KNOWLEDGE MANAGEMENT & COMMUNICATION STRATEGY
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Foreword


The ASTGS and Vision 2030 spell out measures aimed at promoting access to innovations through information and communication technologies and information communication management (ICT/M). The ASTGS also acknowledges that weak research-extension-farmer linkages limit agricultural technology transfer, contribute to low levels of technology adoption by farmers and hence lower agricultural productivity.

Functional institutional collaboration, networking and partnership structures will certainly be required among the agricultural sector stakeholder in order to strengthen the weak research/extension-farmer linkages and enhance agricultural knowledge information and technology sharing.

The Kenya Climate Smart Agriculture Project (KCSAP) has therefore endeavoured to develop a strategy to guide effective communication and management of knowledge, information and technology within the project.

I sincerely hope that KCSAP implementers and stakeholders will find this Knowledge Management and Communication Strategy useful.

Mr. Francis Muthami
National Coordinator
Kenya Climate Smart Agriculture Project (KCSAP)
Acknowledgements

This Knowledge Management and Communication Strategy was prepared by the KCSAP Secretariat members, implementing partners’ (KALRO and KMD) communication officer’ and sector communication persons under the guidance of the National Project Coordinator, Mr. Francis Muthami and Ms. Muthoni Muta, the project’s Information and Communication Officer, as convener.

The KCSAP Strategy is to some extent aligned to the Knowledge Management and Communication Strategy of the Regional Pastoral Livelihoods Project as well as the Western Kenya Community Driven Development and Food Mitigation Project.

The Strategy provides a structure for a coordinated knowledge, information and technology generation, collating, packaging, sharing and archiving in order to facilitate the achievement of the KCSAP development objective.
Executive Summary

A sound Knowledge Management and Communication Strategy for KCSAP is paramount to effective project implementation at all levels. This strategy provides guidance for a more efficient management of Technologies Innovation and Management Practices (TIMPs), and other communication products and services with the sole objective of achieving the KCSAP development objective. This is because a broad outreach framework targeting different stakeholder categories is necessary for timely information sharing, enhanced project visibility, and sustained dissemination of TIMPs and the reliability of results, experiences and lessons learnt.

This Strategy will respond to the five KCSAP components namely; (1) Up scaling Climate-Smart Agricultural Practices that focuses on interventions that promote and facilitate the adoption of TIMPs to achieve the CSA triple-wins; (2) Strengthening Climate-Smart Agricultural Research and Seed Systems that supports the development, validation and adoption of context-specific CSA TIMPs; (3) Supporting Agro-weather, Market, Climate and Advisory Services, supports development of agro-weather forecasting and marketing information system and their dissemination tools; (4) Project Coordination and Management, supports activities related to national and county-level project coordination and management; and (5) Contingency Emergency Response that will finance eligible expenditures related to emergency response mechanisms in case of natural or man-made, crises or disasters, severe economic shocks or other crises and emergencies.

The project will endeavour to generate useful products that will inform adoption of TIMPs, integrate gender and social inclusion in project activities, environment and social issues to include a web-based grievance redress mechanism and public disclosure of resources to beneficiary communities. The Strategy will be implemented at both the national and county levels. Communication channels identified in the strategy include demonstrations, field days, shows exhibitions, stakeholder meetings, use of print and electronic media (TV, radio, websites, internet, and social media), face to face communication, conferences and workshops.

The strategy further proposes creation of an open repository for all documents generated from project activities both at the national and county levels; as well as a KCSAP institutional communication and knowledge management framework that delineate relationships between the project, management structures and stakeholders; and provide guidelines for monitoring and evaluating communication in KCSAP.
Abbreviations and Acronyms

AIRC    Agricultural Information Resource Centre
ASTGS   Agricultural Sector Transformation and Growth Strategy
ATC     Agricultural Training Colleges
CBO     Community Based Organization
CDDC    Community Driven Development Committee
CDDO    Community Driven Development Organization
CEC     County Executive Committee
CIG     Common Interest Group
CPCU    County Project Coordination Unit
CPSC    County Project Steering Committee
CTAC    County Technical Advisory Committee
CTD     County Technical Department
CVCDC   County Value Chain Development Committee
EACCCP  East African Community Climate Change Policy
EOI     Expression of Interest
ESIA    Environment and Social Impact Assessment
ESMF    Environment and Social Management Framework
FBO     Faith Based Organization
GDP     Gross Domestic Product
GHG     Green House Gas
GRM     Grievance Redress Mechanism
ICT     Information Communication technologies
IDA     International Development Association
IEC     Information Education and Communication
KACCAL  Kenya Adaptation to Climate Change in the Arid and Semi-Arid Lands
KALRO   Kenya Agriculture and Livestock Research Organization
KCSAP   Kenya Climate Smart Agriculture Project
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>KCSAS</td>
<td>Kenya Climate-Smart Agriculture Strategy</td>
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<tr>
<td>KEMFRI</td>
<td>Kenya Marine and Fisheries Research Institute</td>
</tr>
<tr>
<td>KMC</td>
<td>Knowledge Management and Communication</td>
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<td>KMD</td>
<td>Kenya Meteorological Department</td>
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<tr>
<td>LAN</td>
<td>Local Area Network</td>
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<tr>
<td>MIS</td>
<td>Management Information System</td>
</tr>
<tr>
<td>MOALF&amp;I</td>
<td>Ministry of Agriculture Livestock Fisheries and Irrigation</td>
</tr>
<tr>
<td>MSMEs</td>
<td>micro small- and-medium enterprises</td>
</tr>
<tr>
<td>NARS</td>
<td>National Agricultural Research Systems</td>
</tr>
<tr>
<td>NASEP</td>
<td>National Agricultural Sector Extension Policy</td>
</tr>
<tr>
<td>NGOs</td>
<td>Non-Governmental Organization</td>
</tr>
<tr>
<td>NPC</td>
<td>National Project Coordinator</td>
</tr>
<tr>
<td>NPCU</td>
<td>National Project Coordination Unit</td>
</tr>
<tr>
<td>NPSC</td>
<td>National Project Steering Committee</td>
</tr>
<tr>
<td>NTAC</td>
<td>National Project Advisory Committee</td>
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<tr>
<td>PAD</td>
<td>Project Appraisal Document</td>
</tr>
<tr>
<td>PAP</td>
<td>Project Affected Persons</td>
</tr>
<tr>
<td>PICD</td>
<td>Participatory Integrated Community Development</td>
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<td>PIM</td>
<td>Project Implementation Plan</td>
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<tr>
<td>PO</td>
<td>Producer Organization</td>
</tr>
<tr>
<td>PPP</td>
<td>Public Private Partnership</td>
</tr>
<tr>
<td>RAP</td>
<td>Resettlement Action Plan</td>
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<td>RPF</td>
<td>Resettlement Policy Framework</td>
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<tr>
<td>SAIC</td>
<td>Social Accountability and Integrity Committee</td>
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<tr>
<td>SDG</td>
<td>Sustainable Development Goals</td>
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<tr>
<td>SMS</td>
<td>Short Message Service</td>
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<tr>
<td>SP</td>
<td>Service Provider</td>
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<tr>
<td>TIMPs</td>
<td>Technologies, Innovations and Management Practices</td>
</tr>
</tbody>
</table>
UNCCD  United Nations Convention to Combat Desertification
VC     Value Chain
VMG    Vulnerable and Marginalised Group
VMGF   Vulnerable and Marginalised Group Framework
VMGP   Vulnerable and Marginalised Group Program
1.0 Introduction

1. Agriculture is a major driver of the Kenyan economy and the dominant source of employment for about half of the population. The sector employs over 80 percent of the rural work force and accounts for more than 20 percent of formal employment therefore playing a key role in poverty reduction. In 2016, agriculture, forestry and fishing sector contributed 32.6 percent to the national gross domestic product (GDP). The Kenya Vision 2030 recognizes the importance of transforming smallholder subsistence agriculture into an innovative, commercially oriented, and modern sector. It identifies the major challenges as low productivity, underutilized land, inefficient markets and limited value addition. Addressing these challenges is crucial in attaining the Sustainable Development Goals (SDGs); SDG1 ending poverty and SDG2 of eradicating hunger in Kenya. The Government’s efforts to address these challenges are articulated in a number of policy and strategies which includes Agricultural Sector Development Strategy (ASTGS) 2010–2020, National Agricultural Research Systems (NARS) and National Agricultural Sector Extension Policy (NASEP). Following introduction of the Government Big 4 Agenda, the project fits into enhancing food security, moving the communities into manufacturing, leading to improved livelihoods.

2. The Centre for Global Development ranks Kenya 13th out of 233 countries for “direct risks” from “extreme weather and 71st for “overall vulnerability” to climate change (KCSAP PAD). The country is active in the international and regional dialogue on mainstreaming climate change into agricultural policies, plans and actions and is a signatory to the UNCCD and UNFCC. Kenya is also implementing the Compressive Africa Agriculture Development Program (CAADP) Framework (2010) and the East African Community Climate Change Policy (EACCCP), Master plan and Strategy, which also informs Kenya’s National Climate Change Policy. At national level, the Kenya Climate-Change Act, 2016 envisions “a climate resilient and low carbon growth sustainable agriculture that ensures food security and contributes to the national development goal. Further, Kenya Climate-Smart Agriculture Strategy (KCSAS, 2017-2026) provides framework for action on effects of climate change. The KCSAP project focuses on increasing agricultural productivity, enhancing resilience to impacts of climate change and reduction in GHG emissions.

3. The Project Development Objective (PDO) is “to increase agricultural productivity and build resilience to climate change risks in the targeted smallholder farming and pastoral communities in Kenya, and in the event of an Eligible Crisis or Emergency, to provide immediate and effective response.” To achieve this objective the project will support:

   (i) Improving water/soil management, especially within smallholder maize systems in the marginal rainfall zones—specifically, in smallholder mixed crop-livestock, crop-livestock-tree (agro-silvo-pastoral) production systems and in crop forest (agro-forestry) production systems;

   (ii) Promoting sustainable, community-driven rangeland management and improved access to quality livestock services in ASALs—specifically, in pastoral/extensive livestock production systems;
(iii) Supporting the generation and dissemination of improved agricultural Technology, Innovation, Management Practices (TIMPs) and building sustainable seed systems

4. The project interventions will be concentrated in 24 selected counties in Arid Areas, Semi-Arid Areas and Medium-to-High Rainfall Areas (Table 1). Each county will select four to six wards in up to three sub-counties using the following criteria: (i) Poverty level of ward; (ii) Vulnerability to climate risks; (iii) Presence of priority value chains; (iv) geographic proximity and contiguity of wards; (v) Absence of similar initiatives to avoid duplication; and (vi) Presence of ward-level technical department officials.

Table 1: Project Implementing Counties

<table>
<thead>
<tr>
<th>Arid Counties</th>
<th>Semi-Arid Counties</th>
<th>Non-ASAL Counties</th>
</tr>
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<tbody>
<tr>
<td>1 Marsabit</td>
<td>1 West Pokot</td>
<td>1 Busia</td>
</tr>
<tr>
<td>2 Isiolo</td>
<td>2 Baringo</td>
<td>2 Siaya</td>
</tr>
<tr>
<td>3 Tana River</td>
<td>3 Laikipia</td>
<td>3 Nyandarua</td>
</tr>
<tr>
<td>4 Garissa</td>
<td>4 Nyeri</td>
<td>4 Bomet</td>
</tr>
<tr>
<td>5 Wajir</td>
<td>5 Tharaka Nithi</td>
<td>5 Kericho</td>
</tr>
<tr>
<td>6 Mandera</td>
<td>6 Lamu</td>
<td>6 Kakamega</td>
</tr>
<tr>
<td>7 TaitaTaveta</td>
<td>7 UasinGishu</td>
<td></td>
</tr>
<tr>
<td>8 Kajiado</td>
<td>8 Elgeyo Marakwet</td>
<td></td>
</tr>
<tr>
<td>9 Machakos</td>
<td>9 Kisumu</td>
<td></td>
</tr>
</tbody>
</table>

5. The direct beneficiaries of the project are estimated at about 521,500 households of smallholder farmers, agro-pastoralists, pastoralists and fisher folks. These beneficiaries include members of Common Interest Groups (CIGs), Vulnerable and Marginalized Groups (VMGs), Public Private Partnerships (PPPs), including Producer Organizations (POs), and thus recipients of grants, as well as beneficiaries that benefit from landscape-level investments implemented by counties. Of these, 163,350 represent households organized into about 4,950 CIGs and 18,150 represent households organized into 1,100 VMGs. All these groups will also benefit from community climate smart agriculture (CSA) micro-projects. About 240,000 and 100,000 households will benefit from the county-level and public-private partnership (PPP) investments (subprojects), respectively. More than 600 micro small- and-medium enterprises (MSMEs) will also benefit directly from project interventions.

6. The total project cost is estimated at US$279.7 million, of which the International Development Association (IDA) will finance US$250 million under an Investment Project Financing (IPF) instrument. The estimated project cost takes into account GoK counterpart funds (US$15.9 million equivalent), county governments (US$8.3 million), and beneficiary contributions (US$5.5 million equivalent) for a total of US$29.75 million equivalent.
7. This strategy intends to build and strengthen the project’s approach to knowledge management and communication (KMC) among project stakeholders. The project’s visibility, acceptance, and reputation will be enhanced and strengthened by delivering the right messages and creating the right impression verbally, in writing and visually. The strategy will provide a solution in bridging the awareness and interest gaps and CSA technologies innovations and management practices (TIMPs) disseminated by the project among the different stakeholders. It is expected that by implementing this strategy, the stakeholders will be more knowledgeable about the project and its progress. This will augment ownership, political will, stakeholder participation and sustainability.

This Knowledge Management and Communication Strategy is intended to guide project implementers and beneficiaries at all levels to communicate effectively and deliver on the project objectives.

2.0 Knowledge Management and Communication Strategy

8. KCSAP is committed to delivering quality cost-effective services that meet the needs of the farming, pastoral and agro pastoral and fisher folk communities, thus enabling them to influence the decisions that affect their lives. Good communication, therefore, is vital to ensure that stakeholders and the public in general know what the project is doing and project implementers equally understand what beneficiaries want. A culture of good KMC is the responsibility of everyone in the project and it is important that every member of the project team is willing to receive and provide information. The communications team is responsible for setting standards, providing guidance, establishing and maintaining channels of communication. It is essential that communication is done in a professional and well-informed manner to anyone who comes in contact with the project at any level. Messages need to be consistent, and appropriate to specific target audiences’ needs.

2.1 Statement of Purpose

9. Knowledge Management and Communication is important in providing timely and accurate information to all stakeholders about the project. The purpose of this Strategy is to guide the development and implementation of the KMC activities for KCSAP and its benefits to fisher-folk farming, agro-pastoral and pastoral communities in the targeted 24 project counties as well as all other project stakeholders.

The purpose of the Strategy is to:
   (i) Provide a guiding framework for knowledge management and communication;
   (ii) Identify communication and knowledge management opportunities and gaps and propose pragmatic measures to address the gaps;
   (iii) Identify information and knowledge to package for specific user audiences that is demand-driven in a timely and accurate manner;
   (iv) Document and share best practices.
2.2 Current Situation

10. Observed communication gaps among KCSAP target beneficiaries include minimal awareness of project objectives; weak linkages between CSA knowledge generated and its application; research inputs and processes on CSA not informed by felt needs of the target beneficiaries; limited mechanisms for ensuring access to CSA technologies; innovations and management practices (TIMPs) and weak monitoring and evaluation tools that effectively link inputs to outputs and outputs to outcomes. The end result is low uptake and adoption of existing CSA technologies by small holder farmers, agro-pastoralists and pastoralists in the targeted counties in addition to inadequate knowledge and skills for addressing the situation coupled with a near negative attitude towards adoption of CSA technologies.

This situation is compounded by the fact that project implementing and executing agencies including implementing counties do not have KMC strategies. This Knowledge Management and Communication Strategy is therefore envisioned to address these challenges and will be informed by a Strength Weaknesses Opportunities and Threats (SWOT) analysis to be conducted in collaboration with the implementing and executing agencies and Counties. It is expected that with the implementation of the strategy, the stakeholders will be more knowledgeable about the project, its progress as well as the various communication pathways and products existing to enhance and strengthen KMC. This will ultimately enhance political will, stakeholder participation and sustainability of interventions.

2.3 Objectives of the Strategy

11. The overall goal of the Strategy is to contribute to the attainment of increased agricultural productivity and build resilience to climate change risks in the targeted smallholder mixed crop-livestock, crop-livestock-tree (agro-silvo-pastoral) production systems and in crop forest (agro-forestry) production systems; and in the event of an Eligible Crisis or Emergency, to provide immediate and effective response through the development and dissemination of correct, relevant and up to date information regarding different aspects that the project is addressing.

12. Specific Objectives:
   (i) To strengthen knowledge management and communication amongst stakeholders
   (ii) To enhance project visibility, acceptance, and reputation
   (iii) To enhance Dissemination of CSA TIMPS
   (iv) To enhance political goodwill, stakeholder participation, ownership and sustainability of the project activities

3.0 KCSAP Target Audience

13. KCSAP target audiences span a broad section of society including national institutions and agencies, and county and community level institutions. Different audiences have distinct roles to play, but key role is to empower the farming, agro-pastoral and pastoral communities with accurate and timely information in order to increase agricultural productivity and build resilience to climate
change risks and to ensure that the national and the respective county governments respond promptly and effectively to any arising emergency or crisis. To achieve this, it is necessary to clearly define the project target audience groups and key stakeholders. The following priority audience groups have been identified as important for KCSAP success. The target audiences are categorised into national, county and community levels as shown in Table 2 below. The levels have specific but mutually reinforcing and complementing roles to play as regards to the strategy’s objectives. Below are the audiences’ roles:

**a) National Institutions and Agencies**

14. The role of the audiences at this level is to:

   (i) Create an enabling environment for project planning, coordination, and emergency and crisis management at both national and county levels;
   (ii) Give policy guidance and direction for effective implementation of the project in line with key Government policy documents e.g. Vision 2030, Agricultural Sector Transformation and Growth Strategy (ASTGS), Kenya Climate Smart Agriculture Strategy (KCSAS), National Agricultural Sector Extension Policy (NASEP), National Agricultural Research System (NARS) policy;
   (iii) Co-ordination of all institutions and stakeholder groups involved in implementation of the project;
   (iv) Review and approval of any changes in project policies and procedures governing implementation of the project;
   (v) Guide integration of KCSAP outputs in the national development agenda;
   (vi) Provide technical support at all levels of project implementation;
   (vii) Identify and validate best practices for scaling up project implementation.

**b) County Level**

The role of the audiences at this level is to:

   (i) Mobilize the different farming, agro-pastoral and pastoral communities;
   (ii) Create an enabling environment for planning and coordination of project activities at that level;
   (iii) Coordinate partnerships at county level;
   (iv) Support planning and contribute to technical input into the implementation of project activities;
   (v) Monitor and supervise project activities in the respective counties;
   (vi) Provide reports and feedback on project progress.
c) Community Level

The role of the audiences at this level is to:

(i) Mobilize the different farming, agro-pastoral and pastoral communities to participate in and benefit from the project;
(ii) Provide necessary information for effective project implementation;
(iii) Participate in project implementation;
(iv) Adopt best TIMPs;
(v) Increase demand and utilization of project services
### Table 2: Target audience category and expected communication products

<table>
<thead>
<tr>
<th>Level</th>
<th>Audiences</th>
<th>Expected communication products</th>
</tr>
</thead>
</table>
| 1. National | i. Policy makers;  
|            | ii. Cabinet and Principal Secretaries of implementing and executing agencies;  
|            | iii. Directors of Technical Departments                                   | (i) Policy Briefs  
|            |                                                                           | (ii) Progress reports in line with government policy and legislative framework – ASTGS, NASEP, Climate Change Strategy;  
|            |                                                                           | (iii) Proposals, statutory approvals and progress in implementation of micro and sub-projects;  
|            |                                                                           | (iv) Linkages with research institutions and farmer organizations and key stakeholders along the value chain e.g. input suppliers, transporters, media practitioners; use of resources; procurement. |
|           | i. National Project Steering Committee (NPSC),  
|           | ii. National Project Advisory Committee (NTAC); National Project NARS institutions | (i) Progress reports in line with government policy and legislative framework – ASTGS, NASEP, Climate Change Strategy;  
|           |                                                                           | (ii) Progress in implementation VCs, micro- and sub-projects  
|           |                                                                           | (iii) Linkages with research institutions, agro-weather and market information; farmer organizations and key stakeholders along the value chain e.g. input suppliers, transporters  
|           |                                                                           | (iv) Management of resources; Procurement; Complaints handling and resolutions; Disclosure of resources. |
|           | i. National Project Coordination Unit (NPCU)                              | (i) Progress in implementation of VCs, micro- and sub-projects;  
|           |                                                                           | (ii) Linkages with research institutions, farmer organizations and key stakeholders along the value chain e.g. input suppliers, transporters, media practitioners; |
|           | i. National Treasury                                                     | (i) Financial management                                                                 |
|           | ii. Financial institutions                                               | (i) KCSAP development objectives and beneficiary financial needs |
| iii. Media, Civil Society | (i) KCSAP development objectives,  
(ii) Progress in implementation – success stories  
(iii) Beneficiary financial needs, complaints/grievances and their resolutions |
|--------------------------|-----------------------------------------------------------------|

### 2. County

| i. County Executive Committee (CECs) members and Chief Officers of agricultural sector departments;  
  ii. County sector departmental directors;  
  iii. Civil society (CBOs, NGOs, FBOs)  
  iv. Cultural leaders | (i) Awareness creation on project objectives  
(ii) Design and progress in implementation of VCs, micro and sub-projects; to include success stories innovations, and gaps  
(ii) Linkages with research institutions and farmer organizations and key stakeholders along the value chain: input suppliers, transporters, media practitioners;  
(iii) Grievances/complaints and resolutions; resource disclosures |
|--------------------------|-----------------------------------------------------------------|
| i. County project Steering committee (CPSC)  
ii. County Technical Advisory Committee (CTAC) | (i) Awareness on project development objectives and project achievements  
(ii) Progress on implementation of VCs, micro and sub-projects;  
(iii) Linkages with research institutions; agro-weather and market information; farmer organizations and key stakeholders along the value chain e.g. input suppliers, transporters, media practitioners;  
(iv) Grievances/complaints and resolutions; resource disclosures. |
| i. County Project Coordination Unit (CPCU) and  
ii. County Technical Departments (CTD) | (i) Progress in implementation of VCs, micro and sub-projects;  
(ii) Linkages with research institutions; agro-weather and market information; farmer organizations and key stakeholders along the value chain e.g. input suppliers, transporters, media practitioners;  
(iii) Grievances/complaints and resolutions; resource disclosures |

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KCSAP KNOWLEDGE MANAGEMENT AND COMMUNICATION STRATEGY
### 3. Community

<table>
<thead>
<tr>
<th>i. Civic leaders,</th>
<th>(i) Awareness creation on project objectives and benefits to community members (Posters, Brochures, leaflets).</th>
</tr>
</thead>
<tbody>
<tr>
<td>ii. Farmers - agro-pastoralists, pastoralists,</td>
<td>(ii) Grievances/complaints reported and resolutions if complainant</td>
</tr>
<tr>
<td>iii. Opinion leaders,</td>
<td></td>
</tr>
<tr>
<td>iv. Community- and Faith-Based Organizations (C/FBOs) and cultural leaders</td>
<td></td>
</tr>
</tbody>
</table>

### i. Extension Service Providers

(i) TIMPs, market information, financial information, availability of inputs and input prices;
(ii) Agro-weather information, early warning system on emergencies (e.g. disease and pest outbreaks, floods, droughts) transportation;
(iii) Grievances/complaints reported and resolutions specific to extension services.

### i. Producer organizations

(i) TIMPs, market information, financial information, availability of inputs and input prices,
(ii) Agro-weather information, early warning system on emergencies (e.g. disease and pest outbreaks, floods, droughts).
(iii) Complaints/grievances and resolutions
(iv) CSA TIMPs climate change; agro-weather information, early warning system and emergencies crisis
(v) Information on matching grants;
(vi) Market information

### i. Private Firms (Profit-oriented organizations)

(i) Information on Productive Alliance model (PPP with producers), Enterprise development matching grants, market information.
4.0 Approaches to Identifying Beneficiary/Key Stakeholders Communication Needs

15. The entry point to communication in KCSAP is awareness creation on the project objectives and how the target communities are likely to benefit from the project.

Approaches to Information and communication needs at the community Level

4.1 The Participatory Integrated Community Development (PICD)

The Participatory Integrated Community Development (PICD) process will set stage for entry of various stakeholders such as agricultural research scientists, advisory service provider consortia, Kenya Meteorological Department (KMD), input suppliers and other stakeholders in identifying the diverse beneficiary information needs. During this process, the diverse stakeholders will interact with the communities to determine their information and communication needs as well as the most suitable channels for communicating with the target audience. These stakeholders will conduct information needs assessment of the target audience and find their entry point to providing relevant information to the audiences. Planning for the PICD process will be the responsibility of the CPCU in collaboration with the County Technical Department and the local/ward leadership. The PICD report will be shared with key stakeholders.

4.2 Situation Analysis

16. Before engaging the target audience/beneficiary communities to determine their information needs, it is necessary for the stakeholders (CPCU, SP consortia, agricultural research scientists, KMD staff among others) to have a thorough understanding of the smallholder fisher folk and farming, agro-pastoral and pastoral communities in the targeted counties in order to avoid any misunderstandings and negative perceptions about the project. This would entail conducting a rapid situation analysis towards understanding the existing and potential audiences. The rapid situation analysis will include:

(i) Target community’s socio-cultural beliefs that may hinder their interaction with the project stakeholders and therefore affect their participation in the project;
(ii) Barriers to communication: language barrier; socio-cultural orientation; economic status;
(iii) Literacy levels among community members;
(iv) Ability to implement TIMPs in terms of the community’s financial disposition and access to credit facilities e.g. for the purchase of inputs;
(v) Existing communication pathways
(vi) Access to input and output market information, agro-weather information;
(vii) Planned achievements.

This understanding will help in determining the pathways to use while communicating with the community members and will aid in developing context specific extension messages, select suitable channels of communication whilst observing values, customs, prejudices and beliefs of the audience.
4.3 Strategic Knowledge Management and Communication Approaches

17. The strategic Knowledge Management and Communication approaches to be used will include interpersonal communication, mass media, social and digital media, ICT and Internet.

   a) Interpersonal communication

18. This approach will deliver messages via face-to-face interactions. Interpersonal communication will be used at all the levels i.e. national and county levels during meetings, as well as during community group meetings. Examples include community barazas, scheduled meetings, workshops and conferences, farm visits, field days, exhibitions, trade fairs and shows, learning tours, farmer to farmer extension, briefings, and trainings, use of toll-free numbers, consultations and expert advice among others.

Community Barazas and Meetings: Will be the entry point to community mobilization as well as sharing implementation progress with community members from time to time.

Scheduled meetings: Scheduled meetings will be conducted by project implementation structures at all levels.

Workshops: NPCU will conduct annual national review workshops at national level and invite relevant stakeholders to review progress in implementation, share experiences and lessons learnt for components 2 and 3. CPCUs will similarly conduct annual review workshops at the county level and invite relevant stakeholders to review progress in implementation for component 1. Other training workshops will also be conducted by the NPCU and CPCU for project staff and stakeholders as appropriate

Conferences: Project staff will from time to time participate in various conferences (national, regional and international) as necessary.

Farmer/pastoral field schools’ approach by public/private extension service providers.

Farm Visits to CIGs' interventions by SPs consortia.

Group training meetings by SP consortia and beneficiaries at designated training points. The venue will be consultatively agreed up by the SPs and the beneficiaries e.g. at demonstration plot site or a group member’s farm.

Method and Result demonstrations: Will be used by KALRO and SP consortia to demonstrate the step by step approaches in implementing specific TIMPs in order to achieve the desired outcome.

Field days/Exhibitions/Trade Fairs: SP consortia in collaboration with CPCU and event organizers will show case project progress and achievements by CIGs, VMGs, POs.

Cost of materials required and transport costs will be anticipated during planning and budgeting by the CPCU and the SP consortia and factored in their respective budgets.

b) Mass Media

19. Mass media mainly focuses on print and electronic media
Print media (written communication)

This approach will use dairies, targeted posters, information brochures, booklets, newspapers magazines and banners with key messages on KCSAP. All posters and brochures will be produced along the professional criteria of the 7 Cs of communication i.e. Clear, concise, correct, concrete, coherent, complete and courteous. For example, a poster will have only one or at most two messages to put across; distribution of brochures will be well planned as will be the development and placement of banners to mention a few.

(i) Diary

A diary 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. Who will keep a dairy?

• All community management structures e.g. CIG, VMG, PO, CDDC, CDDO secretaries will keep a diary for taking notes during any official interaction with the SP consortia and the project officials or noting any significant developments taking place in the group. Simple note or exercise books will be provided by the CPCU for documenting important points. All such documentation will be dated.

• Service Provider (SP) consortia will equally keep a diary to note important beneficiary information needs that he/she will seek redress. These needs will later be captured in SP monthly reports stating whether the needs were addressed or not and why. Information needs that are identified but not addressed by the SP consortia will be filtered by CPCU from the SPs reports, prioritized and addressed in collaboration with the sub-county Technical Teams and feedback relayed to beneficiaries through the SP consortia.

• Officers at all levels will keep diaries

(ii) Information Education Communication materials (IEC)

These will include technical information booklets, leaflets, brochures, educational posters, journal publications on research findings

Information brochures: Each CPCU will prepare awareness creation information brochures for their respective counties and share them with relevant stakeholders e.g. during County project launch, visits to CPCU offices, exhibitions and shows. These brochures will also be posted on the respective county website.

Publicity posters: will be used to:

• Publicize mobilization Barazas– information on the poster will clearly indicate the title of the activity, objective, date of the event, venue, time and who is invited to the event and the contact of the event organizers. The objective will be to create awareness among community members to enable them attend the barazas and enrol as members of CIGs/VMGs.

• Publicize opportunities/enterprises suitable in the location (promotion of opportunities poster). This poster will indicate the cost benefit analysis of engaging in the enterprise
being promoted with the objective of enticing community members to take up the opportunities as members of CIGs/VMGs.

- Disclose funds allocated to each CIG/VMG, micro-project, and sub-project. This information will be enlisted on the posters and publicized for purposes of transparency and accountability. Soft copies of the disclosure poster will also be sent to NPCU (Communication Officer) for archiving.

All the posters will be placed in strategic public places such as market places, church compounds, schools, and chief’s offices as appropriate. The disclosure of funds posters will be placed immediately after the release of funds to the CIGs/VMGs and the sub-projects.

**Technical information brochures, leaflets, booklets, manuals, modules and educational posters**

20. NPCU (Communication Officer and Research Coordinator, Component 2) and KALRO in collaboration with NARS institutions, MOALF&I, KEMFRI, KMD and other stakeholders will prepare, and package CSA education materials such as technical information brochures, leaflets, booklets, manuals and educational posters for use by SP consortia. Before embarking on training communities, SP consortia will be trained on the use these materials by the respective preparation teams. Educational posters will be used to visually communicate technical information to beneficiaries for ease of understanding the messages such as steps to pest control, pictures of different pests for instance. This approach will help harmonize standards for packaging user-friendly education materials across all the project counties. These materials will be posted on the project website at the national level by NPCU while county specific materials will be posted on the county website by the CPCU.

All the packaged technologies will be digitized and archived. Materials such as leaflets, booklets, brochures and roll-up banners will be displayed at the reception, waiting areas at the NPCU and CPCU and at points of relevant human traffic.

**Newspapers and Magazines**

21. English and Kiswahili papers/magazines are an effective channel for reaching policy makers, national and county leaders, researchers, medium and large-scale farmers as well as the elite. Newspapers and magazines will be used to publicize/create awareness on project launch at county and national levels; invite calls for expression of interest (EOI) from potential advisory service providers in county magazines and newsletters; publicize milestones achieved in the project implementation process e.g. feature stories from counties and research. Efforts will be made at both national and county levels to collaborate with local and national programs such as Seeds of Gold of the Nation Newspaper and other media outlets to cover success stories from time to time. Copies of printed features and press releases will be digitized and filed by the CPCU and the NPCU; press cuttings will also be filed as evidence.
**Sign posts**

22. CPCU will support the fabrication of sign posts for the CIGs, VMGs, POs, micro-projects and sub-projects and have them erected in appropriate locations for awareness creation, visibility and direction. NARS institutions, POs, private firms receiving support from KCSAP will equally have similar sign-posts. The sign posts will bear project logo, government emblem, micro-project/sub-project/research activity name and address, project cost, start and expected completion date. Cheap and locally available materials will be used in fabricating the signposts in order to discourage vandalism of metals e.g. building stone walls and having them decently painted. Directional signs indicating location of KCSAP offices will be appropriately placed.

**Collateral media**

23. Key messages about KCSAP will be packaged and delivered to target audiences using collateral media for promotional purposes e.g. T-shirts, caps, billboards, pens and bumper stickers among others and banners.

**Progress reports**

24. Technical progress reports will be submitted to the NPCU by CPCU, NARS institutions, KMD, KALRO for consolidation and sharing with stakeholders as follows:

- Quarterly progress reports - by the 5th day of the month following the reporting quarter.
- Annual reports - by the 15th day of the month following the reporting year.

These reports will review activities for the period under review and will provide information on achievements according to the work-plan; what did not succeed and why? Whether there were changes in the programs strategy, how and why? Grievances reported and how they were resolved; challenges and recommendations.

**Policy Briefs**

25. Based on lessons learnt during project implementation, NPCU will oversee the preparation of policy briefs for policy makers in MoALF&I in order to influence meaningful policy change in the sector.

**Branding**

26. NPCU, CPCU, KMD, KALRO and NARS institutions will ensure that all project assets are branded in order to discourage misuse, misrepresentation and loss. This will include vehicles, computers, furniture, micro/sub-project equipment, tools, plants, machinery and all items procured using project funds.

**Notice boards**

27. These shall be used where possible for displaying internal circulars and urgent messages that require the immediate attention of staff.
Electronic media/Information Communication technologies (ICT)

28. These include radio, TV, Social and Digital Media, ICT, Internet and websites

(i) Radio
The great potential of radio for dissemination of information including agricultural messages has been universally acknowledged. Vernacular radios are particularly important because they remain the biggest source of information for a majority of Kenyans. Some of these vernacular radio stations also broadcasts in 24 counties where KCSAP will be implemented. These stations will be used to:
- Create general awareness on project objectives and coverage through radio spots in local languages.
- CPCU will relay awareness messages on project activities through FM radio. Messages such as publicity on mobilization barazas for beneficiaries to turn up in large numbers
- Talk shows: The NPCU and CPCU in collaboration with the local FM stations, SP consortia, county sector department and CDDC will organize quarterly interactive radio talk shows on progress in project implementation

(ii) Audio visuals - TV and video documentaries

29. Video Documentaries - These will be used particularly during capacity building sessions of SPs Consortia and CTDs by KALRO and CPCU. Agricultural Training Colleges (ATCs)/Mobile Pastoral Training Centres often have such training materials and equipment. Agricultural Information and Resource Centre (AIRC) has a library of training video documentaries on various thematic areas.

The project will produce short video documentaries on success stories (7-10 minutes long) tracking project progress, outcomes. These clips will be posted on You-tube in addition to providing content to through partnering with purposively selected media houses with existing agricultural TV programs.

Print and electronic media will be appropriately selected and used to cover and air important field activities such as project launch, field days and exhibitions. Extreme caution and professionalism will however be exercised when dealing with the press to ensure right messaging is strewn.

(iii) Social and Digital Media, ICT and Internet

30. This will involve the use of different platforms such as the KCSAP website for hosting project documents and video documentary links, mobile phone, group emailing, and KCSAP Facebook page and twitter handle.

(iv) Websites
(i) All project offices (national and county) will have Local Area Networks (LANs) for efficient communication and to ensure data/information sharing and efficiency in reporting.
(ii) NPCU, CPCU and all stakeholders will use the internet as an effective real-time communication tool through e-mails and social media. The coordination units will each have e-mail addresses, create a face book page and twitter handle to encourage social media interaction.

(iii) NPCU will create its website and disclose all relevant project documents including standardized technical information brochures and leaflets, research documents, project documentaries, tender notices and any other project related documents. Information-type on the website is as shown in Table 3 below:

Table 3: Sources and Types of Information to be posted on the KCSAP Website

<table>
<thead>
<tr>
<th>Source</th>
<th>Type of Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. NPCU</td>
<td>Project Implementation Plan (PIM), Extension Manual, Matching Grants Manual, Procurement Manual, Financial Management Manual, Emergency response manual, Project ESMF, RPF and VMGF, Project Knowledge Management and Communication Strategy, VC extension materials and training modules, Technical progress reports, information brochures, tender notices and awards, Call for Expression of Interest (EOI), journal papers, ESIAAs, ESMPs, RAPs and VMGPs, etc. Geo-referenced CIGs, VMGs, POs, micro-projects, sub-projects detailing coordinates, name of entity, membership, and contact details of executive committee for enhanced visibility and ease of monitoring.</td>
</tr>
<tr>
<td>2. CPCU</td>
<td>Technical progress reports, call for EOI, tender notices and awards, county specific information brochures, disclosure of resources to CIGs, VMGs, micro-project, sub-projects, grievances and their resolutions</td>
</tr>
<tr>
<td>3. CDDCs and CDDOs</td>
<td>Disclosures on allocation of resources to CIGs, VMGs, micro-projects, sub-project. The information will detail name of sub-location, ward, sub-county, total cost, community contribution, number of beneficiaries, telephone contacts of chair, secretary and treasurer</td>
</tr>
</tbody>
</table>

(iv) Facebook and Twitter:

The project will have an interactive face book page for communicating with the general public as well as a Twitter handle for sharing information about the project to enhance visibility.

(v) Mobile phone

32. NPCU and CPCU in collaboration with service providers will use mobile phones to:
   a) Register project beneficiaries in the project counties
   b) Share agro-weather and market advisories with the beneficiaries
c) Relay tailor made technical messages through existing SMS and ICT web-based platforms such as *i-cow, e-soko, NAFIS* among others.

d) Relay U-Report type of short message service (SMS) or interactive voice response (IVR) – this is a social message tool designed for selected community representatives to respond to or report issues, and work as positive change agents on behalf of community members. The U-report will be used to:

e) Receive direct feedback from farmers on the performance of SPs,

f) Handle complaints and grievances,

g) GPS mapping of project activities in the project counties

*Groups e-mail and WhatsApp* – will be used for real time communication within the project and with stakeholders.

Table 4 below gives an overview of level of the target audiences and the expected communication information as well as the appropriate communication channel.
Table 4: KCSAP Target Audiences and Communication Channels

<table>
<thead>
<tr>
<th>Level</th>
<th>Audience</th>
<th>Expected communication Information/Content</th>
<th>Communication Channels</th>
</tr>
</thead>
<tbody>
<tr>
<td>National</td>
<td>• Parliament;</td>
<td>(i) Progress reports in line with government policy and legislative framework – ASTGS, NASEP, Climate Change Strategy;</td>
<td>• Meetings;</td>
</tr>
<tr>
<td></td>
<td>• Policy makers (Cabinet and Principal Secretaries of implementing and executing agencies);</td>
<td>(ii) Design and progress in implementation of micro and sub-projects;</td>
<td>• Project launch;</td>
</tr>
<tr>
<td></td>
<td>• Directors of Technical Departments;</td>
<td>(iii) Linkages with research institutions and farmer organizations and key stakeholders along the value chain e.g. input suppliers, transporters, media</td>
<td>• Print media (project documents, information brochures, supplements);</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(iv) Practitioners; use of resources; procurement</td>
<td>• Collateral media (stickers, T-shirts, caps)</td>
</tr>
<tr>
<td></td>
<td>• National Project Steering Committee (NPSC);</td>
<td>(i) Progress Report</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• National Project Advisory Committee (NTAC);</td>
<td>(ii) Progress in implementation of VCs, micro- and sub-projects</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• NARS institutions</td>
<td>(iii) Linkages with research institutions, agro-weather and market information</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(iv) Farmer organizations and key stakeholders along the value chain e.g. input suppliers, transporters</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Project Coordination Unit (NPCU)</td>
<td>(i) Progress in implementation of VCs, micro- and sub-projects; (ii) Linkages with research institutions, farmer organizations and key stakeholders along the value chain e.g. input suppliers, transporters, media practitioners;</td>
<td>Meetings; Websites, Web Portals; Mass media (radio, documentaries, TV, newspapers/magazines); Progress reports; interpersonal and group communication; IEC materials, booklets, fact sheets, posters; MIS</td>
<td></td>
</tr>
<tr>
<td>National Treasury</td>
<td>(i) Financial management</td>
<td>Meetings; Websites, Web Portals; Mass media (radio, documentaries, TV, newspapers, magazines); Progress reports; interpersonal and group communication</td>
<td></td>
</tr>
<tr>
<td>Financial institutions</td>
<td>(i) KCSAP development objectives and beneficiary financial needs</td>
<td>Meetings; Websites, web portals; Mass media (radio, documentaries, TV, newspapers/magazines)</td>
<td></td>
</tr>
<tr>
<td>Media, Civil Society</td>
<td>(ii) KCSAP development objectives, progress in implementation, beneficiary financial needs, complaints and their resolution</td>
<td>Meetings, websites, Web Portals; Mass media (radio, documentaries, TV, newspapers/magazines); Progress reports; interpersonal and group communication; IEC materials, booklets, fact sheets, posters</td>
<td></td>
</tr>
</tbody>
</table>
| County | • County Executive Committee (CECs) members;  
• Chief Officers of agricultural sector departments;  
• County sector departmental directors;  
• Civil society (CBOs, NGOs, FBOs) & cultural leaders | (i) Awareness creation on project objectives | • Meetings, project documents, project launch, information brochures, Collateral media (stickers, T-shirts, caps)  
(ii) Design and progress in implementation of VCs, micro and sub-projects;  
(ii) Linkages with research institutions and farmer organizations and key stakeholders along the value chain e.g. input suppliers, transporters, media practitioners; grievances, complaints and resolutions; resource disclosures |  
• Meetings, project launch, Collateral media (stickers, T-shirts, caps)  
• Mass media (radio, documentaries, TV, newspapers/magazines);  
• Progress reports; interpersonal and group communication;  
• IEC materials-booklets, fact sheets, posters |
| County project Steering committee (CPSC);  
County Technical Advisory Committee (CTAC) | (i) Awareness on project development objectives |  
• Meetings, project documents, project launch, information brochures, Collateral media (stickers, T-shirts, caps)  
(ii) Progress in implementation of VCs, micro and sub-projects;  
(ii) Linkages with research institutions; agro-weather and market information; farmer organizations and key stakeholders along the value chain e.g. input suppliers, transporters, media practitioners;  
(iii) Grievances/complaints and resolutions; resource disclosures |  
• Meetings  
• Websites, Web Portals;  
• Mass media (radio, documentaries, TV, newspapers/magazines);  
• Progress reports; interpersonal and group communication;  
• IEC materials-booklets, fact sheets, posters |
| • County Project Coordination Unit (CPCU) | (i) Progress in implementation of VCs, micro and sub-projects;  
(ii) Linkages with research institutions; agro-weather and market information; farmer organizations and key stakeholders along the value chain e.g. input suppliers, transporters, media practitioners;  
(iii) Grievances/complaints and resolutions; resource disclosures | • Websites  
• Project implementation manuals, research publications;  
• Workshops proceedings  
• IEC materials (booklets, leaflets, enterprise manuals and modules, posters, fact sheets);  
• Mass media (Radio, TV and Newspapers);  
• MIS |
| • Extension Service Providers | (i) TIMPs, market information, financial information  
(ii) Availability of inputs and input prices  
(iii) Agro-weather information, early warning system on emergencies (e.g. disease and pest outbreaks, floods, droughts) transportation, complaints/grievances and resolutions | • Workshops, consultations and expert advice;  
• Websites;  
• Project implementation manuals, enterprise manuals and modules;  
• IEC materials (booklets, leaflets, posters, fact sheets, research publications);  
• Mass media (Radio, TV and Newspapers magazines) |
<table>
<thead>
<tr>
<th>Community</th>
<th>Community- and Faith-Based Organizations (C/FBOs and cultural leaders)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Civic, religious and cultural leaders, farmers,</td>
</tr>
<tr>
<td></td>
<td>• agro-pastoralists, pastoralists, opinion leaders,</td>
</tr>
<tr>
<td></td>
<td>• Community- and Faith-Based Organizations (C/FBOs and cultural leaders)</td>
</tr>
<tr>
<td></td>
<td>(i) Awareness creation on project objectives and benefits to community members</td>
</tr>
<tr>
<td></td>
<td>▪ Chief’s barazas/local meetings;</td>
</tr>
<tr>
<td></td>
<td>▪ Mass media particularly radio announcements in Kiswahili and vernacular through FM stations; newspapers and magazines; social media;</td>
</tr>
<tr>
<td></td>
<td>▪ Collateral media - stickers, T-shirts, caps, banners</td>
</tr>
<tr>
<td></td>
<td>▪ Project launch</td>
</tr>
<tr>
<td></td>
<td>(i) TIMPs, market information, financial information, availability of inputs and input prices, agro-weather information, early warning system on emergencies (e.g. disease and pest outbreaks, floods, droughts)</td>
</tr>
<tr>
<td></td>
<td>▪ Interpersonal and group communication e.g. with SPs/farmer to farmer extension etc. – workshops, method and result demonstrations, shows and exhibitions, learning tours</td>
</tr>
<tr>
<td></td>
<td>▪ Print media - IEC materials e.g. posters, technical booklets, leaflets, fact sheet</td>
</tr>
<tr>
<td></td>
<td>▪ Radio and TV programs</td>
</tr>
<tr>
<td></td>
<td>▪ Websites and web portals</td>
</tr>
<tr>
<td></td>
<td>▪ newspapers and newsletters</td>
</tr>
<tr>
<td></td>
<td>▪ Mobile phone</td>
</tr>
<tr>
<td></td>
<td>(i) Complaints/grievances and resolutions</td>
</tr>
<tr>
<td></td>
<td>▪ Verbal, e-mail, letter, suggestion boxes, mobile phone, telephone</td>
</tr>
<tr>
<td>Producer organizations</td>
<td>(i) CSA TIMPs climate change; agro-weather information, early warning system and emergencies crisis e.g. disease and pest outbreaks; information on matching grants; Market information</td>
</tr>
<tr>
<td>-----------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Private Firms (for profit companies)</td>
<td>(i) Information on Productive Alliance model (PPP with producers), Enterprise development matching grants, market information</td>
</tr>
</tbody>
</table>

- Interpersonal and group communication e.g. with SPs;
- IEC materials (booklets, fact sheets, posters etc.);
- Workshops;
- Websites, web portals;
- Reports, Mass media (radio, TV, newspapers and newsletters, meetings)
4.4 Creation of a Repository

33. All project generated documents both at the national and county levels including PICD reports, progress reports, complaints registers and resolutions and other publications will be digitized and preserved in an open repository at the national level for future referencing.

4.5 Institutional Communication and Knowledge Management Framework

34. The Institutional Communication and Knowledge Management Framework, sets out to define the relationships between the project, management structures and stakeholders. It also aims at streamlining the flow of information (Figure 1 below). The purpose therefore, is to create better synergies among all project actors. It will also defines communication needs within the project without redefining the internal reporting structure.
Figure 1: Flow of Information in KCSAP

National Project Steering Committee (NPSC) → Development partners, Regional and International partners/organizations/bodies

National Technical Advisory Committee

National Project Coordination Unit (NPC)

Council of Governors

National Project Coordination Unit

County Coordination Unit

County Project Steering Committee

CVCDC

CDDC

CIG/VMG/PO

CDDO
35. In KCSAP, the Principal Secretary (PS) State Department for Crops Development, MOALF&I will handle Policy issues, NPC will coordinate overall implementation of the project activities while the component coordinators and technical personnel will handle technical issues. The National Project Coordination Unit (referred to as NPC in Fig. 1 above) will clear all official communication from the national project office to all destinations including the World Bank. The same will apply to the CPCU for communication emanating from the county project office. The Council of Governors will be the link between the National Project Office and County Departments and any communication from the national office to the county departments and verse versa will go through the Council of Governors (CoG). In the entire project, only the NPC will communicate directly with the World Bank.

36. To enhance internal communication in KCSAP offices, the following will be observed:

a) **Communication in the office**
   
   (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 NPCU and the CPCU 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.

5.0 **Crisis Communication**

37. A crisis is a situation in which something or someone is affected by one or more very serious problems that can have negative consequences if not handled properly. Failure to handle crisis can result in serious harm to the stakeholders, losses for the project, or even end its very existence. A crisis can create three related threats: (i) public safety, (ii) financial loss, and (iii) reputation loss. Therefore, KCSAP will develop a crisis communication plan for the project and its stakeholders; clearly outlining crisis communication guidelines and the crisis communications team as well as provide the tools to effectively handle crises. The project will also advocate for a public relations team right from head office to the counties to be specifically responsible for public relations activities. This will enable the project to increase the quality and speed of engagement with the media and the citizens to increase its visibility.

38. Crisis may take different forms including: natural disasters (e.g. droughts/floods), diseases, vector and pest outbreaks, natural resource utilization disputes (use of water and pasture) and social disputes that affect the farming, pastoral and agro pastoral communities. In case of a crisis in any part of the project county, the affected persons will be required to report to the
CPCU and the crisis team will respond as may be required. The project crisis communication plan will entail the following:

(i) Assessing the crisis situation and uncovering its origin;
(ii) Identifying the areas of greatest vulnerability;
(iii) Addressing the crisis situation in a non-confrontational manner;
(iv) Responding to the crisis situation honestly without making premature promises;
(v) Preparing generic messages of varying levels of intensity for use in future crises;
(vi) Establishing internal communication protocol in the event of a crisis;
(vii) Clearly outlining crisis communication guidelines and the crisis communications team;
(viii) Conducting regular monitoring and evaluation of communications to recognize issues.

39. In KCSAP, the crisis communication team will be composed of the NPC, Communication Officer, Environment and Social Safeguards Officer, concerned Component Coordinator, CPC, Chair of the CPSC, Chair CTAC, Executive Committee of the CDDC, Executive Committee of the CDDO and representatives of the Project Affected Persons (PAP).

6.0 Citizen Engagement

40. Citizen engagement is a powerful democratic tool to increase accountability and transparency in a project. It is also important for building trust and understanding between the beneficiary communities and the project implementers. It taps directly into the knowledge of citizens by freely discussing their needs, concerns, challenges, suggestions and coming up with amicable solutions and interventions that address their real needs.

In KCSAP quarterly meetings attended by the NPCU (Communication and Environment and Social Safeguards Officers), CPCU, representatives of CTD, and executive committee of the CDDC, executive committee of the CDDO will held to engage with community members to discuss and understand their concerns, suggestions and preferences and to share with them progress in project implementation.

7.0 Social Accountability

7.1 Public Information Disclosures

41. 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. Details of all approved CIG/micro-project/sub-project proposals indicating the amount of funds allocated to each will be displayed by the CPCU/CDDC on:

- KCSAP website, county website
- Public information notice boards e.g. chiefs, county offices, county Commissioners/County Governor offices, churches, mosques, temples, public/ social halls
- Posters.

Details will include names of the CIGs, micro-projects, sub-projects, ward, and sub-county, approved and disbursed funds. A sample public disclosure poster is provided (refer to Annex 1)
7.2 Community Meetings

42. Monthly community meetings (barazas) where the CDDC and project management committees present detailed and updated information on community micro-projects will be held. Community members will have an opportunity to ask questions, seek clarification and give suggestions on the implementation of the micro-projects during these meetings. The community meetings will include community general assembly, CIG/VMG meetings and CDDC meetings. Meeting proceedings will be submitted to the CPCU by the CDDC for incorporation in their quarterly reports.

7.3 GPS mapping of project activities

43. All KCSAP supported CIGs/VMGs/POs/micro-projects and sub-projects will be geo-mapped in the project counties and all geo-mapped interventions will be web-based to make it publicly accessible and will be updated continuously as necessary. This information will include name of CIG/VMG/PO/research intervention, key activities, contact persons, funding level, membership disaggregated by gender. The maps will be accompanied by an active photograph of the intervention and will also play a key role in enhancing project visibility. The NPCU will conduct training for the county M&E officers to enable them to undertake this exercise.

8.0 Grievance Redress Mechanism (GRM)

44. A GRM is a strategy to mitigate project risks in the implementation of the KCSAP. A Grievance Redress Mechanism for the project shall be established where it does not exist or strengthened/refined/adapted to the project where it exists locally, whether these mechanisms are formal or informal. Project affected persons (PAP) and other parties will submit complaints/feedback regarding KCSAP, through the established GRM, or existing appropriate local grievance mechanisms. How the project implementers respond to and manage these concerns, inquiries and complaints will have significant implications on how the project is perceived and, possibly whether or not it succeeds. The GRM will ensure that complaints received are promptly reviewed, addressed and concluded in order to address project-related concerns.

45. The existing community-based grievance resolution structures or the Social Accountability and Integrity Committee (SAIC) at CIG, VMG, PO, micro-project, sub-project level will resolve grievances or disputes received and logged and ensure that redress actions are implemented by responsible parties and all project implementation levels. If the aggrieved PAPs or communities are not satisfied with the redress action at CIG, VMG, PO, micro-project, sub-project level, they will have an opportunity for redress at the ward level by the CDDC SAIC or at the county level by the CDDO SAIC, and should this also fail, it will be sent to the grievance redress committee of the CPSC then to the grievance redress committee of the NPSC through the NPCU or other dispute resolution structures such as the land tribunal. If all these grievance redress fail to satisfactorily resolve the grievances the complainants are entitled to seek redress through the Courts of Law.

8.1 Objectives of the GRM

46. The purpose of a grievance mechanism is to establish a way for individuals, groups or communities affected by the project to contact the relevant project authorities if they have an inquiry, a concern or a formal complaint. It provides parties affected by the project with avenues for making a complaint or resolving any dispute that may arise during the course of the KCSAP implementation and ensure determination of entitlements of compensation and implementation of
the project. It is also aimed at ensuring that appropriate and mutually acceptable redress actions are identified and implemented to the satisfaction of complainants; and avoid/minimize the need to resort to judicial proceedings or outbursts by aggrieved PAPs/communities that would have been prevented through an effective GRM.

47. The project will have a functional grievance redress mechanism for reporting and resolving grievances from project beneficiaries and other stakeholders. A grievance reporting system comprising telephone lines, opinion/suggestion boxes placed at Chiefs Offices, CPCU Offices, letters, e-mails, face to face, a central web-based database and SMS text messages will be used. The system will be integrated with the PMIS for effective processing and monitoring of complaints. A well designed and functioning GRM will:

a) Provide feedback to different levels of the project management on project performance
b) Act as an early warning mechanism to detect problems before they become more serious and/or widespread, thereby preserving project integrity and its reputation at the initial stages
c) Generate public awareness about the project and its objectives
d) Reduce risk for fraud and corruption practices
e) Provide project staff with practical suggestions/feedback;
f) Allow staff to be more accountable, transparent and responsive to beneficiaries
g) Assess the effectiveness of internal organizational processes
h) Increase stakeholder involvement in the project
i) Provide CIGs, VMGs, POs, micro-projects, Sub-projects and other beneficiaries and stakeholders with a channel for making their concerns known.

A register to log the grievances will be maintained at each level starting at the CIG level to the national level. The project has developed a GRM guidelines manual (draft) to be cascaded to community level for further understanding for ease of operationalizing the GRM.

8.2 Grievance Redress Committees
48. At the CIG, VMG, PO, CDDC and CDDO levels, the Social Accountability and Integrity Committees (SAICs) will record grievances and also help in mediation. Elected PAP and religious representatives will join the SAICs during mediation. The GRM Committees should be trained immediately they are established at any level. GRM committee of the National Technical Advisory Committee (NTAC) and County Technical Advisory Committee (CTAC) are established to handle grievances at that level.

8.3 Reporting Grievances
49. Grievances/Complaints, suggestions, compliments, queries or comments will be reported at any of the project implementing/executing institutions using the following methods: Letters, e-mails, text messages, verbal narration from walk-in complainants and phone calls, social media and reports from project staff, independent monitors, supervision teams, government officials, or
any interested persons or special groups like VMGs, elderly people; reports of staff, consultants, NGOs, journalists and other interested stakeholders. To facilitate reporting of complaints from these diverse sources of communications channels, necessary details of these channels will be prominently displayed. This will include dedicated telephone lines, cell-phones, physical addresses and postal addresses of relevant offices, email addresses, and suggestion boxes. All complaints will be serially entered into a complaint log book or register, which will be maintained at different implementation structures and levels starting from the CIG, VMG, micro-project, subproject, county and national level for easy tracking. At each level, the SAIC secretary, CDDO SAIC secretary, M&E Officer (County level) and Information and communication/Environment and Social Safeguards Officers at the national level will register the complaints. The focal person at each level will log the complaints into the complaints register as well as their resolutions and forward them to the M&E Officer (County level) for compilation and integration in the quarterly progress report and integration in the MIS.

8.4 Dispute Resolution Mechanisms

50. a) Grievances arising from the project will be reported and resolved at various levels starting at CIG level using the CIG constitution but will be escalated upwards through the existing structures (CDDC, CDDO) to CPSC through the CPCU, NPCU, and NPSC depending on the nature of the complaint;

b) For complaints involving community members, beneficiaries will be encouraged to report and resolve issues at community level through the CIG, VMG, PO, CDDC, SAICs, during their monthly meetings using their constitution. Members may also apply their customary dispute resolution mechanisms as appropriate i.e. the minority communities where Council of Elders may be used;

c) If the nature of a complaint or grievance is such that it cannot be reported or resolved at community level, beneficiaries will be sensitized during community mobilization and other capacity building opportunities on how to escalate their complaints upwards through the project institutional structures from CPCU to NPSC.

d) If after exhausting the project institutional structures, beneficiaries are still dissatisfied with explanations and solutions offered, they will have the option of seeking justice through the Office of the Ombudsman or through court of law.

51. The efficacy of these complaints handling procedures will be monitored and assessed during the annual review workshops for any needed modifications. All complaints will be categorized, logged in a register to be maintained at all levels CIG, VMG, CDDC, CDDO, CPCU, NPCU, collated, and followed up. Complaints and their follow up will be recorded, analysed and reported in quarterly and annual project reports. The SAIC executives at all level, M&E Officer at CPCU level and Communication, Environment and Social Safeguards, M&E Officers at the NPCU will monitor and report on the efficacy of the complaints handling mechanisms. A sample complaints intake form/register is provided in Figure 2 below:
Figure 2: Procedure for Complaint handling (*Revised*)

8.5 Grievance Handling Process

(i) The SAIC will interrogate the PAP in the local language and complete a Grievance Form to be provided which will be signed by the leader of the SAIC and the PAP or complainant;

(ii) This will then be lodged in the Grievance Log book provided by the SAIC at whatever point;

(iii) The PAP/complainant should expect a response from the SAIC within seven days of filing the complaint. If the issue is not resolved, the SAIC will escalate the complaint to the next SAIC until the highest level possible;
(iv) The CPSC will be given a fourteen (14) day notice to hold a meeting to resolve a grievance or escalate it;
(v) Two days after the meeting, the CPSC executive will call the PAP and the relevant SAIC for discussions and resolution. The resolution will be presented to the PAP in written form on the same day of the meeting;
(vi) If there is no resolution to the grievance, the CPSC and the PAP/complainant shall then refer the matter to either County Land Tribunal or the NPCU;
(vii) Grievances will also be received at county level by the M&E Officer and at the national level by either the Environment and Social Safeguard Officer or the Communication Officer. At these levels, the grievances will be mediated by the grievance redress committees of either County Steering Committee or grievance redress committees NPAC respectively.
(viii) Law Court - The Kenyan laws allow any aggrieved person the right to access to Court of law. If the complainant still remains dissatisfied with the County Land Tribunal, and the response from the national level; the complainant has the option to pursue appropriate recourse via judicial process.

Courts of law will be used a last resort in view of the above mechanism.

### Table 5: Complaints Log Register

<table>
<thead>
<tr>
<th>S/NO</th>
<th>DATE</th>
<th>COMPLAINANT NAME</th>
<th>COMPLAINANT CONTACTS: PHONE/ADDRESS</th>
<th>COUNTY/SUB-COUNTY/WARD</th>
<th>BElong TO A CI/MICRO/PROJECT/PROJECT</th>
<th>CHANNEL OF REPORTING</th>
<th>COMPLAINT</th>
<th>COMPLAINT ADDRESS</th>
<th>STATUS</th>
<th>RESPONSE MECHANISM</th>
<th>DATE OF RESPONSE</th>
<th>FEEDBACK TO COMPLAINANT</th>
<th>REMARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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</tbody>
</table>

The form will facilitate integration of GRM into the MIS for effective tracking of grievances. The form will also enable uniformity of reporting which is useful for analysis and comparability between projects sites.

### 9.0 Monitoring of KMC Activities

52. A monitoring system is necessary in a communication function and indeed in the project. It helps to detect flaws and oversights in some of the KMC messages that go out to communities. Elements of the project that are important for monitoring KMC activities will include IEC
materials and distribution systems, tracking of beneficiaries’ levels of knowledge on project modality and principles, roles and responsibilities of beneficiaries and members of groups. Monitoring assesses change in behaviour as a result of KMC interventions and project management capabilities. Monitoring tools like media audit, awareness rating and participation levels shall be used. The evaluation of the strategy will look at both process and output indicators of the KMC interventions. Process evaluation will keep track of the deliverables, that is, the approach to work as regards the strategy while output evaluation will focus on the immediate outcomes of the various KMC strategy interventions.

53. Monitoring of KMC activities to determine their impact will be done periodically commensurate to the work plan (also refer to annex 2). The following indicators will determine the extent to which KMC activities have been implemented:

a) The number of news articles, features published;
b) The number of opinions or views from stakeholders recorded;
c) The number and types of communication materials produced and disseminated;
d) The number of radio programs aired including the number of invited listeners who participated in the program;
e) Number of farmers, beneficiaries accessing technical information through;
   i. Print media – leaflets, brochures, booklets, posters
   ii. Electronic media, ICT – radio, TV, mobile phone, internet
   iii. Face to Face Communication - farm visits, demonstrations (method/result), learning, bench marking tours, field days, farmer to farmer extension, shows, exhibitions and group training
f) Number of farmers, beneficiaries satisfied with the content they are receiving;
g) Number of farmers, beneficiaries receiving information that facilitate timely decision making;
h) Number of communication channels used to reach beneficiaries;
i) Preferred channels of receiving information;
j) Number of information needs identified and addressed;
k) Number and types of leaflets, technical information brochures developed and distributed e.g. production, value addition, market information;
l) Number of learning tours, demonstrations, field days planned for and executed;
m) Key indicators for monitoring grievances, complaints will include:
   i. Number of complaints, grievances registered
   ii. Percentage of grievances resolved
   iii. Percentage of grievances redressed within stipulated time period; or time required to resolve complaints
   iv. Percentage of complainants satisfied with response and grievance redress process
   v. Percentage of project beneficiaries that have access to GRM

10.0 Reporting
54. Reporting will help provide timely feedback to all stakeholders on a quarterly, annual and on a need basis using approved (by NPCU) reporting templates that will be designed, and reviewed
during meetings. Success stories shall be documented and disseminated appropriately during implementation. **Table 6** gives a summary of the major reports that will be prepared and submitted with timelines and responsible persons for compiling such reports.

**Table 6: Reporting Schedule**

<table>
<thead>
<tr>
<th>Type of report</th>
<th>Timeline</th>
<th>Responsible Source</th>
<th>Recipients of report</th>
</tr>
</thead>
<tbody>
<tr>
<td>KMC reports</td>
<td>Quarterly</td>
<td>M&amp;E, Communication Officer, Environments/Social Safeguards Officer</td>
<td>Project Staff</td>
</tr>
<tr>
<td>Quarterly Narrative and data report</td>
<td>End - month</td>
<td>M&amp;E, Communication Officer</td>
<td>Project Staff</td>
</tr>
<tr>
<td>Annual Report</td>
<td>End of year</td>
<td>M&amp;E, Communication Officer</td>
<td>All stakeholders</td>
</tr>
</tbody>
</table>

**10.1 Implementation Plan on and Knowledge Management and Communication Strategy**

**Table 7: Summary of activities to the implementation plan on KM&CS**

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 2019 – December 2019</td>
<td>June 2019 - June 2022</td>
<td>Final Phase</td>
</tr>
<tr>
<td>(i) Development of KCSAP, IEC Materials, manuals and modules;</td>
<td>(i) Messages and reporting on progress of the project and communities through articles, radio and newsletters, quarterly reports and project briefs.</td>
<td>(i) Unpacking of results, impact and lessons learned and dissemination of the results widely through all communication channels</td>
</tr>
<tr>
<td>(ii) Training of Service Provider Consortia and County Technical Departments on the developed materials</td>
<td>(ii) Meetings of lessons learned and best practices among communities and within the entire project.</td>
<td>(ii) Documentaries and short videos, showcasing KCSAP results</td>
</tr>
<tr>
<td>(iii) Press releases, talk shows, articles and messages around the launch of KCSAP to raise awareness and control the messaging and information</td>
<td>(iii) Continual engagement with stakeholders and Media on project progress, status and issues.</td>
<td>(iii) Messages focus on sustainability of the project</td>
</tr>
</tbody>
</table>
### (iv) Orientation, sensitization, training and mobilization of County officials, leaders, politicians and community facilitators;

- Implementation related messages covering KCSAP guidelines, ownership, participation, record keeping, accountability and transparency.
- Finalizing on KCSAP database and resource centre featuring KCSAP stories and results with pictorial evidence.

### (v) Continual running of IEC messages for communities and general public on radio, Newspapers and TV to raise awareness about KCSAP.

- Monitoring of results of KMC efforts and continual development of KCSAP progress stories and documentation of results.

### (vi) Social media and Website message development.

### (vii) Encouragement of counties and communities to begin their storylines on different Project activities with pictorial and other evidence of progress.

### (viii) Engagement of media through media briefings or workshops/conferences at county and national levels
Annex 1: Sample Poster on Public Disclosure

REPUBLIC OF KENYA

Kenya Climate Smart Agriculture Project (KCSAP)

<table>
<thead>
<tr>
<th>Date</th>
<th>Amount Released (Ksh)</th>
<th>Ward/sub county/ county</th>
<th>Service Provider consortia</th>
<th>County Project Coordination Unit</th>
<th>CIG/VMG/micro-project/subproject (Name)</th>
<th>No.</th>
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<tbody>
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The Key messages will be as follows:

1. Knowledge on CSA TIMPS impacts, vulnerability adaptation and mitigation strategies as well as associated opportunities.
2. Accurate, relevant and Information on the project design including objectives targeted beneficiaries, improves responsibility of national, county and community institutions.
3. CSA TIMPS to achieve increased productivity sustainably, building resilience to climate risk and reducing greenhouse gas emissions.

For More Information Contact:

The County Project Coordination Unit

Email: cpcu@gmail.com

Mobile No.: .............. P. O. Box ............

MACHAKOS.
Annex 2: Log framework for Knowledge Management and Knowledge Management and Communication Strategy

<table>
<thead>
<tr>
<th>Level</th>
<th>Audience</th>
<th>Expected KMC products</th>
<th>Monitorable Indicators</th>
<th>Methods of data collection</th>
<th>Freq. of data collection</th>
<th>Responsible</th>
</tr>
</thead>
</table>
| National | iv. Policy makers; Cabinet and Principal Secretaries of implementing and executing agencies; | • Policy Briefs  
• Statutory approvals of sub-projects;  
• Linkages with research institutions and farmer organizations and key stakeholders | • No. of news articles/ features published;  
• No. of opinions/views from stakeholders recorded;  
• No. of sub project proposals reviewed for funding consideration  
• No. of sub project proposals approved | • Surveys  
• Periodic reports  
• PMIS reports | • Quarterly  
• Semi-annual  
• Annual | NPCU |
| | v. Directors of Technical Departments | | | | | |
| | vi. | | | | | |
| | vii. NPSC | | | | | |
| | iii. NTAC | | | | | |
| | ix. NARS institutions | | | | | |
| x. NPCU | | • Progress reports  
• Documentaries on project implementation  
• Proposals for micro and sub projects  
• Linkages with research institutions and farmer organizations and key stakeholders | • No. of sub project proposals registered  
• No. of sub project proposals reviewed  
• No. of and types of communication materials produced and disseminated  
• No. of scheduled reports submitted on timely basis  
• No. of documentaries on project implementation developed | • Periodic reports  
• PMIS reports | • Quarterly  
• Semi-annual  
• Annual | NPCU |
<table>
<thead>
<tr>
<th>Level</th>
<th>Audience</th>
<th>Expected KMC products</th>
<th>Monitorable Indicators</th>
<th>Methods of data collection</th>
<th>Freq. of data collection</th>
<th>Responsible</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>• No. of linkages with NARS and other stakeholders established</td>
<td>• No. of scheduled financial management reports submitted on time</td>
<td>• Quarterly reports • PMIS reports</td>
<td>NPCU</td>
</tr>
<tr>
<td>xi.</td>
<td>National Treasury</td>
<td>• Progress reports on financial management</td>
<td></td>
<td>• Periodic reports • PMIS reports</td>
<td>• Semi – annual Annual</td>
<td>NPCU</td>
</tr>
<tr>
<td>xii.</td>
<td>Financial institutions</td>
<td>KCSAP development objectives and beneficiary financial needs</td>
<td>• No. of linkages with financial institutions established • No. of financial products transacted</td>
<td>• Periodic reports • PMIS reports</td>
<td>• Quarterly Semi – annual Annual</td>
<td>NPCU</td>
</tr>
<tr>
<td>xiii.</td>
<td>Media, Civil Society</td>
<td>• Beneficiary financial needs, complaints/ grievances and their resolutions • KCSAP development objectives, • Progress in implementation – success stories</td>
<td>• No. of radio programs aired • No. of listeners of the radio program • No. of feedbacks about project implementation</td>
<td>• Surveys • Periodic reports • PMIS reports</td>
<td>• Quarterly Semi – annual Annual</td>
<td>NPCU</td>
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<tr>
<td>Level</td>
<td>Audience</td>
<td>Expected KMC products</td>
<td>Monitorable Indicators</td>
<td>Methods of data collection</td>
<td>Freq. of data collection</td>
<td>Responsible</td>
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<tr>
<td>County</td>
<td>v. County Executive Committee (CECs) members and Chief Officers of agricultural sector departments; County sector departmental directors; Civil society (CBOs, NGOs, FBOs) vii. Cultural leaders</td>
<td>• Awareness creation on project objectives  • Status report on implementation of VCs, micro and sub-projects;  • Linkages with research institutions and farmer organizations and key stakeholders  • Grievances/ complaints and resolutions; resource disclosures</td>
<td>• No. of communication channels used to reach beneficiaries;  • Preferred channels of receiving information;  • No. of information needs identified and addressed;  • No. of and types of leaflets/technical information brochures developed and distributed e.g. production, value addition, market information;  • No. of learning tours, demonstrations, field days planned for and executed;  • No of farmers/ beneficiaries satisfied with the content they are receiving;  • No of farmers/ beneficiaries receiving information that facilitate timely decision making;</td>
<td>• Periodic reports  • PMIS reports</td>
<td>• Quarterly  • Semi – annual</td>
<td>CPCU</td>
</tr>
<tr>
<td>i. CPSC</td>
<td>ii. CTAC</td>
<td>• Statutory approvals of micro-projects;  • Linkages with research institutions and farmer organizations and key stakeholders</td>
<td>• No. of micro project proposals registered  • No. of micro project proposals approved</td>
<td>• Periodic reports  • PMIS reports</td>
<td>• Quarterly  • Semi – annual</td>
<td>CPCU</td>
</tr>
<tr>
<td>Level</td>
<td>Audience</td>
<td>Expected KMC products</td>
<td>Monitorable Indicators</td>
<td>Methods of data collection</td>
<td>Freq. of data collection</td>
<td>Responsible</td>
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</table>
| iii.  | CPCU     | • Awareness creation on project objectives  
        • Status report on implementation of VCs, micro and sub-projects;  
        • Linkages with research institutions and farmer organizations and key stakeholders  
        • Grievances/complaints and resolutions; resource disclosures | • No. of sub project proposals reviewed for submission to NPCU | Periodic reports  
        • PMIS reports | Quarterly  
        • Semi – annual | CPCU |
| iv.   | CTDs     | • Awareness creation on project objectives and benefits to community members  
        • Delivery of CSA TIMPs  
        • Market information, financial information availability of inputs and input prices | • No. of and types of success stories compiled and disseminated  
        • No. of scheduled reports submitted on timely basis  
        • No. of for micro proposal approved  
        • No. of linkages with NARS and other stakeholders established | Periodic reports  
        • PMIS reports | Quarterly  
        • Semi – annual | CPCU |
| v.    | Civic leaders, Opinion leaders, Farmer groups (CIGs, VMGs) pastoralists, Community - and Faith-Based Organizations Extension Service Providers | • Awareness creation on project objectives and benefits to community members  
        • Delivery of CSA TIMPs  
        • Market information, financial information availability of inputs and input prices | • No. of communication messages dissemination through:  
        • Print media - leaflets/brochures/booklets, posters  
        • Electronic media/ICT – radio, TV, mobile phone, internet  
        • Face to Face Communication - farm | Periodic reports  
        • Local extension service provider | Monthly  
        • PMC |
<table>
<thead>
<tr>
<th>Level</th>
<th>Audience</th>
<th>Expected KMC products</th>
<th>Monitorable Indicators</th>
<th>Methods of data collection</th>
<th>Freq. of data collection</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>i.</td>
<td>Producer organizations; ii. Private Firms (Profit-oriented organizations)</td>
<td>• Agro-weather information, early warning system on emergencies (e.g. disease and pest) • Market information, financial information, availability of inputs and input prices, (iii) Agro-weather information, early warning system on emergencies Complaints/ grievances and resolutions</td>
<td>• visits, demonstrations (method/result), learning/bench marking tours, field days, farmer to farmer extension, shows /exhibitions, group training • No. of users receiving integrated agro-weather information • No. of TIMPs formally released • No. of grievances registered • Percentage of grievances resolved • Percentage of complainants satisfied with grievance resolution mechanism</td>
<td>Periodic reports</td>
<td>Monthly</td>
<td>Local extension service provider • PMC</td>
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<tr>
<td>Level</td>
<td>Audience</td>
<td>Expected KMC products</td>
<td>Monitorable Indicators</td>
<td>Methods of data collection</td>
<td>Freq. of data collection</td>
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<td>(iv) Information on matching grants (v) Information on Productive Alliance model (PPP with producers), Enterprise development matching grants, market information.</td>
<td>visits, demonstrations (method/result), learning/bench marking tours, field days, farmer to farmer extension, shows /exhibitions, group training</td>
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</table>
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