


STRATEGY & IMPLEMENTATION PLAN

Knowledge Management and Communication (KMC)



European Union





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Correct citation

ASARECA, 2021. Knowledge Management and Communication Strategy (KMC): Strategy & Implementation Plan

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Acronyms

ASARECA	Association for Strengthening Agricultural Research in Eastern and Central
BOD	Board of Directors
CAADP	Comprehensive Africa Agriculture Development Program
CCO	Corporate Communications Officer
CGIAR	Consultative Group for International Agricultural Research
CMS	Content Management System
CKM	Communication and Knowledge Management
CKMS	Communication and Knowledge Management Strategy
CTA	Technical Centre for Agricultural and Rural Cooperation
DED	Deputy Executive Director
DMS	Document Management System
EAC	East African Community
ECA	Eastern and Central Africa
ED	Executive Director
FAAP	Framework for African Agricultural Productivity
FARA	Forum for Agricultural Research in Africa
GA	General Assembly
IARC	International Agricultural Research Centre
ICT	Information and Communication Technology

IT	Information Technology
KIM	Knowledge Information and Management
KMCS	Knowledge Management and Communication Strategy
M&E	Monitoring and Evaluation
NARI	National Agricultural Research Institute
NARS	National Agricultural Research System
OP	Operational Plan
OU	Other units (secretariat)
PAAP	Policy Analysis and Advocacy Program
PCD	Partnerships and Capacity Development unit
PIP	Project implementation teams
PR	Public Relations
SQL	Structured Query Language
TCO	Technical Communication Officer
URL	Uniform Resource Locator (web page address)
USD	United States Dollars

Summary

1. ASARECA's Strategy and Results Framework 2019-2028, and the Mid-Term Operation Plan 2019-2023 highlight the central role for knowledge management and communication in achieving the organization's mission and vision.
2. ASARECA's strategic plans also put Knowledge Management and Communication at the heart of its identity, and further define ASARECA as a hub for knowledge, information and communications aspects for the Eastern and Central Africa Region.
3. Knowledge and Information Management is one of the four thematic areas in ASARECA's Strategy and Results Framework and Mid-Term Operational Plan: "Knowledge and information Management: improved management and access to reliable and up-to-date knowledge and information for informed decision making and action". Additionally, it is playing a critical role in the other themes like: Information, Communication, Public Relations (PR), Social Media, and Information Technology functions all under the thematic area on Knowledge Management.
4. ASARECA's work impacts a wide range of stakeholders and partners which implies the need to constantly communicate and collaborate to attain its mission and vision. Therefore, this strategy also informs the mapping of immediate and target audience like the agricultural institutions whose actions produce a ripple effect till the last mile.
5. This strategy retains and extends the purpose of the previous communication and knowledge management strategy: Enhanced knowledge and information sharing, communication and collaboration by actors in Agricultural Research for Development in the ECA sub-region. It also reflects the high cross-organizational relevance of Knowledge Management and Communication and provides a portfolio of key components to achieve its targeted portfolio as **"the Good to Service Provider of Choice"**.
6. This Knowledge Management and Communication Strategy has the following 7 sub-themes/components that will deliver its purpose:
 - a. Enhanced internal knowledge processes and communications within the secretariat.
 - b. Enhanced external communication and knowledge sharing.
 - c. Facilitation of Communities (NARIS and Communities).
 - d. KM Capacity Development and support.
 - e. Knowledge Leadership:
 - f. Knowledge and Information Hub (see KI-Hub Strategy).
 - g. Dynamic Social Media Engagement Strategy.

7. The entire ASARECA shall be involved in the delivery of these results. The Knowledge and Information Management thematic area shall be responsible for coordinating all activities and enabling all staff and external partners to contribute to the achievement of results. The Information, Communication, and PR functions embedded in thematic area on Knowledge Management shall take specific responsibility for internal communication as well as for external communication on social media and with stakeholders.
8. The implementation plan includes detailed activities and schedule to achieve proposed results. The seven sub-themes are all high priority, but some activities are scheduled to start earlier than others. In respect to expected technological developments, this strategy gives advice to develop the knowledge graph as a strategic asset for future developments in Artificial Intelligence and Machine Learning. Therefore, the full implementation of such functionalities has a mid- and long-term perspective.
9. A framework is provided to monitor and evaluate the success of the strategy. This will also support the monitoring and evaluation of ASARECA's overall strategy and the program strategies.

PART 01

Knowledge Management and Communication (KMC) Strategy



01

Strategy

1.1 Introduction

ASARECA has recently developed a new ten-year ASARECA Strategy and Results Framework (A-SRF: 2019-2028) and Medium-Term Operational Plan I (MTOP-1: 2019-2023), these identified four thematic areas of investment, namely: (i) Transformative Capacity Strengthening and Integration; (ii) Agricultural Transformation Technologies and Innovations; (iii) Enabling Policy Environment, Functional Markets and Transformative Institutions; and (iv) Knowledge and Information Management. Under the 4th thematic area, ASARECA promises to advocate for and explore ways through which data, information, knowledge and communication tools relevant for AR4D can increasingly be placed in the public domain to inform agricultural transformation decision making processes and action in the ECA sub region.

Knowledge and Information Management is not only one of four ASARECA pillars but also a cross-organizational topic, an aspect in all the themes and activities. MTOP1 specifically calls all themes to apply knowledge management and emphasizes “*Capacity Building for member states*”. This KMC Strategy brings

out knowledge instruments like webinars and others as key in Capacity Development.

Also, other components are essentially linked with Knowledge Management. Agricultural Transformative Technologies and Innovations (ATTI) focuses on the supporting and coordinating the development and adaptation of gender responsive and climate-smart technologies, innovations and management practices (TIMPS). The TIMPS are a core knowledge product of ASARECA, and the facilitation of their production and dissemination a core process of the knowledge life cycle.

This thematic area will be significantly addressed by the Communities of Practice (component 3), which are the essential organizational structure to facilitate the development of the TIMPS, and the KI-Hub (component 6) as the leading platform to capture, integrate, share, and disseminate the TIMPS at one central point.

The thematic area “Enabling Policy Environment, Functional Markets and Transformative institutions (EPMI)” plays a vital role in enhancing the functionality of the knowledge ecosystem.

The KM Assessment showed very clearly that the knowledge flows in the agricultural systems are hampered by lack of “national knowledge management” and the thematic areas EPMI and KIM need to align activities to strengthen the national knowledge ecosystems, defining knowledge agendas, establishing knowledge partnerships, strengthening KM in the relevant public and private institutions, and fostering a participative, and appreciative approach to involve the stakeholders actively. Component 5 of this KMC Strategy on knowledge leadership is reflecting these challenges and provides guidance for driving a targeted, systematic and integrated approach to knowledge on national level.

Communication is key and an ongoing process in Knowledge Management, like availing information to others and facilitating dialogue in communities, fora, meetings, conferences, social media and other formats. Considering its specific role in internal coordination and external dissemination of knowledge, it is legitimate to specifically address Communication as key element in this strategy.

1.2 Rationale

The previous Communication and Knowledge Management strategy was developed in 2011. It envisioned are structuring in ASARECA's 10 year strategic and Results Framework (A-SRF: 2019-2028) and Medium-Term Operational Plan I (MTOPI: 2019-2023). Since then, Knowledge and Communication Management aspects have been integrated in the four (4) thematic areas in ASARECA's mid-term operational plan as mentioned above.

This version of the Knowledge Management and Communication Strategy (KMCS) focuses on the assessment of the previous strategy (2011), feedback from stakeholder consultations to identify gaps, and propose recommendations that fit the present and future knowledge management and communications requirements; and provide a tailored implementation plan, social media strategy and budget.

1.3 Situation Analysis and KMC Assessment

Knowledge management and communication has been integrated in various programs, policies and likened activities since the last CKMS 2011 at ASARECA. Without doubt, KMCS has gained a lot of moment and recognition at the Secretariat and amongst different stakeholders.

As highlighted below;

1. Development partners need to see the impact of their funding more clearly. The global economic situation means that funding agencies, more than ever, must be able to justify to their governments and taxpayers the financial support to Knowledge management approaches and tools (infrastructure);
2. There is increasing recognition of the role of science and technology in driving development in Africa, made clear in the African Union's Consolidated Plan of Action on Science and Technology, and in sub-regional strategies such as COMESA's Medium-Term Plan. Yet science and technology are of limited value without the communication that enables the

application of new knowledge for economic and social benefit – the process of innovation.

3. Climate change places extra demands on scientists and others to find and implement ways in which agriculture can adapt. Effective communication and the ability to find and apply new knowledge is a critical component of adaptive capacity.
4. The Comprehensive Africa Agriculture Development Programme (CAADP) is gathering pace, and Pillar IV concerns agricultural research, led by the Forum for Agricultural Research in Africa (FARA). Much of FARA's work is implemented through sub-regional organizations such as ASARECA. Such projects need robust communication and dissemination information to achieve the intended objective and impact of ensuring food and nutrition security in the A4RD region and beyond.
5. Emergencies, disasters, invasive species, such as locusts, call for early warning and forecasting which are highly knowledge-intensive tasks.
6. Facilitation of agricultural extension and adoption of technologies are essential function related to Knowledge Management.

ASARECA has a leading role in supporting the generation of agricultural research, however, these outputs need to be applicable in practice settings, like farms. Thus, drawing a large audience of 1000s of

small-scale farmers, associations, and agri-based value chains. In the context of a CKM strategy, this raises the question “Who are ASARECA's target audiences?” To answer this question, we need to consider the process by which research outputs like TIMPS are applied/used and thus what ASARECA's role might be.

1.4 ASARECA's Stakeholders and Target Audiences

ASARECA's stakeholders include a wide range of organizations performing different aspects from the generation, dissemination and application of new knowledge. Among these stakeholders and partners are like minded institutions: CGIAR, & others like CABI, ILRI, AGRA, CIAT, RUFORUM, NARIS of 14 countries, Development Partners: European Union, World Bank, IFAD and more. ASARECA uses an innovation system approach in its research. Figure 1 shows one representation of the components in its an innovation system.

The diagram shows that the different components link to another and within the same component. A “linkage” may have a variety of forms; in the value chain paradigm it can represent flow of a product (crop) from the producer to the consumer. Linkages may also be related to partnership arrangements, including formal contracts or other documented agreements. But an important component of most linkages is communication and flow of information.

ASARECA supports and undertakes research,

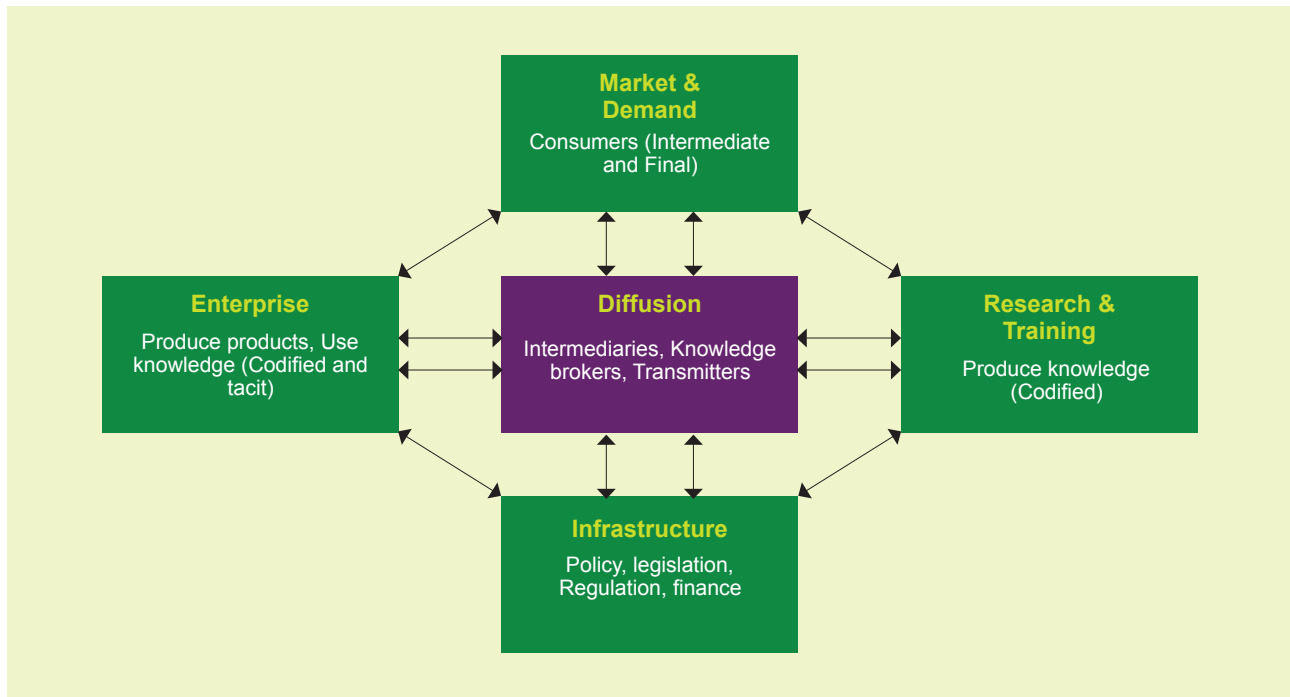


Figure 1. Main components of an innovation system (after Bolo & Francis, 2010, adapted from Arnold & Bell, 2001).

producing codified knowledge. This knowledge is intended for use by a range of stakeholders, but in terms of new “technologies”, the users are in the enterprise component – farmers as well as post-harvest enterprises in the value chain. Knowledge can reach the enterprise component directly from the research component, or it can pass via the other components.

Within, the NARIS, there are less than 100 agricultural researchers per million farmers. As a result, researchers can not directly communicate with all beneficiaries

their research. However, a researcher can interact with farmers at a given chance but the research outputs need to be packaged and communicated specially to different target audiences. In the diagram above, the diffusion component is critical. So, the KMCS shall provide mechanism to reach out and communicate generated knowledge.

ASARECA's has another critical role to advocate for the agricultural transformation to “policy makers” and heads of civil society. And in the above diagram policy

makers are part of the “infrastructure” component, and the need to directly communicate to this audience. Other channels could be: policy briefs, info-graphics.

1.5 Vision and Values

The ASARECA has a guiding vision that requires the Association and its stakeholders and partners to stretch their future expectations, aspirations and performance is to see ***“A transformed ECA agricultural sector supporting improved livelihoods, sustained economic growth and inclusive development”***.

The mission statement that expresses the fundamental purpose and business of the repositioned ASARECA is ***“To contribute to increased productivity, commercialization and competitiveness of the ECA agricultural sector through strengthening, catalyzing and coordinating agricultural research for development in the ECA sub region”***.

The guiding Core Values that ASARECA and its stakeholders and partners hold in common and put into practice while performing their functional obligations include ***Inclusivity, Accountability, Transparency, Transformative, Sustainability, Subsidiarity and Integrity***.

Lastly, ASARECA recognizes that outstanding organizations understand the significance of knowledge/ information in achieving their overall social impact. As a result, ASARECA has implemented policies to promote its creation, sharing, and use.

The prioritization of KMC by ASARECA sets an example for NARIS and other partners in the ECA region.

1.6 The KMCS Vision, Goals and Objectives

The rationale for ASARECA’s 2011 Communication and Knowledge Management Strategy (CKMS) was, “Research outputs communicated among targeted agricultural research for development stakeholders” and “ASARECA highly visible, with stakeholders valuing its roles and achievements”. Till today at 25 years, ASARECA faces a challenge in the effective dissemination and usability of research outputs and agricultural knowledge. This KMCS focused to relay strategies and actions to ensure that the overall goal of “Enhanced utilization of agricultural research and development innovations in Eastern and Central Africa” is attained.

1.7 KMC Assessment and Results

The previous CKM Strategy 2011 has already addressed most of the topics above and has provided orientation and work packages. In the preparation of this current KMC Strategy, a Knowledge Management and Communication Assessment was been carried out. This included a situation analysis by reviewing existing documents, functionality of methods and tools, individual interviews and workshops with members, development partners and stakeholders, as well as an online survey.

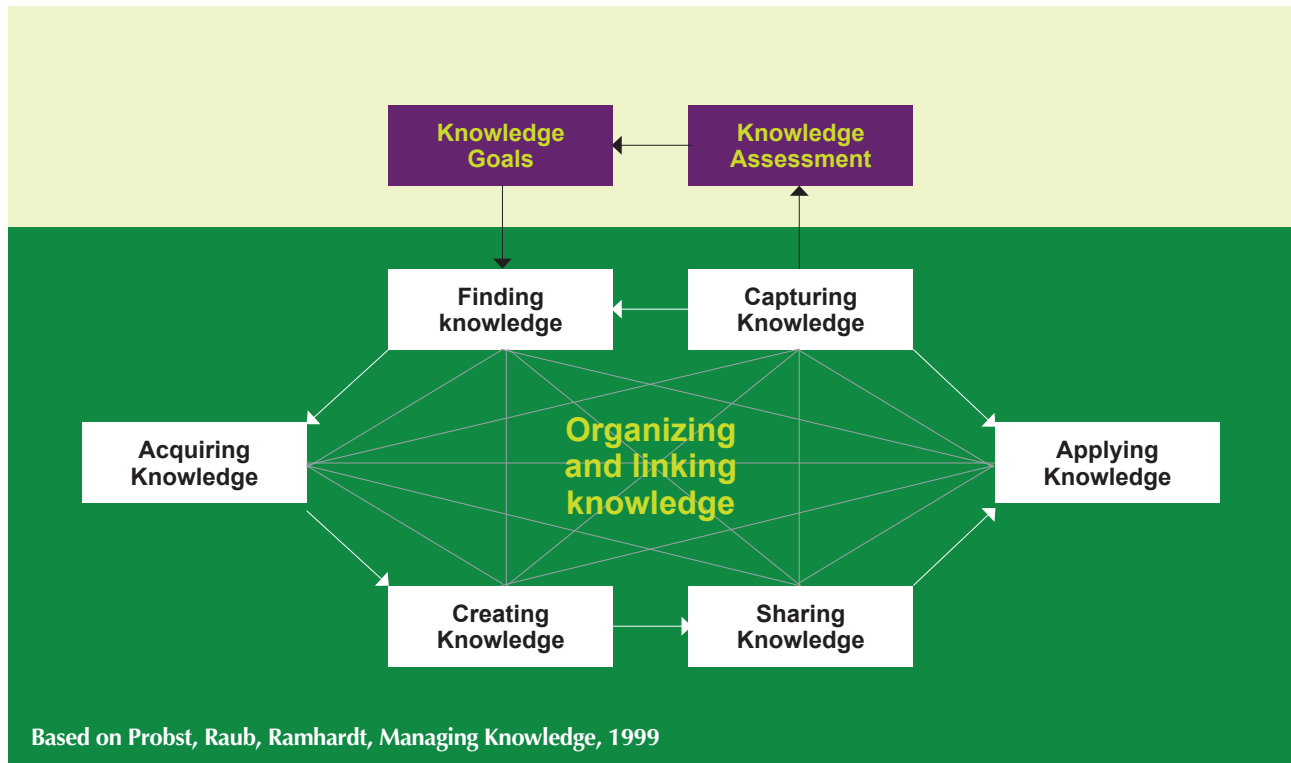


Figure 2: Knowledge Management Life-cycle

Online stakeholder/Partner workshops Findings:

The KMC Assessment was implemented in workshops with the participation of KM focal points, representatives of Ministries, and key stakeholders. Altogether 13 workshops have been implemented with 25 participants and Secretariat staff (7). The KMC Framework was used to guide the workshops and it helped to review the full knowledge life-cycle and identify relevant.

Specifically, the key knowledge processes in the knowledge life-cycle (see figure 2 above) have guided the discussions. The results of the discussions were condensed into key findings.

The full KM Assessment report provides more comprehensive details on the situation analysis. The current situation as well as the targeted situation were rated on a scale from 0 (very weak/irrelevant) to 10 (very good/important).

Knowledge Identification

Knowledge Identification addresses specifically the searching and finding of knowledge through the activities and instruments of ASARECA. “Knowledge” includes people (finding a knowledgeable person), documents (any codified knowledge resource), and external partners (relevant organisations, networks or people outside ASARECA).

Key findings are as follows:

This works well:

People:

- When contacting the Secretariat (email, phone), one can find/get a lot of info and find people.
- Face-to-face meetings are relevant —if done.

Documents:

- Find formal documents works well.
- Knowledge of the Secretariat can be found easily.
- Information about what ASARECA is doing.
- Finding ASARECA documents through Google.

Knowledge outside:

- The CAADP-XP4 partners and other partners have rich resources (but hardly found).

That should be improved

People:

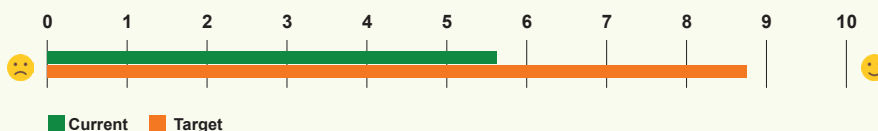
- Develop a people finder with meta information
- Transparency of partners

Documents:

- Strengthen website as the first go-to-point
- More content - of all members- is needed on the website, search to be independent of the secretariat
- Use filters like language, country, sector
- Improve website structure and navigation
- Use more intelligence in finding
- Personalisation of content and subscriptions
- More content for farmers and last mile
- Make better use of 0365 (Sharepoint, teams) to avoid storing on personal devices

Knowledge outside

- Provide overview and access to most relevant external knowledge resources and partners (CAADP-XP4, other African and global partners)



To summarize, the Secretariat is compensating through personal engagement and efforts the lack of a systematic, tool-supported approach to searching and finding, and a lot has to be done, to make the relevant knowledge resources – specifically of members and partners - identifiable.

Knowledge Acquisition

Knowledge acquisition addresses the process of availing the knowledge resources to oneself, once they are identified/ found. Numerous barriers can hamper the access to knowledge even though it is existing and found, like financial barriers (registering for / traveling to a conference), language barriers, skills barriers, and technical barriers.

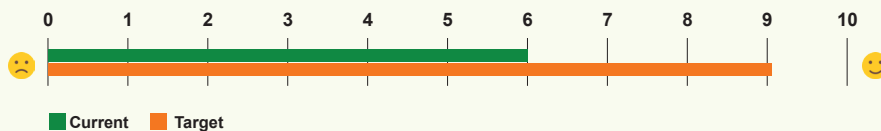
Key findings are as follows:

This works well:

- Getting in contact with ASARECA works well
- Through personal communication, a lot can be acquired
- All existing information is free and accessible (although very limited)
- Through ICT, the lack of personal communication can be partially compensated

That should be improved:

- Content from NARIs to be integrated
- The KI-Hub should integrate national contents
- Distance barriers to be bridged through ICT
- Digitalization of libraries is needed
- Language barrier needs attention; French and English is not enough: Local languages need to be included; Automatic translation to be fostered
- Strengthen localization of content
- Through local actors, extension service providers even focal points don't speak all languages
- Financial barriers: collaboration and sharing to bridge financial barriers; onboard and upgrade more people
- Strengthen services, personal communication
- Address internet barriers: Provide key content offline regularly
- Skills barriers to be addressed through training

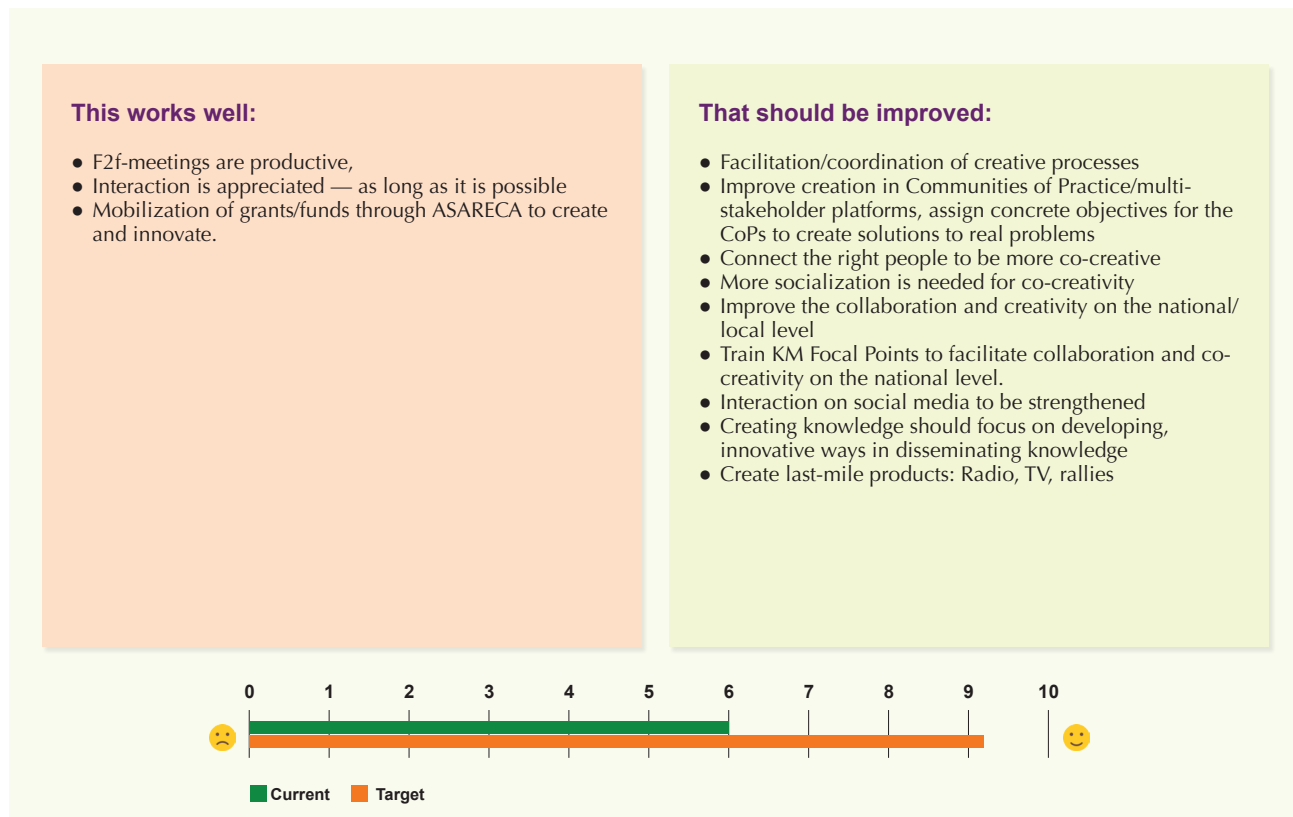


To summarize, although key documents and resources provided by ASARECA are openly accessible and free, there are numerous barriers, hampering the accessibility in the system, specifically language barriers, technical barriers, and skills barriers.

Knowledge Creation

The process of knowledge creation is essential to create solutions and advance innovation. Although ASARECA is not the main knowledge producer itself, it plays an essential role in the co-creation of knowledge within the ASARECA family.

Key findings are as follows:



To summarize, the facilitation of co-creative processes – e.g. in Communities of Practice – require additional facilitation capacities as well as technical and methodological upgrade.

Knowledge Sharing

Processes of knowledge sharing are a key element of ASARECA's work. sharing and disseminating are key functions including sharing of documents (explicit, codified knowledge) as well as sharing of ideas, experiences, learnings (implicit knowledge) and relations (external knowledge sources).

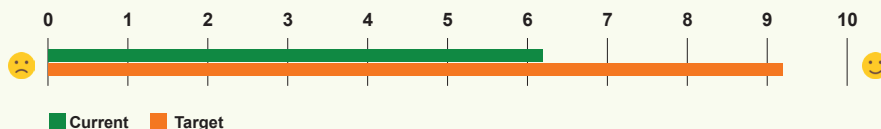
Key findings are as follows:

This works well:

- We have a WhatsApp group to discuss
- Emails/newsletters are good and informative and understandable
- ASARECA is good at sharing knowledge at a very high level (politicians, top-scientists), but not in the wider group of farmers, cooperatives, wholesalers, professors, educators, extension officers, etc.
- What ASARECA shares are substantial and innovative
- TIMPS give the comfort of innovation
- Sharing of knowledge is highly project-driven. Once a report is available it is shared.

That should be improved:

- Stronger marketing for what exists
- Mobilize more stakeholders to share
- Build trust through collaboration
- Establish CoPs as a core instrument for sharing
- Systematic/automatic sharing of content of all members and partners — pooling what we have
- Specify purposes: e.g.. last-mile, project application
- Assure quality of content; rating of content
- Strengthen social media outreach
- Support countries in sharing knowledge! Advance sharing practices
- Knowledge Sharing procedures/SOPS
- Qualify community facilitators
- Put socialization, building trust more in focus
- Foster webinars as a service
- Improve sharing of relations
- Request partners (donors AR4D partners) to share knowledge more systematically



To summarize, ASARECA has its achievements, specifically on the higher management levels, but needs to strengthen on a wider basis knowledge sharing among practitioners, technical staff. Communities of Practice need to be strengthened and professionalized as a key element of ASARECA's work.

Knowledge Application

Application of knowledge in practice is the essential objective of most knowledge processes, but the existence of knowledge does not suffice: Knowledge resources must fit to the context, purpose, skills, time and resources of the users. Aspects of being understandable, with adequate format and length, applicability in practice, completeness to act, time required, format / media, quality of knowledge, timeliness, contextual relevance for the work are considered relevant (among others).

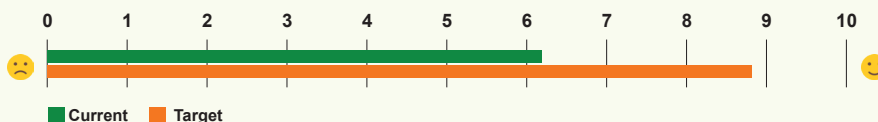
Key findings are as follows:

This works well:

- Resources that are available on the website are useful and applicability is good
- The knowledge resources of ASARECA are useful.
- For scientists, the knowledge is understandable, but not for farmers and extension offices
- Some documents are translated to 1-2 languages and contextualized, but this happens rarely.
- Extension officers try to translate documents but are also limited.
- A growing number of young farmers is quite digital and uses modern technologies.
- Quality of knowledge is high, often arrived at after validation, workshops, peer editing, internal reviews. TIM PS are products of research subjected to validation processes. Materials publicizing Tin* are internally reviewed; external editors often hired.

That should be improved:

- Improve knowledge products
- Content to be more user-oriented, also for extension officers and farmers — last-mile
- Audience analysis and segmentation
- Focus on commercialization, agricultural performance improvement, practices!
- Establish CoPs for smart, user-friendly content production: shorter, (info)graphics, abstracts, tags, toolboxes, glossary, videos, etc.
- Process for maintenance is needed
- Resources to transform research to TIMPs Provide knowledge services
- Consulting, coaching, mentoring, training for KM Increase marketing, awareness building and support
- Promote ASARECKs k-resources more actively
- Provide training/support to better use the KI-Hub Develop knowledge products together with end-users



To summarize, a lot of resources are applicable for a specific group of highly advanced people, including scientists. However, there is a huge gap when it comes to practitioners and stakeholders.

Knowledge Capturing

When new knowledge is created through application or invention, it requires active knowledge capturing efforts, e.g. when a project ends, or after a conference, trainings, mission, after any kind of success and failure. When people leave the organization or a project/network, specific knowledge loss risks occur if knowledge is not captured.

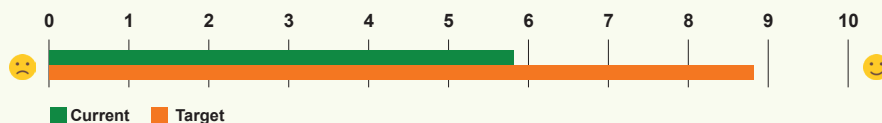
Key findings are as follows:

This works well:

- Staff is rewired to hand over electronic and hard files
- Knowledge is often captured after activities end but a standardized list of products to be captured is needed.
- Minutes, action points, dates of delivery are developed and followed.
- Need to determine how filling and retrieval is done. Knowledge on success is adequately captured in success stories, books, websites, and stored by communications.

That should be improved:

- Knowledge transfer; policy regulated handover/ documentation
- Implement processes to capture knowledge before people leave the organisation
- Install a knowledge transfer procedure to avoid knowledge loss after project funding ends
- Help members and partners to implement such processes as well
- Video capture to be strengthened
- Partnership strategy on dealing with the private sector including k-capture and access
- High-level participants of conferences should apply and disseminate knowledge adequately
- M&E: Learnings should be captured and transferred to practice more actively
- Capturing of indigenous knowledge



To summarize, knowledge capturing processes are established for the secretariat's key functions, but a systematic leaving expert debriefing process shall be established. Capturing processes shall be strengthened on the level of projects, communities and members. ASARECA could recommend Standard Operating Procedures for knowledge capturing.

Managing knowledge

The process of managing knowledge is a meta process including the planning, governing and measuring. It addresses topics like linking KMC with ASARECA's strategic objectives; defining smart KMC targets at individual, unit, and organisational level; assigning tasks and responsibilities clearly for all knowledge processes, leadership and monitoring of knowledge targets, availability of competences and qualifications to manage knowledge and communications.

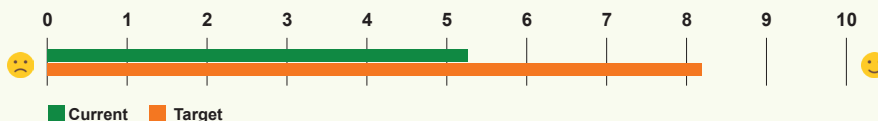
Key findings are as follows:

This works well:

- This KM Assessment is useful and appreciated
- Lot of responsibility is with the secretariat
- KM is anchored in CAADP-XP4 and has funded
- Member states are rich in human resources
- Some countries can act as role models
- K is a key thematic area and contributes to the overall ASARECA goal; However, KMC does not get adequate resourcing, staffing etc., to this end.
- The objectives at the unit level are clear, but limited by resources; individual targets are inbuilt in JDs.
- The responsibility for sharing currently seems to be entirely on the communication unit. Sharing could be made more effective by identifying other roles.
- Leadership for knowledge targets is under the thematic area of Knowledge management.
- Currently, only one mainstream KMC staff overseeing all the KMC, to some extent supported by M&E.

That should be improved:

- Define and integrate KM Approaches
- Define a common KM approach/model for all countries; including methods and tools, governance, measurements, etc.
- Advocate for more resources for KM on the continental and national level
- Strengthen decentral roles and responsibilities of communities and members
- Increase the number of contributors: member representatives and stakeholders, specifically, to address the last-mile
- Qualify members/partners in KM and all related tasks like searching, facilitating, sharing, capturing
- Provide a KM standard to the countries/regions: provide consulting and training support
- Care for sustainability beyond project funding
- CoP for Knowledge Management



To summarize, there is a lot of attention and appreciation for Knowledge Management, but the KMC Approaches among their members need to be consistently defined or aligned, so that within ASARECA targets, roles, processes, measurements, qualifications, are effective. KMC Approaches shall be aligned within the region.

1.8 Summary: Key Gaps

Conclusively, the following 7 overarching gaps that need to be addressed both in the new KMC Strategy and in the new KI-Hub Strategy have been identified as:

i. Implementation gap

The previous Communication and Knowledge Management Strategy (2011) articulated a number of activities categorized into seven sub-themes as below:

- Project Management Information System (PMIS).
- Communications within the Secretariat.
- ASARECA website.
- Document Management System (DMS).
- Database of project data.
- Creation and dissemination of knowledge products.
- Corporate communications.

However, aside from the corporate communications, there was less implementation of a project database, document management system and project management and information system. Thus, making it difficult to assess the efficacy of the proposed actions. ASARECA Secretariat has an intranet system- Microsoft 365 apps (SharePoint, OneDrive) for internal collaboration but this has not been fully explored. In addition, a number of policies to guide Knowledge Management and Communication actions were envisioned, but not developed. These include: (1) Acceptable policy, (2) Social Media Policy, (3) Password Policy, (4) Backup Policy, (5) Remote Access Policy, (6) Network Access Policy, (7) Network Access

Policy, (8) Network Security Policy, (9) Incident Response Policy, (10) Virtual Private Network (VPN) Policy, (11) Confidential Data Policy. (12) Email Policy. These and an *open access policy* to govern sharing of research publications and data can still be developed.

ii. Technology gap

The ASARECA secretariat owns and uses vast technological tools and software to boost its KM and communication processes. However, there are huge disparities among member countries/NARIS ranging from a lack of “infrastructure” to support connectivity, lack of tools and updated software to fit edge-based requirements for knowledge sharing and collaboration to inadequate human resource to implement changes. Likewise, most libraries are not digitalised across especially in the NARIS. On top of this, other technological developments like semantic technologies, AI/ML, mobile communication; automatic translation is still lacking.

iii. Collaboration gap

ASARECA has an overarching role as a facilitator, convener and broker which requires constant collaborations and interaction with member states and like-minded institutions. Among the collaboration means, there have been high level meetings, conferences both offline and physical. These have attracted and linked like-minded institutions, and Development Partners. However, the extension arm into communities like farmers associations, wholesalers, transporters, and other groups is lean. This has led to information gaps since ground realities are not shared

from the host. Lastly, there are no existing Knowledge Sharing Procedures (SOP)/guidelines between the NARIS and ASARECA.

iv. Sustainability gap

The sustainability in knowledge management considers vast themes from knowledge identification, creation and dissemination to attain social impact and economic development. However, there is a continued risk in capturing and wide sharing of knowledge at the secretariat and the NARIS. For example, when program/ projects funding abruptly stopped. This information often sits on someone's computer. Likewise, the role of the NARIS or National Focal Persons in ensuring sustainability in KM especially knowledge sharing and collations is yet clear.

v. Integration gap

KMC Approaches as well as technology, people and processes are presented in the four thematic areas and in the ASARECA organogram, however, the extent of sharing and impact across the regional and continental level is low.

vi KMC Capacity gap

The existing ASARECA organogram places Knowledge Management under the thematic area of Knowledge and Information Management, which also houses the overall Communication, Public Relations and ICT functions, as well as Monitoring and evaluation, which is a close relative to Knowledge management and Communication. The thematic area is managed by a theme leader, who is also the Deputy Executive Director. At the NARIS level,

there are a few KM managers while others have integrated KM roles as part of their work deliverables. Moreover, individuals assigned to KM roles lack qualifications and capacity to perform efficiently as may be. "KM is still a new thing to me," ASARECA can train and mentor us to perform better in this sector," says one of the NFP.

vii. Accessibility and Usability gap

ASARECA is a scientific research organization that ensures continuous knowledge creation and generation inform of research publications, and TIMPS. These resources are easily accessed and used by the NARS, scientists, researchers and high-level delegates as evidenced during the online workshops.

However, most of this content is not user-friendly to a less technical audience like farmers and extension officers. Moreover, language barriers and technical capacity arise as other stumbling blocks to access and usability to achieve the last mile impact.

1.9 Strategic Response to the Gaps

As a strategic response to these gaps, the following key recommendations are provided to guide the implementation of the future Knowledge and Information Hub:

i. Participative Strategy Development:

Plans that are developed jointly on a technical and political level reflect better the real needs and secure the contributions of the partners for sustainable implementation.

ii. Technology Upgrade

There is need to adopt and a fully explore Microsoft office 365 capabilities for internal collaboration like: teams, SharePoint and One drive (cloud support app), yammer/teams chat. To support on external collaborations, the Ki-Hub platform shall be built with an integrated software to support uploading documents, linking to NARS, and providing real time expert needs like the expert live chats and an overall semantic and automated search.

iii. Collaboration shift

Focus on Communities/NARS for most of the key tasks of ASARECA. As an association, ASARECA secretariat can attain huge mile stones through the NARS. These can take on various program/ project actions, design and translate technical information to a lay man understanding, putting in consideration language barriers and applicable channels based on the target audience. Importantly, communities need to be facilitated, mentored, and financed to achieve relevant output spanning earning to innovation.

iv. Sustainability focus

ASARECA needs to assure that knowledge that is created in projects are shared and anchored in the organization before the projects end. This can be done by linking all projects with the Communities of Practice (existing ones or new ones to be created).

These CoPs forma social and technical body of knowledge through their members and the CoP-related documentation. Applying knowledge capturing methods during and specifically at the end of projects are critical to sustain knowledge beyond project funding. Project managers need to address sustainability beyond project funding timely – from the very beginning of the projects.

v. Integration Agenda

Stronger collaboration of the members is a key requirement to achieve more impact – this is at the heart of ASARECA’s identity, but the implementation of Knowledge Management requires full integration on all levels of KM as follows:

Integration of	
1. Knowledge Management Approaches	Targeted, systematic, integrated, ecosystem approach, governance model, measurements.
2. KM Tools	Key tools to be promoted for national, and continental use: dSpace; dGroups; Knowledge Graph.
3. Knowledge Resources	Data, knowledge products, and k-services: integrated, with guiding principles, formats, quality, standards.
4. KM Processes	SOPs for Capturing and Sharing.

Integration of	
5. Communities	Alignment of national, regional, continental, global communities; Application of common standards, methods
6. KM Capacity Development	Training Courses, competency frameworks, KM Community; mutual support; complementary strengths.
7. Knowledge Eco-systems Approach.	Agricultural Knowledge Agenda; Knowledge Partnership; KM Conferences; KM Education and Research.

vi. KMC capacity development

Provide a comprehensive capacity development program for KM and develop common methods and tools; establish a KMC Community of Practice; develop national knowledge partnerships for agricultural development.

vii. Inclusive Knowledge Content Development

Foster an approach which includes the end-users in the development of the content; form Communities for content development; Include extension officers, farmers and others on the last mile in the Communities.

02

Key Components informed by the KMCS Assessment

2.1 Introduction

The KMC Assessment has identified numerous strengths, but also seven major gaps to which this Strategy needs to respond. The overall response to the gap is as follows:

Put into key measures, seven (7) KMC components have been identified, and these a priority focus in the coming years. The components have been informed by the various stakeholder needs assessment, their potential to provide synergies with ongoing program activities, and their contribution to ASARECA's overall mission and goals. The seven components are shown in the Table below. Some directly match one of ASARECA's four main themes, while others cut across the themes as shown. The sub-themes are summarized below, while the implementation plan gives details of each of the activities that they comprise. The seven (7) components for the KMCS are listed below:

i. Enhanced internal communications and knowledge processes

- a. Internal knowledge sharing and communication
- b. Documentation
- c. Knowledge capturing

ii. Enhanced external communication and knowledge sharing

- a. Website meeting knowledge needs of ASARECA's stakeholders
- b. Knowledge Services – knowledge with a human interface
- c. Developing multimedia knowledge products and smart ICT Apps
- d. Social Media- and web-based communication
- e. Media and stakeholder communication

iii. Facilitated Communities and events

- a. Communities of practice for outreach, engagement & learning
- b. MS Teams for focused working groups and collaboration in projects
- c. Event and process design, facilitation and reporting

iv. KMC Capacity and Support

- a. Trainings in KMC
- b. Coaching and support in KM to members and projects
- c. Community of KMC focal points

v. Knowledge Leadership

- a. Strategy communication, awareness creation
- b. Recognition – Award program
- c. National knowledge agendas and partnerships

vi. Knowledge and Information Hub (see KI-Hub Strategy)

- a. Repository for knowledge products of ASARECA, members and stakeholders for improved knowledge resource production, storage, integration, and accessibility
- b. Clearing House for the quality-controlled integration of knowledge resources of members and AR4D Partners
- c. Collaboration Platform for Communities of Practice
- d. Artificial Intelligence Solutions based on a knowledge graph

vii. Dynamic Social Media Engagement Strategy

- a. Personnel to lead social media strategy implementation.
- b. Social media strategy and plan (clear goal and objectives).
- c. Establish vibrant online presence.

Component 1: Enhanced Internal Communications and Knowledge Processes

Internal communication and knowledge processes included tools and processes responsible for **effective**

information flow and collaboration among participants within an organization. Good internal communication is vital in keeping employees informed about what is going-on in an organization in a way that not only facilitates their work, but also gets them involved and invested in the bigger picture. To be more effective it should be a two-way flow between management and staff not just top-down in order to maximize input and engagement. Enhanced internal communications and knowledge processes will be achieved through the following activities:

Sub-Component 1.1: Internal Knowledge Sharing and Communication

In any given organization, staff can only perform well if they have a shared understanding of the organizational vision and goals, and keep abreast with its on goings. Resultantly, staff actively contribution to organizational knowledge and communications. To facilitate this smooth flow of communication and knowledge, there is need for build systems and policies, well integrated in daily duties.

Such systems include a good Intranet with features such as: document sharing; storage of corporate documents like forms and mission reports; shared calendars; and co-creation of documents like work plans and reports through a shared template. ASARECA has an intranet service offered through Microsoft Office 365, but has not fully explored all supportive apps to efficiently share knowledge. Rolling out the system would require staff and training; streamlining intranet use into daily

work operations and creation of policies which not only guide staff on what to do (user policy), but also safeguard the organization from risks posed, in this new open and distributed way of working (privacy policy, risk management for data and software systems policy). Implied in this activity is the need to foster a culture of knowledge sharing and open communication that should be modelled by top management.

Action 1.1.1: Implement the intranet for staff collaboration and knowledge sharing.

Action 1.1.2: Create policies governing internal communications.

Action 1.1.3: Train staff in new sharing and communication tools.

Action 1.1.4: Foster culture of communication and knowledge sharing.

Action 1.1.5: Continually review and integrate new collaboration tools and features to the Intranet (yammer, Microsoft Teams chats).

Sub-Component 1.2: Documentation

ASARECA's programs and project activities result in numerous and varying types of publications, both as direct outputs for example research papers or in fulfilment of contractual obligations, for example progress reports. Especially for publications that are shared outside the Secretariat, care needs to be taken to ensure that they are appropriately packaged to meet reporting requirements, meet branding and quality standards, respect copyright rules, and add value to the target audiences to which they are disseminated.

The lead coordinator for this activity will be ASARECA's Technical Communications Officer, a position that exists and should be maintained. His role will be to support projects and programs to ensure that their publications conform to standard requirements, add value to the region. Additionally, He can give an analytical regional perspective to the research outputs. In line with the subsidiarity principle so that ASARECA does not duplicate national efforts which are the domain of NARIs, but rather fill in the gap by focusing on providing a regional perspective through conducting region-wide studies or analyses with information culled from stakeholders and other reputable knowledge sources. Selected critical publications can be translated to all ASARECA's official working languages and repackaged for wider dissemination. Publication guidelines for use by the Secretariat program units were developed, but should be reviewed to ensure conformity with the new Knowledge and Communication Strategy.

Action 1.2.1: Coordinate technical publishing and dissemination.

Action 1.2.2: Review publishing guidelines to ensure alignment with new KMC strategy.

Action 1.2.3: Support project and program publishing activities.

Action 1.2.4: Launch ASARECA Regional Technical Report Series.

Action 1.2.5: Disseminate publications via the ASARECA website and KI-Hub.

Action 1.2.6: Coordinate translation and repackaging of critical documents for dissemination.

Sub-Component 1.3: Knowledge capturing

Not all knowledge at ASARECA exists in a tangible form such as reports, publications or data. A considerable amount of knowledge/information necessary for ASARECA's effective performance is held in a tacit form in the minds of individuals, organizational processes or artifacts. In this format, knowledge may not be readily available or might even be lost if no deliberate efforts are made to capture and transfer it to individuals or business units that need it. Knowledge capturing will focus on the process of converting knowledge held in tacit form into an explicit form. Key mechanisms to encourage tacit knowledge transfer include: creating a culture of knowledge sharing (breakfast/lunch talks); providing incentives to encourage knowledge sharing; and creating opportunities to share. Activities like employee hosted seminars about work experiences, creation of platforms for internal discussions, setting up Frequently Asked Questions (FAQs) and lessons learned databases, documentation of employee experience in blogs and practice papers can support capturing of tacit knowledge. These can then be made available for posterity so that the organizational memory is not lost.

Action 1.3.1: Setting up a staff blog. (Blogs can be termed as digital diaries, inform of a social media tool for organizational internal collaboration and with potential consumers).

Action 1.3.2: Establishing a lesson learned database (LLDB). This is a system used to capture information from staff. One can timely contribute immediate lessons learnt and can be applied during future planning.

Action 1.3.3: Launch ASARECA Working Document Series or Practice Papers.

Action 1.3.4: Train staff in tools and techniques to capture tacit knowledge.

Action 1.3.5: Introduce participatory staff seminars.

Action 1.3.6: Institutionalise exit interviews for departing staff.

Action 1.3.7: Annually update the Flagship book ASARECA at 25 years to update key achievements.

Component 2: Enhanced External Communication and Knowledge Sharing

This sub-component is about the transmission of information and knowledge between ASARECA Secretariat and its stakeholders both within and outside the Association. These include the National Agricultural Research Institutes, development partners, policy makers, the broader AR4D community in the region and society at large.

External communication and knowledge sharing entails any information either about ASARECA, its services, or products like new agricultural technologies and should be well thought out so that appropriate products and channels are used to reach the different target audiences effectively. Existing products and channels, include face-to-face meetings, print publications, and electronic communication such as email, websites, social media, and electronic newsletters and, lately, online conferencing, but a survey has shown that not all are effective or preferable. External communication activities adopted will thus reflect the suitability of the different approaches.

The principal purpose of external communication and knowledge sharing at ASARECA is twofold: 1) to ensure that ASARECA outputs are widely disseminated for adoption and 2) to enhance ASARECA's visibility and credibility among its stakeholders across the region. Dissemination of outputs facilitates adoption for impact, while a positive image for ASARECA is a critical strategy for mobilizing resources and attract partnerships for implementation of its strategic plan.

Sub-Component 2.1: Website meeting knowledge needs of ASARECA's stakeholders

Currently the ASARECA website plays a pivotal role in external communication from the Secretariat. It is the primary interface through which the public accesses information about ASARECA and its knowledge products. A recent review of the website showed that, overall, stakeholders were happy with the website and its contents, it was easy to use, and it ranked highly in search engines. However, there is need to: integrate translation features for French and Arabic, integration of social media to increase content reach, to drive traffic to the site. Operationalizing services such as the contacts directory and document libraries, publications, TIMPS database shall be upgraded and moved to the newly developed ASARECA KI- Hub platform to boost sharing of resources, and new content from those platforms, and aggregating different types of content under the thematic areas. Going forward, the website will continue to play its role as a major dissemination route to various target audience.

Continuous website updating is important and could be decentralized to the various program units to manage the load. Some other aspects like updates from social media can be automated using algorithms. For monitoring and continuous improvement of the website, ASARECA should sign up for analytical tools like Google Analytics for analysis of reach and use.

Action 2.1.1: Refresh the design of the ASARECA website, integrating recommended features.

Action 2.1.2 Review workflows and establish guidelines for updating the website.

Action 2.1.3: Train key staff on how to update the website.

Action 2.1.4: Website updated by Secretariat staff.

Action 2.1.5: Monitor and review the website.

Sub-Component 2.2: Knowledge Services – knowledge with a human interface

ICTs are a strategic means of delivering knowledge services, however not all knowledge services can be delivered effectively without a human interface. Human-to-human interaction is important for effective communication, trust building and tacit knowledge transfer although a lot of it is still mediated by technology. With the ongoing COVID 19 pandemic that has made face-to-face meetings a challenge, ASARECA has increasingly adopted technology mediated human-to-human knowledge services like webinars in order to share information with its stakeholder via services like Zoom Meetings. Such services need to be rolled out wider in ASARECA's modus operandi as it is

cheaper in the long-run and creates new opportunities for knowledge sharing and access. ASARECA should also take the lead in supporting its key stakeholders to make use of these services via trainings and facilitate acquisition of the minimum ICT infrastructure and connectivity.

Action 2.2.1: Host online events for knowledge exchange and learning.

Action 2.2.2: Provide platforms for stakeholders to share knowledge.

Action 2.2.3: Broker knowledge connections between stakeholders.

Action 2.2.4: Build capacity of stakeholders in using the various knowledge services.

Sub-Component 2.3: Developing multimedia knowledge products and smart ICT Apps

Although some knowledge products are still produced in traditional forms like print, increasingly agricultural research organizations are adopting new forms of packaging content that makes it more attractive, easier to digest and convey the message better. It has been said that a picture is worth a thousand words, and one minute of video worth 1.8 million. ASARECA should thus harness the power of new forms of content like video, mobile applications (apps), podcasts, interactive books, in order to increase use and effectiveness of their knowledge products particularly among its youthful audiences who are less fond of plain text than previous generations, have a shorter attention span, but are tech-savvy (faster at technology). ASARECA partners

like CABI, through its Plantwise app and KALRO have already experimented with mobile apps, with notable success. On its part, KALRO has developed an impressive 32 apps, most of which are commodity specific. Based on these experiences, the time is ripe for ASARECA to experiment with this new tool as well. The entry point could be first mapping out the various apps that exist for agriculture in the region and based on its findings, develop a new one to fill the gap or aggregate content from the various apps.

Developing a new app can be done by way of a Hackathon involving young people or students. Other partnerships to explore for creation of new content are Access Agriculture whose strength lies in making multilingual farmer videos; and Farm Radio International for radio scripts.

Action 2.3.1: Carry out a study on the various apps available for agriculture in the region.

Action 2.3.2: Organise a Hackathon to develop a signature app for ASARECA.

Action 2.3.3: Transform the ASARECA Annual report into an interactive digital publication.

Action 2.3.4: Partner with content providers to create multimedia content.

Action 2.3.5: Build capacity of national partners to create multimedia content.

Sub-Component 2.4: Media and stakeholder communication

As a regional convener in Agricultural Research for

Development, it is important for ASARECA to increase its visibility, become well-known and respected in the region. This can be made possible through media and stakeholder communication where ASARECA's mandate and results of its work are made known. A positive image of the association reassures its membership and makes it more attractive for partnership and investment. This component of the Knowledge Management and Communication strategy includes both activities that increase ASARECA's visibility as well as engagement with stakeholders, the media and general public to disseminate its research outputs and support its advocacy efforts in advancing the goals of AR4D in the East and Central African Region.

A survey carried out among member states and partners showed that although ASARECA is a well trusted and respected institution that is relatively well known within the agricultural research sector of the various countries in the region, it is far from being the go-to resource for knowledge on AR4D in the region. That position is dominated by international research institutions and a few national research organisations.

ASARECA should thus strive to strengthen its brand in the region and enhance dissemination of its knowledge products. Although this role will principally be coordinated by the Corporate Communications Officer at the Secretariat, ASARECA Board Members, Top Management, senior staff and partners in the member countries all have a role to play in promoting the organization and its products while harnessing the power of mass media channels.

Action 2.4.1: Develop a press kit for information on ASARECA.

Action 2.4.2: Develop and maintain a regional database and network of media contacts.

Action 2.4.3: Launch a blog for ASARECA to publish internal news and guest articles.

Action 2.4.4: Produce an e-newsletter on a monthly or quarterly basis.

Action 2.4.5: Curate the most important news into a news digest.

Action 2.4.6: Organise awareness events for media.

Action 2.4.7: Run Media bursts and campaigns yearly.

Action 2.4.8: Publish pieces for mainstream media.

Action 2.4.9: Undertake media monitoring at a national, regional and international level.

Action 2.4.10: Train researchers and key stakeholders to engage and work with media.

Action 2.4.11: Participate at strategic events that can guarantee media mileage.

Action 2.4.12: Apply and review branding guidelines in all ASARECA spaces and products.

Action 2.4.13: Undertake special projects to generate media interest.

Component 3: Facilitated Communities and Events

Who is ASARECA? It is not only the Secretariat, but also the community of member states. Of these states includes: National Research Organisations, ministries and stakeholders that aim at a knowledge-based and innovation-driven agriculture in the Eastern and Central Africa. The members and stakeholders are the

real carriers of knowledge, the Secretariat's key roles are convening, facilitating and brokering knowledge. In the past, it has been strong in convening on a higher level among member institutions, but with the growing amount and specialization of knowledge, collaboration has to be strengthened on the level of researchers and farmers, officials and educators, extension offices and other value chain practitioners. The mere convening of high-level representatives cannot substitute the cooperation on a practical, technical level. Communities of Practice are therefore paramount to make use of the richness of knowledge of the members and partners.

The concept of Communities of Practice is decades old and it can be understood easily in principle. However, the practical implementation and facilitation of a vital, strategic, trustful, impactful CoP is an art. It requires facilitation, excellent communication and networking, provision and maintenance of technical platforms, and skills to mobilize a community towards outputs and impact. Wherever, it happens successfully, creativity is unleashed, solutions for practical problems are found, new knowledge is captured and shared quickly, knowledge loss is mitigated, and friendship, trust and mutual support is created. One is not alone, but with others. Together achieving more.

The establishment and excellent facilitation of CoPs is therefore an essential element in the Knowledge Management and Communication Strategy and requires full attention and support of the Management.

Sub-Component 3.1: Capacity Building in Facilitation and CoP of Facilitators

To establish Community of Practices (CoPs) is easy but to make them strong and productive is more demanding. It can be learnt, and it has to be learnt - not only a few facilitators in the secretariat, but by a network of excellent facilitators in all member countries, who can establish and maintain CoPs on regional level and also on national or local level.

The need for communication and collaboration finally is not a regional challenge alone, but also a national challenge. A Community of Facilitation Practitioners with at least 5 representatives of each country shall be formed, educated and empowered on how to build, train, lead and sustain CoP. Call it "Training the trainer" whose effects will trickle down to national organisations, associations and small farmer groups.

This number will initially enable the NARIS to facilitate their regional communities at least with two people, have substitutes, and facilitate also internally. If a person leaves, there is still competences available. The number shall progressively increase.

The CoP shall be supported with guidelines, trainings, expert support and coaching. The secretariat (KIM) shall act as a competence centre for the development of facilitation skills, develop capacities and offer services in event and process design, facilitation and reporting.

An example of a process – as used in many organizations – is shown in the figure below:

CoP described as a process

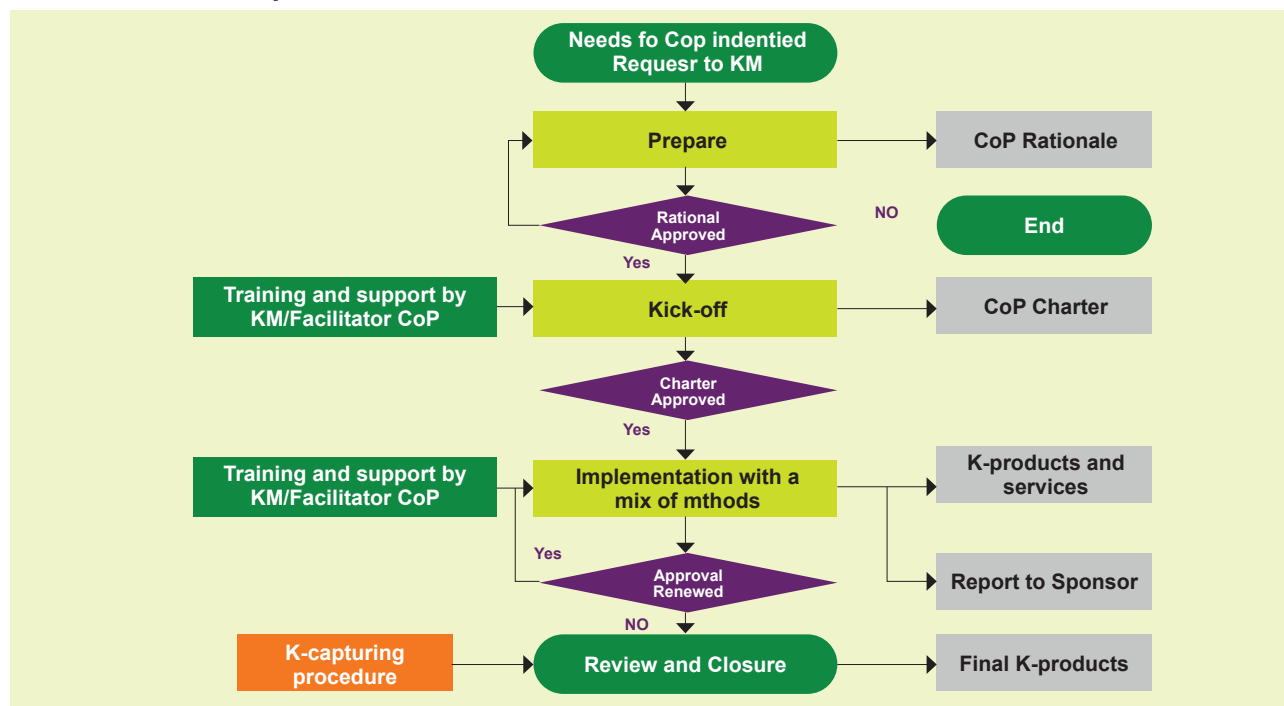


Figure 3: Communities of Practice as a Process (Source: www.knowledge.city)

The Team of Facilitators shall immediately start implementing the CoPs on key topics relevant for ASARECA, like for example agricultural topics like e.g. “post-harvest loss”, “foresight and emergency response”, or “Integrated Water Data Management”, but equally topics related to the advancement of the knowledge ecosystem “last mile”, “extension services”, “knowledge management”. Easily, a number of 30-50 CoPs could be initiated within 1-2 years addressing key thematic areas.

Existing informal relations/networks/communities/

working groups shall be further developed to reach the level of a mature community of practice.

CoPs shall be managed, be based on a rationale/ charter, follow strategic targets, be transparent and inclusive, professionally facilitated, produce user-oriented knowledge products and knowledge services, be mentored by a manager (ASARECA or NARIs), have secured necessary financial resources to operate, use adequate technologies for communication and collaboration, and report on a regular basis.

From loose relations...

- Spontaneous, individual, regional limits
- Low transparency of capacities and needs
- Informal, missing rules
- Sustainable commitment low
- Mostly bilateral relations
- Low methodological diversity
- Missing technical support
- High variety of knowledge products
- Occasional, scattered meetings
- Weak financial commitment
- No facilitation, no targets, unmanaged

...to a professional community

- Strategic, organizational, international
- Increased transparency of the market and broader collaboration
- Facilitated dialogue with clear rules
- Balanced inputs and benefits
- Primarily multilateral and comprehensive
- Blended activities for knowledge sharing
- Professional tools for k-sharing
- Common knowledge products
- Continuous collaboration
- Adequate, shared financial commitment
- Facilitated, agreed on targets, managed

Figure 4: From weak relations to professional communities (Source: knowledgecity)

This will strengthen mutual understanding, collaboration, co-creativity, sustainability, usability, and outreach to finally achieve more in agricultural development.

Action 3.1.1: Develop guidelines, training concepts, learning resources for facilitation.

Action 3.1.2: Establish a CoP for Facilitation with about 5 facilitators per country.

Action 3.1.3: Regularly facilitate and further develop the CoP.

Sub-Component 3.2: DGroups for outreach, engagement & learning

International Communities of Practice require technology to collaborate, to communicate, to capture experiences, share knowledge resources and deliver

knowledge services. DGroups is one of the most commonly used tools for CoPs, although their potential is not always used fully (due to lack of facilitations capabilities and capacities). Since other continental partners, like FARA and CCARDESA are using DGroups and an integrated approach will significantly help to strengthen collaboration, it is recommended to foster DGroups for community work? This can link from the website (Knowledge Hub) to DGroups, content that is produced in Communities can be captured in DGroups but shall be transferred to DSpace for wide, common use.

Action 3.2.1: Installation of DGroups and Capacity Development.

Action 3.2.2: Technical initiation of CoPs and regular review/technical adjustments.

Sub-Component 3.3: Event and Process design, Facilitation, Reporting and Dissemination

Events like conferences, meetings, workshops, trainings, hackathons, knowledge camps, conferences, and other common or innovative formats play a vital role in the creation and integration of knowledge. Event and process design shall provide guidance and recommendations to the CoP (Facilitation) to make the best of events. Active facilitation and reporting at events are a core competence and should be implemented at high level, participative, productive and impactful. Reporting and knowledge dissemination shall guarantee that the intended users will receive the results in a way/format that they can use.

Action 3.3.1: Event and process design.

Action 3.3.2: Providing facilitation, reporting and dissemination as a Service.

Component 4: KMC Capacity and Support

As a knowledge hub, ASARECA is managing knowledge on a regional level, while NARIs have a comparable responsibility on national levels. They have already or are in the stage of developing Knowledge Management concepts and capacities for the implementation. ASARECA can and should play a leading role in developing these capacities in Knowledge Management and support the implementation. A common approach to Knowledge Management, as well as aligned methods, tools, concepts and formats will be beneficial for collaboration and knowledge sharing. This component

includes a set of complementing activities to support members in taking responsible action as a Knowledge Hub in their countries.

Sub-Component 4.1: Trainings in KMC

Trainings are an essential element in developing a common understanding of KM and learning the theory and practice of KM from experienced experts and practitioners.

A training program shall be developed and offered to the members addressing the fundamental concepts, essentials methods and approaches as well as advanced tools and applications. A five-days training course – including a 1-day training on Basics, a 2-days training on essential methods and approaches and a 2-day training on advanced tools and applications, should provide a solid entry point to equip the KM focal points with competence in KM.

A Certification of the Qualification Program in cooperation with an experienced Training Organization, should be envisaged. The Knowledge Management Academy would welcome such a cooperation. Additionally, ASARECA could play a driving role in anchoring/strengthening Knowledge and Communication Management in existing agricultural educational programs.

Action 4.1.1: Design the training program.

Action 4.1.2: Promote and implement the training programs.

Action 4.1.3: Anchor KM in existing educational programs.

Sub-Component 4.2: Coaching and support in KM to members and projects

The implementation of Knowledge Management in Practice requires usually additional support. ASARECA could form a team of consultants and experts, who can coach the KM focal points and support them in critical situations. This service could also be offered to other stakeholders, who play a critical role in the agricultural knowledge ecosystem, like associations, ministries, universities, etc. This service should probably not be free, but provide additional value through proven experiences with consultants, who understand the needs and specific challenges in the agricultural sector.

Additionally, Knowledge Management play an increasing role in many programs and projects. ASARECA can provide guidance and methodological support in the implementation of such components and requirements, aligned with the overall concepts of the agricultural knowledge ecosystem. This kind of support could include the development of a KM Tool-Box including standard operating procedures, templates, guidelines, best practices or learning material.

Action 4.2.1: Develop consulting and coaching methods and form a group of consultants/coaches.

Action 4.2.2: Implement KMC coaching and consulting activities.

Sub-Component 4.3: Community of KMC focal points

Communities of practice are a key concept in Knowledge Management and Communications. While facilitating and

enabling communities of practice in agricultural thematic areas, they need support, sharing of experiences and peer learning themselves in the field of Knowledge Management. The establishment of a Community of Practice for Knowledge Management and Communications experts is therefore a natural and important activity. All KMC focal points should be actively invited and encouraged to become members of this community, share experiences among each other and by doing so learn how to facilitate communities in the most effective way. Facilitation includes numerous challenges, spanning from creating a common vision, rationale and charter, mobilizing people to actively contribute, secure resources, mastering technical issues, intercultural challenges, create user-friendly outputs, and much more. The best way to learn it, is to do it in a Community among peers.

ASARECA's KIM team should be the initiator and facilitator of this Community and thereby drive and integrate a regionally consistent and integrated KM Approach.

Linking up with international KM Communities: It is highly recommended to actively join international Knowledge Management Networks, like the Knowledge Management for Development Community (www.km4dev.org) and the Knowledge for Development Partnership (www.k4dp.org) to have a regular exchange with experts and practitioners and receive inputs from outside. The K4DP Open Space can provide a virtual space for Knowledge Managers specifically in the Agricultural sector of Africa.

Action 4.3.1 Establishing a KMC Community of Practice (CoP).

Action 4.3.2 Ongoing Facilitation of the Community.

Component 5: Knowledge Leadership

The transformation of societies into knowledge societies in general and the transformation of the agricultural sector – highly characterized by subsistence farming – requires an excellent understanding of knowledge management and the knowledge ecosystems combined with strong leadership and communication, acting as role models and committing organisations and communities to a new way of working. TOP-Executives play a leading role in this process and this component should address the collaboration with such personalities, strengthen them in their activities and introduce concepts and approaches to advanced knowledge ecosystems.

Within the secretariat, knowledge leadership includes the anchoring of roles and responsibilities of knowledge in the job descriptions and performance reviews of all knowledge workers/current staff.

Sub-Component 5.1: Strategy communication, awareness creation

The first sub-component addresses the communication aspect on management-level of ASARECA itself, and also of the member organizations. If KM Approaches should be aligned, national KM focal points to be strengthened, national knowledge agendas developed, then these new ideas and concepts should be communicated actively and widely. The format of ‘Knowledge Talks’ is one recommended format to reach out to provide TOP-Executives the opportunity to share their views, commit themselves and their organizations publicly

to knowledge-based agricultural development and lead as role model. Knowledge Talks can be face-2-face or online, however staff should capture videos to disseminate widely in the countries and communities. Experts and TOP-Executives together can provide the credibility and power to drive societal change.

Additionally, Community of Practice could be established for leaders as a “think tank” to;

- Act as role models working in communities themselves,
- Better understand the challenges and mechanisms of CoPs,
- Share insights, visions, challenges, and communicate strategies,

It would be recommended that this is done like other Communities as well and supported/facilitated by KIM.

Activity 5.1.1 Planning Knowledge Talks

Activity 5.1.2 Implementing and producing Knowledge Talks.

Activity 5.1.3 Disseminating Knowledge Talks.

Sub-Component 5.2: Recognition – Award program

Knowledge workers contributing to the common values of ASARECA e.g. in Communities of Practice, participating in knowledge sharing events, providing feedback and ideas, often are driven by vision and passion. However, recognition counts a lot. This can include mentioning contributions or achievements in the media and newsletter, inviting somebody as a

keynote speaker or recognizing achievements with an award. The KIM unit should develop an Award program that acknowledges a) small contribution of many contributors, for instance for actively participating in communities, with a virtual award provided digitally to the many receivers and b) more significant contributions with a physical award handed over on the occasion of an event by the TOP-Management of ASARECA.

Activity 5.2.1 Award program development.

Activity 5.2.2 Award program implementation.

Sub-Component 5.3: National Knowledge Agendas and Partnerships in Agriculture

The KMC Assessment has clearly revealed that the knowledge flows in the national and local knowledge ecosystems are among the key success factors in the sector. As indicated in figure 1, academia, business, politics, media, NGOs, and development partners form a system with numerous dependencies and relations. The relations are multidimensional, often they do not work well due to a lack of communication and mutual understanding. The development of knowledge ecosystems require: management like also organizations do, common targets and values, and communication structures, and active involvement for the implementation.

Although this field is complex and no ready-made recipes are available, there are promising approaches, which can guide the advancement of agricultural

knowledge ecosystems. The formation of “agricultural knowledge partnership” and the orientation towards a “knowledge agenda for agriculture” is recommended as two key instruments fostering communication and cooperation on the one side, and orientation and coordination on the other side.

However, national realities need to be reflected and existing initiatives should be strengthened instead of overruled. Therefore, a tailored and adjusted approach in each country is recommended and advisable.

This process should be led by the Ministries for Agriculture and facilitated by the NARIs. Stakeholders should be convened on a regular basis. The national Knowledge Partnerships should support the dissemination of knowledge products and services resources in the ecosystem through an inclusive approach – comparable to what ASARECA should do on the regional level. National thematic communities (e.g. last mile, value chains, women/youth, etc.) should be fostered – comparable or even aligned with ASARECA’s communities. National KM capacities development of national partners (public and private) shall be fostered through the national knowledge partnerships.

The Knowledge Partnerships need to be facilitated on a continuous basis and have a solid structure. An Award programme shall be installed also on a national level. The Process could look as follows, but requires tailoring and adjustment:

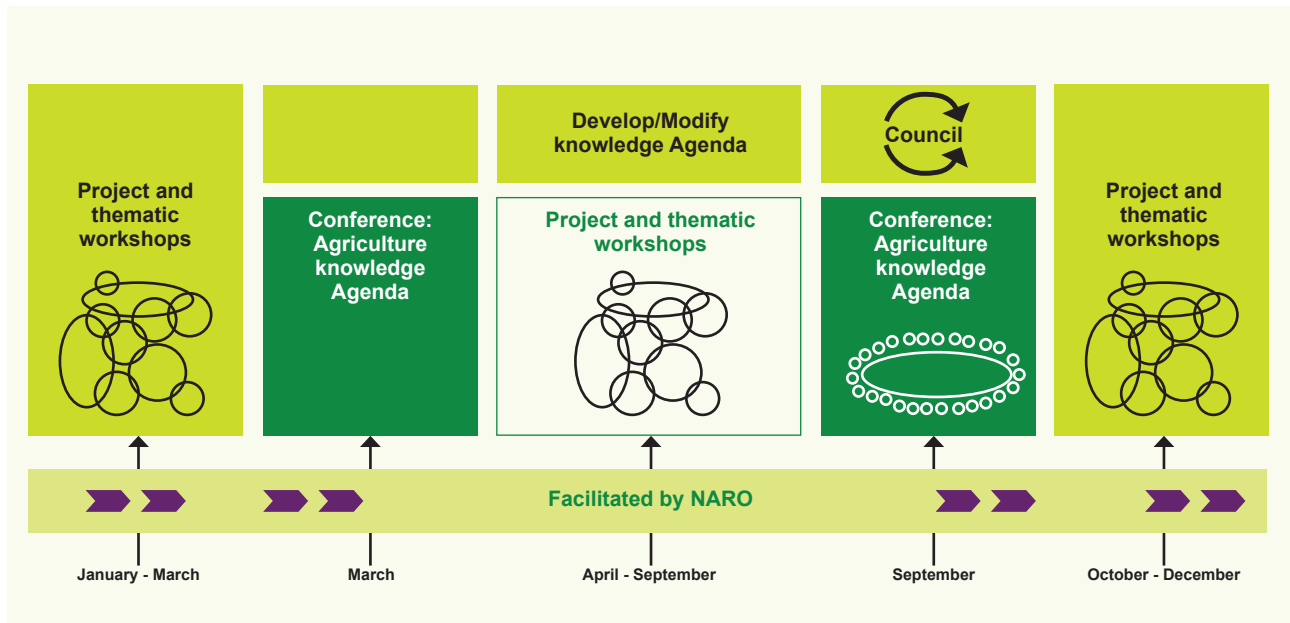


Figure 5: National Knowledge Partnership Process

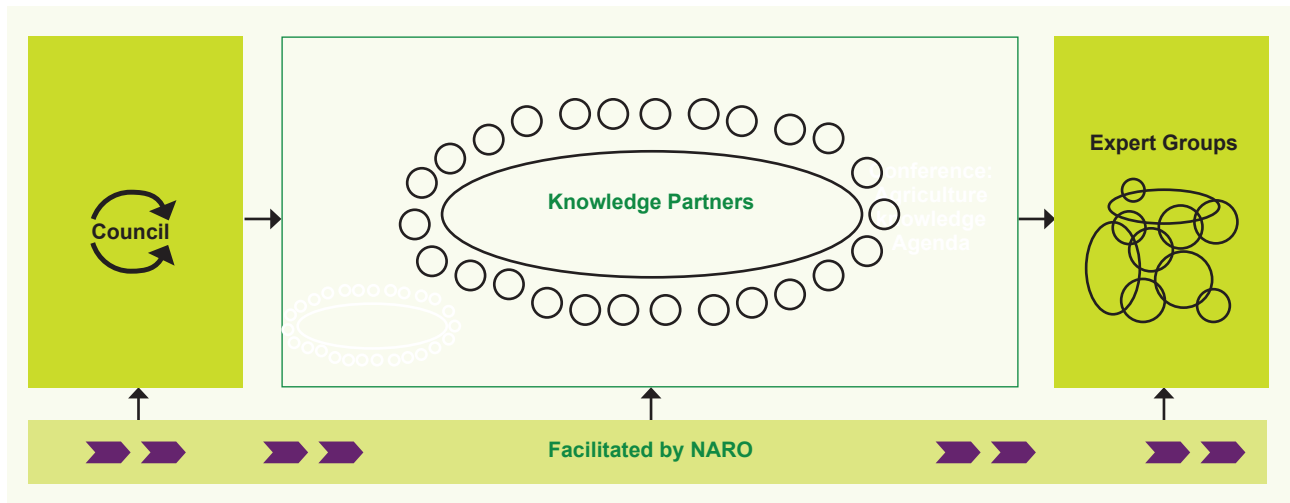


Figure 6: National Knowledge Partnership Structure

Knowledge Management Conferences in the countries will create more awareness and understanding of KM on a wider societal level. Considering that agricultural sector is the biggest and leading sector in all African countries, it should play a leading role in addressing KM and promoting KM Conferences on national level.

Activity 3.1 Develop National Agricultural Knowledge Agendas.

Activity 3.2 Form National Agricultural Knowledge Partnerships.

Activity 3.2 Facilitate A National Agricultural Knowledge Partnerships.

Component 6: Knowledge and Information Hub (see KI-Hub Strategy)

The development of a Knowledge and Information Hub is critical in a Knowledge Management and Communication strategy, as it forms the technical foundation for most activities. The website is an essential platform, which informs relevant developments, an essential platform for knowledge services, links to the communities of practice or to external partners. However, the website, currently operating on Drupal, does not provide the functionalities of a knowledge hub that is to integrate the knowledge resources of ASARECA and of its members in a performative way. Therefore, a new IT-Architecture for the KI-Hub is proposed, including a repository for knowledge resources, dynamically linked with NARIs and AR4D partners.

To create the best value from the knowledge products, a taxonomy, ontology, and knowledge graph is recommended as a mid- or long-term investment, forming the basis for Artificial Intelligence solutions in the future.

Since these are subject to the KI-Hub Strategy, they will not be further detailed in this KMC Strategy.

Sub-Component 6.1: Establish ASARECA Space (see KI-Hub Strategy)

A repository for knowledge products (publications, TIMPS) of ASARECA, members and stakeholders for improved knowledge resource production, storage, integration, and accessibility.

Sub-Component 6.2: Establish a Clearing House for the quality-controlled integration of knowledge resources of members and AR4D Partners (see KI-Hub Strategy)

Form a group of experts who define and implement processes and standards for the integration of knowledge resources of members and AR4D partners, ensuring the quality of the content.

Sub-Component 6.2: Implemented Collaboration tools (see KI-Hub Strategy)

Develop a platform within the KI-Hub for Communities of Practice, promoting participation in the CoPs. Linkages to various CoP-Platforms can be created. A preferred technology partner (e.g. DGroups Foundation) can be selected for CoPs initiated and facilitated by ASARECA.

Sub-Component 6.3: Artificial Intelligence Solutions based on a knowledge graph (see KI-Hub Strategy)

Proposing the development of an advanced taxonomy, ontology and knowledge graph for semantic search, recommender systems, and other advanced Artificial

Intelligence Solutions. The purpose is providing quick and tailored user needs during a single search. For example, A Farmer in Eritrea can get the most update research or innovation in his country and linked to the nearest expert in his home area.

Component 7: Dynamic Social Media Engagement

More than half of the world now uses social media. This is about 3.96 billion people as active social media users out of 4.57 billion global internet users. Of which, 99% social media users access it via mobile phones thereby driving demand for institutions to invest in mobile first platforms verse mobile friendly platforms to meet the increasing user demands. There are many social media platforms in existence, but the most popular ones include Facebook, Twitter, Youtube, WhatsApp, Instagram, LinkedIn, Snapchat and Pinterest. It is no doubt that the use of social media has rapidly evolved in the recent past.

Previously, regarded as a platform for social interaction among the youth, today, social media is used by Presidents worldwide, including in the East and Central African region, to communicate official information to the public. The research and development sector has not been left out, with social media now widely being used for research communication and stakeholder engagement.

Leveraging on social media will this be central to achieving ASARECA's KMC goals and will play a key role by ensuring the widespread and timely dissemination of relevant knowledge and information

to its stakeholders. Social Media is also seen as a cool way of demonstrating impact, sharing knowledge, gaining insights and positioning institutional brands especially among the youth. It is thus hoped that its deployment will increase ASARECA's reach and build its reputation among the youth.

The overall goal of the social media engagement shall be to increase external regional and global knowledge and awareness of ASARECA's work among its stakeholders through innovative platforms that inspire timely, targeted and accurate dissemination of information.

The following shall be the strategic objectives:

- To develop a consistent and vibrant social media presence that communicates the values and spirit of ASARECA
- To increase engagement, visibility and credibility of ASARECA's work in its geographical area of operation and beyond
- To increase traffic to ASARECA's online platforms like the website and Knowledge Hub

Sub-Component 7.1: Personnel to lead social media strategy implementation

In order to effectively implement a robust social media strategy, there is need to assign responsibility to a specific staff member. As this role requires considerable time commitment and would not be effectively executed if annexed to another full-time staff position it is recommended that a Communication Assistant in charge of Social Media be recruited for this purpose. Below is the summary job description for the position.

Job Title	Communication Assistant (Social Media)
Supervisor	<ul style="list-style-type: none"> ■ Knowledge and Information Management Theme Leader
Job summary	<ul style="list-style-type: none"> ■ To create and administer content on all social media platforms so as to build an audience and ensure customer engagement. The Specialist also monitors site metrics, responds to reader comments, produces social media reports and oversee creative design.
Key responsibilities	<ul style="list-style-type: none"> ■ Develop, implement and manage the social media strategy ■ Define social media Key Performance Indicators (KPIs) ■ Create and oversee social media content ■ Measure the success of every social media campaign ■ Stay up to date with the latest social media best practices and technologies ■ Use social media marketing tools such as Buffer, Hootsuite, and Keyhole ■ Work with copywriters and designers to ensure content is informative and appealing ■ Monitor search engine optimization (SEO) and user engagement and suggest content optimization ■ Communicate with industry professionals and influencers via social media to create a strong network ■ Provide Monthly Social Media Reports to management
Education	<ul style="list-style-type: none"> ■ Bachelor's degree in Communications, Marketing or other relevant field
Experience	<ul style="list-style-type: none"> ■ 5 years' experience as a Social Media Specialist or similar role that includes using social media for brand awareness and impressions ■ Excellent knowledge of popular social media platforms like Facebook, Twitter, Instagram and social media best practices ■ Understanding of Search Engine Optimization and web traffic metrics ■ Experience conducting audience persona research ■ Good understanding of social media Key Performance Indicators (KPIs) ■ Familiarity with web design and publishing
Additional skills	<ul style="list-style-type: none"> ■ Excellent multitasking skills ■ Critical thinker and problem-solving skills ■ Team player and Good time-management skills ■ Great interpersonal and communication skills

Action: Recruit a Communications Assistant in charge of Social Media

Sub-Component 7.2: Social media strategy and plan

Effective social media engagement should be guided by a detailed strategy that specifies the platforms to be used, together with a content plan that connects with ASARECA's work plan as well as with events in the network and AR4D development sector as a whole.

The primary responsibility for content creation and dissemination will lie with the ASARECA Social Media Specialist under the guidance from the Knowledge and Information Management Theme Leader. The content plan should reflect the mission statement attached to each social media platform and the content mix be of the right proportions.

A content mix that could work for ASARECA is as below:

- 50% of content shared drives traffic back to the website and KI-Hub
- 25% of content shared curates content from partner platforms and other sources
- 20% of content shared supports lead-generation goals like sign up to the newsletter or mailing list, and publication downloads
- 5% of content shared promotes the ASARECA culture

It is also important to ensure the social media content meets the 80-20 rule where 80% of posts should inform, educate, or entertain the audience and 20% can directly promote the ASARECA brand.

Action 1: Develop Social Media strategy

Action 2: Develop Social Media plan (calendar) updated on an annual basis

Sub-Component 7.3: Establish vibrant online presence

With a dedicated staff and strategy in place, the next step is to put it into action. Presently ASARECA has several Social Media accounts on [Facebook](#), [YouTube](#), [LinkedIn](#), [Twitter](#) and [Google+](#). These have to be reviewed and focus redirected to those which promise highest returns. Facebook seems to be the most active platform, but engagement is low. For example, in the month of November there were seven posts on the ASARECA Facebook page, but it recorded a reach (number of

people who saw the posts at least once) of only 92. Of this, the newsletter attracted the highest reach of 47. This low reach is despite the fact that a survey of stakeholders showed their satisfaction with content from ASARECA and demonstrates that there is a gap in content dissemination and marketing. Good content will be of little value if ASARECA's audience does not access it. The Association would also benefit from user engagement with the content shared. Rather than being passive consumers, the audience can engage by sharing their opinion about content shared, disseminate it further with their networks, or participate in discussions around the content which can then generate new knowledge or perspectives as well as create an online buzz about ASARECA. In addition to posting content generated by the Association, ASARECA can also increase its online engagement through strategies like holding discussions, opinion polls and competitions online.

Although the primary responsibility for content generation, dissemination and engagement ill lie with the Social Media Specialist, they should establish connections with the National Focal Persons and other content providers within ASARECA's network. These connections will be ASARECA's Social Media "Ambassadors" and will serve to provide content, re-share content and engage in a way that amplifies ASARECA's online presence, generates wider interest in its work and builds its reputation. In addition, ASARECA should engage strategic social media influencers and explore paid advertising to increase its visibility especially around key events or milestones.

Action 7.3.1: Establish and revamp social existing social media accounts

Action 7.3.2: Upload content and engage in conversations on social media

Action 7.3.3: Build a community of social media ambassadors and influencers for ASARECA

Action 7.3.4: Purchase social media adverts to promote ASARECA content

2.2 Evaluation

The revised implementation plan includes a new evaluation framework. The framework provides accountability for implementation of the strategy components, as well as information for learning lessons and improving delivery. When implemented it will provide clear data on the success of the different components of the strategy in contributing to its overall goal.

For each of the five components – the KI-Hub is specified in a separate strategy document - a logical framework is included, containing indicators at purpose and results levels. For many of these indicators, baseline data will be collected as a first step in implementing the strategy. For some indicators baseline information is already available.

Targets for the indicators have not been set, as many of these will depend on the baseline data which are yet to be collected. Where appropriate, the data collection for assessing whether targets have been met has been built into the activities within the sub-component, so that the responsibility is clear. Data collected will be gender disaggregated data wherever possible.

2.3 Conclusion

Through this strategy, ASARECA recommits itself to a comprehensive program of KMC over the next five years. It expects to make significant investments in knowledge management and communications in addition to that already committed.

This investment will have a major impact on all ASARECA activities.

- It will strengthen **internal and external communication**.
- It will strengthen the **integration** of KM Approaches and provide access to knowledge resources of members and stakeholders.
- It will strengthen **participation and capacity building** through stronger involvement of members.
- It will improve the way in which knowledge is disseminated in the region and reaches the **last mile**.
- It will contribute to the further consolidation of ASARECA as the leader of agricultural research in the sub-region.

ASARECA is confident that such investments will pay big dividends. As a scientific research organization, it depends on KM and Communications. In pursuit of this strategy, ASARECA has developed a five-year implementation plan. The plan provides details of the activities that have been identified as high priority targets for KMC investment; implementation schedules; required organizational changes; resource requirements; the evaluation framework.

03

Social Media Plan/Strategy

3.1 Introduction

To achieve its regional mandate of coordinating the AR4D region and beyond, ASARECA should position itself as the **“Go to Service Provider of Choice”** for AR4D products and services. Social media is therefore central to achieving ASARECA’s goals by ensuring the accurate and timely dissemination of relevant information that addresses the needs of its stakeholders.

This Social Media Strategy/Plan aims to innovatively broaden the information gathering and dissemination of knowledge in the region and outside. Seen as a cool way of demonstrating institutional impact, sharing knowledge, gaining insights and positioning the ASARECA brand at national, regional and continental level, it is hoped that the strategy will help to increase the reach and reputation of the organization even among the youth.

3.2 Overall Social Media Goal

To increase external awareness and knowledge of ASARECA’s work in the region, and globally through innovative platforms that inspire timely, targeted and accurate dissemination of information.

3.3 Strategic Goals and Objectives

- **SG1:** To develop a consistent and vibrant social media presence that communicates the values and spirit of the organisation.
- **SG2:** To increase engagement, visibility and credibility of ASARECA’s work in the target geographic areas.
- **SG3:** To increase traffic/frequency to the ASARECA Website / Knowledge and Information Hub.

3.4 Social Media Personnel

The Information, Communication and Public Relations Unit at ASARECA shall have the primary duty for content creation and dissemination. As the role is demanding, preferably, it should be undertaken by a dedicated staff within the unit, communications assistant or social Media personnel under the guidance of the Unit Manager. An alternative model to explore is to farm out the work to a Social Media Agency.

3.5 Social Media Strategy Success and Metrics

Ultimately, the success of the social media strategy will be measured against the extent of achieving its overall

goal. Developing a content calendar is essential in getting the right content mix. It is important to ensure that the calendar reflects the mission statement assigned to each social profile, so that everything posted is working to support the overall social media objective. Here is an example of getting the right content mix:

- 50% of content shared drives traffic back to the ASARECA website.
- 25% of content shared be curated from other sources like the NARIs and partner platforms.
- 20% of content shared support lead-generation

goals (newsletter sign ups, publication downloads, etc.).

- 5% of content shared reflects the ASARECA culture.

Placing these different post types in the content calendar will ensure maintenance of the right mix. It is also important to ensure the social media content meets the 80-20 rule:

- 80% of the posts should inform, educate, or entertain the audience.
- 20% can directly promote the ASARECA brand.

Achieving social media goals

Institutional Goal	Social Media Goal	KPIs / Metrics
Brand growth	<ul style="list-style-type: none"> ■ Awareness ■ Illuminate ASARECA's current and potential audience 	<ul style="list-style-type: none"> ■ Followers, Shares, etc
Turn audiences into advocates	<ul style="list-style-type: none"> ■ Engagement ■ Show how the audience is interacting with the content 	<ul style="list-style-type: none"> ■ Comments, Likes, mentions etc
Drive leads	<ul style="list-style-type: none"> ■ Conversation ■ Demonstrate the effectiveness of the social media engagement 	<ul style="list-style-type: none"> ■ Website clicks, email signups, Blog shares, etc
Improve audience retention	<ul style="list-style-type: none"> ■ Consumption ■ Reflect how the audience thinks and feels about the ASARECA 	<ul style="list-style-type: none"> ■ Testimonials, social media sentiments etc

The best frequency and times to post on social media for non-profits (2020)

No.	Channel	Message Type	Posting Frequency	Best times to post
	Facebook	Blog Posts	1-2 per day	Wednesday and Friday at 8–9 a.m.
	Twitter	Discussions	3-10 times per day	Wednesday at 7 a.m.
	Instagram	Images	1-3 times per day	Tuesday from 1–3 p.m. and Wednesday at 2 p.m.
	YouTube	Live streaming	2-3 posts per week	Thursdays and Fridays at 12 p.m. and 4 p.m.
	LinkedIn	Publications	1-2 times per week	Wednesday from 8–10 a.m. and noon, Thursday at 9 a.m. and 1–2 p.m., and Friday at 9 a.m.

The five social media channels above have been chosen as they have proven to be the most popular. Except for Instagram, ASARECA already has accounts on all of them, but they have low activity. This strategy proposes that an Instagram account be created and activity on all the accounts be rigorously pursued, guided by the content calendar.

Another powerful social media platform that should be explored is the use of WhatsApp for dissemination. Short videos with clear messages showcasing ASARECA impact or technologies, innovations and management practices (TIMPS) can be created and shared with farmer, research groups and even educational institutions. Most social media platforms now support video sharing, but what differentiates the videos is their duration and platform purpose. For example, there may be a 15-minute video on YouTube detailing a particular technology for consumption of researchers, but a shorter two-minute clip showcasing a specific process and this can be prepared for sharing with farmers on WhatsApp.

3.6 Managing Content

Two (2) sample social media content calendars are attached separately to this strategy. One is simple and gives a general content plan while another is more detailed to guide content creation and dissemination by platform. Whichever calendar is chosen should be filled out in alignment with the workplan and other activities and developments in the domain of agricultural research for development in the East and Central African Region.

3.7 Expected Outcomes from the Strategy

1. Increased consistent and vibrant online social media presence for ASARECA and project partners.
2. Increased traffic to the ASARECA Website or Knowledge hub by 70%.
3. Increased engagement in online discussions on agricultural transformation issues in the ECA Region
4. Increased brand awareness (ASARECA becoming the partner of choice in Agricultural Research for Development in the ECA Region).

3.8 Recommended Tools for Social Media Management

i. Buffer: Successful social media management

- **Prices:** Forever free plan, \$15, \$99, \$199, and \$399 per month (with a 14-day free trial)
- A suite of products for publishing, engagement, analytics, and team collaboration. Our products are carefully considered and highly refined in order to help social media marketers and teams work more efficiently and effectively.
- **Unique value:** Clean and intuitive tools, friendly and timely customer support, and helpful our content is.

ii. Hootsuite: Manage all your social media in one place

- **Prices:** Free plan, \$29, \$129, \$599 per month, and enterprise pricing (with a 30day free trial)

- An all-in-one platform that allows you to curate and schedule content, measure your social ROI, run social media ads, and more.
- **Unique value:** Ability to monitor multiple accounts and keywords, connect with over 35 social networks, and bulk-schedule social media posts.

iii. Sprout Social: Real people. Real brands. Real connection

- **Prices:** \$99, \$149, and \$249 per user per month (with a 30-day free trial)
- Provides a complete profile of your customers help you serve them better and build stronger relationships with them.
- **Unique value:** The reports are so great and beautiful that they would download and send them to their managers or clients without editing them.

iv. Agora Pulse: Social media management simplified

- **Prices:** \$49, \$99, \$199, and \$299 per month (with a 14-day free trial)
- An all-in-one social media platform with scheduling, responding, and reporting features.
- **Unique value:** Competitor analysis and Facebook contest apps at a very affordable price point.

v. Keyhole

- **Pricing:** From \$59/month
- Helps Marketers measure the impact of social media campaigns in Hashtag Tracking, measuring social campaigns and hashtags metrics in real-time.
- **Unique value:** Provides campaign impact and create compelling reports on time.

3.9 Conclusion

In order to ensure that the social media strategy informs the daily work practices and that there is a clear connection between it, ASARECA workplans, and the budget necessary to support its effective implementation.

Importantly, it is critical that the work initiated to realise the measurable goals outlined is rigorously monitored and evaluated throughout the new ASARECA Strategy and Results Framework (A-SRF: 2019-2028) and Medium-Term Operational Plan I (MTOP-1: 2019-2023) on a regular basis, with annual work plans for social media personnel / communication staff broken down into monthly and quarterly agreed deliverables. A mid-point review of achievements against the agreed deliverables should also be undertaken so that adjustments to the strategy can be made in time.

PART 02

Knowledge Management and Communication (KMC) Implementation Plan



01

Implementation Plan

1.1 Introduction, responsibilities, and logical framework

Below, a logical framework is provided for the KMC Strategy. The goal and purpose are as described in the KMCS strategy which also fits into ASARECA's overall strategy and thematic areas. Appropriate indicators for the KMCS purpose have been determined and informed by ASARECA's results.

The 6 components of the KMCS are the results of this overall logical framework. The implementation plan provides details of how these six components and sub-components will be put into practice. For each component the following information is given:

- A draft logical framework: comprising the purpose, results, activities, and indicators derived from the overall goal and outputs. The purpose of an individual sub-theme is thus equivalent to a result of the overall strategy.
- A description of each activity.
- A detailed workplan inclusive of: activity and scheduled time.
- A very initial resource list indicating the main budget items for implementing.

All the thematic areas programs, and projects within the ASARECA community will be involved in implementing the revised KMCS. However, two parts of the secretariat have leading roles.

The Knowledge and Information Management theme, will take the lead on all components in cooperation with ICT currently under the KM theme, and overseen by Deputy Director's office linked to its cross-thematic responsibilities. The ICT unit, however, needs to be boosted with a full time ICT and Knowledge Systems Officer, who will be supported by the Systems Administrator since the acting one performs on a consultancy basis.

The Information, Communication and Public Relations (ICPR) function is an important contributor for Website content, and services requirements under "Knowledge Services" and "Communities".

The Executive Director's office, having the overall strategic responsibility for ASARECA and high-level direct communication with the TOP-Management of the member organizations, shall take the lead on

securing the commitment and support for the member contributions under Communities and assure the integration of the data to be agreed by the members/partners – supported by the Knowledge and Information

Management Unit. Additionally, the ED and DED's office needs to coordinate with the CAADP XP4 partners on the integration on the African continental level.

Key roles and responsibilities

Role	Who	Responsibilities
ASARECA Leadership	<ul style="list-style-type: none"> ■ Executive Director; ■ Deputy Executive Director; ■ Board Members; ■ Member States 	<ul style="list-style-type: none"> ■ Promote the strategy to members: Lead, advocate, communicate; ■ Allocate ASARECA's resources; ■ Secure resource allocation by members (financial/non-financial); ■ Anchor KM in the job roles; ■ Promote contributions by members; ■ Align KM Strategy with FARA and CAADP-XP4 partners; ■ Recognizing outstanding contributions with an Award; ■ Lead and facilitate national knowledge partnerships;
Theme Leader KMC Officer	<ul style="list-style-type: none"> ■ Theme leader ■ Technical KMC Officer ■ Communications Assistant ■ ICT Systems Officer ■ Systems Administrator ■ Theme leader Policy ■ Theme leader Capacity ■ Theme leader TIMPS ■ Programme Officer M&E ■ Programme Officer Policy ■ Programme Officer Capacity 	<ul style="list-style-type: none"> ■ Coordinate all KM Activities ■ Advise Leadership; Train colleagues and organise trainings with external experts; ■ Provide inputs for strategic development and operational implementations; ■ Facilitate KM-Community. ■ Provide inputs for strategic development and operational implementations; ■ Joint development of products, series of publications, updating CoP, be the technical subject specialists to CoP under respective themes, ■ Organise discussions for think Tank etc.
KM Core Group	<ul style="list-style-type: none"> ■ Deputy Executive Director; KMers ■ Nat. KMers; Sub-Community-Representatives ■ IT ■ Communications ■ FARA Representative 	<ul style="list-style-type: none"> ■ Assure alignment of all activities related to KM.

Role	Who	Responsibilities
National Knowledge Managers	<ul style="list-style-type: none"> 1 full-time Head of KM 1 full-time Deputy Head supported by additional staff 	<ul style="list-style-type: none"> Alignment of activities on regional and national level; Facilitate the local knowledge ecosystem; Assure the capturing and sharing in both directions; national coordinator.
KM Sub-Communities	<ul style="list-style-type: none"> Collaboration on specific tasks, processes, tools, like last mile; convening; value chains; TIMPS; Artificial Intelligence; women; youth; apps; quality assurance; security; Each group to select facilitators. 	<ul style="list-style-type: none"> Strategize and operationalise specific tasks related to KM; train new members; assure alignment; create a common body of knowledge; develop innovative solutions; “CoP quality assurance and IP” is specifically responsible for adherence to IP rights and quality assurance of critical content.
Subject-matter experts.	<ul style="list-style-type: none"> Outstanding experts from member states. 	<ul style="list-style-type: none"> Take the lead for the development of a thematic area on regional level, like agricultural practices or KM practices; assure quality in this domain; Support communities related to that topic.

Logical Framework for the Knowledge Management and Communication Strategy

	Intervention logic	Objectively Verifiable Indicators of achievement	Sources and Means of Verification	Assumptions
Goal: Enhanced information sharing and communication by actors in agricultural research and development in the ECA subregion.				
Expected results	1. Enhanced internal communication.	1.1 User satisfaction index.	1.1 Staff surveys.	
	2. Enhanced external communication.	2.1 user satisfaction.	2.1 customer survey.	
	3. Facilitated Communities and events.	3.1 number of CoPs established. 3.2 number of people joining. 3.3. number of k-products created in CoP	3.1 dGroups	

Intervention logic	Objectively Verifiable Indicators of achievement	Sources and Means of Verification	Assumptions
4. KM Capacity developed	4.1 Number of KM focal points with formal training/Certificate in KM	4.1 Training certificates	
5. Knowledge Leadership	5.1 Number of Knowledge Talks per country 5.2 National Knowledge Partnerships/Initiatives 5.3 National Knowledge Agenda established	5.1 Website 5.2 NARIs to report	

A **Corporate Communications Officer** will be responsible for sub-theme 7, and report to the Head, ICU. (The other alternative is that a corporate affairs office can be created and should report directly to the Executive Director).

All three (3) of these posts are required immediately, and the first two need will be filled by recruitment. The post of Corporate Communications Officer replaces the post of Publications Officer in ICU, so the incumbent can be transferred to the new post, as the Publications Officer

job description includes corporate communications work.

The implementation plan also includes the **evaluation framework** for the KMCS. This is based on the indicators in the seven logical frameworks, but additional guidance is given on implementing the evaluation framework.

Details of roles and responsibilities are described in the details for each sub-theme, but Table 3 give an overview.

Table 3. KMC roles and responsibilities

Roles and responsibilities	BoD	GA	ED	DED	KIM	IC&PR	IT	PIP	NARI	OU
1. Internal Communication										
■ Internal knowledge sharing and communication.	✓✓	✓	✓	✓	✓✓✓	✓✓	✓✓	✓	✓✓	✓
■ Documentation.	✓	✓	✓✓✓	✓✓✓	✓✓✓	✓✓	✓✓	✓✓✓	✓	✓ ✓
■ Knowledge capturing	✓	✓	✓	✓	✓✓✓	✓✓✓	✓	✓✓✓	✓✓✓	✓✓
■ Management of program and project data.					✓	✓✓✓	✓	✓✓✓	✓	
2. External Communications										
■ Website.	✓		✓✓	✓✓	✓	✓✓✓	✓✓		✓✓	
■ Knowledge Services.			✓	✓	✓✓✓	✓✓✓	✓		✓✓	
■ Multimedia knowledge products and smart ICT Apps.			✓	✓	✓✓	✓✓✓	✓		✓✓	
■ Social Media- and web-based communication.	✓		✓	✓	✓✓	✓✓✓	✓		✓✓	
3. Communities and events										
■ Groups for outreach, engagement & learning – communities of interest.			✓	✓	✓✓✓	✓✓✓	✓✓✓		✓✓✓	
■ MS Teams for focused communities of practice and collaboration.				✓✓	✓✓✓	✓	✓		✓✓	
■ Event and process design, facilitation and reporting.		✓		✓	✓✓✓	✓✓✓			✓✓	
4. KM Capacity										
■ Trainings in KMC.	✓	✓	✓	✓	✓✓✓	✓	✓	✓	✓✓✓	✓
■ Coaching and support in KM.			✓	✓	✓✓✓	✓	✓		✓✓✓	✓✓
■ Community of KMC focal points.	✓	✓	✓	✓	✓✓✓	✓	✓		✓✓✓	

Roles and responsibilities	BoD	GA	ED	DED	KIM	IC&PR	IT	PIP	NARI	OU
5. Knowledge Leadership										
■ Strategy communication, awareness creation.	✓✓✓		✓✓✓	✓	✓✓✓	✓✓✓			✓✓✓	
■ CoP “Think Tank”.	✓		✓✓✓	✓	✓✓✓	✓✓			✓✓	
■ Recognition – Award program.	✓		✓✓✓	✓	✓✓✓	✓✓✓			✓✓✓	
■ National knowledge agendas and partnerships.	✓✓✓	✓	✓✓✓	✓	✓✓✓	✓✓			✓✓✓	
6. Knowledge and Information Hub										
■ Repository	✓✓	✓	✓✓	✓✓✓	✓✓✓		✓✓	✓✓	✓✓	✓✓
■ Communities	✓✓	✓	✓✓	✓✓✓	✓✓✓	✓	✓✓	✓✓	✓✓	✓✓
■ Knowledge Graph	✓	✓	✓	✓✓✓	✓✓✓		✓		✓✓	✓
■ Clearing House	✓✓	✓	✓✓	✓✓✓	✓✓✓		✓✓	✓	✓✓	✓✓
7. Dynamic social media engagement										
■ Personnel leading social media strategy implementation				✓✓	✓✓	✓✓✓				✓✓✓
■ Social Media Strategy and plan			✓✂	✓✓	✓✓	✓✓✓			✓✓	
■ Vibrant online engagement	✓	✓	✓	✓✓	✓✓	✓✓✓	✓	✓	✓	✓

✓✓✓=Lead or major role; □□=Significant role; □=Involved

BoD=Board of Directors

GA=General Assembly

ED=Executive Director’s Office

DED=Deputy Executive Director’s Office

PMU=Program Management Units

ICPR=Information, Communication and Public Relations Unit

IT= Information Technology

OU=Other Units in the Secretariat (PCD, M&E, Planning, HR, Finance)

PIP=Project Implementing Partners

NARI=National Research Institutions

1.2 Implementation of Components

Table 4: Logical Framework Component 1: Internal communication and knowledge processes

	Intervention logic	Objectively Verifiable Indicators of achievement	Sources and Means of Verification	Assumptions
Goal: Enhanced internal communications and knowledge processes				
Expected results	Internal knowledge sharing and communication.	<ul style="list-style-type: none"> ■ Staff signed up to the intranet ■ Documents shared on the intranet ■ Templates for joint document creation ■ Staff collaboration ■ Internal communication policy 	<ul style="list-style-type: none"> ■ Intranet analysis ■ Interviews with staff ■ Internal Communication policy 	
	Documentation.	<ul style="list-style-type: none"> ■ Publication guidelines ■ Publications released 	<ul style="list-style-type: none"> ■ Publication guidelines ■ ASARECA website 	
	Knowledge capturing.	<ul style="list-style-type: none"> ■ Lessons learned database ■ Templates for knowledge capture ■ Staff training on knowledge capture. 	<ul style="list-style-type: none"> ■ Lessons learned database ■ Templates for knowledge capture ■ Training reports ■ Exit interview reports. 	
	Management of program and project data	<ul style="list-style-type: none"> ■ Staff hosted seminars, ■ Staff exit interviews, ■ Project Management Information System (PMIS) functional, ■ Information uploaded to the system, ■ Use statistics, ■ User satisfaction 	<ul style="list-style-type: none"> ■ Seminar reports, ■ Documented exit interviews, ■ Project Management Information System, ■ Progress reports, ■ User survey, ■ System logs, ■ Questionnaire 	
	1.1 Implement the intranet for staff collaboration and knowledge sharing (Microsoft 365- SharePoint, yammer, OneDrive),	<ul style="list-style-type: none"> ■ Existence and interactive usage of an intranet system, ■ Developed and revised policies for internal communication ■ No. of and schedules induction and trainings in using available communication tools, 		
	1.2 Create policies governing internal communications			
	1.3 Train staff in new sharing and communication tools,			

	Intervention logic	Objectively Verifiable Indicators of achievement	Sources and Means of Verification	Assumptions
	1.4 Foster culture of communication and knowledge sharing,	<ul style="list-style-type: none"> ■ Informal knowledge sharing moments. ■ Updating existing features, 		
	1.5 Continually review and integrate new collaboration tools and features to the Intranet			
	2.1 Coordinate technical publishing and dissemination,			
	2.2 Review publishing guidelines to ensure alignment with new KMC strategy,			
	2.3 Support project and program publishing activities,	<ul style="list-style-type: none"> ■ Quarterly reviews of publishing guidelines, ■ No. of verified projects and programs for publishing, ■ Launching of technical report series, ■ No. of publications on the ki-Hub and ASARECA website ■ No of translation based on user needs ■ Existence of a staff blog ■ Existence of databased for lessons learnt 		
	2.4 Launch ASARECA Regional Technical Report Series,			
	2.5 Disseminate publications via the ASARECA website and KI-Hub,			
	2.6 Coordinate translation and repackaging of critical documents for dissemination,			
	3.1 Setting up a staff blog,			
	3.2 Establishing a lesson learned database,			
	3.3 Launch ASARECA Working Document Series or Practice Papers,			
	3.4 Train staff in tools and techniques for to capture tacit knowledge,			
	3.5 Introduce participatory staff seminars,			
	3.6 Institutionalize exit interviews for departing staff,			
	3.7 Produce a book on ASARECA's journey at 25 years,			

	Intervention logic	Objectively Verifiable Indicators of achievement	Sources and Means of Verification	Assumptions
	4.1 Operationalize the PMIS, 4.2 Train staff in access and use of the PMIS, 4.3 Develop rules and procedures governing the PMIS, 4.4 Upload project information, 4.5 Technical support provided by IT personnel to staff, 4.6 Periodically review the system, 4.7 Link the PMIS to the Knowledge and Information Hub,			

Table 5. Work plan Component 1: Enhanced internal communication

Year	Year 1				Year 2				Year 3				Year 4				Year 5				Comments
Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	

Result 1

1.1 Implement the intranet for staff collaboration and knowledge sharing.																					
1.2 Create policies governing internal communications.																					
1.3 Train staff in new sharing and communication tools.																					
1.4 Foster culture of communication and knowledge sharing.																					
1.5 Continually review and integrate new collaboration tools and features to the Intranet.																					

Year	Year 1				Year 2				Year 3				Year 4				Year 5				Comments
Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
Result 2																					
2.1 Coordinate technical publishing and dissemination.																					
2.2 Review publishing guidelines to ensure alignment with new KMC strategy.																					
2.3 Support project and programme publishing activities.																					
2.4 Launch ASARECA Regional Technical Report Series.																					
2.5 Disseminate publications via the ASARECA website and KI-Hub.																					
2.6 Coordinate translation and repackaging of critical documents for dissemination.																					
Result 3																					
3.1 Setting up a staff blog.																					
3.2 Establishing a lesson learned database.																					
3.3 Launch ASARECA Working Document Series or Practice Papers.																					
3.4 Train staff in tools and techniques to capture tacit knowledge.																					
3.5 Introduce participatory staff seminars.																					

Year	Year 1				Year 2				Year 3				Year 4				Year 5				Comments
Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
3.6 Institutionalise exit interviews for departing staff.																					
3.7 Produce a book on ASARECA's journey at 25 years.																					
Result 4																					
4.1 Operationalise the PMIS.																					
4.2 Train staff in access and use of the PMIS.																					
4.3 Develop rules and procedures governing the PMIS.																					
4.4 Upload past and current project information to the system.																					
4.5 Technical support provided by IT personnel to staff.																					
4.6 Periodically review the system to recommend corrections and enhancements																					
4.7 Link the PMIS to the Knowledge and Information Hub																					

Table 6. Logical Framework Component 2: Enhanced external communication and knowledge sharing

Intervention logic		Objectively Verifiable Indicators of achievement	Sources and Means of Verification	Assumptions
Goal: Enhanced external communication and knowledge sharing.				
Expected results	1. Website meeting knowledge needs of ASARECA's stakeholders.	<ul style="list-style-type: none"> ■ User satisfaction ■ Website usage behavior ■ No. of events convened, 	<ul style="list-style-type: none"> ■ User survey ■ Google Analytics ■ Platform statistics, 	
	2. Knowledge Services – knowledge with a human interface.	<ul style="list-style-type: none"> ■ User satisfaction ■ Number and diversity of users participating in events 	<ul style="list-style-type: none"> ■ User survey, ■ Platform statistics 	
	3. Developing multimedia knowledge products and smart ICT Apps.	<ul style="list-style-type: none"> ■ Multimedia products developed ■ Usage of multimedia products. 	<ul style="list-style-type: none"> ■ Multimedia products ■ Usage statistics 	
	4. Social Media- and web-based communication.	<ul style="list-style-type: none"> ■ User satisfaction, ■ Social media platforms active, ■ Number of followers and subscribers, ■ User engagement ■ Positive recognition and perception of ASARECA ■ Media mentions ■ Requests for information or interviews 	<ul style="list-style-type: none"> ■ Social media channels ■ Statistics from social media management tools. ■ User survey ■ Media publications ■ News aggregators ■ Staff emails 	
	5. Media and stakeholder communication.			

	Intervention logic	Objectively Verifiable Indicators of achievement	Sources and Means of Verification	Assumptions
Activities	1.1 Refresh the design of the ASARECA website, integrating recommended features, 1.2 Review workflows and establish guidelines for updating the website, 1.3 Train key staff in how to update the website, 1.4 Website updated by Secretariat staff, 1.5 Monitor and review the website,	<ul style="list-style-type: none"> ■ Monthly reviews, ■ Approval of weekly schedules, ■ Focal staff for website content, ■ Quarterly review for improvement, ■ No. of planned online events (quarterly), ■ Various platform based on the inclusion criteria, 		
	2.1 Host online events for knowledge exchange and learning, 2.2 Provide platforms for stakeholders to share knowledge, 2.3 Broker knowledge connections between stakeholders, 2.4 Build capacity of stakeholders in using the various knowledge services,	<ul style="list-style-type: none"> ■ ■ Size of network and signed MoU for knowledge sharing, ■ Situation report on available apps in the region, ■ Presence of a signature App, ■ No. of developed briefs, and piktocharts, 		
	3.1 Carry out a study on the various apps available for agriculture in the region, 3.2 Organise a Hackathon to develop a signature app for ASARECA, 3.3 Transform the ASARECA Annual report into an interactive digital publication, 3.4: Partner with content providers to create multimedia contents	<ul style="list-style-type: none"> ■ Identified multi-media content developers ■ An attractive current appearance, ■ Reliable Social Media Staff, ■ Exiting plans and reviewed quarterly for improvement, ■ No. of engagement with interested parties (answering to inquiries), 		

Intervention logic	Objectively Verifiable Indicators of achievement	Sources and Means of Verification	Assumptions
4.1 Establish and refresh social existing social media accounts, 4.2 Recruit a Social Media Specialist, 4.3 Develop detailed social media plans aligned with ASARECA's annual workplans, 4.4 Upload content and engage in conversations on social media 4.5 Build a community of social media ambassadors and influencers for ASARECA 4.6 Purchase social media ads to promote ASARECA content			
5.1 Develop a press kit 5.2 Develop and maintain a network of media contacts, 5.3 Launch a blog for internal news and guest articles, 5.4 Produce an e-newsletter, 5.5 Create a news digest, 5.6 Organise awareness events for media, 5.7 Run Media bursts and campaigns, 5.8 Publish pieces for mainstream media, 5.9 Undertake media monitoring, 5.10 Train key stakeholders to engage with media, 5.11 Participate at strategic events, 5.12 Apply and review branding guidelines, 5.13 Undertake special projects			

Table 7: Workplan Component 2: External communication

Year	Year 1				Year 2				Year 3				Year 4				Year 5				Comments
Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
Result 1																					
1.1 Refresh the design of the ASARECA website, integrating recommended features																					
1.2 Review workflows and establish guidelines for updating the website																					
1.3 Train key staff in how to update the website																					
1.4 Website updated by Secretariat staff																					
1.5 Monitor and review the website																					
Result 2																					
2.1 Host online events for knowledge exchange and learning																					
2.2 Provide platforms for stakeholders to share knowledge																					
2.3 Broker knowledge connections between stakeholders																					
2.4 Build capacity of stakeholders in using the various knowledge services																					
Result 3																					
3.1 Carry out a study on the various apps available for agriculture in the region																					
3.2 Organise a Hackathon to develop a signature app for ASARECA																					

Year	Year 1				Year 2				Year 3				Year 4				Year 5				Comments
Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
3.3 Transform the ASARECA Annual report into an interactive digital publication																					
3.4: Partner with content providers to create multimedia content																					

Result 4																					
4.1 Develop a press kit																					Regular update needed
4.2 Develop and maintain a network of media contacts																					
4.3 Launch a blog for internal news and guest articles																					
4.4 Produce an e-newsletter																					
4.5 Create a news digest																					
4.6 Organise awareness events for media																					
4.7 Run Media bursts and campaigns																					
4.8 Publish pieces for mainstream media																					
4.9 Undertake media monitoring																					
4.10 Train key stakeholders to engage with media																					
4.11 Participate at strategic events																					
4.12 Apply and review branding guidelines																					
4.13 Undertake special projects																					

Budget/Resource list

Item	Cost Estimate/Resource
Communication Assistant	Full time staff
Subscription to Social Media Management tools e.g. Hootsuite and Keyhole	\$3,000 annually
Design work to support social media posts	\$5,000 annually
Social Media Adverts	\$5,000 annually
Support to influencers	\$5,000 annually

Expenses on adverts and influencers should be reviewed after each campaign to evaluate value for money.

Table 8. Logical Framework Component 3: Communities of Practice

	Intervention logic	Objectively Verifiable Indicators of achievement	Sources and Means of Verification	Assumptions
Goal	<ul style="list-style-type: none"> Excellently facilitated Communities of Practice and events supporting co-creation and sharing 	<ul style="list-style-type: none"> Freedom and liberty in sharing knowledge 	<ul style="list-style-type: none"> Better performance, efficient and effective implementation. 	
Expected results	<ul style="list-style-type: none"> Capacity in Facilitation and CoP of Facilitators Motivated CoPs established CoP Platform established and used Enhanced event and process design, facilitation, reporting and dissemination 	<ul style="list-style-type: none"> New and innovative CoPs; Mutual support Improved practices 	<ul style="list-style-type: none"> Number of CoPs (KIM) Survey of CoP participants 	
Activities	<ul style="list-style-type: none"> Establish a CoP for Facilitation with about 5 Facilitators per country Regularly facilitate and further develop the CoP Installation of DGroups and Capacity Development Action 3.2.2: Technical initiation of DGroups Technical installation of CoPs and Providing technical support/ adjustments Action 3.3.1: Event and process design Action 3.3.2: Providing facilitation, reporting and dissemination as a service 	<ul style="list-style-type: none"> CoP established No of workshops/ activities No of Facilitators No of CoP Participants No. of created smart knowledge products and services as an output. Social media interfaces in terms of Facebook live, comments on posts, and uploads. Number of co-created activities, projects. 	<ul style="list-style-type: none"> CoPs to report on their activities semi-annually KIM to provide a report with evidence on the CoPs; 	

Table 9. Workplan Component 3: Communities of Practice

Year	Year 1				Year 2				Year 3				Year 4				Year 5				Comments
Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
Result 1: Capacity in Facilitation and CoP of Facilitators																					
1.1 Establish a CoP for Facilitation with about 5 Facilitators per country																					
1.2 Regularly facilitate and further develop the CoP Installation of DGroups and Capacity Development																					
Result 2: CoP Platform established and used																					
2.1 Technical initiation of DGroups																					
2.1 Technical installation of CoPs and Providing technical support/ adjustments																					
Result 3: Enhanced event and process design, facilitation, reporting and dissemination																					
3.1 Event and process design																					
3.2 Providing facilitation, reporting and dissemination as a service																					

Budget/Resource list

Item	Cost Estimate/Resource
Training in Facilitation of CoPs	\$ 3000 annually
Facilitators for CoPs	This should be part of the job assignments of KIM staff and 10-25% of the time should be dedicated to excellent facilitation.
Technology	Open Source Software (like DGroups) or already existing tools (like Teams) do not create additional cost. Time for adjustment and customization is part of the facilitation tasks.

Table 10. Logical Framework Component 4: KMC Capacity and Support

	Intervention Logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Goal	4. Enhanced KMC Capacity and performance	4.1 Number of KM focal points with formal training/ Certificate in KM	4.1 Training certificates	
Expected Results	1. Trained Knowledge and Communication Managers 2. Members and projects supported in KMC 3. Engaged Community of KMC Practitioners	<ul style="list-style-type: none"> ■ Number of KM focal points with formal training/ Certificate in KM ■ Consulting and support request completed ■ Percentage of members actively involved in the KMC CoP 	<ul style="list-style-type: none"> ■ Training certificates ■ List of activities ■ Reports of the CoP 	
Activities	1.1 Planning KMC Training Program 1.2 Implementing KMC Training Program 1.3 Anchor/Strengthen KM in existing educational programmes 2.1 Develop consulting and coaching methods and form a group of consultants/coaches 2.2 Implement KMC coaching and consulting activities 3.1 Establishing a KMC Community of Practice 3.2 Ongoing Facilitation of the Community	<ul style="list-style-type: none"> ■ Training program available ■ Number of trainings implemented ■ Number and relevance of programs in which KM modules could be included ■ Consulting portfolio developed and trains identified ■ Coaching/consulting activities implemented ■ CoP created with Rational, Charter, all KM focal points ■ Regular activities, at least quarterly meetings 	<ul style="list-style-type: none"> ■ Training program ■ Training evidence ■ Program evidence ■ Portfolio evidence ■ Framework agreements / MoUs with consultants ■ Consulting evidence ■ Evidence of CoP documentation ■ CoP Report 	

Table 11. Workplan Component 4: KMC Capacity and Support

Year	Year 1				Year 2				Year 3				Year 4				Year 5				Comments
Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
Result 1. Trained Knowledge and Communication Managers																					
1.1 Planning KMC Training Program																					Regular evaluation and improvement
1.2 Implementing KMC Training Program																					
1.3 Strengthen KM in existing educational programs																					
Result 2. Members and projects supported in KMC																					
2.1 Develop consulting and coaching methods and form a group of consultants/coaches																					Regular evaluation and improvement
2.2 Implement KMC coaching and consulting activities																					
Result 3. Engaged Community of KMC Practitioners																					
3.1 Establishing a KMC Community of Practice																					Regular evaluation and improvement
3.2 Ongoing Facilitation of the Community																					

Budget/Resource list

Item	Cost Estimate/Resource
Training Courses for KMers	\$ 12.000 annually
Knowledge Management Position	This should be part of the job assignments of KIM staff and about 20% of the time should be dedicated to developing KM Capacities.

Table 12. Logical Framework Component 5: Knowledge Leadership

	Intervention Logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Goal				
Purpose	Knowledge Leadership	- Survey among stakeholders in Agricultural Sector: ASARECA and NARIs are understood as knowledge leaders in Agricultural Development	- Survey results	
Expected Results	1. Strategy communicated and awareness created 2. Knowledge culture and Award program established 3. National knowledge agendas and partnerships in agriculture established	5.1 Number of Knowledge Talks per country 5.2 National Knowledge Partnerships/ Initiatives 5.3 National Knowledge Agenda established	5.1 Website 5.2 Evidence provided by NARIs 5.3 Publications available	
Activities	1.1 Planning Knowledge Talks 1.2 Implementing K-Talks 1.3 Disseminating K-Talks 2.1 Award program development 2.2 Award program implementation 3.1 Developing National Agricultural Knowledge Agendas 3.2 Forming National Agricultural Knowledge Partnerships 3.3 Facilitating Agricultural Knowledge Partnerships	Schedule and program developed Number of video-taped K-Talks number of viewers Award program developed Awards given Agenda Knowledge available Knowledge Partnerships established Regular activities of the partnerships	Website/KIM evidence of plan Website/KIM evidence of implementation clicks Award program evidence Evidence of Awards Evidence of Knowledge Agenda, Partnership declarations Evidence of activities	

Table 13. Workplan Component 5: Knowledge Leadership

Year	Year 1				Year 2				Year 3				Year 4				Year 5				Comments
Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
Result 1. Strategy communicated and Awareness created																					
1.1 Planning Knowledge Talks																					
1.2 Implementing K-Talks																					
1.3 Disseminating K-Talks																					
Result 2. Knowledge culture and Award program established																					
2.1 Award program development																					Regular review
2.2 Award program implementation																					One Annual Award Ceremony
Result 3. National knowledge agendas and partnerships in agriculture established																					
3.1 Developing National Agricultural Knowledge Agendas																					Start with one country, then roll out to others
3.2 Forming National Agricultural Knowledge Partnerships																					Start with one country, then roll out to others
3.3 Facilitating Agricultural Knowledge Partnerships																					

Budget/Resource list

Item	Cost Estimate/Resource
Trainings in National KM	\$ 12.000 annually
National Knowledge Management Positions	National KM can be anchored in the profiles of the NARI's KMers profiles, but depending on the comprehensiveness of the programmes, additional staff will be needed to drive a national process properly. The facilitation of a National Knowledge Partnership is time-demanding, but at the heart of the national partner's responsibilities, and should not be understood as an add-on.
National Knowledge Agenda	Based on existing experiences, an initial Knowledge Agenda can be developed within 3-4 months with time investment of about 3 months.
Knowledge Talks	When done internally, the K-Talks can be implemented without additional cost. For defining an initial high level, cooperation with a professional service provider is recommended. Cost can span from 2000-5000 \$.
Training and external support	Countries shall consider external support if necessary. Cost span from 4000 \$ for training to 50.000 \$ for consultancies.

Logical Framework Component 7: Dynamic Social Media Engagement

	Intervention Logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Goal				
Purpose	Dynamic social media engagement	- Increased posting and interaction on social media channels	<ul style="list-style-type: none"> ■ Reports from individual social media platforms and services like Keyhole ■ Survey results among ASARECA stakeholders 	
Expected Results	7.1. Recruitment of technical staff to lead social media engagement - Social Media Strategy and plan guiding social media activities - Vibrant online engagement	7.1 Presence of Technical staff leading social media engagement recruited 7.2 Social media Strategy and plan documents developed	7.1 Personnel records 7.2.1 Availability of documents 7.2.2 Progress report	
		- Increased social media posts from ASARECA - Increased audience engagement on ASARECA's social media platforms including increase in subscribers, followers, comments, likes and shares	7.3 Reports from individual social media platforms and services like keyhole	

	Intervention Logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Activities	1. Recruit a Communications Assistant in charge of Social Media 2.1 Develop a Social Media strategy 2.2: Develop annual Social Media plan (calendar) 3.1 Establish and revamp social existing social media accounts 3.2 Upload content and engage in conversations on social media 3.3 Build a community of social media ambassadors and influencers for ASARECA 3.4 Purchase social media adverts to promote ASARECA content	<ul style="list-style-type: none"> ■ Presence of Communications Assistant leading social media activities ■ Social media strategy document developed ■ Social media plan developed ■ number of viewers ■ Social media platform established and active ■ Number of posts of various social media ■ Increase in audience interaction (likes, comments, followers, shares etc) ■ Number of social media ambassadors ■ Increase in content reach ■ Number of Social media adverts created and run 	<ul style="list-style-type: none"> ■ Staff records ■ Availability of documents ■ Progress reports ■ Internet links ■ Reports from individual platforms and analytics services like Keyhole ■ Progress reports ■ Reports from individual platforms and analytics services like Keyhole ■ Receipts and Invoices from Finance Unit ■ Progress reports 	

Workplan Component 7: Dynamic Social Media Engagement

Year	Year 1				Year 2				Year 3				Year 4				Year 5				Comments
Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
Result 1. Recruitment of personnel to lead Social Media Strategy implementation																					
1. Recruit a Communications Assistant in charge of Social Media																					
Result 2: Social media strategy and plan																					
2.1 Develop Social Media strategy																					Review annually and develop strategies for specific high profile events

Year	Year 1			Year 2			Year 3			Year 4			Year 5			Comments
2.2 Develop Social Media plan (calendar)																Update on an annual basis in line with the Secretariat work plan
Result.3: Establish vibrant online presence																
3.1 Establish and revamp social existing social media accounts																
Action 7.3.2: Upload content and engage in conversations on social media																
Action 7.3.3: Build a community of social media ambassadors and influencers for ASARECA																Continuous activity, but specific high profile influencers may be brought on board for short term engagements when there is an important event, news item or milestone achieved
Action 7.3.4: Purchase social media adverts to promote ASARECA content																Can be done at the start of strategy implementation and periodically to boost traffic or create a buzz around important events or milestones

Item	Cost Estimate/Resource
Communication Assistant	Full time staff
Subscription to Social Media Management tools e.g. Hootsuite and Keyhole	\$3,000 annually
Design work to support social media posts	\$5,000 annually
Social Media Adverts	\$5,000 annually
Support to influencers	\$5,000 annually

Expenses on adverts and influencers should be reviewed after each campaign to evaluate value for money.



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