



**KNOWLEDGE MANAGEMENT AND COMMUNICATIONS STRATEGY**

*For*

**The Financial Access for Rural Markets,  
Smallholders and Enterprise (FARMSE) Programme**

**2019- 2025**



## CONTENTS

ACRONYMS	ii
1.0 INTRODUCTION	3
2.0 SITUATION ANALYSIS	4
2.1 GAPS in the current implementation of financial literacy strategy	5
2.3 SWOT Analysis	6
3.0 RATIONALE	9
4.0 ALIGNMENT TO EXISTING STRATEGIES, POLICIES AND GUIDING PRINCIPLES	10
5.0 STRATEGIC GOALS OF THIS KNOWLEDGE MANAGEMENT AND COMMUNICATIONS STRATEGY	10
5.1 Specific Objectives	11
6.0 TARGET AUDIENCE	15
6.1 National Level	15
6.3 Community Level	16
7.0 KEY AND GENERAL MESSAGES	16
TABLE 3: Key Messages	16
8.0 PILOTING OF THE KMCO STRATEGY THROUGH PRETESTING OF THE EXISTING RURAL FINANCE MESSAGES	17
9.0 APPROACHES, CHANNELS AND TOOLS	18
9.1 Mass media channels	18
9.2 Interpersonal media channels	18
9.3 Social Media	19
9.4 Knowledge Exchange and Management	19
10.0 ESTIMATED BUDGET, TIME-FRAME AND SUCCESS CRITERIA OF THE STRATEGY	30
11.0 MONITORING AND EVALUATION	30
12.0 CONCLUSION	31

## ACRONYMS

ADCs:	Area Development Committees
DAES:	Department of Agricultural Extension Services
DEC:	District Executive Committee
FARMSE:	Financial Access for Rural Markets, Smallholders and Enterprise
FRT:	Farm Radio Trust
FSDS:	Financial Sector Development Strategy
IFAD :	International Fund for Agricultural Development
KMCO:	Knowledge Management and Communications
MBC:	Malawi Broadcasting Cooperation
MGDS:	Malawi Growth and Development Strategy
MPs:	Members of Parliaments
NFLS:	National Financial Literacy Strategy
NGOs:	Non-Governmental Organizations
NSFI:	National Strategy for Financial Inclusion
RBM :	Reserve Bank of Malawi
SWOT:	Strengths, Weaknesses, Opportunities, and Threats
SDGs :	Sustainable Development Goals
USD:	United States Dollar
VDCs:	Village Development Committees
VSLAs :	Village Saving Loan Associations

## 1.0 INTRODUCTION

Financial Access for Rural Markets, Smallholders and Enterprise (FARMSE) is a seven-year countrywide joint development programme by the Malawi government, International Fund for Agricultural Development (IFAD) and the private sector. It runs from July 2018 to July 2025, with a total budget of USD\$ 57.7 million. IFAD financing is USD 42 million of the programme costs, half of which is a loan at highly concessional terms and the other half is a grant. Government of Malawi is contributing USD 9.6 million out of which about USD 3.1 million is financed through the Social Cash Transfer Programme and USD 6.5million is financed through foregone taxes and duties. Domestic private sector will contribute the sum of USD 6.1 million through in-kind and cash contributions to sub-projects financed under the programme. The programme overall goal is to reduce poverty, improve livelihoods and enhance the resilience of rural households on a sustainable basis. The programme's development objective is to increase access to, and use of, a range of sustainable financial services by rural households and micro, small, and medium enterprises.<sup>1</sup> All in all, the programme works to contribute to the country's efforts of eradicating poverty through bringing financial services closer to the rural people and building capacities of the ultrapoor people with purposes of sustainably graduating them from poverty.

The programme is aligned with the Government's strategic frameworks and policies mainly, the third Malawi Growth and Development Strategy (MGDS 3) which recognizes the need for a vibrant, efficient, stable and inclusive financial sector that meets the financing needs of all Malawians, including the rural population. This objective has been expounded further in the Financial Sector Development Strategy (FSDS) and the National Strategy for Financial Inclusion

---

<sup>1</sup>Final design report: Financial Access for Rural Markets, Smallholders and Enterprise Programme (FARMSE), Document Date: 2-February 2018, Project number 2000001501, Document No. 4699-MW, East and Southern Africa Division, Programme Management Department.

(NSFI). The program is also expected to contribute towards realization of the Sustainable Development Goals (SDGs, 1,2,5 and 10) which aim to end poverty and hunger, create gender equality and reduce inequality, respectively.<sup>2</sup>

It is therefore expected that through the programme, people who are excluded from the financial system especially the rural population will be reached with financial services through involvement of various service providers and stakeholders including the private sector, Government and non-governmental organizations. To achieve this objective there is need to explore use of innovative approaches in delivery of financial services to rural communities as well as ensuring free flow of information at all levels of the programme implementation and intensification of awareness through targeted knowledge products.

## **2.0 SITUATION ANALYSIS**

Low financial literacy is among the key obstacles affecting the uptake of financial services by Malawi's rural population. According to Malawi Baseline for Financial Literacy and Consumer Protection Household Survey, 2014, the financial literacy rate in Malawi is 57 percent. The critical thorn is that messages about financial products and services often require high level of literacy to comprehend, making it not user-friendly for most rural people, whose education levels are at primary level.

The information Needs Assessment Survey that FARMSE conducted to inform development of the Knowledge Management and Communications Strategy reveals that most of the services being provided by financial service providers, fail to reach the desired segment of society as evidenced by lack of awareness,

---

<sup>2</sup> Policy and Institutional Framework. The Malawi Vision 2020 outlines the country's development vision which aims to make Malawi "secure, democratically mature, environmentally sustainable, self reliant with equal opportunities for and active participation by all". The theme for the Malawi Growth and Development Strategy III (MGDS III, 2017-2022), the country's medium term development strategy, is building a productive, competitive and resilient nation. This theme is in line with the Republic of Malawi Financial Access for Rural Markets, Smallholders and Enterprise Programme (FARMSE) Final design report with FARMSE objectives. Agriculture and skills development, which are integral to FARMSE, feature in the five key priority areas of the strategy. MGDS III also specifically recognizes the need for a vibrant, efficient, stable and inclusive financial sector to service its key priority areas.

having no or insufficient knowledge of the services relating to savings, banking, loans, insurance, asset accumulation, personal finance, confidence building and diverse income generating activities among other services.<sup>3</sup> Additionally, current financial products and services available favour urban dwellers and are often not within reach of rural communities. Further to that, the environment provides more opportunity for men to access the products and services than women. The report also found out that channels currently used for information dissemination to rural people are at times inaccessible and the message shared lack details and simplicity for rural clients. Another crucial finding from the survey was overreliance on face to face service and information provision among players in the financial services and ultra-poor graduation implementation, which and makes it difficult to reach rural masses, in addition to being an expensive and unsustainable channel. Furthermore, the face to face information dissemination as provided by extension workers, community members and community meetings among other sources lacks in-depth knowledge about financial services.

## **2.1 GAPS in the current implementation of financial literacy strategy**

FARMSE needs Assessment report established the following key gaps which this strategy intends to fill:

- 1) Reliance on face to face interaction limits the number rural people that can be reached with information on financial services or products and ultra poor graduation messages.
- 2) FSPs do not have enough human resources/agents/officers to meet rural people's demand for information about financial products and services in order to successfully achieve financial inclusion.

---

<sup>3</sup> Report of the Communication Needs Assessment Study for the Financial Access for Rural Markets and Smallholders Enterprises (FARMSE), Ministry of Finance, Economic Planning and Development, Betta House, Off Paul Kagame Road, Lilongwe, Malawi, 2019.

- 3) Most of the FSPs staff are over stretched as they have to reach out to as many rural people in as many districts as possible with information on products and services.
- 4) Use of irregular radio programs to cover FSPs products and services information does not create loyalty from the rural audience as they do not know when the next program will be aired again This makes it likely for them to miss it the next time it is aired
- 5) FSPs indicated that jingles, adverts and radio programs are expensive to run continuously.

### **2.3 SWOT Analysis**

To develop knowledge management and communications objectives, FARMSE conducted SWOT Analysis to establish the programme's strengths, weaknesses, opportunities, and threats and see how the programme can play on its strengths through effective communications; how its opportunities can be utilised in the knowledge management and communications strategy implementation and how threats can be turned into opportunities.

TABLE 1: SWOT Analysis Chart

	<b>DRIVERS</b>	<b>DETERRENCE</b>
<b>Internal factors</b>	<b>Strengths</b>	<b>Weakness</b>
	<p>(i) Availability of the Needs Assessment Report which had informed development of this Knowledge management and Communication strategy;</p> <p>(ii) Good existing working relationship with local media organisations;</p> <p>(iii) The programme linkages with implementing partners;</p> <p>(iv) The models established for the projects including, Village Saving Loan Associations (VSLA), Clubs and cooperatives;</p> <p>(v) The existing working relationship with strategic institutions ie Reserve Bank of Malawi,</p>	<p>(i) Inadequate budget for Knowledge management and Communications as only \$100 million has been allocated for KMCO activities for seven years</p> <p>FARMSE does not work directly with beneficiary groups on the ground and as such not ease to collect success stories. It has to depend on linkages with implementing partners which may delay information gathering;</p> <p>(ii) Most implementing partners in the first cohort did not include budget for</p>

	<p>Ministry of Finance and Economic Planning and Development (MoFEPD), and development partners among others, in implementation of the Malawi National Financial Literacy Strategy, and National Strategy for Financial Inclusion</p>	<p>knowledge and communication products in their project design documents and are reluctant to use the available resources for knowledge management and communications activities.</p> <p>(iii) Failure to advise partners to include knowledge management and communications activities at development of project proposals .</p>
<p>External Factors</p>	<p><b>Opportunities</b></p> <p>(i) Existing institutional frameworks [the Malawi National Financial Literacy Strategy (NFLS), and National Strategy for Financial Inclusion (NSFI)]</p> <p>(ii) Media diversity;</p> <p>(iii) Availability of community radios and national radios;</p>	<p><b>Threats</b></p> <p>(i) High illiteracy levels;</p> <p>(ii) Rigidity of some ultra-poor people to graduate which requires a lot of resources for activities for mindset change;</p> <p>(iii) Scattered programme focal districts;</p>

	<ul style="list-style-type: none"> <li>(iv) Potential in women's and youth empowerment;</li> <li>(v) Goodwill by implementing partners.</li> <li>(vi) Acceptance by Govt decentralized structure</li> </ul>	<ul style="list-style-type: none"> <li>(iv) Expensive media coverage;</li> <li>(v) High inflation rates;</li> <li>(vi) High poverty levels.</li> </ul>
--	---	--

### 3.0 RATIONALE

Achieving poverty reduction, improvement in livelihoods and enhancement of the resilience of rural households on a sustainable basis will require concerted, consistent, coordinated and effective knowledge management and communications support, and clearly structured messages to ensure that all targeted audiences are correctly and timely informed about available financial services and sustainable ways for ultra-poor graduation. This support will therefore help the targeted audiences especially at a community level to become motivated and empowered to not only access financial services, but also learn how to utilize available services and products and use of innovative channels for their maximum benefit. In the case of the ultra-poor, the support will assist in changing behaviours and attitudes of beneficiaries and development of sustainable mechanisms for graduating households from poverty.

Additionally, the Needs Assessment Survey report recommended number of communications interventions that FARMSE should consider implementing if

the programme is to achieve its objectives.<sup>4</sup> To implement these recommendation, FARMSE need to develop and implement a knowledge management and communications strategy that speaks to the objectives and goal of the programme.

#### **4.0 ALIGNMENT TO EXISTING STRAEGIES, POLICIES AND GUIDING PRINCIPLES**

This Knowledge Management and Communications Strategy is anchored on and conceived within the broad framework of IFAD Partnership Strategy (2012), Toolkit for IFAD Communications (May 2019) and the Malawi National Financial Literacy Strategy, and National Strategy for Financial Inclusion. All equipment procured and materials to be produced will carry the organizational emblems/logos of FARMSE, Government and IFAD. The objectives of this Knowledge management and Communication Strategy is to promote visibility of the programme, create awareness among diverse audience in the rural finance interventions and influence upscaling of the interventions to achieve the programme objectives.

The Strategy will be executed in close collaboration with the Government, Reserve Bank of Malawi (RBM) and FARMSE partners.

#### **5.0 STRATEGIC GOALS OF THIS KNOWLEDGE MANAGEMENT AND COMMUNICATIONS STRATEGY**

Informed by the FARMSE Need Assessment Report (2019), the strategic goals of this strategy build on the four recommendations in the repot including; (a) to strengthen

---

<sup>4</sup> Report of the Communication Needs Assessment Study for the Financial Access for Rural Markets and Smallholders Enterprises (FARMSE): FARMSE should consider using a combination of face to face and mass media approaches; using local structures at community level to disseminate ultra-poor graduation and financial services information; adopt a multimedia approach in dissemination of financial services and ultra-poor graduation information and ensure harmonization of ultra-poor graduation and financial literacy messages. The programme should consider engaging institutions of higher learning to integrate financial literacy in their training modules. FARMSE should consider having a portal where all the FARMSE implementing partners' activity updates can be accessed. FARMSE should consider organizing annual events to share experiences, lessons learned and best practices with regards to different innovations of the programme.

use of Face to Face to make it cost effective, scalable and sustainable; (b) to use a mass-multimedia approach in financial services and ultra-poor graduation information dissemination to beneficiaries ; (c ) establish knowledge generation and sharing platforms on financial services and ultra poor graduation, (d) harmonization of the ultra poor Graduation and financial literacy messages.

Based on these recommendations, two goals have been framed to be achieved by this knowledge management and communications strategy as follows:

- i. To promote FARMSE visibility (among partners such as programmes implementing partners, government , private sector, community structures/beneficiaries, civil society, donors, development partners), and ensure strong understanding of the contribution of access to rural finance towards poverty reduction.
- ii. To improve effectiveness in the transmission of financial literacy messages to FARMSE beneficiaries to help other people in their communities have access to timely, relevant and clear information about the programme and its activities through established community platforms for the programme upscaling and sustainability.

## **5.1 Specific Objectives**

This strategy is specifically aimed at achieving the following objectives:

- a) Support behaviour change activities for the ultrapoor graduation target beneficiaries;
- b) Support behaviour change activities for CBFO members;
- c) Support behaviour change activities for general rural population
- d) Communicate key accomplishments, milestones and lessons-learnt from the programme to different target audiences;

- e) Coordinate information exchange and consistent messages amongst partners during implementation of the project.

**TABLE 2: Strategic Objectives of this Knowledge Management and Communications Strategy**

<b>GOAL 1: To enhance FARMSE visibility (among partners such as programmes implementing partners, government , private sector, community structures/beneficiaries, civil society, donors, development partners), and general understanding of the role of rural financial services in poverty reduction</b>		
Outcome	Output	Activity
Generate enthusiasm and promote participation of different financial service providers in different projects under FARMSE.	Key achievements, milestones and lessons from the programme communicated to key stakeholders.	Conduct annual reviews, Annual Newsletter, conduct cross learning workshops; Development of calendars, diaries, pens, on annual basis etc
More stories published about FARMSE programme. IFAD, development partners and government get a positive image of FARMSE and the	Increase access of publicity by general public material including...	Regularly writing stories and/or linking the media to stories about the programmes. Play a visible role at high-level meetings (attend,

<p>importance of promotion of access to rural financial services; and the impact of sustainable poverty graduation to the country's development.</p> <p>More people exposed to and impressed by the work FARMSE does through IFAD.</p> <p>FARMSE being requested to participate and present at meetings.</p>		<p>actively participate and present),</p> <p>Display FARMSE banners, posters and other promotional materials and exhibition, at other organisations' functions/meetings.</p>
--	--	--

**GOAL 2:** To encourage FARMSE beneficiaries to help other people in their communities have access to timely, relevant and clear information about the programme and its activities through established community platforms for the programme upscaling and sustainability.

<p>Create awareness and enhance understanding of access to rural finance amongst the target audience</p>	<p>Appropriate messages for specific groups developed and disseminated;</p> <p>Methods and channels for communicating messages for rural financial services to rural populations designed and implemented;</p>	<p>Engage stakeholders in message development and Production of messages; dissemination of information.</p>
<p>Interventions/innovations being upscaled (adopted and sustained by both implementing partners and beneficiaries) across the country.</p>	<p>Best practices and lessons documentation and dissemination through relevant knowledge products</p>	<ul style="list-style-type: none"> <li>• Cross learning workshops</li> <li>• Annual rural finance symposium</li> <li>• Quarterly meetings for partners to share their project progress with PMU and other partners</li> </ul>
<p>Create awareness and enhance understanding of access to rural finance amongst the target audience;</p> <p>Beneficiaries have more information on FARMSE funded projects and can</p>		<ul style="list-style-type: none"> <li>• A successful meeting with media people (editors and journalists) about our work, in terms of attendance and participation.</li> <li>• At least two field visits organized per year</li> </ul>

<p>offer feedback on what others say and replicate for their improved livelihoods.</p>		<ul style="list-style-type: none"> <li>• At least five analytical stories published locally and online</li> <li>• Monitoring and feedback visits to beneficiaries;</li> <li>• Trainings/workshops</li> <li>• Platform Meetings</li> </ul>
--	--	---

## 6.0 TARGET AUDIENCE

### 6.1 National Level

- i. Line Government Ministries and IFAD and other UN Agencies;
- ii. Private sector
- iii. Opinion leaders such as commentators/analysts
- iv. NGOs
- v. Members of Parliament and Ward Councilors;
- vi. Media practitioners
- vii. General public

### 6.2 District Level

- i) District Executive Committee (DEC) and Area Development Committees (ADCs) and Village Development Committees (VDCs) for all the 28 districts of the country where FARMSE programme is implementing its projects;
- ii) Implementing Partners and other local NGOs;
- iii) Policy makers such as Members of Parliament (MPs) and Councilors in the impact districts.

### 6.3 Community Level

- i. Households members in the four districts;
- ii. Traditional leaders/chiefs;
- iii. Schools: Teachers and learners; and
- iv. Religious leaders

## 7.0 KEY AND GENERAL MESSAGES

**TABLE 3: Key Messages**

*Key messages about:*

- *What entails Financial Access to Rural Areas (products/services) and adaptability (and how they can easily be used and adapted by the rural people) ie specific examples among others of illustration on how to use financial products/services, promotion of financial access to rural areas,*
- *What entails graduating from ultra-poverty (attitude and behavior change) will be disseminated at various levels ie messages on social protection interventions and how beneficiaries can participate in Village Savings Loan Associations (VSLAs) will be given.*
- *Ultra-poor messages will also focus on sustainable financial practices that will change attitudes of those who live on social cash transfer so that they can graduate and sustainably live at graduation level*

**TABLE 4: General messages**

Specifically, the following general messages taken from the nation financial literacy strategy will be the building blocks of the knowledge management and communication activities during programme implementation.

- Graduating from ultra-poverty through sustainable economic activities to lift beneficiaries out of poverty;
- Productive asset creation is key to improved livelihoods;
- Building a culture of saving is a continuous long-term effort for healthier living and increased socio-economic development;
- All people at all times need diversified food from all the food groups for an active and healthy life.

## **8.0 PILOTING OF THE KMCO STRATEGY THROUGH PRETESTING OF THE EXISTING RURAL FINANCE MESSAGES**

The KMCO strategy will pretest the current rural finance messages that were jointly developed by FARMSE and some stakeholders including partners, Reserve Bank of Malawi and Ministry of Information, Civic Education and communication technology. The pretest exercise will also include nutrition messages that FARMSE developed through involvement of Department of HIV and Nutrition, Department of Agricultural Extension Services (DAES), Sane, Care International, Malawi Broadcasting Cooperation and Farm Radio Trust (FRT). This will be conducted in selected districts of Mzimba, Salima and Phalombe where the Need Assessment survey was conducted to ascertain their relevance before incorporating in and rolling them using this strategy.

## 9.0 APPROACHES, CHANNELS AND TOOLS

This Communication Strategy will use various approaches including social advocacy, community mobilization, face-to-face, social marketing and media relations. Some of the communication channels and tools to be used are within the mix of the communication approaches include, inter alia:

### 9.1 Mass media channels

1. **Radio:** Radio news bulletins, radio programmes, radio documentaries, Jingles, drama, panel discussion;
2. **Television:** TV news bulletins, TV Jingle, TV documentaries, TV Panel Discussion;
3. **Roadside signage/signposts;**
4. **Newspapers:** Press Releases, news stories, feature stories, Newspaper pull-outs;
5. **Multimedia:** audios, video clips and photography;
6. **Mobile phone services:** Voice and SMS
7. **Mobile film/video shows;**
8. **Theatrical Performances:** Drama, comedy, dances, songs, storytelling and poetry;

### 9.2 Interpersonal media channels

1. **Publications:** leaflets, posters, brochures, calendars, diaries;
2. **Stickers on equipment such as vehicles, motorcycles and other movable goods with FARMSE, Government and IFAD logos as appropriate;**
3. **Branded Golf/T-Shirts, Caps, Banners, document holders;**
4. **Community meetings/forums;**
5. **Media tours with implementing partners;**

6. Reports: dissemination of reports about project results and lessons learned.

### **9.3 Social Media**

1. Website: FARMSE, Ministry of Finance and Economic Development, IFAD, Partners websites
2. Facebook: Facebook (FARMSE, IFAD, and partners accounts)
3. You Tube platform for videos.
4. Twitter: @ farmsemalawi, @IFAD, and partners accounts

### **9.4 Knowledge Exchange and Management**

This strategy will amplify knowledge exchange and lessons learning from Malawi experience to the regional and global and from global experiences to Malawi. This will be achieved through awareness raising approach through materials including social network postings, videos, press releases, radio dramas aimed at promoting, sensitizing, mobilizing, educating local and national stakeholders in relation to programme activities and results.

**TABLE 5: Communication plan**

<b>WHO</b> <i>Who do we need to communicate with?</i>	<b>WHAT</b> <i>Why do we want to communicate with them?</i>	<b>WHY?</b> <i>What do we want to communicate with them about?</i>	<b>STRATEGY</b> <i>Channel of communication</i>	<b>FREQUENCY</b> <i>How many times will it come out/appear?</i>	<b>RESPONSIBLE</b> <i>Responsible Person</i>	<b>VERIFICATION</b> <i>Means of Verification</i>
<b>FARMSE Staff</b>	<ul style="list-style-type: none"> <li>Projects and their activities, key FARMSE's decisions and best practices from programme work</li> </ul>	<ul style="list-style-type: none"> <li>To inform them about what is happening in the programme and its projects, and advise on the key messages to communicate as a way of advocacy for access to rural financial services, and sustainable ultra poverty graduation</li> </ul>	<ul style="list-style-type: none"> <li>Staff meetings</li> <li>intranet</li> <li>website</li> <li>social media</li> <li>noticeboards</li> <li>retreats</li> <li>promotional materials</li> </ul>	On-going	<ul style="list-style-type: none"> <li>Management</li> <li>Technical staff/Project officers</li> <li>Knowledge management and Communications Officer</li> </ul>	<ul style="list-style-type: none"> <li>updates on projects,</li> <li>number of promotional activities,</li> <li>number of staff meetings and</li> <li>number of memos</li> <li>success story articles generated</li> </ul>



	<p>finance innovations ie applicable digital innovations applicable to the rural people by FSPs (CUMO, NBS bank etc)</p>		<p>document innovation processes and disseminate among FARMSE partners for replication</p>		<p>Technical staff/Project Officers/ Management</p>	
--	--	--	--	--	---	--

WHO?	WHAT?	WHY?	STRATEGY	FREQUENCY	RESPONSIBLE	VERIFICATION
Programme Beneficiaries	<ul style="list-style-type: none"> <li>Length of the project, funding modalities and they can be involved in the programme throughout project implementation and beyond</li> </ul>	<ul style="list-style-type: none"> <li>To keep FARMSE beneficiaries informed about the programme's interventions, complaint response mechanism, response, outputs and outcomes.</li> </ul>	Radio TV Newspaper Consultative meetings training monitoring visits	On-going	<ul style="list-style-type: none"> <li>Technical officer/Project Officers</li> <li>Knowledge Management and Knowledge management and Communications Officer</li> </ul>	<ul style="list-style-type: none"> <li>Radio and TV clips</li> <li>Newspaper cutting</li> <li>Online news link</li> <li>Monitoring reports</li> <li>Updates,</li> <li>Minutes of Meetings</li> </ul>

WHO?	WHAT?	WHY?	STRATEGY	FREQUENCY	RESPONSIBLE	VERIFICATION
IFAD and other potential donors	<ul style="list-style-type: none"> <li>Progress/challenges in meeting FARMSE's objectives.</li> <li>Account for how FARMSE has used funding.</li> <li>Evidence of impact of the projects implemented</li> </ul>	<ul style="list-style-type: none"> <li>To show the Impact of the programme; how innovative, effective, transparent, accountable FARMSE and implementing partners are; Inform development partners mandate and comparative advantages</li> </ul>	Calendars (wall, desk)	Once a year	<ul style="list-style-type: none"> <li>Management and Communications Officer</li> </ul>	<ul style="list-style-type: none"> <li>Total number of calendars distributed</li> </ul>
			Field visits	Twice a year	<ul style="list-style-type: none"> <li>Management and Communications Officer</li> </ul>	<ul style="list-style-type: none"> <li>Visit reports</li> </ul>
			Annual report	Once a year	<ul style="list-style-type: none"> <li>Management and Communications Officer</li> </ul>	<ul style="list-style-type: none"> <li>number of copies distributed (hard copies and electronic)</li> </ul>

					nt and Communic ations Officer	
			Website: sharing of lessons learnt and success stories through planned meetings	Ongoing	<ul style="list-style-type: none"> <li>• Knowledge management and Communications Officer Technical staff/project officers</li> </ul>	<ul style="list-style-type: none"> <li>• Number of documented success stories and feedback;</li> <li>• minutes of meetings with donors</li> </ul>
			Evaluation reports	Ongoing	<ul style="list-style-type: none"> <li>• Management</li> </ul>	<ul style="list-style-type: none"> <li>• Total number of copies distributed (hard copies and electronic)</li> </ul>
			Presentations on FARMSE	Ongoing	<ul style="list-style-type: none"> <li>• Management</li> </ul>	<ul style="list-style-type: none"> <li>• Total number of presentations done</li> </ul>

WHO?	WHAT?	WHY?	STRATEGY	FREQUENCY	RESPONSIBLE	VERIFICATION
General Public in Malawi	<ul style="list-style-type: none"> <li>What we stand for, where and what we do differently. Our values and impact of work.</li> <li>Interesting, informative, educational, and consciousness-raising stories from our field of work.</li> </ul>	<ul style="list-style-type: none"> <li>To maintain credible programme image and be able to influence change through knowledge, attitude and practice regarding rural finance and ultra poverty graduation</li> </ul>	Printed knowledge products including brochures/ leaflets	articles published every quarter Brochures prepared	<ul style="list-style-type: none"> <li>Knowledge management and Communications Officer</li> </ul>	<ul style="list-style-type: none"> <li>Total number of articles, programmes produced and the field trip</li> </ul>
			FARMSE Newsletter	One comprehensive issue per year	<ul style="list-style-type: none"> <li>Knowledge management and Communications Officer</li> </ul>	<ul style="list-style-type: none"> <li>Quality success stories published in the annual newsletter published</li> </ul>
			Television	3 stories aired per quarter	<ul style="list-style-type: none"> <li>Knowledge management and Communications Officer</li> </ul>	<ul style="list-style-type: none"> <li>Keep a track of media calls for FARMSE information, ideas, and interviews.</li> </ul>

					communications Officer	
			Radio	4 stories aired every quarter	<ul style="list-style-type: none"> <li>• Knowledge management and Communications Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Keep a track of media calls to FARMSE for information, ideas, and interviews.</li> </ul>
			Videos/ photography	3 video documentary produced and 6 photography collections per year	<ul style="list-style-type: none"> <li>• Knowledge mngt &amp; Com Officer</li> </ul>	<ul style="list-style-type: none"> <li>• videos and photography collections shared via FARMSE social media outlets</li> </ul>

WHO?	WHAT?	WHY?	STRATEGY	FREQUENCY	RESPONSIBLE	VERIFICATION
Media practitioners (journalist, editors, programme producers)	<ul style="list-style-type: none"> <li>What FARMSE stand for, what FARMSE do, its goal and objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Create, promote and nurture relationships with journalists</li> </ul>	Field trips	Twice a year	<ul style="list-style-type: none"> <li>Knowledge mngt &amp; Com Officer</li> </ul>	<ul style="list-style-type: none"> <li>Quality field articles produced and shared in media for visibility and upscaling</li> </ul>
			Press releases, news conference, interviews	On-going	<ul style="list-style-type: none"> <li>Knowledge mngt &amp; Com Officer</li> </ul>	<ul style="list-style-type: none"> <li>Keep a track of media calls to FARMSE for information, story ideas, and interviews.</li> </ul>
			Success stories through features, Annual and Project Reports	On-going	<ul style="list-style-type: none"> <li>Knowledge mngt &amp; Com Officer</li> </ul>	<ul style="list-style-type: none"> <li>Keep a track of media calls FARMSE seeking information, story ideas, and interviews.</li> </ul>



## **10.0 ESTIMATED BUDGET, TIME-FRAME AND SUCCESS CRITERIA OF THE STRATEGY**

The budget for implementation of this strategy considers the total pre-budget of USD 1,648,000 (MK1,194,800,000) indicated in the programme design document and the allocation to knowledge management and communications activities. However, to ensure sustainability of the knowledge management and communications function and to ensure that activities are successfully implemented, this strategy's implementation will annually draw resources from the aforementioned funds for knowledge management and communications. Depending on the activities and needs, some resources will have to come from other activity budget of the technical section.

## **11.0 MONITORING AND EVALUATION**

In conjunction with technical staff/project managers and Management, the Knowledge management and Communications Specialist will use various strategies and tools to monitor and review strategy during its implementation for possible improvement where necessary. These tools will include media clippings, number and frequency of updates about the FARMSE, projects reports by partners, projects meetings by technical staff, participation of and feedback from partners. This approach will help FARMSE establish the programme reach, participation and consultation with partners, frequency and effectiveness of messages targeted by this strategy. Additionally, monitoring of this strategy will ascertain what is working or not in the implementation and improve on where need be.

## 12.0 CONCLUSION

Strategic communication is a key tool in the achievement of development programs, and it lies in the core mandate of IFAD to ensure fulfilment of its strategic goals. The purpose of this strategy is to ensure consistency and uniformity of knowledge products produced and disseminated by FARMSE and its implementing partners. It has selected two objectives which will be supported by a number of implementable activities. In the strategy, tools and channels have been chosen of sharing, incubating and taking to scale innovative activities implemented by FARMSE and its implementing partners, and the government. In a nutshell, the ultimate goal of this strategy is to ensure maximum visibility of FARMSE activities and IFAD, and influence upscaling and sustainability of the programme interventions.