Ministry of Agriculture, Animal Industry and Fisheries

REGIONAL PASTORAL LIVELIHOOD RESILIENCE PROJECT (RPLRP)

RPLRP

KNOWLEDGE MANAGEMENT AND

COMMUNICATION STRATEGY

2016/2017 – 2019/2020
JANUARY, 2017
RPLRP

KNOWLEDGE MANAGEMENT

AND

COMMUNICATION STRATEGY

January, 2017
Table of Contents

Foreword ........................................................................................................................................... 5

Executive Summary ......................................................................................................................... 6

Abbreviations and Acronyms ........................................................................................................... 7

1.0 Introduction ............................................................................................................................... 8

  1.1 Background .......................................................................................................................... 8

  1.2 Knowledge Management and Communication (KMC) ....................................................... 8

2.0 The Knowledge Management and Communication Strategy .................................................. 10

  2.1 Statement of the problem ..................................................................................................... 10

  2.2 Purpose of the Strategy ....................................................................................................... 11

  2.3 Goals and Objectives of the Strategy .................................................................................. 11

    2.3.1 Goal of the Strategy .................................................................................................... 11

    2.3.2 Specific Objectives: ................................................................................................... 11

3.0 Target Audiences and Channels for the Communication Strategy ........................................... 12

  3.1 Target Audiences .................................................................................................................. 13

  3.2 Strategic KMC approaches that will be used ....................................................................... 14

4.0 Implementation of the Strategy ............................................................................................... 17

  4.1 Action Planning: ................................................................................................................... 17

  4.2 Advocacy and Mobilization: .............................................................................................. 17

  4.3 Attitudinal Change Communication (ACC) ........................................................................ 17

  4.4 Communication for Development Model ............................................................................ 18

5.0 Institutional KMC Framework ................................................................................................. 19

  5.1 Crisis Communication .......................................................................................................... 20

  5.2 Grievance Handling .............................................................................................................. 21

    5.2.1 Objectives of the GRM ................................................................................................. 21

    5.2.2 The general steps of the grievance process comprise: .................................................. 22

    5.2.3 Procedures for Grievance handling in the order below: .............................................. 22

    5.2.4 Local Grievance Redress Committee .......................................................................... 22

    5.2.5 District Grievance Redress Committee ...................................................................... 23

    5.2.6 Public Relations Management by the DPCU ............................................................... 23

    5.2.7 Grievance Handling Steps .......................................................................................... 23

    5.2.8 Grievance Registration -Methods ................................................................................ 23

    5.2.9 Grievance Handling Process ....................................................................................... 24
5.2.10 Key activities to reinforce identified measures include: ............................................. 25
5.2.11 Key Indicators GRM ........................................................................................................... 27

6.0 Roles and Responsibilities of the Communication Partners at All Levels ............................... 28
   6.1 International Level: ............................................................................................................. 28
   6.2 National Level: ..................................................................................................................... 28
   6.3 District level: ....................................................................................................................... 28
   6.4 Sub-County level: ............................................................................................................... 28
   6.5 Farmer Institutions ............................................................................................................ 29

7.0 Matrix of communication strategy .......................................................................................... 30

8.0 Monitoring Of KMC Activities ............................................................................................ 34
   8.1 Reporting ............................................................................................................................ 35
   8.2 TIMELINE FOR RPLRP KMC STRATEGY .................................................................... 35

9.0 Work Plan and Budget ......................................................................................................... 37

Tables
Table:                                                                                       Page:
Table 1: Target Audience ............................................................................................................ 13
Table 2: Target Audiences and Communication Channels .......................................................... 15
Table 3 Proposed Communication Model .................................................................................... 18
Table 4: The Basic GRM ............................................................................................................. 20
Table 5: Matrix of Communication Strategy ................................................................................ 27
Table 6: Reporting Schedule ....................................................................................................... 31
Table 7 :Communication Strategy Action Plan and Budget ....................................................... 33
Foreword

This Knowledge Management and Communication Strategy is published by the Regional Pastoral Livelihoods Resilience Project (RPLRP) in coordination with the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) as a guidance document to provide project information; lessons learned; possible actions to address project issues; interpretative direction and techniques for RPLRP communications; and any other type of guidance information that may help the project or its stakeholders in the management, support or operation of project communication activities.

Knowledge Management and Communication Strategy is a critical element for articulating a shared vision, and for building strong relationships that are necessary for the different stakeholders to work together on common goals.

This strategy gives a background to the project, presents the communication approach to tackle project challenges, sharing of best approaches and finally sets out the implementation framework. It spells out the target audiences, what to communicate, expected results and also gives monitoring and evaluation indicators.

We hope that all project stakeholders will find this document a useful resource and will use it in when need arises.

Dr. Stephen Kajura
National Project Coordinator
Assistant Commissioner – Animal Nutrition
Ministry of Agriculture, Animal Industry and Fisheries
Executive Summary

This communication strategy provides guidance for all project partners on how “communication” Project (RPLRP)’s goal and objectives. This document will be reviewed intermittently and may undergo periodic revision. However, to ensure the document is used until the end of the project, this communication strategy is valid until 31 December 2020 or until further notice. This strategy was developed following a series of workshops and meetings starting with the stakeholder mapping workshop, MAAIF technical working group meetings and finally a validation workshop which saw to the conclusion of the development of the project Knowledge Management and Communication (KMC) Strategy.

With this in mind, the strategy outlines some concrete proposals and guidelines. It is tailored to the actual scope, projected time-frame and available resources of the project.

An initial Background section provides an overview of the project’s goals, communication objectives, and general principles, as a framework for the rest of the document. A wide range of target audiences are also briefly defined, with additional details provided in the annexes in section 2.

Section 3 provides essential guidelines on how to develop communications materials, i.e. on how to communicate the project key messages both internally and externally (communication protocols). A broad range of communications tasks is envisaged. To fulfill these, a revised allocation of Tasks within the RPLRP project team is suggested in Section 4. This focuses on the critical role of a central communication officer and of communication staff in each RPLRP project district. This setup aims at maximizing inputs and contributions by the entire RPLRP team. The implementation plan for this strategy specifies the expectations, roles and major action points.

Section 5 stipulates on the Institutional KMC Framework defining the relationships between the project and the different stakeholders and streamlining the flow of information. Its purpose is to create better synergies between the project and the different stakeholders. And also explains how crises and grievances in the project area will be handled.

Finally, the strategy gives a matrix intended to guide communicators in implementing activities at international, national, district, community and household levels. In the matrix, some key messages that may be adopted to various scenarios and situations outlined, means of verification on whether the strategy has been successful have been provided and the reporting that will be done during the project timeframe have all been included in section Eight.
### Abbreviations and Acronyms

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAADP</td>
<td>Comprehensive Africa Agriculture Development Program</td>
</tr>
<tr>
<td>CAO</td>
<td>Chief Administrative Officer</td>
</tr>
<tr>
<td>CBO</td>
<td>Community Based Organization</td>
</tr>
<tr>
<td>CPP</td>
<td>Country Programming Paper</td>
</tr>
<tr>
<td>CSOs</td>
<td>Civil Society Organizations</td>
</tr>
<tr>
<td>DLGs</td>
<td>District Local Governments</td>
</tr>
<tr>
<td>DVO</td>
<td>District Veterinary Officer</td>
</tr>
<tr>
<td>FBO</td>
<td>Faith Based Organization</td>
</tr>
<tr>
<td>GOU</td>
<td>Government of Uganda</td>
</tr>
<tr>
<td>GRM</td>
<td>Grievance Redress Mechanism</td>
</tr>
<tr>
<td>ICT</td>
<td>Information Communication Technology</td>
</tr>
<tr>
<td>IDDRSI</td>
<td>IGAD Drought Disaster Resilience and Sustainability Initiative</td>
</tr>
<tr>
<td>IEC</td>
<td>Information, Education and Communications</td>
</tr>
<tr>
<td>IGAD</td>
<td>Intergovernmental Authority on Development</td>
</tr>
<tr>
<td>KM</td>
<td>Knowledge Management</td>
</tr>
<tr>
<td>KMC</td>
<td>Knowledge Management and Communication</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>Monitoring &amp; Evaluation</td>
</tr>
<tr>
<td>MAAIF</td>
<td>Ministry of Agriculture Animal Industry and Fisheries</td>
</tr>
<tr>
<td>MDA</td>
<td>Ministries Departments and Agencies</td>
</tr>
<tr>
<td>MIS</td>
<td>Management Information System</td>
</tr>
<tr>
<td>MoFPED</td>
<td>Ministry of Finance, Planning and Economic Development</td>
</tr>
<tr>
<td>MOWE</td>
<td>Ministry of Water and Environment</td>
</tr>
<tr>
<td>MTIC</td>
<td>Ministry of Trade Industry and Cooperatives</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Government Organization</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Governmental Organization</td>
</tr>
<tr>
<td>PAP</td>
<td>Project Affected Persons</td>
</tr>
<tr>
<td>RPLRP</td>
<td>Regional Pastoral Livelihoods Resilience Project</td>
</tr>
<tr>
<td>TWG</td>
<td>Technical Working Group</td>
</tr>
</tbody>
</table>
1.0 Introduction

1.1 Background

The Regional Pastoral Livelihoods Resilience Project (RPLRP) is being implemented by the Government of Uganda (GoU) through the Ministry of Agriculture, Animal Industry, and Fisheries (MAAIF). The RPLRP is a result of the IGAD initiative to prepare the cross-border pastoralist and agro-pastoralist communities (Karamoja Cluster) in the IGAD countries to be resilient in the face of livelihood challenges brought about by the effects of global warming and climate change. This project is to be implemented in the 12 districts of Kumi, Bukedea, Kween, Kaabong, Abim, Napak, Kotido, Amudat, Nakapiripirit, Moroto, Katakwi and Amuria, with the objective of enhancing livelihood resilience of pastoral and agro pastoral communities in cross border drought prone areas and improve the national capacity to respond promptly and effectively to an eligible crisis or emergency.

This is a multi-sectoral project that will focus on four main thematic areas:

1) Increasing access to sustainably manage water and land resources for pastoral and agro pastoral communities.

2) Developing and strengthening market infrastructure and market information systems at national and regional levels.

3) Increasing pastoral and agro pastoral livelihood options.

4) Reducing risks due to drought and conflict related to access to natural resources.

Knowledge Management and Communication (KMC) is a priority and key component in achieving the project objectives thus the need for this strategy. This Strategy has been developed to guide the project bridge the Knowledge Management (KM) gap.

1.2 Knowledge Management and Communication (KMC)

Knowledge Management is 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 may include knowledge in the form of printed documents such as manuals, knowledge stored in electronic repositories such as a “best-practices” database, employees’ knowledge about the best way to do their jobs, knowledge that is held by teams who have been working on focused problems and knowledge that is embedded in the organization’s products, processes and relationships. KM is based on the premise that, just as human beings are unable to draw on the full potential of their brains, organizations are generally not able to
fully utilize the knowledge that they possess. Through KM, organizations seek to acquire or create potentially useful knowledge and to make it available to those who can use it at a time and place that is appropriate for them to achieve maximum effective usage in order to positively influence organizational performance. It is generally believed that if an organization can increase its effective knowledge utilization by only a small percentage, great benefits will result. The process of KM involves knowledge acquisition, creation, refinement, storage, transfer, sharing, and utilization. The KM function in the organization operates these processes, develops methodologies and systems to support them, and motivates people to participate in them. The goals of KM are the leveraging and improvement of the organization’s knowledge assets to effectuate better knowledge practices, improved organizational behaviors, better decisions and improved organizational performance. (W. R. King (edt) (2009). Knowledge Management and Organizational Learning).

Communication is a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior. This is a two-way process of reaching mutual understanding, in which participants not only exchange information, news, ideas and feelings but also create and share meaning of this information. Communication is a vital element of any organization and it is the means by which information is shared, instructions are given, views and opinions are expressed and feedback is received. The efficient two-way flow of information should ensure that communication with both internal and external contacts is clear, honest, timely and relevant. The way in which people are communicated with is central to their perception of the organization and its credibility. Communication requires three key dimensions to be effective:

- To inform – providing audiences with the information they need, either to do their job, understand the organization, share relevant facts, localize information or report progress.
- To listen – listening, and acting on feedback, is vital, whichever stakeholder group you are engaging with.
- To converse – establishing two-way communication channels to encourage involvement and invite dialogue from stakeholders.
- To achieve these, the project will undertake a planned and sustained approach to communications to support Regional Pastoral Livelihoods Resilience Project vision and strategic objectives, the core of which is to enhance livelihood resilience of pastoral and agro-pastoral communities in cross-border drought prone areas of selected countries and improve the capacity of the countries’ governments to respond promptly and effectively to an eligible crisis or emergency.
2.0 The Knowledge Management and Communication Strategy
The project is committed to delivering quality cost effective services that meet the needs of the pastoral and agro pastoral communities, enabling them to influence the decisions that affect their lives. To do this, the project must engage with different stakeholders. Good communication, therefore, is vital – ensuring that people know what the project is doing and making sure that the project knows what people want.

A culture of good KMC is the responsibility of everyone within the project and it is vital that every member of staff is willing to receive and provide information. The communications team is responsible for setting standards, providing guidance and establishing and maintaining channels of communication. It is essential that we communicate in a professional and well-informed manner with anyone who comes into contact with the project - be it as a beneficiary, stakeholder, implementing partner, external organization, member of staff or member of the public such as an overview and scrutiny committee. Messages need to be consistent, appropriate to an audience’s needs and make people aware of how they can make their voice heard.

2.1 Statement of the problem
Knowledge Management and Communication is important in providing timely and accurate information to all stakeholders when projects are being undertaken. Overall, there is generally inadequate information and limited awareness about the drought-prone areas. The population around these areas does not have the appropriate information, knowledge and skills for addressing the situation. The implementation of a communication strategy will allow the stakeholders ready access to information which will have a significant impact of the effectiveness of the project and the standing of their public perception. An effective strategy will play a significant role in reducing the communication gap between the project and its stakeholders. There is a need for project implementers to be transparent to stakeholders at all stages of project implementation. This strategy intends to build and strengthen the project’s current approach to KMC among project stakeholders. The RPLRP brand and reputation will be strengthened by delivering the right messages and creating the right impression verbally, in writing and visually. The strategy will provide a solution in bridging the awareness and interest gap about the project among the different stakeholders. This is compounded by the fact that project implementing districts do not have KMC strategies and
therefore communication among and between departments, agencies and development partners will be enhanced by this strategy. It is expected that with the implementation of the strategy, the stakeholders will be more knowledgeable about the project and its progress which will enhance political will, stakeholder participation and sustainability.

2.2 Purpose of the Strategy
The purpose of the strategy is to guide the development and implementation of KMC activities aimed at clear and consistent KMC about the project and its benefits to the ASAL communities of Karamoja, Teso and Sebei as well as the status of project activities to and among all stakeholders (including the general population).

The functions of the strategy include:
1. Providing a guiding framework for knowledge management and communication.
2. Identifying communication and KM gaps and propose corrective measures.
3. Providing a framework for timely and accurate information flow.
4. Identifying and packaging information and knowledge for specific user audiences.
5. Documenting and sharing best practices.

2.3 Goals and Objectives of the Strategy.

2.3.1 Goal of the Strategy
The overall goal of the strategy is to contribute to the attainment of enhancing livelihood resilience of pastoral and agro-pastoral communities in cross-border drought prone areas of selected countries and improve the capacity of the countries’ governments to respond promptly and effectively to an eligible crisis or emergency through the development and dissemination of correct, relevant and up to date information regarding different aspects that the project is addressing.

2.3.2 Specific Objectives:
1. To develop a KMC framework for implementing partners and stakeholders.
2. To enhance efficient and effective communication amongst project stakeholders.
3. To establish a mechanism for timely and accurate information flow.
4. To develop appropriate materials and tools for knowledge and information sharing.
5. To develop guidelines for documenting and sharing best practices.
3.0 Target Audiences and Channels for the Communication Strategy
The goal of RPLRP is to empower pastoral and agro pastoral communities with a special emphasis on enhancing livelihood resilience and ensuring that the country’s government responds promptly and effectively to any crisis in the drought prone areas.

It is recognized that to achieve this outcome, a broad range of potential audience groups are required to be targeted, each with differing knowledge management and communication activities and approaches. However to be effective each target audience needs to have a different KMC approach. The following priority audience groups have been identified for communication activities.

The audiences for this communication strategy are categorized into five levels i.e. international, national, district, sub-county and community. The levels have specific but mutually reinforcing and supplementing roles to play as regards to this strategy’s objectives. Below are the audiences’ roles.

1. International Agencies and Development Partners
The role of the audiences at this level is to:
• Coordinate RPLRP related interventions in partner states.
• Advocate and mobilize resources for the drought resilience projects.
• Guide integration in the different partner states.

2. National Institutions, Agencies and NGOs
The role of the audiences at this level is to:
• Create an enabling environment for planning, coordination, surveillance, prevention and containment as well as case management of any arising issues the both national and local levels connected to the project.
• Develop policies, laws and guidelines for effective implementation of the country program paper on drought resilience.¹
• Coordinate stakeholders at national level.
• Advocate and mobilize resources for the drought resilience projects in Uganda.
• Guide integration of RPLRP outputs in the national development agenda.
• Provide technical support at all levels of project implementation.
• Identify and validate best practices for scaling up project implementation.

¹Country Programming Paper (CPP) is an integral part of the IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI) which complements each other with the regional Comprehensive Africa Agriculture Development Program (CAADP) Compact signed in October 2013.
3. District Level
The role of the audiences at this level is to:
• Mobilize the different pastoral and agro pastoral communities.
• Create an enabling environment for planning, coordination, surveillance of project activities
• Coordinate partnerships at district level
• Support planning and implementation of project activities.
• Monitor and supervise project activities in the respective Districts
• Provide reports and feedback on project progress

4. Sub-county Level
The role of the audiences at this level is to:
• Provide relevant information for successful project implementation
• Mobilize and conduct community sensitization and training.
• Ensure effective information dissemination through organizing social mobilization and communication events
• Provide prompt reports and feedback on project progress
• Collect data relevant for effective project implementation

5. Community
The role of the audiences at this level is to:
• Provide necessary information for effective project implementation.
• Ensure the involvement of social, cultural and community based groups.
• Participate in project implementation.
• Adopt best practices.
• Increase demand and utilization of project services.

3.1 Target Audiences
The audiences are categorized in six levels i.e. from the international to the household level.

Table 1: Target Audience

<table>
<thead>
<tr>
<th>Level</th>
<th>Audiences</th>
</tr>
</thead>
<tbody>
<tr>
<td>International</td>
<td>Donors, partner states.</td>
</tr>
<tr>
<td>National</td>
<td>Policy makers, health managers, veterinary managers and officers, religious and cultural leaders, media and development partners, project team</td>
</tr>
</tbody>
</table>
### 3.2 Strategic KMC approaches that will be used

**Interpersonal communication**

This approach will deliver messages via face-to-face interactions. Interpersonal communication will be used at all the levels above i.e. national during advocacy and lobbying meetings, at district, health facility, community and household levels. Examples include workshops, briefings, trainings, use of toll free numbers, consultations and expert advice among others.

**IEC materials**

This approach uses targeted posters, brochures and banners with key messages on RPLRP. All posters, banners and brochures will be produced along the professional criteria of the seven Cs of communication. For example a poster will have only one or at most two messages to put across, distribution of brochures will be well planned as will be the development and placement of banners to mention a few.

**Mass Media**

Mass media mainly centers on the use of radio of which Uganda presently has over 60 radio stations catering to almost all language groups across the nation. Other mass media channels that will be used include newspapers, both English and local language papers, which are an effective channel for reaching policy makers, national and district leaders of all shades, researchers, medium and large scale farmers as well as the elite. Television will also be used as and when necessary. Public communication systems that consist of an amplifier, 2 bell size speakers, microphone and solar system will also be used.

**Collateral media**

Key messages about RPLRP will be packaged and delivered to target audiences using collateral media. Target audiences will be motivated to read the messages because of the attraction to the
commodity used for the promotional purposes. This approach uses among other things, T-shirts, billboards, cups, pens and bumper stickers among others, stand alone banners.

Social and Digital Media
This will involve the use of different platforms such as the MAAIF website, RPLRP whatsapp, group emailing, RPLRP Facebook page, Instagram.

Marketing
Branding and marketing techniques (it should be noted that all project activities like presentations should use uniform branding to provide identity).

The table below presents the communications channels that will be used for communicating about RPLRP in more detail at all the key levels.

Table 2: Target Audiences and Communication Channels

<table>
<thead>
<tr>
<th>S/No.</th>
<th>Level</th>
<th>Audience</th>
<th>Channels</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>International</td>
<td>Development partners, regional and international partners\bodies\organizations</td>
<td>- Web Portals, websites, Reports, Newsletters, Briefs, Meetings</td>
</tr>
<tr>
<td>2</td>
<td>National</td>
<td>The executive, project team, MDAs, agencies, media, religious leaders, the legislature, traditional leaders, NGOs, Education and training institutions</td>
<td>-Policy Briefs, meetings: interpersonal and group communication -Mass media: Radio, TV and Newspapers -IEC materials, booklets, fact sheets, posters, information kits -Collateral media: stickers, T-shirts, caps</td>
</tr>
<tr>
<td>3</td>
<td>District</td>
<td>Media, local councils, NGOs and CBOs, district technical planning committees, religious leaders, District leaders.</td>
<td>-Meetings: interpersonal and group communication -Edutainment: debates -mass media: radio, TV and newspapers</td>
</tr>
<tr>
<td>4</td>
<td>Sub County</td>
<td>Religious leaders, local councils, opinion leaders, broadcast and print media.</td>
<td>- meetings: interpersonal and group communication like Barazas -edutainment: debates and MDD - mass media: radio, TV and newspapers - IEC materials: guidelines, flip charts,</td>
</tr>
<tr>
<td>5</td>
<td>Community</td>
<td>Religious leaders, opinion leaders, broadcast and print media, social gatherings.</td>
<td>booklets, posters, leaflets, brochures, collateral and stickers</td>
</tr>
<tr>
<td>---</td>
<td>-----------</td>
<td>---------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- meetings: public rallies, local events, churches, mosques and market days</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- edutainment:, community owned resource person and village RPLRP resource person</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- mass media: radio, TV and local newspapers, public communication system and toll free numbers</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- IEC materials: posters, leaflets and stickers</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Household</td>
<td>Women, men and children in homes, farm workers</td>
<td>Interpersonal communications: home visits, farm visits, outreach</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- IEC materials: posters, flyers, leaflets and stickers</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Mass media: radio and TV programs and spot messages</td>
</tr>
</tbody>
</table>
4.0 Implementation of the Strategy
The implementation plan for this strategy specifies the following expectations, roles and major action points.

4.1 Action Planning:
The KMC strategy is a living document and therefore a technical working group will meet annually to develop and review a detailed and integrated work plan that will provide a framework for implementation, coordination, monitoring and evaluation of KMC activities.

4.2 Advocacy and Mobilization:
At national and district levels, officials are expected to advocate for resources, provide political will and support by key stakeholders such as political leaders, donors and policy makers. IEC materials will be prepared to enable them to undertake this task effectively in addition to briefings, workshops and seminars. Activities for advocacy will include negotiation, lobbying, joint planning and process review, special events, public debates, briefings, seminars and printed materials.

At these levels mobilization is needed to increase awareness, participation, build partnership and to generate support for sustainable and market oriented agricultural production, food security and household income.

4.3 Attitudinal Change Communication (ACC)
This will focus mainly on providing information on changing attitudes and behaviour that will lead to increased support for sustainable and market oriented agricultural production, food security and household income. At the service delivery level, communication initiatives will target and involve veterinary officials, health workers, farmers and community resource persons who are envisaged to carry out community mobilization and education activities. Communication activities will include interpersonal communication training, recognition of high quality delivery, feedback and supervision.

At household level, activities shall focus on information acquisition and attitudinal change as regards sustainable livelihood and market oriented livestock production, food security and drought resilience.
4.4 Communication for Development Model

The table below illustrates how the three development KMC strategies that can be applied to planning. It gives examples of target audiences, activities and outcomes for each strategy.

**Table 3: Proposed Communication Model**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Participants/Targets</th>
<th>Activities</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advocacy</td>
<td>• Political leaders&lt;br&gt;• Religious leaders&lt;br&gt;• Cultural leaders&lt;br&gt;• Decision makers&lt;br&gt;• Opinion leaders</td>
<td>• Negotiation&lt;br&gt;• Joint planning/review&lt;br&gt;• Lobbying&lt;br&gt;• Special events&lt;br&gt;- Seminars</td>
<td>• Political will&lt;br&gt;• Resource allocation&lt;br&gt;• Policy changes</td>
</tr>
<tr>
<td>Social Mobilization</td>
<td>• RPLRP&lt;br&gt;• MAAIF&lt;br&gt;• Other ministries &amp; Agencies&lt;br&gt;• Associations and related organizations&lt;br&gt;• NGOs&lt;br&gt;• Media producers&lt;br&gt;• Advertisers</td>
<td>• Orientation programs&lt;br&gt;• Joint planning&lt;br&gt;• Regular meetings&lt;br&gt;• Joint events&lt;br&gt;• Workshops</td>
<td>• Organizational motivation&lt;br&gt;• Multi-sectoral collaboration&lt;br&gt;• Institutional agreements</td>
</tr>
<tr>
<td>Social Mobilization &amp; ACC</td>
<td>• Political, traditional and religious leaders&lt;br&gt;• Administrative authorities&lt;br&gt;• CBOs&lt;br&gt;• Women’s/youth organizations&lt;br&gt;• Economic organizations&lt;br&gt;• Cooperatives</td>
<td>• Training&lt;br&gt;• Community mobilization &amp; participation&lt;br&gt;• Participatory research, planning, implementation &amp; evaluation</td>
<td>• Community participation&lt;br&gt;• Service utilization&lt;br&gt;• Community ownership&lt;br&gt;• Community financing&lt;br&gt;• Empowerment</td>
</tr>
</tbody>
</table>
5.0 Institutional KMC Framework

The Institutional Communication and KM Framework, sets out to define the relationships between the project and the different stakeholders and streamlining the flow of information (figure 1 below). The purpose therefore, is to create better synergies between the project and the different stakeholders. It will also define communication needs within the project without redefining the internal reporting structure (Organogramme).

Within RPLRP, the NPC and the PS will handle Policy issues, while the component heads and technical personnel will handle technical issues. The project will also be the clearing house for information being disseminated to the end users. The project will link up with the LG through the office of the CAO and the office of the District Project Coordinators (DPC) will be the one stop center for all project Information at the district level. The strategy states clearly the Offices/persons who can communicate for the project: PS, PC, Directors, Project team, CAOs and District Project Coordinators.

Figure 1: Institutional Communication Framework
5.1 Crisis Communication

Failure to handle crisis can result in serious harm to stakeholders, losses for an organization, or end its very existence. A crisis is any significant threat that can have negative consequences if not handled properly. In crisis communication, the threat is the potential damage a crisis can inflict on an organization, its stakeholders, and an industry. A crisis can create three related threats: (1) public safety, (2) financial loss, and (3) reputation loss. Therefore, RPLRP will develop a crisis communication plan for the project and its stakeholders; clearly outlining crisis communication guidelines and the crisis communications team as well as provide the tools to effectively handle crises. The project will also advocate for a public relations team right from head office to the regions. This team will be specifically responsible for public relations activities. This will enable the project to increase the quality and speed of engagement with the media and to increase its visibility.

The project will have a crisis communication team composed of:

1. The NPC
2. The District CAO
3. DPC
4. Concerned Component head
5. Environmental and social safeguard specialist

Crisis may take different forms to include: natural disasters, diseases, vector & pest outbreaks, natural resource disputes and social disputes that affect the pastoral and agro pastoral communities. In case of a crisis in any part of the project district areas the affected persons should report to the PC and the above crisis team is expected to respond as may be required. The project will therefore develop a crisis communication plan for RPLRP and stakeholders; clearly outlining crisis communication guidelines and the crisis communications team as well as provide the tools to effectively handle crises.

This will involve:

- Developing a crisis communication plan
- Developing crisis communications guidelines
- Setting up crisis communications team
Advocating for resources (funding and personnel) for crisis communication
Developing capacity for crisis communication
Conducting regular monitoring and evaluation of communications to recognize issues

5.2 Grievance Handling

According to the Project Implementation Manual (PIM) for RPLRP, a Grievance Redress Mechanism for the project shall be established where it does not exist or strengthened/refined/adapted to the project where it exists locally, whether these mechanisms are formal or informal. The established/strengthened grievance mechanism will be proportionate to the social and environmental risks and impacts of all sub-projects.

Project affected persons (PAP) and other parties may submit complaints regarding the RPLRP, through the established GRM, or existing appropriate local grievance mechanisms, or the World Bank’s corporate Grievance Redress Service (GRS). How the project implementers respond to and manage these concerns, inquiries and complaints will have significant implications on how the project is perceived and, possibly whether or not it succeeds. The GRM will ensure that complaints received are promptly reviewed in order to address project-related concerns.

The GRM will necessitate the establishment or strengthening of structures at the various levels, the Grievance Redress Committee (GRC) or an existing local committee respectively will be responsible for receiving and logging complaints as well as resolving disputes. The GRC at village/sub-project level will resolve each grievance or disputes received and logged and ensure that redress actions are implemented by responsible parties. If the aggrieved PAPs or communities are not satisfied the GRC redress action at sub-project level, they will have an opportunity for redress at the district by the district GRC, and should this also fail, it will be sent to the district land tribunal, and finally are entitled to seek redress through the Courts of Law once they are not satisfied by the three levels.

5.2.1 Objectives of the GRM

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

5.2.2 The general steps of the grievance process comprise:

• Receipt of complaints;
• Determining and implementing the redress action;
• Verifying the redress action;
• Amicable mediation and settlement; and
• Dissatisfaction and alternative actions.

5.2.3 Procedures for Grievance handling in the order below:

• Receive and register a complaint in a complaints log book;
• Screen and validate the complaint;
• Formulate a response;
• Select a resolution approach, based on consultation with the aggrieved person/group/community;
• Implement the approach;
• Settle the issues;
• Track and evaluate results; and
• Learn from the experience and communicate feedback to all parties involved.

5.2.4 Local Grievance Redress Committee
A local grievance redress committee (LGRC) will be established (or strengthened where it exists) at the village/sub-project site level to record grievances and also help in mediation. This is also known as the Village Peace Committee (VPC) in the Karamoja Sub-region.

• The LGRC will comprise:
  – the LC I Chairperson,
  – a trusted village elder,
  – a religious representative,
  – an elected PAP representative and
– specific vulnerable group representatives of relevance to the village i.e. women and the disabled.

5.2.5 District Grievance Redress Committee
Disputes will be resolved at the village level as far as possible. At the District Level, the Grievance Redress Committee (GRC) will be established to deal with any grievances unsettled at the village level that may require a higher level. The Grievance Redress Committee at the district will at a minimum comprise:
– The LC V representative,
– Representatives of vulnerable groups/Traditional leader/Elder,
– District Land Officer/Surveyor,
– District Community Development Officer and
– A Grievance Focal Point Person from PCU

5.2.6 Public Relations Management by the DPCU
Public Relation Management will include:
• PCU at District Level shall establish and maintain good on-going public relations with interested and affected parties and Authorities;
• PCU shall establish Community Liaison Forums (CLFs) as the forums for communication between affected parties and PCU;
• Public comments and concerns shall be relayed via the CLFs to PCU;
• PCU will use the CLFs to provide feedback to the affected parties;
• Each CLF meeting will determine the frequency of required meetings.

5.2.7 Grievance Handling Steps
The general steps of the grievance process comprise:
 a) Receipt and recording of complaints;
 b) Determining and implementing the redress action;
 c) Verifying the redress action;
 d) Amicable mediation and settlement; and
 e) Dissatisfaction and alternative actions.

5.2.8 Grievance Registration -Methods
• Grievance Registers/Books -Manual Entry
- Low start-up cost;
- Low technology requirements
- Grievance Redress Information System (GR MIS)
- High start-up cost and technological requirements;
- Effective for monitoring and tracking
- SMS Based Grievance Redress Systems
- Quicker information gathering;
- Automatic data transmission to centralized database;
- Inexpensive;
- Wider coverage

5.2.9 Grievance Handling Process

1. The LGRC/VPC will interrogate the PAP in the local language and complete a Grievance Form to be provided which will be signed by the leader of the LGRC/VPC and the PAP/complainant.
2. This will then be lodged in the Grievance Log book provided by the Grievance Focal Point Person.
3. The PAP should expect a response from the LGRC or VPC within seven days of filing the complaint. If the issue is not resolved, the LGRC/VPC will forward the complaint to the GRC at the District.
4. The GRC at the District will be given a fourteen (14) day notice to hold a meeting.
5. Two days after the meeting, the GRC will call the PAP and LGRC/VPC for discussions and resolution. The resolution will be presented to the PAP in written form within the same day of the meeting.
6. If there is no resolution to the grievance, the GRC at the district and the PAP shall then refer the matter to the District Land Tribunal.
7. Appeal to Court - The Ugandan laws allow any aggrieved person the right to access to Court of law. If the complainant still remains dissatisfied with the District Land Tribunal, the complainant has the option to pursue appropriate recourse via judicial process in Uganda.
8. Courts of law will be a “last resort” option, in view of the above mechanism.

Table 4: Basic GRM
<table>
<thead>
<tr>
<th>GRM Area</th>
<th>Activities</th>
</tr>
</thead>
</table>
| Complaint Receipt                    | • Assign a specific email id, Toll-free phone number.  
• Set up an easy to access “Suggestion/Grievance box”.  
• Designate a complaints handling Focal Point Person/officer to receive, log, monitor or track grievances; grievances can be registered into grievance log books manually.  
• Modify the project website (if any) to create a permanent sub-window that facilitates collection of complaints. |
| Complaint Processing                 | • Complaint handling and information disclosure  
• Suggest timeframes and procedures to receive, log, monitor or track complaints and respond to complainants.  
• Assign complaint resolution responsibilities to existing staff |
| Monitoring and Tracking Complaints   | • Design a simple, easy to use, excel-based or log-book based complaint registration and monitoring Database  
• Enhanced supervision |

5.2.10 Key activities to reinforce identified measures include:
1. Strengthening and running the comprehensive national Project Implementation Management Information System;
2. Formulation and implementation of a project Communication Strategy, aimed at disseminating information about the project’s objectives to do to all beneficiaries at central level; and
3. Building on the advanced work that was implemented by the NUSA 2 and now NUSA 3, together with the Office of the Inspectorate of Government (IG),
4. Establishing and operate a complaints handling and grievance mechanism which would allow any potential beneficiary to report directly on unsatisfactory or governance and corruption related malpractices.

5.2.10.1 Land Conflict & Resolution Mechanisms
1. Peace Committees in the Karamoja Region
   • There are peace committees at different levels of the local government structures.
   • There are anti-violence groups or peace committees under Mercy Corps that help in resolving conflicts within the communities.
   • These groups comprise women, men and youths
• The peace committees arrest the culprits and recover stolen animals, facilitate constant dialogues within the community and are involved in inter-ethnic, intra-ethnic and cross-border conflict resolution efforts.
• The peace committees report the problems beyond their management to the elders.

2. LC Systems
• Conflicts are also resolved through area land committees, for those which are land related.
• These area land committees operate at Local Council III level.
• Clan leaders resolve both household and land related conflicts.
• The Local Council I resolves more cases than any other.
• The police also play a very important role in abetting land crime.
• The LCs system helps in resolving conflicts at the village level.
• LC courts handle simple problems in the community.

3. The Council of Elders
• The council recovers stolen animals, holds dialogue meetings, apprehends culprits, and investigates complaints.
• The most common mechanisms for resolving conflict include meetings mediated by elders.
• The elders’ councils apprehend culprits and return stolen cattle to the rightful owners or ensure that they are compensated in cases when the stolen animals can no longer be recovered.
• The council of elders comprises both elderly men and women and their decisions are final.
• Clan leaders resolve both household and land related conflicts.
• They report difficult cases to the police.

4. Civil Society
• Peace building CSOs/NGOs such as Mercy Corps, ACORD, and World Vision operating in the region to reduce the likelihood and implications of conflicts through interventions such as facilitating peace meetings, mediation, dialogues, recovering and returning stolen animals, engaging in peace education for elders and the general public and facilitating the creation of peace associations.
• There are groups formed on gender based violence at the community level and it involves both men and women under Mercy Corps with representatives at village levels.
• CSOs also trained and equipped Community Resource Persons.
5.2.11 Key Indicators GRM

- Number of complaints/ grievances registered
- Percentage of grievances resolved
- Percentage of grievances redressed within stipulated time period; or time required to resolve complaints
- Percentage of complainants satisfied with response and grievance redress process
- Percentage of project beneficiaries that have access to GRM

**NOTE:** That not all complaints can be resolved in the same way. The more serious the claim is, the more independent the grievance mechanism should be to determine the resolution and options for redress. This guide does not only aim at having an effective grievance mechanism which is evidenced by formal records, routine review of records and its functionality but also a proactive and responsive external communication mechanism where stakeholders are consulted on the effectiveness of social and environmental management systems and are part of the regular review process.
6.0 Roles and Responsibilities of the Communication Partners at All Levels

6.1 International Level:
Donors, Partner states
a) Create an enabling environment for planning and coordination.
b) Develop guidelines for pastoral and agro pastoral information and communication.
c) Mobilize resources for the implementation of the strategy.

6.2 National Level:
Parliament and cabinet, MAAIF, other MDAs, NGOs, Mass Media, Faith Based Organizations
a) Inform the public in general about the project.
b) Allocate adequate resources for project activities.
c) Disseminate current and accurate information on project activities especially on success stories.
d) Develop and disseminate policies, standards and guidelines for project implementation.
e) Provide technical support for project implementation.
f) Conduct routine support supervision and monitoring for project progress.
g) Coordinate and conduct operational research.
h) Integrate AI issues into on-going activities.

6.3 District level:
DVOs, Local Council Members, District and Sub county leaders, NGOs/CBOs/FBOs
a) Inform the constituents about the project.
a) Serve as a communication link between the district and the project.
b) Undertake timely reporting and dissemination of information.
c) Advocate and mobilize resources for communications at district level.
d) Coordinate partnerships at district level

e) Support planning and guide implementation
f) Monitor and supervise communication activities.
g) Adapt, translate and disseminate central IEC messages and information in the district.
h) Integrate community project activities into their on-going programs.

6.4 Sub-County level:
Sub/County Chiefs, Veterinary Officers, Community Development Officers:
a) Mobilize communities
b) Coordinate partnerships at s/county level

c) Train community workers/farmers

d) Provide timely information and feedback to farmers and district

e) Conduct outreach and farm visits

f) Monitor the impacts of the communication

6.5 Farmer Institutions

a) Articulate and advocate for farmers’ needs.

b) Conduct farm visits and educate people on RPLRP

c) Identify information needs

d) Mobilize farmers to adopt technologies

e) Provide feedback
7.0 Matrix of communication strategy

Below is the communication matrix showing the different categories; target audiences, their communication problems, objectives, gaps, expected results from each category, the message concept, key benefits, channels of communication and activities undertaken and indicators that will be used to evaluate the effectiveness of the strategy.

Table 5: Matrix of Communication Strategy

<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Communication Problems</th>
<th>Communication Objectives</th>
<th>Message concept</th>
<th>Channel</th>
<th>Activities</th>
<th>Materials</th>
<th>Indicators</th>
</tr>
</thead>
</table>
| Development partners, regional and international partners/bodies/organizations | -Low awareness on project progress.  
- Inadequate allocation of resources                                                  | -To promote awareness of the project  
- To establish and harmonize communication system within the different partner states | Sustainable funding to achieve project objectives                                      | -Web Portals, websites, Reports, Newsletters, Briefs, Meetings,                   | Negotiation  
- Joint planning/review  
- Lobbying  
- Special events | -Reports  
- Policy briefs  
- Situational Updates  
- Press release  
- Information kits.                   | -Information kits distributed  
- Increased RPLRP awareness                                                        |
| The executive, line ministries and agencies, the legislature, Education and training institutions | -Low awareness.  
- Inadequate allocation of resources.  
- Low Political will & support                                                         | -To ensure advocacy and mobilization for the project                                    | Lobby for resources and support.                                                | -Policy Briefs, meetings: interpersonal and group communication  
- Mass media:  
- Joint events  
- Workshops                          | -Orientation programs  
- Joint planning  
- Regular meetings  
- Guideline Supplements  
- Circulars Guidelines  
- Policy briefs | -Reports  
- Newspaper Supplements  
- Circulars Supplements  
- Policy briefs  
- Information kits. distributed  
- Newspaper supplements issued     |
<p>| Target Audience                                      | Communication Problems                                                                 | Communication Objectives                                                                 | Message concept                                                                                     | Channel                                                                                           | Activities                                                                                                | Materials                                                                                          | Indicators                                                                                           |
|-----------------------------------------------------|----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| District leaders, Local councils, NGOs and CBOs, district technical planning committees, religious leaders. | - Inadequate networking                                                                |                                                                                         |                                                                                                   | Radio, TV and Newspapers                                                                             | • Study tours                                                                                             | - Information leaflets                                                                                |                                                                                                   |
|                                                     | Lack of accurate, and timely information                                               | To promote awareness of RPLRP issues and Advocacy                                       | Active participation in RPLRP activities as a key in development of the drought prone region of the country | - Meetings: interpersonal and group communication                                                   | • Training/workshop                                                                                   | - Fact sheets                                                                                          |                                                                                                   |
|                                                     |                                                                                        |                                                                                        | - Mass media: radio, TV and newspapers                                                             | • Community mobilization, organization &amp; participation                                              | • Participatory research, planning, implementation &amp; evaluation                                       | - Press releases                                                                                      |                                                                                                   |
|                                                     |                                                                                        |                                                                                        |                                                                                                   | • Strengthen existing structures, monitoring/feedback                                               |                                                                                                        | - Leaflets                                                                                           |                                                                                                   |
|                                                     |                                                                                        |                                                                                        |                                                                                                   |                                                                                                   |                                                                                                        | - Newspaper articles                                                                                   |                                                                                                   |
|                                                     |                                                                                        |                                                                                        |                                                                                                   |                                                                                                   |                                                                                                        | - Radio spots                                                                                        |                                                                                                   |
|                                                     |                                                                                        |                                                                                        |                                                                                                   |                                                                                                   |                                                                                                        | - Posters                                                                                           |                                                                                                   |
|                                                     |                                                                                        |                                                                                        |                                                                                                   |                                                                                                   |                                                                                                        | - Documentary                                                                                         |                                                                                                   |</p>
<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Communication Problems</th>
<th>Communication Objectives</th>
<th>Message concept</th>
<th>Channel Activities</th>
<th>Materials</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Media</td>
<td>Lack of awareness about the project</td>
<td>To equip the media with information</td>
<td>RPLRP improves livelihoods</td>
<td>Meetings, capacity building workshops, media engagements, study tours</td>
<td>Reports, Policy briefs, Manuals, bulletins</td>
<td>- Number of articles printed. -Number of aired RPLRP Programs.</td>
</tr>
<tr>
<td>Farmers (Women, men and children in homes, farm workers)</td>
<td>-Lack of information -Low literacy levels -Lack of access to information</td>
<td>To improve information uptake</td>
<td>RPLRP will improve drought resilience</td>
<td>Interpersonal communications: home visits, farm visits, outreach -Toll free number -IEC materials: posters, flyers, leaflets and stickers -Mass media: radio programs and spot messages -Edutainment: drama</td>
<td>Tours, mobilization, awareness creation, exchange visits, on-farm demos, toll free numbers, suggestion / complaints box</td>
<td>Documentaries, films and van, posters and leaflets, packaging materials</td>
</tr>
<tr>
<td>Target Audience</td>
<td>Communication Problems</td>
<td>Communication Objectives</td>
<td>Message concept</td>
<td>Channel</td>
<td>Activities</td>
<td>Materials</td>
</tr>
<tr>
<td>-----------------</td>
<td>------------------------</td>
<td>-------------------------</td>
<td>-----------------</td>
<td>---------</td>
<td>------------</td>
<td>-----------</td>
</tr>
<tr>
<td>Project Team</td>
<td>- Information flow</td>
<td>To improve information uptake</td>
<td>-Regular meetings. -Intranet -MIS -News briefs</td>
<td>-Public communication system (microphone, 3 bell size speakers, amplifier)</td>
<td>-Field visits -Workshops -meetings</td>
<td>-Reports -Situational Updates</td>
</tr>
</tbody>
</table>
8.0 Monitoring Of KMC Activities
A monitoring system is necessary in the Communication function and indeed in the whole of project. It helps to detect flaws and oversights in some of the KMC messages that go out to communities. Although there is no universally agreed mechanism for effective monitoring, there are elements of the project that are important for monitoring KMC activities. These include IEC materials and distribution systems, tracking of beneficiaries’ levels of knowledge on project modality and principles, roles and responsibilities of beneficiaries and members of groups. Monitoring gauges behavior change as a result of KMC interventions and project management capabilities. Monitoring tools like media audit, awareness rating and participation levels shall be used. The evaluation of the strategy will look at both process and output indicators of the KMC interventions. Process evaluation will keep track of the deliverables i.e. the mechanism of work as regards the strategy while output evaluation will focus on the immediate outcomes of the various KMC strategy interventions.

Strategies that will be used in the monitoring process will include the following:

- Broadcast monitoring to ensure that planned programs are scheduled and that they respond to listeners needs
- Regular audits of materials at designated distribution points
- Reviews to assess the impact on implementation of the communication program

Monitoring of KMC activities to determine their impact will be done periodically commensurate to the work plan. The following indicators will determine the extent to which KMC activities have been implemented:

i. The percentage of population reached by the Project broadcasts.
ii. The number of TV programs aired.
iii. The number of news articles/features published.
iv. The number of opinions/views from stakeholders recorded.
v. The number and types of communication materials produced and disseminated.
vi. The number of radio programs aired including the number of invited listeners who participated in the program.
8.1 Reporting

Reporting will help provide timely feedback to all stakeholders on a quarterly, semi-annual and annual basis using approved reporting templates that will be designed, and during review meetings. Success stories shall be documented and shared as appropriate during the course of implementation. Below is a summary of the major reports that will be prepared and submitted as well as their reporting timelines and the responsibilities for compiling such reports.

Table 6: Reporting Schedule

<table>
<thead>
<tr>
<th>Type of report</th>
<th>Deadline</th>
<th>Responsible Source</th>
<th>Recipients of report</th>
</tr>
</thead>
<tbody>
<tr>
<td>KMC reports</td>
<td>Mid - month</td>
<td>M&amp; E, Csp</td>
<td>Staff</td>
</tr>
<tr>
<td>Quarterly Narrative &amp;</td>
<td>End - month</td>
<td>M &amp; E, Csp</td>
<td>MDAs, Staff, DLG, Development partner</td>
</tr>
<tr>
<td>Data Report</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Semi-Annual Report</td>
<td>Every six months</td>
<td>M&amp; E, Csp</td>
<td>All stakeholders</td>
</tr>
<tr>
<td>Annual Report (APR)</td>
<td>End of year</td>
<td>M &amp; E, Csp</td>
<td>All stakeholders</td>
</tr>
</tbody>
</table>

8.2 TIMELINE FOR RPLRP KMC STRATEGY

PHASE 1: JUNE 2016 THROUGH JUNE 2017

- Development of RPLRP, IEC Materials (Prior to June 2016).
- Press releases, talk shows, articles and messages around the launch of RPLRP to raise awareness and control the messaging and information.
- Orientation, sensitization, training and mobilization of District, Sub County officials, leaders, politicians and community facilitators.
- Continual running of IEC messages for communities and general public on radio, Newspapers and TV to raise awareness about RPLRP.
- Social media and Website message development.
- Encouragement of Districts and communities to begin their storylines on different Project activities with pictorial and other evidence of progress.
- Engagement of media through media briefings or conferences both in Districts and Center.
**PHASE 2 JUNE 2017 THROUGH JUNE 2018**

- Messages and reporting on progress of the Project and communities through articles, radio and newsletters, quarterly reports and Project briefs.
- Implementation related messages covering RPLRP guidelines, ownership, participation, record keeping, accountability and transparency.
- Cross sharing of lessons learned and best practices among communities and within the entire Project.
- Continual engagement with stakeholders and Media on Project progress, status and issues.
- Monitoring of results of KMC efforts and continual development of RPLRP progress stories and documentation of results.

**PHASE 3, FINAL PHASE**

- Unpacking of results, impact and lessons learned and dissemination of the results widely through all communication channels.
- Documentaries and short videos, showcasing RPLRP results.
- Messages focused on sustainability of the Project.
- Finalizing of RPLRP database and resource center featuring RPLRP stories and results with pictorial evidence.
## 9.0 Work Plan and Budget

A five-year work plan and budget is illustrated in the table below.

Table 7: RPLRP KMC Action Plan and Budget

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1  Q2  Q3  Q4</td>
<td>Q1  Q2  Q3  Q4</td>
<td>Q1  Q2  Q3  Q4</td>
<td>Q1  Q2  Q3  Q4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Brand and Reputation Management</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Produce RPLRP Promotional materials</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Promotional Items</td>
<td>KMC Officer</td>
</tr>
<tr>
<td>Periodic workshops for information</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Workshop Report</td>
<td>KMC Officer and project team</td>
</tr>
<tr>
<td>sharing between RPLRP and other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>stakeholders</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct periodic meetings with the</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>KMC Officer</td>
</tr>
<tr>
<td>media</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workshop to develop a media</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Media Plan</td>
<td>KMC Officer</td>
</tr>
<tr>
<td>relations plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>162,000</td>
</tr>
<tr>
<td><strong>Stakeholder Engagement</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task Description</td>
<td>Person In Charge</td>
<td>Cost</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------------------------------------------------------------------</td>
<td>-------------------</td>
<td>--------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create communication platforms for interactive communication (Whats App, Group mail, Face book, intranet, twitter)</td>
<td>KMC Officer</td>
<td>50,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organize school dramas and debates</td>
<td>Project Team</td>
<td>50,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publication of seasonal newsletters</td>
<td>KMC Officer</td>
<td>5,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Run media adverts and supplements</td>
<td>Adverts and Supplements</td>
<td>100,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organize media conferences</td>
<td></td>
<td>50,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop a media plan (Highlighting key journalists)</td>
<td>Media Plan</td>
<td>KMC Officer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operationalize the media plan (holding talk shows, media tours and press conferences)</td>
<td>KMC Officer</td>
<td>100,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td>305,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Crisis Communication**

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Person In Charge</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hold workshops to develop a crisis communication plan</td>
<td>Crisis Communication Plan</td>
<td>50,000</td>
</tr>
<tr>
<td>Conduct training for the crisis communication team</td>
<td>Training report</td>
<td>KMC Officer</td>
</tr>
<tr>
<td>Conduct field monitoring visits</td>
<td>Monitoring Reports</td>
<td>Project team</td>
</tr>
<tr>
<td>Establishment of the Grievance Handling Mechanism at National, District and Community Levels</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td><strong>Sub total</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Knowledge Management</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop an online Knowledge management platform</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Maintain the online knowledge management platform in real time</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Boost internal communications to ensure free flow to knowledge management</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Link online platform to all stakeholders</td>
<td>X</td>
<td>KMC Officer</td>
</tr>
<tr>
<td>Design an interactive RPLRP Website</td>
<td></td>
<td>Website</td>
</tr>
<tr>
<td>Set up the RPLRP Intranet</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Promote the RPLRP WhatsApp and social media platforms to enhance internal communications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Produce and upload random bi-annual audio booms on pastoral and agro pastoral project success relying on voices of key stakeholders such as</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Karamoja and Teso MPs bi-annually.</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Exposure visits to fields of success to ensure knowledge management</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>IEC Clearing House</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish TWG as IEC clearing house</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Prioritize collection and dissemination of key information</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Regular review of efficiency and functionality of IEC materials</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop protocols for information flow</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Establish deliberate information collection systems</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Regular stakeholder engagement</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Use of a public communication system (microphone, 3 bell size speakers, amplifier)</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Capacity Building in Communication</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>----------------</td>
<td>----------------</td>
</tr>
<tr>
<td><strong>Develop IEC materials on good pastoral practices</strong></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>Develop training material on different aspects</strong></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Advocacy and Lobbying</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Develop key messages for Lobbying</strong></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>Conduct quarterly meetings with stakeholders</strong></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>Enlist champion communicators at all levels</strong></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>Prepare advocacy materials</strong></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Internal and External Communications</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Establish an internal and external communications system (Facebook, WhatsApp, intranet, meetings</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Disseminate key messages</strong></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Task Description</td>
<td>Required</td>
<td>Completed</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------------</td>
<td>----------</td>
<td>-----------</td>
</tr>
<tr>
<td>Develop and publish key messages about enhancing pastoral livelihoods and RPLRP</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Create and distribute quarterly success stories</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Organize and participate in dynamic publicity events</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Develop promotional materials (annual reports, posters, publications)</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Produce video series and Upload video clips to the YouTube channel bi- annually</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Toll Free Number and Project Team Airtime</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>RPLRP Notice and White Board</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Provide Internet services (NPCU and Districts)</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Promote organized farmer groups and associations through information sharing</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>