



Uganda Farmers Common Voice Platform (UFCVP)

Media and Communication strategy

December, 2018

Acronyms

CSO	Civil Society Organization
FM	Frequency Modulation
LC	Listeners Clubs
NGOs	Non-Governmental Organizations
SDD	Social Services and Development
MOs	Member Organizations
UFCVOP	Uganda Farmers' Common Voice Platform

1.0 Background

The Uganda Farmers Common Voice Platform was established in June, 2012 as an indigenous, non-profit Platform; with the main focus of advocating for critical issues affecting Small Holder Farmers in Uganda. UFCVP was set up at the national level to act as a common voice that speaks on behalf of Civil Society and Farmer organizations implementing agriculture programmes. The platform was also established to engage in policy research on issues affecting small-holder farmers with the aim of improving and influencing policy formulation and review processes and identifying significant gaps in policies (with special bias) on agriculture sector. In addition to the above, the Platform was also put in place to create awareness and raise agricultural advocacy issues to the decision/policy makers for redress, and to monitor policies developed by government to ensure that they are Small Holder Farmers friendly and strive towards poverty reduction in Uganda.

Vision

Poverty free and well governed society where farmer's rights and aspirations are fulfilled.

Mission

To be a collective voice of farmers and CSOs that influences decision making for pro-small holder farmer policies.

2.0 UFCVP OBJECTIVES

- a) To improve public and private sector finance for agriculture.
- b) To improve agriculture research, documentation and dissemination.
- c) To influence pro small holder farmer policies at local, National and international levels.

2.1 The objectives of this strategy

The overall objective of this strategy is to create engagement channels through which farmers' voices and demands timely reach duty bearers for action.

The specific objectives are to:

- a) Enhance capacity of platform members to communicate and deliberately present their concerns to the duty bearers. To enhance farmers' understanding of rights and responsibilities for
- b) Enhance accountability and improved service delivery

2.3 Rationale for the Communication Strategy

The UFCVP communication strategy is designed to help the Uganda Farmers Common Voice platform have a well articulate communication channel that is in tandem with Caritas Uganda policy frame works and other binding communication strategy. This communication strategy will be critical to help provide the framework to connect objectives with key messages as well as to support the platform's implementation and sustainability. It is worth noting that success in any programme/project's activities is much harder to achieve without a clear communications strategy and that CU/UFCVP will use the media to achieve its communication strategy. This is so because the media is an indispensable tool for information dissemination to a wider spectrum of target audiences in that same vein, it can encourage community participation through communication and feedback processes. The media has also been targeted as a critical means to achieve the platforms/CU objectives due to its ability to promote accountability, build civil responsibility and consciousness by key decision makers to challenges affecting small holder farmers; hence promoting good governance.

2.4 What has been happening at the platform in terms of communication?

UFCVP has been communicating to its members, stakeholders and the target audiences through a number of methods that included but not limited to: social media events, electronic and print media, policy briefs, dialogue sessions and dissemination of research findings. However, there is need to have a media and communication strategy cardinally to ensure that there is deliberate, focused and well-tailored communication to the target audiences of the platform.

3.0 Policy Commitments for UFCVP Media and Communication Strategy

As a policy,

1. UFCVP's Steering Committee shall be the body that approves the essential elements of the media and communication strategy.

2. All communication issues in which UFCVP engages shall have a sensitivity level indicated (High, Medium and Low). Caritas Uganda and secretariat shall be vested with the authority to determine levels of sensitivity.
3. UFCVP Member organizations shall be obliged to check with Caritas Uganda (secretariat) before issuing advocacy statements on behalf of the platform/materials which are deemed to be of a sensitive nature and shall share such statements ahead of their release. List of “sensitive” issues will be sent by UFCVP to donors on a yearly basis.
4. UFCVP shall endeavor to abide by both International and Ugandan legal framework when undertaking its advocacy work.
5. In respect of human rights, UFCVP shall treat all people with dignity and equality regardless of race, ethnicity, gender, religion, and sex, economic, political and social affiliations.
6. UFCVP shall uphold social justice and full inclusion of the farmers with whom it works.
7. UFCVP shall be non-partisan, non-aligned, and non-confrontational and in conflict situations but will endeavor to support the farmers.
8. UFCVP shall periodically act with local partners and shall uphold the principle of subsidiarity, ensuring that UFCVP member Organizations and staff are fully empowered and appropriately supported to handle issues at their respective levels. Confidentiality and protection of sources of information where necessary, shall be upheld by UFCVP
9. UFCVP shall orient its Steering Committee, Member organizations, and the entire staff on the basics including the ethical values of this Media and Communication strategy

4.0 Target Audience

This communication strategy recognizes the important role that other stakeholders play in facilitating the realization of its objectives. Several actors including the media houses, local authorities, the farmers groups, opinion and community and religious leaders, other NGOs, Government Ministries, Departments and Agencies, politicians, the security agencies and law enforcement bodies and development partners, have been identified and shall be involved in the implementation of this communication strategy. The table below summarizes UFCVP target audiences.

Annexure 1: TARGET AUDIENCE MATRIX

Target Audience	Type of Audience	Current behavior/Nature of Audience	Who can support reach the audience	Channels of communication	Motivating factor/Barriers to receiving & accepting	Frequency

					information	
Political leaders (national and local)	Primary	Legislators have limited knowledge about agriculture sector, are majorly concerned much about their positioning among electorates & political affiliations.	Electorates Political parties. Religious leaders. Cultural leaders. Committee clerks & Clerks to councils.	Meetings. Radio events. TV events. Workshops. Print media & IEC materials (policy briefs and fact sheets.	Barriers: They prefer meetings and radio/TVs which is very expensive. Motivator: Political capital	Quarterly
Farmer groups (CBOs, Associations & cooperatives).	Secondary	They are core in agriculture sector but with limited knowledge on their rights & responsibilities.	Farmers. District/Sub county officials. Religious & cultural leaders. Other CSOs	Meetings Radio events IEC materials Theatre for Development Social media (SMS, Facebook, whatsapp, etc.).	Barriers: Low literacy levels. Accessibility Messengers. Handouts Attitude challenges. Motivator: Thirst for information. Socio-political company. Facilitation	Monthly & quarterly
MAAIF	Primary	They have little trust for CSOs, although they are increasingly realizing the role of Non State Actors in	Development partners. Other networks/coalitions.	Meetings (dialogue, lobby &) Policy briefs. Fact sheets. Media (Electronic & Print) Issues papers.	Motivator Contributing to the mandate and performance in the Agric. Sector. Barrier	Continuous

		Agriculture sector.		Social media (Twitter, Facebook etc.)	They at times challenge/caution CSOs mandate in agriculture sector. Low absorption capacity.	
MoWE (Min of Water and Environment)	Primary	They are reluctant to work on agriculture sector issues (water for production). They have limited information on agriculture sector.	Climate Action Network Uganda. Environmental Natural Resources Network (ENR) Parliamentary forum on climate change.	Meetings (dialogue, lobby &) Policy briefs. Fact sheets. Media (Electronic & Print) Issues Papers. Social media (Twitter, Facebook etc.)	Contributing to the mandate and performance in the water & Environment sector.	Continuous
NEMA	Primary	Legal framework enforcement	Direct engagement.	Meetings. Media Facts sheets Study reports.	Achievements of their mandate motivate them. Barrier Satellite based implementation.	Bi-annually
MoFPED	Primary	They are increasingly becoming open, warmly welcoming CSOs&improved funds transfer.	CSBAG. Director of budget. Agriculture desk officer. Budget monitoring unit.	Meetings Phone calls Fact sheets Study reports Position papers Issue papers Social media	Motivator Timely release of funds and value for money. Challenge They may politicize information about	Continuous

					budget expenditures, bureaucratic tendencies and prone to supplementary budgets.	
Parliament of the Republic of Uganda (committee on science and Technology, committee on agriculture,	Primary	Interested but they have limited information.	Parliamentary fora	Direct engagement. Fact sheets Positions papers Issues paper Dissemination of research studies	Political capital motivates them (Electorates & party affiliations). Some are scarce from their constituencies and are inadequately informed about Agric. Sector public programmes.	Monthly
Bank of Uganda	Primary	They are responsive, yet very sensitive.	Direct engagement	Meetings Phone calls Fact sheets. Study reports Issues papers.	Contribution to their mandate.	Monthly
National Planning Authority	Primary	They are reluctant on sector issues.	Direct engagement	Meetings Social media Study reports Fact sheets	Advising them on their outcomes/mandate.	Annually
Development partners	Primary	Very influential They fund & monitor the agric. sector.	CD country Programme coordinator. Donors club.	Fact sheets Issue papers Position papers. Reports Study reports Expert presentations/meeti	Recognition, value for money, Realization of international agenda.	Bi- annually

				ngs		
CSOs working in agriculture sector	Primary	Struggle for visibility & lack of harmonization.	Direct	Meetings Phone calls Social media	Visibility & brand awareness. Contribution to organizational objectives.	Daily
Trading corporations and general public/food consumers.	Secondary	Limited info on Consumer rights. Exploitative corporations (Capitalistic)	Direct engagement UNADA UNBS) Agri-point	Meetings Phone calls Reports Fact sheets	Profits maximization Quality products on market.	Monthly
Local government	Primary	Inadequate funded & limited information.	Direct	Meetings Reports Media IEC & phone calls	Working with CSOs – Resource facilitation. Political & social capital Contribution to their development plans. Recognition.	Quarterly
Religious and Cultural leaders.	Secondary	Inadequately informed.	Direct...engagement	Meetings Phone calls Media	Recognition Contribution to their agenda. Resources mobilization to their cause.	Bi-annual
Researchers and academia	Primary	Externally/influenced Aligned to funding corporations that definitely impacts on their research findings.	Direct engagement	Report dissemination Meetings Fact sheets Media/Publications	Recognition. Financial “muscle”	Quarterly

		Reliable information can be got from independent researchers Limited dissemination of research.				
International arena-the EAC and the EALA.	Secondary	Very interested	EALA MPs Min EA affairs CSO networks.	Media Meetings Fact sheets Reports IEC materials Issues papers	Political capital	Annually
Ministry of Trade, Industries and Cooperatives	Secondary & primary	Responsive to CSOs/cooperatives.	Direct engagement District Commercial Officer and the ministry especially Commissioner of Cooperatives	Meetings Issues papers Fact sheets Reports Media etc.	Contributing to their mandate	Quarterly

5: Key messages

5.1 PRIMARY STAKEHOLDERS (Messages should be informed by the strategic plan)

Stakeholder	What they need to know	Key communications messages
The Uganda Governance and Poverty Alleviation Programme (UGOPAP); PMC	Key achievements and challenges affecting UFCVP activity implementation	There is need for moral support for UFCVP to achieve its intended objectives
MAAIF	Farmer perception on agriculture service delivery	Extension service delivery is key to improving production and productivity among small Holder Farmers. Recruit and retool the extension staff
MoWE	The status of implementation of natural resources management policies. focus on water for production and climate change	Farmers need water for production to be able to cope with the adverse vagaries of climate change
NEMA	Impact of environmental degradation on the farmers livelihoods	Environmental degradation has a huge impact on agriculture Enforce environmental laws and policies for effective development
MoFPED	Implementation gaps brought by inadequate budgetary allocation to Agriculture Sector	Agriculture is a key sector to drive Uganda to middle income status therefore prioritize agriculture during budgeting and allocation of funds
Parliament of the Republic of Uganda	The impact of national and local policies on their electorates (farmers)	There is need for pro poor legislation that enhance agriculture and rural development
Bank of Uganda	The level of financial literacy among small holder farmers because ACF has not yet benefited the target audience	Give soft loans to farmers for improved production and productivity reduce interest rates on agricultural loans for small holder farmers
National Planning Authority	% contribution of the agriculture sector to the	Access to market means improved roads and transport

	national GDP in Uganda	system
Development partners	Challenges affecting small Holder farmers and possible solutions	Invest in Agriculture for sustainable development
CSOs working in agriculture sector	Opportunities for development of small holder farmers	There is need to harmonize and bench mark on all programmes earmarked for small holder farmers in Uganda
Trading corporations and general public/food consumers.	Impact of fake agro-inputs on small holder farmers	Fake agro-inputs hurt development
Local government	Impact of poor service delivery on the livelihoods of small holder farmers	Farmers require effective service delivery for sustainable development
Religious and Cultural leaders.	The quality of life among God's people	Take interest in the governance of your communities
Researchers and academia	Progress towards achievement of middle income status in Uganda	Successful transformation from peasant to middle income status cannot be realized without adequate financing to the agriculture sector.

5.2 SECONDARY STAKEHOLDER

Stakeholder	What they need to know	Key communications messages
Ministry of Justice and Constitutional Affairs	Respect of the rule of law and good governance	Good governance is key to development
International arena-the EAC and the EALA.	Harmonization of policies in the EAC	Unified policies is important for the progress and success of agriculture sector
Regulators(UNBS, MAAIF,NDA	Impact of fake agro-inputs on small holder farmers	Unregulated agro inputs hinder increased agriculture productivity

6.0 COMMUNICATION METHODS AND ACTIVITIES

For each category of stakeholders, communication methods should be highlighted, including, where relevant, who will be delivering the message and how often. Timing and tone are also important. There will normally be more than one communication method used for each category of a stakeholder. E.g. staff might be communicated to via staff meetings, e-bulletins, workshops,

social media, staff room information boards etc. The method will obviously depend on the type of information being relayed.

Stakeholder	Communication Need	Communication Method	When	Who is responsible?
The Uganda Governance and Poverty Alleviation Programme (UGOPAP); PMC	The progress of the UFCVP	Meetings, letters, emails and social media	Quarterly	PMC representative
Members Organizations	Farmer perception on agriculture service delivery	Meetings, and electronic media	Quarterly	Regional coordinating units
MAAIF	The status of implementation of natural resources management policies	Meetings (dialogue, lobby &) Policy briefs. Fact sheets. Media (Electronic & Print) Issues papers. Social media (Twitter, Facebook etc.)	Quarterly	National steering committee and the coordinating unit (Caritas Uganda)
MoWE	Impact of environmental degradation on the farmers livelihoods	Meetings, reports, letters, emails, letters and social media	Quarterly	National steering committee and the coordinating unit (Caritas Uganda)
NEMA	Implementation gaps brought by inadequate budgetary allocation to Agriculture Sector	Meetings, reports, letters, emails, letters and social media	Bi-Annual	National steering committee and the coordinating unit (Caritas Uganda)
MoFPED	Farmer perception on agriculture service delivery	Meetings, reports, letters, emails, letters and social media	Continuous	National steering committee and the coordinating unit (Caritas Uganda)
Parliament of the	the impact of	Meetings.	Monthly	National

Republic of Uganda (committee on science and Technology, committee on agriculture,	GMOs on small holder farmers livelihoods	Radio events. TV events. Workshops. Print media & IEC materials (policy briefs and fact sheets.		steering committee and the coordinating unit (Caritas Uganda)
Bank of Uganda	The level of financial literacy among small holder farmers	Meetings, reports, letters, emails, letters and social media	Monthly	National steering committee and the coordinating unit (Caritas Uganda)
National Planning Authority	% contribution of the agriculture sector to the national GDP in Uganda	Meetings, reports, letters, emails, letters and social media	Annually	National steering committee and the coordinating unit (Caritas Uganda)
Development partners	Challenges affecting small Holder farmers and possible solutions	Meetings, reports, letters, emails, letters and social media	Bi-annual	National steering committee and the coordinating unit (Caritas Uganda)
CSOs working in agriculture sector	Opportunities for development of small holder farmers	Posters, radio and TV talk shows, Meetings, reports, letters, emails, letters and social media	Daily	National steering committee and the coordinating unit (Caritas Uganda)
Trading corporations and general public/food consumers.	Impact of fake agro-inputs on small holder farmers	radio and TV talk shows, Meetings, reports, letters, emails, letters and social media	Monthly	National steering committee and the coordinating unit (Caritas Uganda)
Local government	Impact of poor service delivery on the livelihoods of small holder farmers	Posters, radio and TV talk shows, Meetings, reports, letters, emails, letters and social media	Quarterly	National steering committee and the coordinating unit (Caritas Uganda)
Religious and Cultural	The quality of	Posters, radio	Bi-annual	National

leaders.	life among Gods people	and TV talk shows, Meetings, reports, letters, emails, letters and social media		steering committee and the coordinating unit (Caritas Uganda)
Researchers and academia	Progress towards achievement of middle income status in Uganda	Study reports, Posters, radio and TV talk shows, Meetings, reports, letters, emails, letters and social media	Quarterly	National steering committee and the coordinating unit (Caritas Uganda)

SECONDARY STAKEHOLDER

Stakeholder	Communication Need	Communication Method	When	Who is responsible?
Ministry of Justice and Constitutional Affairs	The level of respect of the rule of law and good governance	Meetings, reports, letters, emails, letters and social media	Bi-annual	National steering committee and the coordinating unit (Caritas Uganda)
International arena-the EAC and the EALA.	Harmonization of policies in the EAC	Meetings, reports, letters, emails, letters and social media	Annual	National steering committee and the coordinating unit (Caritas Uganda)
Ministry of Trade and Industries	Impact of fake agro-inputs on small holder farmers	Meetings, reports, letters, emails, letters and social media	Quarterly	National steering committee and the coordinating unit (Caritas Uganda)

6.1 Success Factors for the implementation of Communication strategy

The collective responsibility by all UFCVP members and the realization that this plan is a channel to the realization of the overall UFCVP goal.

Putting the community members at the center of the action and UFCVP acting as a facilitating agency rather than occupying the advocacy space of the platform members.

Development and active involvement in relevant partnerships, alliances and networks that would bring synergy to the action and support its sustainability.

6.2 Key considerations while communicating

While communicating, UFCVP/CU staff and stakeholders will take into consideration the following:

Passion: the communicators will from time to time require to do an assessment of themselves to ascertain if the message they are delivering is passionate and shows enthusiasm of both the presenter and or the organization

Optimism: The message delivered at any time of the day/year shall be positive and forward looking.

Inspiration: Any communicator on behalf of UFCVP/CU shall be required to do so in such a way that the message delivered will move someone to take required action.

Challenge: The main purpose for communicating is to cause a change in the status quo. This then requires that the message delivered is cable of confronting the issues at hand.

Credibility: evidence based and well researched information with clear facts is paramount if the target audience is to trust the information delivered

Accountability: As one of the pillars of good governance, the message delivered should be in the better position to demonstrate honesty and trustworthiness of the organization for which it is represented.

Perseverance: The communicators of this strategy will at all times take into consideration that the message communicated provides proof of commitment by the organization on the issues in question

Results: The message delivered shall be done in such a way that it indicates delivery of expected results. The communication made at all times must be capable of showing what has been achieved by the communication strategy.

7.0 Activities, outputs, outcomes and Indicators matrix

Overall goal/objective: to create engagement channels through which community voices and demands reach duty bearers for action

Objective one: To enhance capacity of platform members to communicate and deliberately present their concerns to the duty bearers and key decision makers

Activity	Outputs	Outcomes	Indicators
<ul style="list-style-type: none"> • Conduct capacity building for UFCVP Members • Production and distribution of IEC materials 	Members have knowledge and skills on how to present their issues to the duty bearers and key decision makers	<ul style="list-style-type: none"> • UFCVP Members have greater capacity to communicate and present their concerns to duty bearers and key decision • IEC materials produced and distributed 	<ul style="list-style-type: none"> • No, of capacity building training meetings conducted • No. of assorted IEC materials produced and distributed

Objective two: To enhance community understanding of rights and responsibilities for improved service delivery.

Activity	Outputs	Outcomes	Indicators
To conduct capacity building on rights and responsibilities	Members and committees have knowledge about opportunities, right and responsibilities of different stakeholders (including themselves) in the issues affecting them	Changes in policies, laws, budgets and practices improve the lives of poor and marginalized people	No, of capacity building training meetings conducted.
			No. of UFCVP members aware of their rights and responsibilities.
			No. of UFCVP able to name at least two rights and responsibilities
Conduct exchange visits for UFCVP members	Increase in knowledge and behavioral change among UFCVP members	Changes in farming practices.	No. of exchange visits conducted
		Change in behavior by the UFCVP members	
Produce and disseminate IEC Materials on rights and obligations	Increased knowledge and understanding of rights and obligations among different stakeholders	Responsiveness and accountability among duty bearers.	No. of assorted IEC materials produced and distributed

Objective three: To mobilize and sensitize communities

Activity	Outputs	Outcomes	Indicators
• Conduct	• Increased	• Platform	• No. of platform

<p>sensitization meetings</p>	<p>awareness on the policies, laws and practices that favor small holder farming</p> <ul style="list-style-type: none"> • Increased awareness on various agricultural issues. 	<p>members ably articulate at least 3 of existing agricultural finance policies</p>	<p>members that are knowledgeable on the existing Agricultural finance related policies and laws.</p> <ul style="list-style-type: none"> • No. of farmers that aware of the effects, mitigation and adaptation measures against climate change.
<p>Conduct radio talk shows on climate change</p>	<p>Rural populations are aware of the effects, mitigation and adaptation measures against climate change.</p>	<p>Increased ability of rural populations to withstand the impacts of climate variability.</p> <hr/> <p>Government drafts and enacts policies to protect the environment (charcoal production) and renewable energy on</p>	<p>No. of farmers that aware of the effects, mitigation and adaptation measures against climate change.</p> <hr/> <p>No. of farmers practicing at least 3 climate change technologies.</p>

12.0 Budget Implications

A detailed budget shall be prepared upon the approval of this plan by the Steering Committee of UFCVP.