

GEMS4

Wholesale & Retail

GEMS4 Communication Strategy

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Abbreviations and acronyms

CPC	Consumer Protection Council
DFID	Department for International Development
GEMS4	Growth and Employment in States – Wholesale and Retail Sector
GHP	Good Handling Practices
ICT	Information and Communication Technology
KM	Knowledge management
M4P	Making markets work for the poor
MDAs	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
NAFDAC	National Agency for Food and Drug Administration and Control
SON	Standards Organisation of Nigeria
WRMS	Wholesale and Retail Market Systems
WBG	Wholesale Buying Group
WIMDA	Widows Multipurpose Development Association
WEE	Women’s Economic Empowerment

Section 1: Background and Introduction

Growth and Employment in States – Wholesale and Retail Sector (GEMS4) is a market development project in Nigeria. It is funded by DFID/UKaid and the World Bank. The GEMS4 mandate is to stimulate market system changes that encourage growth and access; resulting in the creation of 10,000 new jobs and increased incomes for 500,000 people, especially for the poor and for women. The project is implemented in Lagos, Kano, Kaduna and Cross River states, though interventions will extend to other states where impact can be maximised.

In order to achieve this, the project employs a Making Markets Work for the Poor (M4P) approach to design initiatives that provide solutions to underlying market constraints that limit access to: markets, skills, support services, information, technology, finance, energy, logistics and infrastructure. GEMS4 initiatives facilitate entry into markets; provide technical support for the adoption of innovations and new business models and leverage investments for the development of key market facilities to support optimal business performance.

GEMS4 is structured on three broad intervention groups: Business fundamentals, Business essentials and Business enablers. Every intervention group consists of three interventions, each with several initiatives. Throughout the project cycle, new initiatives for each intervention area will continue to be designed and piloted to address identified opportunities in the wholesale and retail sector.

Section 2: Purpose

Communication in GEMS4, supports the market development initiatives of the project. It will provide useful information to potential partners and stakeholders to leverage opportunities provided as a result of our initiatives. GEMS4 will also utilise mass media channels in order to increase target audiences awareness of products and services in order to increase demand.

This document describes the strategic approach of communication activities within GEMS4. It sets out **what** communication approaches will be applied, **how** they will be applied and **where** they will be required in order to effectively support project objectives. It also sets out working definitions of communication within the GEMS4 context.

This document describes the strategic approach of Communication in GEMS4 in that it:

- Explains the media approach and process for implementing communications activities in the project
- Describes the communication work in the context of project initiatives
- Presents GEMS4 communication goals and key messages to support communication with target audiences
- Provides the framework for more detailed work plans

It is not tied to a specific planning period. It will be revised and updated if/when the programme context changes significantly – it is anticipated this will be necessary each year.

Once effectively implemented the strategy will:

- Support behaviour change of target audiences where necessary
- Stimulate consumer demand for products and innovations introduced by initiatives
- Support effective engagement with key stakeholders
- Increase GEMS4 visibility and demonstrate the success of GEMS4 work

Section 3: Current Situation

Communication is a useful tool for the promotion of changes that lead to broad based, pro poor, economic growth. It is the utilisation of various communication techniques - such as social marketing, behaviour change communication, social mobilisation, media advocacy, and community engagement - to disseminate information and engage stakeholders. Successful communication benefits from the use of clear, consistent messages, designed to gain the attention of specific audiences. It therefore requires coordination, specialist skills, quality control, and the application of disciplined approach.

In order to support the activities of each initiative, external communication using mass media channels is required. Social marketing, behaviour change communication and traditional and social media dissemination should be used to increase awareness and stimulate demand for products and services.

Since 2012, GEMS4 intervention teams have conducted communication activities and disseminated media messages to support uptake of services made available through project initiatives. However, these activities were previously not coordinated within a strategic framework with clear and measurable objectives.

Section 4: Communication and Media approach

GEMS4 defines communication as:

A process of sharing and receiving information, using a range of approaches and media channels in order to empower market actors, regulatory bodies, supporting functionaries and end users to take actions to improve their lives. It hinges on awareness, demand creation and marketing for products, services, processes and business models.

The GEMS4 communication strategy sets out the projects communication goals, key messages and the key audiences whose action is being elicited, as they constitute the GEMS4 audience. Deriving from the communication strategy, each initiative work plan has a communication component and these activities are supported by the Communication unit. To implement each major communication activity a simple implementation or action plan will be drawn up in line with the following steps:

1. State purpose – What is the goal and what the key messages are to be communicated - **What** do you want to say and **why**?
2. Indicate audience – To **whom** do you want to say it?
3. Select appropriate channels and products – **How** do you want to say it?
4. Monitor results

The following principles will guide the implementation of communication in GEMS4:

Demand led – Communication activities will respond to the demand arising from GEMS4 initiative activities.

Two way communication – Communication with target audiences will involve understanding audiences' attitudes towards and current knowledge of our initiatives and the products/services available and disseminating messages to increase awareness and demand. GEMS4 will also monitor to evaluate the effectiveness of our communication.

Quality standards – Communication products developed by the project will maintain a consistent style and be of a professional standard to enable sharing with DFID and other stakeholders in Nigeria and to international audiences.

Section 5: Communication Goals

Goal 1: Fully understand the stakeholders that the Project aims to communicate with and create tools to track progress in communicating with them.

Objective 1.1: Create a database to capture stakeholder contact information, and undertake one comprehensive exercise to populate it

Objective 1.2: Conduct a stakeholder analysis to determine their power, influence and interest on the project and an analysis of their information, communication needs and suitable media channels to utilise in order to directly target them

Indicators:

- Database created and populated with at least 50 stakeholders and contact details
- Stakeholder analysis

Goal 2: WEE opportunities and achievements are communicated to target audiences at all levels using varied communication channels.

Objective 3.1: Supporting the WEE specific streams for each GEMS4 initiative and increasing awareness of opportunities and achievements in order to increase women's participation.

Indicators:

- Level of participation of women groups in GEMS4 opportunities
- Monitoring levels of awareness and uptake of services among women

Objective 3.2: Creating an advocacy kit for WEE opportunities and successes and promoting WEE activities via mass media channels

Indicators:

- Fact sheets, Success stories

Goal 3: Consumers are aware of improved products, services, processes and business models for each initiative.

Objective 2.1: Targeted communication using several media channels for each GEMS4 initiative – Print media, radio, TV, social media, intervention profiles and fact sheets.

Indicators:

- Web site and social media statistics
- Consumer research – monitoring levels of awareness and uptake of services

Goal 4: Project partners are knowledgeable about initiatives and demonstrate adequate buy in and involvement.

Objective 4.1: Partners in each initiative are included in regular communication updates and are provided access to project communication platforms

Indicators:

- Pestle plus email newsletter subscription
- Proportion of partners advertising on GEMS4 website

Objective 4.2: Partners in each initiative report regularly on of uptake of products, services, processes and business models and provide feedback to the project

Indicators:

- Number of new sales or uptake reported monthly

Section 6: Key Messages and Audiences

GEMS4 Key messages

Business FUNDAMENTALS
<p>Key messages: Access to markets</p> <p>Micro retail</p> <ul style="list-style-type: none"> Wholesale Buyers Groups retailers buy stock at lower prices and earn higher profit margins <p>Linking rice farmers to commercial mills and Brand awareness for Nigerian rice</p> <ul style="list-style-type: none"> Better processed Nigerian rice, better branded Nigerian rice Buying high quality, better priced Nigerian rice helps local farmers <p>Linking tomato farmers to processing plants</p> <ul style="list-style-type: none"> GEMS4 is creating jobs in the tomato subsector GEMS4 is linking farmers to alternative markets leading to higher incomes <p>Linking low income wholesale and retail sector women to e-Commerce platforms</p> <ul style="list-style-type: none"> GEMS4 partners with businesses that provide opportunities for women
<p>Key messages: Access to skills</p> <p>Good handling practices</p> <ul style="list-style-type: none"> GHP promotes health and food safety Good handling reduces produce damage. Sort, grade, wash, pack tomatoes Food safety standards can create an enabling business environment <p>Retail ready produce for formal markets</p> <ul style="list-style-type: none"> Good quality tomatoes, attract better prices Properly packaged tomatoes, attract better prices Innovative business solutions in agribusiness generates jobs and income <p>Women Entrepreneurship Development Initiative</p> <ul style="list-style-type: none"> GEMS4 is building women’s skill and capacities so they can empower themselves
Business ESSENTIALS
<p>Key messages: Access to information</p> <p>Agri-suite Business Information Service</p> <ul style="list-style-type: none"> Farmers can access Agribusiness information
<p>Key messages: Access to technology</p>

<p>Banking service provision for wet/traditional market traders and retail clusters</p> <ul style="list-style-type: none"> • Transactions between trading partners is faster, safer and cheaper • Market price information for traders • Commodity exchange through technology
<p>Key messages: Access to Finance</p>
<ul style="list-style-type: none"> • Innovation introduced – alternative business models, services and products • GEMS4 is providing financial and technical partnerships with willing partners

To stimulate growth in the wholesale/retail sector, increase the uptake of products and service multiple audiences will be targeted. While consumers of good and services constitute the general public, certain demographics represent the GEMS4 primary audience.

Audiences
<p>Women Economic Empowerment</p> <ul style="list-style-type: none"> • Urban poor women groups and youth groups • Women producers, artisans and farmers • Women owned small enterprises • Financial institutions • Manufacturers and distributors of products • Business membership organisations • Small, Mid and large sized wholesale and retail enterprises • Religious and cultural leaders • Male heads of households
<p>Business FUNDAMENTALS</p>
<p>Various fresh produce and rice value chain actors</p> <ul style="list-style-type: none"> • Quality and health conscious consumers • Modern retail channels - supermarkets; corner shops; restaurants; hotels • Perishable produce farmers, Dealers, Wholesalers, Retailers ,Transporters • Entrepreneurs, Investors, Federal and State Governments • Plastic Product Manufacturers • Regulatory agencies & MDAs: CPC, NAFDAC, SON, Ministry of Health • Commercial rice mills • Large rice distributors and retailers • Farmer Cooperatives • Ministry of Agriculture and Rural Development
<p>Business ESSENTIALS</p>

- Bank of Agriculture
- Farmers and cooperatives
- Financial Institutions
- Wholesalers and retailers in markets
- Federal Ministry of Agriculture and Rural Development
- Mobile Money Service Providers
- Small and Medium Scale Manufacturers
- Large Corporates and Franchising Companies

Section 7: Channels

An integral part of the communication process is the sharing of useful knowledge with others - within the programme team, amongst partners, and to a range of external audiences. The communication unit will be responsible for supporting initiative teams in the dissemination of their products to the various audiences as indicated in work plans.

The communications tools and channels needed to execute this strategy are listed below. The choices have been made based on GEMS4 communications objectives, key messages and audience profile.

Media

The project will engage with journalists and news agencies to secure press exposure for the opportunities facilitated by initiative activities. Selected communications channels for the project include:

Mass media: Television stations, Radio stations, Newspapers and news magazines

Digital media: Websites, social media platforms

Dialogue platforms: Roundtable meetings, seminars; conferences, workshops, briefing sessions, capacity building sessions and training events.

Section 8: Monitoring and Measurement

The communication work plan will be reviewed periodically to measure effectiveness and incorporate feedback received from internal audiences. Communication monitoring will involve identifying meaningful patterns from the analytics of various feedback channels. It is important to measure the effectiveness of any communication activity in order to document number of audiences reached, which has implications for whether the messages are relevant, engaging and ultimately whether they have had the anticipated impact.

Communication monitoring will include:

- **A communication and media log** will be used to track progress of communication events held, activities, media coverage, etc. Intervention managers will forward details of any communication activity they have undertaken for input to the log.
- **Webpage, Facebook and Pestle Plus statistics**
- **Events:** Meeting reports for key events, analysis of feedback questionnaires from training and events, evidence of engagement or feedback from stakeholders