

Strategic Guidelines for RLLP Knowledge Management and Communication Program

ACRONYMS

FTC	Farmers' Training Center
ILRI	International Livestock Research Institute
IPMS	Improving the Productivity and Market Success project
NRM	Natural Resource Management
SLMP	Sustainable Land Management Program
TVET	Technical and Vocational Education Training

DEFINITION OF OPERATIONAL TERMS

Data: unprocessed figures that require further analysis to become understandable and convey message

Information: The outcome of processed data

Knowledge: Facts, information and skills (experiential/scientific) that highlights the what, how and when of any thematic issues

Communication: A systematic approach to convey message, share knowledge, enhance visibility and achieve related functions

Knowledge management: A systematic approach to identify, capture, package, disseminate and archive knowledge/data/information

Knowledge exchanges: A process by which knowledge assets are effectively shared among different actors

INTRODUCTION

Knowledge management and communication is an integral part of the resilient landscape and livelihoods project (RLLP) that is assigned to inform and mobilize communities, enhance project visibility and transparency among all actors, support efforts to scale-up SLM and CSA practices, and build support for the land certification program. In general, this component contributes for the effective implementation of SLM activities and scaling up of proven practices on natural resource management.

This guideline is produced based on the local level knowledge management and communication needs assessment results that define the expectations of target audiences with preferred media and techniques.

PURPOSE OF THE GUIDELINES

The main purpose of this guideline is to dictate actions to be implemented under this subcomponent, provide viable ways to communicate targets at various level and recommend knowledge management techniques at local level. It includes viable options of knowledge management, knowledge sharing and communication with effective channels, techniques, tools and key messages that address the communication and knowledge management needs of beneficiaries, stakeholders, partners and actors at various level. Along the lines of implementation stated in this guideline, implementers will have a room to elaborate, modify and adapt additional communication and knowledge management interventions to meet the overarching goals and outlined objective of the subcomponent.

OVERARCHING GOALS AND OBJECTIVES

The knowledge management and communication subcomponent addresses two major goals stated below;

1. to build and coordinate a strong knowledge base contributing to the effective promotion, reporting and scaling up of SLM within Ethiopia;
2. to inform and mobilize local communities, strengthen consultation/ participatory development models, and enhance transparency in program-supported activities

In line with the overarching goals, the specific objectives of the subcomponent are to:

- a) Support scaling up efforts and adoption of SLM and CSA practices
- b) Help evidence based planning and reporting through enhanced information flow among institutions and coordination of monitoring and evaluation
- c) Enhance the program visibility among all actors thereby attract new development partners and insure the buy-in of the government
- d) Sustain the outcomes of SLM practices through awareness raising campaigns. This include marketing/promotion of cookstoves, land certification and other relevant activities in component 1 and 3.

AUDIENCES

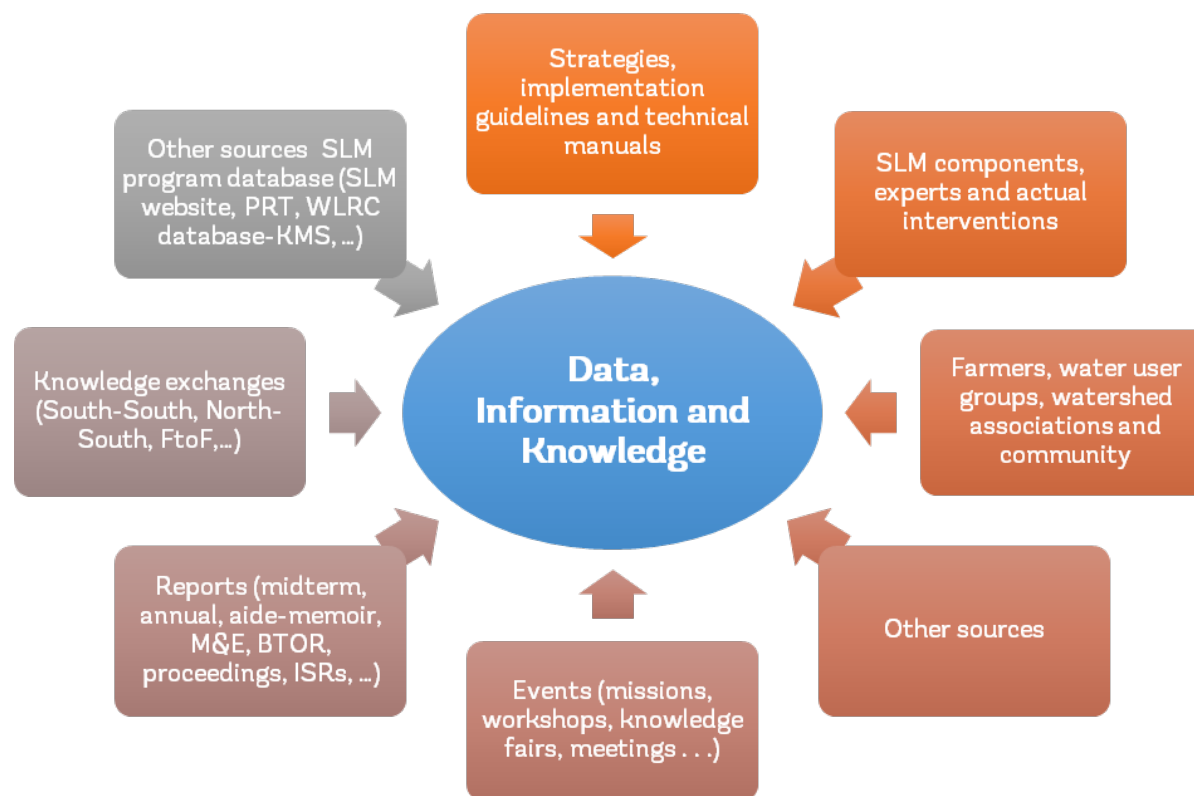
As the project is working with broad categories of communities and institutions primary and secondary audiences/groups need to be clearly identified according to the objectives and activities to be carried out to properly implement viable communications and knowledge management activities through techniques, tools and channels that can address the needs of those groups. For example, for the specific objective of this program under c) the donor community would be a primary audience while the media and the general public a secondary audience.

For the purposes of this program the stakeholders groups identified so far include:

- Community members and entities that are geographically located in the SLMP/RLLP watersheds, directly or indirectly engaged in the natural resource rehabilitation activities and benefiting from rehabilitated natural resources. This category includes farmers, water user groups, women groups and youth groups at watershed level, water user associations, and local level experts who are interacting with the local level community on a day to day basis (community facilitators, foremen and development agents).
- Local government authorities (Kebele, woreda, zone and regional stakeholders)
- National and regional SLMP coordinators and staff
- Implementing agencies (legal entities implementing the national SLM program at various level)
- Practitioners (professionals and entities with technical expertise to implement SLM/NRM activities)
- Private sectors (i.e. breweries and water bottling companies)
- Donors (i.e. Norway, EU, Canada, etc...)
- Research institutions
- Academia (Universities, colleges and TVETs)
- Line ministries
- NGOs
- media
- the general public

SOURCES OF KNOWLEDGE AND INFORMATION

The project data, information and knowledge will be extracted from a variety of sources that have direct or indirect linkage and level of interaction in the overall SLM interventions. The diagram below shows potential sources of knowledge and information. Experts in various project components at local, regional and national level are responsible to organize and share relevant data with the knowledge management and communication expert to enhance development of knowledge products for different audiences in the form of publications, audio visuals or any other appropriate means.



PURPOSE, ACTION AND RESULTS

Purpose	Groups	Channels	Action/Communication product	Outputs	Outcomes	
					Short term	Long term

<ul style="list-style-type: none"> • Information sharing • Knowledge exchange • Visibility 	<ul style="list-style-type: none"> • Intellectuals • Donors • Global Community • Staff members 	Web based	<ul style="list-style-type: none"> • Articles/case studies/ research results • Intervention results • News/event plans • E-publications, tweets, blogs 	<ul style="list-style-type: none"> • No of news stories, blogs, articles, case studies and research results published online 	Increased information/knowledge about the project interventions, research results and innovative practices	Increased commitment to collaborate with the project (more investment, involvement and better intervention)
<ul style="list-style-type: none"> • Information sharing • Visibility • Support policy designs/ lobby • Evidence based reporting 	<ul style="list-style-type: none"> • Intellectuals • Donors • Global Community • Policy makers 	Publications (Printed media)	<ul style="list-style-type: none"> • Infographics / Posters • Articles/case studies/ research results /Briefs • Intervention results • Policy brief • Newsletters 	<ul style="list-style-type: none"> • No of infographics, articles, case studies, policy briefs and research results published/ printed and effectively disseminated 	Increased level of awareness about the project; increased knowledge on benefits of SLM/CSA practices	Increased commitment to collaborate with the project (more investment, involvement and intervention)
<ul style="list-style-type: none"> • Information sharing • Skill improvement • Enhance scaling up of best practices • Visibility 	<ul style="list-style-type: none"> • Farmers • Local community • Wider public 		<ul style="list-style-type: none"> • Manuals • Posters • Photo stories • Newsletters 	<ul style="list-style-type: none"> • No of manuals, posters and photo stories published/ printed and effectively disseminated 	Increased interest to acquire latest information that contribute for skill enhancement (Publications as sources of info/knowledge)	<ul style="list-style-type: none"> • New skills acquired • Existing skills improved • New practices adopted
<ul style="list-style-type: none"> • Skill development • Enhancing scaling up and adoption • Information sharing 	<ul style="list-style-type: none"> • Farmers/ Local community • Wider public • Donors • Global Community 	Audio visuals	<ul style="list-style-type: none"> • Short videos (before and after) • Documentaries • Audio Interviews • Radio/TV spots • TV programs 	<ul style="list-style-type: none"> • No of short videos produced, shared via relevant outlets (FTCs, Woreda info centers, media and online) and watched/ tuned by the audiences 	Improved exposure to innovative practices	<ul style="list-style-type: none"> • New practices adopted • New skills acquired
<ul style="list-style-type: none"> • Visibility • Motivation and interest • Scaling up and adoption 	<ul style="list-style-type: none"> • Farmers • Technical experts • Policy makers/Officials • Donors 	Face to Face	<ul style="list-style-type: none"> • Experience sharing events (including S-S KS) • Tailor made trainings • Field visits 	<ul style="list-style-type: none"> • No of events organized • No of relevant attendees 	<ul style="list-style-type: none"> • Increased motivation to adopt and scale up new practices • Increased interest to attend demonstration events • better exposures to new idea, technologies and experiences 	<ul style="list-style-type: none"> Adoption of new practices and technologies New partnerships and collaborations launched

<ul style="list-style-type: none"> • Visibility • Motivation and interest • Awareness creation 	<ul style="list-style-type: none"> •networking events such as Farmers' field days and SLM knowledge fair 	Face to face	<ul style="list-style-type: none"> • Recognitions of excellence/Award ceremonies • Edutainment (educational theatre and art events) • Press events and coverage (conferences, briefs, interviews, etc.) 	<ul style="list-style-type: none"> • No of publicity and networking events organized • No of new research results, briefs and edutainment products presented 	<ul style="list-style-type: none"> • Improved visibility of project intervention • Enhanced networking and collaboration among actors 	<ul style="list-style-type: none"> New partnerships introduced, New commitments taken up Innovative technologies demonstrated Recognitions given
<ul style="list-style-type: none"> • Documentation and Archiving • Knowledge extraction 	<ul style="list-style-type: none"> •Farmers •Local community •Wider public and •Global audiences 	Publications, Audio-visuals and web based	<ul style="list-style-type: none"> • Periodic assessment of best practices and documenting step by step implementation procedures using audio visuals and publications • Availing publications, audio visual products for FTCs, Woreda info centers, project websites • Linking and updating SLM knowledge base with relevant knowledge platforms 	<ul style="list-style-type: none"> • No of assessments conducted and knowledge assets identified • Knowledge captured, validated and disseminated • Relevant knowledge management platforms linked to SLM knowledge base 	<ul style="list-style-type: none"> • Improved documentation of SLM related knowledge assets • Increased portfolio of knowledge assets in woreda info centers and FTCs • Enhanced linkage of knowledge management platforms 	<ul style="list-style-type: none"> Knowledge assets utilized/ supported scaling up or adoption of new practices Functional knowledge management platform at all levels Functional woreda information centers

FOLLOW UP, MONITORING AND EVALUATION

The knowledge management and communication activities require close follow-up and periodic evaluation to ensure that efforts are addressing the dynamic needs of all groups targeted by the intervention. In addition to the measurable outcomes and outputs in the project appraisal document, project implementation manual and in these guidelines, the project experts need to conduct regular follow up, monitoring and evaluation focusing of random target areas to make sure the information sharing, communication and knowledge management system is serving the purpose. Some of the viable follow-up and evaluation techniques are listed below:

- Tracking website visitors, viewers/readers by counting the hits on blogs, news stories, articles etc.
- Conducting a quick assessment at local level using the “*most significant change*”¹
- Tracking the media interactions (phone calls made by audiences/viewers)
- Tracking woreda information centers users’ data and level of satisfaction
- Stocktaking facilities in woreda information centers
- Stocktaking online resources on a regular basis (at least on a quarterly basis)
- Survey

Techniques mentioned above are some of the possible ways to evaluate the effectiveness of the knowledge management and communication efforts of the project. This effort can be further enhanced through strengthening linkage and collaboration with the project monitoring and evaluation team that is responsible for the overall monitoring and evaluation of project activities

¹ The Most Significant Change Technique (MSC) is a monitoring and evaluation (M&E) technique/ method used for evaluating complex interventions. MSC involves the generation of significant change stories by various stakeholders involved in the intervention. These are stories of significant changes caused by the intervention.