THE REPUBLIC OF SOMALIA

MINISTRY OF AGRICULTURE AND IRRIGATION AND

MINISTRY OF LIVESTOCK, FORESTRY AND RANGE

FSRP

SOMALIA FOOD SYSTEMS RESILIENCE PROJECT

Knowledge Management and Communication Strategy 2025-2030

THE WORLD BANK

Table of Contents

LIST OF ACRONYMS AND ABBREVIATIONS..... 6
NTRODUCTION 7
METHODOLOGY FOR THE KM & COMMUNICATIONS STRATEGY DEVELOPMENT 13
THE STRATEGY 17
KM AND COMMUNICATION STRATEGIES AND TOOLS 28
THE STRATEGY DESIGN 31
PUBLIC RELATION AND MEDIA MANAGEMENT PLAN 35
IMPLEMENTATION PLAN 38
RISK MANAGEMENT PLAN 40
MONITORING & EVALUATION (M&E) 41

List of Acronyms and Abbreviations

Acronym	Full Meaning
BCC	Behaviour Change Communication
CBO	Community-Based Organisation
CERC	Contingent Emergency Response Component
CGIAR	Consultative Group on International Agricultural Research
ESMF	Environmental and Social Management Framework
FAO	Food and Agriculture Organization
FFS	Farmer Field Schools
FGS	Federal Government of Somalia
FMS	Federal Member States
FPO	Farmer Producer Organisation
FSRP	Food Systems Resilience Program
GBV	Gender-Based Violence
GRM	Grievance Redress Mechanism
IEC	Information, Education and Communication
IFAD	International Fund for Agricultural Development
INGO	International Non-Governmental Organization
INRM	Integrated Natural Resource Management
IVR	Interactive Voice Response
KM	Knowledge Management
KM&C TWG	Knowledge Management and Communication Technical Working Group
M&E	Monitoring and Evaluation
MIS	Management Information System
MPA	Multi-Phase Programmatic Approach
MoAI	Ministry of Agriculture and Irrigation
MoLFR	Ministry of Livestock, Forestry and Range
NGO	Non-Governmental Organization
NPCU	National Project Coordination Unit
ODA	Official Development Assistance
PDO	Project Development Objective
PR	Public Relations
PWD	People with Disabilities
S-FSRP	Somalia Food Systems Resilience Program
SLM	Sustainable Land Management
SMS	Short Message Service
SPCU	State-level Project Coordination Unit
SPM	Strategy Performance Monitoring
TIMP	Technologies, Innovations and Management Practices
TWG	Technical Working Group
UNDP	United Nations Development Programme
WFP	World Food Programme

1 INTRODUCTION

1.1 Background and Context

Somalia has been on a path towards political stabilization and reconstruction since adopting a Provisional Constitution in 2012, which established the Federal Government of Somalia (FGS) and Federal Member States (FMSs). Despite periodic elections and institutional reforms, the country continues to face insecurity, conflict, and fiscal challenges, relying heavily on official development assistance (ODA), remittances, and foreign direct investment (FDI).

With 72% of the population living below the poverty line, Somalia remains highly vulnerable to economic and climate shocks. Food insecurity is a pressing issue, with nearly 50% of the population affected and over 1 million people displaced since 2021. Consecutive failed rainy seasons, rising global food prices, and ongoing conflicts have worsened the crisis, leaving 6.7 million people in need of urgent food assistance.

Some regions experience an unprecedented multi-season drought, like Sool, Togdheer, and Sanaag with little to no rainfall for even up to four years. As of early 2022, more than 800,000 people faced acute food insecurity and severe water shortages, with projections suggesting this number could rise above 1 million. The prolonged drought has resulted in severe malnutrition, affecting an estimated 380,000 children, and the death of over 950,000 livestock due to starvation and disease. These intersecting challenges—failed harvests, conflict-induced displacement, and surging food prices—have dramatically eroded household coping mechanisms, leading to a deepening humanitarian crisis that threatens both livelihoods and long-term resilience across Somalia.

To address persistent food insecurity and climate-related shocks, the World Bank, in partnership with the Government of Somalia, is implementing the Food Systems Resilience Program for Eastern and Southern Africa (S-FSRP P178566). This initiative strengthens community institutions and producer organizations, improves extension and animal health services, promotes climate-smart agriculture, expands access to finance and markets for livestock farmers, and builds long-term institutional capacity.

The project has also embraced the need to streamline effective Knowledge Management (KM) and communication initiatives in all its interventions to facilitate the achievement of program objectives. These efforts will ensure proper documentation and dissemination of lessons learned, best practices, and innovative solutions to enhance resilience-building in Somalia's food systems. This KM and Communication Strategy will therefore provide a framework for guiding the various interventions.

1.2 Project goal and objectives

The Somalia Food Systems Resilience Project (S-FSRP) is part of a broader regional initiative by the World Bank aimed at strengthening food systems across the Horn of Africa. Using a Multi-Phase Programmatic Approach (MPA), the project addresses the structural drivers of food insecurity and builds resilience against shocks related to climate, conflict, and economic instability.

The project revitalises agri-livestock research, seed systems, and extension services, supports climate-smart practices, improves water access and rangeland management, enhances food safety, and promotes value addition. It invests across five strategic areas—the 5Is: Infrastructure, Institutional Capacity, Innovation, Inclusion, and Integration—to build resilient and inclusive food systems.

The S-FSRP complements existing programs such as Barwaaqo, Horn of Africa (HoA) Groundwater, DRIVE, and SCALED-UP, and focuses on four key pathways: (i) revitalising research and extension systems, (ii) enhancing water and rangeland management, (iii) improving market integration, and (iv) strengthening policy frameworks. The project targets six Somali states—Jubaland, South-West, Galmudug, Hirshabelle, Puntland, and Somaliland—with district selection based on vulnerability, potential for impact, and synergy with ongoing efforts. Priority value chains include maize, sorghum, sesame, cowpea, mung bean, dairy, poultry, red meat, honey, and frankincense.

The Project Development Objective (PDO) is to increase preparedness against food insecurity and improve food systems resilience in targeted project areas. Key expected outcomes include reducing the percentage of food-insecure populations, increasing adoption of climate-smart agricultural practices, expanding sustainable land management, boosting agricultural trade, and strengthening policy frameworks. S-FSRP will directly benefit approximately 350,000 small farmers, agro-pastoralists, and livestock enterprises, with at least 30% of beneficiaries being women. The project will provide access to improved water sources, enhanced extension services, agricultural inputs, credit facilities, and market linkages to strengthen Somalia's agricultural and livestock sectors.

The program comprises five technical components:

1. **Rebuilding Resilient Agricultural Production Capacity**

   This component focuses on strengthening Somalia's crop and livestock production systems by upgrading national and regional research institutions, seed systems, and extension services. It promotes climate-smart agriculture through community engagement, micro-demonstrations, and Farmer Field Schools, while enhancing access to drought-tolerant crops, disease surveillance, and value-chain mapping. The component also advances digital agriculture by developing data systems for early warning, livestock traceability, and climate advisory services, alongside facilitating access to digital finance and insurance for farmers and pastoralists.

2. **Sustainable Natural Resource Management for Resilient Agriculture**

   This component aims to improve water availability and restore rangelands to enhance resilience in agriculture and livestock systems. It includes rehabilitating irrigation infrastructure, constructing water points, promoting solar-powered irrigation, and strengthening Water User Associations. Rangeland restoration efforts involve soil rehabilitation, reseeding pastures, establishing fodder enterprises and storage, and promoting sustainable use of natural resources like Prosopis juliflora, frankincense, and myrrh—aiming to restore degraded lands and improve feed availability.

3. Market Integration and Value Addition

This component supports smallholder farmers and pastoralists in accessing markets and increasing value addition. It strengthens Farmer Producer Organizations (FPOs) and agribusinesses through capacity building, digitization, and support for processing and branding. Investments in rural roads, storage, cold chains, and food safety systems improve market infrastructure. Financial inclusion is promoted through group savings schemes, small loans, matching grants, and financial literacy training to enhance productivity and adoption of improved technologies.

4. Strengthening Policy and Institutional Frameworks

Focuses on building institutional and technical capacity within the Ministries of Agriculture and Livestock at both federal and member state levels. Support includes scholarships, short courses, exposure visits, and infrastructure upgrades. It also facilitates policy development in areas such as seed systems, food safety, land tenure, and One Health. Collaboration with regional bodies and Consultative Group on International Agricultural Research (CGIAR) centres ensures access to global knowledge and best practices.

5. Project Coordination and Knowledge Management

Ensures effective implementation, oversight, and accountability across all project levels. It supports the establishment and operation of the National Project Coordination Unit (NPCU) and State-level Project Coordination Units (SPCUs), including staffing, office infrastructure, and collaboration with third-party implementing agencies. Additionally, it strengthens Monitoring and Evaluation (M&E) systems by establishing a comprehensive Management Information System (MIS), digital dashboards, and commissioning impact evaluations, while building the technical capacity of staff and stakeholders to support data-driven decision-making.

Additionally, a zero budgeted Contingent Emergency Response Component (CERC) is included to address natural emergency that may lead to food security crises. It has to be triggered by the highest authority or a representative to be active. Through these interventions, the Somalia FSRP aims to lay the foundation for long-term resilience and sustainable agricultural transformation.

1.3 Rationale for the KM and Communications Strategy

Food insecurity in Somalia is a persistent challenge, exacerbated by climate change, environmental degradation, and economic instability. Small-scale farmers and pastoralists, who form the backbone of the country's food system, face increasing risks due to erratic weather patterns, declining pasturelands, and limited access to markets, financial services, and climate-smart agricultural knowledge. Without systematic knowledge sharing and effective communication strategies, many resilience-building efforts remain fragmented, preventing the widespread adoption of Technologies, Innovations and Management Practices (TIMPs).

To address these challenges, the S-FSRP has prioritized an integrated Knowledge Management (KM) and Communications Strategy to enhance documentation, dissemination, and multi-stakeholder collaboration.

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1.4 Partners and collaborators

Stakeholders	Details	Contributions to the project
Small scale farmers, agro-pastoralists and nomadic pastoralists	The small-scale farmers, agro-pastoralists, and nomadic pastoralists are spread across 6 states of Somalia: Jubba land, South-West, Galmudug, Hirshabelle, Puntland, and Somaliland.	Engagement on the project design and implementation. Participation in the selection process of the targeted districts. Beneficiaries of the program, including access of small-scale farmers to seed capital and matching grants, upgraded infrastructures; and Improved market infrastructure and ecosystem facilitation and trade infrastructure.
	Communities receiving support from the project	Meaningful community engagement in the project design and implementation Contribute views and lessons learned in the previous or related project, Participants in the community capacity building technological transfer and community level Grievance Redress Mechanism (GRM)
Ministry officers at the Federal Government level.	Ministry of Agriculture and Irrigation (MoAI) has the overall responsibility of managing all the components of the project closely working with Ministry of Livestock, Forestry and Range (MoLFR).	Identify and meaningfully engage with partners in all aspects of the project Project design Identification of potential beneficiaries and areas. Project fiduciary processes. Environment and social risk management, Capacity building and technological transfer Technical assistance Lead coordination between the Federal and States in a transparent and accountable manner Observe principles of engagement in all aspects of consultation at the different levels
Ministry of Energy and Water Services	The Ministry of Energy and Water Services provides access to renewable energy and water solutions.	Project design Identification of potential beneficiaries and areas. Technical assistance Recipients of program information and provide feedback for further engagement Participation in project implementation
Ministry officers at the Member State and District levels	The MoAI and MoLFRs at this level are responsible for the implementation of the project activities and policies.	Work with the State to ensure transparency in program delivery. Provide Technical Assistance. Work with research institutions Equitable distribution of scholarships and training slots.

Stakeholders	Details	Contributions to the project
Other ministries: Finance; livestock, fisheries and range, Energy and Water Services; Public works. Infrastructure and Reconstruction. Posts, Telecom and Technology; Interior and Federal Affairs; and the National office for Environment	The Ministry of Finance ensures resource mobilization and financial transparency, while the Ministry of Livestock, Fisheries, and Range supports sustainable livestock and fisheries management. The Ministry of Energy and Water Services provides access to renewable energy and water solutions, and the Ministry of Public Works, Infrastructure, and Reconstruction enhances transport, storage, and irrigation infrastructure. The Ministry of Posts, Telecom, and Technology strengthens digital connectivity for farmers, while the Ministry of Interior and Federal Affairs ensures security, local governance, and conflict resolution. Lastly, the National Office for Environment promotes climate adaptation and sustainability measures.	Recipients of program information and provide feedback for further engagement Participation in project implementation
Staff of the involved ministries	These are staff working in the respective ministries that will take part in the Project activities like the MoAI and MoLFR.	Provide policy guidance and regulatory support to ensure project alignment with national strategies. Facilitate inter-agency coordination to enhance multi-sectoral engagement in food systems resilience. Ensure equitable treatment in resource allocation and community participation. Promote transparency in information disclosure and uphold clear terms of engagement for all actors.
Women owned enterprises		Actively participate in inclusive value chains within agriculture and livestock sectors. Support job creation and economic empowerment for women and marginalized groups. Ensure accountability in project benefit allocation, advocating for fair access to financing and resources. Engage in knowledge-sharing platforms to improve business practices and market linkages.
Research centres		Provide technical expertise to improve food security interventions and climate resilience strategies. Conduct evidence-based assessments to guide decision-making on agricultural innovations. Support the project in monitoring and evaluation through data collection and impact analysis. Ensure principles of engagement are observed in all research collaborations.

Stakeholders	Details	Contributions to the project
Members of academia		Offer scientific insights and capacity building to improve food systems resilience. Contribute to innovation and technology transfer for sustainable agricultural practices. Ensure transparency and accountability in research partnerships and project implementation. Support the development of policy recommendations based on project findings.
CBOs and NGOs Operating in the identified project districts	Most development activities in rural and remote parts of the country are led by NGOs and CBOs funded directly by donors and religious bodies. They have social capital that the project can tap into.	Mobilize community engagement and awareness through their strong local networks. Provide grassroots feedback to ensure project relevance and effectiveness. Ensure transparency and accountability in community-based interventions. Facilitate inclusion of vulnerable groups in resilience-building activities.
Development Partners	Most of the agricultural activities are supported by donors who tend to fund the activities separately.	Provide financial and technical support to scale up successful interventions. Facilitate knowledge exchange by sharing lessons learned from similar programs. Align their efforts with national priorities to maximize impact and avoid duplication. Ensure timely information sharing to enhance coordination and learning.
Media and online platforms of communication	The role of the media is key in keeping people informed about the project. Media can also be used to share grievances and complaints on project activities.	Disseminate accurate and timely project updates to stakeholders and the public. Act as a watchdog by reporting concerns and grievances from affected communities. Provide a platform for knowledge sharing, advocacy, and public discourse on food security. Enhance visibility and accountability by showcasing project progress and success stories.

Source: S-FSRP Stakeholder Engagement Plan, 2024

2 METHODOLOGY FOR THE KM & COMMUNICATIONS STRATEGY DEVELOPMENT

2.1 Situational Analysis

Somalia's food insecurity stems from a complex interplay of factors, including climate change-induced droughts and floods, overexploitation of natural resources, inadequate infrastructure and public services, and weak institutional frameworks. The recent severe drought, the worst in four decades, has devastated crops and livestock, pushing millions to the brink of famine. Additionally, reliance on global food imports has made Somalia vulnerable to international market disruptions, such as the Ukraine war, which significantly reduced grain supplies. These challenges are compounded by rapid population growth, placing immense pressure on scarce land resources, and limited access to assets and technologies necessary for sustainable agricultural intensification. Some of the behavioral challenges among farmers include resistance to change, limited awareness, and deeply rooted traditional farming methods.

The S-FSRP has made some strides towards creating awareness of the magnitude of food insecurity and facilitate adoption of practices to address the root causes. Some of these efforts include information sharing and awareness enhancement through both traditional (radio, community workshops) and digital communication channels to disseminate knowledge about sustainable practices, documentation of best practices and training sessions to equip farmers with the necessary skills and knowledge to implement new techniques effectively.

However, gaps remain, such as inconsistent documentation practices and limited engagement of all key stakeholders. Addressing these gaps is crucial for fostering a culture that values continuous learning and adaptation among both the project teams and stakeholders.

2.2 Strength-Weaknesses-Opportunities and Threats Analysis

The development of the Knowledge Management (KM) and Communications Strategy followed a structured and participatory approach, integrating a literature review, communication platform analysis, a KM and Communications audit, and stakeholder consultations. The KM and Communications audit assessed knowledge-sharing practices, documentation processes, and communication effectiveness within the organization. Key areas of audit included:

a) Knowledge capture, storage and dissemination – Examining how knowledge is documented, stored, retrieved and shared internally and externally.

b) Internal and external communication – Assessing communication flows within teams and with external stakeholders.

c) Gap Identification – Identifying inconsistencies in documentation, challenges in knowledge retention, and barriers to effective communication.

d) KM Tools and technologies – Reviewing the availability and usability of digital platforms supporting KM and communication.

Findings from the audit established a baseline understanding of existing KM and communication practices, highlighting key strengths, weaknesses, opportunities, and threats. These insights, combined with stakeholder consultations, informed the SWOT analysis, ensuring the strategy is evidence-based, user-centered, and aligned with project goals.

Thematic	Key findings	Key considerations
Strengths	**Diverse documentation formats:** The project utilizes multiple documentation formats, including reports, case studies, policy briefs, training manuals, and digital databases. **Established communication channels:** The project employs both traditional (radio, TV, newspapers) and digital (social media, blogs, websites) communication platforms. **Experienced personnel:** The team includes professionals with significant experience in food security and resilience projects, with some having over 10 years of experience. **Engagement in KM & Communication:** Many respondents indicated a high or moderate level of involvement in KM and communication activities. **Existence of the Council of Elders:** Commonly referred to as "guurti" , are a respected group of senior male figures in Somalia , and play a central role in society, especially in rural and traditional communities.	The use of diverse documentation formats ensures that information is captured, stored, and shared in ways that suit different audiences and purposes. A mix of traditional and digital communication platforms enhances reach and engagement. The presence of experienced personnel in food security and resilience projects strengthens the strategy's credibility and effectiveness. Their expertise facilitates effective stakeholder engagement, capacity building, and adaptation of strategies to evolving project needs. A high level of engagement in KM and communication activities indicates an organizational culture that values knowledge-sharing and information flow. Involving the Council of Elders builds community trust and legitimacy, especially in fragile settings. They influence behaviour change through their moral authority and support social cohesion. Their indigenous knowledge also enriches local knowledge systems and enhances programme sustainability. They are critical in conflict management and resolution.
Weaknesses	**Lack of a clear KM strategy:** Many respondents highlighted the absence of a well-defined knowledge management strategy. **Inconsistent documentation practices:** Some teams document lessons learned inconsistently or in an ad hoc manner. **Limited resources for KM activities** hinder effective knowledge capture and sharing. **Guidelines for documentation are not standardized:** Some respondents indicated uncertainty or lack of clear documentation guidelines within their organizations.	Without a well-defined KM strategy, knowledge-sharing efforts may be fragmented, reactive, or ineffective. Inconsistent documentation reduces the ability to share experiences across teams and improve project outcomes. Financial and technical constraints limit the ability to invest in KM tools, training, and dedicated personnel. Inconsistent documentation formats make it harder to retrieve and apply knowledge effectively and the lack of proper guidelines reduces participation in KM initiatives.
Opportunities	**Enhanced knowledge sharing platforms:** Investing in centralized digital repositories and improved access to information can strengthen KM efforts. **Increased audience engagement:** Enhancing communication efforts, particularly through interactive digital media, can improve message delivery and participation. **Capacity building and training:** Training project teams on KM best practices and communication strategies can improve overall effectiveness.	Digital solutions reduce knowledge loss, especially when staff leave or projects transition. Investing in user-friendly platforms enhances engagement and knowledge retention. Improved audience engagement leads to **greater** adoption of key messages, whether in behavior change communication, policy influence, or program implementation. Training fosters a knowledge-sharing culture, making KM and communication an integral part of daily workflows. Skilled teams can effectively translate knowledge into actionable insights, advocacy, and program improvements.

Threats	**Resistance to change:** Some staff may be reluctant to adopt new KM and communication strategies.	Resistance to change slows down adoption of new KM practices, reducing overall effectiveness. Lack of engagement from staff limits knowledge-sharing efforts, leading to information silos.
	Ineffective messaging and audience reach: If communication tools are not well-tailored to the target audience, message impact may be reduced.	Audiences may misinterpret or ignore key messages, reducing program impact. Stakeholders may lose trust in KM and communication initiatives if they feel disconnected.
	Inadequate communication tools: Limited access to advanced communication technologies and poor infrastructure may hinder dissemination efforts.	Limited access to advanced technology, poor internet connectivity, and lack of digital infrastructure can hinder KM implementation.
		Outdated or ineffective communication tools reduce the ability to capture, store, and share knowledge efficiently.
	Data Management and Security Risks	Without proper safeguards, knowledge assets may be lost or misused, affecting long-term project sustainability.

2.3 Audience Mapping

This strategy has mapped key audiences to ensure that KM and communication efforts, and that the products are responsive to audience and stakeholder needs.

Stakeholder/ audiences	Communication needs
Small-scale farmers, agro-pastoralists, and nomadic pastoralists	Timely and accessible information on program progress, best practices, and lessons learned to improve agricultural productivity and resilience. Clear guidance and behavior change communication (BCC) materials on adopting climate-smart and sustainable farming practices to address food insecurity. Platforms for peer learning and community-based knowledge sharing.
Ministry officers at the Federal Government level	Improved access to policy-relevant information and knowledge on climate-smart agriculture, food security strategies, and sustainable land management. Strengthened capacity to formulate policies and implement interventions aligned with national and international commitments.
Ministries of Finance; Livestock, Fisheries and Range; Energy and Water Services; National Office for Environment	Access to policy-relevant information, data, innovations and best practices to support evidence-based decision-making on climate resilience, sustainable resource use, and food security. Strengthening communication systems will enhance cross-sectoral collaboration, inform policy and investment planning, and support advocacy efforts aligned with national and global commitments.
Ministry of Public Works, Infrastructure and Reconstruction	The Ministry requires timely access to data, policy-relevant knowledge, and lessons from resilience-focused infrastructure projects to guide planning and investment. Strengthened communication will support informed decision-making, promote climate-smart and inclusive infrastructure, and improve coordination with other sectors and development partners.

Ministry officers at the Member State and District levels	User-friendly knowledge products and training to enhance their ability to communicate key messages to local communities. Data and evidence on environmental and social impacts, including mitigation measures outlined in the Environmental and Social Management Framework (ESMF) and Gender-Based Violence (GBV) Prevention and Response Plan.
Other ministries: Posts, Telecom and Technology; Interior and Federal Affairs	Strategic knowledge to inform policy and decision-making on sustainable land use, resource management, and climate adaptation. Access to best practices, innovative solutions, and project learnings to enhance cross-sectoral collaboration and programming. Data to support advocacy for financial and policy commitments in food security and resilience.
Staff of involved ministries	Information to facilitate evidence-based policymaking, regulatory frameworks, and the enactment of supportive by-laws. Resources to mobilize additional funding and investment for agricultural and climate adaptation projects.
Women-owned enterprises	Tailored business and agricultural information to improve women's access to inputs, markets, and financial services. Capacity-building on value addition, marketing strategies, and entrepreneurship. Insights on their role in strengthening household and community food security.
Youth Groups	Targeted, accessible information on entrepreneurship opportunities, markets, and participation within the project. Promote awareness of skills development programs, grants, and job openings—especially through youth associations and digital platforms.
People Living with Disability	Information tailored to the unique challenges of people living with disability and encourage their participation.
Research centres	Data and evidence on the impact of unsustainable farming practices and climate change on food security. Access to research findings, innovative technologies, and recommendations for scaling up proven solutions.
Members of academia	Research partnerships, access to project data, and opportunities to contribute knowledge in agricultural innovation, food security, and climate resilience. Platforms for knowledge exchange between academia, policymakers, and field practitioners.
CBOs and NGOs operating in project districts	Regular updates on project activities and impact to enhance coordination and service delivery. Knowledge-sharing platforms for integrating community-driven solutions and strengthening advocacy efforts.
Development Partners	High-level reports and analyses on project outcomes, lessons learned, and emerging trends to inform funding decisions. Opportunities for collaboration in research, policy development, and capacity-building initiatives.

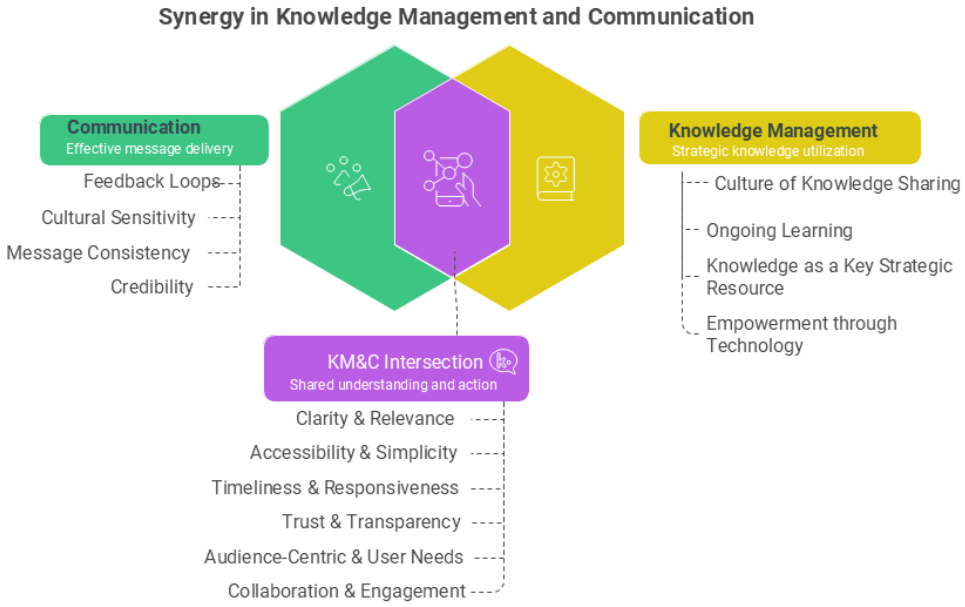
3 THE STRATEGY

3.1 Purpose and objectives of the KM and Communication Strategy

3.1.1 Purpose

The Knowledge Management (KM) and Communication Strategy for the Somalia Food Systems Resilience Program (S-FSRP) is designed to enhance the program's effectiveness by ensuring that knowledge, best practices, and key messages are systematically captured, shared, and utilized across stakeholders.

Knowledge Management (KM) and Communication are inherently interlinked, with each reinforcing the other to drive the success of the Somalia Food Systems Resilience Program (S-FSRP). While KM ensures that valuable insights, lessons learned, and TIMPs are systematically captured and stored, communication serves as the vehicle for effectively disseminating this knowledge to the right audiences in a format they understand for informed decision-making. By integrating KM with strategic communication, the program enhances stakeholder engagement, facilitates evidence-based decision-making, and strengthens institutional capacity. This synergy ensures that information is not only generated and archived but also translated into action, fostering sustainability, policy development, and widespread adoption of resilience-building interventions.



The KM and Communication Strategy is integral to achieving S-FSRP's overarching goals. It aligns with the project's five pillars—Infrastructure, Institutional Capacity, Innovation, Inclusion, and Integration—by ensuring effective knowledge dissemination, fostering informed decision making, collaboration, and enhancing policy, institutional frameworks and enhancing sustainability of program interventions. Specifically, it supports:

i. Rebuilding Resilient Agricultural Production Capacity by documenting and sharing best practices in sustainable farming and livestock management.

ii. Sustainable Natural Resource Management for Resilient Agriculture by facilitating knowledge exchange on climate adaptation strategies and water resource management.

iii. Market Integration and Value Addition by enhancing access to market intelligence, digital solutions, and trade opportunities through targeted communication.

iv. Strengthening Policy and Institutional Frameworks by supporting evidence-based decision-making and capacity building among key stakeholders.

v. Project Coordination and Knowledge Management by ensuring continuous learning, stakeholder engagement, and adaptive program implementation.

3.1.2 Objectives

The specific objectives are to:

i. Promote knowledge capture, organization and sharing through documentation and dissemination of lessons learned, best practices, and innovative solutions to strengthen resilience in Somalia's food systems.

ii. Enhance coordination among government entities, implementing partners, research institutions, the private sector, and beneficiary communities.

iii. Increase public awareness, program visibility, accountability and advocacy through communicating program impact, success stories, and key outcomes to build support and encourage replication of best practices.

iv. Leverage digital and traditional media through utilization of appropriate communication channels, including digital platforms, radio, print, and community engagement forums, to reach diverse audiences effectively.

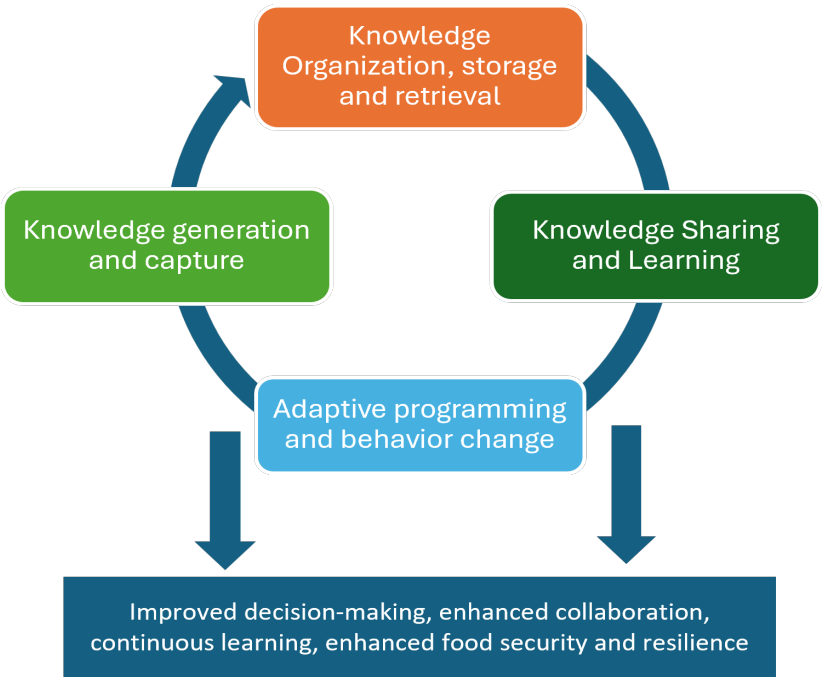
v. Strengthen program learning and adaptation through reflection, knowledge sharing, and scaling of best Practices.

3.2 Background and rationale for the strategy

The **Knowledge Management and Communication Strategy** for the **Food Security and Resilience Project** is designed to enhance the program's effectiveness by ensuring that knowledge, best practices, and key messages are systematically captured, shared, and utilized across stakeholders. This strategy provides a structured framework to support decision-making, promote learning and adaptation, strengthen institutional capacity, and foster collaboration among key actors to build a resilient food system in Somalia.

3.3 Strategic Framework

This strategy integrates Knowledge Management and Communication into a unified approach that facilitates learning, supports evidence-based policymaking, and enhances stakeholder engagement. It is structured around five interlinked components:



1. **Knowledge Generation and Capture:**
    - Identify and document best practices, lessons learned, and innovative solutions from S-FSRP activities.
    - Conduct research and assessments to inform program interventions.
    - Promote participatory knowledge-sharing approaches, including community-driven documentation.

2. **Knowledge Organization, Storage, and Retrieval:**
    - Develop structured repositories for storing knowledge, ensuring easy access for stakeholders.
    - Utilize digital platforms and databases to centralize information.
    - Establish protocols for organizing and managing knowledge resources.

3. **Knowledge Sharing and Communication:**
    - Ensure targeted dissemination of knowledge products such as policy briefs, case studies, and training materials.
    - Use traditional and digital communication channels to reach different stakeholders, including community forums, social media, radio, and print materials.
    - Conduct stakeholder engagement sessions, learning events, and workshops to facilitate knowledge exchange.

4. **Behavior Change and Stakeholder Engagement:**
    - Develop tailored messages that promote adoption of climate-smart agriculture and resilience practices.
    - Ensure inclusivity by adapting communication methods to different literacy levels and linguistic needs.
    - Strengthen partnerships with government agencies, research institutions, media, and local organizations to support widespread knowledge dissemination.

5. **Learning Loops and Adaptive Management:**
    - Establish feedback mechanisms for continuous learning and program improvement.
    - Monitor and evaluate the impact of KM and communication efforts on project outcomes.
    - Integrate lessons learned into ongoing and future program design to enhance sustainability.
    - Improved decision-making, enhanced collaboration, continuous learning, enhanced food security and resilience

3.4 Guiding Principles

The Knowledge Management (KM) and Communication Strategy for the S-FSRP is built on key principles that ensure knowledge is effectively generated, shared, and utilized to drive impact. These principles integrate both KM and communication approaches to foster inclusivity, sustainability, and adaptability.

1. **Inclusivity, Participation, and Co-Creation** - Ensure KM and communication initiatives are accessible to diverse stakeholders, including women, youth, marginalized groups, and persons with disabilities. Foster participatory knowledge generation where local actors contribute to and shape knowledge-sharing efforts.

2. **Tailored and Adaptable Approaches** – Customize knowledge products and communication materials to meet the needs of different audiences, considering literacy levels, language preferences, and technological access. Use flexible and responsive communication methods to adapt to changing contexts and emerging challenges.

3. **Evidence-Based and Context-Specific Learning** – Use data-driven insights, research findings, and indigenous knowledge to develop relevant and practical solutions. Align KM and communication efforts with local realities to ensure relevance and effectiveness.

4. **Cultural Sensitivity and Localization** – Respect and integrate Somali cultural norms, languages, and traditional knowledge into knowledge-sharing and communication efforts. Develop culturally appropriate messages that align with community values and practices.

5. **Clarity, Simplicity, and Accessibility** – Use clear, concise, and action-oriented messaging to ensure ease of understanding. Leverage storytelling, visual aids, and interactive formats to enhance knowledge retention across literacy levels.

6. **Sustainability and Capacity Strengthening** – Build the capacity of local institutions, community organizations, and media to sustain knowledge-sharing and communication efforts beyond the project's duration. Invest in training and mentorship programs to enhance knowledge management and communication skills among key actors.

7. **Multi-Channel and Integrated Knowledge Sharing** – Utilize a mix of traditional, digital, and community-based communication channels to maximize reach and engagement. Ensure seamless integration of KM and communication tools to enhance knowledge dissemination and utilization.

8. **Two-Way Learning, Engagement, and Feedback Loops** – Establish mechanisms for stakeholders to provide input, share experiences, and influence KM and communication approaches. Promote peer learning, participatory discussions, and continuous knowledge refinement.

3.5 Key Messages and approach

The communication and knowledge management strategy for the Food Systems Resilience Program (FSRP) in Somalia is designed to facilitate the exchange of information and best practices across all levels—community, district, national, including donor platforms. By tailoring messages to different stakeholder groups, the strategy ensures the effective dissemination of knowledge that supports climate-smart agriculture, sustainable natural resource management, market integration, and policy strengthening.

Key messaging efforts focus on:

i. **Community Level:** Encouraging the adoption of climate-smart agriculture, sustainable land and water management, and livelihood diversification through participatory approaches such as farmer field schools, community meetings, and demonstration farms.

ii. **District Level:** Enhancing the capacity of local authorities to influence behavior change, implement policies, and coordinate interventions by providing them with relevant data, guidelines, and best practices.

iii. **National Level:** Strengthening institutional frameworks and policy advocacy through evidence-based communication, ensuring alignment with national food security and climate adaptation strategies.

iv. **Donor and Development Partners:** Showcasing program impact, success stories, and lessons learned to foster continued investment and resource mobilization.

A multi-channel and integrated approach, including traditional media, digital platforms, policy dialogues, and field-level engagement—will be used to ensure the messages reach and resonate with each audience effectively.

Audience	Key messages	Purpose	Channels
Ministry officers at the Federal Government level	• The S-FSRP supports national policies on food security, climate adaptation, and economic growth by promoting sustainable agriculture and strengthening food systems. • This program complements existing government efforts and will help in meeting national climate resilience targets and improving agricultural trade. • Government plays a key role in scaling the program's impact across Somalia, benefiting the agricultural and livestock sectors, especially in underserved regions. • Strengthen policies and by-laws for sustainable natural resource management by **d**eveloping and implementing policies that promote the responsible use of land, water, and forests to enhance food security and climate resilience. • Promote inclusive food systems by empowering women and youth by ensuring that policies create opportunities for women and young people to actively participate in agricultural value chains, from production to market access. • Strengthen collaboration between agriculture, environment, health, trade, and other sectors to build resilient food systems and reduce food insecurity. • Increase resource allocation for women's engagement in food security including prioritizing funding and support mechanisms that enable women to access land, inputs, training, and markets, strengthening their role in agricultural production and food systems resilience.	To build strong partnerships with the government to ensure alignment with national priorities and policies and to gain their endorsement and support for program activities. Government mobilized to lead multi-sector platforms for better planning and coordination of efforts Engage extension officers to reach all sections of the districts where possible train private extension workers aligned to youth groups or CBOs	Stakeholder meetings Progress reports Advocacy meetings Support supervision Policy briefs and recommendations Social media Speaking points on key issues of concern shared during stakeholder meetings, at advocacy events and national forums.
Ministry officers at the Member State and District levels	• We should promote proper use of land, and encourage equitable access • Communities play a big role in enhancing food security • Agriculture value chain has the potential to increase community income	Share the right messages with farmer field schools, facilitate learning and monitor progress of implementation of new approaches Share market information and support linkage Link farmers to farm inputs and micro-finance	Meetings to share messages Printed materials in local languages Hold community expos

Audience	Key messages	Purpose	Channels
Small scale farmers, agro-pastoralists and nomadic pastoralists	• The S-FSRP will improve access to better veterinary services, animal feed, and water sources, enhancing livestock productivity and resilience. • By adopting climate-smart practices, you can reduce the impacts of climate shocks on livestock and improve your overall income. • Your participation will support the revitalization of the livestock value chain, improving market access for Somali pastoralists and livestock producers. • You will be equipped with knowledge and tools to adopt climate-smart agricultural practices, enhancing productivity and resilience to shocks. • By participating in the program, you contribute to the growth of key value chains like maize, sorghum, and dairy, which will open new market opportunities. • Women in farming and livestock enterprises will have dedicated support to ensure their active participation and empowerment. • Both men and women have a contribution to make in ensuring availability and access to food in our communities and so gender equity is part of what needs to be done to ensure sustainable food security. • Involvement of women is key to deliver food security.	To encourage pastoralists to engage with the program, emphasizing its benefits for improving livestock productivity and resilience Facilitate adoption of positive or desired behaviour in promoting food security, and environment conservation	Community meetings, community-based social media groups, and local language pamphlets. Key talking points shall be developed, printed, translated, and distributed to the leaders and extension workers. Demonstration of learning plots and famer field schools Airtime shall be booked on the community radios and themes prepared for the leaders to be shared across. Use of Champions in food security/ environmental management and learning events organised.
Key Influencers (Traditional Leaders, Religious Leaders, Women Leaders)	• The S-FSRP's objectives align with national and local development goals, fostering sustainable economic growth and addressing food insecurity. • As trusted figures in your community, your support will be crucial in ensuring that the program reaches the most vulnerable populations and that gender inclusivity is prioritized. • Your role in mobilizing local farmers and pastoralists will help in the swift adoption of climate-smart practices and sustainable land management.	To leverage local influence and gain support for the program from influential community members, ensuring broad participation and adherence to the program's goals.	Town hall meetings, one-on-one engagements, community consultations, and religious gatherings.

Audience	Key messages	Purpose	Channels
Media (Local and National)	• S-FSRP is a strategic initiative that aims to transform Somalia's agricultural and livestock sectors by enhancing resilience and food security. • The program is designed to benefit 350,000 small farmers, with a special focus on women's empowerment and economic inclusion. • There is significant potential for positive media coverage by highlighting successful case studies of climate-smart agriculture and the adoption of innovative techniques in local farming practices.	To ensure media outlets understand the significance of the project, enabling them to disseminate accurate and timely information about the program's progress and impact.	Press releases, media workshops, interviews, press conferences, social media platforms, and media partnerships for regular updates.
Civil society (NGOs and CBOs)	• Sustainable land and water management are key to ensuring long-term food security in Somalia. • Restoring degraded land through reforestation and conservation protects livelihoods and strengthens resilience to climate change. • Climate-smart technologies and practices can increase food production, strengthen value chains, and improve market access. • Diversifying income sources through value-added agriculture and small enterprises builds community resilience. • Clear and secure land tenure rights are critical for responsible land management and agricultural investment.	Promote adoption of climate-smart and resilience-building practices.	Community meetings, Printed materials, Workshops, Community campaigns, Social media, Local government collaboration, Demonstration farms, Agricultural extension programs, and farmer field schools Farm expos, Radio programs, and business development workshops, Policy dialogue forums, legal aid initiatives, and community-based education sessions.

Audience	Key messages	Purpose	Channels
International Development Agencies	• The S-FSRP offers a high-impact opportunity to invest in Somalia's food systems resilience, directly addressing food insecurity and climate adaptation challenges. • With a focus on high-potential value chains and inclusive participation, the program ensures that women and marginalized groups are at the forefront of interventions. • The project's monitoring and evaluation framework will ensure transparency, accountability, and measurable impact, providing valuable insights for future investments.	To secure funding and technical support for the program, ensuring it is successfully implemented and scaled Support implementation and monitoring of initiatives Invest in testing, replication and scaling up of climate smart agriculture	Progress reports Success stories Testimonials Case studies High-level meetings Online webinars Targeted outreach through international development platforms.
Private sector	• The S-FSRP presents new business opportunities through expanded market linkages, providing access to a growing demand for agricultural inputs and services. • By supporting the program, you can play a key role in improving the agricultural value chains, enhancing supply chain resilience, and driving economic growth. • Opportunities for public-private partnerships exist, particularly in facilitating market access for farmers and creating sustainable business models in the agricultural sector.	To build collaborations with the private sector to strengthen the agricultural value chains and ensure market access for program beneficiaries	Meetings Success stories Testimonials Business forums Industry workshops Private sector roundtables, and industry publications

3.6 Communication channels analysis and mapping

Category	Channel	Media Firms / Tools	Reach / Footprint	Findings
IEC	IPC (Community Meetings, Traditional Gatherings, Religious Congregations) Community Drama (Interactive Theatre)	Local leaders, clan elders, religious leaders (imams), women's groups. Local theatre groups, cultural centers, youth drama groups	Extensive in rural and urban areas; integral to Somali culture Rural & peri-urban communities, markets, schools, mosques	Highly effective in engaging communities, particularly in oral cultures where storytelling is a traditional way of passing knowledge. Often used by humanitarian agencies for awareness campaigns on food security, health, and conflict resolution. Works best when combined with other media, such as radio discussions
	Farmer Field Schools (FFS)	Ministry of Agriculture and Irrigation, FAO, local NGOs	Targeting smallholder farmers, agro-pastoralists	Effective for demonstrating new farming techniques but requires consistent follow-up.
	Religious & Community Leaders (Imams)	Mosques, village elders, women's groups	Strong influence in all six states	Trusted sources of information should be engaged for advocacy.
	Extension Workers & Cooperatives	Ministry of Agriculture and Irrigation, INGOs (FAO, WFP, IFAD)	Covering farming communities	It is important for technical knowledge transfer but needs proper coordination.
Print Media	Brochures & Leaflets	Government agencies, INGOs (FAO, UNDP, IFAD), NGOs	Distributed in community centers, farmer meetings	Best suited for literate audiences; should use visuals for low-literacy farmers.
Print	Newspaper	Somali newspapers such as The Somali Guardian, Somali Voice.	Newspapers are primarily distributed in urban areas and are not widely read in rural areas due to low literacy rates. Estimated print media penetration in urban settings is around 10-15%.	Accessed by some government actors, implementing partners, development partners, and researchers
	Reports	Technical progress reports developed by the Project team to share updates and provide accountability	Shared with technical staff and partners	It is important for sharing regular updates and facilitate adaptive programming.
	Posters	Local government, NGOs, market vendors	Placed in schools, health clinics, community centers	Works well for reinforcing key messages but should be placed in high-traffic areas.
	Billboards	Private advertising firms (SomAd, Biriq Media)	Major urban centers (Mogadishu, Kismayo, Baidoa, Hargeisa, Garowe)	Ideal for reaching urban traders. They reinforce other primary channels.

Radio & Broadcast	Community Radio	Radio Daljir (Puntland), Radio Ergo, Radio Muqdisho	Radio is the most widely consumed medium in Somalia, especially in rural and hard-to-reach areas. It covers urban and rural populations across the six target regions. Estimated 75-80% penetration, with high engagement levels	Radio remains the primary source of information, especially in regions like Puntland, Jubaland, and South-West Somalia, where literacy rates are low and access to internet services may be limited (especially for pastoralists and rural populations).
	National & Regional Radio	Radio Mogadishu, SBC Radio, Radio Hargeisa	Wide reach across all six states	Effective for policy messages and emergency updates.
	TV Programs	Somali National TV, Universal TV, Somali Cable TV	Urban & semi-urban areas	Less reach in rural areas; works best for advocacy and high-level discussions.
Digital & Social Media	WhatsApp Groups	Community leaders, NGOs, media houses	Used for extension support and group discussions	Very popular in urban & semi-urban areas, limited in rural communities.
	Facebook & Twitter	Ministry of Agriculture, major NGOs, Somali influencers	High engagement among youth, policymakers	Useful for advocacy and quick dissemination of key messages.
	YouTube & TikTok	Somali influencers, diaspora community, major media houses	Growing reach among youth and urban populations	Effective for storytelling through short videos.
	Mobile Phones (SMS, Mobile-based Services (M-Pesa, Hormuud Telecom)	M-Pesa, Hormuud Telecom, Somtel, Telesom (Somaliland). Mobile apps for farmers (e.g., Agri-Tech mobile apps, iGrow).	Mobile phone usage is widespread in Somalia, with over 70% of the population having access to mobile phones, though smartphone penetration is still lower (~30%). SMS and voice calls remain popular for agricultural information, marketing, and financial services.	SMS-based campaigns and mobile apps are effective for reaching farmers and pastoralists with climate-smart agriculture tips, market prices, weather forecasts, and health information. Mobile money services (e.g., M-Pesa) are increasingly being used for transactions related to agricultural input distribution and microfinancing.
Outdoor & Community Events	Agricultural Exhibitions & Fairs	Ministry of Agriculture, Somali Chamber of Commerce	Held in major towns and trade hubs	For promoting value chains and market linkages.

4 KM AND COMMUNICATION STRATEGIES AND TOOLS

4.1 KM and Communication Technical Working Groups

The strategy proposes district-based KM and Communications Technical Working Groups (KM&C TWGs) as an essential component in its delivery. The team will be formally constituted to lead and oversee the successful implementation and monitoring of the KM and communication Strategy and its work plans. Each district will therefore constitute a Communications Technical Working Group whose operational guidelines are specified below.

Purpose of the KM&C TWG

The **purpose** of the district KM&C TWGs is to oversee, support implementation and coordinate knowledge management and communications-related activities in the project area to ensure smooth and guided delivery of the overall Communications Strategy.

Scope, roles and responsibilities

The district KMCTWG will respond to all project knowledge management and communications related issues, as laid out in the KM and Communications Strategy. The Communications focal point will coordinate the various initiatives, and the District level Communications /Information Officer will be the focal point person to lead and oversee implementation at the district level. Specifically, the KMCTWGs will undertake the following:

- Guide relevant development of Knowledge Management and Communication materials outlined in the strategy with an aim of promoting program visibility, and document program successes and impact for wider sharing.
- Lead, organise and participate in advocacy events related to promoting food security.
- Share information materials with the intended audience and facilitate other actors to share as well.
- Monitor and provide regular reports on the project KM and communication efforts, aimed at identifying gaps and addressing them in real time.
- Coordinate all relevant materials and harmonize for use to avoid misinformation
- Engage KM and communication officers of other actors to build synergy for the implementation of the KM and communication strategy

Coordination

In line with the KM and Communication strategy, the Project Coordination Unit (PCU) will provide overarching leadership to ensure coordinated efforts in project communication and linkage with project indicators. Monthly meetings will be held at district level and quarterly meetings at the national level to review progress, and share experiences, including lessons learned. Monthly district reports will be shared with the PCU and action plans for follow-up developed.

Membership

The KM&C TWG will comprise District Information or Communication Officers across the 6 districts, PCU/ project representative, CBO / NGO representatives, and Farmer field schools' representative. Maximum membership will be 6 for each district, for ease of implementation and decision making.

Deliverables

The KM&C TWGs will deliver the following:

i. Monthly district meeting reports/ action plans (guided by a matrix)

ii. Quarterly progress reports/progressive action plans

iii. Communication of materials identified in the work plan

iv. Minutes of the coordination meetings

4.2 Multi-stakeholder platforms

These will be established to support the Integrated Natural Resource Management per district and with a percentage of women, men, youth, and indigenous people represented. The multi-stakeholder platforms will facilitate the integration of the priorities expressed by local multi-stakeholder platforms into district planning and budgeting and to increase budget lines for SLM and INRM. Additionally, it will create an opportunity for sharing information for adaptive programming leading to sustained programme implementation improvement.

4.3 Public awareness / Community sensitisations using IEC

Community conversations: The use of Interpersonal conversation is encouraged through engagement forums such as Community conversations (CC). These are interactive processes which bring together members of the community, village and encourage them to think, discuss and explore the main causes and underlying issues behind their faced challenges.

Opinion leaders: An opinion leader is someone who has mastered a specific market or industry and has established trust within a community as an industry insider or decision-maker. They have an audience or following that trust them as a source of information for their interests. In community, leaders including clan elders play an important role in shaping the direction the community takes in terms of development, security and general sustenance of progressive culture. This strategy proposes the need to ensure inclusion of opinion leaders and their buy-in communicating climate smart farming practices for increased food security to the people of Somalia. Additionally, appointing champions to lead the communication initiatives will be a critical piece for the success of the project. Such persons bear the responsibility of promoting good practices identified in the program alive. They become role models to the community.

Community-based organizations: Development must be driven and championed by the local communities. However, unstructured engagement of community is likely to yield fragmented results. And so, community-based organization (organised women and youth groups) play a critical role in building capacity of the community where they live to adopt best practices, adopt desired behaviour and work towards strengthened and sustained livelihood.

This is achieved through intentional design and structured engagement with clear deliverables or changes within the community.

Media (mainstream and social) Involvement: The involvement of media is a strategic approach for sharing program information with the wider community. The use of mainstream media requires deliberate partnership with media houses, and sharing information with journalists and editors to facilitate proper reporting of the project results and issues of importance. Social media plays an integral role in our daily lives, and has influenced the way we communicate. Social media platforms such as Facebook, twitter, YouTube, LinkedIn, Tik Tok , Flickr are strategic tools for sharing information as they are widely accessed, regardless of geographic boundaries.

Campaigns : Mass media campaigns are widely used to expose high proportions of large populations to messages through routine use of existing media, such as television, radio, and newspapers. They help increase awareness of a problem, raise the level of information about topics of interest and make the topic more salient thereby sensitising the audience. Mass media campaigns can produce positive changes or prevent negative changes across large populations.

4.4 Partner engagements

Peer Assists : These are face-to-face or virtual gatherings that bring colleagues together to share knowledge, best practices, or lessons learned on a particular topic. Peer assists can be employed by Farmer field schools, women, youth and pastoralist groups in this project. In a peer assist, an individual or group presents an issue or challenge that they are facing in their work to another group with experience in that issue. By sharing their thoughts and suggestions, the experienced group and the hosts engage in participatory learning. Peer assists are customizable depending on the topic, location, and available time. It is important to clearly define the session's objectives to ensure that they can be met within the designated timeframe.

4.5 Regional and national level Policy dialogues

Policy dialogues are reflective processes that involve stakeholders from different interest groups who discuss an issue in which they have mutual interest. Ongoing policy dialogues keep attention on food security, SLM and INRM issues throughout the process—from policy recommendations, formulation to implementation and monitoring—and encourages consensus for policy action. Dialogues will take place at the national and district level and will include actors from the central government and implementing partners at that level.

5 THE STRATEGY DESIGN

The strategic design of this KM and Communication Strategy is on the basis of five strategic objectives and key activities as further outlined below.

Strategic objective 1: Promote knowledge capture, sharing, and learning through documentation and dissemination of lessons learned, best practices, and innovative solutions to strengthen resilience in Somalia's food systems.

Strategic Action 1.1: Develop capacity for documentation

Documentation efforts will be deliberate, led by an established KM and Communication Technical Working Group and guided by a documentation plan that is regularly updated. The KM and Communication TWG It will be a collective effort of resource persons, and a lead writer based on theme, and editorial supported by the National Project Coordination Unit (NPCU) , Technical Advisory Committee and communication focal point. The strategy proposes a writeshop methodology that brings all stakeholders together to document products like guide, manuals, posters, abstracts, case studies, project brief, brochures, flyers, success stories, toolkits, and learning briefs to highlight resilience-building approaches.

Strategic Action 1.2: Share information with the key project stakeholders

The NPCU will identify opportunities for sharing information with target audiences including multi-stakeholder platform meetings, quarterly reviews, community conversations, and other stakeholder engagements. This will facilitate consistent sharing and adaption of the desired practices. A calendar of events will be developed to facilitate this. Other specific or targeted information sharing events will be organised to disseminate developed materials.

Strategic Action 1.3: Engage and Train Opinion Leaders and CBOs on Sustainable Land Management (SLM), Integrated Natural Resource Management (INRM), and Food Security

Opinion leaders, including clan elders, religious leaders, political figures, and representatives from community-based organizations (CBOs), women's groups, and youth associations, play a crucial role in influencing local decision-making and community behavior. To enhance their effectiveness in promoting sustainable food security practices, targeted orientation sessions will be organized based on identified knowledge gaps and emerging needs.

Key components of this initiative include: i) Capacity Building Sessions to equip leaders with knowledge on SLM, INRM, and climate-resilient agricultural practices, ii) Standardized Messaging such as talking points and simplified information materials to ensure consistent and accurate communication, iii) Community Engagement Facilitation to support leaders in conducting sensitization meetings, dialogues, and advocacy efforts within their respective communities, and iv) Regular assessments and feedback mechanisms to track the effectiveness of their messaging, identify challenges, and provide ongoing support to improve outreach. By strengthening the role of opinion leaders and CBOs in knowledge dissemination, this action will enhance community-driven adoption of sustainable practices, improve policy influence at the grassroots level, and contribute to long-term food security and resilience-building in Somalia.

Strategic Action 1.4: Organize peer learning exchanges and community dialogues to facilitate local knowledge-sharing.

Peer learning exchanges and community dialogues create opportunities for farmers, agro-pastoralists, and other stakeholders to share experiences, challenges, and best practices. These forums promote local innovation, encourage the adoption of climate-smart agriculture, and strengthen community-led solutions to food insecurity. Activities under this action include farmer-to-farmer visits, field demonstrations, and facilitated discussions on sustainable farming, livestock management, and natural resource conservation. By fostering collaborative learning, the program enhances knowledge retention and local ownership of resilience-building efforts.

Strategic Action 1.5: Establish a knowledge repository (digital and physical) for capturing best practices in sustainable farming, livestock management, and value chains.

A centralized knowledge repository will serve as a key resource for documenting, storing, and disseminating best practices, lessons learned, and innovative approaches in food security and resilience. The repository will include digital platforms such as an online database, interactive knowledge hubs, and mobile-accessible content and will support stakeholders by providing timely and relevant information, fostering knowledge-sharing, and promoting evidence-based decision-making. It will include multimedia content, reports, and data visualizations to enhance engagement and usability for various audiences, as well as physical resource centers in targeted communities. It will provide stakeholders—including government agencies, farmers, NGOs, and researchers—with easy access to reliable information to inform decision-making, improve agricultural productivity, and scale up successful interventions across Somalia.

Strategic Objective 2: Enhance coordination among government entities, implementing partners, research institutions, the private sector, and beneficiary communities.

Strategic Action 2.1 Facilitate regular multi-stakeholder forums, roundtables, and policy dialogues for cross-sectoral knowledge exchange

Bringing together diverse stakeholders, including government agencies, civil society organizations, research institutions, and the private sector—through structured forums fosters collaboration and policy alignment. These dialogues create a space for sharing insights, addressing challenges, and co-developing solutions to enhance food security and resilience. Regular roundtables (annual or quarterly) and policy discussions will ensure that knowledge is integrated into decision-making processes, strengthening institutional frameworks and governance in climate-smart agriculture and sustainable food systems.

Strategic Action 2.3 : Strengthen partnerships with universities, research institutions, and development partners

Collaborating with academic and research institutions will enhance the generation of high-quality, evidence-based solutions for sustainable agriculture and resilience-building. These partnerships will focus on conducting joint research, testing innovative farming techniques, and sharing knowledge on climate adaptation strategies. Development partners will also play a crucial role in scaling up successful interventions and integrating research findings into policy and practice.

Strategic Action 2.4 : Encourage private sector participation in resilience-building initiatives

The private sector plays a critical role in driving innovation, investment, and market linkages in food systems. Tailored engagement strategies—including networking events, public-private partnerships,

and incentives for sustainable agribusiness—will be implemented to enhance their participation. Strengthening private sector involvement will support value chain development, improve farmers' access to finance, technology, and markets, and contribute to long-term food security and economic growth.

Strategic Objective 3: Increase public awareness, program visibility , accountability and advocacy through communicating program impact, success stories, and key outcomes to build support and encourage replication of best practices.

Strategic Action 3.1: Enhance project branding and visibility

The KM and Communications TWG will establish and maintain a consistent S-FSRP brand identity across all communication materials by ensuring coherence in logos, colors, fonts, and messaging. This will include designing and distributing branded templates for reports, presentations, and official documents, as well as producing visibility materials such as banners, project brief, brochures, and promotional items for community events and stakeholder meetings. Additionally, the TWG will engage implementing partners in co-branding initiatives to expand S-FSRP's recognition and outreach.

Strategic Action 3.2: Produce and disseminate compelling multimedia content

The Technical Working Group will guide the development of various IEC materials for target audiences including factsheets, brochures, talking points, success stories, quarterly newsletters, policy briefs, learning briefs short documentaries, case study videos, and social media clips to highlight program impact, beneficiary stories, and best practices. The TWG will further design and execute targeted social media campaigns tailored for different audiences at community, district, and national levels.

Strategic Action 3.3: Strengthen media engagement and coverage

The media plays a crucial role in the successful delivery of the project. The Technical Working Group will organize press briefings and media roundtables to provide accurate and timely updates on S-FSRP activities. The team will conduct journalist training workshops to enhance media capacity in reporting on climate-smart agriculture, food security, and resilience-building initiatives. Further build strategic partnerships with media houses to ensure sustained coverage across print, radio, television, and digital platforms.

Strategic Objective 4: Leverage digital and traditional media through utilization of appropriate communication channels, including digital platforms, radio, print, and community engagement forums, to reach diverse audiences effectively.

Strategic Action 4.1: Develop Localized Communication Materials in Somali and Other Relevant Languages

To ensure inclusivity and effective knowledge transfer, S-FSRP will develop communication materials in Somali and other locally spoken languages. These materials will include brochures, posters, fact sheets, and audio-visual content tailored to different literacy levels. By using culturally relevant storytelling, case studies, and illustrations, the strategy will enhance comprehension and encourage the adoption of sustainable agricultural practices.

Strategic Action 4.2: Strengthen community radio partnerships for information dissemination

Community radio remains a key channel for reaching rural populations with limited access to digital media. S-FSRP will collaborate with local radio stations to broadcast programs on sustainable agriculture, climate-smart farming, market access, and climate adaptation strategies. These programs will include expert interviews, farmer success stories, and interactive call-in segments to address concerns and provide real-time solutions.

Strategic Action 4.3: Expand social media engagement through targeted campaigns

To increase outreach and engagement, S-FSRP will implement targeted social media campaigns using platforms such as Facebook, Twitter, and WhatsApp. Infographics, short videos, live Q&A sessions, and digital storytelling will be leveraged to disseminate key messages and showcase program impact. These efforts will help engage youth, urban stakeholders, and diaspora communities in resilience-building initiatives.

Strategic Action 4.4: Utilize sms and mobile-based solutions for timely information sharing

The S-FSRP will integrate mobile-based solutions such as SMS alerts and interactive voice response (IVR) systems to provide farmers and agro-pastoralists with timely market prices, weather forecasts, and agricultural advisories. This initiative will ensure that communities receive critical updates in real-time, enabling them to make informed decisions on planting, harvesting, and market engagement.

Strategic Action 4.6: Organize roadshows, town halls, and farmer field days

S-FSRP will conduct on-the-ground engagement activities such as roadshows, town hall meetings, and farmer field days to showcase best practices in climate-smart agriculture, livestock management, and value chain development. These events will provide hands-on demonstrations, facilitate peer learning, and strengthen linkages between farmers, extension workers, and market actors.

Strategic Objective 5: Strengthen Program Learning and Adaptation through Reflection, Knowledge Sharing, and Scaling of Best Practices

To enhance continuous learning, adaptive management, and the scaling of good practices, this objective focuses on fostering structured reflection moments, strengthening coordination mechanisms, and ensuring effective utilization of knowledge and communication efforts.

SA 5.1: Conduct regular learning and performance review meetings

To track progress and address emerging challenges, District Information Officers will convene monthly TWG meetings to assess implementation status and share lessons learned. Additionally, the PCU will organize quarterly regional review meetings, bringing together all district TWGs to facilitate cross-learning, knowledge-sharing, and strategy refinement.

SA 5.2: Monitor and evaluate communication and knowledge use

The effectiveness of communication efforts will be systematically tracked to ensure information shared is utilized and best practices are adopted. The strategy's M&E framework will guide the assessment of communication reach, audience engagement, and the integration of knowledge into program implementation, enabling adaptive learning and continuous improvement.

6 PUBLIC RELATION AND MEDIA MANAGEMENT PLAN

This Public Relations and Media Management Plan outlines strategies to build awareness, foster engagement, and strengthen S-FSRP's visibility among key stakeholders, including communities, policymakers, development partners, and the media.

Objectives

- Enhance S-FSRP's visibility and credibility among target audiences.
- Promote key messages on climate-smart agriculture, food security, and resilience.
- Foster stakeholder engagement through effective media relations.
- Establish a proactive approach to managing public perception and feedback.
- Strengthen partnerships with media houses and journalists for accurate and widespread information dissemination.

Target Audiences

- Community Level: Farmers, agro-pastoralists, women's groups, youth, and extension workers.
- District Level: Local government officials, community-based organizations (CBOs), and agricultural extension officers.
- National Level: Government ministries, policymakers, research institutions, and NGOs.
- Regional & International Level: Donors, development partners, media outlets, and advocacy groups.

Key Messages

1. Climate-smart agriculture is key to improving food security and resilience.
2. Sustainable land management (SLM) and integrated natural resource management (INRM) practices enhance agricultural productivity.
3. Strengthening local food systems reduces vulnerability to climate shocks.
4. Community participation and knowledge-sharing drive long-term impact.
5. Policy support and funding are crucial for scaling climate adaptation initiatives.

Media Engagement Strategies

a) Media Relations and Partnerships

- Develop a media contact database of journalists and influencers covering food security and climate issues.
- Organize media roundtables and press briefings to update journalists on project progress.
- Facilitate field visits for journalists to showcase real-life impact stories.
- Provide regular press releases on milestones, findings, and policy recommendations.

b) Digital and Social Media Strategy

- Develop and maintain an S-FSRP website with real-time updates, case studies, and knowledge products.

- Leverage social media platforms (Facebook, Twitter, LinkedIn, WhatsApp) for audience engagement.
- Run targeted digital campaigns featuring infographics, short videos, and expert insights.
- Use SMS-based alerts to disseminate key information to farmers and stakeholders.

c) Traditional Media Strategy

- Strengthen community radio partnerships to broadcast educational programs on sustainable farming and market access.
- Develop radio talk shows with experts discussing food security and climate adaptation.
- Publish opinion pieces and articles in national newspapers to highlight project impact.

d) Branding and Visibility

- Maintain a consistent S-FSRP brand identity across all communication materials (logos, templates, color schemes).
- Distribute branded visibility materials such as banners, brochures, and promotional items.
- Co-brand materials with implementing partners to expand reach and credibility.

e) Crisis Communication Plan

- Establish a crisis response team to address misinformation and emerging challenges.
- Develop key messages for rapid response to negative publicity or misinformation.
- Engage trusted media and influencers to correct misinformation and reinforce S-FSRP's credibility.

f) Monitoring and Evaluation

- Track media coverage and analyze public sentiment through regular reports.
- Conduct stakeholder feedback surveys to measure message reach and impact.
- Adjust communication strategies based on insights from media analytics and engagement metrics.

Implementation Timeline

Activity	Timeline	Responsible Party
Develop media contact database	Month 1	PR & Communications Team
Organize press briefings	Quarterly	PR Team, PCU
Launch digital campaigns	Ongoing	Social Media Team
Conduct media training workshops	Bi-annually	Communications Lead
Monitor and evaluate media impact	Monthly	M&E Team

7.1 Summary of Roles and Responsibilities of Key partners

The roles and responsibilities of the key partners in the S-FSRP are summarised in the table below.

Partner / Actor	Roles and responsibilities
District Communication/ Information Officers / Communication focal points	Lead and oversee implementation at district level. He/she will be a member of the KM and communication Technical Working Group and will support and monitor implementation. Will report on the TWG performance and convene reflection meetings.
Technical Working Groups	Oversee, support implementation and coordinate KM and communications-related activities in the project area to ensure smooth and guided delivery of the overall Strategy.
Project Coordination Unit	Coordinate project communication initiatives and support the TWGs to carry out their role.
Civil society, Opinion , Religious leaders and political leaders	Receive orientation and key messages from the project team and facilitate information sharing with the beneficiaries. Advocate for favourable policy environment.
International Development Agencies	Support scale up of good practices and influence policy development and implementation
Federal Government (National level)	Support adoption of good practices and development of the necessary policies. Establish frameworks for policy implementation.
Federal Government (Local/ district level)	Advocate for uptake of good practices and policy development
Beneficiaries	Receive information shared by the program, adapt practices that promote food security and provide feedback to the program.

7 IMPLEMENTATION PLAN

No.	ACTIVITIES	TIMELINES			
		Q 1	Q 2	Q 3	Q 4
SO 1: Promote knowledge capture, sharing, and learning through documentation and dissemination of lessons learned, best practices, and innovative solutions to strengthen resilience in Somalia's food systems.					
1.1	Establish a KM and Communication Technical Working Group				
1.2	Develop the annual documentation plan to guide project documentation				
1.3	Conduct write shops to develop knowledge products such as learning briefs, policy briefs, fact sheets..etc				
1.4	Develop a calendar of events including dialogues, disseminations, exchange visits...etc				
1.5	Set up a knowledge repository for capturing best practices and lessons learned				
1.6	Train Opinion Leaders and Civil Society on Sustainable Land Management (SLM), Integrated Natural Resource Management (INRM), and Food Security				
SO 2: Enhance coordination among government entities, implementing partners, research institutions, the private sector, and beneficiary communities.					
2.1	Conduct quarterly and annual multi-stakeholder forums, roundtables, and policy dialogues for cross-sectoral knowledge exchange				
2.2	Map and engage universities and private sector in the project delivery				
SO 3: Increase public awareness, program visibility , accountability and advocacy through communicating program impact, success stories, and key outcomes to build support and encourage replication of best practices.					
3.1	Train/disseminate the strategy to all stakeholders for buy-in and implementation support.				
3.2	Design and distribute branded templates for reports, presentations, and official documents, and visibility materials such as banners, brochures, and promotional items for community events and stakeholder meetings.				
3.3	Share compelling multimedia content including newsletter, short videos, success stories with various audience categories				
3.4	Engage journalists / media on issues of food security, climate-smart agriculture, resilience and share an information kit for their reporting				
3.5	Initiate and organize performance recognition annual fairs/awards for stakeholders in promoting food security				

SO 4: Leverage digital and traditional media through utilization of appropriate communication channels, including digital platforms, radio, print, and community engagement forums, to reach diverse audiences effectively.					
4.1	Organize interviews and other programs with local radio stations to broadcast programs on sustainable agriculture, climate-smart farming, market access, and climate adaptation strategies.				
4.2	Design and implement social media campaigns using the project Facebook, YouTube, WhatsApp, and LinkedIn pages to share information				
4.3	Integrate mobile-based solutions such as SMS alerts and interactive voice response (IVR) systems to provide farmers and agro-pastoralists with timely market prices, weather forecasts, and agricultural advisories.				
4.4	Organize on-the-ground engagement activities such as roadshows, town hall meetings, and farmer field days to showcase best practices				
SO 5: Strengthen Program Learning and Adaptation through Reflection, Knowledge Sharing, and Scaling of Best Practices					
5.1	Convene quarterly learning and performance review meetings				
5.2	Awards and recognition for Model Villages / communities, Organised Groups, and Individuals				
5.3	Compile quarterly monitoring reports based on defined indicators				

8 RISK MANAGEMENT PLAN

The successful implementation of the Knowledge Management (KM) and Communication Strategy for FSRP depends on proactive risk identification and mitigation. Below is a risk management framework for the KM and Communication Strategy.

8.1 Key Risks and Mitigation Measures

Potential Risks	Risk Level (Low/Medium/ High)	Mitigation Measures
Inconsistent documentation of lessons learned.	Medium	Establish clear documentation guidelines and assign focal persons.
Poor stakeholder collaboration and data sharing.	High	Develop a stakeholder engagement plan and coordination forums.
Conflicting priorities among partners.	High	Leverage existing platforms (government, research, and private sector) for collaboration.
Misinformation or misrepresentation of project goals.	Hign	Establish a crisis communication plan.
Low community engagement due to language barriers or digital divide.	Medium	Use multi-channel dissemination, including community meetings, print materials, and radio.
Inadequate reflection and learning integration into project planning.	High	Schedule periodic learning sessions (e.g., after-action reviews).
Resistance to adopting new best practices.	High	Demonstrate the value of best practices through pilot initiatives.

9 MONITORING & EVALUATION (M&E) PLAN FOR KM & COMMUNICATION STRATEGY

The M&E plan will ensure that FSRP's Knowledge Management and Communication Strategy is effectively implemented, continuously improved, and aligned with the project's broader resilience goals. The table below presents the set of key results indicators (output level) to measure and manage implementation progress of the KM and Communication strategy. This includes the deliverables (products and services) resulting from activities under the five strategic objectives.

Strategic Objective	Key Indicators	Data Source	Responsible Actor	Frequency
SO 1: *Promote knowledge capture, sharing, and learning through documentation and dissemination of lessons learned, best practices, and innovative solutions to strengthen resilience in Somalia's food systems.*	No. of knowledge products developed (reports, case studies, policy briefs).	Project reports	KM & Communications Team.	Quarterly
	No. of downloads or accesses to shared knowledge.	Document repository analytics.	M&E Team	Annually
	% of staff trained in knowledge-sharing practices.	Report and surveys	M&E Team	Annually
SO 2: *Enhance coordination among government entities, implementing partners, research institutions, the private sector, and beneficiary communities.*	No. of coordination meetings held.	Meeting minutes, stakeholder feedback surveys	Program Leads KM & Communications team	- Bi-annually.
	% of stakeholders actively participating.	Meeting minutes Stakeholder feedback surveys	KM & Communications team	Quarterly and bi-annually
	No. of joint initiatives implemented.	Event reports.	M&E team	Quarterly, bi-annually and annually
Strategic Objective 3: Increase public awareness, program visibility , accountability and advocacy through communicating program impact, success stories, and key outcomes to build support and encourage replication of best practices.	No. of media articles published.	Media tracking reports. Social media analytics.	KM and Communications Team. PR & Outreach Team.	Monthly. Annually.
	No. of people reached through advocacy campaigns.	Surveys, focus groups.	KM and Communications Team.	Quarterly
	Community feedback on awareness levels	Surveys, focus groups.	KM and Communications Team.	Quarterly
Strategic Objective 4: Leverage digital and traditional media through utilization of appropriate communication channels, including digital platforms, radio, print, and community engagement forums, to reach diverse audiences effectively.	- % increase in social media engagement (likes, shares, comments). - No. of radio/TV programs aired. No. of subscribers to FSRP newsletters.	- Social media analytics. - Broadcast media tracking. - Email campaign reports.	- Digital Media Team. - Communications Team.	- Weekly. - Quarterly.
Strategic Objective 5: Strengthen Program Learning and Adaptation through Reflection, Knowledge Sharing, and Scaling of Best Practices	No. of learning events conducted. No. of recommendations from learning sessions integrated into programming. Staff perceptions on the effectiveness of learning processes.	Workshop reports. Learning session evaluation forms. Learning reports Staff surveys.	M&E Team. Knowledge Management Lead.	- Bi-annually. - Annually.