Ministry of Agriculture Animal Industry and Fisheries (MAAIF)

Communication strategy for the *Micro-scale Irrigation Program*

May 2020

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Forward

The Ministry of Agriculture Animal Industry and Fisheries (MAAIF) envisions a competitive, profitable and sustainable agriculture sector with a mission to transform subsistence farming to commercial agriculture. The Micro-scale Irrigation Program is thus designed within this context and in line with Government of Uganda's National Development Plan (NDP), National Policy of Irrigation, and the Vision 2040, all of which promote the development of irrigation technologies. With effects of climate change and unreliable rainfall patterns, the need for investment in irrigation increasingly becomes of importance. Only 2.6 % of the country's potential is under irrigation. The micro-scale Irrigation Program aims at supporting individual farmers to purchase and use micro-scale irrigation equipment.

The support to irrigation development will be capped at 2.5 acres per farmer, and thus it is expected to be of interest mainly for smallholder, mostly subsistence, farmers with potential to transform to more commercial agriculture. The Program will be implemented at three levels; at central government level with MAAIF taking the lead, at the Local Government Level with districts taking lead, and at the sub county level with farmers expressing interest for the development of irrigation, based on which they will be deemed eligible.

Therefore, the development of this Communication Strategy is in line with the core program objective which is "to improve the adequacy, equity and effectiveness of financing and the oversight, management and delivery of LG services in micro irrigation". The document is a result of an extensive document review supported by consultative processes.

It is an evidence of Government of Uganda's continued effort in fulfilling her commitment to the citizens, provide a mechanism for sharing information on Government programmes, while meeting basic requirements for transparency and accountability. It also underscores MAAIF's and LGs' effort to positively engage its stakeholders and respond to their communication needs. However, successful implementation of the strategy will only be possible with continued support and participation of all stakeholders, including development partners.

I wish to thank all stakeholders that may have contributed to development of this document in one way or the other. I do recommend its use as a reference point for all communication and outreach activities.

For God and My Country.

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Pius Wakabi Kassajja

Permanent Secretary

Acknowledgment

The development of this communication strategy was supported by the Government of Uganda, and the World Bank. The World Bank Officials together with MAAIF technical team played a big role in providing information and guidance during which the strategy was designed. Relevant stakeholders participated during the consultation and review process providing technical guidance in relations to communicating Irrigation Technologies in line with existing policy instruments.

Appreciation is extended to the Consultant for his tireless work in reviewing relevant documents, processing and integrating various stakeholders' communication perspectives during the design and writing of this strategy. We wish to further express our gratitude to all those who reviewed the draft report and provided feedback and insights that have enriched this document. We wish to acknowledge all references, pictures, and other sources of data used in this document.

Executive Summary

This strategy has been developed in line with mechanisms for promoting development of Irrigation Technologies in Uganda. It is designed to support the successful implementation of the micro-scale irrigation component under the Uganda Intergovernmental Fiscal Transfers - additional financing (p172868 program for results supported by the World Bank. Promoting uptake of Micro-scale Irrigation technologies requires creating awareness among beneficiary farmers on the benefits of adopting irrigation technologies, and promoting positive attitude and behaviours for its proper use.

To this end, communication will play a significant role in facilitating awareness, knowledge levels, motivation and decision making processes. This strategy is designed to generate the desired awareness and practice; legitimise program interventions, increase knowledge levels, change attitudes while promoting interest. It is intended to facilitate the realisation of the program goals/objectives and takes into consideration varied stakeholder interests and provides approaches for effectively engaging them. The strategy stimulates more deliberate, proactive, communication approaches such as targeted meetings and messaging that seek to facilitate the mobilisation, engagement and encourage participation of stakeholders in program activities.

However, for effectiveness, the strategy adapts the tenets of the *Theory of Diffusion of Innovation* in message design and dissemination since it largely explains how behaviours take effect through adoption of new ideas. As such, communication intervention must, therefore, confirm to theory —especially repetitive messaging— so as to influence attitudes and behaviours. This strategy provides a detailed stakeholders analysis explaining how each category of the audience influences program interventions, their information needs and how they could be engaged. It also identifies activities/tactics that will be undertaken in order to engage with specific audience.

This strategy also identifies basic principles in message development to ensure clarity, consistence and accuracy. It also stipulates the time frame and resources while providing for aspects of how it will be monitored and evaluated. All implementing partners therefore, play a critical role in implementing this strategy, with MAAIF providing the necessary coordination role.

List of Acronyms

UgIFT AF- Uganda Intergovernmental Fiscal Transfers

PMG- the Production and Marketing Grant

LG- Local Government

IFTRP- Intergovernmental Fiscal Transfers Reforms Program

FIEFICO- Farm Income Enhancement and Forest Conservation

TV- Television

NDP- National Development Plan

ASSP- Agriculture Sector Strategic Plan

MAAIF- Ministry of Agriculture Animal Industry and Fisheries

UBOS- Uganda Bureau of Statistics

WBKG- World Bank Group

PWDs- Persons with Disabilities

ICT- Information, and Communication Technology

UCC- Uganda Communication Commission

NPA- National Planning Authority

NSSSHU- National Survey and Segmentation of Smallholder Households in Uganda

PSC- Program Steering Committee

CSO- Civil Society Organisation

CBO- Community Based Organisation

FBO- Faith Based Organisation

GoU- Government of Uganda

MOU- Memorandum of Understanding

IEC-Information Education and Communication

UNDP- United Nations Development Program

RDC- Resident District Commissioner

MP- Member of Parliament

M&E- Monitoring and Evaluation

KPI- Key Performance indicator

1.0 Background/context

Agriculture remains the mainstay of Uganda's economy at household and national levels (NIP, 2017). It contributes more than 2.6 % to the gross domestic product (Wanyama *et al.,* 2017) and 48% to export revenues (WBK, 2020). More than 72% of the population are dependent on agriculture for their livelihoods. Unfortunately, the agricultural sector remains heavily dominated by rain-fed farming systems that are severely being impacted by climate change. However, Irrigation is increasingly becoming instrumental in mitigating against unreliable rainfall by bridging dry spells, and as a supplementary source of water to increase crop productivity (Wanyama *et al.,* 2017).

Uganda has massive resource potential for irrigation of 3,000,000 ha, but only a tiny fraction of that is developed to date and official estimates are that 77,000 ha (equivalent to 2.6%) is equipped. Most of the irrigation area is under private smallholder farming (61,000 ha), mainly rice-production in the lowlands and wetlands. The rest is under larger scale irrigation, mainly by commercial agribusiness entities such as coffee and sugar estates, and horticulture and flower farms.

Increasing rainfall uncertainty and the serious drought and food security crisis of 2016 has led to a new emphasis on irrigation development, to ensure stability of the agricultural sector, and to achieve national food security and economic goals (WBK, 2020). Whereas the National Irrigation Policy sets an ambitious target of total irrigated area of 1,500,000 ha by 2040, the current indicative area is 77,000 ha. At this rate, Uganda would require an establishment of almost 70,000 ha of newly irrigated land per year. For this reason, the Policy recognises the opportunity of supporting a range of models: micro (< 5 ha), small (5 to 100 ha), medium (100 to 1000 ha) and large (> 1,000 ha) scale irrigation development (WBK, 2020).

1.1 Micro-scale Irrigation Program

Consequent to the high resource potential for irrigation yet only little has been developed, Government of Uganda through MAAIF designed a Micro-scale Irrigation Program (supported by the irrigation component of the World Bank Uganda Intergovernmental Fiscal Transfers Reform Program Additional financing, Ug IFT AF). The Micro-scale Irrigation Program aims at supporting individual farmers to purchase and use micro-scale irrigation equipment. The support to irrigation development will be capped at 2.5 acres per farmer, and thus it is expected to be of interest mainly for smallholder, mostly subsistence, farmers with potential to transform to more commercial agriculture.

The Program will start to be rolled out in 40 districts *(See figure: 1)* as a phase 1, starting 2020-2021 with awareness creation activities, and with support to irrigation equipment starting 2021-2022. As of 2022-2023, awareness creation activities will be carried out in the phase 2 districts (remainder of the country).

Figure: 1
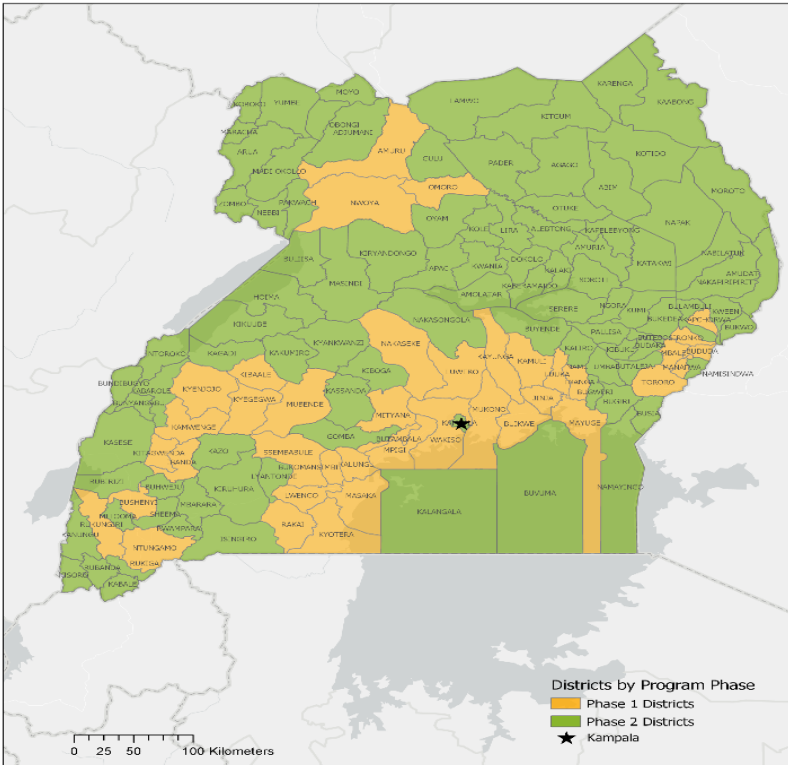
In order to qualify, a farmer must be near a water source (within 700m). Small holder farmers willing to move away from subsistence farming to commercial farming will be supported to acquire equipment of their choice. Although the grant is meant address financial gaps inhibiting the expansion of the irrigation sub sector, individual farmers will be expected to co-fund as a way of promoting ownership. The Program supports farmers' capacity to cope with climate risks and reduce farmer's vulnerability to floods and droughts, currently perceived by smallholder farmers as the main risk to agriculture.

1.2 Programme Aim and Objectives

The Intergovernmental Fiscal Transfers Reforms Program (IFTRP) aims at improving local government service delivery in various sectors. IFTRP is supported by the WB program Uganda Intergovernmental Fiscal Transfers Reform Program (UgIFT), originally in health and education, and now supporting also micro scale irrigation and water supply under its Additional financing. The overall objective of the UgIFT program is "to improve the adequacy, equity and effectiveness of financing and the oversight, management and delivery of LG services in micro irrigation". The Micro-scale Irrigation Program aims at supporting individual farmers to purchase and use micro-scale irrigation equipment.

2.0 Alignment with relevant documents

This communication strategy is aligned to relevant documents such as Government of Uganda Communication Strategy (2011), MAAIF Communication Strategy, GCF project communication strategy (2020), Communication strategy for TN-IAM Program, and FIEFICO Communication Strategy. The alignment is intended to contextualise the varied communication interests of the key stakeholders.

The review is, therefore, focused on identifying relevant stakeholders, approaches/methods such as mobilisation of the public, information dissemination, conducting of media campaigns and awareness raising. Relevant tools such as face-to-face meetings, emails, workshops, seminars, infomercials, talk shows (TV/Radio), Newspaper articles, newsletters, digital platforms, community meetings, staff retreats, trainings, events, website, and field visits are envisaged to form some of the channels of communicating, disseminating and getting feedback about the program to ensure its effective delivery and realisation of the intended outcomes of the interventions.

Secondly, the strategy is designed in line with existing mechanisms promoting the development of Irrigation technologies in Uganda. For instance, The National Development Plan (NDPII), World Bank Guidelines, National Irrigation Policy (2015), Current Agriculture Sector Strategic Plan (ASSP), Climate Change Strategy for the Agriculture Sector (2019), Uganda Vision 2040, National Agricultural Policy (2013), National Agricultural Extension Policy (2016), Uganda Green Growth Development Strategy (2017-18 to 2029-30) provide for mechanisms of promoting Irrigation. There is wide recognition that the irrigation technologies will be instrumental in increasing agricultural productivity hence improved livelihoods. However, achieving this would require to effectively influence the behaviours of small holder farmers who form the largest stakeholders in agriculture. This is what this communication strategy seeks to achieve.

3.0 Communication context:

Uganda's economy is largely seen as progressive. The country is endowed with significant natural resources, including fertile land, regular rainfall, forests, wetlands, mountains and mineral deposits. According to UBOS (2014), agriculture is the largest employer with nearly 80 percent of the population involved. 75 percent of these, are involved in crop growing, while 58 percent are involved in Livestock farming. The informal economy is female dominated because they experience a surfeit of barriers specific to gender when attempting to access the formal economy. Equally, youth are facing challenges accessing formal economy. A 2016 Poverty assessment shows a significant poverty reduction. Whilst the proportion of the Ugandan population living below the national poverty line has reduced from 31.1% in 2006 to 19.7% in 2013, (WBKG, 2016), majority of the population literally cannot afford basic needs including communication, (WBKG, 2016). With the unemployment levels standing at 9.4 percent, one is almost more than certain that some audiences may not afford essential basics for communication. Understanding how the economic context affects communication will be important in decision making.

Experience has shown that social-norms affect communication effectiveness once not well addressed. Uganda is comprised of over sixty tribes, each with different norms (Uganda's Constitution, 1995). These social norms relate to development issues including gender. In most communities, for instance, persons with disabilities and women continue to suffer from social discrimination which often translates into economic inequalities. Existing literature indicates that women often suffer from exclusion because men have remained in positions of decision making, holders of resources such as land, finances, and means of communication such as radios and mobile phones. The beliefs that women (including youth, PWDs) should remain less privileged ought to be targeted in order to enhance their participation in the program. Some districts for instance, have more than one ethnic group meaning that communication needs for each has to be addressed. Emphasis should be placed on targeted communication based on the socio-cultural set-up of each district and the use of local languages is recommended while engaging target audience *(See annex 5-Table for products, print, translation and distribution for spoken languages).*

Although Uganda has registered progress towards use of technology (ICTs), challenges still exist. For example, 62.8 percent of Ugandans use mobile phones, 15.5 percent watch TV, 6.5 percent use internet, 70.4 percent listen to radio (UCC, 2014). Also, only 3.8 percent own computers while 19.4 percent of urban dwellers use internet compared to 3.7 percent in the rural areas. 77.2 percent Ugandans use social media. Whereas 94 percent of farmers have access to radio, only 68 percent prefer radio as their source of information on agriculture (MAAIF, 2016), meaning that the program will need to apply other means of communication in order to reach the target audience. Also the limited access to technology, due to limited skills, the frequent changes in technology, high costs and poor supply and expensive electricity however, means that communication activities may be limited to a few who can afford and those with skills, which, in rural settings becomes obvious that majority could miss out, (UCC, 2014). Moreover, only 68% female compared 77% male are literate (UBOs, 2017), this coupled with poor reading culture implies that access to existing newspapers is limited to a few Ugandans who can read, let alone afford to buy. This means that any written communication whether in local language may have limited effect. Analysing the existing communication technology before selecting the best options for the Program should be the practice. Where the target audience has no access to the existing technology alternative means of communication such as interpersonal communication should be considered to deliver the message.

The Micro-scale Irrigation program is designed within MAAIF's mandate to enhance crop production, improve food and nutrition security, widen the export base and improve the incomes of farmers. This demonstrate a strong knowledge and technical base upon which the program is benchmarked to deliver results. Over time, MAAIF has created a considerable level of understanding, knowledge, positive practices and will among communities on the importance of Irrigation technologies. This knowledge base will be critical for promoting the program objectives. Although the MAAIF has technical competencies in irrigation technology development, the current achievements under the sector are not widely shared with the target audience due to inadequate competencies in communication (MAAIF, 2016). Cognisant of the aforementioned, the program will consider building the capacity of the implementers (at MAAIF and LGs) to effectively communicate with the target audience and a proactive approach shall be adopted.

The existing political will at the highest level of governance is crucial in communicating the Micro scale Irrigation Program. This is evident in a government policy requiring all radio/TV stations in the country to provide free airtime to communicate government programmes, hence a great opportunity to create awareness and influence negative attitudes and behaviours. Furthermore, the small holder farmer's willingness to move away from subsistence farming to commercial farming lays a good foundation for the program's behaviour change communication. Whereas MAAIF has gained technical expertise over years in developing Irrigation technologies, there is fear that the limited ability to communicate technical knowledge to smallholder farmers, and this could undermine the program results. For instance, the over reliance on extension workers who rarely access refresher trainings could be a big threat (MAAIF, 2016). Additionally, farmers lack knowledge of crop and climate responsive irrigation schedules, on-farm water application techniques, agronomic practices, and application rates of agrochemicals, resulting in poor water-use efficiency and reduced water productivity, all of which will pause a challenge (Wanyama *et al*., 2017). The above issues have been critically considered in this strategy. Insights on the communication context, therefore, will be crucial to effective awareness raising, information sharing and program visibility.

4.0 Communication overview

Whilst smallholder farmers form majority of people involved in agriculture, evidence shows that their capacity is seriously affected by the knowledge gap, lack of financial base coupled with land ownership issues (NSSSHU, 2016; Wanyama *et al.,* 2017). MAAIF through Extension workers supports smallholder famers to access the required knowledge about Irrigation and practice. However, there is a general feeling that smallholder farmers have remained inefficient. Increasing uptake of Micro- Irrigation technologies requires creating awareness on the benefits of adopting micro-irrigation schemes, promoting positive attitude and behaviour regarding Irrigation technologies. Furthermore, the Micro Scale Irrigation program takes cognisance of the nature of multi-stakeholder implementation, requiring contextualising and communicating different issues of concern that may arise from the different stakeholders. Effective communication could mean that adequate analysis of the communication issues, stakeholders, clear objective setting as well as appropriate strategy selection and implementation is undertaken in line with the program objectives. In the case of this program, these considerations have been made and incorporated into the strategy implementation.

5.0 Communication theory

Given that the Program involves adoption of new technologies and thus change in behaviours, this communication strategy is anchored in the *Theory of Diffusion of Innovation*. The Diffusion theory is used in this strategy to help with understanding as to why some communication interventions are selected and undertaken, as well in helping inform design of messages and decisions on how often the communication shall be undertaken. The theory has been widely used in development communication work especially as it lays down stages of adoption that might need to be focused on while executing the communications campaign. According to Everest Rogers (1962), the Diffusion of Innovations Theory explains how and why new ideas and practices are adopted, with timelines potentially spread out over long periods. Therefore, the way in which innovations are communicated to different parts of society and the subjective opinions associated with the innovations are important factors in how quickly diffusion—or spreading—occurs. There are five people Everest describes in his theory and these are; Innovators, Early adopters, Early majority, Late majority, and Laggards.

The adoption of the *Micro-scale Irrigation equipment by smallholder farmers* will definitely depend on how communication interventions will influence the five stages of adoption which include; i) Knowledge/ awareness stage, ii) Persuasion/interest stage, iii) Decision or evaluation stage, iv) Implementation or trial stage and v) Confirmation or adoption stage, as Everest describes in his theory. To this end, planned awareness activities may not result into the desired results unless messages have spoken to all the stages of adoption. *Flow chart: 1*

| Awareness/knowledge | → | Persuasion/interest | → | Decision/Evaluation | → | Implementation /trial | → | Adoption |
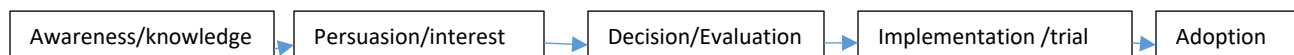
The theory, then, helps in providing insights into the extent to which the communication team should expect results, implying that for the Program to realise results, it is important that the communication team adopts repetitive approaches and target messaging, knowing well that attitude change, behaviour change and practice change do not occur overnight. Therefore, careful messaging as well as effective understanding of the unique characteristics of the targeted audience will be key to success.

6.0 Communication concerns/strategic areas

As indicated earlier, Small holder farmers form majority of stakeholders in agriculture sector (NSSSHU, 2016; Wanyama *et al.*, 2017). However, their capacity to deliver on improved agriculture productivity has been found to be undermined by lack of knowledge about irrigation equipment and the practice of irrigation. In order to bridge this knowledge gap, the Micro irrigation communication strategy focuses on three main issues which form part of the strategic areas. These are: 1) How to increase stakeholders' awareness and knowledge about the Program goals, objectives and benefit, 2) How to enhance information flow between Micro-Irrigation program and key stakeholders for effective communication (internally and externally), and 3) How to increase Program visibility at local, national and international level, whilst effectively managing issues.

7.0 Communication Goals and objectives

Given that this communication strategy is expected to raise awareness about the overall intention of *the Micro- Irrigation Program,* the communication goal and objectives are anchored in situational analysis, and aligned to the program objective, which is "to improve the adequacy, equity and effectiveness of financing and the oversight, management and delivery of LG services in micro irrigation". In this context, a communication goal signifies the intended benefits accruing to the Program and its beneficiaries, resulting from effective communication, whilst the communication objective emphasises the specific status that communication interventions hope to achieve.

7.1 Overall goal

In this case, the overall objective of the Micro-Irrigation Communication Strategy shall be: to develop an efficient, proactive communication system addressing awareness and information needs of small holder farmers and project implementers (MAAIF and LGs) as well as other key stakeholders at local and central levels so as to encourage adoption of smart, appropriate micro scale irrigation technologies. It will also promote effective understanding of the Program implementation processes.

7.2 Strategic objective

The strategic objective shall be: increasing stakeholder knowledge through coordinated information dissemination and enhanced Program visibility.

7.3 Specific objectives

The specific objectives are:

1. To Increase stakeholders' knowledge about the Micro-Irrigation Program goals, objectives, benefit and implementation modalities
2. To improve the information flow between Micro-Irrigation Program and key stakeholders for efficient and effective Program implementation
3. To increase Program visibility at local (household, community, sub county, district), national and international levels.

8.0 Key focus areas

In order to achieve the communication objectives, emphasis will be placed on the following key focus areas. These areas have been carefully selected given that each of them plays a contributory role to realising the set objectives.

8.1 Documentation

Documentation of program implementation processes, results, challenges and best practices will be significantly important in achieving the set objectives. This will take different forms, such as conducting surveys on stakeholders' concerns (i.e. Selection of 40 districts, selection of I ha, and selection of different technologies), gathering program news, designing programs responsive to the communication needs of stakeholders and emerging issues; monitoring implementation of the strategy, and evaluating its effectiveness.

8.2 Working with the media

Over time, more and more organisations – large and small – are looking to the media (including social media) to generate awareness of their work. Media coverage, whether traditional or online, can be a great source of exposure not only because of its cost-effectiveness, but also because the things that others say about us tend to hold more credibility than the things we say about ourselves (e.g. our advertising messages). Media coverage is not "free," however. Time is money and it can certainly take time to research the appropriate media for your messaging; establish relationships with editors, journalists, writers and bloggers; pitch yourself to the media and respond to interview opportunities. It is thus important that the aspect of knowing what to do with the media is well understood by the people responsible for awareness creation for the Program. In order to effectively engage the media there is need to build relations with relevant media, understand how media works, and focus on key messages.

8.3 Publications

Publications will form key communication mechanisms for the Micro-Irrigation Communication strategy. The communication team will take the lead in ensuring that the Program considers writing and publishing Annual progress reports, designing, producing and disseminating Program newsletters (this can be monthly for online version and quarterly for print copy) to key stakeholders, preparing management letters or memos, newspaper articles, policy briefs, posters, brochures, short videos, program photos, program paper, micro-scale irrigation grant and budget guidelines , technical guidelines for support to *Micro Scale Irrigation,* among other knowledge products.

8.4 Brand management

Presenting the program's brand correctly and clearly is crucial to being understood and supported by target audience. This means that there is need to be consistent with program logo (Micro scale irrigation program logo, MAAIF logo, and AG Vision logo-see annex 5), typefaces, slogan, colours (i.e. lemon green for MAAIF), and "on-brand" with our key messages and the way we use words and images on all applications cannot not be overemphasised. To ensure consistency in designing and promoting brand loyalty, the following is considered: i) creating and maintaining a strong program brand ii) designing quality IEC materials; iii) designing corporate regalia, including pull-up banners, tear drops, media backdrops, corporate wears, t-shirts, branded pens, branded notebooks, calendars, signage, labels among other products, while ensuring all communication materials are correctly branded *(See Annex: 6 for samples).*

8.5 Promotional materials:

Promotional activities provide avenues for increasing program visibility. They are often high profile and media sensitive. They require a great deal of time, effort and preparation in order to achieve the desired success. The following will be considered: preparing audio-visual materials, i.e. video clips and documentaries, T-shirts, banners, and Caps *(see annex: 6 for samples).*

8.6 Promotional events:

Promotional events further offer great visibility opportunities. The program shall organise events such as media conferences, open-days, anniversary celebrations, national and international days, contests, awards and sponsorships, workshops, and exhibitions.

8.7 Issue management

Issue management is an anticipatory, strategic management process that helps organisations detect and respond appropriately to emerging trends or changes in the socio-political environment. These trends or changes may then crystallise into an "issue," which is a situation that evokes the attention and concern of influential organisational publics and stakeholders. For example, issues such as mismanagement of the procurement processes, exclusion of women, youth and PWDs, including selection criteria for beneficiaries concerns, etc. could emerge. Focus should therefore, be placed on monitoring all social and political issues that might affect the image of the Program. It is proposed that the communication team pays attention to potential issues through tracking of media (traditional and new media).

8.8 Programming

Under programing, strategic focus is placed on consolidating planning, mentoring, counselling and playing an advisory role. Additionally, determining communication needs, priorities, goals, stakeholders, objectives and categories is proposed. Principally, it will require working in partnership with Program management or stakeholders during problem-solving process.

9.0 Audience Targeting

This communication strategy will target the Primary (these are the key persons/groups you communicate to directly) as well as Secondary and Tertiary (people indirectly associated whom you wish to receive the communications campaign messages, people who will also benefit from hearing the messages or people who influence your target audience now or in the future) audiences. In the context of the Micro-scale Irrigation Program, the primary target audience will include; smallholder farmers, Ministry of Agriculture animal Industry and Fisheries (MAAIF) and Local governments. The secondary audience shall include; Executive/legislators, local leaders, private sector, Civil Society, Media, development partners, and top policy management. The tertiary audience will be Phase 2 districts.

9.1 Primary audience – Smallholder farmers (women, youth. PWDs)

A smallholder farmer (women, men, youth and Persons with disabilities) is one who operates between 1-3 acreage (NPA, 2013). Smallholder farmers are the primary focus of the awareness raising activities. They are critical to the success of the program since it is their behaviours being targeted by awareness campaigns. Unless they are adequately targeted, the success of the program might be jeopardised. It is thus important to understand their unique characteristics so as to be able to properly plan communication interventions. Studies indicated that 85 % (of which 77% are men, 23% women) of people involved in agriculture in Uganda are smallholder farmers[1]. Furthermore, 64% of the smallholder farmers have attained primary education, while 16% attained secondary education. One third of the farmers have no

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[1] [1] file:///C:/Users/Thinkpad-X260/Downloads/Uganda%20CGAP%20Smallholder%20Household%20Survey%20Report.pdf

formal education, out of which, 47 % are women and 12% are men. 31% of these small holder farmers hold land on individual ownership with leases and certificates, 40% hold individual ownership under customary law, whilst 8% ownership is communal.

Accesses to finances remains a challenge to most of them, interestingly some of them have never accessed a bank. However, 90% of the smallholders farmers wish to move away from subsistence to modern farming, and 68% believe agriculture is a good legacy that they can leave for their children. 66% want their children to continue with agriculture (NSSSH*U 2016*). With this in mind, awareness efforts will need to take into consideration these unique features. For instance, provision of information on how they can participate in the program, addressing concerns relating to eligibility, access to financial services, benefit of moving away from subsistence farming to modern farming, process involved and new knowledge required to manage the new technologies, must consider the context of the primary target audience.

9.2 Ministry of Agriculture Animal Industry and Fisheries

MAAIF-Program implementers, Program coordinators, and Program steering committees, is a key Program implementer at central level and is concerned about effective coordination and collaboration during implementation of Program activities and provision of technical support.

9.2.1 Program coordinators

These ensure that the program adheres to relevant strategies established by the Government during program implementation; initiates program activities and are adequately budgeted for; consolidates program records and submit all necessary documents to relevant institutions including the World Bank for review and approval; complies and submits all disbursement applications and quarterly progress to the World Bank.

9.2.2 Program Steering Committee:

Program Steering Committee (PSC) provides policy guidance and oversight, as well as approval of work plans and budgets. Its major concern is adherence to relevant strategies established by the Government during Program implementation.

9.2.3 Local governments

LGs-District Agriculture Officers, District Agriculture Engineers, District Community Development Officers, Sub county Agriculture Officers, Sub county Extension workers, and CAOs, are key program implementers at local level. Like MAAIF and are concerned about effective coordination and collaboration during implementation of program activities and provision of technical support.

9.3 Secondary audience;

These include; Legislators and Executive, Private Sector, Civil Society Organisations, Media, and Top Policy Management.

9.3.1 Legislators and Executive:

Legislators are elected representatives of the people. They draw their power and appeal from their constituents – people who elect them in office every five years. They are important in making laws, or ratifying international treaties and agreements relating to agriculture sector development. They monitor implementation of government programs. Their profound interest in the activities of Micro-Irrigation Program is considerably high. They are accountable to the electorate, and are therefore, sensitive to what the electorate might say whenever they are confronted with situations that might affect the community

livelihoods. The message they communicate to their electorates could either promote or affect Program implementation. Efforts will be directed to engaging the Parliamentary Committees on Natural Resources and Agriculture. The Executive advises parliament on policies before they are enacted into law. It is responsible for mobilizing resources for investments and creating opportunities for communities for improved livelihoods. It is also concerned with the contribution of an investment or Program to the overall national development and economic growth of Uganda. As a result, it requires a great deal of information and update on the status of Program implementation, including progress, challenges and impacts on the beneficiaries. It commands respect and influence among the electorate, especially in the districts and rural communities. Its public message should be taken seriously.

9.3.2 Top Policy Management

The Top Policy Management comprises of political heads and technocrats at MAAIF (Senior Minister, State Ministers, Permanent Secretary, Heads of Agencies, Directors, Undersecretary and Commissioners). They have considerable influence on the Agriculture sector, including implementation of the Programs. They are concerned with the contribution of Micro-irrigation program to the national development and economic growth of Uganda as well as Agriculture sector development; progress on Program implementation; and impact of Program on intended community beneficiaries.

9.3.3 Private Sector:

Private Sector Companies have direct interest in the implementation of Micro-Irrigation Program activities, including provision of goods and services to the Program. In the context of this program, the private sector may include; financial institutions, equipment suppliers and other value chain actors. The service providers, and contractors supply goods and services to the Program through competitive bidding process. They explore business opportunities through submission of proposals and bids. Once they have won the bids and delivered their goods and services; their focus shifts to payment for the services. The procurement processes can sometimes enlist acrimonies situations – either among the competitors or with an entity. It is therefore, imperative that such situations are carefully handled through effective communication mechanisms in order to maintain the reputation of the Program.

9.3.4 Civil Society Organisations

Civil Society Organisations (CSO) include; Community Based Organizations (CBO) and Faith Based Organizations (FBO). These are known to have considerable influence on the communities. They are therefore, concerned with the need for adequate information on the Program; community engagements, mobilization and sensitization.

9.3.5 Development Partners:

World Bank is the Key financier to the Program. They are interested in the program implementation progress, value for money and adherence to procurement and financial guidelines, as well as attainment of Program development objectives and key performance indicators.

9.3.6 Media

The media (Print and electronic media, social media, online influencers) will play an important role in disseminating information through print and electronic media channels. They are known for promoting development initiatives but could also be disastrous to the development initiatives if not handled well. The media are interested in sources of news stories, engagements, contribution of the Program to socio-economic development of the country.

9.3.7 Local leaders

Local leaders comprise district, sub county leaders and community leaders. These tend to wield a lot of power over their respective communities and can have negative influence on the program, if not well engaged. They need information on program goals, objectives, implementation proceses, and beneficiaries. They also need to be informed about their contribution towards the program success.

9.4 The Tertiary audience

In this context, tertiary audience will be phase 2 districts (comprising of small holder farmers and local leaders): They are districts that are not participating in the program during the pilot phase, but are scheduled to benefit after the program has been rolled out to the entire country. These particular audience is critical to the success of the Program because they are likely to raise concerns that might affect the program design especially that the country is headed for another general elections in 2021. They need information on the selection criteria of the benefiting districts and possibly, what plans the program has for them.

10.0 Strategies for achieving communication objectives

Achieving the proposed communication objectives demands well thought out strategies some of which include; signing of Memorandum of Understandings (MOU) with selected media organisations, developing user friendly Information, Education and Communication (IEC) Materials, ensuring robust online presences, influencing behaviour of the small holder farmers and key decision and policy makers. Constantly engagement with stakeholders, conducting awareness campaigns, documenting Program work and widely sharing, standardising communication/ messages, religiously conducting brand management, enhancing stakeholders' capacity to communicate, using farmer field schools, while building systems for documenting and sharing information, including undertaking integrated planning. These strategies shall be agreeable to all key stakeholders.

11.0 Channel analysis

Knowing what channels are available and accessible to the intended audience is the first step towards successful communication. A range of communication channels may exist, with some being more accessible than others depending on the context and situation. Given the Program raises divergent interests across several settings, the communication channels shall be divided into the five main categories.

This will ensure all target audiences can be reached. *Table: 1* below indicates categorisation of the Channels **(Detailed channel analysis can be seen on Table 2).**

Table:1

Channel category	Importance
Mass Media	Raising awareness across audiences (informing and educating) • Modelling behaviours • Reducing stigma and taboos • Communicating with low literacy audiences • Obtaining wide regional and national reach
Mid Media (traditional or fold media)	Engaging communities • Promoting discussion and reflection among communities about the issues being addressed by mid media activities • Modelling behaviours
Print media	Supporting other communication channels • Providing more detailed information on a particular topic that individuals can look through at home • Providing information about personal and confidential issues • Engaging with policy and decision makers
Social Media/Digital- (Facebook, Twitter, WhatsApp, website)	Communicating with young people, corporates, private sector (equipment suppliers, financial institutions, off takers) etc. • Obtaining a large reach (if Internet is widely available and accessible) • Promoting discussions through chat rooms or email exchanges • Providing information about personal and confidential issues
Interpersonal communication	Creating a two-way communication process with the audience • Engaging community members and creating community action plans • Promoting discussion, reflection and challenging dominant norms • Informing and educating (increase knowledge) • Imparting skills • Discussing sensitive topics

Table: 2

Channel type	Reach	Message Type(Simple/Complex)	Adaptability	Recommendation
TV	Can reach very large audience at the same if electricity and sets are available and the reception is adequate. Availability of electricity is key factor.	Provide general information/news/entertainment to nationwide audience. Simple messages- Spots, PSAS. Complex messages can be sent through drama, infotainment, and talk shows format	Caters to commonality wide ranging dispersed audience. Difficult to adapt to small and specific cultures, languages.	Focus should be placed on Spots, PSAS, and Talk shows
Radio	Can reach very large audience at the same time, if sets and batteries are available. Also depends on electricity. Cheaper than TV	Provides general information/news/entertainment. Information can be more focused where many national and local FMs exist	Same as TV except local FMs can cater to the native issues in local languages.	Programs should focus on using local languages. Talk shows and Rural radio debates, Spots and PSAS are preferred
Slides	Can be used effectively in interactive situations, discussion groups, not suitable for rural settings	General or Specific topics with small scale reach. Good advocacy tool for focused messages.	Audience and feedback available in small groups. Easy to adapt.	This should be applied in providing information to policy and decision makers, and at workshops and international conferences
Newspaper	Can reach broad literate audience rapidly.	Specific technical information/news/information	Once printed, not adaptable. But changes daily and web editions regularly and read by large numbers	These are good at creating credibility and awareness and for accountability purposes
Magazines/Newsletters	Can specifically target literate segments of the public	Can explain complex issues	Once printed, not adaptable	This is important for updates and future referencing
Posters	Can have good reach depending on numbers disseminated and placements	Suitable for short and focused messages. Do not convey complex messages effectively	Once printed, not adaptable	Quality products can create good visibility but the issue of strategic placement should be critically observed
Leaflets, Flyers, Brochures	Depends on numbers and distribution	Can explain more complex issues and behaviours	Once printed, not adaptable	This help in breaking down information for easy consumption. There is need to produce quality materials and in local languages
Billboards	Depends on placement	Complex, more complex and behaviours	Once printed, not adaptable	Good design and illustration can enhance message deliver. However, strategic placement is important
Inter personal communication	Groups or other individuals	Good for specific complex intimate information exchange	Generally interactive with immediate feedback	This should play a significant role in explaining concerns about the Program to key stakeholders
Social media (Facebook, Twitter, WhatsApp) and other virtual platforms i. e. Microsoft teams, Skype, Zoom, Webex, use of online surveys and questionnaires for online virtual interactions with larger groups	Can reach large numbers, dependant on internet and availability of mobile phones and computers	General information, simple and complex issues. Good tool in raising awareness and advocacy.	Interactive and provide immediate feedback	New media can help a great deal in creating awareness for both internal and external audience.

12.0 Communication matrix

In this Strategy, Communication matrix shall include; objective, audience segment, target audience, channels, activity, roles and responsibilities, quantity and implementation period **(See** *Annex: 1-2).*

13.0 Management and Coordination

The overall management and coordination of the Micro-irrigation program communication strategy shall be the responsibility of MAAIF. They shall be the clearing house for all communication initiatives. MAAIF will also monitor, supervise implementation both at national and local levels, at the same time provide technical support to the district team. This will ensure consistence in message delivery and lessens chances of cluttered or/miscommunication. While it's difficult to control communication, message control should be the primary focus.

13.1 Communication Governance

Misinformation, adhoc communication or negative publicity are often a consequence of poorly managed communication processes both internally and externally. Communication effectiveness thus calls for clear and guided processes. This is critical in building the desired consensus, consistency in delivering messages, all of which are important in creating positive visibility. It is therefore, paramount that management considers building clear shared understanding and knowledge among staff and key stakeholders. This is important in recognising their contribution towards realisation of the Program objectives. To support the process, a communication team should be established. The team will be responsible for the planning, designing, and delivery of messages including approvals of all the communication interventions (press releases; contents for the website, brochure, newsletters and corporate materials). They will adequately respond to emerging issues that might damage the reputation of Micro-Scale irrigation Program. Such issues may include; negative publicity, unfavourable Program results, political influence, environmental and social safeguard issues.

13.2 Steps to be taken once an incident is identified

Upon identifying an incident, the following steps shall be undertaken to address it.

1. Inform management through email, phone or WhatsApp.
2. Inform the communication team
3. Jointly hold a meeting to assess the nature of the issues and extent to which it should be responded. Responses can then designed, and communicated. One person should be designated to speak on the matter. The decision to respond should carefully be studied to avoid escalating the issue.
4. Information should then be adequately communicated through various channels including; social media, website, press release, press briefings, talk shows etc. Before communicating to the external audience, the internal audience must be communicated to avoid issues of miss communication.

14.0 Participation of women, youth and PWDs

Whereas communication plays a critical role in accelerating development, it equally can stifle it once not well managed. Development communication efforts are often faced with a challenge of ensuring participation of women (including youth and persons with disability). In most communities, for instance, women (including persons with disabilities) continue to suffer from social discrimination which often

translates to economic inequalities. Existing literature indicates women as having low literacy levels compared to men (71% female vs. 81% male-UNDP, 2018); with women's access to phones standing at 55% against 95% (men). This situation is worsened by power relations in which men remain main decision makers at household level. The above issues may curtail women participation in the Micro-Irrigation program. In order to encourage women participation and other vulnerable communities, communication shall be more focused and at the same time integrated. Specific issues relating to women participation should be identified and targeted messaging be done. This would mean that all events should be planned at a time when women are available. The same applies to the radio programs. Gender sensitive programing during radio/TV talk shows should also be observed. For instance, when identifying people to participate in a talk show both men and women should be given equal opportunities. Spot messages /PSAs should deliberately encourage women and other vulnerable groups to participate. Also, efforts should be taken to use women networks and other community networks to encourage women's participation. Lastly, messages should address power relations at household level. All communication shall be reviewed by Gender Specialist to ensure they meet the gender basics.

15.0 Addressing political influence /election related issues

Uganda is ripe yet for another general elections scheduled for 2021, which means that a number of political actors will swing in action to put issues to their advantage. During this period unfavourable or favourable statements are likely to be pronounced in relation the Program implementation processes, let alone benefit. In the event that a political statement has been made, the following should be considered;

1. the communication team assess the extent the statement may require Program response,
2. Identify the affected persons and understand the effective ways of engaging them
3. Identify at each level an appropriate influencer(President, Minister, MP, district chairman person) to deliver the response without necessarily involving Program staff, preferably the line minister, respective district chairperson, RDC, MPs,
4. If absolutely necessary, issue a press statement

At all times, responses to political influence/ election issues should be handled with extra care to avoid escalating the matter. All communication protocols should be followed as indicated in the Communication framework in *Flowchart: 2.*

Flowchart: 2
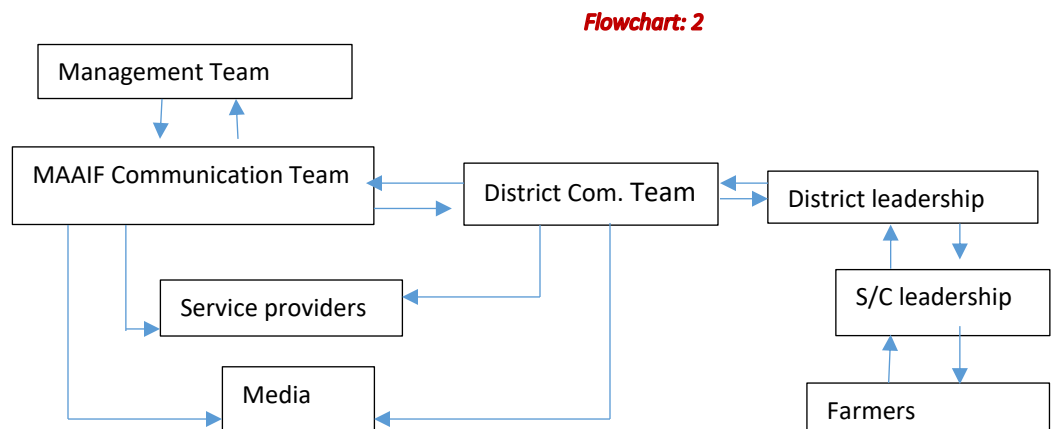
16.0 Issue Management

16.1 Emerging issues

Issues management is an anticipatory, strategic management process that helps organisations detect and respond appropriately to emerging trends or changes in the socio-political environment. These trends or changes may then crystallize into an "issue," which is a situation that evokes the attention and concern of influential organisational publics and stakeholders[2]. Usually, it involves tracking the media and organisation environment to identify emerging issues. In the event Micro-irrigation program is faced with an issue, an assessment of issues should be undertaken to decide the best approach to messaging to allow the Program position itself on issues in a way that best suits circumstances at the time and decide whether to contain, confront, embrace or expand on the issue. For example, an issue related to mismanagement of the procurement processes, exclusion of women, youth and PWDs might crop up. MAAIF communication team should be able to assess the issues and decided on the best response. Possible approaches[3] are provided in *table: 3*

Table:3		
Messaging Approach	Purpose	Broad Messages
Contain	Minimise spread	"We are going to review the situation…'' "We will work with our partners to address the issue…" "We shall consult further …"
Confront	Being strong, bold and challenge critics	"That isn't the truth… but here is the correct account…" "We have taken the following steps ….."
Embrace	Join the cause and agree that action required	"We are doing great job … but there is more to be done…" "We want to get it right and that will take time…"
Expand	Place the issue in context of larger consideration	"There are so many issues to consider here and we are not going to rush into it…" "It is part of a larger issue we are currently working on ….."
Deflect	Don't take responsibility, keep the Program at the periphery	"We are confident that the Program will address issue…" "The reality is, this is the responsibility of…" "We are aware of the issues….. But that is not our position….."

Generally speaking, issue management requires systematic process ranging from identification of an issue, determining the issue and response required. At no one time should the team respond to the issue in chorus, as these will automatically serve to confuse the audience and raise further unanswered questions.

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[2] https://instituteforpr.org/issues-management/

[3] ile:///C:/Users/Thinkpad-X260/Desktop/Small%20scale%20irrigation%20comm%20strategy/3c-uganda-government-communciation-strategy.pdf

17. 0 Crisis Management

A crisis is any major unpredictable event that threatens or harms an organization –and thus affects its reputation. Crises may include, among others, natural disasters such as earthquakes, volcanic eruptions, hurricanes, floods and droughts that threaten life, property and environment, as well as disease outbreaks, conflicts, fire and any other issue that the Program may deem to constitute a crisis. In the perspective of the *Micro- Irrigation* program, a crisis may include; demonstrations against the Program interventions either by benefiting or non-benefiting districts, disagreements between districts political and technical teams, scandals related to loss of program funds or loss of lives etc. During a crisis, a Program is in shock and has limited decision time. To avoid panic and adhoc responses, planning in advance is recommended. When handling crisis communication it is important to focus on educating, reassuring, guiding and being accountable to key stakeholders and the general public. The processes will ensure Micro-irrigation Program remains in charge of the situation, keeps the public calm and contribute to managing the crisis in more focused and positive manner. However, this is only possible through having a Crisis Communications Plan in place. A crisis communication plan is a set of guidelines used to prepare a business for an emergency or unexpected event. These plans include steps to take when a crisis first emerges, how to communicate with the public, and how to prevent the issue from occurring again. MAAIF communication together with management should therefore develop a crisis plan.

17.1 Crisis Communication objectives

These shall include; a) Ensure the Program team is equipped to respond to public needs; b) Guarantee the public that the crisis shall be well managed; c) Inform the public about issues that might affect them; d) Provide consistent, coordinated and effective public communication; e) Ensure that the public or stakeholders have access to transparent, accurate and timely information.

17.2 Steps to take in crisis communication

In crisis communication, it's important the Program undertakes pre-crisis, during crisis and post crisis actions. These actions shall include; Anticipating crises, Identifying Crisis Communications team, Identifying and training spokespersons, establishing notification and monitoring systems, Identifying appropriate stakeholders, developing holding statements, assessing the crisis situation, finalising and adapting key messages, and undertaking post-crisis analysis. It is thus vital that the Program shall constitute the crisis communication team, which will include; one member of MAAIF Communication team, members of Program management team, Representative of LGs, a Program designated communication officer, a member of MAAIF senior management and commissioner in charge of communication. The role of the crisis communication team is providing media leadership, reviewing emerging issues and giving policy and strategic guidance and decision.

18.0 Messages and delivery

For effective messaging, all content must be presented strategically and contextually to ensure that the message and intent is achieved. The effectiveness and "success" of an awareness raising will depend on; i) the type of message that one wants to convey, ii) how this message will be practically transmitted, iii) the impact that these two elements will have on the target audience . The term 'success' may represent the moment when the message that the program wants to pass has really reached the conscience of the target and will modify (or reinforce, depending on the circumstances) his/her behaviour. Type of message, in this case, could refer to any of the benefits of participating or supporting the Micro-irrigation program.

Selecting the message, will be the first step in awareness raising. The choice of message will highlight the most evident aspects of the problem/issue that we may want address. Secondly, the "how" goes beyond choice of media, but choosing the way in which one wants the target audience to receive the messages and react to them I.e. Presentation in positive or negative terms. Both explicit and hidden messages can be presented in different ways and according to different modalities that may, ideally, be placed in a scale of increasing positive or negative presentation. The "how" to transmit messages shall depend on the feelings or emotions that one wants to convey to the target audience.

 In addition, the messages should be designed in line with the five adoption stages as presented by Everest (1962). It is imperative that this communication strategy places emphasis on the use of conventional language, most importantly, the use of local languages. Effort should be made to ensure that all the messages are consistent in terms of style, tone and language to reduce opportunities of miscommunication. At all times, the messages should inspire, educate and reinforce the Program's goal and objectives. Content shall demonstrate progress in achieving the Program goals, show benefit and will be presented in a manner that catches attention and signals importance. Content strategically explains the intervention and is repeated in order to enhance and create understanding, instil belief, and create the desired action. It is hoped this communication strategy as much as possible encourages story telling approaches. Research has shown that facts and figures cannot easily be remembered compared to stories and experiences.

Therefore, beneficiaries should be encouraged to give testimonies of how the Program is changing lives. Through these messages, the communication team's target should be to position the *Micro-Irrigation* Program as an effective initiative with approaches for not only improving community livelihoods, but for up scaling uptake of Irrigation technologies in Uganda. The following are suggested as focus areas;

1. Program Goals;
2. Specific Program objectives;
3. Contribution towards national development objectives
4. Program life and funding;
5. Implementing partners;
6. Program target area and population;
7. Program districts/ beneficiaries;
8. Key Program outputs, achievements, lessons, best practices;
9. Environmental and Social Safe Guards;
10. Development partners and financing institutions ,
11. Participation of vulnerable groups including women, youth and PWDs
12. Non-participating districts

A tagline: "*Developing micro-irrigation for improved agriculture productivity and livelihoods"* is proposed to further guide the message development, and shall be included in all IEC materials prepared by the Program. Messages will be divided into emergency messages and general messaging. It is good practice to understand that the way messaging for responding to emergencies is slightly demanding than when we communicating general messages.

19.0 Resources and timing

The rapidly changing communication environment dictates against using a longer time space to implement communication activities. Although this communication strategy spans to three years, annual reviews could avoid wastage of resources. Some of the selected activities are implemented during the first year (2020) as others are ongoing up to second, third year. For this communication strategy to come to life, significant budgetary commitments must be made. However, all communication activities are likely to cost if they are budgeted separately from Program work. Communication activities can therefore, be built into planned Program activities. Generally, it is wise to set between 10 and 15 percent of Programs budgets to support communication work. Effort should also be made to leverage on the existing government communication opportunities such as free airtime/space and existing human resources. This should be done through working closely with the LGs, MAAIF and sister agencies. Both financial and human resources of the Program should be utilised in an integrated approach to avoid duplication and wastage.

20.0 Monitoring and Evaluation

Communication cannot be considered successful without an element of monitoring and evaluation. M&E in communication helps gauge how effective the designed interventions have been. It is recommended therefore, that the communication team conducts routine M&E to ensure that the designed activities meet intended purpose. To this end, it is proposed that an impact assessment to determine the level of success be conducted. The findings inform the review of the strategy. Indicators/benchmarks shall be tracked overtime to determine progress. Three types of measures including activity/tactics measures, output/outcome measures, and impact measures shall be adopted in evaluating this strategy. Activity measures document what and how much activities were accomplished. Output/outcome measures documents progress towards achieving the strategy objectives. The strategy focuses on demonstrating changes that happen as a result of the communication activities. The impact measures demonstrate the effects of the communication activities on program, systems and people that the strategy sought to impact. Key Performance Indicators (KPI) should be developed and agreed upon between management and communication team. Nonetheless, some key aspects of monitoring and evaluation framework shall include:

a) Monitoring and assessment of planned communication activities and outcomes at regular intervals;
b) Assessment of the strategy towards Program goal and objectives;
c) Assessment of changes in community behaviour, practice, attitude and knowledge;
d) Documentation of experiences, lessons learned and tacit knowledge gained and shared with key stakeholders during the implementation of the strategy.

20.1 The tools will come handy;

1. Public opinion surveys that include quick appraisal on the communication tools or Program awareness and change of attitudes and behaviours
2. Surveys of demand for Program publications, IEC materials and knowledge products;
3. Surveys of Program webpage and social media platforms- using Facebook insights, twitter insights, YouTube views, and web analytics (Google analytics).
4. Mentoring visits to Program sites;
5. Questionnaire administration at stakeholder meetings, workshops and other public events;
6. Media monitoring and content analysis among others (Media tracking tool should be developed)

21.0 Implementation plan

In order to ensure well-coordinated and effective communication process, strategic areas have been phased according to the three-year Program life. In the first year one, focus will be awareness creation about the Program implementations processes and benefit. Second year, will be collating of feedback and synergy building. The third year focuses on documenting success, best practices for scalability. Interventions will however, not be static. Some interventions such as awareness will be continuous just as information sharing. Implementation will be undertaken at two levels: MAAIF and LG. Although the implementation plan has been defined and cost is based on estimates, MAAIF will from time to time make adjustments to costs so as to meet the market price. While MAAIF communication team is directly leading in the implementation of this strategy, the Program management team provides an over sight role to ensure planned activities are executed as planned *(see annex 4).*

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Annex: 1- Communication matrix for the primary audience

Objective #	Audience segment	Target audience	Channels	Activity	R&R (MAAIF, LGs or both)	Quantity	Implementation Period
#1	FARMERS	Farmers (including women, youth and PWD)	IPC	-COMMUNITY AWARNESS MEETINGS- LGs organise two community awareness meetings at sub county level in 40 program districts to introduce the program to farmers	Organized and Executed by LGs *In these events LGs display teardrops and hand out brochures to participants.*	-2 meetings per sub county - Total of sub counties in the 40 districts is = -Total in 40 districts-	During Awareness Raising Period. July 2020 to October 2020.
#2			IPC	AGRICULTURE FAIR -LGs organise agriculture fairs at cluster level to demonstrate how the micro scale irrigation program selected technologies work.	-MAAIF organise agriculture fairs in consultation with LGs -MAAIF invites media to cover the events -MAAIF displays program banners -MAAIF & LGs distributes brochures to farmers	1 fair per cluster Total-4	During the farm visits period. Oct 2020 - December 2020
#1			Mass media	RADIO ADS- Design 3 spot messages focusing on awareness raising for the first three months in seven major languages[4] to be broadcast in 10 radio stations 3 times a day over 3 months.	- MAAIF identifies radio stations - MAAIF signs MOUs -MAAIF designs radio spot messages, translates,	3 spot messages (one on expression of interests, one addressing women concerns, and one addressing youth participation), 10 radio stations, 3 times a day, over 3 months. TOTAL 2520 number of times message will be run in the 10 radio stations	During Awareness Raising Period. July 2020 –October 2020

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[4] Spoken Languages include; Luganda, Runya-Kitara, Lumasaba, Japadhola, Ateso, Lusoga, Ateso, Kupsabin. Some districts have more than one tribe.

#1				Mid media	POSTER -LGs to hang up and distribute A2 posters in canvas material (churches, mosques, health centres, schools, markets, 3 crossing points, town councils) in the 40 program districts in local languages to reinforce other communication interventions. These posters are advertisement posters LGs to create awareness about the program. BANNERS: This will explain the program and are to be brought to promotional events.	-MAAIF designs, translates, prints and distribute posters. -LGs hangs up posters on churches, mosques, health centres, schools, markets, 3 crossing points, town councils. - LGs have access to files to print at district level too.	A2 posters in canvas 24 per sub county 4x10feet banners- 3 per sub county 2 per district	During Awareness Raising Period. July- September 2020
#1				Printed media	NEWSPAPER ADS- Two adverts Printed in two nationally accessed News Papers(New vision and Daily Monitor Newspapers) calling for expression of interest from small holder farmers to participate in the program	-MAAIF designs the advert -MAAIF procures space for Ad placement (in New Vision and Daily Monitor)	1 advert published in 2 newspapers twice a month. **TOTAL** is 12 placements	During Awareness Raising Period. July- September
#1				Print media	BROCHURES--Distribute simple and precise program brochures translated in seven major local languages to enhance quick comprehension of the program - Expression of Interest Brochure (EoI) - Farmer Visit Brochure (FVB) - Brochure of prequalify equipment suppliers	-EoI and FVB brochures already designed. -MAAIF translates, prints and distributes brochures in soft and hard copies to 40 districts -LGs distribute brochures to sub counties in soft and hard copies, and sub-counties distribute hard copies to farmers. *Brochure of prequalify equipment suppliers-* -MAAIF designs>translates>prints and distributes. Brochures to 40 districts in soft and hard copies. -LGs distribute brochures to sub counties in soft and hard copies, and sub-counties distribute hard copies to farmers.	-EoI brochure- 200 per sub county Grand TOTAL NEEDED: -FVB brochure- 200 per sub county Grand TOTAL NEEDED: - Brochure of prequalify equipment suppliers- 100 per sub county GRAND TOTAL NEEDED:	During Awareness Raising Period. July-September- EoI During the farm visits period October-December- FVB, and brochure from prequalify equipment suppliers.

#3	Farmers	Women, men, youth and PWDs	Mid media	BRANDED T-SHIRTS-MAAIF design, print and distribute branded T-Shirts to 40 LGs	-MAAI identifies services providers and prints materials. -LGs distribute T-shirts during events and radio programs LGs can print these too.	- 200 T-shirts per sub county -	July-June
#3			Mid media	BRANDED CAPS-MAAIF design, print and distribute branded Caps, during events	--MAAI identifies services providers and pints materials. -LGs distribute caps during events and radio programs LGs can print these too.	-200 per sub county	July-June
#3			Mid media	BRANDED CALENDARS-MAAIF design, print and distribute branded calendars during events and radio programs	-MAAI identifies services providers and pints materials. -LGs distribute calendars to sub counties LGs can print these too.	-100 per sub county -	July-June
#3			Mid media	BRANDED NOTEBOOK-MAAIF designs, prints and distributes branded notebooks to program implementers	-MAAIF identifies supplier -MAAIF designs, prints and distributes notebooks to all implementers	100 per sub county	July-June
#3			Mid media	BRANDED PENS -MAAIF designs, prints and distributes branded pens to program implementers	-MAAIF identifies supplier -MAAIF designs, prints pens and distributes to all implementers	100 per sub county	July-June
#3			Mid media	SIGNAGE -MAAIF design , print and district sign posts	- -MAAI identifies services providers and pints materials. -MAAIF distribute to 40 districts -LGs posted on supported farms -LGs install sign posts. LGs can print these too.	-1 per farmer site, 30 per sub county	October 2021-March 202
#3			Mid media	BANNERS-LGs design and print pull up banners to reinforce visibility at all program events	-MAAIF designs, prints pull up banners and distributes to 40 districts -LGs display pull up banners at the office premises and during events LGs can print these too.	- 4 per sub county 2 per district, 5 at central level	July —September and through the entire program
#3			Mid media	TEARDROPS -MAAIF designs and prints tear drops	-MAAIF designs, prints teardrops and distributes to 40 districts -LGs display tear drops at the office premises and during events LGs can print these too.	4 per sub county 2 per district, 5 at central level	July —September and through the entire program
#3			Mass media	MEDIA COVERAGE -MAAIF organises media coverage for the programs' major events	- MAAIF and LGs jointly ensure that media coverage of the program's 'major events is achieved	-5 news articles per quarter - Total 20 news articles published	July-June

#3				Mass media	MEDIA DATABASE-MAAIF establishes database for journalists at national and local level to support story pitching	-MAAIF identifies 20 journalists, 15 at local level and 5 at national level in liaison with LGs -MAAIF and LGs engage media on quarterly basis -MAAIF and LGs to pitch stories	-5 journalist at national -15 at local level	July-June
#1		Special to Youth		Social media,	FACEBOOK AND TWITTER WEEKLY PUBLICATIONS- MAAIF once a week publish content on Facebook and twitter to enhance the program awareness reach. LGs popularise social media accounts setup -MAAIF Identify and engage 4 (one per cluster) online influencers to support program awareness raising.	-MAAIF publish content centrally. -LGs share content published by MAAIF. -MAAIF identifies Influencers in coordination with Clusters.	-1 post per week -12 per month on FB Total- 48 - 1 post per week -12 per month on Twitter Total- 48	July -June and through the entire program
#1				IPC	YOUTH MEETINGS-LGs organise two meetings targeting youth at each district through youth district leadership/networks	-LGs organise meetings for youth -LGs display banners, tear drops -LGs distribute posters, brochures -LGs invite media to cover meetings	2 per district Total-80 youth meetings	During Awareness Raising Period. July-September
#1		PWDS[5]		IPC	PWDS MEETING-Awareness raising meeting at each district through PWDs district leadership to ensure inclusive development	-LGs organise meetings for PWDs -LGs display banners, teardrops -LGs distribute posters, brochures -LGs invite media to cover meetings	1 per district Total -40	During Awareness Raising Period. July-August
#2	MAAIF	MAAIF (including Program implementers, Program coordinators, Program steering committees)		Digital media	WhatsApp GROUP-MAAIF creates online platforms such as WhatsApp to facilitate inform sharing among the implementing partners	-MAAIF creates a WhatsApp group (targeting program implementers, Program coordinators, and program steering committee) -MAAIF generates content and shares via the group	1 post per week Toatl-48	July-June and through the entire program
#2				Digital media	E-NEWSLETTER-MAAIF designs, publishes and shares monthly e-Newsletter with Implementing partners to ensure regular program updates by implementers	-MAAIF develops content -MAAIF designs the e-Newsletter via mail chimp and shares -MAAIF develops a mailing list	1 e-Newsletter per month Total-12	Through the entire program

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[5] Persons with Disability

#2			Digital media	WEBPAGE-MAAIF develops content and updates the program webpage on a weekly basis for increased information access to all generated in the program (guidelines brochures, e-newsletter, reports, weekly emails, etc.)	-MAAIF designs Program webpage -MAAIF develops content and posts once a week	1 website with content updated.	Through the entire program
#3	MAAIF	Program implementers, Program coordinators, Program steering committee	Mid Media	BRANDED BUSINESS CARDS-MAAIF designs, prints and distributes branded business cards to program implementers	-MAAIF identifies supplier -MAAIF designs, prints cards and distributes to all implementers	-1000 per implementer Total-15 000 for central team	July –June
#3			Mid media	BRANDED NOTEBOOK-MAAIF designs, prints and distributes branded notebooks to program implementers	-MAAIF identifies supplier -MAAIF designs, prints and distributes notebooks to all implementers	-2 per implementer -Total-30	July-June
#3			Mid media	BRANDED PENS -MAAIF designs, prints and distributes branded pens to program implementers	-MAAIF identifies supplier -MAAIF designs, prints pens and distributes to all implementers	-2 per implementer Total-30	July-June
#1	MAAIF	Program Implementers	IPC	MAAIF Monthly MEETINGS- MAAIF organise monthly meetings to review and guide implementation processes	-MAAIF organise the meetings -MAAIF display banners	1 per month for one year Total-12	July-June
#1			IPC	TRAININGS on the technical and procurement and marketing grant guidelines for local staff.	-MAAIF organise trainings for Program implementers by clusters -MAAIF display banners, teardrops -MAAIF distribute posters, brochures	1 for program implementers.	May 2020- June 2020
#1			Mid media	GUIDELINES -MAAIF Publishes: 1- Grant Budget and Implementation Guidelines for program implementers. 2- Technical Guidelines 3- Awareness raising guidelines for LGs Guidelines are on paper and on line.	-MAAIF prints technical guidelines -MAAIF shares guidelines online and in hard copy with PIs	1 per Program Implementer Total-15	June 2020 and available throughout program implementation.
#1			Mid media	EXPLANATORY POSTERS- MAAIF design, prints and distributes Explanatory Posters with program timeline	-MAAIF prints and distributes explanatory posters to PIs	1 per Program Implementer Total-15	July-September and available throughout program implementation.
#1		Program steering Committee	IPC	MEETINGS-MAAIF organises quarterly meetings to brief PSC on program progress to ensure effective guidance of the program implementation	-MAAIF organise 4 meetings	1 per quarter Total -4	July-December

#1		Program coordinators	IPC	MEETINGS--MAAIF organise monthly coordination meetings for effective program planning and implementation	-MAAIF invites the program coordinators for meetings -MAAIF develops the agenda for the meetings -MAAIF populates and share reports -MAAIF display banners, -MAAIF distribute posters, brochures	1 per month Total-12	July-June
#1			Digital media	WEEKLY EMAILS-MAAIF regularly offers guidance to program coordinators on the implementation procedures via email	-MAAIF develops data base/mailing list of Program coordinators -MAAIF sets up a mail chimp account -MAAIF ensure emails are well branded	-1 per week Total – 48	July –Junes
#1	LGs	District Agricultural Officers; Sub county Agricultural Officers & Extension Workers, District Agricultural Engineers	IPC	TRAININGS- MAAIF organise training workshops to build technical capacities of district program implementers to enable them guide the implementation and awareness processes -by clusters	-MAAIF organize trainings per cluster -MAAIF develops training materials -MAAIF display banners, teardrops -MAAIF distribute posters, brochures -	1 per cluster Total-4	July-October
#2			IPC	QUARTERLY REVIEWS -MAAIF organise quarterly program reviews to share lessons, challenges and forge way forward for effective program implementation	-MAAIF organises quarterly program reviews at cluster level -MAAIF prepares reports and other documents to be used during the review -MAAIF display banners, teardrops -MAAIF distribute posters, brochures -MAAIF invite media to cover the events	-1 program review per cluster -4 per quarter Total-16 program review meetings	During entire program duration.
#2			Digital media	MONITORING PLATFORM-MAAIF collect data, populate and share monthly program implementation information	- Irri-Track and MIS system -Train LGs to use the e/pop application LGs upload information there.	Irri-Track and MIS system	
#2			IPC	RETREATS -MAAIF organise retreats for team building among program implementing partners at each district by cluster	-MAAIF organise retreats by cluster -MAAIF display banners, teardrops -MAAIF distribute posters, brochures	-1 retreat per cluster -Total-4	

					-MAAIF invite media to cover the event		
#2				Digital media	ONLINE PLATOFORM MEETINGS -LGs conduct weekly briefing meetings through online platform (Webex) at each district	-LGs organise weekly briefing meetings per district in online platform	-1 meeting per week -48 per district Total-1920 meetings held in 40 districts	
#1				Mid media	GUIDELINES -MAAIF Publishes: 1- Grant Budget and Implementation Guidelines for program implementers. 2- Technical Guidelines 3- Awareness raising guidelines for LGs Guidelines are on paper and on line.	-MAAIF prints technical guidelines -MAAIF shares guidelines online and in hard copy with PIs. MAAIF has this readily available in the website.	1 per Program Implementer Total-15	August
#3	LGs	LGs-(District Agriculture Officers, District Agriculture Engineers, District Community Development Officers, Sub county Agriculture Officers, Sub county Extension workers , CAOs)		Mid media	BRANDED BUSINESS CARDS -MAAIF distribute branded business cards to all district teams	- MAAIF identifies supplier -MAAIF designs, prints cards and distributes to all implementers	-200 per implementer -1000 per district Total-40,000 business cards	July-June
#3				Mid media	BRANDED NOTEBOOK -MAAIF designs, prints and distributes branded notebooks to all district teams	MAAIF identifies supplier -MAAIF designs, prints notebooks and distributes to all district implementers	-2 per implementer -30 at national -400 at local level Total-430 notebooks distributed in 40 districts	July- June
#3				Mid media	BRANDED PENS —MAAF designs, prints and distributes branded pens to all district teams	MAAIF identifies supplier -MAAIF designs, brands pens and distributes to all district implementers	-2 per implementer -30 national level -400 at local level	July-June

							Total-430 branded pens distributed	
#3			Mid media	BRANDED COOPERATE WEAR-MAAIF designs, prints and distributes cooperate wear to the district teams	MAAIF identifies supplier -MAAIF designs, prints cooperate wear and distributes to all implementers	-50 for central program implementers -200 for LGs Total- 250 cooperate wear distributed in 40 districts		August
#1		District Community Development Officers	IPC	TRAININGS- MAAIF builds capacity of District Community Development Officers to effectively support in community mobilisation	-MAAIF organise per clusters -MAAIF develops training materials -MAAIF display banners, teardrops -MAAIF distribute posters, brochures -MAAIF invite media to cover the event	1 per cluster Total- 4		July-September
#1		Procurement Officers	IPC	TRAININGS- MAAIF organises training workshops to build technical capacities of procurement officers to enable them effectively execute procurements processes-by cluster	-MAAIF organise per clusters -MAAIF develops training materials -MAAIF display banners, teardrops -MAAIF distribute posters, brochures -MAAIF invite media to cover the event	1 per cluster Total -4		July-September
			Print Media	Procurement Brochure	-Procurement brochures already designed. -MAAIF translates, prints and distributes brochures in soft and hard copies to 40 districts -LGs distribute brochures to procurement officials.	20 per sub county 15 per district to be distributed at the sub county and district levels.		July-October
#1		Chief Administrative Officers	IPC	MEETINGS-LGs conduct monthly briefing meetings for CAOs on the program implementation progress	-LGs collate data, and populate reports -LGs present to CAOs -LGs display pull up banners	1 per month 12 per district Total-480		July-June
				MEETINGS- LGs organise weekly technical meetings	-LGs organise and execute at district level -LGs develop weekly agenda for the program	1 meeting per week 48 per district Total number of meetings is 1920 in 40 districts		July-June

				SUMMARY POSTERS- MAAIF designs and prints summary posters (of program timelines) and shares with LGs	-MAAIF designs the posters -MAAIF prints and distributes posters to the 40 districts LGs hand up at their officers.	Summary Posters- 50 per sub county Per district	July-September

Annex 2: Communication matrix for the secondary and tertiary audience

	Audience Segment	Target Audience	Channel	Activity	R&R	Qty	Implementation period
#1, #2	Government	Cabinet Ministers and Legislators	Printed media	-MAAIF develops a cabinet paper introducing the program and how it contributes to Uganda's Economic Growth	-MAAIF holds technical meeting to discuss details of cabinet paper -MAAIF drafts cabinet paper -Review the cabinet paper -Finalise and present cabinet paper	1 per quarter Total-4	July –Sep
#2 , #1			Printed media	-MAAIF prepares program kits (containing brochures, program document, progress reports) and shares with Cabinet Members and Parliamentary Committee on Natural Resources	-MAAIF designs well branded folders -MAAIF prepares all the documents -MAAIF Pack the documents in the folder -MAAIF distributes the program kits to Cabinet Members and Parliamentary Committee on Agriculture and Natural Resources	-100 for cabinet -100 for parliamentary committee -Total- 200	July-Sep
#1, #3			IPC	-MAAIF organises one national program launch and invites Cabinet Members and Parliamentary Committee on Agriculture and Natural Resources to participate	- MAAIF conducts planning meetings -MAAIF develops all the required documentation -MAAIF Identifies date and venue -MAAIF sends out invitation letters to participants	1program launch	July-Sep
#2, #3			Digital media	-MAAIF designs, publishes and shares monthly e-Newsletter with Cabinet Members and Parliamentary Committee on Agriculture and Natural Resources	-MAAIF develops content -MAAIF designs the template using mail chimp -MAAIF develops mailing list -MAAIF publishes and shares the e-Newsletter with Cabinet Members and Parliamentary Committee	1 per month -Total-12	July-June
#2, #1,#3			Printed Media	-MAAIF develops a policy briefs on matters where the program might require policy actions and presents to the Parliamentary Committee on Agriculture and Natural Resources	-MAAIF conducts research -MAAIF drafts the policy brief -MAAIF holds meetings to review the policy brief -MAAIF finalises the policy brief, prints and distributes	1 kit individual -Total-50 copies	Oct-December
#1, #2,#3			IPC	-MAAIF organises a program field tour for Parliamentary Committee on Agriculture and Natural Resources	-MAAIF holds technical meeting to identify sites to be visited -MAAIF prepares the sites -MAAIF sets a date for the event -MAAIF sends invitations to participants	1 field tour	Oct-December

					#-MAAIF mobilises media to cover the event		
#2, #3			Social media	-MAAIF develops content and publishes on twitter once a week and tags Cabinet Members and Parliamentary Committee on Agriculture and Natural Resources	-MAAIF develops content -MAAIF publishes content once a week -MAAIF tags cabinet members & Parliamentary Committee	-1 post per week for 12 months -Total-48	July-June
	Top Policy Management	-Senior Minister, -State Ministers, - Permanent Secretary, - Heads of Agencies, -Directors, -Undersecretary -Commissioners					
#2, #1			Printed media	-MAAIF prepares program kit (containing brochures, program document, progress reports) and shares with Top Policy Management to facilitate program awareness	-MAAIF designs well branded folders -MAAIF prepares all the documents -MAAIF Packs the documents in the folder -MAAIF distributes the program kits to top policy management	-1 kit per officer -Total 20 copies	July-Sep
#1, #2, #3			IPC	-MAAIF organises one national program launch and invites members of the Top Policy Management to attend to enhance their program awareness	-MAAIF conducts planning meetings -MAAIF develops the required documentation -MAAIF Identifies date and venue -MAAIF sends out invitation letters to participants -MAAIF displays banners, tear drops, -MAAIF distributes brochures	1 launch	July-Sep
#2, #1, #3			IPC	-MAAIF organises program review meetings and invites top policy management to participate to enhance information sharing	-MAAIF organises the required program documentation -MAAIF identifies date and venue -MAAIF sends out invites to participates -MAAIF displays banners, tear drops, -MAAIF distributes brochures	1 program review	December
#2, #1, #3			IPC	-MAAIF organises one field program tour for the top management to understand the program performance	-MAAIF identifies date -MAAIF identifies and prepares sites to be visited	1 field tour	Oct-December

					-MAAIF Invites participants		
#2	Development Partners	World Bank	Digital media	-MAAIF develops content and posts on the program webpage to accelerate information sharing once a week	-MAAIF updates webpage once a week -LGs share content	1 update per week	July-June
#1, #2			IPC	-MAAIF organises supervision missions for the World Bank team to promote understanding on program performance	-MAAIF identifies and prepares sites to be visited -MAAIF identifies the dates of the visit -MAAIF invites media to cover -LGs display banners, tear drops, and backdrops	1 every six month Total -2	July-sep
#2, #1			Printed Media	-MAAIF populates annual program reports and shares with World Bank	-LGs populate information for report -MAAIF drafts the annual report	-1 per year	May-June
#3, #2, #1			Mass media	-MAAIF produces five minute documentary focusing on program achievement and shares with the World Bank after every six months	-LGs identifies be interviewed -MAAIF identifies services providers -MAAIF & LGs conduct interviews -MAAIF reviews scripts -MAAIF reviews the documentary -MAAIF publishes the documentary on social media, national and International TVs	-1 per six month -Total-2	December
#3, #2			Social media	-MAAIF shares program content on twitter once a week and tags in World Bank to enhance program visibility	-MAAIF develops content -MAAIF tags in World Bank	1 per week Total-48	July-June
#1, #2	Civil Society	NGOs, CBOs and FBOs	Printed Media	-MAAAIF organises Program kits(containing documents, such as reports, program documents, brochures etc.) shares with civil society members	-MAAIF designs well branded folders -MAAIF prepares all the documents -MAAIF Packs the documents in the folder -MAAIF distributes the program kits to Civil Society Organisations	-1 kit per CSO -Total-10 copies	July-Sep
#3, #1, #2			IPC	-MAAIF invites Civil Society Organisations to participate in programs major events	-MAAIF identifies CSOs -Prepares invites -sends out invites	-	July-Sep
	Media	-Print and electronic media -social media -Online influencers.					
#1, #2			Printed media	-MAAIF develops a media kits and distributes to 20 selected journalists to enhance their ability to effectively disseminate the program processes and results	-MAAIF identifies journalists -MAAIF develops the media kits -MAAIF shares the kits	-1 per journalist -Total-20	July-Sep

#2, #1			Digital media	-MAAIF establishes database of 20 journalists to support story pitching	-MAAIF develops mailing list -MAAIF develops media tracking tool	-1 data base	July
#2, #3, #1			Printed media	-MAAIF develops and issues 4 press releases on quarterly basis to enhance program visibility	- MAAIF develops press releases -MAAIF shares the press releases	-1 press release per quarter -Total-4	July-June
#3, #2			IPC	-MAAIF organises two press conferences on quarterly basis to highlight program processes, concerns and achievements	-MAAIF plans for the conferences -MAAIF contacts journalists -MAIF develops speech to be presented to the media -MAAIF identifies a person to read the speech	-1per quarter -Total-4	July-June
#1, #2			IPC	-MAAIF organises one breakfast meetings to brief Editors on the program and encourage them to popularise the program	-MAAIF Identifies the media houses to invite -MAAIF writes invitation letters -MAAIF sends out invite -MAAIF identifies date and venue -MAAIF displays banners &tear drops, Backdrops	-1 breakfast meeting	July-Sept
#2, #1, #3			IPC	-MAAIF organises field visits targeting 20 journalists to document and disseminate program benefit	-MAAIF & LGs identify beneficiaries to be visited -MAAIF & LGs prepares the beneficiaries -MAAIF contacts the journalists	-1 every six month -Total-2	December
#1, #2, #3			IPC	-MAAIF organises trainings for journalists to enhance their capacity to disseminate program results	-MAAIF conducts needs assessment -MAAIF Identifies the journalists to be trained -MAAIF plans for the training MAAIF displays banners, teardrops, backdrops	-1 training	July-Sep
	Private sector	- Irrigation Equipment suppliers, - Financial intuitions					
#1, #2			Mass media	-MAAIF places one advert on Newvision and Daily Monitor Newspapers calling for bids to supply the irrigation equipment	-MAAIF drafts the advert -MAAIF books space in Newvision and Daily Monitor -MAAIF places the advert and monitors it	-1per newspaper -Total-2	Jan-March

#2, #1			Printed media	-MAAIF shares contract documents with the private sector to enable them effectively participate in the program processes	-MAAIF organises contract document and designate an officer from who to access documents -MAAIF takes record of the service providers	-	Jan-March
#1			IPC	-MAAIF organises one meeting with financial institutions to brief them about the program's co-financial requirement for famers to benefit as a business opportunity	-MAAIF & LGs identify the financial institutions - MAAIF organises the meeting		
#1			Printed media	-MAAIF shares Environment and social safeguards with private sector in order to avoid likely harm on the program beneficiaries	-MAAIF prepares ESS and distributes to all participating service providers	-	Jan-march
#1, #3	Local leaders	-District and Sub County leaders, -Community leaders	IPC	-LGs organise meetings for the district political leaders to create program awareness as well as generate their buy in for the program by cluster	-MAAIF organises meetings for district political leaders at cluster level -MAAIF displays banners, tear drops and distributes brochures	-1 per cluster -Total-4	July-Sep
#1, #2, #3			IPC	-MAAIF in liaison with LGs organises to make presentation during individual council meetings to concretise local political buy in of the program while explaining processes	-MAAIF in liaison with LGs make presentation to district and sub county councils	-1 per sub county	July-Sep
#1, #2, #3			IPC	-MAAIF organises and invites district political leadership to participate in program events such as launches, program reviews, conferences/symposium	-MAAIF identifies events to invite the leaders to participate -MAAIF write invites MAAIF sends out invite	-	July-Sep
#1, #2			IPC	-LGs organise joint program monitoring as a way of enhancing program knowledge and understanding among political leadership	-MAAIF & LGs organise joint program monitoring	-1 every six months -Total-2	Jan-March
#2, #1			Printed media	-MAAIF Prepares program kits (containing documents, such as reports, program documents, brochures) and shares with key district political leaders	-MAAIF designs well branded folders -MAAIF prepares all the documents -MAAIF Packs the documents in the folder -MAAIF distributes the program kits to key political leaders	-2 per district -Total-80	July-Sep
#2, #1, #3			Digital media	-MAAIF publishes monthly e-newsletter and shares with district leadership	-MAAIF develops content -MAAIF designs the template using mail chimp -MAAIF develops mailing list -MAAIF publishes and shares the e-Newsletter with local leaders	-2 per district -Total-80	July-June
#1, #2	Phase2 districts	-Small holder farmers, -district leaders	Mass media	-MAAIF holds one TV talk show to explain the phase 2 program districts to ease tension on the criteria of selecting phase 1 districts	-MAAIF identifies the TV to be used -MAAIF develops content/discussion points MAAIF identifies participants for the TV talk show	-1 TV talk show	July-Sep
#1, #2			Mass media	-Using the 10 selected radio stations, MAAIF further explains why 40 districts were qualifying to benefit from phase one	-MAAIF & LGs identify participants of the radio talk shows -MAAIF &LGs agree on discussion areas	-1 per radio station -Total-10 talk shows	July-Sep

COMMUNICATION IMPLEMENTATION PLAN FOR MICRO SCALE IRRIGATION PROGRAMME

strategic Area1: Increased stakeholder knowledge and understanding about the program goals, objectives and benefit

S/N	Activity	Qty	Fq	Unit Cost ($)	Total ($)	Implementation period	Person responsible
						J A S O N D J F M A M J	LGs
1	LGs organise two community awareness meetings at sub county level in 40 program districts to introduce the program to farmers	519	2	4000	4152000		MAAIF
2	Design 3 spot messages focusing on awareness raising for the first three months in seven major languages to be broadcast in 10 radio stations 3 times a day over 3 months.	10	252	30	75600		LGs
3	LGs distribute posters & banners at public spaces (churches, mosques, health centres, schools, markets, 3 crossing points, town councils) in the 40 program districts in local languages to reinforce other communication interventions.	51900	2	10	1038000		MAAIF
4	Two adverts Printed in two nationally accessed News Papers(New vision and Daily Monitor Newspapers) calling for expression of interest from small holder farmers to participate in the program	2	6	3100	37200		MAAIF
5	Distribute simple and precise program brochures translated in seven major local languages to enhance quick comprehension of the program - Expression of Interest Brochure (EoI-51,900) - Farmer Visit Brochure (FVB-51,900)	51,900	2	15	1557000		MAAIF &LGs
6	LGs organise one community meeting at each sub county through women groups/networks to introduce the program (only women)	200	1	3000	600000		LGs
7	MAAIF organise four gender sensitive radio talk shows through selected local FM radios to explain processes and benefits of the program	4	1	694	2776		MAAIF
8	FACEBOOK AND TWITTER WEEKLY PUBLICATIONS- MAAIF once a week publish content on Facebook and twitter to enhance the program awareness reach. LGs popularise social media accounts setup -MAAIF Identify and engage 4 (one per cluster) online influencers to support program awareness raising.	48	2	500	48000		MAAIF &LGs
9	LGs organise two meetings targeting youth at each district through youth district leadership/networks	40	2	2500	200000		LGs

10	Awareness raising meeting at each district through PWDs district leadership to ensure inclusive development	40	1	1800	72000	LGs
11	MAAIF organise monthly meetings to review and guide implementation processes	12	1	1000	12000	MAAIF
12	TRAININGS on the technical and procurement and marketing grant guidelines	3	1	15000	45000	MAAIF
13	MAAIF Publishes technical, procurement and marketing guidelines on paper and online.	15	1	120	1800	MAAIF
14	MAAIF design, prints and distributes Explanatory Posters with program timeline	15	1	100	1500	MAAIF
17	MAAIF organises quarterly meetings to brief PSC on program progress to ensure effective guidance of the program implementation	4	1	1000	4000	MAAIF
18	MAAIF organise monthly coordination meetings for effective program planning and implementation	12	1	1000	12000	MAAIF
19	MAAIF regularly offers guidance to program coordinators on the implementation procedures via email	48	1	100	4800	MAAIF
20	MAAIF organise training workshops to build technical capacities of district program implementers to enable them guide the implementation and awareness processes -by clusters	4	1	10000	40000	MAAIF
21	MAAIF organises training workshops to build technical capacities of district program implementers to enable them guide the implementation and awareness processes-by cluster	4	1	10000	40000	MAAIF
22	MAAIF builds capacity of District Community Development Officers to effectively support in community mobilisation	4	1	10000	40000	MAAIF
23	MAAIF organises training workshops to build technical capacities of procurement officers to enable them effectively execute procurements processes-by cluster	4	1	10000	40000	MAAIF
24	LGs conduct monthly briefing meetings for CAOs on the program implementation progress	480	1	300	144000	LGs
25	LGs organise weekly technical meetings	1,920	1	300	576000	LGs
26	MAAIF designs and prints summary posters (of program timelines) and shares with LGs	25,950	1	10	259500	MAAIF
	Subtotal				9003176	
27	*Strategic Area2:Improved information flow between the program and key stakeholders*					
27	LGs organise agriculture fairs at cluster level to demonstrate how the micro scale irrigation program selected technologies work.	4	1	420000	**1680000**	MAAIF

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#	Activity						Responsible
28	MAAIF creates online platforms such as WhatsApp to facilitate inform sharing among the implementing partners	48	1	300	14400		MAAIF
29	MAAIF designs, publishes and shares monthly e-Newsletter with Implementing partners to ensure regular program updates by implementers	12	1	600	7200		MAAIF
30	MAAIF develops content and updates the program webpage on a weekly basis for increased information access	48	1	500	24000		MAAIF
31	MAAIF organise quarterly program reviews to share lessons, challenges and forge way forward for effective program implementation	4	1	5000	20000		MAAIF
32	MAAIF collect data, populate and share monthly program implementation information via e-pop application	12	1	2000	24000		MAAIF
33	MAAIF organise retreats for team building among program implementing partners at each district by cluster	4	1	17000	68000		MAAIF
34	LGs conduct weekly briefing meetings through online platform (Webex) at each district	1920	1	1000	1920000		LGs
	Sub total				3757600		

#	Activity						Responsible
35	*Strategic Area3: Improved program visibility among key stakeholders*						
36	MAAIF design, print and distribute branded T-Shirts to 40 LGs	51900	1	15	778500		MAAIF
37	MAAIF design, print and distribute branded Caps, during events, and radio programs	51900	1	5	259500		MAAIF
38	MAAIF design, print and distribute branded calendars during events and radio programs	51900	1	5	259500		MAAIF
39	MAAIF design , print and district sign posts	2000	1	555	1110000		MAAIF
40	MAAIF design, print and distribute catalogues of suppliers of equipment to LGs	10380	1	6	62280		MAAIF
41	MAAIF design and print pull up banners to reinforce visibility at all program events	84	1	200	16800		MAAIF
42	MAAIF designs and prints tear drops	40	1	200	8000		MAAIF
43	MAAIF designs and print back drops to be used during media interviews	40	1	250	10000		MAAIF
44	MAAIF develops and issues branding guidelines to 40 participating districts	0	0	0	0		MAAIF
45	MAAIF organises media coverage for the programs' major events	20	1	300	6000		MAAIF
46	MAAIF establishes database for journalists at national and local level to support story pitching	20	1	10	200		MAAIF
47	MAAIF designs, prints and distributes branded business cards to program implementers	15000	1	2	30000		MAAIF

48	MAAIF designs, prints and distributes branded notebooks to program implementers	30	1	5	150	MAAIF
49	MAAIF designs, prints and distributes branded pens to program implementers	30	1	5	150	MAAIF
50	MAAIF distribute branded business cards to all district teams	40000	1	2	80000	MAAIF
51	MAAIF designs, prints and distributes branded notebooks to all district teams	430	1	5	2150	MAAIF
52	MAAF designs, prints and distributes branded pens to all district teams	430	1	2	860	MAAIF
53	MAAIF designs, prints and distributes cooperate wear to the district teams	250	1	20	5000	MAAIF
	Sub total				2629090	
	GRAND TOTAL				15389866	

Annex: 6- Samples of the program communication materials

Below is the list of samples of the communication materials that can be downloaded from the World Bank sharing point. Follow the link here (https://worldbankgroup.sharepoint.com/:f:/r/teams/WorldBank-MicroScaleIrrigationProgram-Communications-WBGroup/Shared%20Documents/General/07-%20FINAL%20PRODUCTS/18-Branded%20T-shirts?csf=1&web=1&e=XiE7qs)

1. Program Logos

2. Brochure for Farmer expression of interest
3. Brochure for Farm for farmer visits
4. Brochure for Private Sector Actors Brochure
5. Brochure for Local Leadership
6. Brochures for Procurement officers
7. Poster ADDs for sub counties directed to farmers (A2 canvas)
8. Banner ADDs for events (4x10 feet canvas)
9. Tear drop for branding
10. Banner for branding
11. Poster A2 template adverting events at the district and sub county levels
12. Branded T-shirts –MAAIF design, print and distribute branded T-shirts to 40 LGs
13. Branded Caps-MAAIF design, print and distribute branded Caps, during events, and radio programs
14. SIGNAGE -MAAIF design, print and district sign posts
15. Brochure of suppliers- MAAIF design, print and distribute catalogues of suppliers of equipment to LGs
16. Branded Notebooks- MAAIF designs, print and distributes branded notebooks to program implementers
17. Branded Pens- MAAIF designs, prints and distributes branded pens to program implementers
18. Branded cooperate wear –MAAIF designs, prints and distributes cooperate to district teams
19. Explanatory Posters-MAAIF designs, prints and distributes Explanatory Posters with program