SUSTAINABLE AGRICULTURAL PRODUCTION PROGRAMME

MINISTRY OF AGRICULTURE, IRRIGATION AND WATER DEVELOPMENT

KNOWLEDGE MANAGEMENT AND COMMUNICATION STRATEGY

July, 2016- June, 2019

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List of Abbreviations

ADD	Agriculture Development Division
AEDC	Agriculture Extension Development Coordinator
AEDO	Agriculture Extension Development Officer
AIDS	Acquired Immune Deficiency Syndromme
ASWAp	Agriculture Sector Wide Approach
DADO	District Agriculture Development Officer
GAPs	Good Agriculture Practices
HIV	Human Immune Virus
ICT	Information Communication Technology
IEC	Information Education Communication
IFAD	International Fund for Agriculture Development
KM&C	Knowledge Management and Communication
KM	Knowledge Management
M&E	Monitoring and Evaluation
MoAIWD	Ministry of Agriculture, Irrigation and Water Development
NGO	Non-Governmental Organisation
SMS	Short Message Service
SAPP	Sustainable Agriculture Production Programme
Tv	Television
TNA	Training Needs Assessment

Foreword

The Ministry of Agriculture, Irrigation and Water Development, recognises that knowledge management is quite critical for the success of any intervention under the current unpredictable climate scenarios. While reports have been produced, there hasn't been adequate and deliberate efforts in capturing information for learning and adaption and let alone processes to institutionalise learning for adaptation. In this regard, as we still continue to generate more information in the course of implementing the ministry's various initiatives, it is time that the ministry starts being responsive to the lessons, cases and experiences of any program/project intervention.

The KMC strategy has been developed to guide all stakeholders in the implementation of learning for adaptation process between 2016 and 2017. The main purpose of knowledge management processes within SAPP is to ensure that knowledge generated within the program is systematically identified, analyzed, documented and shared. This systematic learning and KM approach will enable the program to be flexible and responsive to changing circumstances.

The ministry is ready and committed to support all stakeholders in the implementation of the strategy. I therefore appeal to Ministry's line departments, ADD's, Districts, development partners, private sector and farmers for their commitment and concerted efforts to ensure that the strategy is implemented.

Signed.

Erica Maganga

Secretary for Agriculture, Irrigation and Water Development

Acknowledgement

The KMC strategy development process was a result of combined efforts, dedication and support of various officers within the Ministry which were drawn from DAPS, DAES, DLRC, ADDs, Districts and SAPP Secretariat.

SAPP secretariat would like to thank all officers who were involved in the process of developing this strategy. Particularly, SAPP Secretariat would like to thank, Mrs M. Banda for guiding the whole process of developing this strategy. In addition, sincere gratitude goes to the following members; Mr. C. Chinkhuntha, Mr. K. Kamoyo, Mr. R. Baluwa, Mr. N. Nangwale and Miss Cynthia Mahata who worked tirelessly in developing the strategy.

The Secretariat also recognises the various inputs from farmers and agriculture stakeholders who provided information during the stakeholder analysis.

Finally sincere gratitude goes to IFAD for the technical and financial support provided.

Signed.

Alex Malembo

SAPP National Coordinator

30th May, 2016

Executive Summary

The Sustainable Agricultural Production Program (SAPP) is a nine year programme being implemented in the six districts of Malawi namely Blantyre, Chiradzulu, Balaka, Lilongwe, Nkhotakota and Chitipa. The programme goal is to contribute to reduction of poverty and improved food security among the rural population. The specific development objective is to achieve a viable and sustainable smallholder agricultural sector employing good agricultural practices (GAPs). The programme falls under all the pillars of ASWAp and specific components are: Adaptive Research and Knowledge Management, Farmer adoption of Good Agriculture Practices and programme Coordination and Management.

The total programmecost is US$51.1 million, financed by the International Fund for Agricultural Development (IFAD) (US$45.6 million), Malawi Government (US$4.2 million) and beneficiaries (US$1.2 million). Out of the total cost,KnowledgeManagementandCommunication is allocated US$1million. The programme is designed to benefit about 200,000 smallholder households to achieve a viable and sustainable small holder sector through promotion and adoption of Good Agriculture Practices (GAPs).

Knowledge Management (KM) is an important element of SAPPin that the programme will develop, refine and disseminate GAPs, which are suited to the conditions of Malawi, and are markedly different from current practices. The programme will support a major learning process to change practices and raise awareness of more efficient and sustainable approaches to farming. The main purpose of theKnowledge Management processes in SAPP isto ensure that knowledge generated within theprogramme is systematically identified,analyzed documented and shared.This systematic approach will enable the Programme to be flexible and responsive to changing circumstances. This knowledge will contribute to the evolution of key incentives, instruments, services and institutions that comprise the agricultural and rural policy framework. It will also be used to support capacity building and institutional strengthening activities of a range of stakeholders including service providers, farmer organizations and government departments. In addition, KM processes in SAPP will ensure that appropriate lessons learned and good practices from other parts of the region and the world are gathered and disseminated within Malawi.

This Knowledge Management and Communication (KMC) Strategy, lays down the framework for addressing the established learning processes and sharing of generated knowledge products in SAPP. The purpose of the strategy is to integrate knowledge

management and communication in all aspects of programme management so as to improve management processes and delivery of services as well as ensure effective and efficient information flow and knowledge sharing within and outside the programme. The specific objectives are:

- To outline the necessary actions to be followed by all implementers in the generation, capturing, management, storage, packaging and sharing of information at all levels of implementation to improve development results.
- To ensure that the programme consistently develops and disseminate appropriate materials and tools with information and knowledge about appropriate agriculture technologies / GAPS.
- To consistently document best agriculture practices generated/promoted through programme implementation to enhance learning and adaptation

The KMC strategy has been formulated based on the IFAD's knowledge management and learning framework which recognizes 5 interconnected functions which include; learning for adaptation, learning oriented monitoring and evaluation, internal and external communication, information management and innovation and experimentation.
Based on this, the KMC has identified two focus areas namely; Knowledge harvesting, storage, and processing and Knowledge sharing and learning partnerships which embodies information management, learning oriented M&E and internal communication and adaptation.

The strategy targets a wide range of stakeholders from different geographical, socio-economic, educational and cultural, backgrounds and with a diversity of languages and information needs, hence the need for some information materials to be translated into various languages. Its implementation will require the active participation of all the stakeholders including the Ministry management, Programme Managers, DADOs, Subject Matter Specialists, AEDCs as well as AEDOs and farmers. Stakeholders in the private, public sectors and civil society organizations will also be involvedin providing information and feedback. Information and knowledge will be shared widely through organizing and participating in publicity and media events.

The strategy will be reviewed and revised annually by conducting a knowledge audit to identify key needs and opportunities as well as specification of activities to be included in the work plan and budget.

1.0   Introduction

The sustainable Agriculture Production Program is a nine year program being implemented in the six districts of Malawi namely Blantyre, Chiradzulu, Balaka , Lilongwe, Nkhotakota and Chitipa . The program is financed by the International Fund for Agricultural Development, Malawi Government, and beneficiaries. The total cost of the program is US$51.1 million of which US$45.6 million is from IFAD while Malawi Government contribution is US$4.2 million, and US$1.2 million will come from beneficiaries. The financing from IFAD consists of a loan of US$22.8 million and a grant of US$22.8 million. From the total cost; Knowledge Management and Communication is USD1.0million (2% of the total program budget).

The programme is designed to benefit about 200,000 smallholder households to achieve a viable and sustainable small holder sector through promotion and adoption of Good Agriculture Practices. The goal of SAPP is to contribute to reduction of poverty and improved food security among the rural population. The specific development objective is to achieve a viable and sustainable smallholder agricultural sector employing good agricultural practices (GAPs). SAPP falls under all the pillars of ASWAp namely food security and risk Management, commercial agriculture agro processing and market development, sustainable land management, technology generation and dissemination, institutional development and HIV/AIDS and crosscutting issues. Specific programme components are: Adaptive Research and Knowledge Management, Farmer adoption of Good Agriculture Practices and Programme Coordination and Management. Adaptive research and knowledge management aims at testing the existing improved agricultural technologies under different conditions of Malawi to establish their respective performance based on recommendations made at the same time disseminating widely the knowledge generated for adoption. Farmer Adoption of GAPS aims at facilitating the dissemination and adoption of GAPs with the objective of increasing productivity diversifying production and improving soil health. Programme Management and Coordination focusses on putting in place systems guidelines and organization arrangements and structures to facilitate smooth implementation.

1.1 Knowledge Management Framework

Knowledge management is defined as the planning, organizing, motivating and controlling of people, processes and systems in the organization to ensure that its knowledge related assets are improved and effectively employed. Knowledge related assets include manuals, best practices database, case studies, documentation of employees best ways of doing a job, knowledge held by teams working on focused problems and knowledge embedded in organizations products, processes and relationships (W.R.King)

This SAPP Knowledge Management and Communication (KMC) strategy has been framed around the IFAD's Knowledge Management Plan which seeks to ensure that there should be a linkage of targets from individual beneficiary to implementing teams, departments, ministry and finally to national level. It is a strategic move of improving capabilities for learning and sharing knowledge to achieve development effectiveness. IFAD supports a regional learning process by integrating Knowledge Management and Learning (KM&L) aspects into project management.

KM&L is the integrated approach of identifying, capturing, evaluating, retrieving and sharing information. It is the using of knowledge more effectively with 5 interconnected functions:

- **Learning and Adaptation:** Seeking regular feedback, learning lessons to improve performance, regular reviews for collective decision making, documentation of decision that leads to change, flexibility for the use of knowledge and new innovation.
- **Learning oriented M&E:** Setting benchmarks, indicators and learning question; collective qualitative and quantitative data, analyzing data, monitoring process, continuous follow up of progress and performance.
- **Internal and External Communication:** Internal communication to support learning, foster teamwork and joint responsibility, culture of feedback and appreciation, creating visibility and advocacy, sharing lessons across projects and organizations
- **Innovation and Experimentation:** Sourcing new ideas and innovations, seeking and embracing new opportunities, enriching new ideas through Communities of Practice (CoPs/ TWGs) groups of people who focus on particular aspects and trying out new ideas.
- **Information management:** Electronic archives with reports and lessons, capturing and documenting information, systematizing and organizing information, packaging information to suit the targeted audience into websites and blogs as well as keeping data banks.
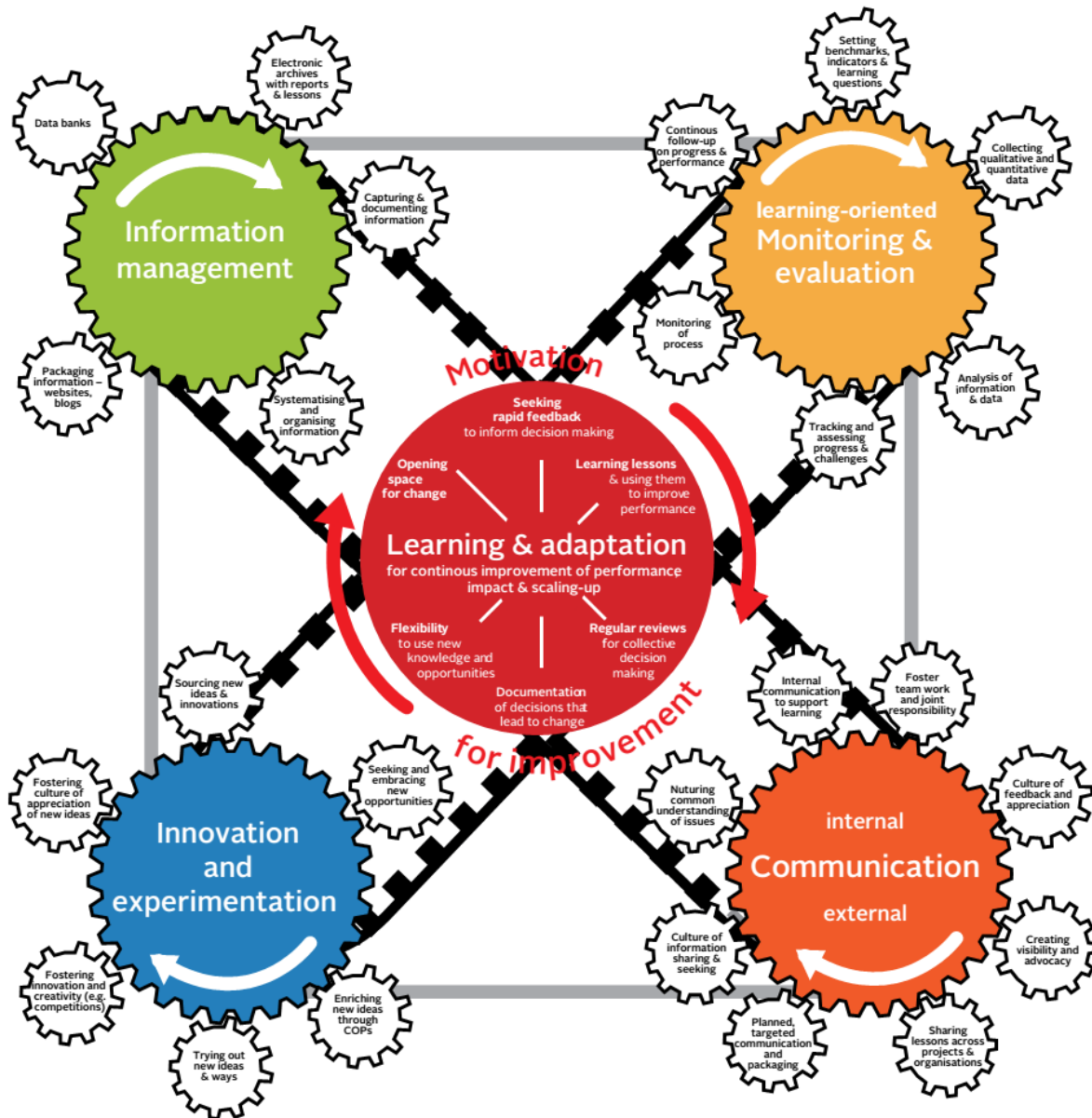
The Integrated Knowledge Management and Learning System

Figure 1: The IFAD's Knowledge Management and Learning Systems - adapted from IFAD Uganda KM&L Experiences booklet

1.1.1 Knowledge Management and Communication under SAPP

Knowledge Management and Communication (KM&C) is designed as a sub component of Adaptive Research. Under this sub component, the programme is expected to improve the process of generation, capturing, management, storage, packaging and sharing of

information at all levels of implementation. The Program's emphasis on the development, refinement and dissemination of GAPs calls for a knowledge and learning intensive approach to be mainstreamed across all components and sub-components. The Programme therefore is supporting capacity building for systematic knowledge management and communication within the participating ADDs, Districts, in relevant stakeholder institutions as well as the Ministry of Agriculture Irrigation and Water Development in general. SAPP aims at addressing rural poverty by raising smallholder farmers' awareness of more efficient and sustainable approaches to farming through testing and demonstrating improved agricultural practices, technologies and implements as well as support for farmer-to-farmer learning. Clear communication and information sharing channels are therefore important for farmers to fully benefit from the intervention.

1.2   Knowledge Management & Communication Strategy

This Knowledge Management and Communication Strategy, lays down the framework for establishing learning processes and sharing of generated knowledge products in SAPP. The Strategy stipulates the framework for institutionalization of learning processes and enhancing programme management and implementation through improved ways of generating, capturing, analyzing, packaging and sharing of information, knowledge, experiences and lessons learned. This Strategy provides principles, guidelines, tools, methods, and or channels of sharing information and receiving feedback, in order to have a proactive and versatile programme that anticipates and meets the information needs of all stakeholders. It will provide guidance on how the programme can take advantage of the rapid spread of ICTs in communicating with a cross section of stakeholders. The strategy targets smallholder farmers, extension workers, researchers, donors, agro-dealers and seed companies among others.

2.0   KMC Strategy Goal and Purpose and objectives

The goal of the Strategy is to contribute towards achieving better livelihoods, improved food and nutrition security and increased incomes of smallholder farmers through successful programme implementation which generates and share right information and knowledge with stakeholders and consequently adapts itself to the changing circumstances.

The purpose of the Knowledge Management and Communication Strategy is to integrate knowledge management and communication in all aspects of SAPP programme implementation so as to improve management processes and delivery of services as well

as ensure effective and efficient information flow and knowledge sharing within and outside the programme.

The specific objectives of the strategy are:

- To outline the necessary actions to be followed by all implementers in the generation, capturing, management, storage, packaging and sharing of information at all levels of implementation to improve development results.
- To ensure that the programme consistently develops and disseminate appropriate materials and tools with information and knowledge about appropriate agriculture technologies / GAPS.
- To consistently document best agriculture practices generated/promoted through programme implementation to enhance learning and adaptation.

2.1   The situation Analysis

This strategy has been informed by a stakeholder analysis which was carried out to identify main stakeholders in SAPP their main interests and how they obtain information, their main challenges with regards to knowledge generation, storage, processing as well as information sharing. Results indicated that key stakeholders include Agro-dealers, farmers, extension workers, NGO community, Government departments, academia and seed companies. These obtain and share information through: field days, meetings, networking, farmer tours, reports, print and electronic media and policy briefs. It was established that farmers are mainly interested in increased productivity, food security as well as business. On the other hand agro dealers and seed companies are mainly interested in business. At the same time government departments, extension workers and NGOs are mainly interested in making sure that programme objectives are fully met.

Key Challenges of Knowledge Management and information Sharing include;
(i) Poor information generation storage by most stakeholders such as farmers, agro-dealers and extension workers and government departments. Farmers mostly do not keep records and rely on memory
(ii) Inadequate packaging of information and knowledge sharing on GAPs due to low access to mass media by most stakeholders
(iii) Agro-dealers do not learn from lessons of previous experience
(iv)Farmers, agro-dealers and produce buyers do not have necessary forums where they can provide feedback that can be used for improvements in the programme

(v) Most farmers take time to embrace new ideas and make proper use of available opportunities.

(vi)Information gaps exist in the areas of appropriate storage facilities, access to loans and markets, lack of reliable information, under reporting and poor coordination among stakeholders

2.2   Justification for KMC strategy

The main purpose of knowledge management processes within SAPP is to ensure that knowledge generated within the Programme is systematically identified, analysed, documented and shared. This systematic learning and KM approach will enable the Programme to be flexible and responsive to changing circumstances. This knowledge will contribute to the evolution of key incentives, instruments, services and institutions that comprise the agricultural and rural policy framework. It will also be used to support capacity building and institutional strengthening activities of a range of stakeholders including service providers, farmer organizations and government departments.

2.3 Risks and Mitigation Measures

Possible risks that are likely going to affect the implementation of the strategy and their mitigation measures have been summarized in table 1.

Table1: Risks and mitigation measures

Risks	Possible Consequences	Mitigation measures
• Lack of ownership of KM system by MOAIWD staff, especially at ADD and district levels.	• MoAIWD staff members do not buy-in to the KM system and leave the responsibility to staff involved with SAPP.	• Facilitate participation of key staff members in the development of the KM system. • Link activities closely to ASWAp.
• Low human capacity and financial resources for M&E and KM.	• The capacity demands for KM are greater than existing human capacity and financial resources made available at different levels.	• Ensure adequate human and financial resources are planned for and provided during implementation. • Provide capacity building (coaching, backstopping and mentoring) at all levels.
• New ICT and KM tools and toolkits.	• Introduction of new ICT and KM tools requires too much time and effort for testing and development – with too much focus on the tools themselves, rather than on their effective use for KM.	• Careful selection of user-friendly, appropriate tools. • Facilitate support by ICT specialists and provide tailor-made, on-the-job capacity building in the application of tools.
• Documentation, information generation without learning and action.	• Documentation and information generation carried out simply for the sake of doing it and not for improving management processes, or for learning.	• Facilitate internalisation of adaptive management and action learning principles. • Ensure adequate reflection takes place and lessons from experience feed into management process to inform decisions.
• Rigidity in systems and institutional arrangements.	• Rigid, traditional institutional arrangements fail to respond fast enough to allow changes needed for effective knowledge management.	• Ensure the involvement of relevant senior management in the design of the knowledge management system and facilitate adequate discussion on the implications for institutional arrangements implications.

(Source: *Programme Design Report: Working Paper 6*)

2.4 KMC Strategic Pillars

SAPP KMC strategy will be guided by two strategic pillars; 1. Knowledge harvesting, storage, and processing and, 2. Knowledge sharing and learning partnerships.

These two pillars falls under IFAD's KM&L framework pillars of information management, learning oriented monitoring and evaluation and internal and external communication principles. SAPP KMC pillar number 1 is aligned to information management, and learning oriented monitoring and evaluation while pillar number 2 is aligned to internal and external communication pillar under the IFAD's KM&L framework.

2.4.1 Strategic Pillar 1: Knowledge Harvesting, Storage and Processing

In order to ensure that knowledge generated is used and applied, the strategy will promote information harvesting, storage and processing to adapt to its users. Resources will be made available to harvest, store, process and disseminate information to stakeholders that need it, and to ensure best use of knowledge generated by other initiatives in Malawi and the region. Electronic databases, will be made accessible through the programme website. SAPP will finance additional hardware and software, so as to better maintain and disseminate data, and library services for document acquisition and storage at various work stations.

2.4.2 Strategic Pillar 2: Knowledge Sharing and Learning Partnerships

After information is captured, there will be value addition through interpretation and analysis, drawing on information from other sources, and adapting it for use by a range of partners. The knowledge sharing and learning instruments to be deployed are as follows: (i) studies and publications on lessons learned; (ii) case studies documenting successes and failures; (iii) publicity material including newsletters, radio and television programmes; (iv) formation of national and regional learning networks; (v) periodic meetings and workshops to share knowledge and lessons learned; (vi) research-extension liaison/feedback meetings; (v) national and regional study tours; (vi) preparation and distribution of technical literature on improved agricultural practices, including crop and farm budgets; and (vii) the routine supervision missions, mid-term review and project completion report. Special efforts will be made to incorporate stakeholders at district, EPA and community level in the learning partnerships to ensure that they contribute to and benefit from the sharing of knowledge.

2.4.3 Alignment of Pillars to Specific Objectives

Table 2 shows how the two strategic pillars have been aligned to the 3 specific objectives

Table 2: Strategic pillars and specific objectives

Strategic Pillars	Specific Objectives of the Strategy
Strategic Pillar 1: Knowledge harvesting, storage and processing	1.1 To outline the necessary actions to be followed by all implementers in the generation, capturing, management, storage, packaging and sharing of information at all levels of implementation to improve development results. 1.2 To consistently document best agriculture practices generated/promoted through programme implementation to enhance learning and adaptation.
Strategic Pillar 2: Knowledge sharing and learning partnerships	2.1 To ensure that the programme consistently develops and disseminate appropriate materials and tools with information and knowledge about appropriate agriculture technologies / GAPS.

3.0   Outcomes, Indicators and Activities of the Specific objectives

In order to track progress towards achievement of the expected outcomes of the KMC strategy, a number of key outcome indicators have been developed under each focus area. The strategy has also come up with a number of actions/activities to be implemented by various stakeholders within its implementation period.

Strategic Pillar 1: Knowledge harvesting, storage and processing

Specific objective 1.1: To outline the necessary actions to be followed by all implementers in the generation, capturing, management, storage, packaging and sharing of information at all levels of implementation to improve development results.

Table 3: Outcomes and indicators for specific objective 1.1

Expected outcomes	Indicators	Means of Verifications	Assumptions
1.1.1 Improved process of generation, capturing, management, packaging, storage and sharing of information	• KMC manuals/guidelines • Number of staff trained • Number of IEC materials disseminated	• Quarterly Reports • Work plans and budgets • Publications	• Resource commitment by SAPP
1.1.2 Institutionalization of KMC concept as a crosscutting issue in all SAPP components	• Number of case studies being implemented by the project • Number of innovations in program implementation as a result of lessons learnt	• Quarterly reports • publications	Management and staff commitment towardsKMC

Key Outputs/Activities to outline the necessary actions to be followed by all implementers in the generation, capturing, management, storage, packaging and sharing of information at all levels of implementation to improve development results.

Table 4: Key outputs and activities to achieve specific objective 1.1

Outputs/Activities	Indicator	Target	Time Frame	Implementers
Key output:Develop communication and knowledge management skills and competencies across all programme components.				
1.1.1.1 Conduct training and IFAD mentorship to ensure that staff at all levels, are familiar with knowledge management - sharing and learning processes and tools, and with the appropriate practices and attitudes.	Number of staff trained	60	September, 2016	IFAD/SAPP Secretariat
1.1.2.2 Develop incentives for collaborative action that are constraining knowledge sharing	Number of awards for best publications	3	June, 2017	KMC Officer
1.1.1.2 Develop learning questions for each level which will address the challenges in the programme implementation and orient staff towards	• Number of implementation challenges addressed as a result of learning	5	December, 2016 December, 2016	SAPP KMC Officer, and SMSs

finding appropriate answers.	questions developed			
	• Number of staff oriented in learning questions	60		
1.1.1.3 Create process documentation	• Number of write shops on process documentation	2	July, 2016-January, 2017	KMC Officer
1.1.1.4 Promote transparency and accountability.	Number of review meetings	4	Quarterly	SAPP KMC Officer, and SAPP focal persons
1.1.1.5 Develop messages on GAPS being promoted by the programme in a language that is understood by all players	Number of messages developed	12 Messages	September, 2016	All SMSs in MoAIWD

Strategic Pillar 1: Knowledge harvesting, storage and processing

Specific objective 1.2: To consistently document best agriculture practices generated/promoted through programme implementation to enhance learning and adaptation.

Table 5: Expected outcomes for specific objective 1.2

Expected outcomes	Indicators	Means of Verifications	Assumptions
1.2.1 Improved documentation of best agricultural practices and lessons	• Number and type of IEC materials developed	• Quarterly Reports • Work plans and budgets • Video/radio/published documentaries	• Resource commitment by SAPP
1.2.2 Increased participation of farmers of all gender categories in providing feedback on GAPs and demanding adaptive research trials	• Number of farmers of all gender categories involved in generating information about GAPS • Number of farmer of all gender categories hosting adaptive research trials Percentage of adaptive research trials demanded by farmers	• Quarterly Reports • Work plans and budgets • Dissemination reports	All stakeholders will be motivated to give feedback on agronomic practices hosted.

Key outputs and activities to consistently document best agriculture practices generated/promoted through programme implementation to enhance learning and adaptation

Table 6: Key outputs and activities for strategic objective 1.2

Key Output/Activities	Indicator	Target	Time frame	Implementers
Key output:Improved Knowledge generation and documentation				
1.2.1.1 Conduct KMC study tour for KMC focal persons	• Number of KMC focal persons exposed to KMC study tours	12	February, 2017	SAPP secretariat
1.2.1.2Develop learning products such as guides, documented lessons and case studies and build capacity of field staff who will carry out this function	• Number of KMC manuals/guidelines developed • Number of staff trained	1 60	May, 2017	SAPP KMC Officer, and SMSs
1.2.1.3Document and disseminate new innovations, lessons learnt and best practices	• Number of best practices documented • Number of innovations documented • Number of publications on lessons documented	10 5 1	May, 2017	All departments involved in SAPP, KMC focal persons
1.2.1.4Produce improved progress reports	• Number of reports	4	Quarterly	KMC focal persons
1.2.1.5Facilitate the extraction of relevant information from	• Number of IEC materials (policy briefs,	5	June, 2017	KMC focal persons

the database for further analysis and documentation to create user friendly outputs	newsletters, short articles • Number of staff trained in data analysis	60	June 2017	KMC focal persons M&E Officers
1.2.2.1 Recording, analyzing and sharing results of agronomic trials	Number of dissemination workshops	1	June, 2017	DARS, & KMC Officer
1.2.2.2 Documenting activities and results of farmer field school activities	Number of reports on FFS	1	June, 2017	SMSs and KMC focal persons
1.2.1.6Collect data on indicators to feed in standardized data base	Number of KAP survey reports on selected indicators	2	November, 2016	SAPP M&E officer
1.2.1.7 Produce a documentary on achievements	Number of documentaries	1	December, 2016	SAPP KMC officer
1.2.2.3 Strengthen linkages between research and extension through documentation and communication of adaptive research results in formats appropriate to target	Number and type of messages on adaptive research results	1	June, 2016	DLRC/KMC Officer

Strategic Pillar2: Knowledge sharing and learning partnership

Specific objective 2.1: **To ensure that the programme consistently develops and disseminate appropriate materials and tools with information and knowledge about appropriate agriculture technologies / GAPS.**

Table 7: Expected outcomes and indicators to specific objective 2.1

Outcomes	Indicators	Means of verifications	Assumptions
2.1.1 Widespread availability of IEC materials on GAPS generated by SAPP	• Number of IEC materials on GAPs generated through SAPP • Number of Agriculture Resource Centers with GAPS booklets specific for EPA	• Reports • Surveys • Publications	Responsible Subject Matter Specialistswill develop the messages
2.1.2 Improved sharing of best agricultural practices and lessons	• Availability of documented GAPs materials and publications on best practices in agriculture • Number of sharing information sharing platforms for SAPP • Number of networks/partnership established • Number of stakeholders accessing information about SAPP	• Reports • Feedback from stakeholders	All stakeholders will be motivated to use the information sharing platforms

Key outputs and activities to ensure that the project consistently develops and disseminates appropriate materials and tools with information and knowledge about GAPS

Table 8: Key outputs and activities for strategic objective 2.1

Key Outputs/Activities	Indicator	Target	Time Frame	Implementers
Key Output: Knowledge Sharing and Learning promoted				
2.1.1.1 Produce and distribute IEC materials	Number and type of IEC materials	10 messages on leaflets and 4 quarterly newsletters 1 Policy brief	Quarterly	All departments involved in SAPP, KMC focal persons
2.1.1.2 Produce radio and television programmes	Number of radio/tv programs aired	52 radio programs 8 television programs	Weekly Quarterly	KMC Officer
2.1.1.3 Increase awareness about possible buyers of legume seed, grain and small stock products and on how to get a fair market value.	Number of farmers aware of possible buyers with good prices	50%	June, 2017	DCD & DAHLD
2.1.2.1Form communities of practice and learning groups to support improvement in process and experimental learning	Number of CoPs conducted	6	October, 2016	All departments

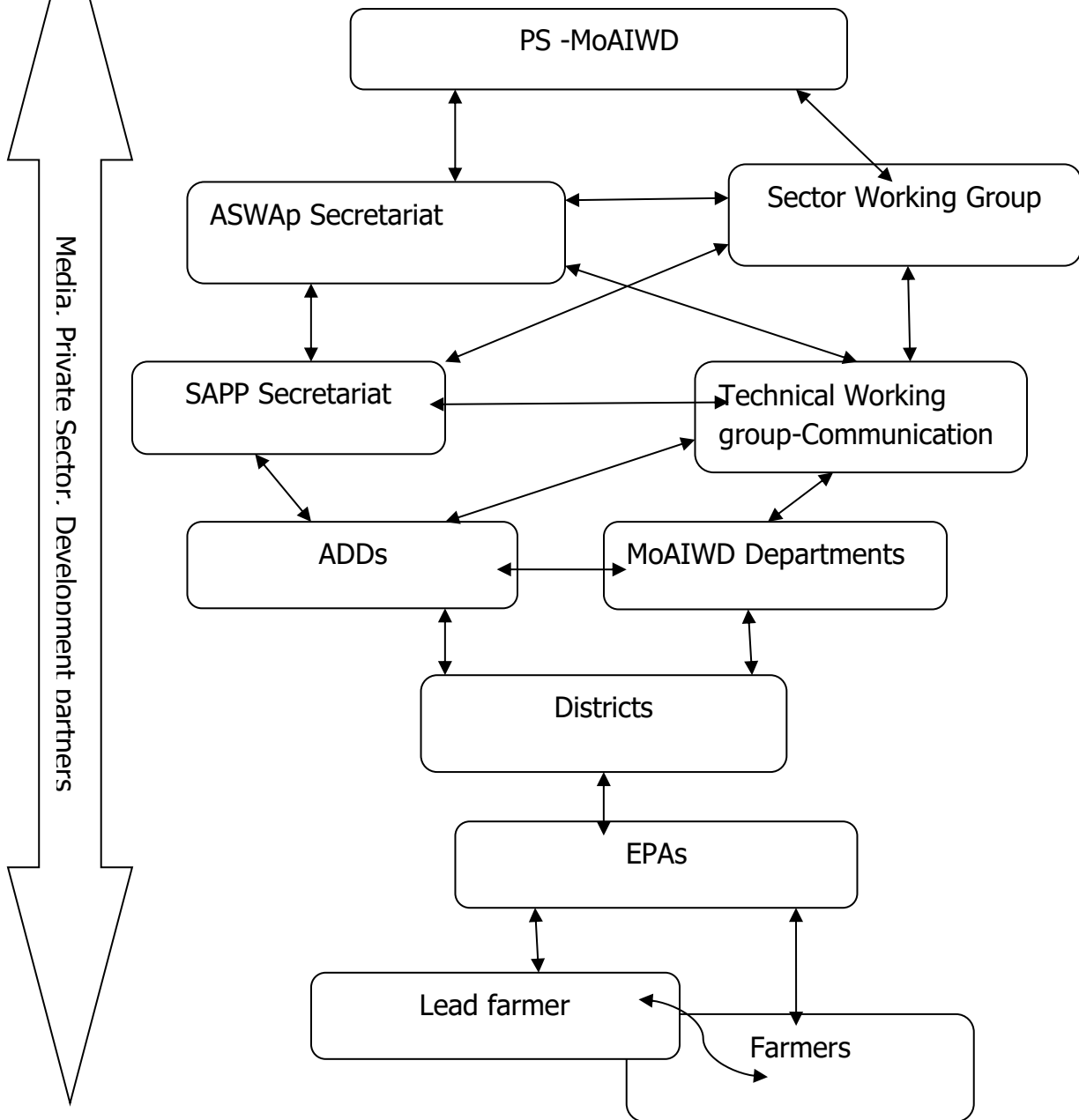|				
2.1.2.2 Create social media such as whatsapp, facebook , yahoo groups and twitter handle	Number of social media groups established	3 (Whatsapp, facebook, & yahoo groups)	December, 2016	KMC Officer
2.1.2.3 Create database for sharing reports, documents, success stories and other important documents	Number of people accessing databases	2000	December, 2016	KMC officer/ MoAIWD IT officers
2.1.1.4 Develop programme pamphlets, brochures and fact sheets, and other visibility materials	• Number of pamphlets and fact sheets • Number of T shirts, Diaries, Caps	2000 3000	June, 2017	KMC Officer
2.1.2.4 Conduct exchange visits	Number of participants	12	August, 2016	KMC focal persons
2.1.2.5 Conduct Field days	• Number of field days	2000	June, 2016	DAES
2.1.1.5.Produce Visibility Logos and picture visits	Number of logo's	1	June, 2016	DDCOM-DAES
2.1.1.6 Establish agriculture resource centers	Number of resource centers	7	June, 2017	DACOs and MKC focal persons
2.1.2.6 Participate in national and regional fairs and special	Number of participants	12	June, 2017	KMC officer

events and exhibitions,				
2.1.2.7 Conduct KMC review meetings	Number of review meetings	4	Quarterly	KMC focal persons
2.1.2.8 Participate in Regional Knowledge Networking initiatives such as the IFAD Africa programme.	Number of participants	2	January, 2017	KMC officer
2.1.2.9 Developing links with agriculture colleges and learning institutions	Number of partnerships	1	June, 2016	DLRC

4.0 Implementation Arrangements

The success of implementing the KMC strategy rests on active and collective participation of all stakeholders involved. The stakeholders include those from the Public sector (departments within MoAIWD, and other line/cooperating MDAs), development partners, civil society and the smallholder farmers involved in SAPP. Policy guidance and enforcement implementation mechanisms will be provided by MoAIWD at national level through (EMC of ASWAp). A designated focal person (SAPP KMC Officer) based in SAPP secretariat will coordinate the implementation of the strategy. IFAD will provide a technical assistant to assist the designated focal person with coordination and setting up the systems.

At ADD and district level, KMC focal persons will facilitate implementation of the strategy through the project components in collaboration with all stakeholders. Later on the implementation of the strategy will be fused into the DAESS system.

Fig.2 SAPP KMC strategy implementation arrangement

Media. Private Sector. Development partners

PS -MoAIWD

ASWAp Secretariat

Sector Working Group

SAPP Secretariat

Technical Working group-Communication

ADDs

MoAIWD Departments

Districts

EPAs

Lead farmer

Farmers

5.0 Roles of stakeholders and partners

IFAD

As the key donor of SAPP, IFAD will continue to provide financial and technical assistance to the programme. Specifically IFAD is expected to offer technical assistance in the area of knowledge management by assigning a person to be attached with the KMC officer appointed by the MoAIWD. IFAD is also expected to support extensive capacity building initiatives as indicated according to objectives of the strategy. Further to this IFAD will establish a network with other IFAD supported programs/projects dealing with agricultural productivity enhancement within Africa and other areas.

SAPP Secretariat

This will be the center of all KMC operations within the SAPP program. All activities under KMC strategy will be coordinated and facilitated by the SAPP Secretariat through the KMC officer. Specifically the KMC will ensure the following among others:

- Develop KMC plans

- Organize capacity building programs for KMC

- Build or integrate the monitoring system into the overall program coordination and organization function

- Ensure documentation and wide sharing of results

- Provide technical backstopping and guidance to KMC officers at field level

MoAIWD Management

Through its ASWAp secretariat arm, MoAIWD will provide the oversight role and ensuring that the implementation of the strategy is on course and according to plan. MoAIWD will ensure that adequate resources are allocated for the implementation of KMC.

Departments, ADDs, Districts and EPAs under MoAIWD

Departments, ADDs, Districts and EPAs involved in implementation of SAPP will provide all the necessary technical support to SAPP secretariat all the time. The departments will provide both staff and man hours in some cases to work on KMC activities. Each cost center will appoint a KMC focal person who will coordinate all KMC activities within the department, ADD, district and EPA. Management of the departments, ADDs and Districts will provide direction and ensure that implementation arrangements under KMC are on

course. The focal persons at each level will be responsible for coordinating KMC activities and ensuring that staff members are motivated to contribute towards KMC activities. Departments, ADDs, Districts, and EPAs will be the primary sources of all information under SAPP and hence the premise on which SAPP KMC strategy is built. Production of all KMC materials will be done at department, ADD, district, and EPA.

Lead Farmers

As beneficiaries of SAPP and implementers, they are expected to generate information and knowledge that should provide the basis on which SAPP KMC will be built. These will be responsible for primary documentation and sharing of any lessons, cases, and experiences through forums that will be organized by the SAPP KMC officer.

Follower Farmers/project beneficiaries

Just like the Lead farmers, follower farmers will provide a pool of information from which various models will be discerned. As such, farmers will host trials, demonstrations, and implement various activities under SAPP and will be requested to give feedback and suggest further improvements to the processes

Media houses

Both print and electronic media houses will be responsible for dissemination and sharing of SAPP's lessons and cases that will prove to have been successful in the implementation of SAPP and can be replicated elsewhere. This will be done through newspaper/magazine articles and radio and television programs.

Private Sector

As partners in the implementation of SAPP, private sector players will provide technical and financial support towards the implementation of the strategy.

Academic, research and training institutions

The academic institutions will provide KMC capacity building at all levels and conduct research on key issues emanating from the lessons and cases put forward by the KMC processes.

Other Development Partners

The other development partners will provide harmonized financial, technical and material support for the implementation and review of the KMC strategy.

6.0   Monitoring and Evaluation

Monitoring and evaluation will be done at Section, EPA, District, ADD and National levels in line with the strategy's implementation plan. The results framework will help in the development of KMC responsive M&E system. Information for M&E will be collected through field visits, community feedback meetings, review meetings, surveys and data collected from studies and general performance reports. The strategy will be subjected to periodic reviews annually involving relevant stakeholders. Any challenges observed will be reviewed and necessary corrective measures taken to smoothen the implementation of the strategy. However, final evaluation of the strategy will be done at the end of the strategy's implementation period to assess achievements, challenges and draw lessons learnt.

7.0   Sustainability Mechanism

The strategy's sustainability mechanisms include: designation of focal persons at all levels of the MoAIWD's structure who will facilitate roll out of the strategy. Further to this, the strategy has emphasized on capacity building of all members of staff and other stakeholders involved in the implementation of SAPP at various levels. The strategy also builds on the strong support from SAPP financiers to implement the knowledge management in SAPP and the ministry's commitment to extend such approaches to other projects within the ministry. Institutionalization of KMC approaches to program reporting will enhance continuity after program end period.

8.0   References

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ANNEX 1: Results Framework

See excel sheets

ANNEXE 2 : KEY STEPS TOWARDS DEVELOPMENT OF THE KNOWLEDGE MANAGEMENT SYSTEM

Step	KM Objective/key issue	Activities	Responsibility	Methods and tools
Design of an appropriate M&E, and documentation system.	• M&E system that is results-based • M&E system that takes into consideration lessons from the past. • M&E system that is able to quantify what was achieved. • M&E system that is simple but takes into consideration the complexity of the programme. • Documentation system that captures the "what and how" of implementation.	• Review lessons from the past and current relevant initiatives.	• M&EO and KMCO in collaboration with the SAPP Communication Working group.	• Review workshops. Design mission planning sessions, appropriate software.
		• Construct key indicators from the logframe, and include process indicators for monitoring progress and assessing the achievement of results.	• Programme implementation M&E design team.	
		• Decide on frequency of data collection from indicators and put in place quality control mechanisms	• Programme implementation M&E design team.	
		• Create databases for collection of data from M&E.	• M&E officers with support of IT specialists.	
		• Create process documentation framework.	• M&E officers.	
Development of appropriate institutional arrangements (supportive to KM).	• M&E client oriented. • M&E system that is a shared responsibility of programme team members.	• Choose and allocate indicators on a client oriented basis (technical indicators for programme technicians, results and impact for Gov't and IFAD).	• Programme implementation M&E design team and key stakeholders.	• Stakeholder consultation planning sessions, capacity building

Step	KM Objective/key issue	Activities	Responsibility	Methods and tools
	• Resources and capacity for documentation and systematisation planned for and provided. • Documentation and knowledge sharing rewarded. • Clear terms of reference for KM implementers. • KM function an integral part of management.	• Include support for measures to improve data quality and availability from the country or programme monitoring systems. • Include incentives for documentation and dissemination in performance appraisal system.	• M&E Officers. • Programme implementation management.	(training, coaching and mentoring), competitions.
Monitoring, evaluation and documentation	• Monitoring and evaluation linked to planning, implementation and reporting. • Use of simple documentation tools • Support and infrastructure for documentation provided	• Collect data on indicators to feed into a standardized database • Document case studies (success and failures) • Support collection of data on the indicators to feed into a standardized database, and documentation of cases. • Support initial analysis of data from indicators as soon as the values are collected.	• Programme staff • Programme staff • M&EO and KMCO – at national, ADD and district levels • M&EO and KMCO – at national, ADD and district levels, with support of IT specialist	• Capacity building (training, coaching and mentoring) • Relevant software

Step	KM Objective/key issue	Activities	Responsibility	Methods and tools
		• Aggregate and synthesize data from preliminarily analyzed indicators at country level.	• National M&EO	
Information Management	• Data and Information stored in form and format that allow easy accessibility (databases). • Relevant information extracted from the database and further analysed and documented to create user friendly outputs (short articles, maps, graphs, pictures, etc.).	• Collect and store all relevant programme data	• National M&E Officer and Data Analyst/Information Officer.	• Knowledge management toolkit. • Relevant ICT and software.
		• Facilitate the extraction of relevant information from database and further analysis and documentation to create user friendly outputs (short articles, maps, graphs, pictures, etc).	• National M&EO and KMCO and M&E Officers in devolved institutions with support of IT specialist.	
		• Support the internalization of KM principles and application of KM toolkit(s).	• M&EO and KMCO; ADD and district officers.	
Communication and sharing	• The outputs elaborated by the programme used to communicate results in different settings such as regional networks, workshops. • Websites, print publications newspapers, media, etc.).	• Produce different outputs targeted to different audience.	• Programme staff with support of M&E and KMC staff and IT specialists.	• Communication toolkits. • Relevant ICT. • Mentoring and backstopping.
		• Support in the production of knowledge and experience sharing outputs.	• IFADAFRICA network; national networks.	
		• Facilitate the dissemination of programme outputs in different fora.	• Programme management.	

Step	KM Objective/key issue	Activities	Responsibility	Methods and tools
	• Outputs adapted to the end users.			
Knowledge based programmesupport, decision making and policy dialogue. Reporting.	• Programme implementation modified to incorporate lessons learnt. • Decisions and policy informed by knowledge from implementation.	• Organise periodic programme implementation reviews.	• Programme management and stakeholders, in particular the national M&E) and KMCO.	• Planning and re-planning sessions, policy dialogue sessions.
		• Organise and facilitate lesson sharing fora.	• KM network (IFADAFRICA).	
		• Facilitate the presentation of lessons learnt for incorporation in planning and policy formulation forums and support internalisation of lessons.	• Programme management, in particular the M&EO and KMCO.	

Source: Working paper 6 : M&E, KM&C