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# **Knowledge Management and Communications Strategy (2022-2026)**

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## **Acronym**

DAES	Department of Agriculture and Extension Services
EPA	Extension Planning Area
FBOs	Farmer Based Organisations
FGD	Focus Group Discussion
ICT	Information and Communication Technology
MoLG	Ministry of Local Government
NGO	Non-Governmental Organisation
TRADE	Transforming Agriculture through Diversification and Entrepreneurship
VC	Value Chain
VDC	Village Development Committee

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## **1.0 Introduction**

Government of Malawi through the Ministry of Local Government is implementing the Transforming Agriculture through Diversification and Entrepreneurship (TRADE) Programme in eleven districts (Mchinji, Ntchisi, Dedza, Blantyre, Kasungu, Nkata-Bay, Rumphu, Karonga, Lilongwe Rural, Thyolo and Chitipa) focusing on 7 value chains namely (groundnuts, soya bean, sunflower Irish potato, dairy, beef and honey). This programme will enhance value chain commercialisation and add value to the food security aspect of Malawi's mandate. The Programme is also aiming at reducing hunger and malnutrition thus contributing in the poverty reduction struggle. The Programme is targeting Smallholder Farmers with the ability to generate Market surplus. For these smallholder farmers to be fully transformed, there is a need for effective communication that can be enhanced if there is effective knowledge sharing that can trigger behavioural change.

The agriculture sector in Malawi is increasingly becoming knowledge intensive. Studies at national levels continue to generate new information. Yet as agriculture systems become more complex, farmers' access to a reliable, timely and relevant information source is critical to farmers' competitiveness. Information must be relevant and meaningful to farmers, in addition to being packaged and delivered in a way preferred by them. Context-specific information can have higher impacts on the adoption of technologies and increase farm productivity for marginal and small agricultural landholders. However, making information context-specific is more resource intensive. It requires information at the farm-level, which could vary spatially and temporally, and with different degrees of specificity. Despite the additional cost and time associated with generating localized content, its access could be more relevant and useful to meet farmers' information needs. In addition, since developing appropriate farmer educational and marketing strategies will depend on how farmer groups differ in their information search behaviour, segmentation of farmers is crucial

for designing effective extension and advisory services. Thus as farmers also tend to exhibit different levels of involvement in information search and use, a better understanding of farmers' agricultural information needs and information search behaviours can help to guide extension and other agricultural programs to better target specific groups of farmers. This has important implications for extension programs, where information failures in both public and private sector extension systems has reduced extension impact, because of limited feedback and reach to farmers reducing content relevance.

### **1.1 Background of TRADE**

Transforming Agriculture through Diversification and Entrepreneurship Programme (TRADE) Programme is a Government of Malawi 6-year initiative funded by the International Fund for Agricultural Development (IFAD) and Organisation of petroleum Countries (OPEC) Fund for International Development (OFID) whose overall goal is to contribute to improved sustainable livelihoods of rural people in Malawi through "Value Chain commercialisation and resilience of rural poor and smallholder producers". TRADE Programme specifically seeks to:

- (i) Increase production and productivity by smallholder farmers;
- (ii) Functionally upgrade smallholder farmers and the rural poor to undertake new functions such as processing, storage, packaging to capture more value;
- (iii) Improve horizontal linkages by strengthening the capacities of cooperatives to provide market access functions to smallholder farmers; and,
- (iv) Improve vertical linkages between stakeholders at different functional levels of the commodity chain, including private sector.

TRADE intends to support rural entrepreneurs, focusing on youths and women to develop and sustain their agribusiness enterprise opportunities and ensuring

that commodities are of nutritional value. This objective will be achieved through targeted support to smallholder farmers to benefit from commodity markets, improved access to rural financial services, market and business development services and partnerships with the private sector. The programme directly contributes to Pillar 1 of MW 2063 and Strategic objective 2 of the Malawi Country Strategic Opportunity (COSOP 2016-2021) “Smallholder households access remunerative markets and services”. It also contributes to Strategic Objective 1 of the COSOP “Smallholder households become resilient to natural shocks” by focusing on the promotion of climate-smart agriculture and the mainstreaming of nutrition in all project activities. Under the Ministry of Local Government as lead agency, TRADE will be implemented under 3 interlinked components namely: sustainable producer-private partnerships; enabling environment for smallholder commercialization and component; and, institutional support and programme management. With a total target of 300,000 households, TRADE will initially cover 11 districts (Mchinji, Ntchisi, Dedza, Blantyre, Kasungu, Nkata-Bay, Rumphu, Karonga, Lilongwe Rural, Thyolo and Chitipa) focusing on 7 commodities (groundnuts, soybean, sunflower, Irish potato, dairy, beef and honey).

## **2 Definitions of Knowledge Management and Communication concept**

**Knowledge management (KM):** is the practice of capturing, storing and sharing information to the intended recipients. It is getting the right information to the right people at the right time, and helping people create knowledge and share and act upon information in ways that will measurably improve performance. The goal of a knowledge management strategy is to ensure programme’s practitioners have access to critical knowledge when they need it now and in the future to increase the likelihood of mission success. This implies that knowledge management is about more than organizing and storing information, and is instead a critical tool for ensuring adaptive management and project success. Additionally, it highlights that knowledge management is not just in the hands of a few designated staff, but must permeate the entire team

culture to achieve results. Knowledge management also refers to how knowledge is brought into a project, how it is generated and used within a project and how it is packaged and disseminated outside of a project.

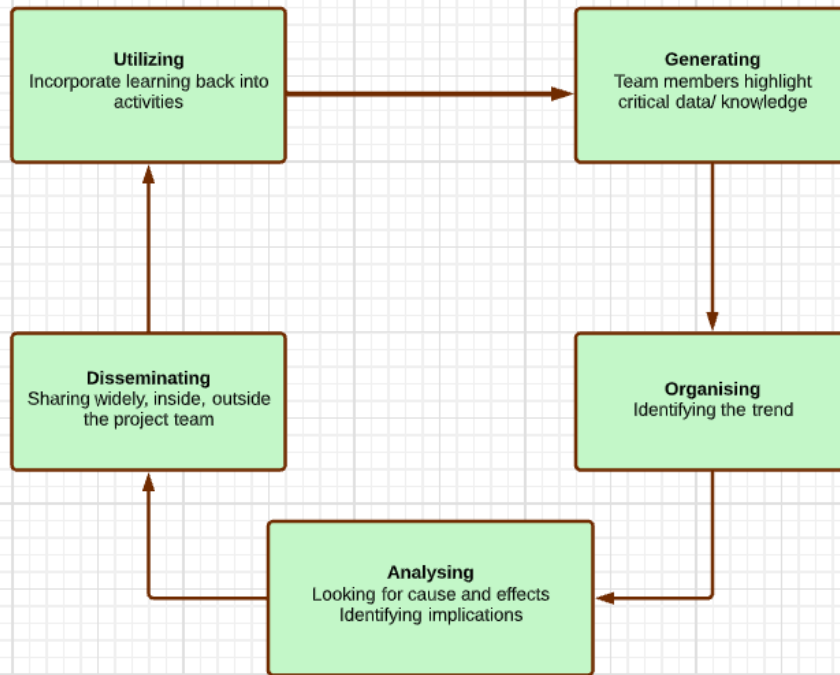
**Critical Knowledge:** A key goal of Knowledge Management is not only to store and organize data, but also to lift out critical knowledge: important lessons that can influence program decisions and help focus critical thinking for the staff. The goal of KM is to analyse information to prompt both changes in program strategies and critical reflection on how to continuously improve. In the case of TRADE, the Learning agenda guides the team on some kinds of critical knowledge we know and hope that it can build over the progression of the programme.

**Communications:** In the context of development programming, communication is the act of sharing critical knowledge with a view to prompting action. It is not a goal in and of itself, but rather a tool to influence policy, improve programs, generate more impact, and prompt innovation. Communications can have audiences within the program team, with key government stakeholders at the local and national level, with the donor, and with global stakeholders who can learn from the programme experience.

**Knowledge Management Systems:** The combination of technology platforms, individual staff behaviours, and the enabling environment that management sets in order to facilitate learning and analysis, sharing critical knowledge, adapting program activities, and advocacy agendas.

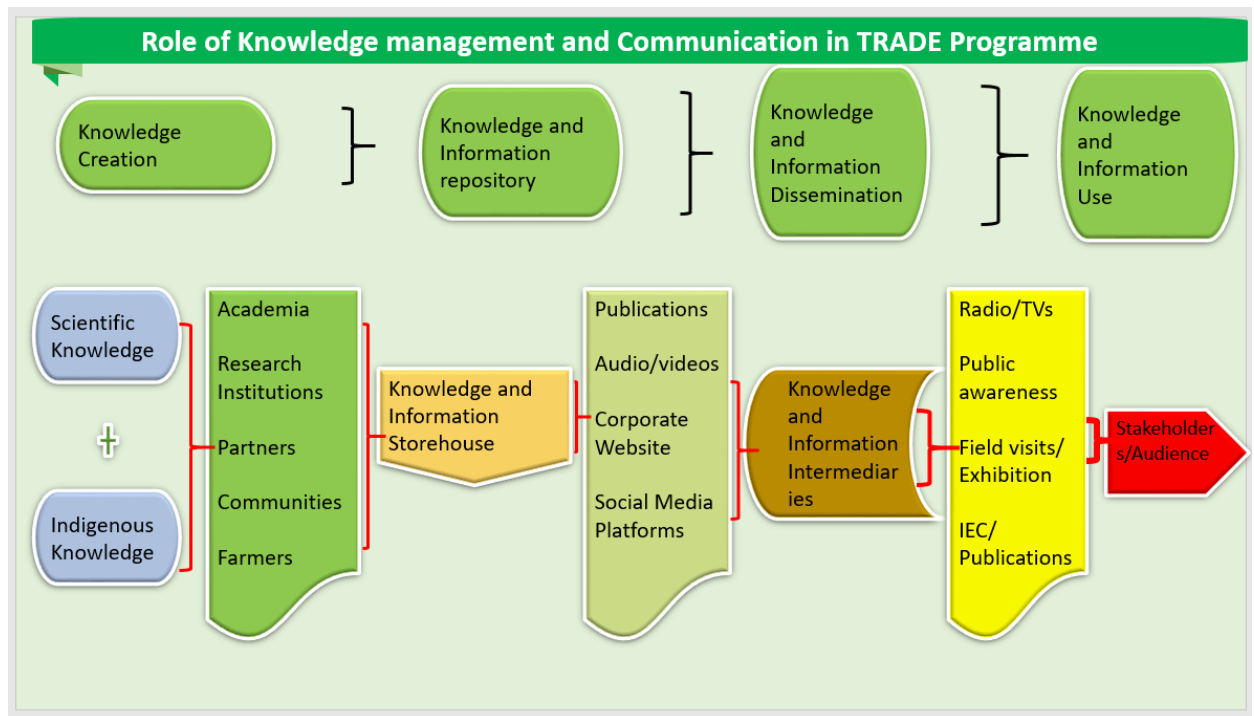
**The Knowledge Flow chart:** The chart below demonstrates ways to break down knowledge management into discrete activities that each team member can engage in to promote knowledge management and learning.

TRADE PROGRAMME KNOWLEDGE FLOW CHART



## Role of Knowledge Management and Communication in TRADE Programme

The figure below illustrates basic roles of Knowledge management and communication that the office is there to create knowledge from scientific and indigenous and manage the storage of the information that may be disseminated to various stakeholders on time.



Furthermore, TRADE Programme Knowledge Management and communications department should play a proactive role as a catalyst of critical and effective awareness. Optimally, stakeholders should consider their information needs, relevant sources, the corresponding costs and the value of the information. They should understand why they make the decisions they make, the reason behind the fulfilment of information needs and the usefulness of sources. If this awareness is created and an attitude towards information seeking is enhanced, it could increase the level of independence among stakeholders. This can be done through the sessions conducted by the field staff or through larger organized training sessions with outside parties both public and private. The only way stakeholders (farmers) will change their culturally determined habituated decision making process and information need fulfilment, is if they understand the importance of knowing why they do things the way they do. TRADE programme should stimulate the stakeholders in creating this awareness using its human capital (field staff which are recognized and respected) and networks with the public and private sector. Additionally, TRADE programme can build on the existing trust which is expressed towards

the information offered by government extension officers. The problem with the publicly provided extension services is that they lack the means to be evenly and extensively available to all stakeholders. On the other hand, the private sector deals with opposite strengths and weaknesses. They lack the trust of the target group but have the capacity to reach them. TRADE Programme could combine these traits in its training and knowledge sharing. Furthermore, it could include both parties as some of the information dissemination systems. For example, in the Department of Agriculture Extension and Services (DAES), the private sector could provide information and assist in the dissemination materials while the face of the centres remains the trusted public sector operators. Such a public private partnership could also be beneficial in the TRADE Programme communication plan. TRADE Programme should capitalize both strengths and make them complements in the network of the farmers.

### ***Interventions that can improve delivery of information services to the farming communities***

To eventually reach a sustainable level of continued information flows to and from the stakeholders it is essential to enhance the appropriate linkages and the network. Much as TRADE Programme may work from a bottom up perspective, it is recommended that TRADE programme must (besides playing the role of information provider) include the importance of networks in its knowledge management and communication. More concretely, develop an additional partnership to stimulate this awareness of networks and networking, and show stakeholders the benefits of utilizing such a network. Make it clear to the stakeholders that TRADE Programme will eventually leave and so will the direct provision of information from TRADE Programme to the stakeholders. However, that does not mean the information needs simultaneously end as well. As mentioned in the introduction, the networks can carry the sustainability of the work done by TRADE Programme. Many of the information dissemination done by TRADE programme must be in collaboration with the public and private

sector or can be substituted by them. There is willingness to increase the role of other information providers, as it would be in favour of all parties. For example, the demonstrations on farm level. The most effective way of transferring technical information and increasing the adaptation rate is to literally show the stakeholders (farmers) the methods and techniques through demonstrations (i.e. give them proof of success and increase their perceptions of the marginal gains). Let the private sector assist in these activities in collaboration with the DAES. According to the information needs assessment report, the network of farmer is currently very faint, mainly because of the use of own experience and the negative attitude towards searching information when needed. TRADE Programme should take an active role in enhancing these networks, while facilitating educational and awareness training for the farmers about these networks. From the experiences with the FGDs in the field, it is recommended to include participatory visual methods (e.g. diagramming or drawing networks) when defining the current networks in terms of the farmers' perception. Similarly, TRADE Programme could then find weak spots in the networks and focus on those. Finally, since the primary audience of TRADE Programme are rural farmers the Lead Farmer could play a distinct role in the network of the individual farmer and should be defined. Many agricultural or market related information needs are similar if not identical for most farmers. In every FBO an individual has the role of lead farmer of a producer group. These individual farmers are highly relied upon and trusted by the surrounding farmers which make them good access points for new information. Assuming some of the information needs are similar, it could be more efficient to make the Lead farmer a central player in obtaining that information and spreading it with his/her fellow farmers. Thus making the networks of lead farmer's key actors in the networks of individual farmers. In this case the networks of the individual farmers do not have to be very extensive and complicated. Furthermore, it would be more efficient for TRADE programme to enhance and set up a few networks with lead farmers, through which they reach a far larger group, than to focus on every individual network.

### **3 Goal of the Knowledge Management and communications strategy:**

The overall goal of this strategy is to strengthen programme learning, and communications towards influencing key stakeholders including TRADE, government and non-government organizations, and the donor to adopt best and tested project interventions in their programming. Also the strategy supports TRADE in disseminating necessary information to the intended recipients. TRADE will adopt the Knowledge Management and Communication for Development approach, ensuring that all aspects of public information, behaviour change communications, and media development and partnerships are covered in its interventions.

The following are the strategically chosen aspects of knowledge management and communications, objectives, principles, key messages, key audience, and tools to achieve the objectives. The areas of focus that have been chosen to ensure the achievement of the overall objective, to address all the knowledge management and communication needs of TRADE and its interventions within the framework of knowledge management and communication for Development are as follows:

- a. TRADE Knowledge Management and Corporate Communication
- b. Mass Media
- c. Digital Media
- d. Organisational media
- e. Traditional Media

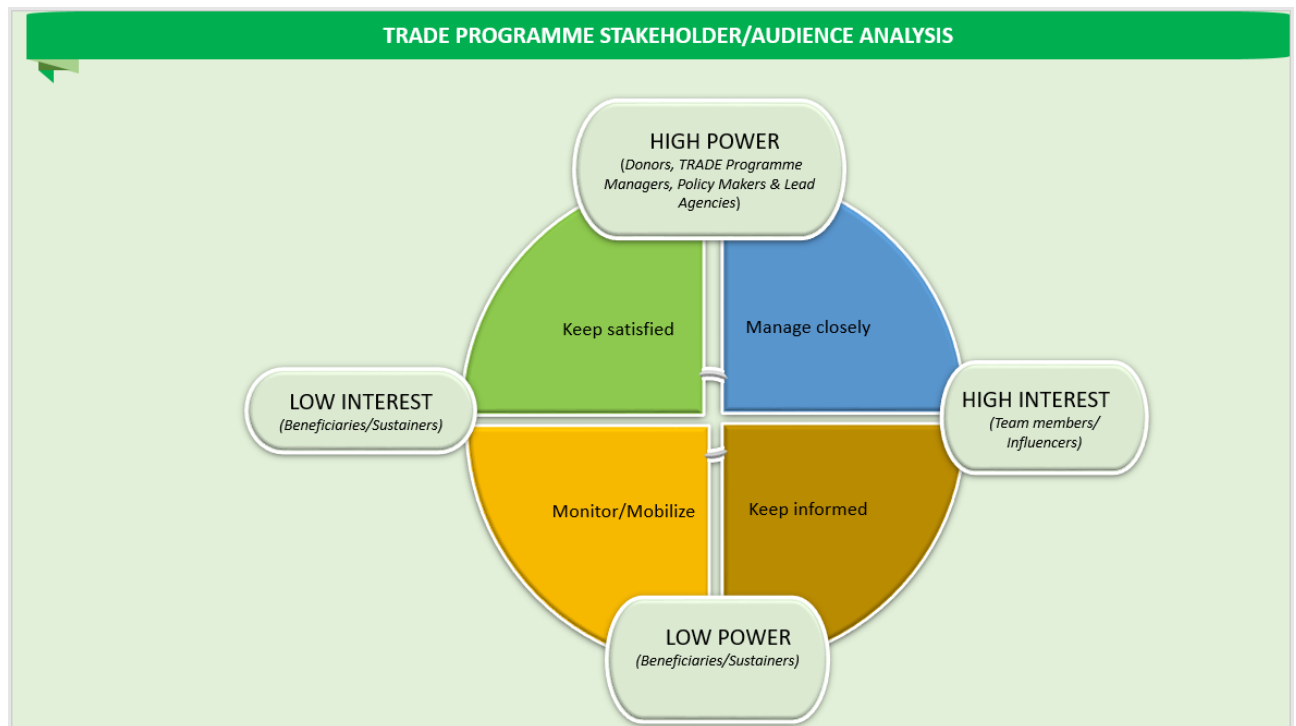
#### **3.1 Objectives**

## Knowledge Management and Communication Strategy Objectives:

- Ensure systematic knowledge management and learning among TRADE members.
- Improve the quality of learning and communications in all the TRADE platforms.
- Strengthen the image, position, and brand of the donor, TRADE, and other consortium members.
- Increase the visibility and awareness of TRADE programme and objectives.
- Manage and harmonise communication efforts with all stakeholders including government, TRADE partners, private sector, farmers and the academia.
- To build media relations with national and international electronic and print media for a positive and increased media coverage.
- To advocate with relevant stakeholders and decision makers to support the achievement of the objectives of the TRADE programme and its components.
- Enhancing internal coordination.

### 3.2 Target Audiences

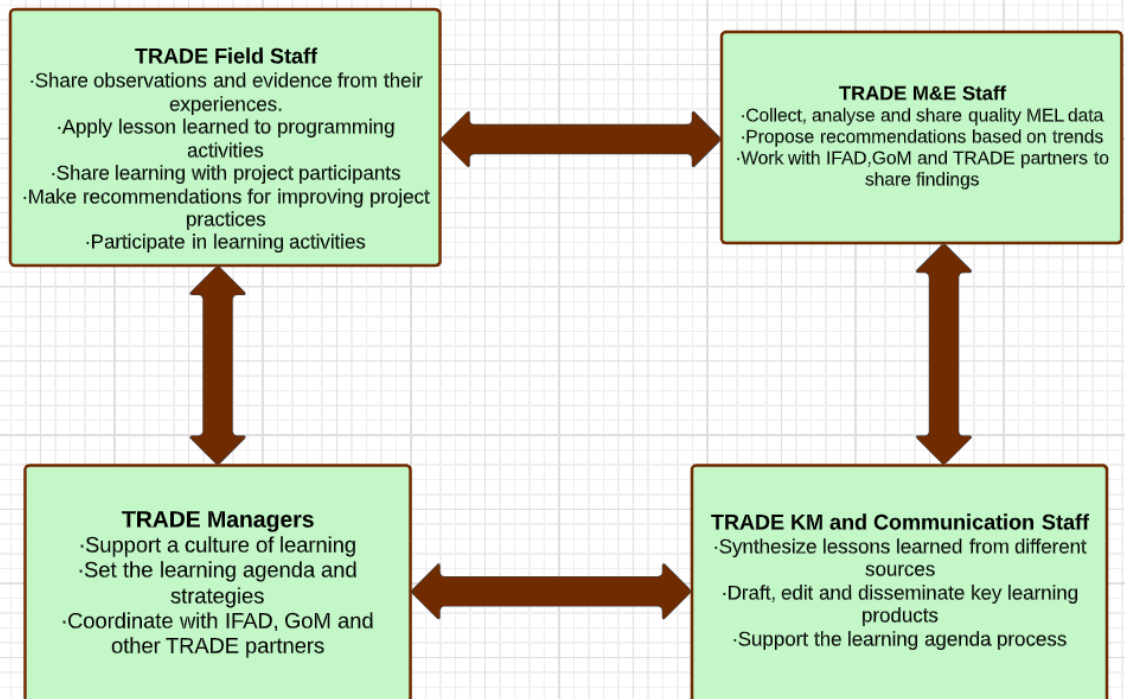
- a) Stakeholders and decision makers (e.g. farmers, agro-dealers, etc.)
- b) Donors
- c) Government
- d) Implementing partners
- e) Civil Society
- f) Local & international Media
- g) Academic organizations
- h) General Public



### 3.3 Team Roles

Every member of TRADE team has a key role to play in the implementation of knowledge management and communications strategy.

## TRADE PROGRAMME TEAM ROLES



The following are some of the tools that will make knowledge Management and communication effective.

### 3.3.1 Mass media

Consists of the various ways in which critical knowledge and communication reaches a large audience. Media channels include:

- Radio
- TV
- Press releases (Print)

- News articles
- IEC Materials

**Public and Private Radios:** TRADE will enter into an agreement with some of the public and private radios to be the leading medium of information on success stories and interventions via programmes and panel discussions

**Public and Private TV:** TRADE will enter into an agreement with Public and Private TV to be the leading television broadcaster of information on success stories and intervention via programmes, documentaries, interviews and panel discussions

Target audience: Public, policy and decision makers, development partners, TRADE partner organisations

### **3.3.2 Media Training**

TRADE will train and engage journalists and editors on comprehensive reporting of all TRADE interventions to enable them to communicate accurately. The biggest challenge noticed this far with working with the media has been accuracy in reporting.

### **3.3.3 Digital strategy**

#### **a) Website**

The website will be one of the media used by TRADE to disseminate the interventions, success stories, case studies and best practices which will target TRADE partners, policy and decision makers, donor community and the media among others. It will provide the overview of all the work and activities carried out. The website will carry information on:

- TRADE programme details.
- Success stories, interventions and best practices.

- Documents.
- Information and data on market information, produce.
- TRADE partner's stories related and relevant to the programme.

#### **b) Twitter**

This will help in sharing of updates related to TRADE programme in real time and also will help in the provision of links to the website

**c) Facebook:** Transforming Agriculture through Diversification and Entrepreneurship will have the Facebook page to allow users to join and connect with TRADE, where stakeholders can share comments, images, photographs and more.

**d) Blog Account:** Transforming Agriculture through Diversification and Entrepreneurship will have a blog account to allow users to join and connect with TRADE, where stakeholders and TRADE can share reflection, positions, innovation briefs and more.

**3.4 Target audience: Policy and decision makers, partner CSO, media, donor community and the youth among other**

**4 How to Meet the Objectives?**

**Knowledge Management and Communications objectives**

<b>What</b>	<b>How</b>	<b>Why</b>	<b>Who</b>	<b>When</b>	<b>Measure</b>
<p>Increase the visibility and awareness of TRADE programme and objectives</p> <p><b>NB:</b> Different messages will be developed for different audiences</p>	<ul style="list-style-type: none"> <li>-Through the website</li> <li>-Brochures, leaflets, newsletter</li> <li>-T-shirts</li> <li>-Media</li> <li>-Facebook and Twitter</li> <li>-Billboards</li> </ul>	<p>-Strategic partnerships with the donor community and TRADE partners</p>	<ul style="list-style-type: none"> <li>-Media</li> <li>- TRADE partners</li> <li>-Public</li> <li>-Donor Community</li> </ul>	<ul style="list-style-type: none"> <li>- Quarterly publication of the newsletter</li> <li>- update brochure as information comes</li> <li>- Communicate actively and regularly through online media</li> <li>-upload news articles on the website</li> </ul>	<ul style="list-style-type: none"> <li>-Number of visits to the website</li> <li>-People liking Facebook page and following up on twitter</li> <li>-Level of materials produced</li> <li>- number of news articles produced by the media</li> <li>- number of partnerships established with TRADE</li> </ul>

				at least twice a week	
Manage and harmonise knowledge management and communication efforts with all stakeholders including government, TRADE partners, private sector, farmers and the academia	-Meetings -Reports - Newsletter -Brochures	-Adoption of TRADE interventions - Partnerships -Influence policy	- Media -TRADE partners - Farmers - Academia	On going	-Materials produced - number of materials distributed

<p>To build media relations with national and international electronic and print media for a positive and increased media coverage</p>	<ul style="list-style-type: none"> <li>-Media Training</li> <li>-Meeting with editors</li> <li>-Share success stories and news articles through National Media Institute of Southern Africa (Namisa).</li> <li>- Programming (public &amp; private TV)</li> </ul>	<ul style="list-style-type: none"> <li>-Celebrate individuals that are doing something to meet the objective of TRADE programme</li> </ul>	<ul style="list-style-type: none"> <li>-Print media</li> <li>- Electronic Media</li> <li>-Online Media</li> </ul>	<ul style="list-style-type: none"> <li>-Media Training</li> </ul>	<p>Number of positive stories reported in the media</p>
<p>To advocate with relevant stakeholders and decision makers</p>	<ul style="list-style-type: none"> <li>-Sharing of success stories</li> <li>-Panel Discussions</li> <li>-Reports</li> <li>-Newsletter</li> <li>-Fares</li> </ul>	<ul style="list-style-type: none"> <li>- To expand areas of impact</li> <li>- Enhancing the adoption of successful</li> </ul>	<ul style="list-style-type: none"> <li>- Donor Community</li> <li>-TRADE partners</li> </ul>	<p>Ongoing</p>	<p>Number of programmes run on public and private Television</p>

<p>to support the achievement of the objectives of TRADE programme and its interventions</p>		<p>interventions</p>			
<p>Share success stories &amp; best practices</p>	<ul style="list-style-type: none"> <li>- Using the website</li> <li>- Through media reporting of successful stories</li> <li>- Social media</li> <li>- newsletter</li> </ul>	<ul style="list-style-type: none"> <li>- Show what works in certain communities; allow others to be inspired; allow others to replicate successful</li> </ul>	<ul style="list-style-type: none"> <li>- To decision makers</li> <li>- To public</li> <li>- To media</li> <li>- TRADE partners</li> </ul>	<ul style="list-style-type: none"> <li>- Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>- Number of success stories shared on the website</li> <li>- Number of interviews</li> <li>- Number of appearances</li> </ul>

		practices /ideas			
Communicate actively and regularly through online media	<ul style="list-style-type: none"> <li>- Using the TRADE website</li> <li>- Twitter</li> <li>- Facebook</li> <li>- Blog account</li> </ul>	Targeting farmers, youths and influencers in Malawi	Primary audience are youths farmers; influence rs	Twice a week.	<ul style="list-style-type: none"> <li>- Number of Facebook posts; number of 'tweets' ; number of replies</li> <li>Number of 'followers' or individuals who 'like'</li> </ul>

## 5 Situation Analysis

TRADE programme is not operating in a vacuum. Its work is affected by government policy, the donor community, the public, work by TRADE partners and all other relevant stakeholders. The table below shows an analysis of how TRADE programme stands to be affected by various sectors

	<b>Internal Strengths</b>	<b>Internal Weaknesses</b>	<b>External Threats</b>	<b>External Opportunities</b>
<b>Political Environment</b>	<p>Non-partisan: TRADE does not support any party. It works with the government of the day.</p> <p>Partnership with government: TRADE programme is implemented in partnership with government</p>	<p>Some members of the PMU having interest in political parties</p> <p>Some members of the PMU misled but government officials during the implementation of various TRADE Programmes' interventions.</p>	<p>Political members using TRADE interventions to satisfy their political interests</p> <p>Negative influences from Government officials</p>	<p>Development gap: The government relies on programmes like TRADE to implement certain activities that may be or not supported in the national budget</p> <p>Government subscribes to international development and human rights instruments: such as the gender protocol, Climate change which also inform some of the work by TRADE programme.</p>

<b>Media Environment</b>	Form an external and Internal Monitoring, Evaluation and Communications platform	PMU staff not knowing what to communicate, when and where to communicate information about TRADE programme.	Lack of innovation & specialisation: The local media does not specialise. All journalists report in all areas leading to factual errors in certain articles  Low internet connectivity: Internet access in Malawi is very low. TRADE uses the online media for communication	Very accommodating: In extreme cases the media still available.  Availability of free space: There is free space- My Turn, Opinion pieces that the TRADE programme can use to publicity, awareness and visibility
<b>Public Environment</b>	Clear definition of stakeholders: TRADE programme will have well defined level of key stakeholders	Failing to know the role of various stakeholders	Misconceptions: certain quarters may not fully understand TRADE programme and may be mistaken as an	Public Will: The public is always willing to listen and learn

	Community structures: TRADE programme is to implement all its activities, interventions with respect to existing community structures		agricultural NGO	
<b>Programme Capacity</b>	Availability of Monitoring, Evaluations and Learning Department; and availability of Knowledge Management and Communications team.  Qualified technical staff	PMU staff not knowing the role of M&E and Knowledge management and Communications Department.	Poor coordination between the media fraternity and the PMU staff	TRADE is there to contribute to the sustainable improved livelihoods of rural and poor small holder farmers  TRADE is going to establish strategic partnership with various organisations
<b>Allies</b>	Qualified Technical staff: This creates confidence in implementing partners	Failing to acknowledge the presence and the role of stakeholders	Issues of visibility: Where there are partnerships each organisations	Existing organisations that are doing similar work

	TRADE plays a facilitating role which bring it in contact with a lot of stakeholders (from public to private)		wants to be seen more	
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## 6 Target Audiences

To assist this plan to maximize success and remain focused, the following key internal and external audiences have been identified with an analysis of the communication needs and how these will be met. These stakeholders will be reviewed on an annual basis to ensure they remain relevant.

Target Audience		Communication needs	Face to face /Virtual	Radio/TV Programmes	IEC Materials	Annual reports	Website	Social Media	Workshop	Other Events
Audience	Description									
Core Beneficiaries	Farmers	To understand GAPS, Market Oriented Extension and Agribusiness Knowledge								
Primary Stakeholders	Includes Private Sector value chain actors beyond the producers (farmers) e.g. Processors, agri input suppliers, output markets, etc.	To understand progress, results and challenges in implementing the Programme to have the opportunity for feedback								

		To have an understanding of TRADE and its approach together with partnership engagement frameworks with agreed objectives, plans and evaluation processes								
Donors	Those supporting TRADE Programme and the entire donor community	To have an understanding of TRADE programs/projects and its approach together with partnership engagement frameworks with agreed objectives, plans and evaluation processes								
Academic and	Those engaged in research and	Information on Program								

Research Institutions	generation of new knowledge/ technologies in agriculture.	methodology, approach and results and opportunities for input								
Public	Other groups of people not belonging to any of the mentioned categories	To understand the Programme's approach to public engagement and rural development and be aware of the pathways for engagement and participation and be encouraged to participate								
Government	Those who can influence, set or advise on policies that impact the livelihoods	Timely and relevant program management information together with guidance and advice to the Working Groups								

Implementing Partners	Organisations that are essential for success because of their capacity for implementation, demonstrated successes and the specific value they will add. These key partners include: Private sector players, CSOs and major development NGOs as well as advanced research institutes	Appropriate and non-technical information that provides them with the evidence to promote and support policies that will benefit people dependent on agricultural systems.								
Media	International, national and local media (print, radio, TV)	Information and material that will help them tell stories on the challenges and opportunities in TRADE								

		interventions and the results Program.								
TRADE staff members	Members of the PMU who are involved in facilitating TRADE programmes' intervention	To remain aware of the program's implementation and results, channels for engagement and opportunities for advocacy in relevant spheres of influence								

## 7 Internal Communications

Goal: To ensure that staff within TRADE have access to all the information they require to make informed decisions and maximize their output.

### 7.1 Objectives

Key staff are aware of the goals and objectives of TRADE.

- ✓ All senior management decisions are communicated effectively to staff.

- ✓ Staff are familiar with resources available and that they are adequately updated on any developments.
- ✓ Staff are able to provide feedback to management through formal channels.

Much of the communication that occurs in an organization is informal and uncontrollable. However, the table below shows how TRADE plans and manages its internal communications:

Strategy	Purpose	Intended Result	KM&Comm s Dept. Role	Frequency
Meetings:				
Weekly Meetings	- Share plans for the week and update progress made on previous weekly activities	Understand what the rest of the organisation is doing	- Take note of all activities and share with all members of staff	Weekly
Management Meetings	- departmental updates - decision making		NONE	1st week of the month
Staff Meetings	- Social welfare updates - Staff concerns - Updates from management	- To address staff grievances	- Organise meetings - Take notes and share with all staff members	monthly

Quarterly Review	<ul style="list-style-type: none"> <li>- Progress made on quarterly plans</li> <li>- Share plans for the next quarter</li> <li>-Make revisions where needed</li> </ul>	<ul style="list-style-type: none"> <li>- Progress is made visible</li> <li>- Provide room for change in strategy</li> </ul>	<ul style="list-style-type: none"> <li>- Organise meeting</li> <li>-Take notes and share with all members</li> <li>- Keep track of progress made</li> </ul>	Last week of the quarter
Annual Review	<ul style="list-style-type: none"> <li>- Review activities of the year</li> <li>-Plan for the coming year</li> <li>- Budget</li> </ul>	<ul style="list-style-type: none"> <li>Progress is made visible</li> </ul>	<ul style="list-style-type: none"> <li>Organise meeting</li> <li>-Take notes and share with all members</li> <li>- Keep track of progress made</li> </ul>	End of the year
<b>Emails</b>				
Information Bulletin (from the NPC)	<ul style="list-style-type: none"> <li>- Inform and engage members of staff</li> </ul>		NONE	Continuous
Reports: (activity, monthly, quarterly, annual)	<ul style="list-style-type: none"> <li>- Inform</li> </ul>	<ul style="list-style-type: none"> <li>Keep up and understand what each section is doing</li> </ul>	<ul style="list-style-type: none"> <li>- Collect and share</li> <li>- Compile</li> <li>- Provide template</li> </ul>	Monthly, quarterly, annually and 2 days after each activity
<b>Memos</b>				
Internal Memo	<ul style="list-style-type: none"> <li>Inform staff on decisions, changes</li> </ul>		<ul style="list-style-type: none"> <li>Liaise with the office of</li> </ul>	As matters arise


			the NPC where necessary	
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## 8 Branding

TRADE Programme has established itself as a brand name when in the realm of *Corporate* and working with the private sector in achieving sustainable development.

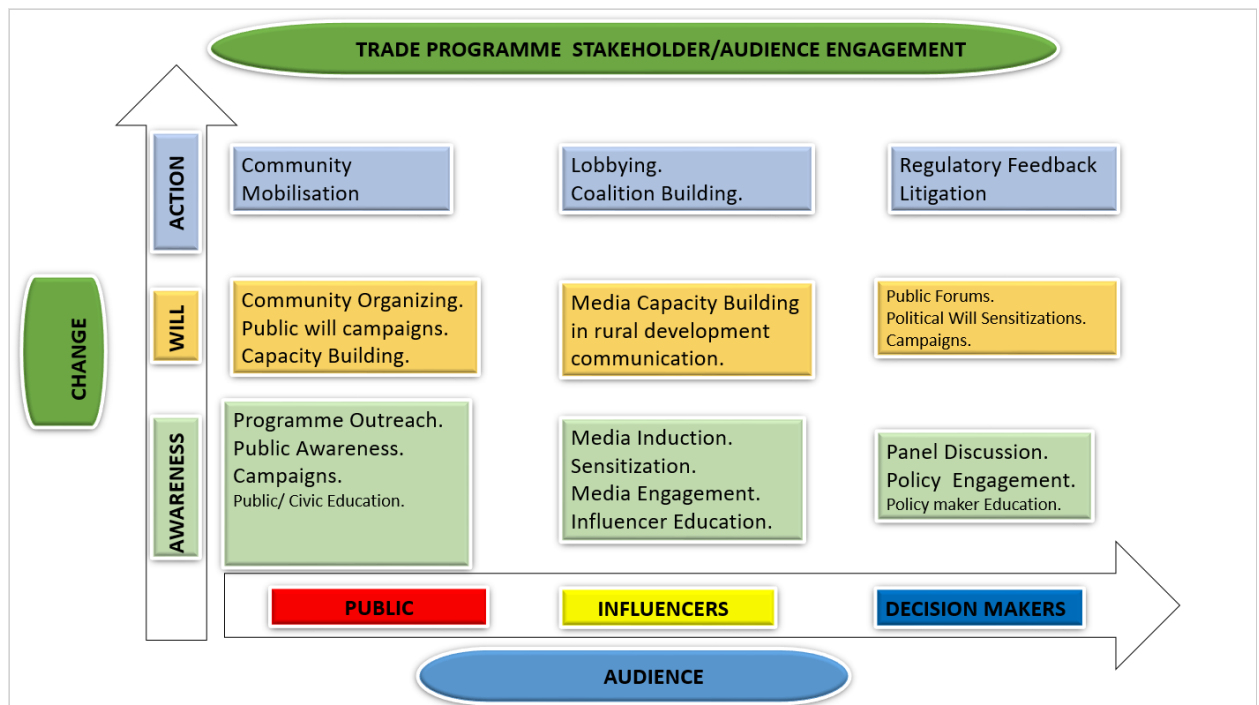
Apart from its work TRADE Programme shall also be identified using the physical aspects listed below:

### Visual Identify Aspects of TRADE

ITEM	Symbol
<b>Name:</b>	Transforming Agriculture through Diversification and Entrepreneurship (TRADE) Programme
<b>Logo:</b>	
<b>Colours:</b>	Dark Brown, Apple green, Black, Red and Dark Green
<b>Font:</b>	Constantia

## 9 Proposed TRADE Programme Information Dissemination Systems

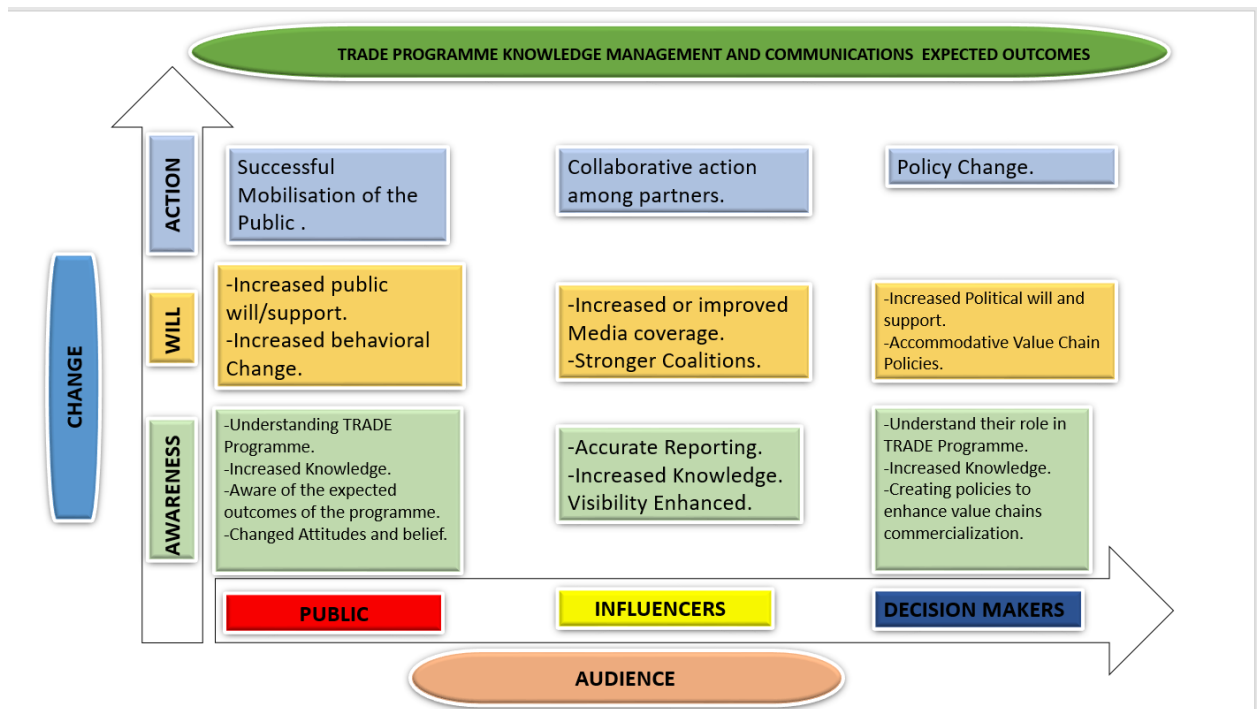
The nature of the programme needs a knowledge management and communication strategy that can enhance behavioural change. Based on the information needs assessment findings, it was recommended that TRADE programme must adopt a communication/advocacy strategy that will target three categories of audience namely: The Public, Influencer and Decision makers to let them be aware about TRADE programme and its designed interventions and then develop a will of taking part in all the interventions being implemented and start taking action in whatever TRADE programme will be doing.



Source: TRADE Programme Knowledge Management and Communications

### **Expected Outcomes**

Once the Knowledge Management and Communication/Advocacy approach has been adopted, stakeholders will effectively be updated and engaged to the extent that the following outcomes will be achieved:



Source: TRADE Programme Knowledge Management and Communication

## 10 Monitoring and Evaluation

The Monitoring and Evaluation function of the Communications Strategy is crucial to the success of its implementation. Collecting regular and consistent M&E data will allow TRADE to track activities, numbers reached, responses of target audiences, and results of the strategy. Most importantly, it will allow the organisation to change and adjust activities based on feedback. Communications will be monitored on an ongoing basis and evaluated at the end of every 12-month period. Key performance indicators will include, but are not limited to:

### Public Relations

- Number of press releases
- Number of interface meetings with stakeholders and the general public that have been planned for the year.
- Amount of press coverage (Number, positive or negative).

- Number of hits on website/pages visited
- Feedback on activities which TRADE gets from the public.
- Number of articles/programs that the media houses feature during the project duration
- Number of periodic newsletters produced to give stakeholders
- Number of likes and following on social media

#### Media Relations

- Number of media houses that patronize the project's functions at their preference
- Number of articles/programs that the media houses feature during the project duration

#### Internal Communications

- Number of weekly, management and staff meetings carried out which project updates have been given.
- Number of communications shared out to staff
- Number of meetings and trainings carried out related to programme implementation.

### **11 Estimated Budget, Time-frame and Prospective Milestones of the Strategy**

The budget for implementation of this strategy considers areas that will upscale awareness, knowledge and skills of core audience (smallholder farmers) in all the target value chains, through provision of comprehensive information to enhance productivity; Build capacity of digital extension actors to upscale agricultural communication and outreach among smallholder producers for increased productivity and production; Strengthen capacities of Farmer Based Organizations: adult male, adult female, male and female youth to increase technology update and adoption; Supporting the creation of the enabling environment(policy engagement) through panel discussions; and Enhancing TRADE Programme Knowledge sharing and visibility through publications,

Branding and internal engagement. The total pre budget for the next 4 years (2022-2026) is estimated to **USD 1,866,824** and it is proposed that the total budget must be allocated to knowledge management and communications activities. However, to ensure sustainability of the knowledge management and communications function and to ensure that activities are successfully implemented, this strategy’s implementation will annually draw resources from the aforementioned funds for knowledge management and communications. This strategy has an annual work plan and budget estimated to **USD 466,706** that will guide on how the resources will be utilised and it is subject to the annual review depending on the activities and needs.

### **Summary of the KM & Communication Annual Work plan & Budget**

Based on the objectives narrated in the Knowledge Management and Communication Strategy for TRADE programme, the annual work plan and budget will focus on four areas as follows:

<b>FOCUS AREA</b>	<b>ESTIMATED BUDGET IN (USD)</b>
Upscaling awareness, knowledge and skills of adult and youth male and female Smallholder Farmers on key value chains through provision of comprehensive information to enhance productivity	<b>122,125</b>
Building capacity of digital extension actors to upscale agricultural communication and outreach among smallholder producers for increased productivity and production	<b>104,627</b>
Strengthening capacities of Farmer Based Organizations: adult male, adult female, male and female youth to increase technology update and adoption	<b>129,455</b>
Enhancing TRADE Programme Knowledge sharing and visibility through publications, Branding and internal engagement and Supporting the creation of the enabling environment (policy engagement) through panel discussions	<b>110,499</b>
<b>GRAND TOTAL</b>	<b>466,706</b>

Below is an estimated annual work plan and budget for TRADE Programme Knowledge Management and Communication that will be revised annually to meet the needs and relevance of the activities.

## TRADE- KM&COMMUNICATION ANNUAL WORKPLAN AND BUDGET

**Focus Area 1: Upscaling awareness, knowledge and skills of adult and youth male and female Smallholder Farmers on key value chains through provision of comprehensive information to enhance productivity**

<i>Activity</i>	<i>Description</i>	<i>Responsible</i>	<i>Milestone</i>	<i>Timeframe</i>	<i>Estimated Budget( in USD)</i>
Conduct formative assessment	Identify and validate communication channels and formats, digital literacy levels to inform communication and outreach interventions. Conduct stakeholder analysis and further Information needs assessments	KMCO	Reports and Communication Channels in place	On going	<b>17,435</b>
Conduct content development	Customise content experts in line with the seven value chains to develop and	KMCO & Commodity Specialists	Extension content to be disseminated available	On going	<b>5,943</b>

	concretise content for extension				
Develop message matrix for digital platforms	Customise the content based on the platforms for dissemination such as radio, SMS, IVR, jingles and mobilise app	KMCO & Consultant	Content for each platform be available to be disseminated	On going	<b>6,780</b>
Customise the content in local languages	Produce and broadcast radio programs, IVR, jingle messages in local language(Tumbuka and Chichewa.)	KMCO & Consultant	Content in local language available	On going	<b>8,490</b>
Procure radio sets and tablets or smart phones	Procure solar wind-up radio sets to be used by smallholder producers in their groups and tablets or smart phones to be used by digital champions for extension delivery.	KMCO & Procurement Specialist	Digital devices procured and used by smallholder farmers	On going	<b>34,870</b>

Provide real time extension through radio and farmer call centre	Produce radio programs, jingles and promos for the seven value chains. Use service Providers' call centre to upscale provision of good agriculture practices and marketing information and use frequent asked questions to inform content for radio programs	KMCO, Commodity Specialist & Consultant	Real time extension information disseminated	On going	<b>19,540</b>
Provide extension through an ICT App	upscale access to GAP and market information and services through the mobile app.	KMCO & Consultant	ICT application for dissemination of extension information available and used	On going	<b>6,723</b>
Provide information	provide agro-tips and weather information	KMCO & Consultant	Information disseminated to	On going	<b>8720</b>

through SMS push to smallholder producers	based on value chains and location		farmers through SMSs		
Develop video messages	Identify key technologies to be promoted through videos	KMCO & Commodity Specialist	Messages developed and disseminated	On going	2200
Introduce use of USSD service for market and weather information services	Demand driven extension platform	KMCO & Consultant	Market and weather information disseminated through USSD Services	September/October 2022	11,424
<b>SUBTOTAL</b>					<b>122,125</b>
<b>Focus Area 2: Building capacity of digital extension actors to upscale agricultural communication and outreach among smallholder producers for increased productivity and production</b>					
Conduct radio station assessments	Assess capacity of radio stations to be used to provide radio extension services.	KMCO	Radio station assessed	On going	4,670

Conduct radio station engagement	Identify and engage radio stations that will promote comprehensive radio extension services.	KMCO	Radio Stations engaged	On going	<b>12,350</b>
Train broadcasters in impactful radio programming	Train the broadcaster to develop impactful interactive radio programs which adheres to VOICE standards.	KMCO & Consultant	Broadcasters trained	On going	<b>3,860</b>
Update and Link broadcasters to the platform	Ensure that platform has updated content on the key value chains and is accessible by broadcasters to guide radio programs.	KMCO, Commodity Specialist & Consultant	Broadcasters linked to various platforms	On going	<b>6,719</b>
Support Community radio stations	Support Community radio stations with gadgets that will	KMCO & Procurement Specialist	Community radios supported	On going	<b>17,320</b>

	enhance radio production				
Conduct quarterly broadcasters review meetings	Assess the quality of programming and feedback from farmers with broadcasters.	KMCO	Quarterly broadcasters review meetings conducted	On going	<b>9,540</b>
Facilitate monthly field recording	Facilitate field recordings	KMCO & Consultant	Monthly field recording done	On going	<b>15,460</b>
Collaborate with District Agriculture Communication Officers in radio production	Collaborate with targeted district agriculture offices to engage agriculture communication officers to record radio programs.	KMCO, District Agriculture Communication Officers & Consultant	District Agriculture Communication Officers engaged	On going	<b>8,574</b>
Orient AEDOs in the digital extension platform	Orient extension actors to access and upload content for use in the platform.	KMCO & Consultant	AEDOs oriented	On going	<b>17,354</b>

Train call centre team	Promote technologies for quality services	KMCO & Consultant	Call centre team trained	On going	8,780
<b>SUBTOTAL</b>					<b>104,627</b>
<b>Focus Area 3: Strengthening capacities of Farmer Based Organizations: adult male, adult female, male and female youth to increase technology update and adoption</b>					
Conduct farmer based organisation mapping as ICT hubs	Map functional farmer-based organisation to be engaged as ICT hubs.	KMCO & Consultant	FBOs engaged as ICT hubs	On going	7,130
Train ICT hubs	Facilitate training of identified farmer-based organisations as ICT hubs and train them in ICT hub concept and gender.	KMCO & Consultant	FBOs trained as ICT hubs	On going	10,980
Facilitate the identification of demo plots	Work with ICT hubs to identify demo plots which will be used as for centres for technology transfer and adoption. TRADE	KMCO, District Extension Workers, Commodity Specialist	Demo plots identified	On going	6,470

	collect GPS coordinates that will be linked to remote sensing to track crop development and provide localised extension service.				
Identify digital champions	Identify digital champions in each EPA that will work with AEDOs to support ICT hubs.	KMCO, Commodity Specialist & Consultant	Digital champions identified	On going	<b>5,390</b>
Train digital champion's	Facilitate training of digital champions and AEDOs in digital tools and platforms for extension.	KMCO & Consultant	Digital champions trained	On going	<b>11,430</b>
Provide interactive training sessions with farmers on specific technology	Enhance technology transfers with farmer-based producers in the districts.	KMCO & Consultant	Smallholder farmers trained	On going	<b>12,600</b>
Introduce peer to peer information sharing among farmers to	Identify impact ICTs hubs who will be used as digital peer educators to promote	KMCO & Consultant	Peer to peer information sharing introduced	On going	<b>14,290</b>

enhance technology adoption	agriculture technologies among the FBOs in the EPA				
Conduct quarterly supportive supervision and monitoring	Focus on functionality of ICT hubs, knowledge update and practice by the smallholder producers.	KMCO	Quarterly supportive supervision conducted	On going	<b>5,215</b>
Conduct knowledge update assessments	with smallholder producers	KMCO	Knowledge update reports in place	On going	<b>6,720</b>
Link ICT hubs to market service provider	Promote access to structured market actors and will facilitate linkages through digital platforms and face to face engagement.	KMCO & Consultant	ICT hubs linked to market service providers	On going	<b>7,430</b>
Conduct community awareness	Raise awareness of TRADE programme,	KMCO& Consultant	Awareness on market	On going	<b>18,540</b>

through road shows	market information and services.		information conducted		
Conduct video extension outreach	Collaborate with ICT hubs and digital champions to conduct video outreach to promote GAP on key value chains.	KMCO& Consultant	Video outreach conducted	On going	23,260
<b>SUBTOTAL</b>					<b>129,455</b>
<b>Focus Area 4: Enhancing TRADE Programme Knowledge sharing and visibility through publications, Branding and internal engagement and Supporting the creation of the enabling environment (policy engagement) through panel discussions</b>					

Knowledge Management & Communication Publication	Publications of newsletters, Reflections/Learning/ Position Briefs and IEC Materials	KMCO	Various publications developed and disseminated	On going	<b>14,860</b>
Consistent image, message and branding of TRADE Programme	Develop branding material including promotional items, T-shirts, Golf-shirts, fisher jackets, caps, wrappers etc.	KMCO & Procurement Specialist	Branding materials available	On going	<b>42,720</b>
TRADE programme staff use internal knowledge to achieve programme goals and objectives	Promoting internal Knowledge management generating and sharing	KMCO & M&E	Internal KM workshops conducted	On going	<b>5,943</b>
Public and Private sector contacts developed and maintained	Meeting District Information Officers of all TRADE Programme target District councils and	KMCO	Public and private sector engaged	On going	<b>8,720</b>

	meeting with communication officers and CSR officers of Private sector organizations				
Promoting the creation of enabling environment through policy engagement	Planning and conducting panel discussion to discuss several policies on radio and televisions	KMCO, NPC & Commodity Specialists	Policy lobbying capacity enhanced	On going	38,256
<b>SUBTOTAL</b>					<b>110,499</b>
<b>GRAND TOTAL</b>					<b>466,706</b>

## **12 Conclusion**

This strategy will guide TRADE programme knowledge management and communications to tune its objectives towards information needs of the stakeholders. Furthermore, it will help to specify the target activities to satisfy the specific information needs, expressed by stakeholders.