CPS (1 per VC)	NPS (Communication Specialist) -CPS (M,E&C Officer)	Annually	
	Weather advisories	Two seasons (MAM & OND)	NPS (Communication Specialist) -CPS (M,E&C Officer)	Twice a year (MAM & OND)	
	AWP&Bs	NPS - 5 CPS - 5	NPS (Communication Specialist) -CPS (M,E&C Officer)	1st Week of February	
	SIVCAP	143 (1 per VC per County)	-CPS (M,E&C Officer)	Once	
	Baseline Survey Report	1 National 47 Counties (1 per County)	-NPS (Communication Specialist) -CPS (M,E&C Officer)	Once	
	Guidelines & Manuals	<ul style="list-style-type: none"> Programme Document Programme Implementation Framework 	NPS (Communication Specialist) -CPS (M,E&C Officer)	Continuous	

Desired Results	Activities	Targets	Responsible	By when?	Budget (KES)
Objective 1: To share information on progress, achievement and lessons learnt	Collate, Package and store Programme documents and reports				
		<ul style="list-style-type: none"> • Entrepreneurship • Communication • Innovation & Opportunity • Grants • Climate Smart Agriculture • Capacity Needs Assessment • Coordination, Collaboration and Cooperation • Finance and Procurement 			
	Policies, Strategies, Regulations, Plans...	National - 20 Counties - 10	NPS (Communication Specialist) -CPS (M,E&C Officer)	Continuous	
	Market information platforms	National – 5 Counties – 5 per County	NPS (Communication Specialist) -CPS (M,E&C Officer)	Continuous	
	Research issues	Counties – 2 per VC	-CPS (M,E&C Officer)	Continuous	
	Research findings	Counties – 5 per VC	NPS (Communication Specialist) -CPS (M,E&C Officer)	Continuous	
	Media Programme briefs	National – 1 per year Counties – 1 per year	NPS (Communication Specialist) -CPS (M,E&C Officer)	Continuous	
	Suitability maps	Counties – 1 per VC	NPS (Communication Specialist) -CPS (M,E&C Officer)	Continuous	
	Resource maps	Counties – 1 per VC	NPS (Communication Specialist) -CPS (M,E&C Officer)	Continuous	

Desired Results	Activities	Targets	Responsible	By when?	Budget (KES)
Objective 1: To share information on progress, achievement and lessons learnt					
Collate, Package and store Programme documents and reports					
Result 1.2:					
Enhanced stakeholders' access to and utilization of Programme information and knowledge	Facilitate dissemination and access of Programme information	Refer to Result 1.1	NPS (Communication Specialist) -CPS (M,E&C Officer)	Continuous	
	Assess utilization of Programme knowledge and information.	NPS - 2 CPS - 2	NPS (Communication Specialist) -CPS (M,E&C Officer)	Semi-annual	
Objective 2: To enhance visibility, transparency and accountability to the stakeholders					
Result 2.1: Enhanced stakeholder's awareness of programme milestones, achievements and lessons	Promote Programme awareness amongst stakeholders'	National – 10 Key events County – 20 Key events	NPS (Communication Specialist) -CPS (M,E&C Officer)	Continuous	
	Establish innovative strategic communication channels	National – 3 Counties – At least 1 per year	NPS (Communication Specialist) -CPS (M,E&C Officer)	Continuous	
Result 2.2: Programme guidelines and procedures adhered to and efficiency in information flow enhanced	Cascade partnership and collaboration frameworks and initiatives	National – 5 Counties – At least 3 per VC	NPS (Communication Specialist) -CPS (M,E&C Officer)	Continuous	
	Institutionalize an efficient and effective feedback mechanisms	National – 1 County - 1	NPS (Communication Specialist) -CPS (M,E&C Officer)	Continuous	
Objective 3: To foster cohesion and synergy amongst stakeholders					
Result 3.1: Increased stakeholders support and participation to the Programme	Establish information and knowledge sharing platforms (ICT, Community of Practice (CoP), network of experts, ...)	National- 1 (ICT) County – (Value chain based platforms)	NPS (Communication Specialist) -CPS (M,E&C Officer)	Continuous	

3.2 Calendar of Key Events

Date	Activity	Responsible
June, 2020	Launch of Programme steering documents	NPS, CPS
October	Nairobi International Trade Fair Show	NPS, CPS
As per ASK Calendar	National ASK shows	NPS
May every 2 years	National Value Chain Forum	NPS,CPS
On need basis	Sector Working Groups Meetings	NPS
Annually	International Agritec Exhibition	NPS,CPS
Semi annually	Bilateral Review Missions	NPS,CPS
Annually	Regional Economic bloc for a: <ul style="list-style-type: none"> • North Rift Regional Economic Bloc-NOREB • Lake Region Econmic Bloc – LREB • Narok and Kajiado Economic Bloc – NAKAEB • Frontier Counties Development Economic Bloc –FCDC • South Eastern Kenya Economic Bloc • Mt. Kenya and Aberdare Region Ecomic Bloc • Jumuiya ya Kaunti za Pwani 	NPS,CPS
Annually	National and County Investment Conferences	NPS,CPS
Various	Field days and Exhibitions	NPS,CPS
Various	Intergovernmental Forum <ul style="list-style-type: none"> • JASCOM • CASSCOM • CEC Caucus • CO Caucus 	NPS,CPS

SECTION FOUR: Monitoring, Evaluation, Learning and Reporting

4.1 Monitoring, Evaluation, Learning and Reporting

Alongside the programmes monitoring and evaluation (M&E) Results framework, a Knowledge Management and Communication M&E results framework will be developed to assess progress towards the Strategy's goal and objectives. The strategy M&E results framework will also be integrated within the Programme Integrated Management Information System (PMIS).

Monitoring: The monitoring of this strategy will be coordinated by the NPS Communication Specialist at the National level and the CPS M&E and Communication specialists at the County level. Digital data will be collected, collated, analysed and reported to gauge the programmes outreach to various audiences. This will include for example, visits to the programme website, subscription to electronic bulletins (including downloads), tweets/retweets and Facebook subscriptions. Reporting on hard-copy dissemination, and periodical surveys on audience interest and on satisfaction of information services will be undertaken. Furthermore, collection of stories and evidence of how targeted policy makers have used information generated by the programme and how this has contributed to influence policy will be undertaken. It is envisioned that the strategy will play an important role in further facilitating and improving overall programme monitoring. For example, its reporting component will enable the programme to capture and archive about the usefulness of the policy work under outcome 4 of the ASDSP II programme. Also, statistical software, Google analytics applications among others will allow the tracking and analyses of data such as user preferences, the audiences that access a particular service and the geographical distribution of readers.

Evaluation: The evaluation of the strategy will be done annually in the process of compiling the Annual implementation report of the programme. The evaluation will be based on result indicators set for each specific communication objective and the target values set in the annual work plans.

Learning: In order to steer learning based on the implementation of the strategy, key separate learning events will be held at both national and county level, and one main event targeting national and county communication specialists, on a monthly basis. The main objective of the learning events will be to reflect on the implementation of the strategy, plan and make changes where necessary based on the emerging lessons and best practices that emerged as a result of the strategy implementation. At the national level, the NPS Communication Specialist will lead the learning and reflection events while at the County level, this will be led by the M&E and Communication Officer. Key also to learning will be to understand the information needs required by different audiences and tailoring the messages to meet the needs of the target audience; this may include reviewing information already obtained about the target audiences and possibly gathering more about whatever group the programme will be trying to reach out to. Audience analysis in the regard will entail an examination of the target audience's level of understanding about whatever they need to be informed about and any relevant physical, behavioral and demographic characteristics they might possess.

Reporting: Information on how the strategy has been implemented will be collected on a monthly basis and a report documented and shared on a quarterly, semi-annual and annual basis. The strategy's reporting will be integrated within the wider programme reporting facilitated by the NPS M&E coordinator.

4.2 M&E Results Framework

Desired Result	Indicator	Data Source	Means of Verification
Communication Purpose:			
Increase awareness of ASDSP II implementation among stakeholders	Stakeholders satisfaction (%) with information communicated % of stakeholders satisfied with communication and by gender	Stakeholder satisfaction survey	Programme reports
Objective1: To share information on progress, achievement and lessons learnt			
Result 1.1: Information and knowledge generated, collated and packaged	No and types of information and knowledge products generated, collated and packaged	Inventoried communication products at CPS/NPS	Actual products stored in the PMIS
Result 1.2: Enhanced stakeholders' access to and utilization of programme information and knowledge	Percentage (%) of stakeholders reporting to have access to programme knowledge and information documents	Stakeholder satisfaction survey	Stakeholder satisfaction survey report
	Percentage (%) of stakeholders who found communication products useful and relevant	Stakeholder satisfaction survey	Stakeholder satisfaction survey report
Objective2: To enhance visibility, transparency and accountability to the stakeholders			
Result 2.1: Enhanced stakeholder's awareness of programme milestones, achievements and lessons	Percentage (%) of stakeholders aware of the programme Percentage (%) of stakeholders reporting to have a good understanding of the programme	Stakeholder satisfaction survey Stakeholder satisfaction survey	Stakeholder satisfaction survey report Stakeholder satisfaction survey report
Result 2.2: Programme guidelines and procedures adhered to and efficiency in information flow enhanced	No of grievances received by the programme at both National and County	Feedback mechanism database	Feedback manifest

Desired Result	Indicator	Data Source	Means of Verification
Objective3: To foster cohesion and synergy amongst stakeholders			
Result 3.1: Increased stakeholders support and participation to the programme	Type and diversity of stakeholders involved in programme delivery	Stakeholders database	Stakeholders database
	Positive statements from stakeholders	Stakeholder satisfaction survey, case studies	Stakeholder satisfaction surveyreport, case study reports

SECTION FIVE: Implementation of the Strategy

The Knowledge Management and Communication strategy is a framework for the programme communication. The strategy will be implemented both at National and county levels. At the National Level, the strategy implementation will involve establishment and strengthening of platforms for knowledge management and communication through existing structures. At the county, the strategy will inform the development of knowledge management and communication plans that will guide communication with stakeholders while giving feedback to the Programme. Strategic interventions to realize the objectives of the strategy and the derived county knowledge management and communication plans will be factored in the Programme annual work plans and budget.

The annual planning will allow for the implementation of the strategy through coordinated milestones where evaluation of the communication offers possibilities for adjustment and improving where needed, through a consultative and participatory process based on evidence. The implementation of the strategy is evaluated as part of the annual reporting of the programme. Further, the implementation of the strategy will be a horizontal responsibility of all programme staff members. This will be ensured by planning and monitoring of the activities within the programme by the relevant communication focal persons at both National and County levels. The National Communication Specialist will be responsible for the coordination and implementation of the strategy, including its adherence. To ensure that communication messages and channels are effective, the strategy should embed an annual audit to assess utility of the channels applied. The audit may include customer satisfaction surveys among other tools and if possible, should be undertaken by an independent service provider.

5.1. Establishment of National and County Communication Structures

The programme will establish communication teams at National and County levels. The communication teams at both National and County level will comprise of:

- National Level: Project Communications Specialist, VCD specialist, M&E Specialist and any other co-opted member from NPS other sector directorates, and umbrella organizations as and when deemed necessary.
- County level: Project M&E/Communications officer, and 4 co-opted members from CASSCOM TWG and VC representatives.

5.2. Roles and Responsibilities

The National Communication Team (NCT), coordinated by the NPS Communication Specialist, will oversee the overall implementation of the Knowledge Management and Communication Strategy. These will include capacity building of the 47 County Communication Teams (CCTs), provide quality assurance, annual planning and budgeting, production and dissemination of the knowledge and information products and services at the national level, cascade the same to the counties, generate national communication reports among other responsibilities as detailed in the Implementation plan.

The County Communication Teams (CCTs) will be responsible for developing county specific communication Plans as guided by the Programme Knowledge Management and Communication Strategy. Additionally, the CCTs will spearhead the implementation of the communication plan by providing; - quality assurance, planning and budgeting, production and dissemination of the knowledge and information products and services, and generating county communication reports among other responsibilities as detailed in the Implementation plan.

5.3. Dissemination and Capacity Building

The Programme Knowledge Management and Communication Strategy will be validated by relevant stakeholders, with representation from both national and county, before its dissemination. The communication teams from the 47 counties will be trained on the strategy of which thereafter, they will be expected to develop county specific Knowledge Management and Communication Detailed Implementation Plans (DIPs).

5.4. Information Flow

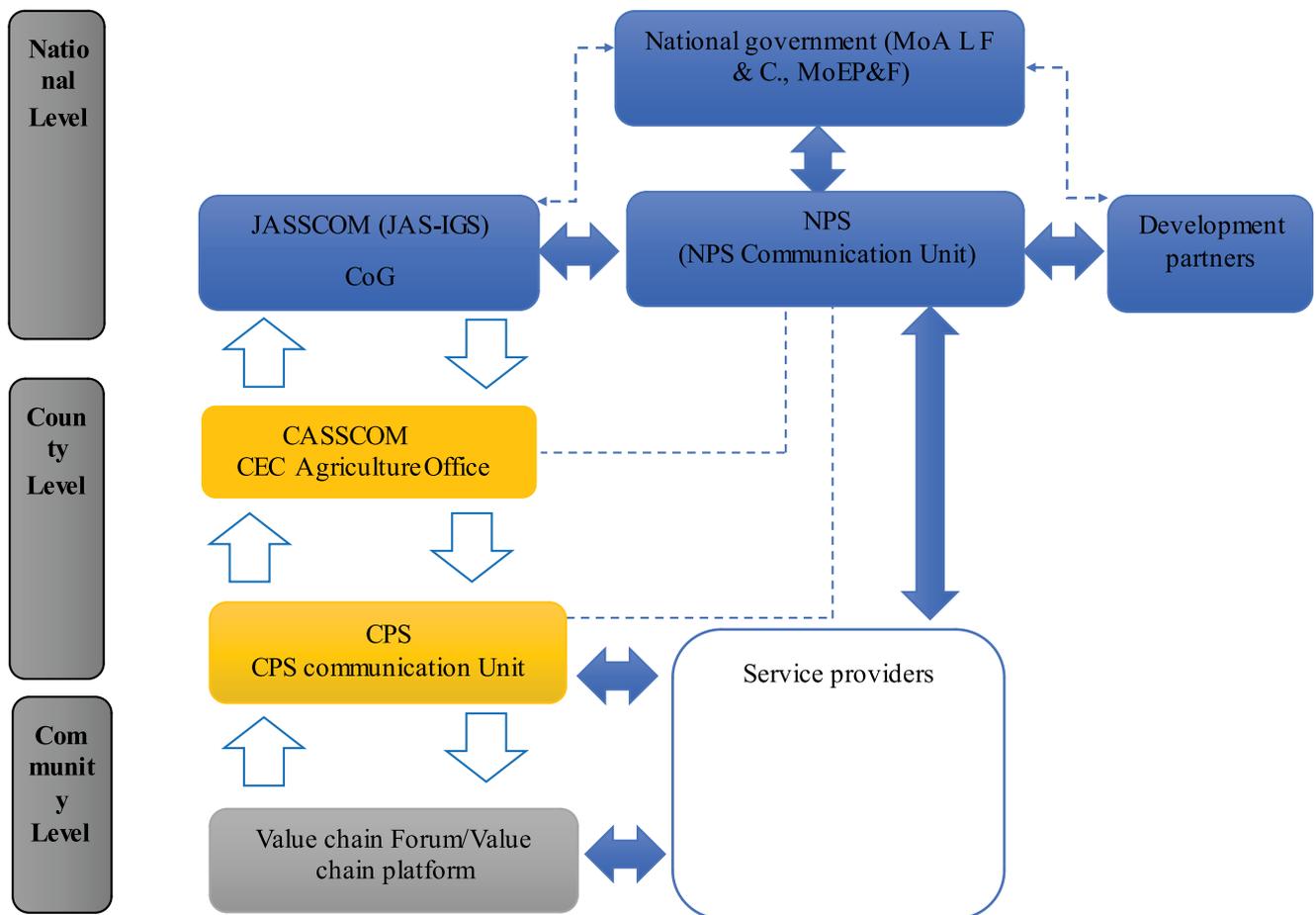


Figure 2: ASDP II Information Flow

All communication to and from JASSCOM will be handled by the JAS Co-coordinator while at the county level, all communication to and from CASSCOM will be through the CECM in-charge of Agriculture. The NPS will coordinate communication between the Programme, Ministry, JASSCOM, development partners and service providers at the national level. Information will be approved by the National Programme Coordinator (NPC) before delivery. At the CPS level, all communication to CASSCOM, NPS, partners and collaborators will be through the County Programme Coordinator (CPC). Correspondence at all levels shall be communicated in the prescribed procedure and copied to the intended recipients and or their immediate structures.

SECTION SIX: Risk Register

Table 2 below provides a summary of anticipated risks and how each will be mitigated during the implementation of this strategy. Worthy noting that the risks will be monitored alongside other KMC deliverables to ensure the effective implementation of the strategy. Key to monitoring the risks will be the documentation of learning emerging from the implementation.

Table 2: KMC Strategy Risk Register

Description of Risk	Impact on the programme*	Mitigation Measures	Responsible
Illiteracy among some VCAs	Medium	<ul style="list-style-type: none"> Capacity building, use of vernacular Specific audience targeting 	NPS/CPS/ communication teams
Low outreach to special groups (aged, Visually impaired, Hearing impaired...)	Low	<ul style="list-style-type: none"> Use of special training aids, sign language, braille and IVR 	NPS/CPS/ communication teams
Inadequate tools, equipment and technological know-how for knowledge management and communication.	High	<ul style="list-style-type: none"> Acquire necessary tools and equipment for knowledge management and communication. Stakeholder engagement Capacity development at all levels. 	NPS/CPS/ communication teams
High and unrealistic expectations from collaborators; partners and beneficiaries.	High	<ul style="list-style-type: none"> Full disclosure Joint monitoring 	NPS/CPS/ communication teams
Delay in submission of communication and information materials	Medium	<ul style="list-style-type: none"> Strict adherence to timelines Enhancing collaborations and partnerships Minimize "Silo" mentality. 	Communication units/teams
Ethical and integrity issues in knowledge management and communication	High	Improve the public image	communication teams

*low, medium, High

County Communication Plan Template

Objective	Result	Activity	Responsible	Timelines	Budget	Expected outcome (Insert narrative to describe how activities will lead to objective)
Objective 1: To share information on progress, achievement and lessons learnt	Result 1.1: Information and knowledge generated, collated and packaged	Activity 1.1.1:				
	Result 1.2: Enhanced stakeholders' access to and utilization of programme information and knowledge					
Objective 2: To enhance visibility, transparency and accountability to the stakeholders	Result 2.1: Enhanced stakeholder's awareness of					
	Result 2.2: Programme guidelines and procedures adhered to and efficiency in information flow enhanced					
Objective 3: To foster cohesion and synergy amongst stakeholders	Result 3.1: Increased stakeholders support and participation to the programme					

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COUNTY GOVERNMENTS