



**GOVERNMENT OF MALAWI**

**MINISTRY OF AGRICULTURE, IRRIGATION AND WATER  
DEVELOPMENT**

**SHIRE VALLEY IRRIGATION PROJECT (SVIP)**

**COMMUNICATION, COMMUNITY PARTICIPATION, LAND  
TENURE AND RESETTLEMENT POLICY FRAMEWORK**

**COMMUNICATION STRATEGY**

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## Definitions

Census	National Census for Housing and Population conducted by NSO.
Consultant	Consultant for CCPLTRPF COWI A/S with sub-consultant Centre for Development Management (CDM).
Disability	Having difficulties or problems in one or all of the following areas; seeing, hearing, speaking and walking/climbing. <sup>1</sup>
Household	The term household refers to a group of people who reside together and share in the functions of production and consumption. It is also the smallest unit of consumption, and sometimes production. <sup>2</sup>
Internal communication	Sharing of information among internal stakeholders. Means of channels could be formal and informal meetings, workshops, phone, fax, e-mail and intranet.
Literacy	The ability to read and write with understanding in any language. <sup>3</sup>
Orthophoto	An aerial photo-geometrically corrected "orthorectified" such that the scale is uniform: the photo has the same lack of distortion as a map.
Project Affected Persons (PAP)	Project Affected Persons are persons on whom the project has a direct economic and social impact. The impact may be caused by the involuntary taking of land resulting in; a) relocation or loss of shelter; b) loss of assets or access to assets; c) loss of income sources or means of livelihood whether or not the person should move to another location; or by the involuntary restriction of access to legally designated parks and protected areas resulting in adverse impacts on the livelihoods of the displaced persons. <sup>4</sup>
Poor <sup>5</sup>	Using the minimum food consumption and basic needs as the poverty line, individuals who reside in households with consumption lower than the poverty line are then labelled "poor".
Ultra-poor <sup>5</sup>	Using the minimum food consumption as an additional measure, we can identify the "ultra-poor", as households whose consumption per capita on food and non-food items is lower than the minimum food consumption.
Stakeholder (Internal)	Internal stakeholders are institutions and groups that are involved in the planning, implementation and monitoring of the project.
Stakeholder (External)	External stakeholders are the parties who will be affected directly or indirectly by the project as well as those organisations which serve the interests of the communities.
Study Team	Study Teams are implementing the SVIP Feasibility Study in the preparatory phase, i.e. the Technical Feasibility Study, Hydraulic

<sup>1</sup>Census for Housing and Population 2008. Main Census Report. Section 3.5. NSO

<sup>2</sup>Census for Housing and Population 2008. Gender Report. Section 6.1. NSO

<sup>3</sup>Census for Housing and Population 2008. Main Census Report. Section 3.3.1. NSO

<sup>4</sup>Involuntary Resettlement Sourcebook, Planning and Implementing in Development Projects. 2004 World Bank

<sup>5</sup> Involuntary Resettlement Sourcebook, Planning and Implementing in Development Projects. 2004 World Bank

	Modelling, Dam Safety Panel, ESIA, PPP, Agricultural Development Planning Strategy and CCPLTRPF.
Traditional Authority	A Traditional Authority is a senior local government leader who oversees a number of group villages in a district. Citizens are identified based on the name of their village and T/A.
Traditional Leaders	Local government leaders who assume their authority based on lineage and customary laws. They comprise Paramount Chief, Senior T/A, T/A, Group Village Head and Village Head.
Target audience	Particular group of people to which communication and marketing activities are directed. A target audience can be formed of people of clearly defined demographic factors/characteristics. By dividing stakeholders into target audiences, messages and activities can be tailored to the needs and profile of each audience.

## Abbreviations and Acronyms

ADC	Area Development Committee
AEC	Area Executive Committee
AEDC	Agriculture Extension Development Coordinator
AfDB	African Development Bank
CADECOM	Catholic Development Commission
CBO	Community Based Organisation
CCPLTRPF	Communication, Community Participation, Land Tenure and Resettlement Policy Framework
DADO	District Agricultural Development Officer
DEC	District Executive Committee
DC	District Council
DP	Development Partner
Dpi	Dots per inch
DSP	Dam Safety Panel/Plan
DTF	SVIP District Task Force
ECAMA	Economics Association of Malawi
EPA	Extension Planning Areas
ESIA	Environmental and Social Impact Assessment
ESMP	Environmental Social Management Plan
FAO	Food and Agricultural Organisation
FGD	Focus Group Discussion
FUM	Farmers Union Of Malawi
GoM	Government of Malawi
GRMs	Grievance Redress Mechanisms
GVH	Group Village Head
GYG	Gender and Youth Guidelines
HSA	Health Surveillance Assistant
M&E	Monitoring and Evaluation
MBC	Malawi Broadcasting Corporation
MCCCI	Malawi Confederation of Chambers of Commerce and Industry
MDHS	Malawi Demographic and Health Survey
MGDS II	Malawi Growth and Development Strategy II
MoAIWD	Ministry of Agriculture, Irrigation and Water Development

MP	Member of Parliament
NASFAM	National Smallholder Farmers Association of Malawi
NGO	Non-Governmental Organisation
NSO	National Statistical Office
PA	Public Address
PAP	Project Affected Person
PMP	Pest Management Plan
Ppi	Pixels per inch
PPP	Public Private Partnership
PTT	SVIP Project Technical Team
PTTC	SVIP Project Technical Team Coordinator
RPF	Resettlement Policy Framework
SEDOM	Small Enterprises Development of Malawi
SMEs	Small and Medium Enterprises
SRBMP	Shire River Basin Management Programme
SVIP	Shire Valley Irrigation Project
SWOT	Strengths, Weaknesses, Opportunities, Threats
T/A	Traditional Authority
ToR	Terms of Reference
VDC	Village Development Committee
VH	Village Head
WB	World Bank
ZBS	Zodiak Broadcasting Station



# 1 Introduction

The overall objective of the Shire Valley Irrigation Project (SVIP) is “to sustainably enhance incomes and hence food security of about 100,000 households in Chikwawa and Nsanje Districts through increased agricultural productivity and profitability by establishing market-linked smallholder farming ventures and professionally operated irrigation services in 42,500 ha of land”.

This Communication Strategy defines and establishes arrangements and procedures for maintaining a two-way flow of up-to-date communication between the project implementers of the SVIP and the key stakeholders. The strategy outlines the key communication elements for the SVIP which are; a situational analysis, communication goals and principles, roles and responsibilities, stakeholders and communication tools in terms of activities, media channels and the form in which information will be presented. It also includes information about the communication plan as well as how to evaluate and monitor communication activities.

Communication is considered one of the most important tools in the SVIP study and implementation. It is a crosscutting issue and will therefore be mainstreamed throughout the project.

Besides Communication Plans, the implementation of the Communication Strategy is supported by Communication Guidelines which contains information on design guidelines, templates, ways of conveying messages, communication procedures and a Web Strategy for a SVIP website. Communication is an ongoing process. Details about specific communication activities are presented in the Communication Plan. However, only specific communication activities can be shown in the Communication Plan. In addition, the SVIP management and preparatory study teams have to communicate with each other and with the stakeholders constantly for successful communication.

## 1.1 Background of the SVIP Project

The Government of Malawi (GoM) through the Ministry of Agriculture, Irrigation and Water Development and Irrigation (MoAIWD) intends to develop irrigated agriculture in the Lower Shire Valley within the administrative districts of Chikwawa and Nsanje under the Shire valley Irrigation Project (SVIP). With assistance from the African Development Bank (AfDB) and World Bank (WB), the initiative is part of the GoM’s activities to achieve its overall development agenda as stipulated in the Malawi Growth and Development Strategy II (MGDS II).

According to the pre-feasibility report, it is proposed that approximately 42,500 ha of land will be developed for irrigation in two phases (Phase I and Phase II) that will involve abstracting irrigation water from the Shire River and conveying it by gravity to the irrigable area mainly through open canals. The preparatory phase of the project will include the following studies and activities:

- › A Communication, Community Participation, Land Tenure and Resettlement Policy Framework (CCPLTRPF) Consultancy.
- › A Technical Feasibility Study on all technical aspects related to the project.
- › Public-Private Partnership for Irrigation Services.
- › A Hydraulic Model Study at the head pond of Kapichira Dam to locate the optimum site for the intake to avoid negative impact on sediment flushing operations at the power station and minimize the intake of sediment into the proposed feeder canal system of SVIP.
- › An independent Environmental and Social Impact Assessment (ESIA) leading to the preparation of an Environmental and Social Management Plan (ESMP), including a Pest Management Plan (PMP).
- › Establishment of a Dam Safety Panel (DSP) consisting of a panel of international experts to review safety of Kapichira Power Dam and Kamuzu Barrage to undertake dam safety reviews and make recommendations to ensure safety of these two structures.
- › Preparation of Agriculture Development Planning Strategy that will lead to real value addition in agricultural production with respect to the costs of the irrigation investment.
- › Technical Assistance for project coordination to support the Project Coordinator in ensuring effective coordination, organisation and timely sharing of data and information among the different consultants engaged in the SVIP. In addition, the consultant is expected to ensure quality control in preparation of the SVIP studies.

The results of the study are necessary for the Government of Malawi to take the final decisions about the project and secure funding for implementation.

During the implementation phase the Shire Valley Irrigation Project will be constructed and related activities implemented. For example, land will be re-arranged using the methodologies agreed upon in the preparation phase, and some people will be re-settled to make way for the canals and other infrastructure of the SVIP.

## 1.2 Strategy and Plans for the SVIP Project Phases

The SVIP is divided into a preparation (Feasibility Study) and an implementation phase. In the beginning of the project, focus has been on developing the Communication Strategy for the preparation phase but the main elements in the strategy are valid for both project phases.

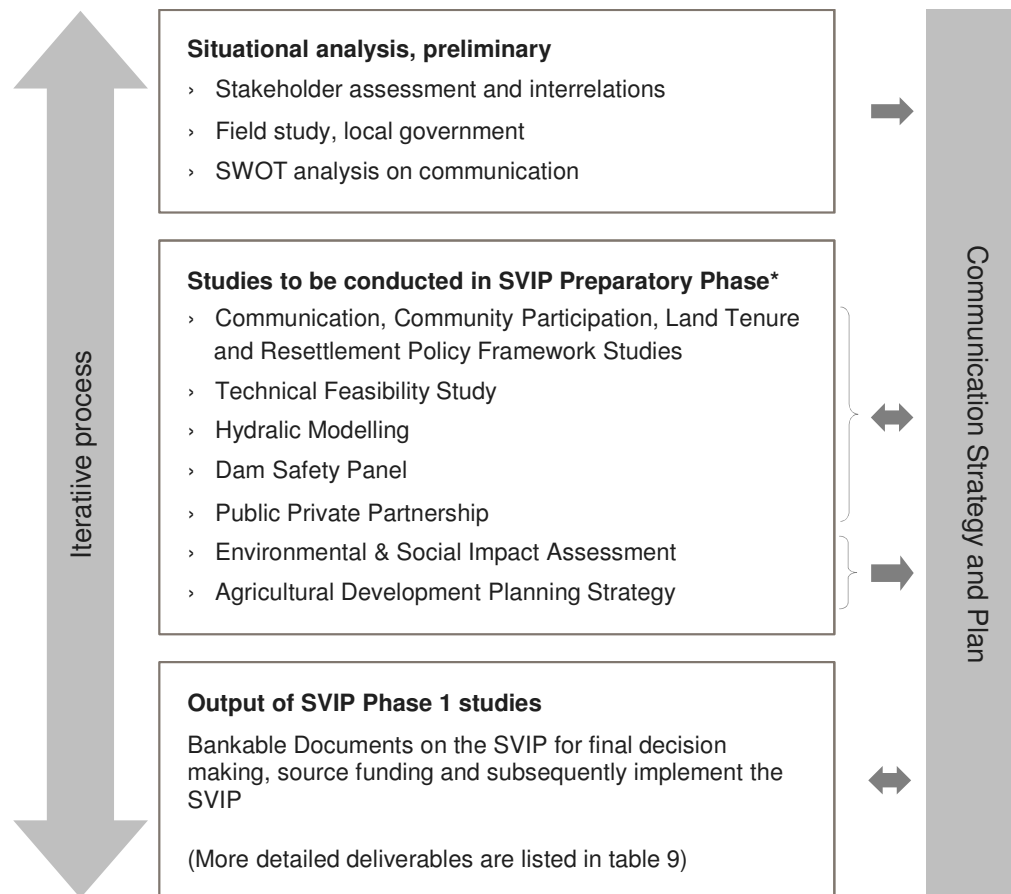
As lessons are learned, knowledge is shared and as the implementation phase approaches, the strategy will be adjusted and further developed to reinforce the communication efforts for the implementation phase.

Figure 1 shows the surveys, studies and input that feed into the process of developing the Communication Strategy and Plan. The situational analysis for preliminary communication surveys is included in Chapter 2 and the studies to be conducted by the Consultant in the preparation phase are part of the communication activities towards internal and external

stakeholders. These activities are Workshops, Meetings, Household Questionnaires, Focus Group Discussions and Key Informant Interviews. The timeline for conducting the studies and the output is linear but at the same time the process is iterative. This is due to the fact that findings may require further surveys to be conducted as part of the situational analysis.

A Communication Plan for both internal and external stakeholders will be developed for each of the two project phases. While the plan for the preparation phase is ready for implementation, the plan for the implementation phase is a rough draft that will be further developed later in the process and aligned to changes in the Communication Strategy as specified above. Communication plans will require regular updating in line with the progress and development of the SVIP preparation and implementation.

Figure 1 Process developing the Communication Strategy & Plan



Ad\*) Studies and interaction with the Communication Strategy and Plan are based on the Inception Report.

## 2 Situational Analysis

All strategic processes start with a “where are we now” study in order to be able to decide where to go and how to get there. To gain a better insight into the starting point for the communication efforts and how to achieve the communication goals for the SVIP, which are defined in Chapter 3, a preliminary stakeholder analysis and a SWOT analysis have been conducted. In addition, a brief description of the communication landscape in Malawi is provided. Key stakeholders and target audiences are defined in Chapter 5.

As mentioned in section 1.2, findings from further studies carried out during the SVIP preparation phase will feed into the Communication Strategy and Plans.

### 2.1 Stakeholder Assessment and Interrelations

An assessment of the internal and external stakeholders and target audiences are made in Appendix 1 and 2. The assessment contains the mandate of each target audience, their interest in SVIP, assumptions made regarding their involvement and contribution to ensure a smooth project implementation and risks that might arise and affect the project.

Communication mechanisms and relations among stakeholders will be mapped and analysed during the field study to explore how to utilise existing relationships and establish new ones where needed. For instance, agricultural organisations are capable of raising awareness of SVIP to their members. In addition, focus will be on mapping the communication channels and means used by especially stakeholders that can help raise awareness and knowledge of the SVIP to those most affected by the project.

It is known that stakeholders operating in Chikwawa District interact either at group or bilateral level. At group level, the stakeholders network at district-wide meetings called by the District Council Secretariat where issues concerning various sectors are discussed. The stakeholders also work together at one-on-one basis, particularly those working in the same sector.

### 2.2 Stakeholder Analysis, Local Government

A desk research and a qualitative survey interviewing respondents from the local government in Chikwawa has been conducted to obtain a better understanding of its communication efforts as well as the communication landscape in the Lower Shire, particularly in Chikwawa. The main findings are presented below.

#### 2.2.1 Main Communication Channels, Internal

Since most of the government departments are housed at the District Commissioner’s buildings or within the District Council (a radius of about 2 km), the most common channels of internal communication are face-to-face interaction, memoranda, meetings and phone calls. Official communication is normally done by letter. A more complete overview of the main internal communication channels used by the local government in Chikwawa is listed in Appendix 3. These channels are mainly used to communicate with stakeholders

within the district but also those outside the district such as government ministries and agencies.

**Channels at district level**

There is a well-established channel at district level that facilitates two-way communication between District Councils (through the District Executive Committee or DC) and target audiences at the local government level. This is illustrated in Figure 2 and the different entities are described below. The Council of Elders is to find among external target audiences in section 5.2 but it is included here to provide an overview of the entire process flow.

*Figure 2 Communication flow process in the district*



**District Council**

The highest and most effective meeting at the district level is the full District Council (DC) meeting which is chaired by the Chairperson of the Council, who is an elected Councillor.

The District Council consists of; 1) One member elected from each ward within the local government area, 2) Members of Parliament from the constituencies that fall within the local government area, as voting members, and ex official; 3) Traditional Authorities (T/As)<sup>6</sup> from the local government area as non-voting members, and 4) Five persons, as non-voting members, to be appointed by the elected members to cater for the interests of such special interest groups as the Council may determine<sup>7</sup>. The Council is scheduled to meet quarterly but ad hoc meetings are held whenever necessary.

<sup>6</sup> Traditional Authorities are described further in section 5.2 on external stakeholders.

<sup>7</sup> Local Government Act 1998 Article 5.1 Schedule 1.

The District Council performs the following functions: a) make policy and decisions on local governance and the Council's development for the local government area; b) consolidate and promote local democratic institutions and democratic participation; c) promote infrastructural and economic development through the formulation, approval and execution of district development plans; d) mobilize resources within the local government area for governance and development; e) maintain peace and security in the local government area in conjunction with the Malawi Police Service; f) make by-laws for the good governance of the local government area; (g) appoint, develop, promote and discipline its staff; h) cooperate with other Councils in order to learn from their experiences and exchange ideas; i) perform other functions including the registration of births and deaths and participate in the delivery of essential local services<sup>8</sup>.

### *Area Development Committee and Area Executive Committee*

The members and main functions of the ADC and AEC is described below. Their meetings are effective communication channels since they form the link between the District Council and the Villages. The members of the ADC overlap with the meetings held by the Traditional Authority but are not exactly the same.

#### *Area Development Committee*

The ADC is a representative body of all the Village Development Committees (VDCs). It is composed of Ward Councillors, youth and women groups, representatives of religious groups and the business community, and chaired by an elected person among the members. The T/A plays an advisory role and the secretary is the AEC Chairperson.

Main functions of the ADC are to; 1) Prioritise, identify and prepare project proposals addressing community needs covering more VDCs, 2) Organise monthly meetings together with VDCs, 3) Supervise, monitor and evaluate implementation of projects at T/A level, 4) Bring together community members and resources for self-help projects, and 5) Improve and prioritise project proposal for VDCs for submission to the DEC<sup>9</sup>.

#### *Area Executive Committee*

The AEC is a technical and advisory committee to the ADCs. It comprises of extension workers of Government Ministries, NGOs and corporations. Main functions are to; 1) Assist and advise the ADC on identifying and preparing proposals, 2) Carry out field appraisals of proposed projects, 3) Review project proposals before submitting them to DEC, 4) Conduct data collection and analysis at community level, 5) Take a lead in the organization of VDCs, and 6) Train and assist VDCs in setting their own guidelines and coming up with development projects.

Since there are many extension workers from different sectors and NGOs in a T/A area, AEC membership is limited to these core sectors: Health, education, community development, agriculture, forestry, water and NGOs. Each sector has one representative.<sup>Error! Bookmark not defined.</sup>

### *Village Development Committee*

The VDC is a representative body of a village or a group of villages, and it is the entity closest to the people at grassroots level. Therefore, the Committee is important in the planning system of the District Council.

<sup>8</sup> Local Government Act 1998, Part II Article 6.

<sup>9</sup> The functions of the ADC, AEC and VDC are based on the information on the website [www.malgamw.org/Lilongwe%20District%20Assembly.html](http://www.malgamw.org/Lilongwe%20District%20Assembly.html), 26 January 2016.

The Committee comprises one elected member from each village within the VDC, a Ward Councillor, four female representatives and an elected extension worker. It is chaired by an elected member and its main functions are to; 1) Identify and prioritise community needs as well as preparing project proposals and submitting them to the ADCs, 2) Supervise, monitor and evaluate the implementation of development activities in the villages, 3) Initiate community self-help activities, and 4) Encourage and bring together community resources for people's participation in self-help activities.

Members of the ADC and AEC disseminate messages to the VDC and vice versa. The VDC spreads the messages further down to villagers, among others through the Council of Elders, and brings messages from the villagers to the ADC. To ensure consistency all key messages are communicated in writing along with other channels.

### *Council of Elders*

The Council of Elders at village level is part of the Traditional Authority structure and is a valuable channel for two-way communication as well. The Council is headed by a Village Head.

## 2.2.2 Main Communication Channels, External

The main channel of communication with external organisations is letters for official communication. Meetings and face-to-face meetings are used with external stakeholders when these are situated relatively close-by and or called in for specific subjects well in advance. Telephone calls are another frequently used medium for communication. In addition, messages may be passed through the district departments with good functioning communication channels such as the agricultural department.

Within the project area, government departments mainly communicate with external stakeholders such as non-governmental organisations (NGOs), community based organisations (CBOs), private sector organisations (PSOs), and farmer associations and clubs, and chiefs and their subjects who comprise, among others, vulnerable people and farmers. The official medium of communication of the District is official letters.

A more complete overview of the main external communication channels used by the local government is also provided in Appendix 3.

### *Organisations*

Main channels for communicating with NGOs, CBOs, PSOs, and farmer associations and clubs include letters, phone calls, e-mails, faxes and meetings. Letters, e-mails and faxes are mostly used to reach organisations based outside Chikwawa, while phone calls and meetings are used within the district.

### *Chiefs and their subjects*

Main channels to communicate with chiefs and their subjects are letters written either in English or Chichewa, phone calls and meetings. All government departments and projects send their letters through the DC's office. In most cases, the letters are sent out to the chiefs as notification for meetings since face-to-face interaction is crucial when passing out vital information to the chiefs and the villagers. Messengers of Traditional Authorities are used to deliver the letters to the chiefs.

Meetings allow the chiefs and villagers an opportunity to seek clarification whenever they do not clearly understand an issue. Chichewa is the language used during such meetings; although Chisena is sometimes used.

### *General public*

Public awareness is generally raised using public address (PA) systems and open days; although use of Agriculture Extension Development Coordinators (AEDC's) remains the most effective means of communication for issues related to agricultural projects. The agriculture sector has established nationwide structures at district level which involves communication through the District Agriculture Development Officer (DADO) who relays information to the Extension Planning Areas (EPAs) down to the village level.

The open days, also referred to as field days, involve various displays and speeches which are carried out in each T/A in line with the specific needs of a given project. Agricultural fairs are similarly important in raising public awareness. The infrequent events include the use of promotional materials such as banners, brochures, posters, theatre and dances. SVIP might use open days in its public awareness activities as these events have proven to be effective for reaching rural populations in the project area.

### 2.2.3 Communication Challenges

Challenges experienced by the local government are divided into internal and external communication. They are listed in Appendix 3 and used for the SWOT analysis in section 2.4.

### 2.2.4 Conclusions for the SVIP

Major conclusions drawn from the field study when it comes to possible effective communication channels to be used by the SVIP are presented below, while the main internal and external challenges are summed up and included in the SWOT analysis.

- › The DC meetings provide a good opportunity to meet all elected representatives within the District as well as the Traditional Authority and co-opted members in one sitting for discussing options and strategic decision-making. Therefore, these meetings are an essential channel for the two phases of the SVIP.
- › The District Executive Committee (DEC) meetings provide a good opportunity for project implementers to meet all government departments in the district at one sitting. These meetings can be used for discussing sharing of information and for gaining a common understanding.
- › Agricultural structures are an effective channel for raising public awareness among stakeholders in the project area.
- › It is best to contact NGOs working in Chikwawa through either the DC's office or directly depending on the nature of the issue at hand. NGOs outside Chikwawa can be reached directly through letters, e-mails and phone calls.
- › Letters are a reliable and officially recognised channel for communicating with Chiefs and villagers.



- › Area Development Committee (ADC), Area Executive Committees (AEC) and Village Development Committee (VDC) meetings provide a good opportunity to convey messages to the villages.
- › Open days/field days could be utilised as part of public awareness campaigns.

These structures pave the way for a two-way communication flow. However, it can also be concluded that there is a need to strengthen the bottom-up flow of communication from the villagers to the SVIP Management.

## 2.3 Communication Landscape

This section provide a mapping of the communication landscape in Malawi with the aim to highlight differences between stakeholders and enable the SVIP to target them in the most efficient way to achieve the desired impact. Unless otherwise specified, all statistical data on gender and age groups is from the 2010 Malawi Demographic and Health Survey (MDHS), 2010.

### 2.3.1 Literacy

In Malawi 81.3% of the men and 67.6% of the women aged 5-49 are literate. Within Nsanje and Chikwawa District the proportion of literacy is respectively 73.8% and 80.2% for men and 54.9% and 49.1% for women. The proportion of people within the SVIP area that is unable to read or write is about 20% for men and well over 40% for women<sup>10</sup>. Illiteracy among women is higher than among men, and the literacy rate of most smallholder farmers is low. The high level of illiteracy is therefore a crosscutting issue that has to be taken into account throughout the SVIP Feasibility Study, particularly in the stakeholder consultations, Communication Strategy and design of the field study instruments.

For the age group 15 to 24 years, it is relevant noticing that about 72.4% of women and 77.8% of men in rural areas in the southern region of Malawi are able to read a short simple statement about everyday life or has attended secondary or higher education<sup>11</sup>.

### 2.3.2 The Most Popular Media

The most popular media of communication are radio, newspapers, television, mobile public address (PA) system announcements, public meetings, printed materials and mobile phone communication. The percentage of men aged 15-49, who are exposed to all three forms of media (newspaper, television, and radio), is about three times that of women, 14% compared with 5% respectively<sup>12</sup>.

#### *Radio broadcasts*

The Malawi Broadcasting Corporation (MBC) Radio 1, MBC Radio 2, Zodiak Broadcasting Station (ZBS), 101 FM and Capital Radio. In the age group 15-49 years, 57% of female respondents and 76.6% of male respondents listen to the radio at least once a week. Out of these radio stations, MBC Radio 1 is the most popular station in terms of

<sup>10</sup> MDHS 2010 Table A.3.3.1 for women and Table A.3.3.2 for men.

<sup>11</sup> Malawi MDG Endline Survey (MES) 2014 Report, Literacy and Education.

<sup>12</sup> Data on access to media are taken from the MDHS of 2010, Tables 3.4.1 and 3.4.2

listenership since over 50% of its programmes are produced in local languages; hence more appropriate for rural populations. ZBS is also popular mostly amongst the youth.

### *Newspapers*

After radio, newspapers are the next effective medium of communication in the country. Among women, 11.8% of women read the newspaper at least once a week compared with 25.3% of men. The most popular newspapers are the two dailies Nation Newspaper and Daily Times and weekend tabloids Weekend Nation and Malawi News published by the Nation Publication Limited and Times Group respectively. While newspapers are widely read by literate people and could be effective for communication with organisations and the private sector, they may not be effective for people in the rural areas. In Chikwawa and Nsanje the literacy levels are the lowest in the country.

### *Television broadcasts*

There are also a number of television stations such as MBC Television, Luntha TV, Times TV, CFC Television, AFJ Television, Luso TV and Joy TV. However, MBC Television has a national coverage and is, by far, the most popular outlet. It is also worth noting that less than half of the Malawi population has access to television, mainly due to the high cost of television sets and limited electricity provision from the national grid. In terms of television access, 33.4% of men aged 15-49 watch the television at least once a week compared with women at 15.9%. MBC Television would therefore be appropriate for communicating with corporates and other organisations involved in the SVIP.

### *Mobile PA announcements*

Mobile PA announcements are an ideal but expensive way to communicate with people at the village, group village and Traditional Authority levels. Announcements in the two local languages Chichewa and Chisena are widely used for important events in the project area. This is a suitable communication tool for reaching out to people in very remote places of the project area where other tools such as newspapers and television do not reach.

### *Public meetings*

Experience has proven that public meetings with people at the village, group village and Traditional Authority levels are an effective way of communicating socio-economic issues in Malawi. These meetings allow people to directly interact with project implementers, pose questions on thorny issues and areas that are otherwise regarded as sensitive. They also provide a platform for building public consensus. The public meetings are sometimes complemented or replaced by Focus Group Discussions (FGDs) which are more intimate and formal in their organisation and conduct than the public meetings.

### *Printed materials*

Other printed materials such as posters are useful in passing on information about projects to the people in rural areas in Malawi. However, the posters need to contain mostly graphic information due to the high illiteracy levels in the project areas. Where written messages are needed, they have to be phrased in the local languages to ensure wide participation from the community members.

### *Mobile phones*

Most of the project area, particularly within the vicinity of the DC, has mobile phone network coverage and this makes it easy for people to reach one another. However, network coverage is generally poor in remote places like Chapananga where the situation gets worse during the rainy season.

In spite of this, phone calls and group SMSs are not the most effective way of reaching community members as only a small part of the population possesses mobile phones – not to mention the high illiteracy levels which would hinder people from reading the messages.

### *Internet*

According to the Malawi MDG Endline Survey of September 2014, 3.4% of the women and 9.3% of the men aged 15-24 years used a computer in the last 12 months prior to the survey. Within the same period 3.9% of the women and 12.1% of the men aged 15 to 24 used the internet.

Based on experience, target audiences within the Government, private sector, academia and associated consultants, development partners, donors and news media have access to the internet; however access to internet in rural areas is limited.

### *Theatre performances*

Theatrical performances are a popular way of conveying important information to members of the general public in Malawi. As a form of entertainment, they attract people of all ages, gender and socio-economic backgrounds to the events, while at the same time raising awareness about projects and other issues. These performances need to be organised especially over the weekends to attract large audiences. There are a number of cultural groups in the country, which are hired at a fee to perform theme-focused theatrical productions. Performances have to be followed by series of meetings to discuss and agree on the issues raised in the performance. It is an effective but manpower intensive method.

## 2.4 SWOT Analysis

A SWOT analysis has been conducted to map the strengths, weaknesses, opportunities and threats from a communication point of view. The aim is to exploit opportunities and strengths for fulfilling the Communication Strategy and to initiate measures against weaknesses and threats. The SWOT analysis will be updated after the Feasibility Study to incorporate any new issues identified.

In Appendix 4, findings of the SWOT analysis at this stage are presented and critical success factors that are likely to affect SVIP's communication efforts are listed below. The factors are defined as weaknesses that are reinforced by threats.

### *Critical success factors, communication efforts*

- 1 Poor roads in the project area combined with unavailability of proper transport means.
- 2 Connectivity problems combined with the importance of using mobile phones and internet as communication channels.
- 3 Need for resources for communication activities combined with limited resources.
- 4 The combination of need for capacity building in communication and inadequate funding for communication in government departments and within the SVIP.
- 5 Lack of guarantee that messages will reach targeted audiences combined with lack of formal bottom-up channels of communication. This makes it difficult to know if messages get through.
- 6 The risk of verbal messages getting distorted enhances the need for written communication; however the illiteracy rate in the project area is high.

- 7 Personal outreach and face-to-face communication is vital for reaching especially farmers and vulnerable groups due to their low literacy level; however risk of flooding, infrastructure and transport problems, lack of human resources and downgrading of communication efforts can make it difficult to execute needed activities.
- 8 Low awareness of gender and youth issues combined with the fact that current communication channels do not always address the high level of illiteracy or gender and youth issues.

### 3 Communication Goals and Principles

Communication efforts must support and reflect the overall objective of MGDS II (designed to advance the Vision 2020 agenda), which is to reduce poverty through sustainable economic growth and infrastructure development, and the objectives of the SVIP project. In order to achieve the set objectives, the overall communication goals are as listed in Table 1. An important part of goal 3 is to consult stakeholders and provide opportunities for those directly or indirectly affected by the SVIP project to provide feedback.

Table 1 *Communication goals*

Communication goals
1. Build awareness and knowledge of the SVIP.
2. Create a knowledge sharing and learning culture among project implementers.
3. Encourage dialogue and create a two-way information flow.
4. Keep key stakeholders informed on a regularly and timely basis.
5. Influence behaviour through capacity building and understanding.

#### *Communication principles*

The fundamental driving force for all communication under the SVIP is expressed in the principles in Table 2. They are essential for ensuring that the objective of the project and the communication goals are achieved in an accountable and effective way, and they are in line with the Voluntary Guidelines on the Governance of Tenure promulgated by FAO and the World Bank Operational Guidelines.

Table 2 *Communication principles*

<b>Integrity</b>	<ul style="list-style-type: none"> <li>&gt; We share information in an open, transparent and accountable way.</li> <li>&gt; We provide the necessary and promised communication tools.</li> <li>&gt; We do what we say we do.</li> </ul>
<b>Dialogue and responsiveness</b>	<ul style="list-style-type: none"> <li>&gt; We attach great importance to a positive two-way dialogue.</li> <li>&gt; We listen actively to all stakeholders and value their opinions.</li> <li>&gt; We offer easy accessible opportunities to provide feedback, especially for target audiences directly affected by the SVIP.</li> </ul>
<b>Clarity</b>	<ul style="list-style-type: none"> <li>&gt; We communicate in a clear and concise manner.</li> <li>&gt; We communicate in a language and style that is easy to understand.</li> </ul>
<b>Audience adaption</b>	<ul style="list-style-type: none"> <li>&gt; We gain insight into the needs and perceptions of target audiences.</li> <li>&gt; We tailor communication to meet the needs of target audiences.</li> <li>&gt; We share information in a format that is easy accessible for all target audiences.</li> </ul>
<b>Respect</b>	<ul style="list-style-type: none"> <li>&gt; We respect and support human rights.</li> <li>&gt; We treat every person with dignity and courtesy.</li> <li>&gt; We embrace diversity and fair treatment for all.</li> </ul>

## 4 Roles and Responsibilities, Communication

In order to carry out communication tasks in an effective way and on time, roles and responsibilities of the internal stakeholders is clearly defined. The roles and responsibilities will be presented and discussed with all involved parties to ensure that they are understood and that communication efforts as a whole are coordinated.

Table 3 lists suggested areas of responsibility. As mentioned in section 8.1, MoAIWD will call a joint meeting to address roles and responsibilities for communication tasks when all the SVIP Feasibility Study Teams have been mobilised. Decisions taken at this meeting will be incorporated in the Strategy.

Table 3 Roles and responsibilities, communication tasks

Areas of responsibility	CCPLTRPF Consultant	SVIP Project Technical Team	Other Feasibility Study Teams	District Task Force	Project Technical and/or Steering Committee
Communication Strategy for the SVIP	Develop and maintain the strategy.  This include to draw conclusions from the situational analysis, incorporate findings in the Strategy and to take action on critical success factors.	Review and make comments and recommendations	Contribute to further develop the Strategy as the project is progressing and ensure that their Communication Plans are coherent with the Strategy.	Review and make comments and recommendations.	Review and approve strategy.
Operational Communication Plan	Prepare plans for communication activities and execute plan for own activities in the preparatory Phase of the SVIP.  Synthesise findings across the Feasibility Study Teams and reach target audiences as laid out in the Strategy.	Review and make comments and recommendations.  Coordinate between Study Teams, MoAIWD, SVIP Management and other stakeholders	Prepare, execute and update a plan for own communication activities.	Review and make comments and recommendations.	Review and approve plans.
Cross-project information and knowledge sharing and learning	Lead on planning and executing information and knowledge sharing and learning.	Provide information and support, facilitate and encourage information and knowledge sharing and learning.	Engage in cross-project information and knowledge sharing and learning, and execute agreed activities.	Engage in knowledge sharing and learning.	Provide information and support, and encourage information and knowledge sharing and learning.
Coordination	Together with the PTTC the Communication Specialist will coordinate and streamline all communication pertaining to the SVIP studies.	Coordinate between Study Teams, MoAIWD, SVIP Management and other stakeholders  Deliver on agreed tasks and cooperate with the Communication Specialist.	Deliver on agreed tasks and cooperate with the Communication Specialist.	Deliver on agreed tasks and cooperate with the Communication Specialist.	Deliver on agreed tasks and cooperate with the Communication Specialist.
Technical support	Provide technical support in communications to project partners.	Verify information, facilitate implementation, recommend and advice.	Commitment to receiving support and turning it into practice.	Verify information, recommend and advice.	
Generation and analysis of impact	Gather and analyse the collected data from the Feasibility Study.	Verify information, recommend and advice.	Produce data and information for analysis.	Verify information, recommend and advice.	Review and approve data.



Areas of responsibility	CCPLTRPF Consultant	SVIP Project Technical Team	Other Feasibility Study Teams	District Task Force	Project Technical and/or Steering Committee
Produce communication materials	Produce materials according to activities in the Communication Plan.  Deliver validated and quality assured results.	Verify information, facilitate, recommend and advice.	Produce materials according to activities in own Communication Plan.  Deliver validated and quality assured results.	Verify information, recommend and advice.	
Outputs of consultants/Study Teams	Review by the CCPLTRPF consultants on gender and youth and communication issues.  Revise own documents according to feedback and comments.	Review and make comments and recommendations.	Revise own documents according to feedback and comments.	Review and make comments and recommendations.	Review and approve.
Knowledge storing	Recommend and assist in making tools available and information on how to use them.  Store information and data, and make sure it easy accessible.	Make tools available and information on how to use them.  Store information and data, and make sure it is easy accessible to all stakeholders	Store information and data, and make sure it easy accessible	Store information and data, and make sure it easy accessible	Store information and data, and make sure it easy accessible
M&E	M&E of own communication activities and of the Feasibility Study Teams as specified in Appendix 6.  Gather findings in a report.	Review and make comments and recommendations.	M&E of own communication activities as specified in Appendix 6.		Review and approve M&E report



## 5 Stakeholders

The stakeholders comprise a diverse group each with their own interests and agendas. They also have their own ways and needs of communicating. Meanwhile, they also have similar activities and comparable mandates. For the purpose of the SVIP, a distinction has been made between internal and external stakeholders. Within each stakeholder group, target audiences for communication efforts are specified.

An assessment of the internal and external stakeholders and target audiences are made in Appendix 1 and 2. It includes:

- › Their mandate and reason for being selected as a stakeholder for the project.
- › Their level of importance specifying if they are primary, secondary or tertiary target audiences to the implementation and success of the project. Primary audiences are the most critical.
- › Their interest in the project.
- › Assumptions made about their participation and whether they will be able to benefit from the project.
- › The risk they face/see or may face/see due to implementation of the project. It can also be risks that the SVIP may encounter when communicating with stakeholders.

### 5.1 Internal Stakeholders

Internal stakeholders are involved in the planning, implementation and monitoring and evaluation of the project, and they are listed in Table 4. The Ministries participating in the different SVIP Management bodies are the same. An assessment matrix of internal stakeholders is provided in Appendix 1.

*Table 4 Internal stakeholders*

Stakeholder group	Target audience
Development Partners /Donors	<ul style="list-style-type: none"> <li>› World Bank (WB)</li> <li>› African Development Bank (AfDB)</li> <li>› Other potential development partners</li> </ul>
SVIP Management	<ul style="list-style-type: none"> <li>› Project Steering Committee (PSC), Principal Secretaries of Ministries<sup>13</sup></li> <li>› Project Technical Committee (PTC), Directors of Departments<sup>8</sup></li> <li>› SVIP Project Technical Team (PTT)</li> </ul>

<sup>13</sup>The Ministry of Agriculture, Irrigation and Water Development; Ministry of Natural Resources, Energy and Mining; Ministry of Trade and Industry; Ministry of Lands, Housing and Urban Development; Ministry of Information, Tourism and Culture; Ministry of Finance and Economic Development; and the Public-Private Partnership Commission.



Stakeholder group	Target audience
	<ul style="list-style-type: none"> <li>› Inter-ministerial Task Force (Officials from the same Ministries as in the Steering Committee<sup>8</sup>)</li> <li>› Consultative Committee</li> </ul>
SVIP Feasibility Study Teams  (project implementers)	<ul style="list-style-type: none"> <li>› Technical Feasibility Study</li> <li>› Public Private Partnership (PPP)</li> <li>› Hydraulic Model Study</li> <li>› Environmental and Social Impact Assessment (ESIA)</li> <li>› Dam Safety Panel</li> <li>› Agricultural Development Planning Strategy (ADPS)</li> <li>› Communication, Community Participation, Land Tenure and Resettlement Policy Framework (CCPLTRPF)</li> </ul>
District Local Government	<ul style="list-style-type: none"> <li>› District Councils (DC)</li> <li>› District Executive Committees (DEC)</li> <li>› District Council staff</li> </ul>
Below District Local Government	<ul style="list-style-type: none"> <li>› Area Development Committee (ADC)</li> <li>› Area Executive Committee (AEC)</li> <li>› Village Development Committee (VDC)</li> </ul>
SVIP District Task Force (DTF)	<ul style="list-style-type: none"> <li>› Members of the committee<sup>14</sup></li> </ul>

The SVIP project organisation is shown in Figure 3 and the overall function of the internal stakeholders are described below<sup>15</sup>. Their roles and responsibilities within communication are mentioned in Chapter 4.

### *Donors*

The World Bank (WB) and African Development Bank (AfDB) are supporting the GoM with the preparation of comprehensive studies required to appraise the Technical Feasibility, economic viability and environmental sustainability of the SVIP.

### *SVIP Management*

This group is made up of three Committees, a Project Technical Team and an Inter-ministerial Task Force which share management roles in the general coordination of the SVIP. All are described below. To better reach the District, a District Task Force Committee was established in Chikwawa District on the 24<sup>th</sup> of July 2015.

### *Project Steering Committee*

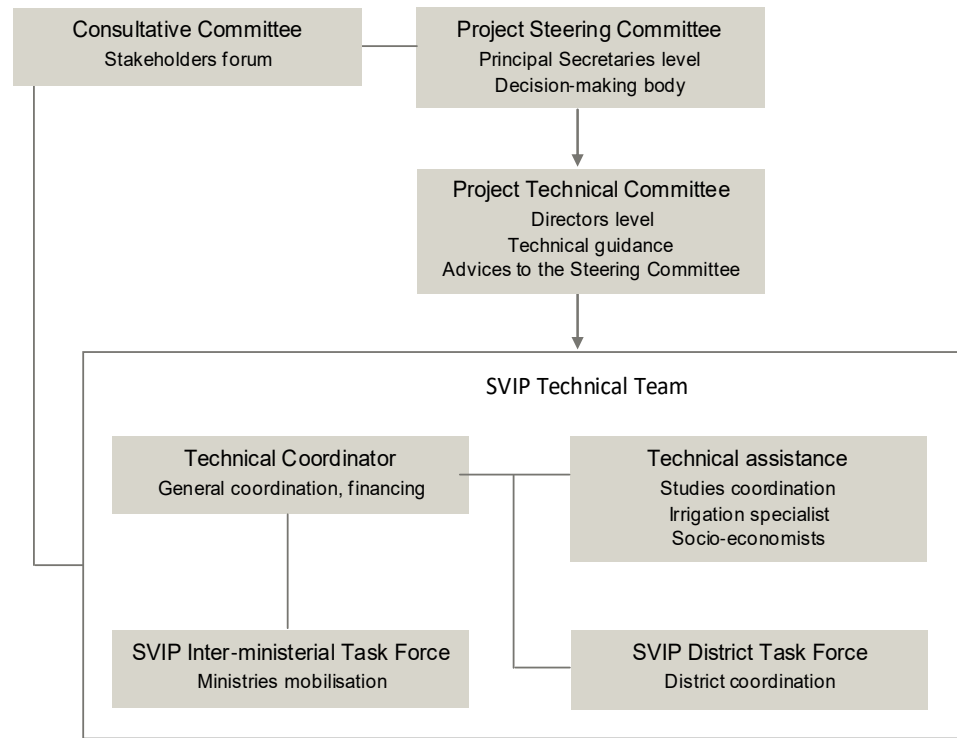
The Project Steering Committee is the decision making body of the SVIP. It is composed of the Principal Secretaries of the Ministries composing the SVIP Inter-ministerial Task Force and chaired by the Principal Secretary of MoAIWD.

<sup>14</sup> According to a Letter of the DC of 24 July 2015 the District Task Force for the SVIP in Chikwawa consists of: District Director of Planning and Development, District Irrigation Officer, District Agricultural Officer (also represents Livestock), District Environmental Officer, District Forestry Officer, District Community Development Officer, District Youth Officer, District Monitoring and Evaluation Officer, Patha representative, Kasinthula representative, National Initiative for Civic Education, District Principal Administration Officer (represents Chiefs also), District Lands Officer.

<sup>15</sup> The description is in accordance with the ToR for the SVIP. It is presented in Appendix 6 in the Inception Report for the CCPLTRPF.

<i>Project Technical Committee</i>	The PTC will advise the Project Steering Committee and provide guidance to the PTT. It will also make all technical decisions that do not require the PSC's endorsement. The PTC shall be composed of the Directors of the Departments represented in the SVIP Inter-ministerial Task Force and chaired by the Director of Irrigation Service.
<i>Project Technical Team</i>	This team is responsible for coordinating the Feasibility Study and monitoring the consultant teams' work. It is chaired by the MoAIWD and with a full time Project Technical Team Coordinator (PTTC).
<i>SVIP Inter-ministerial Task Force</i>	The Task Force is chaired by the PTTC and gathers officials from ministerial departments. Its purpose is to ensure a smooth information flow between the project and the ministries, mobilise the ministries when required, and provide outputs on need basis. Each of the departments shall proactively participate in the project preparation. The SVIP Inter-Ministerial Task Force shall meet on a monthly basis and as need arises whereas PTC and PSC shall meet at critical stages of the project preparation. This institutional set-up shall be adjusted for the project implementation phase.
<i>Consultative Committee</i>	A consultative committee, chaired by the Chairperson of the SVIP District Task Force, will gather the main stakeholders and is the arena where the various interests will be discussed. The consultative committee will inform the PTC and PTT on the position of and trade-off between stakeholders.
<b><i>SVIP Feasibility Study Teams</i></b>	The responsibility of the SVIP Feasibility Study Teams is to provide a comprehensive set of information required by the GoM and potential partners to produce a bankable project, appraise and take decisions for investment in the proposed SVIP.
<b><i>District Local Government</i></b>	<p>Involvement of District Councils and staff in consultation outreach is critical for the legitimacy of the project.</p> <p>The role of the District Executive Committees is to advance the government agenda of implementing the project. They are also responsible for mobilising key stakeholders in the district and solicit their input as well as make strategic decisions on issues concerning local people in the district.</p>
<b><i>Below District Local Government</i></b>	This stakeholder group consists of the Area Development Committee, the Area Executive Committee, and the Village Development Committee, which are described in section 2.2.1. All three committees are important for reaching relevant stakeholders below district level.
<b><i>SVIP District Task Force</i></b>	This task force is expected to coordinate SVIP activities within the district. It will be comprised of the DC, government sector representatives, and representatives of farmers and other organisations in the project area.

Figure 3 SVIP organisation



## 5.2 External Stakeholders

Key external stakeholders listed in Table 5 are parties who will be affected directly or indirectly by the SVIP but also organisations and institutions that serve the interests of the communities. An assessment matrix of external stakeholders is provided in Appendix 2.

Some of the stakeholders are divided into target audiences depending on their need for information and how best to reach them. For instance, the Government is represented at different levels and it has various departments and agencies. Thus, it will be necessary to distinguish between them to get messages across.

Table 5 External stakeholders

Stakeholder group	Target audience
Government	<ul style="list-style-type: none"> <li>&gt; National Government Ministries and Departments</li> <li>&gt; Political Representatives</li> <li>&gt; National Parks and Game Reserves<sup>16</sup></li> </ul>
Government organisations	<ul style="list-style-type: none"> <li>&gt; Shire River Basin Management Programme</li> </ul>
Farmers	<ul style="list-style-type: none"> <li>&gt; Smallholder crop farmers</li> <li>&gt; Livestock farmers</li> </ul>

<sup>16</sup> These are part of the Ministry of Information, Tourism and Culture. They are listed here separately because they are an important target audience.

Stakeholder group	Target audience
	<ul style="list-style-type: none"> <li>› Irrigation farmers</li> <li>› Commercial crop farmers</li> <li>› Farmers associations</li> </ul>
Vulnerable groups	<ul style="list-style-type: none"> <li>› Gender and youth</li> <li>› People living with a handicap</li> <li>› Indigenous people</li> <li>› Poor and ultra-poor people</li> <li>› Project affected persons (PAP), mainly farmers</li> </ul>
Traditional leaders	<ul style="list-style-type: none"> <li>› Paramount Chief Lundu</li> <li>› Senior Chiefs</li> <li>› Chiefs</li> <li>› Sub-Chiefs or Sub-Traditional Chiefs</li> <li>› Group Village Heads</li> <li>› Village Heads</li> </ul>
Private sector	<ul style="list-style-type: none"> <li>› Small and medium enterprises (SMEs)</li> <li>› Agribusinesses</li> <li>› Other private investors or businesses</li> </ul>
Academia and associated consultants	<ul style="list-style-type: none"> <li>› Research and educational institutions</li> <li>› Local and international consultants who are closely connected to the technical team but not part of them</li> </ul>
Other development partners	<ul style="list-style-type: none"> <li>› Agricultural organisations - private sector organisations (PSOs)</li> <li>› Local and international non-governmental organisations (NGOs and INGOs)</li> <li>› Community based and civil society organisation (CBOs and CSOs)</li> <li>› Faith-based organisations</li> </ul>
News media	<ul style="list-style-type: none"> <li>› Journalists, newspapers, magazines, radio and television</li> </ul>
General public	<ul style="list-style-type: none"> <li>› Primarily the Malawian public but for the WB and AfDB the public in other countries is relevant as well</li> </ul>

All external stakeholders are described further below.

### **Government**

The Government is responsible for implementation of the Malawi Growth and Development Strategy, and therefore is a key stakeholder. With regard to the SVIP project, the Government is responsible for initiating and managing the SVIP, sourcing and managing funding, ensuring equitable distribution of resources, good governance and ensuring that the SVIP is implemented effectively and on time.

### *National Government Ministries*

Government Ministries that are important for the SVIP, but not part of the SVIP Management, are:

- › Ministry of Gender, Children, Disability and Social Welfare responsible for promoting gender equity and implementation of the National Gender Policy.

- › Ministry of Youth and Sports Development responsible for implementing the National Youth Policy.

These ministries have been selected for implementation of the field study because their mandates and activities have a direct bearing on the SVIP, and they will be a source of vital information to guide the stakeholder consultations. The Ministry of Gender, Disability and Welfare will provide information about gender and youth groups as well as people living with a handicap in the project area and its current undertakings. The Ministry of Youth and Sports Development will also apprise the SVIP with information about the youth and its activities in the project area. The information obtained from those two ministries was critical in the development of the Gender and Youth Guidelines.

*Political  
Representatives*

Political representatives such as Members of Parliament and Ward Councillors are part of the national and local government system through membership of the District Executive Council Meeting, the Area Development Committee, Area Executive Committee, and the Village Development Committee. They are listed as a separate target audience since they play an important role in disseminating information and messages.

*Natural Parks and  
Game Reserves*

The main canal for Phase I will run along a small stretch of the border of Majete Game Reserve and for Phase II cuts through a small corner of the Lengwe National Park. These stakeholders have some concerns about the project which are listed in the assessment matrix.

**Government  
organisations**

The main target audience is the Shire River Basin Management Programme. It has recently been established to bring many different people and sectors together to plan, develop and manage the natural resources of the Shire River Basin for the benefit of all, now and in the future. The envisaged result is poverty reduction through a coordinated development and investment in the SRBMP whilst using its natural resources sustainably.

**Farmers**

This group is divided into six target audiences, five groups of farmers and farmers associations.

*Smallholder crop  
farmers*

These farmers use small to medium size landholdings for the production of crops for subsistence and/or commercial use at a small to medium scale.

*Livestock farmers*

Although most farmers keep some types of livestock, there are farmers whose income is mainly dependent upon rearing livestock for both subsistence and commercial use. This group consist of small, medium and large farmers. The livestock farmers in Chikwawa and Nsanje District are organised in a Livestock Farmers Association that is responsible for, among others, issuing permits to move livestock within the two districts.

*Irrigation farmers*

Apart from the Illovo Sugar Estate and the Kasinthula Outgrowers' Scheme there are other irrigation schemes located within the SVIP area. This is a special group of farmers because they already practice irrigation and have to be addressed differently from the other farmers within the SVIP. This group consists mainly of medium to large farmers.

*Commercial crop  
farmers*

This is large-scale farmers of which some belong to farmers' groups; however most are not organised.

*Farmers associations*

This group comprises locally organised farmers who form their own associations. The establishment of these groups is mainly based on the type of crops grown by the farmers

or the nature of their agricultural activities. The associations help the farmers to come together and share best farming practices and to participate in both public and private training programmes in a more organised manner. Government and other development partners also find it effective to channel their subsidised farm inputs through the farmers groups.

The leadership of these groups could be utilised in the SVIP as opinion leaders who could assist in raising awareness about the SVIP and mobilising public support. A more comprehensive list of the farmers associations in the project area will be obtained during the fieldwork for the situational analysis.

***Vulnerable groups  
and project affected  
persons***

These are groups of people who are socially disadvantaged in many ways such as poverty, illiteracy, handicap, gender and age. The SVIP is expected to take the rights of these groups into account when developing the bankable documents for the SVIP. These groups are therefore a critical stakeholder at all the stages of the project.

Project affected persons are persons on whom the project has a direct economic and social impact. The impact may be caused by the involuntary taking of land resulting in; a) relocation or loss of shelter; b) loss of assets or access to assets; c) loss of income sources or means of livelihood whether or not the person should move to another location; or by the involuntary restriction of access to legally designated parks and protected areas resulting in adverse impacts on the livelihoods of the displaced persons.<sup>17</sup>

***Traditional leaders***

The Traditional Authority is an important stakeholder group because they are responsible for the management of customary land and for solving disputes on land and other issues. They are well respected by the people and are therefore a good channel to disseminate information and messages and obtain views. The traditional leadership consists of various levels with Paramount Chief Lundu at the helm, one of the only four Paramount Chiefs in Malawi.

The Traditional Leadership is part of the Local Government through its membership of the Area Development Committee, Village Development Committee and Village Councils of Elders. During the field study their views and opinions will be collected through the Key Informant Interviews.

***Private sector***

The private sector consists of three target audiences, the SME's, agribusinesses and private sector organisations.

***SMEs***

SMEs that operate businesses within and close to the SVIP area might be affected directly or indirectly by the SVIP. Those located within the SVIP may have to resettle to make place for the SVIP infrastructure or avoid losing business because they are no longer located at an easy accessible place.

***Agribusinesses***

These businesses use agricultural produce as a raw material to make products. Illovo Sugar Corporation and PressCane Limited are two of agribusinesses already located within the SVIP I area. They have a high interest in the SVIP because a gravitated irrigation system will reduce the current recurrent and investment costs for pumping water. At present the ethanol factory is not used to its full capacity and would like to extent its catchment area

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<sup>17</sup>Involuntary Resettlement Sourcebook, Planning and Implementing in Development Projects. 2004 World Bank

for sugarcane. They are therefore important stakeholders for the SVIP with whom regular communication by all means is necessary.

*Other private investors  
or businesses*

Other agribusinesses might be interested to invest within the SVIP area. The types of crops to be grown are important parameters for the design of the SVIP. Therefore their commitment to invest at an early stage is welcomed.

Other private investors or businesses that are relevant to the SVIP. They may provide inputs to the farmers in the project area, buy produce or provide transport.

**Academia**

Academia consists of public and private academic as well as research institutions such as universities, colleges and other research bodies. The academia will be vital in providing independent knowledge and advice on salient issues like socio-cultural orientation of the people in the project area and traditional dispute resolution procedures through their research projects and other outreach activities. Linkage with academic institutions directly involved in agriculture sciences will therefore be of utmost importance.

**Local & international  
consultants**

This group consists of all local and international consultants working in various areas in the SVIP.

**Other development  
partners**

These are organisations, institutions and other partners who serve the interest of the communities, farmers, vulnerable groups and businesses.

*Agricultural  
organisations*

The agricultural organisations are membership based private sector organisations such as the Malawi Confederation of Chambers of Commerce and Industry (MCCCI), Farmers Union of Malawi (FUM), National Smallholder Farmers Association of Malawi (NASFAM), Shire Valley Sugarcane Growers Trust, Nchalo Sugarcane Growers Association, Kasinthula Sugarcane Growers Association, Rice Growers Association, Livestock Farmers Association, Women Farmers Group and groups under the Income Generating Project.

The organisations provide support on all aspects of the agricultural and livestock value chain such as professional advice on agricultural methodologies, inputs and sales, keeping and selling of livestock and finance and credit.

*Other partners*

They include relevant local and international organisations such as the Economics Association of Malawi (ECAMA), Small Enterprises Development of Malawi (SEDOM), National Association of SMEs, Concern Universal, Goal Malawi, World Vision, Catholic Development Commission of Malawi (CADECOM) and Christian Aid. These partners will need to be informed about the SVIP and their views will be captured through Key Informant Interviews. An institutional assessment will provide insight into the scope and quality of their services, which will inform the formulation of the Institutional Support and Capacity Development Plan.

Overall, most NGOs working on disaster-risk reduction in the project area have expressed their support to the livelihood diversification of the local people through the development of alternative water resources away from the flood plain.

The EU is considered another development partner since it has provided extensive support to the sugar sector in Malawi and supported Outgrowers' Schemes.



***News media***

This group comprises both public and private media outlets in the country operating radio stations, television stations and newspaper publishing houses. The media will be a strategic partner in raising public awareness about the SVIP and for mobilising support for the project. It will therefore be vital from the onset to ensure that the media are made aware of the benefits of the SVIP and its objectives as well as the processes put in place for grievance redress. Media coverage of the activities in the SVIP will also help in updating the general public and other stakeholders about progress of the project.

***General public***

Generally, Malawian citizens and residents should be informed about the SVIP as a national project including its social and economic benefits to the whole country. They should also be made aware of the mechanisms put in place to protect the rights of target audiences in the vulnerable stakeholder group. During implementation, the public should be updated about the progress being made in the project.

## 6 Key Messages

For communication to be effective, it must focus on being consistent, trustworthy and on delivering a few key messages (3 to 5) that are repeated across different communication materials. The key messages need to be clear, short, benefit-oriented and written in a language and style that target audiences can understand and relate to.

Key messages for the SVIP are divided into overall messages for the project and key messages towards target audiences. The latter also serve as supporting sub-messages to the overall messages.

Throughout, when addressing issues on land and resettlement, it is important to take the sensitive nature of the issues into account as well as the real and perceived risks by each target audience.

### 6.1 Project Branding, Messages

The brand message for the SVIP is: “Irrigation and Cash Crops for a Better Life”. It is defined based on the objective of the SVIP and it is supported by the key messages in Table 6, which are also part of the overall objective. Their purpose is to underpin how the brand message will be achieved, and in communication materials they will be reinforced by sub-messages that may be adjusted as the project evolves and findings are available. Both the brand messages and the key messages are translated into Chichewa in the Communication Guidelines.

In Table 6, “We deliver on the brand message by” is put in front of the key messages for illustration purposes, but in SVIP’s communication each message will stand on its own. For instance, “Enhancing yields, crop quality and cultivation of cash crops” would be the key message to use on some of the posters, roll ups, articles in newsletter and as a heading in the leaflet for the SVIP.

*Table 6 Project branding, SVIP*

Brand message	Irrigation and Cash Crops for a Better Life
Key messages	<p>We deliver on the brand message by:</p> <ol style="list-style-type: none"> <li>1 SVIP aims at bringing water for irrigation to all farmers</li> <li>2 Both cash and food crops can be grown</li> <li>3 Users pay a fee for irrigation water</li> <li>4 SVIP is not intended to expand the estates</li> <li>5 Hold on to your land in order to benefit</li> <li>6 People affected by the main canals will be resettled and compensated</li> <li>7 Get involved – your views and opinions count</li> <li>8 Increase productivity, food security and income</li> </ol>

The intention is to use the brand message and key messages in communication materials promoting the SVIP. Under each key message why, how, what, who and when will be addressed and explained.

## 6.2 Key Messages, Stakeholders

The starting point for defining these messages is the communication goals and the situational analysis. At this stage of the project especially the stakeholder analysis for internal and external stakeholders which indicate the stakeholder's attitude towards the SVIP. Other elements to take into consideration are their role, current awareness and knowledge of the project. In some cases, the same messages can be applied towards target audiences while in others they need to be tailored.

The current messages are crafted for the preparation phase. They will be reconsidered when the project moves into the implementation phase but as much consistency as possible is recommended for the purposes mentioned in the beginning of Chapter 6.

### 6.2.1 Internal Stakeholders

The findings of the stakeholder analysis in Appendix 1 shows, that the main interests of internal stakeholders are a successful and timely implementation of the SVIP, and a smooth information flow. This is coherent with the communication goals and principles, and therefore key messages in Table 7 are based on those. The messages resemble values.

*Table 7 Key messages, internal stakeholders*

Key messages
<p>We ensure a successful and timely implementation by:</p> <ol style="list-style-type: none"> <li>1. Working as a team and share our knowledge.</li> <li>2. Building awareness and knowledge of the SVIP.</li> <li>3. Listening and engaging in a two-way dialogue.</li> <li>4. Keeping stakeholders informed on a regularly and timely basis.</li> <li>5. Striving to improve livelihoods through capacity building and understanding.</li> <li>6. Respecting human rights.</li> </ol>

### 6.2.2 External Stakeholders

The key messages towards external stakeholders are more diverse and serve as sub messages to the brand and key messages for the project in Table 6. This means that they can be both benefit and advantage oriented and that they should strive to remove real or perceived risk concerns, if possible.

In Table 8, key messages towards farmers and farmers associations are defined, while messages towards other external stakeholders are listed in Appendix 5.

*Table 8 Key messages, farmers and farmers associations*

Target audience	Key messages
<ul style="list-style-type: none"> <li>&gt; All farmers and farmers associations</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Increased access to market through cultivation of cash crops</li> <li>&gt; Organise yourself to take on management of an irrigation block</li> <li>&gt; New partnership opportunities</li> <li>&gt; SVIP is likely to increase the value of land, so hold on to it</li> <li>&gt; SVIP respects your rights to your land</li> <li>&gt; We can achieve more by working together – men, women and youth</li> </ul>
<ul style="list-style-type: none"> <li>&gt; Smallholder crop farmers</li> <li>&gt; Livestock farmers</li> <li>&gt; Commercial crop and livestock farmers</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Sustainable solutions to business challenges</li> <li>&gt; Increased crop and livestock production</li> </ul>
<ul style="list-style-type: none"> <li>&gt; Irrigation farmers</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Jointly we can improve livelihoods</li> <li>&gt; Reduced costs for pumping water from the source</li> </ul>
<ul style="list-style-type: none"> <li>&gt; Farmers associations</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Increased crop and livestock production</li> </ul>

## 7 Communication Tools

Communication tools are divided into activities and media channels to best reach target audiences, the form in which information should be presented to get messages across and storing and sharing of knowledge.

### 7.1 Communication Activities and Media Channels

Activities and channels considered as some of the most suitable tools for reaching the target audiences and achieving the communication goals are listed in Figure 4. The impact of communication for change increases in line with personal involvement of stakeholders as it makes them more likely to take ownership and act.

Figure 4 Communication activities, media channels and impact

Printed media/publications	Digital media	Events/Face to face interaction
<ul style="list-style-type: none"> <li>• Case stories (single sheet)</li> <li>• Policy briefs</li> <li>• Case studies/Fact sheets</li> <li>• Articles in newspapers and magazines</li> <li>• Strategies and reports</li> <li>• Press releases</li> <li>• Leaflet and fliers</li> <li>• Orthophotos</li> <li>• Posters, banners &amp; roll ups</li> <li>• Training/Learning materials</li> <li>• Communication, Gender and Youth Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Blogs</li> <li>• Social media</li> <li>• E-newsletters</li> <li>• Radio broadcasts</li> <li>• Mobile PA announcements</li> <li>• Television broadcasts</li> <li>• Videos/documentaries</li> <li>• Podcasts</li> <li>• Power Point presentations</li> <li>• Email, fax, phone and sms</li> </ul>	<ul style="list-style-type: none"> <li>• Focus groups</li> <li>• Interviews</li> <li>• Meetings</li> <li>• Training</li> <li>• Information Office</li> <li>• Seminars and workshops</li> <li>• Field visits/study tours</li> <li>• Press meetings and conferences</li> <li>• Theatre plays/performances</li> <li>• Exhibitions</li> <li>• Open days and fairs (agricultural)</li> </ul>

#### Specification of activities and media channels

Among primary activities and media channels are strategies and reports, a Communication, Gender and Youth Strategy Study and Guidelines, a SVIP leaflet, a website for the project, a SVIP Information Office and field visits/study tours. They are described further below.

#### Strategies and reports

The reports and strategies in Table 9 will be produced and shared with relevant stakeholders in either their full version and/or as a summary and/or a news feature.

Table 9 Reports and strategies

CCPLTRPF Consultancy	<ul style="list-style-type: none"> <li>› Communication Strategy and Communication Plan for the SVIP</li> <li>› Gender and Youth Strategy Study</li> <li>› Gender and Youth Guidelines</li> <li>› Communication Guidelines (on design guidelines, templates and procedures, among others)</li> <li>› Grievance Redress Mechanism</li> <li>› Land Tenure and Land Use Maps</li> <li>› Land Tenure Diagnostic and Allocation and Consolidation Strategy</li> <li>› Resettlement Policy Framework (RPF)</li> <li>› Baseline Study Report</li> <li>› Stakeholder Consultation Report</li> <li>› Capacity Assessment and Development Plan</li> <li>› Institutional Support to Scheme Organization Report</li> <li>› Draft Final Report and Final Report.</li> </ul>
Environmental and Social Impacts Assessment (ESIA)	<ul style="list-style-type: none"> <li>› Draft and Final ESIA Report, including a Pest Management Plan (PMP)</li> <li>› Draft and Final Environmental and Social Management Plan (ESMP)</li> </ul>
Public Private Partnership	<ul style="list-style-type: none"> <li>› Preliminary Assessment Report</li> <li>› PPP Feasibility Report</li> <li>› Final Report</li> </ul>
Hydraulic Model Study	<ul style="list-style-type: none"> <li>› Monthly Progress Reports until project completion</li> <li>› Data Exploration Report</li> <li>› Draft Numerical Modelling Report</li> <li>› Final Report</li> </ul>
Dam Safety Panel (DSP)	<ul style="list-style-type: none"> <li>› Dam Safety Panel Reports</li> </ul>
Agriculture Development Planning Strategy	<ul style="list-style-type: none"> <li>› Agronomic diagnostic and market opportunity</li> <li>› Draft and final Agricultural Development Strategy</li> </ul>
Project Technical Team Coordinator	<ul style="list-style-type: none"> <li>› Progress Reports, including Gantt charts of all studies</li> <li>› Reports on consultant coordination meetings</li> <li>› Synthesis Feasibility Report, SVIP</li> </ul>

*Communication, Gender and Youth Strategy Study and Guidelines*

The Guidelines will outline the protocol to be used when conducting stakeholder consultations, the way in which stakeholders have to be addressed and media channels best suited for each target audience. Gender and youth issues will be mainstreamed in the Guidelines and it will be combined with the Guidelines on Gender and Youth.

Separate Gender and Youth Guidelines for the SVIP, based on the existing MoAIWD Guidelines, have been developed to guide the SVIP team on how related issues can best be addressed during both phases of the project.

Although most of the field data will be collected by the Consultant, other SVIP Study Team members will be conducting stakeholder consultations as well. To ensure consistent communication the Communication, Gender and Youth Guidelines will be used by all teams.

*SVIP leaflet*

A leaflet for the SVIP is produced for dissemination through the Information Office. It will contain brief information about the project and the feasibility studies in an easy accessible way as laid out in the general guidelines for conveying messages in section 6.1 and the design guidelines in the Communication Guidelines.

*Website*

A SVIP website for dissemination of news and information and for providing easy access to relevant documents and links is planned. The possibility of launching the website as a subsite to the Shire Basin River Management Program's (SBRMP) website is being investigated.

A web strategy for the SVIP is developed as part of the Communication Guidelines. Among others, it includes goals, roles and responsibilities, how to integrate SVIP on SBRMP's website and what will be required to develop and maintain the site.

*SVIP Information Office*

The purpose of the Information Office is to act as a hub for all project communication and stakeholder consultation activities. Project documents and advocacy materials will be available at the Information Office for both internal and external stakeholders. Besides providing information, the Office will receive input and feedback from all stakeholder groups on topics such as land inventory issues, suggestions for irrigation scheme management, resettlement and complaints. The input and feedback will be passed on to the Consultant and other relevant stakeholders and used, e.g. for developing the implementation mechanism and communication materials, and for the monitoring and evaluation exercise handled in Chapter 10.

To facilitate communication, the Information Office will be located at an accessible location and equipped with furniture and communication means such as internet and a telephone. The Office will be established at Chikwawa District Council boma.

The Consultant has engaged a District Communication Officer to manage the day-to-day operation of the Office for the duration of their contract and to be responsible for ensuring that important and needed information is made available. The Communication Officer, who is the former District Information Officer at Chikwawa, will be trained based on a ToR that will be drafted by the Communication Specialist. The officer's performance will be monitored by the Communication Specialist in coordination with the Agriculture Extension Service in Chikwawa. The Communication Specialist as well as the Communication Officer will be paid by the CCPLTRPF Consultants during the contract period.

*Field visits/study tours*

Field visits and study tours to some of the outgrowers will be arranged to increase the opportunity of knowledge sharing and lessons learning. This kind of activities will enable the farmers and local authorities to better understand the benefits and challenges of the SVIP.

## 7.2 How to Convey Information and Results

The format in which to convey information and results depends on the needs of the target audience. It could be through technical reports, case stories or policy briefs. Either way, it is essential to capture their attention and to keep their interest. For many of the key stakeholders in the SVIP, this will be achieved by “showing it rather than telling it” using visual elements such as illustrations, layout and design. However the content and presenting text in a concrete and digestible way is equally important. General guidelines on how to convey messages are included in the document containing Communication Guidelines.

### 7.2.1 Information Needs of Target Audiences

Not all stakeholders have the same information needs. Nor do they want their information in the same format. Some want detailed and technical information and others information in a more abbreviated and digestible form. This means that information needs to be addressed in different ways and within differing contexts.

Examples of different needs and expectations of our stakeholders are provided in Table 10 and further delineation will take place as the surveys in Figure 1 are conducted.

*Table 10 Information needs, stakeholders*

Stakeholders	Information needs
<b>Internal</b>	
Development partners/Donors	Activity and results-based information, presented in a clear and summarised fashion. Access to full reports but also materials with short and to the point information.
SVIP Management	Well structured, logical information that adds value to the project. Access to full reports but also materials with short and to the point information.
SVIP Feasibility Study Teams	Detailed information which is clear and logical. Access to full reports but also materials with short and to the point information.
District Local Government	Presented in a way that is easy to follow. Material with short and to the point information but access to full reports. Interested in close partnerships (PPPs), attending different kinds of meetings and training.
Below District Local Government	Presented in a way that is easy to follow. Material with short and to the point information but access to full reports. Local language must be used, also to enable them to convey information.
SVIP District Task Force	Detailed, supported by clear visuals and diagrams. Access to full reports



Stakeholders	Information needs
<b>External</b>	
Government	Short, to the point and visually appealing, but access to detailed information. Prefer content that is immediately useful.
	Government at national level do not have much time and therefore prefer short meetings.
Government organisations	Concise but touching on all crucial issues about the SVIP.
Farmers	Short, easy to understand, illustrative and user-friendly. Language must be local. Understandable for the illiterate.
Vulnerable groups	Short, easy to understand, illustrative and user-friendly. Language must be local. Understandable for the illiterate.
Traditional leaders	Detailed but easy to understand, illustrative and user-friendly. Local language to be used.
Private sector	Concise but complete, and well-illustrated.
Academia/Ass. consultants	Full information and data but also short and to the point information.
Other development partners	Concise but complete, and well-illustrated.
News media	Newsworthy stories aimed at non-experts. Captivating images and background facts. Press meeting or conference which allow for questions and personal interviews.
General public	Narratives or stories that put a human face on the project. Captivating text and images, and use of visual elements.

### 7.3 Creative Platform

This platform consists of a communication concept, a set of overall design guidelines and templates. The aim is to brand the project and to make the SVIP easy recognizable, but also to optimise processes and free resources. The creative platform is presented in the document containing Communication Guidelines.

### 7.4 Storing and Sharing Knowledge

Information about the SVIP will be stored both electronically and in print to allow access by all the relevant stakeholders. Electronic documents concerning the project will be shared via the intranet on MoAIWD's website where only project members have access. It needs to be clearly defined what will be stored where.

E-mailing will also be used to communicate between individuals and among groups, particularly for the internal stakeholders but as far as possible documents should be

disseminated through a link to the project website, intranet or Dropbox, depending on the recipient. It will raise awareness of the use of these media for the project, give easy access to the documents and at the same time they will be archived in one place or a few places.

Printed copies of project documents will be stored at the Information Office using a catalogue system for easy retrieval. Among others, the SVIP leaflet and a copy of the training kit for field staff intended to guide stakeholder consultations will also be kept at the Information Office. The training kit includes the Communication, Gender and Youth Guidelines.

Procedures and guidelines for how to store and share information are included in the document containing Communication Guidelines.

## 7.5 Grievance Redress Mechanism

The GRM will define processes for those affected by the SVIP to raise concern and obtain feedback from the responsible agencies in a speedy, transparent and accountable manner. During the introduction meetings and the stakeholder consultations, the major grievances among stakeholders will be captured and form the basis for development of a Grievance Redress Strategy.

The GRM will be addressed together with and in the Resettlement Policy Framework (RPF) and the Land Tenure Diagnostic and Allocation and Consolidation Strategy (LTDACS), and not in this Communication Strategy. However, the vital role that communication plays in the grievance redress is fully acknowledged and the GRM, RPF and LTDACS will adhere to the framework of the Communication Strategy.

## 8 Communication Activities towards Stakeholders

This strategy provides guidelines on how communication among and between internal and external stakeholders in the SVIP will be carried out. The procedures to be followed in the implementation of grievance redress mechanisms are presented separately in the Grievance Redress Strategy.

Besides the activities towards internal and external stakeholders described in this chapter, the communication tools in Chapter 7 will be used. One of those is the SVIP Information Office.

### 8.1 Communication Activities towards Internal Stakeholders

For internal stakeholders, the main purpose of communication activities is to ensure internal coordination, knowledge sharing and learning and to reach consensus on key issues. Therefore, the stakeholders need to work closely together in planning and coordinating activities and to ensure information and knowledge sharing and learning. This is also addressed in Chapter 4 on roles and responsibilities.

A communication matrix for internal stakeholders is shown in Table 11. It provides an overview of the main communication activities, the purpose of the activities, the target audiences, media channels and specifications on timing and frequency. Decisions made at the SVIP meeting called by MoAIWD (activity 1) will feed into the communication matrix. The main activities in Table 11 focus on workshops, meetings and conferences, while materials are included in the media channels column.

#### 8.1.1 Communication Activities

Main communication activities and media channels are workshops, meetings, telephone, emails, reports and other documents, PowerPoint presentations and intranet. Another important tool is the Communication, Gender and Youth Guidelines which are described in section 7.1.

##### *Awareness workshops and consultative meetings*

The awareness kick off workshop and individual awareness meetings for internal stakeholders are critical for a successful implementation of the field study and it must be conducted before the study is initiated. The suggested main items for the agenda are:

1. General introduction to the SVIP project to inform about the background, objectives, the overall planning, benefits and other relevant information.
2. Presentation of the SVIP Feasibility Study Teams and the SVIP Management Structure.
3. Presentation and discussion of the Land Tenure and Land Use Mapping methodology and its methodology for correction and approving of land tenure and land use mapping and registration.
4. Presentation of the Gender and Youth Strategy Study and Guidelines to gain understanding and stimulate thinking about ways and means to address these issues.

5. Presentation and discussion of the Communication Strategy and Communication Plan – everyone must know what their roles and responsibilities are.

#### *Meetings in general*

The frequency of all meetings and other details about internal communication will be agreed upon in the first meeting of the SVIP Management and Study Teams. This is the task of the Project Team Technical Coordinator (PTTC).

The PTTC is organising monthly meetings of the SVIP Consultant Teams. Members of the Technical Assistance Team will participate as well. Other impromptu meetings may also be arranged as need arises.

#### *District awareness meeting*

Protocol requires that the SVIP is first introduced at the district. Individual meetings will be held with the DC and other District Officials. First, out of courtesy, secondly to organise the district workshop. MoAIWD will call for a district awareness meeting in Chikwawa and Nsanje to introduce the SVIP Feasibility Study. Separate meetings will be held with participants who were unable to attend the awareness meeting to ensure that these strong opinion leaders are well informed on the SVIP.

#### *E-mails*

E-mail will be a convenient means of communication among and between the internal and external stakeholders. E-mailing lists as well as a list with mobile phone and fax numbers should be developed for appropriate groups among the internal stakeholders.

It will be important for both internal and external stakeholders to acquire scanners in their offices which will be used to scan documents for transmission through e-mail.

#### *Telephone*

Telephone communication, particularly through mobile phones, will be an important channel for quick communication as well as instant feedback. The electronic-mailing lists should include telephone numbers (both fixed and mobile) for internal and external stakeholders.

#### *Reports and other documents*

Internal and external stakeholders should use both oral (in meetings) and written reports and other documents to share information and knowledge with others. The specific reports are mentioned in section 6.1 and storing of reports and other documents material is included in section 6.4. The Technical Coordinator is sharing reports with all consultant teams and others, where relevant.

#### *Power Point presentations*

PowerPoint presentations will be used to provide information in an understandable and clear manner. In case of power cuts, handouts can be prepared.

#### *Intranet via website*

If possible within the technical framework of MoAIWD's website, internal stakeholders will be able to share information and documents on a special site where only they will be given access via a special login. The use of intranet will need to be coordinated with the use of Dropbox.

#### *Fax*

Although the fax is fast becoming outdated and being replaced by e-mails, it can be used for sending and receiving documents for those who have a working fax machine.

Table 11 Communication matrix for internal stakeholders, SVIP

Communication activities	Purpose of activity	Target audiences	Media channels	Timing and frequency
1. SVIP meeting called by MoAIWD	<ul style="list-style-type: none"> <li>&gt; Agree on internal communication procedures</li> </ul>	<ul style="list-style-type: none"> <li>&gt; SVIP Management</li> <li>&gt; Field Study Teams</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Strategies and reports, especially the Communication Strategy</li> </ul>	<ul style="list-style-type: none"> <li>&gt; When SVIP Consultancy Teams have mobilised</li> <li>&gt; Before awareness workshop</li> </ul>
2. SVIP awareness workshop	<ul style="list-style-type: none"> <li>&gt; The agenda listed in section 8.1.1</li> </ul>	<ul style="list-style-type: none"> <li>&gt; SVIP Management</li> <li>&gt; Field Study Teams</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Power Point presentations</li> <li>&gt; Strategies and reports</li> <li>&gt; SVIP leaflet and posters</li> </ul>	<ul style="list-style-type: none"> <li>&gt; One-day workshop</li> </ul>
3. SVIP awareness meetings	<ul style="list-style-type: none"> <li>&gt; The agenda listed in section 8.1.1 but it will be adjusted to the target audiences</li> <li>&gt; Solicit cooperation and acceptance</li> <li>&gt; Pre-empt fears and misconceptions</li> </ul>	<ul style="list-style-type: none"> <li>&gt; DC</li> <li>&gt; DEC</li> <li>&gt; DC staff</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Power Point presentations</li> <li>&gt; Strategies and reports</li> <li>&gt; SVIP leaflet</li> </ul>	<ul style="list-style-type: none"> <li>&gt; One-day meeting, Chikwawa</li> <li>&gt; One-day meeting in Nsanje</li> <li>&gt; Separate meetings</li> </ul>
		<ul style="list-style-type: none"> <li>&gt; ADC</li> <li>&gt; DTF</li> <li>&gt; AEC</li> <li>&gt; VDC</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Power Point presentations</li> <li>&gt; Field Study methodology</li> <li>&gt; Strategies and reports</li> <li>&gt; SVIP leaflet</li> </ul>	<ul style="list-style-type: none"> <li>&gt; One day meeting with SVIP Chikwawa District Task Force</li> <li>&gt; One day meeting with TA, GVH and ADC Chairpersons in each Chikwawa and Nsanje District<sup>18</sup></li> <li>&gt; Meetings prior to field data collection</li> </ul>

<sup>18</sup> In this meeting both internal and external stakeholders participate.



Communication activities	Purpose of activity	Target audiences	Media channels	Timing and frequency
4. SVIP Study Teams meetings	<ul style="list-style-type: none"> <li>&gt; Planning and coordination</li> <li>&gt; Report on progress</li> <li>&gt; Communication issues, including M&amp;E</li> <li>&gt; Gender and Youth issues, including M&amp;E</li> <li>&gt; Input into each other's outputs</li> <li>&gt; Combined preparation of outputs</li> </ul>	<ul style="list-style-type: none"> <li>&gt; SVIP Management</li> <li>&gt; Field Study Teams</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Power Point presentations</li> <li>&gt; Strategies and reports</li> <li>&gt; Inter-consultant teams work meetings</li> <li>&gt; Exchange of reports and other documentation</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Monthly and more often when necessary (as per November 2015 they are held bi-monthly)</li> </ul>
5. Project Steering Committee meetings	<ul style="list-style-type: none"> <li>&gt; Take decisions on needed issues</li> <li>&gt; Take action to share relevant information with internal stakeholders</li> <li>&gt; Approval of key outputs of Study Teams</li> </ul>	<ul style="list-style-type: none"> <li>&gt; PSC members</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Power Point presentations</li> <li>&gt; Strategies and reports</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Quarterly or as need arises</li> </ul>
6. Project Technical Committee meetings	<ul style="list-style-type: none"> <li>&gt; Planning and coordination of activities</li> <li>&gt; Report on progress</li> <li>&gt; Take decisions on issues within their mandate</li> <li>&gt; Take action to share relevant information with internal stakeholders</li> <li>&gt; Feedback on draft outputs of Study Teams</li> </ul>	<ul style="list-style-type: none"> <li>&gt; PTC members</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Power Point presentations</li> <li>&gt; Strategies and reports</li> <li>&gt; Meetings</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Quarterly or as need arises</li> </ul>
7. SVIP Project Technical Team meetings	<ul style="list-style-type: none"> <li>&gt; Planning and coordination</li> <li>&gt; Monitoring</li> <li>&gt; Take action to share relevant information with internal stakeholders</li> <li>&gt; Feedback on draft outputs of Study Teams</li> </ul>	<ul style="list-style-type: none"> <li>&gt; PTT members</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Power Point presentations</li> <li>&gt; Strategies and reports</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Monthly or as need arises</li> </ul>

Communication activities	Purpose of activity	Target audiences	Media channels	Timing and frequency
8. Inter-ministerial Task Force meetings	<ul style="list-style-type: none"> <li>&gt; Share information about the project</li> <li>&gt; Discuss issues where it is necessary to mobilise the ministries</li> <li>&gt; Provide outputs on needs basis</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Officials from ministerial departments</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Power Point presentations</li> <li>&gt; Strategies and reports</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Bimonthly and as need arises</li> </ul>
9. Consultative Committee meetings	<ul style="list-style-type: none"> <li>&gt; Discussion of various interests</li> <li>&gt; Prepare information to PTC and PTT</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Main SVIP stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Power Point presentations</li> <li>&gt; Strategies and reports</li> </ul>	<ul style="list-style-type: none"> <li>&gt; When necessary</li> </ul>
10. District Council meetings and District Executive Committee	<ul style="list-style-type: none"> <li>&gt; Planning and coordination of activities</li> <li>&gt; Discuss and take action on input from key stakeholders in the district</li> <li>&gt; Report on progress</li> <li>&gt; Take action to share relevant information with internal stakeholders</li> <li>&gt; Provide input and feedback on draft documents, methodologies, guidelines</li> </ul>	<ul style="list-style-type: none"> <li>&gt; DC members</li> <li>&gt; DEC members</li> <li>&gt; DC staff</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Strategies and reports</li> <li>&gt; Power Point presentations</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Quarterly or as need arises</li> </ul>
11. Below District Local Government meetings?	<ul style="list-style-type: none"> <li>&gt; Planning and coordination of field activities</li> <li>&gt; Discussion take action on input of key stakeholders in their area</li> <li>&gt; Take action and share relevant information with stakeholders in their area</li> <li>&gt; Provide input and feedback on draft documents, methodologies, guidelines</li> </ul>	<ul style="list-style-type: none"> <li>&gt; ADC</li> <li>&gt; AEC</li> <li>&gt; VDC</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Meetings</li> <li>&gt; Leaflets</li> <li>&gt; Strategies and reports</li> <li>&gt; Presentations</li> </ul>	<ul style="list-style-type: none"> <li>&gt; As need arises</li> </ul>
12. SVIP District Task Force meetings	<ul style="list-style-type: none"> <li>&gt; Planning and coordination of activities</li> </ul>	<ul style="list-style-type: none"> <li>&gt; DTF members</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Strategies and reports</li> <li>&gt; Power Point presentations</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Monthly or as need arises</li> </ul>

Communication activities	Purpose of activity	Target audiences	Media channels	Timing and frequency
	<ul style="list-style-type: none"> <li>&gt; Discussions, recommendations and advice on strategies, methodologies and guidelines in development and in draft.</li> </ul>			
13. Ongoing information flow and exchange	<ul style="list-style-type: none"> <li>&gt; Planning and coordination</li> <li>&gt; Get and maintain commitment</li> <li>&gt; Knowledge sharing and learning</li> <li>&gt; Develop outputs</li> <li>&gt; Further development of ideas</li> </ul>	<ul style="list-style-type: none"> <li>&gt; All</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Meetings</li> <li>&gt; Website/intranet</li> <li>&gt; Email and telephone</li> <li>&gt; Strategies and reports</li> <li>&gt; Dropbox</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Continuously and in accordance with the frequency laid out in the Communication Plan</li> </ul>
14. Workshops and meetings on various outputs of Study Teams	<ul style="list-style-type: none"> <li>&gt; Present outputs and proposals for discussion, feedback and approval</li> </ul>	<ul style="list-style-type: none"> <li>&gt; All</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Draft reports, strategies, guidelines etc.</li> <li>&gt; Power Point presentations</li> </ul>	<ul style="list-style-type: none"> <li>&gt; In draft documents</li> <li>&gt; According to work plan</li> </ul>
15. Workshop on Draft Final Report	<ul style="list-style-type: none"> <li>&gt; Present SVIP Feasibility Study results and proposals for discussion, feedback and approval</li> </ul>	<ul style="list-style-type: none"> <li>&gt; All</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Reports</li> <li>&gt; Power Point presentations</li> </ul>	<ul style="list-style-type: none"> <li>&gt; In draft documents</li> <li>&gt; Q2 of 2016</li> </ul>
16. Donor conference	<ul style="list-style-type: none"> <li>&gt; Present SVIP Feasibility Study results and proposals for discussion, feedback and approval</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Donors</li> <li>&gt; SVIP Management</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Reports</li> <li>&gt; Power Point presentations</li> </ul>	<ul style="list-style-type: none"> <li>&gt; After workshop on Draft Final Report</li> </ul>



## 8.2 Communication Activities towards External Stakeholders

Achieving the set communication goals and meeting the needs and expectations of external stakeholders is paramount to the SVIP. A communication matrix for how to effectively reach external stakeholders is shown in Table 12. It provides an overview of the main communication activities, the purpose of the activities, the target audiences, media channels and specifications on timing and frequency. The activities may be revised once the Feasibility Study has been initiated.

Among main purposes of communication activities are to solicit cooperation and acceptance, obtain stakeholders' views on the SVIP including their benefits, fears and suggestions and to learn about their experience with the grievance redress mechanisms.

### 8.2.1 Communication Activities

Various communication activities and media channels will be used to reach external stakeholders. Some of the activities have already been explained in the section on communication tools in Chapter 7 and below meeting activities in connection with the launch of the SVIP Feasibility Study are described. The Stakeholder Consultation process is described separately in section 8.2.2.

#### *Awareness meetings*

Raising awareness of the SVIP Feasibility Study to external stakeholders through introductory meetings is one of the first and most important communication tasks in this project. The SVIP has to be introduced carefully to solicit cooperation and acceptance and pre-empt fears and misconceptions. This is important throughout the study but especially at the first time the SVIP is introduced.

The content and form of the awareness meetings will be tailored to the target audience taking e.g. high illiteracy levels in the project area into account. For the same reason, Chichewa will be used as the medium of communication during most of the awareness meetings, and in Nsanje Nsenja will also be used. Gender and vulnerable groups issues will be taken into consideration. Multiple tools will be used in some situations to enhance the impact of the communication activities.

The agenda for the awareness meetings will also address other issues that are important for study progress and communication. The suggested main items for the agenda are:

- › General introduction to the SVIP project to inform about the background, objectives, the overall planning, benefits and other relevant information.
- › Presentation of the SVIP Feasibility Study Teams and the SVIP Management Structure.
- › Presentation and discussion of the Land Tenure Inventory to create an understanding of the process, take away fears (land grabbing), ensure cooperation and gain acceptance of the correction mechanism. This includes agreeing on ways to assist illiterate people.



- › Presentation of the main and relevant gender and youth issues to gain understanding and stimulate thinking about ways and means to address these issues.
- › Presentation of the main and relevant elements in the Communication Strategy, including an introduction of the Information Office.
- › Prior to the meetings, the agenda will be discussed and agreed upon with the SVIP Management and relevant external stakeholders. It will be changed to adapt to the needs of each of the target audiences and focus on a “what’s in it for me” approach.

*Awareness meetings with Traditional Authorities and ADC Chairpersons, AEC and VDC*

As mentioned in section 8.2.1, protocol requires that the SVIP is first introduced at the District. This is done as part of the SVIP awareness meetings (item 3 in Table 11). Awareness meetings will be held with the District Council of Chikwawa, the District Council of Nsanje and the SVIP District of Chikwawa Task Force.

An awareness meeting was conducted with the TA and the Chairpersons of the ADCs of the SVIP areas within Phase I and separately with the SVIP areas within Phase II. ADCs chairpersons are expected to inform the members of the ADCs and VDCs.

Prior to entering a Group Village or Village, consultants and field team will visit the Group Village Head or Village Head to introduce themselves, the SVIP and the purpose of their visit. The GVH are expected to inform their VHs and the VHs the VDCs and the people within their area.

People participating in the field study are introduced to the SVIP and the study prior to administering the field study instruments.

*Public awareness meetings at Group Village level*

Prior to data collection in one of the project areas, public meetings will be held at Group Village and Village level. Each individual meeting with individuals and organisations will start with an introduction to the SVIP. The purpose is to ensure understanding of the SVIP and to gain cooperation. Target audiences for these meetings are farmers, vulnerable groups, traditional leaders and other residents.

*News media*

News media will be invited to key stakeholder meetings, including the awareness meetings, and press conferences and press releases will be issued. National and local radio will be approached and requested to broadcast announcements and make SVIP a feature issue in one of their popular programmes. Of the mass media the radio reaches most stakeholders as many of the villagers listen to the radio, especially the channels in the local language.

*Ongoing information flow and exchange*

A continuous flow of information is required between the SVIP Management and the stakeholders. One of the established channels for a two-way communication between the district and the farmers is the local government channels.

Another established channel is through membership organisations that represent and lobby for their members. These are mainly included in the agricultural organisations stakeholder group. Outgrowers’ organisations may represent their members as well, depending on how they are organised. The organisations form another channel for two-way communication that can be used in the SVIP study.

All stakeholders will be able to access up-to-date information and convey messages at the SVIP Information Office at Chikwawa.

*Communication of  
SVIP Study results  
and proposals*

Stakeholder consultations will be conducted on the SVIP Feasibility Study results and proposals. Most of these can only be held in the last six months of the SVIP Feasibility Study period, when the results of all study teams are available and shared.

The results will be presented to the same target stakeholders who participated in the consultation meetings. Special care will be taken to include representation of each target audience of farmers as well as vulnerable groups in the stakeholder meetings to ensure that their voice is heard. The latter will be addressed by meeting facilitation and organisation.

## 8.2.2 Stakeholder Consultation

Stakeholder consultations will gather stakeholders' views on the SVIP and their views and comments on draft implementation strategies and methodologies. For example, to obtain their views on how the re-allocation of land process can best be implemented, how commercial agriculture can best be introduced and how the resettlement process can best be conducted.

Stakeholder consultations can be divided into two main parts. One part to obtain the views and opinions of the stakeholders. This will mainly be conducted in the first half of the preparatory phase. The second part to obtain the views and comments on the draft implementation strategies for the SVIP and thus to gain their acceptance.

At the start of the data collection, the field staff will introduce the SVIP once more to ensure that stakeholders understand the SVIP, stress the importance of gaining their views and feedback and to inform them about the media channels they can use once the study team has left the area. This approach is necessary to gain their cooperation and to get them to participate in the data collection. The stakeholders will also be informed about the need for two-way communication processes in the SVIP in order to create a transparent environment.

Disseminating information and consulting stakeholders is considered as the backbone of this Communication Strategy, and should not be treated as a separate activity. Therefore stakeholder consultations should be mainstreamed throughout the approach. The data collection methodologies to be used (land inventory, household survey, Focus Group Discussions, Key Informant Interviews, institutional assessment of relevant organisations and stakeholder meetings) will all take into account the guidelines provided in the Communication Strategy.

Table 12 Communication matrix for external stakeholders, SVIP

Communication activity	Purpose of activity	Target audiences	Media channels	Timing and frequency
1. SVIP, Awareness meeting	<ul style="list-style-type: none"> <li>&gt; The agenda listed in section 8.2.1 but it will be tailored to the target audiences for each meeting</li> <li>&gt; Solicit cooperation and acceptance</li> <li>&gt; Pre-empt fears and misconceptions</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Traditional Leaders</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Meetings with T/A, GVH and Chairpersons of the ADCs within the SVIP area<sup>19</sup></li> <li>&gt; SVIP Chikwawa District Task Force meeting<sup>19</sup></li> </ul>	<ul style="list-style-type: none"> <li>&gt; One-day meeting for the areas within SVIP Phase 1</li> <li>&gt; One day meeting for the areas within SVIP Phase II</li> </ul>
		<ul style="list-style-type: none"> <li>&gt; T/As</li> <li>&gt; Politicians</li> </ul>	<ul style="list-style-type: none"> <li>&gt; DC meetings<sup>19</sup></li> <li>&gt; Individual T/A meetings</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Prior to field data collection</li> </ul>
		<ul style="list-style-type: none"> <li>&gt; Farmers</li> <li>&gt; Vulnerable groups</li> <li>&gt; Traditional Leaders</li> <li>&gt; Other residents (public )</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Public meetings at Group Village levels</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Prior to field data collection in each area</li> </ul>
		<ul style="list-style-type: none"> <li>&gt; Private Sector</li> <li>&gt; Other development partners (DPs)</li> <li>&gt; Farmers associations</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Individual meetings</li> <li>&gt; Institutional meetings</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Prior to field data collection</li> </ul>
		<ul style="list-style-type: none"> <li>&gt; News media</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Press meeting</li> <li>&gt; Press kit/press release</li> </ul>	<ul style="list-style-type: none"> <li>&gt; At the time of the awareness meetings</li> </ul>
		<ul style="list-style-type: none"> <li>&gt; All</li> </ul>	<ul style="list-style-type: none"> <li>&gt; SVIP leaflet</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Printed before first awareness meeting</li> </ul>

<sup>19</sup> This meeting addresses internal and external stakeholders simultaneously and is therefore mentioned in both tables.

Communication activity	Purpose of activity	Target audiences	Media channels	Timing and frequency
			<ul style="list-style-type: none"> <li>&gt; Via the DC, DEC, DTF, ADC and VDC meetings listed under internal stakeholders</li> </ul>	
2. Stakeholder consultations (Field data collection)	<ul style="list-style-type: none"> <li>&gt; Obtain stakeholders' views on the SVIP including their benefits, fears, suggestions and GRMs.</li> <li>&gt; Two-way dialogue and information flow.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Farmers</li> <li>&gt; Vulnerable groups</li> <li>&gt; Local Government</li> <li>&gt; Government organisations</li> <li>&gt; Traditional Leaders</li> <li>&gt; Private Sector</li> <li>&gt; Farmers associations</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Village seminars</li> <li>&gt; Focus Group Discussions</li> <li>&gt; Workshops</li> <li>&gt; Institutional meetings</li> <li>&gt; Key Informant Interviews</li> <li>&gt; Household interviews</li> <li>&gt; DTF</li> </ul>	<ul style="list-style-type: none"> <li>&gt; After the awareness meetings</li> </ul>
3. Ongoing information flow and exchange	<ul style="list-style-type: none"> <li>&gt; Information and advocacy</li> <li>&gt; Consensus building</li> <li>&gt; Gain cooperation</li> <li>&gt; Receive complaints and suggestions</li> </ul>	<ul style="list-style-type: none"> <li>&gt; All</li> </ul>	<ul style="list-style-type: none"> <li>&gt; SVIP leaflet</li> <li>&gt; SVIP website</li> <li>&gt; Case stories, case studies and/or fact sheets</li> <li>&gt; SVIP Information Office</li> <li>&gt; Mobile PA announcements</li> <li>&gt; Theatrical performances</li> <li>&gt; Public meetings below district level</li> <li>&gt; Press releases and press meetings/conferences</li> <li>&gt; Radio and podcasts</li> <li>&gt; Other media channels listed in section 6.1 will be used</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Continuously and in accordance with the frequency laid out in the Communication Plan</li> </ul>

Communication activity	Purpose of activity	Target audiences	Media channels	Timing and frequency
			<ul style="list-style-type: none"> <li>&gt; Via the DC, DEC, DTF, ADC, AEC, and VDC meetings listed under internal stakeholders</li> </ul>	
4. Meeting to present SVIP Feasibility Study results and proposals	<ul style="list-style-type: none"> <li>&gt; Gain cooperation</li> <li>&gt; Consultation</li> <li>&gt; Obtain comments from stakeholders</li> <li>&gt; Gain consensus and acceptance</li> <li>&gt; Approval of land inventory</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Farmers</li> <li>&gt; Vulnerable groups</li> <li>&gt; Local Government</li> <li>&gt; Government organisations</li> <li>&gt; Traditional Leaders</li> <li>&gt; Private Sector</li> <li>&gt; Farmers associations</li> <li>&gt; Other development partners</li> </ul>	<ul style="list-style-type: none"> <li>&gt; T/A meetings</li> <li>&gt; Specially-called stakeholders' meetings</li> <li>&gt; Public meetings</li> <li>&gt; Via the DC, DEC, DTF, ADC, AEC and VDC meetings listed under internal stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>&gt; In draft documents Q1 &amp; Q2 of 2016</li> </ul>

## 9 Communication Plan

While the Communication Strategy defines the overall frames for communicating with internal and external stakeholders, the Communication Plan is an operational plan for implementing communication activities in the Strategy. The Communication Strategy is valid until the end of the project period and it is a dynamic document that must be updated regularly as findings emerge and changes happen to the composition of the target audiences.

Two Communication Plans will be developed for this Strategy in separate documents. One for the preparation phase of the SVIP and another for the implementation phase; although the latter is a rough draft as mentioned in section 1.2. The plans outline implementation plans for the communication activities and include communication activity, media channels, frequency of the activity, a time schedule, party holding overall responsibility of the activity and the one responsible for execution, budget indication and the key performance indicators (KPI). Communication plans will be updated in line with the progress of the SVIP preparation and implementation.

Additionally, each Feasibility Study Team will prepare their own Communication Plan as specified in Chapter 4 on roles and responsibilities. Relevant elements of these plans will be integrated into the overall plan. The Communication Specialist will assist the teams in developing their respective communication plans. Defining Key Performance Indicators must be part of each plan as they enable effective monitoring and evaluation.

## 10 Monitoring and Evaluation

Implementation of the Communication Strategy and the Communication Plan will be monitored and evaluated by the Consultant to ensure effectiveness, quality and relevance – and ultimately if they have the intended impact.

### 10.1 Overall activities

Overall the monitoring and evaluation (M&E) will follow up on whether:

1. The communication goals are achieved based on Key Performance Indicators (KPIs).
2. The right communication is disseminated to the right target audiences through the right channels at the right moment.
3. KPIs set up for communication activities in the Communication Plans are met.
4. Communication activities are carried out within the budget and how cost effective they are.
5. Those directly affected by the SVIP can provide feedback and are listened to.
6. Relevant stakeholders are consulted according to plan.
7. Analyse where stakeholders get their information from, and if a two-way dialogue and information flow exist.
8. Communication materials are professional and comply with the guidelines in terms of quality, look and feel, and messages. Audits of the materials will be performed.
9. Project implementers have the needed skills to carry out communication activities.
10. Project implementers communicate efficiently and cooperate on joint communication initiatives.

### 10.2 Key Performance Indicators

KPIs for the communication goals and communication activities are defined in Appendix 6. Indicators need to be measurable and provide information about the effectiveness of disseminating information and findings. To state that an activity is conducted is not perceived as a KPI.

### 10.3 Timing and Responsibility

M&E will be an ongoing process throughout the lifespan of the SVIP and templates will be prepared for the activity to ensure a structured process. In order to enable continuous improvements of the communication efforts, each communication activity will be monitored and evaluated after it has been executed. As it can take time for the impact of a communication activity to materialise, the evaluation will continue over a longer period of time. An important part of the M&E is to provide findings, recommendations and lessons learned to the implementing teams and COWI's Team Leader for further dissemination.



Besides the M&E after execution of a communication activity, a report will be prepared, and included in Consultants' reporting to the Client.

The responsibility for conducting the M&E is defined in Appendix 6 and Chapter 4. The local Communication Specialist can follow up on the monitoring; however the evaluation should be conducted by a consultant who isn't directly involved in planning and executing the communication activities.



## Reference List

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*Involuntary Resettlement Sourcebook, Planning and Implementing in Development Projects*, World Bank, 2004.

*List of members of the District Executive Committee recommended to be in the District Coordination Committee<sup>20</sup> of the project*, Letter from District Commissioner B.C Mandere, 24<sup>th</sup> July 2015.

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*Malawi MDG Endline Survey 2014 Report, Monitoring the situation of children and women*, Statistical Office of Malawi, June 2015.

*Malawi Vision 2020*, Government of Malawi, March 1998.

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<sup>20</sup> District Coordination Committee has later been changed to District Task Force Committee.

## Appendix 1: Internal Stakeholder Assessment Matrix

Stakeholder Group	Target audience	Mandate	Interest in SVIP	Assumption(s)	Risk(s)
Development partners/Donors	World Bank (WB)	Contribute to the national poverty reduction agenda of Malawi	Increase income and reduce poverty for beneficiaries by ensuring a successful SVIP implementation	Will remain committed on financial assistance	Their position might be affected by political factors i.e. with-holding or withdrawing funding
	African Development Bank (AfDB)				
	Other potential DPs				
SVIP Management	Project Steering Committee	Make strategic decisions on the SVIP	To ensure successful and timely implementation of the project	The Committee is proactive and efficient in making decisions	Delays in decision-making will delay implementation and might affect funding
	Project Technical Committee	<ul style="list-style-type: none"> <li>› Guide the Project Technical Team</li> <li>› Make technical decisions that do not need Steering Committee endorsement</li> </ul>	To ensure successful and timely implementation of the project	The Committee is proactive and efficient in making decisions	Delays in decision-making will delay implementation and might affect funding
	SVIP Project Technical Team	<ul style="list-style-type: none"> <li>› Coordination of SVIP Technical Feasibility Study</li> <li>› Day-to-day supervision of SVIP studies</li> </ul>	Ensure successful and timely implementation of the project	<ul style="list-style-type: none"> <li>› SVIP studies are efficiently coordinated.</li> <li>› Support is provided on time</li> <li>› Necessary decisions are made on time</li> </ul>	<ul style="list-style-type: none"> <li>› Delays in decision-making result in delays and increased costs</li> <li>› Additional funds are not available and studies not completed</li> </ul>

Stakeholder Group	Target audience	Mandate	Interest in SVIP	Assumption(s)	Risk(s)
	Inter-ministerial Task Force	Mobilise the ministries when required and provide outputs on need basis	Ensure a smooth information flow between the project and the Ministries	Each of the member departments shall proactively participate in the project preparation	Limited coordination within the Task Force may cause delays
	Consultative Committee	<ul style="list-style-type: none"> <li>› Gather main stakeholders to a forum where various interests will be discussed</li> <li>› Inform the PTC and PTT on the position of and trade-off between stakeholders.</li> </ul>	Ensure that consultations with communities are based on the principles of free and informed consent	The Committee will be proactive in carrying out its activities	<ul style="list-style-type: none"> <li>› Delays in the implementation of the committee's activities</li> <li>› Lower quality outputs because stakeholders' considerations are not sufficiently incorporated</li> </ul>
SVIP Feasibility Study Teams	Technical Feasibility Study Teams (7)	Provide a comprehensive set of information required by the GoM and potential partners to produce a bankable project, appraise and take decisions for investment in the proposed SVIP	Successfully complete the feasibility studies on time	<ul style="list-style-type: none"> <li>› Team members cooperate to achieve common objectives</li> <li>› Teams share the required information on time</li> <li>› All teams mobilise at the time indicated in the proposed scheduling of studies included in TOR</li> </ul>	<ul style="list-style-type: none"> <li>› Limited commitment and willingness to cooperate</li> <li>› Delays in providing critical information delays completion</li> <li>› Delayed mobilisation of teams delays completion date, increases costs and may hamper obtaining SVIP funding</li> </ul>
District Local Government	District Councils, District Executive Committees and District Council staff	<ul style="list-style-type: none"> <li>› Advance the government agenda of implementing the project</li> <li>› Mobilise key stakeholders in the district and solicit their input</li> <li>› Represent the stakeholders within their area and communicate their views</li> </ul>	<ul style="list-style-type: none"> <li>› Ensure that the SVIP benefits the district and local people</li> <li>› Successful and timely implementation of the project</li> <li>› Achieve national objectives</li> </ul>	<ul style="list-style-type: none"> <li>› Proactive and efficient in making decisions</li> <li>› Provide the necessary support in a timely and efficient manner</li> <li>› Finance investment</li> <li>› Implement land re-allocation and resettlement satisfactorily</li> <li>› Good governance</li> </ul>	<ul style="list-style-type: none"> <li>› Delays in decision-making may result in project operational inefficiencies and increased costs</li> <li>› Limited government resources result in delays and hamper effective, efficient and fair implementation of SVIP</li> <li>› Lack of opportunities and/or insufficient commitment to reach all target audiences, especially</li> </ul>

Stakeholder Group	Target audience	Mandate	Interest in SVIP	Assumption(s)	Risk(s)
		<ul style="list-style-type: none"> <li>› Make strategic decisions on issues concerning local people in the district</li> </ul>	<ul style="list-style-type: none"> <li>› Increased confidence in GoM and more votes</li> </ul>		vulnerable groups, gender and youth
Below District Local Government	Area Development Committee, Area Executive Committee and the Village Development Committee	<ul style="list-style-type: none"> <li>› Advance the government agenda of implementing the project</li> <li>› Mobilise key stakeholders and solicit their input</li> <li>› Represent the stakeholders within their area and communicate their views</li> </ul>	<ul style="list-style-type: none"> <li>› Ensure that the SVIP benefits their communities</li> <li>› Reach all relevant people and make sure their voices are heard.</li> </ul>	<ul style="list-style-type: none"> <li>› Provide the necessary support in a timely and efficient manner</li> <li>› Capable and committed to reach target audiences, including vulnerable groups</li> <li>› Implement the project within their area as designed</li> </ul>	<ul style="list-style-type: none"> <li>› Unable to provide information on time and in the needed quality</li> <li>› Lack of opportunities and/or insufficient commitment to reach all target audiences, especially vulnerable group, gender and youth</li> <li>› Favouritism of some audiences</li> </ul>
SVIP District Task Force	Members of the committee	Coordinate operational activities of the SVIP in the district	Ensure successful and timely implementation of the project	The Committee is proactive and efficient in making decisions	Delays and insufficient commitment to provide input and advice may affect the quality of the outputs of the bankable project documents and hence the implementation of the SVIP

## Appendix 2: External Stakeholder Assessment Matrix

Stakeholder Group	Target audience	Mandate	Priority*			Interest in SVIP	Assumption(s)	Risk(s)
			P	S	T			
Government	National Government Ministries and Departments	Advance the government agenda of implementing the project	√			<ul style="list-style-type: none"> <li>› Successful and timely implementation of the project</li> </ul>	<ul style="list-style-type: none"> <li>› Provide the necessary support efficiently</li> <li>› Finance investment</li> </ul>	Limited government resources result in delays and hamper effective, efficient and fair implementation of SVIP
	Political representatives		√			<ul style="list-style-type: none"> <li>› Achieve national objectives</li> <li>› Increased income levels of participants in SVIP</li> <li>› Increased confidence in GoM and more votes</li> </ul>	<ul style="list-style-type: none"> <li>› Implement and establish SVIP Management effectively and efficiently</li> <li>› Implement land re-allocation and resettlement satisfactorily</li> <li>› Good governance</li> </ul>	
	National Parks and Game Reserves (Lengwe National Park and Majete Game Reserve)	Protect game and other natural resources	√			<ul style="list-style-type: none"> <li>› Ensure the project will not affect game and protected natural resources negatively</li> <li>› Ensure game reserves and national parks remain attractive to tourists</li> </ul>	<ul style="list-style-type: none"> <li>› Will be able to benefit from the SVIP</li> <li>› View the project positively</li> </ul>	<p>Might feel the project will grab land from the two reserves, and possibly affect their employment. Their main concerns are that:</p> <ul style="list-style-type: none"> <li>› The open main canals will divide the parks into segments and be hazardous to the wildlife that might fall into the canals</li> <li>› Segmentation of the park may make it less attractive to tourists which results in loss of income and less funds for park maintenance</li> <li>› Fear of losing some of the natural habitat due to the irrigation scheme</li> </ul>

Stakeholder Group	Target audience	Mandate	Priority*			Interest in SVIP	Assumption(s)	Risk(s)
			P	S	T			
Government organisations	Shire River Basin Management Programme	Advance government agenda of implementing the project	√			How the project enhances and links with other government projects in the area	Will view the SVIP positively	Might feel that the project should be part of the SRBMP which may affect their cooperation and support
Farmers	Smallholder crop farmers	Grow crops for subsistence and commercial use at small to medium scale	√			SVIP is expected to increase their crop production and livelihood, and thus their income	<ul style="list-style-type: none"> <li>› Will be able to benefit from the SVIP</li> <li>› View the project positively</li> </ul>	Loss of land and increased poverty
	Livestock farmers	Rear animals for subsistence and commercial use at a small to medium scale	√			Knowledge about how the project will increase their livestock production, and thus their income. However, their interest may be low because they expect to lose more than they gain.	<ul style="list-style-type: none"> <li>› Will be able to benefit from the SVIP</li> <li>› View the project positively</li> <li>› SVIP will accommodate the needs of livestock farmers into the design &amp; implementation</li> </ul>	<ul style="list-style-type: none"> <li>› Loss of land and grazing areas and thus increased poverty</li> <li>› Obstruction of their access routes to livestock markets which may increase the distance to be covered</li> </ul>
	Irrigation farmers	Grow crops for subsistence and /or commercial use	√			<ul style="list-style-type: none"> <li>› Decrease of pumping costs of water to their scheme.</li> <li>› Share lessons learnt on land re-allocation and establishing scheme organisation entities</li> </ul>	<ul style="list-style-type: none"> <li>› Will be willing to participate in scheme and share experiences</li> <li>› SVIP will be able to deliver sufficient irrigation water at the time it is required</li> </ul>	<ul style="list-style-type: none"> <li>› Non-reliable supply of irrigation water will affect their agricultural production and hence income negatively</li> <li>› Conditions for participation in the SVIP are unfavourable and result in increased costs</li> <li>› Gain large and/or prioritised access to irrigation water depriving other farmers</li> </ul>



Stakeholder Group	Target audience	Mandate	Priority*			Interest in SVIP	Assumption(s)	Risk(s)
			P	S	T			
	Commercial crop farmers	Grow crops for commercial use	√			SVIP is expected to increase their crop production and thus their income. Access to reliable irrigation water may increase their profits.	<ul style="list-style-type: none"> <li>› Will be able to benefit from the SVIP</li> <li>› View the project positively</li> </ul>	<ul style="list-style-type: none"> <li>› Loss of land and increased poverty</li> <li>› Conditions for participation in the SVIP are unfavourable and result in increased costs</li> </ul>
	Farmers associations (locally organised farmers)	<ul style="list-style-type: none"> <li>› Protect the rights of farmers</li> <li>› Coordinate activities of farmers</li> </ul>	√			<ul style="list-style-type: none"> <li>› Ensure that farmers are not exploited</li> <li>› Support to members to avoid falling victim to land speculations</li> <li>› Ensure their farmers get support to change to irrigated farming</li> </ul>	<ul style="list-style-type: none"> <li>› View the project as a positive development for the farmers</li> <li>› Provide support to farmers to establish and manage irrigated farms</li> </ul>	Loss of land and increased poverty
Vulnerable groups and project affected persons (PAP)	Gender and youth	Protect their basic human rights	√			<ul style="list-style-type: none"> <li>› SVIP will improve their livelihood through increased crop and livestock production</li> <li>› Increased fulfilment of their human basic rights</li> </ul>	<ul style="list-style-type: none"> <li>› View the project positively</li> <li>› Will be able to benefit from the SVIP</li> </ul>	Loss of land and increased poverty, e.g. through falling victim to land speculation or land/shares not registered in their name
	People living with a handicap							
	Indigenous people							
	Poor and ultra-poor people							
	PAP, mainly farmers							
	Paramount Chief		√					

Stakeholder Group	Target audience	Mandate	Priority*			Interest in SVIP	Assumption(s)	Risk(s)
			P	S	T			
Traditional leaders	T/As (Chiefs)	Protect the rights of community members in all their T/As inclusive land. They should have an advisory role and be politically neutral	√			<ul style="list-style-type: none"> <li>› Re-allocation is done in an honest and transparent manner</li> <li>› Increased income and welfare in their area</li> </ul>	<ul style="list-style-type: none"> <li>› Will cooperate and assist in land use mapping, SVIP and implementation of the re-allocation of land and resettlement</li> <li>› Will appreciate SVIP benefits and view the project positively</li> </ul>	<ul style="list-style-type: none"> <li>› Loss of land to their subjects</li> <li>› Loss of authority and control, especially over land issues</li> </ul>
	Group Village Heads		√					
	Village Heads		√					
Private sector	Small and medium enterprises (SMEs)	<ul style="list-style-type: none"> <li>› Provide goods and services to local communities</li> <li>› Produce and/or process and/or sale of agri-business products</li> </ul>	√			Increased income in the project area will increase their business and profits	<ul style="list-style-type: none"> <li>› Will be able to benefit from the SVIP</li> <li>› View the project positively</li> </ul>	<ul style="list-style-type: none"> <li>› Loss of land on which business is located</li> <li>› Land reform results in poor access to current business location</li> </ul>
	Agribusinesses: Illovo, PressCane, Carbon Dioxide and Allied Products, Cold Storage, Super Halaal, Admarc, new agri-businesses	Produce and/or processing and/or sale of agri-business products	√			<ul style="list-style-type: none"> <li>› Increased/new business opportunities</li> <li>› Increased profits</li> <li>› Increased supply of agricultural products</li> </ul>	<ul style="list-style-type: none"> <li>› Will be able to benefit from the SVIP</li> <li>› View the project positively</li> </ul>	<ul style="list-style-type: none"> <li>› Might increase their own benefits by misinforming farmers and community members, among others</li> <li>› Low employment of local people totally and specifically in management positions resulting in reduced local income opportunities</li> </ul>
	Other private investors or businesses	Provide goods and support services to the agri-businesses and local communities	√			<ul style="list-style-type: none"> <li>› Increased/new business opportunities</li> <li>› Increased profits</li> </ul>	<ul style="list-style-type: none"> <li>› Will be able to benefit from the SVIP</li> <li>› View the project positively</li> </ul>	Loss of business opportunities

Stakeholder Group	Target audience	Mandate	Priority*			Interest in SVIP	Assumption(s)	Risk(s)
			P	S	T			
Academia and associated consultants	Research and educational institutions	<ul style="list-style-type: none"> <li>&gt; Provide independent advice based on research findings to the SVIP.</li> <li>&gt; Provide education in areas required in the SVIP area.</li> </ul>		√		<ul style="list-style-type: none"> <li>&gt; Perform their outreach functions to the SVIP</li> <li>&gt; Obtain funding for research</li> <li>&gt; Increased income from increased student numbers</li> </ul>	Will be open to willingly provide technical advice as need arises	<ul style="list-style-type: none"> <li>&gt; Funds for conducting research and developing new courses might be (too) low</li> <li>&gt; Competition from other research and educational institutions outside the area and possibly country may take away their business</li> </ul>
	Local and international consultants	Provide technical expertise		√		Ensure that the project is a success and can be used as a reference	<ul style="list-style-type: none"> <li>&gt; That the consultants can perform and deliver as agreed</li> <li>&gt; Good coordination among the consultants and with the technical team</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Delays in deliverables</li> <li>&gt; Quality standard is not met</li> </ul>
Other development partners	Agricultural organisations (PSOs), NGOs, INGOs, CBOs, CSOs and faith based organisations	<ul style="list-style-type: none"> <li>&gt; Enhance the productivity of farmers and protect them from exploitation</li> <li>&gt; Improve the business environment</li> <li>&gt; Represent their members (some)</li> <li>&gt; Increase livelihoods by providing technical, financial and organisational support</li> </ul>	√			<ul style="list-style-type: none"> <li>&gt; Increased income</li> <li>&gt; Lower irrigation costs</li> <li>&gt; How the project will ensure food sufficiency in the communities</li> <li>&gt; How the rights of community members will be protected</li> <li>&gt; Provide advice and services to the irrigation farmers which might increase their income</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Will be able to benefit from SVIP</li> <li>&gt; View the project positively</li> <li>&gt; SVIP will improve the opportunities for a better livelihood.</li> <li>&gt; Members/target groups will have the same or increased access, control and use of their land and other resources</li> <li>&gt; Increased capability for farm management of their members</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Loss of land which will increase poverty</li> <li>&gt; Destabilisation/ collapse of their association</li> <li>&gt; Loss of membership</li> <li>&gt; Loss of land by their members/target groups</li> <li>&gt; Loss of access, control and use of land resources</li> <li>&gt; Reduced livelihoods</li> <li>&gt; Increased costs of farming that cannot be funded and affects profitability or even results in loss of income</li> </ul>

Stakeholder Group	Target audience	Mandate	Priority*			Interest in SVIP	Assumption(s)	Risk(s)
			P	S	T			
		<ul style="list-style-type: none"> <li>› Protect the rights of community/members</li> </ul>						
	NGO's, INGO's, CBOs, CSOs and Faith-based organisations	<ul style="list-style-type: none"> <li>› Protect the rights of farmers and other vulnerable groups</li> <li>› Implement business development programs</li> </ul>		√		<ul style="list-style-type: none"> <li>› Protect the rights of farmers and other vulnerable groups</li> <li>› Provide advice and services on farm management and establishing farm management entities</li> </ul>	<ul style="list-style-type: none"> <li>› View the project positively</li> <li>› SVIP will complement their current activities in the project area</li> </ul>	<ul style="list-style-type: none"> <li>› Might feel the project will lead to loss of land for the farmers and other vulnerable groups</li> <li>› Might view the SVIP as a rival project</li> <li>› May not have the capability to advice and support their target groups</li> </ul>
News media	Journalists, newspapers, magazines, radio and TV	To publicise information		√		<ul style="list-style-type: none"> <li>› Get newsworthy stories</li> <li>› Publicise information about the SVIP</li> </ul>	<ul style="list-style-type: none"> <li>› View the project positively</li> <li>› Will publicise accurate information about the SVIP</li> </ul>	<ul style="list-style-type: none"> <li>› Might take a negative angle to news stories if the SVIP will lead to exploitation of farmers and other vulnerable groups</li> <li>› Might produce biased and inaccurate reports on the SVIP</li> </ul>
General public	Citizens and residents in Malawi	Protect the rights of people in Malawi			√	How the project will benefit the citizens of the country	View the project positively	Might feel that the project will lead to loss of land and exploitation of farmers and other vulnerable groups
	Citizens in other countries	Approve of the way funding to development countries is used			√	How funding improve livelihoods	View project as appropriate for Malawi	<ul style="list-style-type: none"> <li>› Might feel project will not bring desired impact</li> <li>› Citizens in neighbouring countries may feel that water is taking away from them</li> </ul>

Ad\*) The priority of stakeholders is divided into primary, secondary and tertiary target audience

### Appendix 3: Findings of Field Study of Local Government

#### *Communication channels used by the local government in Chikwawa*

Channel	Internal communication	External communication		Comments
		Organisations <sup>a</sup>	Others <sup>b</sup>	
Meetings	√	√	√	Most popular, all stakeholders. At district level, DEC meeting, etc.
Other face-to-face interaction	√		√	Mainly used as an ad hoc means
Letters	√	√	√	Formal tool mainly used to call for meetings
E-mails		√		Widely used but affected by infrastructure and connection problems
Memoranda	√			A common internal medium
Notices	√		√	External notices are used for public communication
Phone calls	√	√	√	Used for urgent messages & follow-up
Faxes	√	√		Mainly used to communicate with stakeholders outside Chikwawa
Strategies and reports	√	√		Primarily used for internal stakeholders but sometimes also for external stakeholders
Posters	√	√	√	Normally to target external stakeholders
Banners	√	√	√	Primarily to target external stakeholders
Mobile PA announcements		√	√	For communicating urgent public messages
Radio broadcasts		√	√	Target a wider audience
Focus groups		√	√	Useful for in-depth analysis of issues
Seminars and workshops	√	√	√	Used mainly for targeted individuals

Ad a) Primarily comprises NGOs, CBOs, PSOs and farmer associations and clubs.

Ad b) Such as Chiefs and their subjects (vulnerable people and farmers) and members of the general public.

Other channels such as case stories, policy briefs, case studies/fact sheets, press releases, training/learning materials, newspaper and magazine articles, website, blogs, social media, e-newsletter, television broadcasts, videos/documentaries, interviews, training and Information/Resource Office are also used to reach external stakeholders depending on needs. Fliers and leaflets are used during open days and other public functions to display the relevant themes and messages.

*Communication challenges experienced the local government in Chikwawa*

Challenges experienced by the local government are divided into internal and external communication. They are used for the SWOT analysis and listed in Appendix 4.

***Main challenges,  
internal  
communication***

Among challenges faced by the local government when communicating internally are:

- > Delays in sending urgent messages due to apathy among some officers.
- > Mobile phone network which is unavailable in some areas and high cost of phone airtime.
- > Erratic power supply renders the use of communication tools such as faxes, e-mail and the internet impossible in some circumstances.
- > Internet connectivity within the government offices is intermittent, and this affects the quality of electronic communication.
- > Transport problems due to scarcity of resources such as vehicles, motor cycles and fuel. In some cases, the departments operate with only one vehicle for all their district activities. For example, the District Lands Office has neither a vehicle nor a motor cycle.

***Main challenges,  
external  
communication***

Among challenges faced by the local government when communicating with external stakeholders are:

- > Use of improper communication channels such as the health sector structures which are currently ineffective.
- > Difficulties contacting some GVHs and VHs who have no mobile phone handsets.
- > Rough terrain in some of the areas such as Chapananga coupled with poor roads makes some of the roads impassable particularly during the rainy season. The alternative route to Chapananga, for example, is over three times the normal route, and this significantly raises the cost of transportation.
- > The chiefs requested the government to provide them with mobile phone handsets as well as allocate some funds for airtime.
- > The chiefs usually receive urgent messages late, particularly those from government departments, due to mobility problems of the T/A messengers. They do not have motor cycles or bicycles to use for their errands between the chiefs headquarters and government offices or for other assignments.
- > The number of T/A messengers in the district is scarce. At the moment, the Paramount Chief has no messenger in spite of an existing establishment for two.
- > The offices used by the chiefs lack important communication resources such as computers, printers, photocopier and fax. They currently use paid services at communication bureaus to type and print documents.
- > There is a need for coordination among organisations working in the project area including CBOs to ensure successful implementation of SVIP.

## Appendix 4: SWOT Analysis, Communication

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>&gt; Availability of consultants to provide technical support within communication</li> <li>&gt; Existing social structures in the Agricultural Sector at the district level including availability of farmer clubs</li> <li>&gt; Availability of local government structures at the district level for communication and decision-making, such as the DEC, ADC and VDC</li> <li>&gt; Availability of structures for communication and decision-making of the local authority and interlink with government structures</li> <li>&gt; Support from traditional leaders to SVIP</li> <li>&gt; Availability of project funding for the preparation phase</li> <li>&gt; Political commitment to the SVIP</li> <li>&gt; Commitment from government officials to the SVIP</li> <li>&gt; Experiences from similar projects are available with valuable lessons learnt on, amongst other, communication</li> <li>&gt; Organisations representing those affected by the SVIP exist for almost all stakeholder groups</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Inadequate funding for communication in government departments in the district</li> <li>&gt; Transport problems for government departments in the district</li> <li>&gt; Lack of guarantee in local structures that messages will reach targeted audiences</li> <li>&gt; Lack of formal bottom-up channels of communication at the district level</li> <li>&gt; Limited funding for communication</li> <li>&gt; Current communication channels do not always address the high level of illiteracy as well as gender and youth issues</li> <li>&gt; Communication channels from top to bottom take time and, when verbal, may distort the messages</li> <li>&gt; Communication upwards and downwards is sometimes distorted for political reasons</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>&gt; Flooding problem as a tool for persuading local people to relocate</li> <li>&gt; High poverty levels within the project area</li> <li>&gt; Existing physical infrastructure for government in the project area</li> <li>&gt; National radio coverage in the area</li> <li>&gt; Key project members to take the lead on communication and inspire others</li> <li>&gt; Existing local government and traditional authority processes of communication and decision-making</li> <li>&gt; Poverty reduction, gender and youth are among the top priorities of the Government of Malawi</li> <li>&gt; Gender and youth responsible officers at the District Council</li> </ul>	<ul style="list-style-type: none"> <li>&gt; High illiteracy in the project area</li> <li>&gt; Past resettlement experiences</li> <li>&gt; Perennial flooding which could affect communication activities</li> <li>&gt; Limited resources and equipment for communication and communication activities</li> <li>&gt; Extension staff positions are open and their areas of operation are large reducing the scope for accessing SVIP beneficiaries</li> <li>&gt; Limited knowledge sharing and lessons learning by internal stakeholders</li> <li>&gt; Downgrading of communication efforts by some internal stakeholders</li> <li>&gt; Poor accessibility (e.g. roads, means of transport) in some project areas</li> <li>&gt; Poor mobile phone network in certain project areas</li> <li>&gt; Low awareness of gender and youth issues</li> </ul>

## Appendix 5: Key Messages, External Stakeholders

These messages towards external stakeholders are sub messages to the project brand message and key messages mentioned in Chapter 6. Sub messages towards farmers are also mentioned there as this stakeholder group is especially important.

Stakeholders	Target audience	Key messages
Government	<ul style="list-style-type: none"> <li>› National GoMs and Departments</li> <li>› Political Representatives</li> </ul>	<ul style="list-style-type: none"> <li>› Sustainable economic growth</li> <li>› Jointly we can improve livelihoods</li> <li>› Increased confidence in the Government</li> <li>› Different institutions working as one team</li> </ul>
	<ul style="list-style-type: none"> <li>› National Parks and Game Reserves</li> </ul>	<ul style="list-style-type: none"> <li>› Game and protected natural resources unaffected or mitigated</li> <li>› Project to increase visibility of the national park and game reserves</li> </ul>
Government organisations	<ul style="list-style-type: none"> <li>› Shire River Basin Management Programme</li> </ul>	<ul style="list-style-type: none"> <li>› SVIP a value addition to ongoing projects</li> <li>› SVIP will complement the SRBMP in reducing poverty and improving people's livelihood</li> </ul>
Vulnerable groups	<ul style="list-style-type: none"> <li>› All target audiences</li> </ul>	<ul style="list-style-type: none"> <li>› Increase in gender balance improves livelihood for everyone</li> <li>› Lowering out-migration of youth improves livelihood for the whole community</li> <li>› A more promising future for the youth</li> <li>› Increased crop and livestock production</li> <li>› Increased access to market</li> <li>› New partnership opportunities</li> <li>› SVIP respects your human rights</li> <li>› SVIP is likely to increase the value of land, so hold on to it</li> </ul>
Traditional leaders	<ul style="list-style-type: none"> <li>› All target audiences</li> </ul>	<ul style="list-style-type: none"> <li>› Develop local businesses</li> <li>› Increased income and welfare for people</li> <li>› Your involvement and views are important</li> </ul>
Private sector	<ul style="list-style-type: none"> <li>› Small and medium enterprises (SMEs)</li> </ul>	<ul style="list-style-type: none"> <li>› Increased business opportunities</li> <li>› New partnership opportunities</li> </ul>
	<ul style="list-style-type: none"> <li>› Agribusinesses</li> </ul>	<ul style="list-style-type: none"> <li>› Increased business</li> <li>› New business opportunities</li> <li>› Increased supply of agricultural products</li> </ul>
	<ul style="list-style-type: none"> <li>› Other private investors or businesses</li> </ul>	<ul style="list-style-type: none"> <li>› Increased access to business opportunities</li> </ul>
Academia and associated consultants	<ul style="list-style-type: none"> <li>› Research and educational institutions</li> </ul>	<ul style="list-style-type: none"> <li>› Increased demand for education and further research</li> <li>› Opportunity for advisory and consulting roles</li> </ul>
	<ul style="list-style-type: none"> <li>› Local and international consultants</li> </ul>	<p><i>Same key messages as for internal stakeholders.</i></p>



Stakeholders	Target audience	Key messages
Other development partners	<ul style="list-style-type: none"> <li>› Agricultural PSOs</li> </ul>	<ul style="list-style-type: none"> <li>› Support sustainable business growth</li> <li>› Strengthen and improve the business environment for their members</li> </ul>
	<ul style="list-style-type: none"> <li>› NGOs an INGOs</li> <li>› CBOs and CSOs</li> <li>› Faith-based organisations</li> </ul>	<ul style="list-style-type: none"> <li>› Jointly we can improve livelihoods</li> <li>› SVIP will benefit disadvantaged groups</li> <li>› Opportunities for service delivery</li> </ul>
News media	<ul style="list-style-type: none"> <li>› Journalists, newspapers, magazines, radio and television</li> </ul>	<i>The project brand and key messages. Other key messages will depend on a given news story and focus on ensuring that criteria<sup>21</sup> for bringing news stories are met.</i>
General public	<ul style="list-style-type: none"> <li>› Primarily the Malawian public</li> </ul>	<i>The project brand and key messages.</i>
	<ul style="list-style-type: none"> <li>› Public in other countries is relevant as well</li> </ul>	<ul style="list-style-type: none"> <li>› Development aid benefits rural people</li> <li>› Development aid works and reduces poverty</li> </ul>

<sup>21</sup> These are: Actuality, relevance, identification, sensation and conflict. A news story should meet two or more criteria. Reference: Klaus Fog, Christian Budtz, Philip Munch and Stephen Blanchette, *Storytelling – Branding in Practice*, Springer, 2010.

## Appendix 6: Main KPIs, M&amp;E of communication goals and activities

	What is monitored	How to measure	Responsible for collecting data	Responsible for reporting	Budget responsible
<b>Communication Goals</b>					
1. Awareness and knowledge level	<ul style="list-style-type: none"> <li>&gt; Whether target audiences are aware of the SVIP and if they are knowledgeable about its objective and the key messages.</li> <li>&gt; Target audience's perception of the SVIP.</li> </ul>	The KPI's for communication activities will assist in measuring this.	Communication Specialist	Communication Specialist	The Consultant
		<ul style="list-style-type: none"> <li>&gt; Number and type of input and feedback received from all stakeholders via the Information Office (as goal 3).</li> <li>&gt; Satisfaction survey offering visitors to provide anonymous feedback by putting a paper with a smiling, neutral or non-smiling face in a locked box.</li> </ul>	Communication Officer at Office	Communication Officer at Office	The Consultant
		<ul style="list-style-type: none"> <li>&gt; A brief survey administered at workshops and meetings to find out if; 1) Target audiences are aware of the SVIP (yes/no), 2) Their perception is positive or negative (on a scale) and 3) If they know about the objectives of the SVIP and key messages.</li> </ul>	Communication Specialist to empty box	Communication Specialist to report on survey	
			GoM	GoM	GoM. At SVIP workshops and meetings
2. Knowledge sharing	<ul style="list-style-type: none"> <li>&gt; Sharing of reports and other documents</li> <li>&gt; Sharing of lessons learning.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Number of published reports and other documents shared internally and externally through the intended media channels – and measured against the Communication Plans.</li> </ul>	Communication Specialist	Communication Specialist	The Consultant

	What is monitored	How to measure	Responsible for collecting data	Responsible for reporting	Budget responsible
		<ul style="list-style-type: none"> <li>Number of lessons learning stories and news shared internally and externally, and their relevance for the SVIP objective.</li> </ul> <p>The KPI's for communication activities will also assist in measuring this.</p>			
	<ul style="list-style-type: none"> <li>Achievement of a knowledge sharing and learning culture.</li> </ul>	<ul style="list-style-type: none"> <li>A brief web survey to find out whether internal stakeholders perceive the culture as a "sharing and learning culture".</li> <li>Continuously encourage feedback from internal stakeholders.</li> </ul>	Communication Specialist	Communication Specialist	The Consultant
3. Dialogue and two-way information flow	<ul style="list-style-type: none"> <li>Bottom-up and top-down queries.</li> <li>Bottom-up and top-down answers.</li> </ul>	<ul style="list-style-type: none"> <li>Number of queries at village meetings and who poses them (for profiling purposes).</li> </ul> <p>The KPI's for communication activities will also assist in measuring this.</p>	Event responsible	Event responsible	Event responsible
4. Regular and timely information	<ul style="list-style-type: none"> <li>Dissemination of materials and information in a regular and timely manner.</li> </ul>	The KPI's for communication activities will assist in monitoring this.			
5. Changing mind sets	<ul style="list-style-type: none"> <li>Change of behaviour among especially vulnerable groups.</li> </ul>	<ul style="list-style-type: none"> <li>Number of plots/shares registered to women and to men</li> </ul>	SVIP Management to identify implementer	SVIP Management to identify implementer	SVIP Management to identify implementer

	What is monitored	How to measure	Responsible for collecting data	Responsible for reporting	Budget responsible
		<ul style="list-style-type: none"> <li>&gt; Number of plots/shares registered jointly to women and men.</li> <li>&gt; Number of plots/shares registered to youth.</li> </ul> <p>Activities that will be done:</p> <ul style="list-style-type: none"> <li>&gt; Detailed land inventory of all parcels prior to implementation of the SVIP to get the baseline</li> <li>&gt; Registration of plots/shares when establishing the irrigation block management entity</li> </ul> <p>The KPI's for the other communication goals and the communication activities will also assist in measuring this.</p>	Management entity of the irrigation blocks	Management entity of the irrigation blocks	Management entity of the irrigation blocks
<b>Communication activities</b>					
Printed materials	<ul style="list-style-type: none"> <li>&gt; Frequency and timing of publications.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Number and timing of publications published compared to activities in the Communication Plans (overall Plan and for the Study Teams).</li> <li>&gt; Number of publications disseminated on time.</li> </ul>	Communication Specialist and communication responsible for each Study Team, respectively.	Communication Specialist and communication responsible for each Study Team, respectively.	Study Team or the Consultant, respectively.

	What is monitored	How to measure	Responsible for collecting data	Responsible for reporting	Budget responsible
	<ul style="list-style-type: none"> <li>› Look and feel and general ease of understanding.</li> </ul>	<ul style="list-style-type: none"> <li>› Review quality and coherence of communication materials, and compliance to guidelines.</li> </ul>	Independent consultant	Independent consultant	The Consultant
	<ul style="list-style-type: none"> <li>› Ease of understanding (special focus on vulnerable groups).</li> </ul>	<ul style="list-style-type: none"> <li>› Conduct a few informal interviews at events (representative respondents).</li> </ul>	Communication Specialist and communication responsible for each Study Team, respectively.	Communication Specialist and communication responsible for each Study Team, respectively.	The Study Team or the Consultant, respectively.
Digital media	<ul style="list-style-type: none"> <li>› Hits on website such as number and profile of visitors and which sites are visited.</li> <li>› Views and downloads of reports and documents.</li> <li>› Number of news stories and documents shared and liked.</li> </ul>	<ul style="list-style-type: none"> <li>› Website analytics and traffic measurement tool.</li> <li>› Target audiences reached.</li> <li>› Track sharing, likes and downloads.</li> </ul>	Webmaster	Communication Specialist	<p>A tool like Google Analytics is free.</p> <p>Data on sharing, likes and downloads are available and free.</p> <p>Webmaster: GoM</p> <p>Expert: The Consultant.</p>
	<ul style="list-style-type: none"> <li>› Percentage of published communication materials uploaded to website.</li> </ul>	<ul style="list-style-type: none"> <li>› Number of uploads compared to relevant published materials for upload.</li> </ul>	Communication Specialist	Communication Specialist	The Consultant
	<ul style="list-style-type: none"> <li>› Timing of uploads.</li> </ul>	<ul style="list-style-type: none"> <li>› Date of uploads compared to publishing date.</li> <li>› Date of uploads compared to event dates.</li> </ul>	Communication Specialist	Communication Specialist	The Consultant

	What is monitored	How to measure	Responsible for collecting data	Responsible for reporting	Budget responsible
Events	› Percentage of women, men and youth in the audiences who attends.	› Total number of participants and number of women, youth and men attending each event.	Event responsible	Event responsible	Event responsible
	› Profile of participants.	› Invited participants attending and if any of them where replaced (target audiences reached).	Event responsible	Event responsible	Event responsible
	› Materials handed out.	› Register materials handed out.	Event responsible	Event responsible	Event responsible
		› Review if the materials live up to the desired quality in terms of format, messages and content.	Communication Specialist	Communication Specialist	The Consultant
	› Number of joint communication activities conducted by the teams.	› Number and type of communication activities. › Describe the profile of participants and if target audiences are reached.	Communication Specialist	Communication Specialist	The Consultant
	› Perception of events.	› Through evaluation sheets handed out to the participants.	Event responsible	Event responsible	Event responsible
		› Interview participants (representative on target audiences)	Communication responsible	Communication responsible	Event responsible
Stakeholder consultations	› Number of respondents. › Profile of respondents. › Outreach of consultations. › Perception of the stakeholders are reported	› Number of participants taking part in the consultation disaggregated to gender, age and type of stakeholder consultation › Views collected in the stakeholder consultations are reported.	Each consultant's team	Each consultant's team	Each consultant's team

	What is monitored	How to measure	Responsible for collecting data	Responsible for reporting	Budget responsible
Information Office	<ul style="list-style-type: none"> <li>&gt; Usage and satisfaction level</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Number of visitors in the Information Office.</li> <li>&gt; Profile of visitors.</li> <li>&gt; Number and type of input and feedback received from all stakeholders.</li> <li>&gt; Satisfaction survey as mentioned under goal 1.</li> </ul>	Communication Officer at Information Office	Communication Officer at Information Office	The Consultant
Media & PR	<ul style="list-style-type: none"> <li>&gt; Media coverage in print and digital media.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Number of press events and press releases.</li> <li>&gt; Media coverage in terms of number of articles, aired interviews and news addressed.</li> <li>&gt; Media covering the news story and the coverage of that media by the intended target audiences.</li> <li>&gt; If the news stories are negative, neutral or positive.</li> </ul>	Communication Specialist is overall responsible but all stakeholders are expected to share information on media coverage.	Communication Specialist	The Consultant
Broadcasts and television	<ul style="list-style-type: none"> <li>&gt; Media coverage via radio broadcasts and television.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Number of broadcasts and audiences reached.</li> <li>&gt; Level of dialogue and participation by target audiences in radio programs (by actively listening to the programs).</li> </ul>	Communication Specialist	Communication Specialist	The Consultant