NATURAL RESOURCES SYSTEMS PROGRAMME

PROJECT REPORT[1]

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Mini Case Study 1: Pro-poor policies and institutional arrangements for coastal management in the Caribbean

Bernard Jankee

Natural Resources System Programme (NRSP)
Programme Reference: R8325

More information about this project can be found at: www.nrsp.org.uk

Introduction

Project R8317 set out to create a set of tools that built on the outputs of four previous NRSP projects implemented in the Caribbean, with the objective of improving coastal resource use and management strategies. The purpose of this project as stated in the project RD 1 was to develop and promote suitable institutional arrangements and policies to meet the needs and conditions of the Caribbean region by devising a comprehensive communications strategy for the dissemination of these tools and by testing the tools and communications strategy in the field. Additionally, the intent of this project was to change both the policy and the practice of coastal management and development throughout the Caribbean region, by promoting the integration of pro-poor strategies and tools into the policies, programmes and operations of a wide range of institutions.

Four such sets of institutions were considered as stakeholder groups to be targeted by the project:

- Public policy-making institutions, including governmental agencies, regional and international organisations, and bi-lateral and multi-lateral institutions;
- Coastal resource management and development agencies and their personnel
- Training, education and extension institutions; and
- Non-governmental, community-based and civil society organisations.

The ultimate beneficiaries of the successful implementation of the project were perceived to be:

- people and communities who live near existing and future marine protected areas in the Caribbean, or whose livelihoods include the use of resources contained within such areas;
- poor people in coastal communities; and
- community-based and other civil society organisations,

Communication plan/strategy

This project was considered by the initiating team as both a research and a communications project. The project had a stated intention to deliver three outputs, based on the products and results of the NRSP-LWI projects forming part of Suite 1 (i.e. R7408, R7559, R7976 and R8134), to include:

1. a set of tools (e.g. planning methods, approaches to institutional design, guidelines for management partnerships and co-management agreements, policies and strategies for the optimisation of social and economic benefits of coastal resource use) that can provide guidance to policy formulation and management planning on all main aspects of pro-poor coastal management and development in the Caribbean region;
2. a comprehensive strategy for the promotion of these tools to all relevant audiences, with the involvement of key institutions in the design of the strategy, with the implementation and continuous refinement of this strategy over the course of the project, and with an end-of-project strategy that would be owned by the collaborating institutions and that become fully integrated into the programmes and plans of these agencies, for continued implementation beyond the project cycle; and
3. a participatory and dynamic process, involving a wide range of organisations and institutions at the local, national and regional levels, by which these tools and this strategy would be tested and validated in the field, and continuously refined to add new knowledge and value.

The project sought to develop a comprehensive communications strategy that would serve as the backbone of the project. It was anticipated that the strategy would be formulated in a participatory fashion at a workshop to be held early in the project cycle. The strategy would identify the various targets and define the communication objectives that needed to be achieved for each target group. It would also define the messages and materials that needed to be delivered in order to achieve these objectives, and the products and pathways that would be used to promote the messages and materials. Some key principles were used in the selection of the products and channels, including:

- diversity, taking into consideration a range of products and pathways in order to reach the various targets, but also to reach the same targets in various ways, as it was believed that this approach would enhance uptake promotion;
- efficiency, utilising simple methods and media for dissemination;
- opportunity, taking advantage of events (conferences, workshops) and processes (projects, international conventions and agreements) as means of providing channels for the dissemination of products; and
- partnership, through collaboration with a wide range of institutions in the process of disseminating and promoting its products.

It was envisaged by the project team that uptake promotion would continue beyond the life of the project through the on-going programmes of all collaborating institutions.

Analysis

The analysis is based on a review of the project documents and the NRSP communication guidelines, as well as a series of interviews with project team members. This project is primarily a communication and research project. The project team, led by CANARI, has probably the most highly developed consciousness of and

experience in devising and conducting communication programmes than is the case with other projects reviewed in this study. It is apparent that this knowledge and experience was brought to bear on this project, with a distinct CANARI imprint. While having a distinct identity in terms of approach and products, there are in many respects similarities to the NRSP guidelines. The approach of the project team in designing and formulating the communication products for R8317 generally follow the stages outlined in the NRSP guidelines. This included audience/stakeholder identification, identifying relevant messages to meet established needs, developing an understanding of potential stakeholders, identifying knowledge, attitudes and practice among potential stakeholders, developing appropriate communication products to meet specific needs identified, identifying and utilising particular pathways for uptake and the need for monitoring and evaluation strategies to be developed. The project team was also well aware of the NRSP guidelines and while some criticism was levelled at the guidelines, there was the view that they did make a positive contribution to the design and implementation of communication strategies in projects of this nature (interview, Tighe Geoghegan and Aixa Rodriguez, July 2005). This view was reflected across the team to a greater or lesser extent. One of the criticisms levelled at the NRSP guidelines was that they did not take sufficiently into account the issue of context in relation to the development of communication strategies in particular contexts (project team interviews).

There was the feeling that the NRSP guidelines were too rigid and prescriptive and it was the position of members of the project team interviewed that this was in direct conflict with the approach that CANARI had traditionally taken to communication and advocacy. It was also felt by some team members that the guidelines were to an extent patronising, making in their view the assumption that project teams had little or no experience in communication.

The review of the project documents and the NRSP guidelines did not reveal any fundamental difference in approach between CANARI and NRSP in terms of developing a communication programme. What appeared different, however, and this could have been the cause of some confusion in the project delivery, was the apparent emphasis on testing communication pathways over disseminating the Suite 1 products on the part of the project team. This posed a problem, certainly at the time of the MTR, and it is not clear at this stage that this has been resolved.

The time frame for completing the project cycle also appeared to be an issue. It was felt that a full evaluation of the project, including an end stage KAP study could not be accomplished. Changes in knowledge and attitude could certainly be measured, but in the case of changes in practice among stakeholder groups, this was an issue that could not be determined in the time frame established for the project. These issues aside, however, it was generally the view that the project had made progress towards achieving the targets established, although it was too early to draw definite conclusions.

Conclusions

The review concludes that the project did employ strategies in the development of its communication plan that were generally consistent with the NRSP guidelines. This is despite the criticisms levelled at the guidelines by members of the project team. The issue of the time frame has arisen, as in other projects forming part of the review. This

is suggesting that it is an issue to be considered in proposing any modifications to the NRSP guidelines.

Mini Case Study 2: Policy relevant knowledge on feasible alternative natural resource based strategies for enhancing livelihoods

Bernard Jankee

Natural Resources System Programme (NRSP)
Programme Reference: R8325

More information about this project can be found at: www.nrsp.org.uk

Introduction

This project was designed to develop mechanisms and strategies to promote the uptake of new knowledge with respect to alternative natural resource based livelihood strategies in targeted communities in Belize, St. Lucia and Grenada. These mechanisms would arise from the work previously conducted in NRSP Project R8135. The current project, R8325, has as its focus the development, field testing, validation and implementation of a well defined communication strategy based on stakeholder analyses. The project also proposed the development of a framework for monitoring and evaluating the effectiveness of uptake among targeted policy level target institutions.

The products developed for implementation were based on the findings, or output of research on alternative sustainable coastal resources based livelihood strategies in the region, arising from previous work in project R8315. This earlier research sought to identify ways in which the use of the marine environment as a source of livelihood for the poor could be improved upon and made sustainable where it was not. Project R8325 sought therefore to ensure that the strategies were accepted and owned by policy makers and those in a position to influence the livelihood strategies of the poor in the coastal zone. As a consequence, it aimed to target relevant government and statutory agencies as well as local and regional NGOs. It was the intention that the identified target peoples and institutions would become actively engaged in the promotion and implementation of the new strategies so as to ensure ease of uptake by the poor in the coastal zone.

Target institutions initially identified for uptake included:

St. Lucia

- St. Lucia National Trust (SLNT)
- St. Lucia Heritage Tourism programme
- Soufriere Marine Management Area (SMMA)
- Small Enterprises Development Unit (SEDU), Ministry of Commerce, Industry and Consumer Affairs
- Sustainable Development Unit, Ministry of Planning
- Praslin Seamoss Farmers Associatiion
- Praslin Community Council

- Anse La Raye Community Council
- Anse La Raye Fishermen's Co-operative
- St. Lucia Distillers
- St. Lucia Livestock Development Company (Ministry of Agriculture)

Belize

- Coastal Zone Management Authority and Institute (CZMA & I)
- Protected Areas Conservation Trust
- Ministry of Agriculture, Fisheries and Co-operatives (CARD, Fisheries Department)
- Fishermen's Co-operative Association
- Belize Enterprise for Sustainable Technology (BEST)
- Programme for Belize
- Hopkins Community Council
- Hopkins Peanut and Cereal Co-operative
- Sarteneja Community Council (Incl. Women and youth groups)

Grenada

- Agency for Rural Transformation (ART)
- Sustainable Development Council
- Grenada National Trust

The project contemplated four main research outputs:

1. the development and implementation of mechanisms for the uptake promotion of the products of R8135 by all stakeholders at local, regional and international levels including refined products of case studies of good practice;
2. the validation, adaptation, improvement and dissemination of information relevant to alternative livelihood strategies among the key stakeholder groups;.
3. the influencing of policy makers to uptake products arising from R8135; and
4. the development and implementation of a framework will be developed for monitoring and evaluation of the uptake promotion of the products of suite 2 .

Communication plan/strategy

The communication strategy for the project was generally developed in line with the NRSP guidelines. The products of R8135 and the elements of the communication strategy were outlined in a draft product and communication matrix. In brief, the project team took into consideration:

- stakeholder needs;
- who needed this information (identification of stakeholders), which included policy makers at the levels of the political directorate as well as senior bureaucrats and technocrats, policy implementers, international and regional agencies and community members and groups;
- what information needed to be communicated;
- how this information would be communicated (products);
- what media channels would be relevant in communicating the information;
- a base line understanding of knowledge, attitudes and practice among the stakeholder groups identified; and
- a monitoring and evaluation strategy to measure effectiveness of uptake.

Products included methodologies (eg poverty analyses, analyses of the sustainability of NR practices, analysis of institutional context, economic valuation methodologies) and policy instruments for NR management. Other products included the identification of constraints to livelihood improvements and mechanisms for addressing these. The project also had the stated intention of documenting and highlighting case studies of good practices that supported the promotion of the products of R8135. It was anticipated that during the life of the Project the alternative livelihood strategies being promoted would be field tested, adapted and improved based on feedback from the target institutions and beneficiaries and disseminated through the mechanisms developed. It was also the stated intention of the project team that communication materials would be developed in appropriate formats for different stakeholder groups in collaboration with local counterparts in each of the countries selected for implementation.

Analysis

In conducting the analysis of the effectiveness of the communication strategy employed by the project and their relationship to the NRSP guidelines a three pronged approach was taken, including:

1. reviewing relevant project documents;
2. conducting a series of open ended discussions and interviews with project team members and associates around the main research questions of the communication synthesis study; and
3. observing the activities of a two-day uptake promotion workshop held in St. Lucia in July 2005.

Project R8325 is anchored in communication at all levels. Team leaders were each involved in the communication process as this was regarded as not being the purview of only the Communication Specialist. In this regard, therefore, the team leaders all saw themselves as stakeholders in the process. They were themselves involved in generating information which fed into the communication strategy. One of the issues raised consequent on this was that the project had the challenge of 'multidisciplinarity', arising from the need to synthesise information coming out of the particular disciplinary orientations of the team members, and to incorporate this

into a coherent Communication Strategy that addressed the elemental aims and objectives.

The terminology within the project tended to differ from that used in the NRSP guidelines, but the stages identified by the project team did mirror the stages suggested in the guidelines. The project team viewed the exercise as being relatively successful in meeting stated objectives to date, based on their assessment of the level of buy-in by some of the stakeholders and the level of collaboration and participation in project activities achieved in the field sites. This perception was corroborated by a number of the project associates interviewed (interview, Amy Lofgren, Microfin, Dennis Jones, BEST (Belize Enterprise for Sustainable Technology), July 2005). In one case, the project associate was quite enthusiastic about the project as an enabling intervention on behalf of persons in need of support in developing sustainable livelihoods (interview, Amy Lofgren). Amy Lofgren took the position that the project had the effect of improving the environment in which micro financing entities operate in St. Lucia. While she admitted that not all financial institutions had come on board, or bought into the project, there was, she felt, a greater awareness among the various credit institutions about their individual roles and the ways in which they could achieve greater levels of cooperation, as well as a greater awareness of the potential markets for their services.

Similarly, Dennis Jones expressed generally positive views on the project and the communication materials generated by it. Of particular note, in his view, was the document **People and the Caribbean Coast – feasibility of alternative, sustainable coastal resource-based enhanced livelihood strategies**, produced by SEDU as an output of R8315, and the basis of further work in R8325. This document, he felt, was a good resource and reference point for discussions with national and international agencies. He also saw the information products coming out of the project as good reference points for developing concrete ideas. He outlined the involvement of BEST from the stage of the initial consultations and expressed a generally positive view of this involvement, noting the interactivity and participatory approach as useful in maintaining dialogue between the project and stakeholders, as well as maintaining mutual respect between the project team and stakeholders, which he viewed as positive for uptake.

It was generally felt among the project team members that the process and activities proved a learning experience, particularly in the area of communication. While there was, in their view, an existing general awareness of the need to communicate information to the identified stakeholders, the actual experience of the various project activities led in part to a greater appreciation of the importance of communication in determining the success of promoting change and development. More specifically, it was felt that communication ought to be built into any project within the development sphere. It is not an issue that should be taken for granted. Arising from this was the greater appreciation, as stated by team leaders, of the need to contemplate the role of communication at the project development stage, involving an anticipation of communication needs.

Channels of communication were also viewed as important, although the extent to which this was so was not fully appreciated at the outset of the project. This underestimation became more apparent, however, as project activities got underway.

Arising from this, it appears that while the NRSP guidelines might have informed the development of the project proposal, the full import of the communication strategies suggested by the guidelines were not fully recognised. This might have to do with the fact that the principal members of the project team in the early stages of project development were not themselves communication experts and therefore had a somewhat limited appreciation of the value of the underlying philosophy and stages outlined in the NRSP guidelines. Arising from informal discussions as well as prior involvement with the project through the MTR, this observation was underscored, as the impression was given that while there was the awareness of the need for a communication strategy and programme for the project, the extent to which this would need to be integrated into the initial project planning was underestimated/not fully grasped. Once activities got underway, the centrality of communication to the successful outcome began to be realised. The communication specialist then assumed more responsibility following the experience of the project team up to the time of the MTR.

One of the interesting observations coming from the team was that communication within the context of the project was not just a matter of issues at broad project level but also at level of specific activities e.g. planning for the credit fair involved communicating with and persuading potential participants. This process also generated information that in turn fed back into/informed specific activities and the approaches to these. It was felt that this supported the sustainability of the process – establishing and maintaining dialogue, privileging knowledge (discussion, project team, July 2005).

Among the issues that arose from the discussion was the question of what are the communication implications of knowledge arising from specific activities interactions within the project. It was felt that these have relevance in terms of the development of specific activities during the life of the project (discussion, project team, July 2005).

The issue of monitoring and evaluation was discussed with the project team (discussion, project team, July 2005). The view of the team was that monitoring and evaluation was not really built into the project. It was considered instead that the project was an action learning one, which afforded a level of flexibility to respond to what was emerging from project activities (discussion, project team, July 2005). This represents a departure from the intention articulated in the project RD 1, as well as the initial communication strategy, bearing in mind, however, that even at that stage, the monitoring and evaluation strategies outlined were rather vaguely stated. It is possible that this can be related to the sheer volume of project activities undertaken during the cycle, and the possibility that the project team was hard pressed to keep all the elements in sight once the project got underway. This has implications for issues that need to be contemplated at the inception stage and also for the necessity of taking a realistic approach to conceptualising projects and related activities. It is important that projects consider very carefully at the outset what can feasibly be accomplished within a specific time frame so as not to run the risk of taking on a set of activities that might prove to be difficult to fully manage and monitor. While not directly a communication issue, this nevertheless has some implications for the successful implementation, monitoring and evaluation of projects within the NRSP.

Time frame is another consideration that needs to be taken into account. The view was expressed in the discussions held with project leaders that, in terms of being able to definitely address the issue of uptake, the project cycle had definite limitations. KAP studies can, within the project cycle, reasonable be expected to measure changes in knowledge and attitude to a certain extent, but the area of practice is a longer term prospect. The project team identified this as an area of concern. It was felt that there was insufficient time within the framework of the project cycle to pursue some of the issues that would contribute to broadening the knowledge base of outcomes of the project.

Conclusions

The review concludes that project R8325 has essentially incorporated the elements of the NRSP communication guidelines into the project framework. While the terminology used by the project team to refer to the communication strategy differs in some respects from those in the guidelines, it was nonetheless clear that the difference was primarily at that level. The project team appears to have an awareness of the elements required to design and effect a communication programme in line with the outcomes they hope to achieve. It can safely be assumed that the NRSP guidelines had some impact in this regard. While the analysis shows that the depth of importance of the communication process was initially underestimated by the project team, there was an effort to address this once project activities were in process, with the communication specialist assuming greater responsibility within the project. Team members also came to a greater sense of realisation of their own role as communicators, which no doubt facilitated the work of the communication specialist.

One issue of concern relates to the time frame of projects funded under NRSP and how the reporting of results conforms to the requirements of the funding agency, as against what can realistically be measured. Project members considered it difficult to arrive at definite conclusions on the effectiveness of the project as a whole and the level of uptake arising from the implementation of the communication strategy, because one critical indicator of outcome, the KAP study, could not be completely concluded by the end of the project cycle. In particular, the changes in practice anticipated as a critical outcome of project activities, could not be adequately measured in such a short time frame. This is an issue that could benefit from some rethinking as part of the review of the NRSP guidelines, which are otherwise considered relevant to projects of this nature falling under the NRSP.

Mini Case Study 3: Caribbean Agrochemicals Management Project (CAMP) – promoting an holistic approach to agrochemical management in the Caribbean

Bernard Jankee

Natural Resources System Programme (NRSP)
Programme reference: R8364

More information about this project can be found at: www.nrsp.org.uk

Introduction

Project R8364 was conceptualised to promote an integrated holistic approach to agro-chemical management both regionally, through the Co-ordinating Group of Pesticide Control Boards, and nationally with emphasis on two case study countries, Jamaica and St Lucia. This project had as its intention the utilisation of strategies developed in an earlier NRSP project, R7668. Promotion of the strategy was geared to ensuring that international obligations were met (e.g. through the Cartagena Convention) and proposed to support the need to provide evidence of best practice in the production of safe foods. The project aimed to provide communications support to promote the strategy to regional and national policy makers to ensure that agro-chemical management was placed on the agenda, and, in the case study countries, to begin the development of national plans of action for implementation of specific recommendations within the strategy.

The project sought to increase awareness of the need for improved agro-chemical management and to promote the implementation of best practices as a means to reduce pollution of the coastal zones in the Caribbean, maintain markets for locally produced foods and improve public health. Given that the region depends heavily on agriculture and tourism for earning foreign exchange and employment, the development of policies and national action plans for an integrated holistic approach to agro-chemical management was recognised as contributing directly and indirectly to sustainable development, reducing poverty levels and rural urban migration.

A number of target institutions at regional and national levels were identified by the project team as potential stakeholders for the successful execution of the project:

Target Institutions at the Regional Level

1. CARICOM - the Caribbean Community (CARICOM) was recognised as an important policy making body that directs strategic planning and coordination in the areas of economic integration, functional cooperation and external relations. It was the contention of the project team that endorsement of the regional strategy by CARICOM would help to secure support for its implementation.

2. CARICOM Secretariat - the CARICOM Secretariat was considered an important target institution as it is responsible for drafting the agendas for meetings of the Council of CARICOM Council.

3. The Caribbean Agricultural research and Development Institute (CARDI), Caribbean Environment Health Institute (CEHI) and Coordinating Group of Pesticide Control Boards of the Caribbean (CPGC) were considered important participants in the project based on their membership in CARICOM and the role they were perceived as playing in advocacy at regional and national levels.

4. Pesticides Control Boards in CARICOM member states.

Target Institutions at the National Level (St Lucia and Jamaica)

1. The political directorate.

2. Government Ministries - the project sought to target a number of Government Ministries in St Lucia and Jamaica to solicit endorsement for the strategy in an integrated approach to the use and management of agrochemicals. In this regard the project hoped to build on previous initiatives where national government ministries had been working together through National Coordinating Committees for Agricultural Health and Food Safety.

3. Senior Public Servants - Permanent Secretaries and Chief Technical Officers were considered important targets for this project as they provided the liaison between the project and the relevant ministries the project wanted to influence.

4. Regulators – these were seen as important target institutions and the project sought to raise their awareness and encourage their participation in the development of a National Plan of Action (NPA). Regulators included Bureaus of Standards, Customs Authorities, and Plant Quarantine Departments.

5. Pesticide Control Boards and Authorities (PCBs/PCAs) at national level throughout the region – these were viewed as important target groups for implementing the project.

6. Farmers/Farmers Organisations – seen as important target groups in which to raise awareness of the impact of agro-chemicals and best-practice options for use and management.

7. Consumers/Consumer Organisations and NGOs – seen as important target groups in which to raise awareness of the impacts of agro-chemicals

8. Private Sector - agricultural companies, importing and manufacturing companies were viewed as important targets for increasing awareness and encouraging their participation in a NPA.

9. The Media

10. Potential donor and partner agencies - Food and Agriculture Organization (FAO), Global Environmental Fund (GEF), United Nations Environmental Programme (UNEP), Pan American Health Organization (PAHO), Inter American Institute for Cooperation on Agriculture (IICA), Caribbean Agricultural Research and Development Institute (CARDI), University of the West University (UWI), Caribbean Development Bank (CDB), CEHI, Organization of Eastern Caribbean States (OECS), CGPC

Through a series of consultations with target institutions, the project leaders have involved various stakeholder groups in the development of the proposal and identification of the strategy. It was also envisaged that the target groups would be actively involved in implementation.

Communication plan/strategy

The project team developed a communication plan and matrix to systematise the communication programme and activities for R8364. These articulated the development of communication mechanisms enable dissemination and promotion of the strategy and its recommendations to CARICOM Ministers of Health, Commerce and Agriculture at the regional level, and to key decision makers nationally. The approach of lobbying using various communications media was also considered as part of the activities to be undertaken in achieving project goals. Several mechanisms were also contemplated for development to raise public awareness and to engage broad based participation in the development of national plans of action for the future implementation of the strategy.

The communication plan identified various communications channels and products for the various stakeholders that the project sought to engage with. The media products included:

- Expert briefs
- Videos depicting the negative impacts of not employing pest practice and the positive impacts of best practices in case study countries.
- Radio jingles to convey messages on best practice
- Meetings with major decision makers and Ministers
- Presentations at the level of CARICOM
- Consultations with CGPC
- Radio interviews
- Public service announcement releases
- Posters

The project had as one of its aims the promotion of recommendations and a strategy for improved agro-chemical management, and the development of an approach for the development of national plans of action to implement them. The further development and implementation of National Action Plans and policy papers was expected continue after the end of the project.

The use of the logframe and communication planning steps by the project team reflects use of procedures in line with NRSP guidelines. While there is no specific reference to NRSP, and in interview with project leader there was not the conscious recognition of the guidelines, the steps in outlining the communication plan and strategy were consistent with NRSP guidelines in this regard.

Analysis

Based on a review of project documents as well as an interview with the project leader, there was a generally positive outlook on the ability of the project to meet the set objectives. The project leader was particularly sanguine about the prospects for uptake. As an example, she related the experience of getting the main issues and concerns on the agenda of CARICOM. This required face-to-face interaction with the CARICOM Secretariat and the political directorate. These meetings assumed significant importance and were considered critical by the project leader in achieving buy in at the levels of the political directorate and senior policy makers and policy implementers. Policy papers were important, but the presence of project members at regional meetings and their lobbying efforts were critical activities to ensuring that the issues were placed on the agenda. The multifaceted nature of the communication strategy did, in the view of the project leader, have some impact in making the issues known to the various target groups. Products were developed and implemented for the various stakeholder groupings identified in the project RD 1. In a specific instance PL recounted the differentiation of the mass media products between St. Lucia and Jamaica, based on different audience profiles. In the case of St. Lucia, the information for the mass audience/general public was presented in a standard informational/documentary format, whereas in Jamaica this format was considered unsuitable, based on assumptions of audience attention span and the availability of alternative media options – over 100 cable channels, three terrestrial television networks and nearly twenty radio stations. In the Jamaican situation, a music video was produced using a popular singer and centred on the same issues as were raised in St. Lucia. This was considered a more appropriate way of presenting the information to the public.

Conclusions

The project appears to have achieved a measure of success. Of particular note is the approach adopted in getting the critical issues on the regional agenda. The direct communication and interface with the political directorate, senior policy makers and implementers was viewed as contributing significantly to the achievement of buy in at those levels. While it was unclear to the project leader what the NRSP guidelines were by name, the steps outlined in the guidelines seem to have been a point of reference, judging from the documentation reviewed, in particular the communication plan and matrix. In some respects, however, the guidelines were in practice, just that. From an understanding of the context in which buy in would be achieved, certain actions were advanced, that did not necessarily arise from the creation of products in the way conceptualised by NRSP or other communication guidelines. The use of face to face interaction animated the process in a way that the writing of policy briefs and sending them off to relevant stakeholders possibly would not have. Products in the

traditional sense were produced, but at certain levels (political, policy) these were in effect decision support tools rather than ends in themselves. A conscious decision was taken and acted upon to present the issues through verbal interaction, and supported by printed literature as necessary. Armed with the knowledge that the issues had the attention of critical stakeholder groups at the political and policy levels, the team could assume a greater level of confidence in conducting project activities.

It is the conclusion of the review that the NRSP guidelines, while not nominally identified, did have a bearing on the design of the communication plan and strategy for this project. The steps outlined appeared to coincide with those contained within NRSP guidelines. While functioning as a point of reference, there was no indication that there was any attempt to conform exactly to the steps outlined in the NRSP guidelines. Rather, local and regional experience were brought to bear on the actual communication process, in addition to the use of the more standard communication tools and pathways which are generally part of any communication plan and strategy. In this regard, the project team demonstrated great flexibility, without appearing to have any major difficulty, if any, with the guidelines provided by NRSP.

Mini Case Study 4: Capacity Building for the FMSP Stock Assessment Tools and Management Guidelines

Bernard Jankee

Project reference: R8468
Fisheries Management Science Programme (FMSP)

More information about this project can be found at: www.fmsp.org.uk

Introduction

This project was formulated to build capacity for and promote the uptake of new and existing Fisheries Management Science Programme (FMSP) tools and guidelines via a range of communication channels. Consequently, the project sought to encourage responsible, pro-poor fisheries management. Although the primary target stakeholders for uptake was among state and national fisheries personnel in India, the project had a global dimension and the implementation audience included a number of stakeholder groupings in the Caribbean. The project was predicated on the assumption that fishery managers require stock assessment tools to guide management decisions, but are often constrained in choosing the best tools by their limited understanding of the benefits and needs of alternative options. It is the position of the proposers that the project will contribute to the uptake of stock assessment tools and guidelines developed by over 20 previous FMSP projects. The overall project goals are therefore to:

- utilise existing FMSP research outputs to promote the contribution of capture and enhancement fisheries to the livelihoods of the poor;
- promote fisheries management tools and strategies that could benefit the poor; and
- encourage the adoption of the means to realise improved management, through tools that have been further developed, disseminated and promoted to relevant stakeholders at all levels.

Specific project objectives include developing, testing and distributing:

- a concise 'managers guide'; and
- other communications products about the FMSP tools,

that will complement project R8360's technical guide, and be appropriate to a global target audience. It is intended that these outputs will assist fisheries managers to contribute to improved livelihood outcomes for poor fishery stakeholders. The project is still in its implementation stage.

Communication plan/strategy

In developing the communication strategy, the project team has drawn on critical areas as outlined in the NRSP communication guidelines, including:

- identifying local communication stakeholders;
- researching the product/message to be communicated;
- ascertaining current knowledge, attitude & practices (KAP data);
- identifying communication objectives (i.e. desired outcome);
- determining communication channels and media; and
- devising an approach to monitoring and evaluating the implementation distribution, and use of the communications products developed.

The communication matrix has undergone some of modification. The first communication matrix identified two sets of stakeholders - local, which included Indian and Caribbean stakeholders as one broad target group, and global. The revised communication matrix offers a more differentiated view, in that it identifies Caribbean stakeholders as a distinct grouping. Caribbean stakeholders are further broken down into four separate target audiences:

- policy makers;
- fisheries managers;
- national and regional institutions; and
- scientists in charge of stock assessment.

Specific project activities have been outlined in the communication plan, and include:

- identifying appropriate delivery pathways to policy makers;
- investigating options for wider global dissemination, including appropriate delivery formats; and
- developing monitoring and evaluation indicators to measure the achievement of OVIs.

Three broad communication objectives have been outlined for the project:

1. capacity building, which encompasses an increased understanding of fisheries management tools and guidelines relevant to stock assessment and increased national capacity fisheries management through training on utilising the products of the project;
2. improved fisheries management through the use of FMSP products and the provision of appropriate management advice to policy makers; and
3. raising awareness by providing information about alternative management options available.

Uptake pathways for the products include:

- project participation by fisheries managers, research institutions and training institutions;
- direct communication with these groupings; and
- the provision of briefs for policy makers.

The relevant products are to be developed through partnership of Indian and Caribbean collaborators, a modification of the original intent. The documentation indicates that there was limited initial input from collaborators, but this position has changed over the life of the project.

KAP surveys have been done in respect of the Indian target groups, but no such studies have been conducted for the Caribbean. It is proposed that these will occur at various times, in order to assess the level of success of uptake of tools promoted by the project. One potential opportunity for this would be the Caribbean regional meetings for the project, slated to take place in early/mid 2006 (e mail communication, Jankee/Singh-Renton; November 24, 2005).

In terms of establishing measurement criteria for tracking changes against set targets within the communication plan/matrix, the project members for the Caribbean decided to develop distribution lists for stakeholders who had been identified as those best able to maximise the potential for uptake. This was part of the effor to ensure the promotion and greater awareness of the products and their importance to enhanced fisheries management in the region. Another measurement indicator contemplated by the Caribbean team is the number of references made in relevant reports and policy documents.to the use of the guides/ tools produced by the project, e.g. fisheries management plans and fisheries assessment and management reports. Additionally, as a measure of uptake, the project envisions a greater level of direct communication and interaction between FMSP scientists and those involved in fisheries management, which, in the project's view, would point to user interest in the guides and tools developed by the project. For the Caribbean project area, the guide books, as well as the monitoring and evaluation tools are still under development by the project team.

Analysis

The approach to analysis of the communication strategies employed by this project is one of mapping outcomes against the stated objectives and outcome indicators. This is in essence a modified application of outcome mapping. This approach is useddue to the fact that the project documents consulted do not indicate that the project was consciously Some modification was needed since,from the project documents consulted, it appears that the project was not designed with outcome mapping to be applied as an evaluation tool, hence a certain level of detail that would normally be expected has not been incorporated into the initial project design. The analytical approach also takes into consideration the fact that the project is still in progress, making it difficult to fully apply outcome mapping strategies at this stage.

However, the review can look at project activities to date against the stated objectives. In this regard, the project appears to have followed the guidelines for designing communication plans as outlined by NRSP, although there is no specific reference to NRSP in the project documents. It is nevertheless clear that the steps and activities outlined in both the communication plan and communication matrix mirror to a large extent the stages and actions outlined in the NRSP guidelines. These include:

- identifying stakeholder groups;
- identifying the information gaps and the messages to address these;
- identifying specific communication products
- identifying pathways for uptake; and
- outlining a monitoring and evaluation strategy.

While the monitoring and evaluation strategy has not yet been finalised in respect of the Caribbean aspect of the project, certain elements have been indicated as forming part of the overall strategy to be employed. Project activities to date do indicate some adherence to the stated intentions at the outset of the project, as outlined in the communication strategy and matrix documents.

The timeline is one factor that requires some attention. The project is slated to end in mid 2006. By that time, it is fairly safe to assume that the KAP at that stage will be able to measure knowledge and attitude change against the baseline studies, but it is likely that changes in practice will be a longer term prospect. This is particularly so when, for example, one of the indicators of change in practice has to do with 'more scientific and responsible management in the future' (project communication matrix). This is not likely to be readily apparent within the time frame of the project.

Looking at the revisions to the communication matrix, it appears that some realignment has taken place. This one could surmise has had to do with adjusting to realities in the field but it can't be said with a high degree of certainty that this is the case. The flexibility to adjust a communication strategy in response to field realities is important (essential?)

Conclusions

From the above review, it is apparent that the project leaders have an awareness of the elements required to design and effect a communication programme within the context of the results they hope to achieve and the environment in which they are operating. In this regard, the FMSP guidelines appear to have been utilised, although no specific reference has been made to them. The development of the communication plan and construction of the communication matrix, however, do mirror the stages and to an extent the thinking behind designing and implementing a relevant communication strategy. On the surface, it appears that the project is proceeding according to schedule and that the activities envisaged at the outset are being carried out. The one grey area, which I consider to be time related, is the ability at the end of the project cycle to definitely conclude on the ultimate effectiveness of the programme and strategies employed. It is an issue that would benefit from some rethinking, especially as it concerns the ability within the project time frame to measure the adoption of new knowledge.

Mini Case Study 5: Scaling up the promotion of *calliandra* in East Africa

Corrie Bell and Julius Okwadi

Forestry research prgramme (FRP)
Programme Reference: RR6549

More information about this project can be found at: www.frp.org.uk

Introduction

Calliandra calothyrus Messner ('calliandra') is used principally for animal fodder, soil stabilization, amelioration, stakes for agricultural crops and fuel wood. Research into *calliandra* and the dissemination of outputs has predominantly been focused in the Central Highlands of Kenya where small-scale dairy production is a major component of the farming system. The research has historically fallen under the National AgroForestry Research Project (NAFRP) which is a collaborative research project between Kenya Agricultural Research Institute (KARI) and the International Centre for Research in Agroforestry (ICRAF). NAFRP aims to improve agricultural and environmental productivity through the integration of trees on farms. Other organizations e.g., Farm Africa and the CGIAR funded Systemwide Livestock programme (SLP) are also carrying out promotion of calliandra in Kenya. There is significant potential for the benefits of calliandra as a fodder crop to be recognized in Western Kenya and the Lake Victoria basin.

This project focuses on Uganda, Tanzania and Rwanda as well as Kenya and aims to gain a better understanding of farmers' experiences with calliandra and to disseminate the lessons learnt through 9 outputs;

1. Farmers' experiences in calliandra management and utilization documented
2. Reasons for adoption and non-adoption of calliandra defined
3. Economic, environmental, and social impact of calliandra at household and community levels assessed.
4. Calliandra effectively disseminated in new target groups.
5. Performance of different approaches to community-based calliandra seed production and distribution assessed.
6. Decision support tool for extension managers, and extension manual for field extensionists, developed and disseminated.
7. Determinants of effective farmer-to-farmer dissemination in central Kenya identified
    a. The importance of expertise and innovation, as determinants of the effectiveness of farmers as disseminators, assessed.
    b. Experts, innovators and disseminators of tree technologies characterized.
8. Processing and marketing of leaf meal from fodder shrubs promoted.

9. Study to assess the impact of fodder shrub extension in East Africa planned and prepared.

Communication Plan

The project does not have a written stand alone communication plan. However, several of its outputs and their related activities form elements of what would constitute a communication plan. The logframe has well developed series of activities illustrating how communications activities feed into one another.

Several activities contribute to the project's understanding of the context of beneficiaries. Surveys and/or workshops were planned with farmers to establish:- knowledge gaps in calliandra management and utilization; adoption; the economic, environment and social benefits of calliandra; and perspectives of seed producers

Output 4 concerns the dissemination of Calliandra to new target areas and is informed by the results of above mentioned activities. As part of the dissemination plan, a variety of communication activities are planned; sensitization meetings, field days, exchanges, training, the adaptation, translation, production and distribution of extension materials and internal monitoring of the dissemination process.

The activities under output 6 involve the process of developing materials and build on experiences from Output 4. One of the activities is a planned workshop for the review of materials by representatives of the target audience.

Project stakeholders were involved in the participatory process to develop outputs 1-5. A series of feedback meetings is planned in the final year to report back to farmers who have been involved in various aspects of the project.

The project has several communication specialists on the team, and four members of the team attended a one week training course, 'Communication Methods and Scientific Advocacy'. The project has also been able to draw upon in-house expertise at ICRAF.

The extension officer in Uganda had developed a communication plan to cover the activities for which she was responsible. Her communication plan lists the various target audiences, details the materials and activities used for disseminating to each group and the expected results.

Analysis

SWOC

Communication components	Resources	Project Cycle	Research Process	Communication Outputs
Strengths	▪ Training on Communications for 4 members of project team in including project leader. ▪ Several people on the project involved in communications so they are able to support one another. ▪ People with long term experience in communications on the project ▪ Adequate funding for communications activities. ▪ Building on previous projects and a considerable amount of research that has been conducted in the region over the last 20 years.	▪ Outputs designed by several Stakeholders in a participatory manner ▪ Stakeholder analysis was conducted at the beginning, roles and responsibilities determined. ▪ In Uganda weekly meeting held between ICRAF and FORRI to discuss progress on activities.	▪ Involving FORRI – working within the countries existing extension services with the intention of ensuring scaling up and sustainability. ▪ Basic communication plan in place in Uganda ▪ Collaborative approach.	▪ Differentiated communication outputs for different SH (see Ugandan communications plan). ▪ Materials go through a process of development and testing is planned. ▪ Translation of some materials into local languages. ▪ Some materials reviewed by target audience. ▪ Final workshop held 6 months before end of project so lessons learnt could be implemented.
Weaknesses	▪	▪	▪ No written communication plan ▪ No M&E of communication process. ▪ Project M&E revolves around twice yearly visits of project	▪ Materials are developed and produced in Nairobi. ▪ Materials (posters and leaflets) have been distributed to farmers in English.

Communication components	Resources	Project Cycle	Research Process	Communication Outputs
			manager.	▪ No monitoring of materials for use ▪
Opportunities – to improve	▪	▪	▪	▪
Constraints to future successes	▪ Communication training received late in the project (6 months before project end date)	▪	▪	▪

Narrative to explain the SWOC

There is no written communication strategy for the project as a whole but, as stated earlier, several components of a communication plan exist within the logframe. The interrelation of these components as outlined from the point at which the project was designed provide the strengths of the project in the context of communication.

Participation can be seen throughout the project from its inception through to its planned feedback meetings to beneficiaries with the findings. The project's principle of working through partners for dissemination activities not only enables them to reach more farmers through already established groups, it can also contribute to the development of additional uptake pathways. The beneficiary group that was visited in Uganda was originally part of a Heifer project but once exposed to the benefits of calliandra were in a position to contact other groups within their original project and train them.

Participation does not extend towards the monitoring of the project activities which appears to be done through an informal series of phone calls between centres and twice yearly visits. Team members do not seem to be involved other than by reporting upwards. The communication process is also not monitored.

The communication materials were planned for from the beginning of the project but were not available in local languages at the time of dissemination. While translation is currently being undertaken, impact has been reduced by materials only being available in English. It is uncertain to what level the materials were tested with the target audience.

Most of the communication focus is on beneficiaries, understanding their contexts, the impacts of adopting calliandra and how farmer to farmer dissemination. Under Output 5 the project aimed to understand the 'institutional, economic and cultural forces shaping the market for calliandra seed'. The project acknowledges these forces influence seed production and deems to understand them but there is no plan as to how to influence these forces, even if it is just to inform them of the project's work. These forces will also be at play in other aspects of the project and yet there is no strategic targeting of institutions and organsations who can affect the outcome of the project.

Although the training was received late on in the project, benefits are evident in how the Lake Shore Region's project's extension worker does her work. She now appreciates the advocacy role she has to play and now local leaders are invited to participate in project meetings with beneficiaries. Her development of a communication plan which detailed the expected outcomes of materials and communication activities is also a direct result of having received training.

Conclusions

The programme does not have a written communication plan but it does have some expectations of the communications that take place at project level. Projects need to produce a policy briefing note; budget for communication; emphasise producing communication products in a local language; target their communication activities well; and work as an interdisciplinary team. The project leader of R6549 is only aware of the first of these expectations. Thus, while it can be said the project complies with most of the programme's requirements, it would be difficult to directly attribute these characteristics of the project specifically to to the programme's communication model.

The project has a well developed plan for many of its communication activities and outputs in the form of its logframe. However, it could have benefited from developing a communication strategy and plan that would help tie together all the activities, provide a plan for targeting other interested stakeholders and outline a more participatory role in the monitoring and evaluation of the project.

Project Documents supplied to the research team

- Extension proposal
- Project Logframe
- Building Partnerships for scaling up the impact of agroforestry in Uganda
- Calliandra for Livestock
- Calliandra calosthyrsus Nursery Establishment
- Plant fodder shrubs for more milk
- Annual Report (not date)
- Extension proposal - May 05
- Logframe - May 05
- Proposal Phase 2 - April 04
- Quarterly Report – Dec 03
- Back to Office Report – Oct 04

- Dissemination of Callendra Calothyrsus in Marangu, Mshiri, Maria villages in Moshi Rural districts Tanzania (not date)
- Fodder Poster
- Workshop Record – Scaling up the promotion of Fodder Trees – June 04
- Africa Visit Report – Jun 02, Oct 02, Feb 03, Oct 03, May 03, Oct 03.
- Calliandra Calothyrsus: Sustainable planning material distribution & marketing systems – Jun 03.
- Uganda Communication Plan

Project Contact List

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Hilary Agaba FORRI	FORI Representative	

Mini Case Study 6: Promoting Potato Seed-Tuber Management For Increased Ware Yields In Kapchorwa District, Eastern Uganda R8104

Corrie Bell and Julius Okwadi

Farmer-Led Multiplication of Rosette Resistant Groundnut Varieties for Eastern Uganda R8105

Crop Protection Programme (CPP)

More information about this project can be found at: www.cpp.org.uk

Introduction

R8104

The farmer-led seed potato multiplication project for Eastern Uganda was a three year project (February 2002- March 2005) implemented by AT Uganda Ltd. (AT(U)in the four Sub-counties of Kaserem, Kaptanya, Kaproron and Bukwa, all in Kapchorwa district. It builds on one of the key findings from the LIFE project, which was, though highly profitable, potato production in the Eastern Mountains was greatly constrained by the high incidence of disease, particularly bacterial wilt, which resulted into poor yields and low product quality. Accordingly, increased availability of healthy seed and knowledge on potato production were seen is critical for improved quality and quantity of potato. This project, therefore aimed at addressing these constraints by promoting farmer led seed potato production, focussing on the implementation of locally driven and monitored quality-assured production methods allowing for the traceability of the tubers as they move through the cycles of multiplication until delivery to the small-scale farmer. The purpose of the project was "promotion of pro-poor strategies to reduce impact of key pests, improve yield and quality of crops, and reduce pesticide hazards in peri-urban systems" and had four outputs:

- Extension staff, local authorities and farmers trained in potato production, multiplication and storage
- Foundation seed for the new varieties obtained and multiplied by farmer group members; formation of local seed health quality standards
- Multipliers return equal the amount of planting materials received for redistribution and further multiplication
- Processes of procurement of clean seed, multiplication and sale seed-tubers effectively handed over to local branch of the Uganda Seed Potato Producers Association for long-term commercial sustainability

R8105

This project, implemented by AT (U) in collaboration with SAARI, was premised on the fact that although highly profitable in terms of returns to land and labour, groundnut production in Eastern Uganda is greatly constrained by the high seed rate and prevalence of groundnut rosette virus. It therefore aimed at promoting farmer-led multiplication of rosette resistant groundnut varieties thereby promoting strategies for

reducing the impact of pests and stabilizing yields in the semi-arid cereal-based cropping systems for poor households in the districts of Kumi, Pallisa, Mbale, Sironko and Tororo. Further, this project was designed to disseminate and build on the findings generated by an earlier research project funded by DFID CPP by;

- Training of Trainers in groundnut storage and seed multiplication for 16 district staff who were in turn expected to train atleast 160 contact farmers, 140 community leaders and 2,000 poor farmers by the end of the project

- Contracting a network of seed multipliers to multiply 100 acres of improved groundnut varieties annually

- Establishing a clear seed distribution plan targeting poor but able households in the community, in turn expected to redistribute twice the quantity of seed they received to fellow farmers in the same village for on-ward multiplication the following year. Each recipient household was only entitled to free seed once

- Instituting a mechanism for handing over the accumulated seed bank and multiplication system to the local government at village level in the last 18 months of the project

- Integrating data collection for monitoring and evaluating the impact of the project on livelihoods, managed by the participating farmers under the supervision of the local extension workers and the AT (U) M&E officer

The project anticipated to generate policy recommendations related to the relationship between NGO's, NARO (National Agricultural Research Organisation [Uganda]) and local authorities, and the forging of a pro-poor emphasis in sub-county level planning and priority setting. It was envisaged that such recommendations will be shared through the PMA forum, to which AT (U) is a member and also sent to DFID.

Communication and uptake

Although both projects seem not to have had written down communications plan, communication and dissemination activities were embedded in the outputs. To achieve output one, the project adopted two key strategies. First, a training of trainer's approach in which the initial recipients of the training who included primary multipliers of potato and groundnut seed, extension staff, field assistants and production committee members were in turn expected to train small-scale farmer group members at the time of delivery of the seed. Then, the content of the training covered the entire production to consumption continuum and included topics like credit and savings mobilization and collective marketing. Training focussed on Best crop (groundnuts and potato) production Practices developed by AT (U) together with the farmers and their collaborators. These were compiled into Farmers Guide on Potato and groundnut production, copies of which were produced and distributed to the farmers, to act as easy reference materials. Demonstration plots were established in each parish and field days were then organized in each site, bringing the farmers together during the key stages of the growth cycle of the respective crops, to learn and share their experiences.

To disseminate improved potato seed to small-scale farmers, the project identified medium sized land holders as primary multipliers of basic seed, who would in turn distribute small quantities of seed for further multiplication by farmer group members. Seed multipliers would multiply the seed for two consecutive seasons and would be required to pay back three times the amount received per season. To boost the amount of seed available, the project purchased additional seed from multipliers and distributed to farmer group members who used the seed plot system. Through this system, farmers accessed affordable and small quantities of good seed for multiplication. It is this seed that was then used for table production in the next growing season. In order to ensure quality, timely monitoring and sustainability, three best practice materials were developed and used.

Local leaders,mainly production committee members at the group level, and parish development committee members were involved in planning, monitoring and distribution of seed. Each group developed and agreed upon a seed distribution plan with the local leaders. In the last year of the project the Farmer Participatory Research Assistants (FPRAs) and Production Committees PC organized refresher courses for all the project beneficiaries. To ensure commercially sustainability, farmer associations were supported. A case in point is the Kapchorwa Seed Potato Producers Association (KASPPA), formed in 2003. Currently, KASPPA membership is mainly from the primary multipliers of basic seed. KASPPA has been specifically restructured to handle seed health monitoring procedures by managing monitoring and compliance with seed health procedures.

Framework for Analysis: Using a SWOC analysis to highlight lessons learned in Communication of Research

Communication components	Resources	Project Cycle	Research Process	Communication Outputs
Strengths	- The budget was sufficient to support all the planned activities - Adequate expertise existed in the team and where necessary other resource persons were sourced	- During the inception workshop, stakeholders, their roles and responsibilities were identified - Regular reviews including end of season evaluations were conducted - A detailed impact assessment study was conducted at the end of the project	- A training of trainings approach was used targeting farmers, production committee, extension staff and production committee members - Those trained were responsible for training small-scale farmer group members at the time of delivery - Training involved workshops, field days at the demonstration sites and exchange visits and refresher training at every seasonal training - Content included the entire production to consumption continuum - 20 commercial seed potato multipliers established in Kapchorwa who formed Kapchorwa Seed Potato Producers Association - Seed for further multiplication received by about 1, 500 small-scale farmers - Parish Development Committee strengthened as a mechanism for ensuring the poor are effectively targeted - Periodic bottom-up review meetings (at group level and 1 per sub-county) - Impact assessment conducted which revealed changing production practices, eating patterns and income resulting from the project - Viable seed loan scheme	- Crop management tools that spell out best practices, ensure quality and preserve identity developed and in use - Crop History Sheets that record management practices and pest status at the potato stand level developed and in use - User-friendly on-farm potato post harvest incubation test for the interception of infected seed developed and tested with farmers - Field inspection officers sheet - Production committees, at group level, and parish development committees at parish level were involved in planning, implementing and monitoring seed distribution - Seed distribution plan for each group was developed and agreed upon by the local authorities in each community - More farmers received seed and training than the original target

Communication components	Resources	Project Cycle	Research Process	Communication Outputs
Weaknesses		There was no communications M&E plan in place		
Opportunities – to improve			Buginyaya research sub-station is considered as an alternative low cost source of potato seed KASPPA formed as an avenue through which activities can be sustained Links with AT (u) New project "Sustainable seed potato seed-Tuber management and marketing through commercialization" is being implemented to carry forward the key gaps identified in this project.	

Narrative to explain the SWOC

From the SWOC two pillars of the communications approach of these projects can be discerned;

1) use of lessons learnt from the previous project (s) as a spring-board for the successive one and;
2) developing and strengthening viable community based institutions as anchors of the project communications activities.

Both projects derive their justification form the lessons learnt from the DFID funded and AT(U) implemented Livelihoods Initiative for Eastern Uganda (LIFE) project. LIFE project identified both potatoes and groundnuts as profitable crops, providing a clear pathway out of poverty for the rural poor. However, the high seed rate coupled with high rate of crop failure due to groundnut rosette disease presented key obstacles to groundnut production. Similarly, potato production in the Eastern Mountains was greatly constrained by the high incidence of disease, particularly bacterial wilt, which resulted in poor yields and low product quality.

Both projects therefore aimed at promoting farmer led multiplication of disease resistant groundnuts and potato varieties for poor households under the supervision of the local authorities. Community based institutions, a concept developed during the LIFE project, were established at group, parish and sub-county levels, largely in keeping with the notions of decentralization, stakeholder participation and farmer empowerment. At group level, production committees and Parish Development Committees at parish level were established mainly to ensure that planned activities are accomplished in a transparent and accountable manner. Groups participated in preparation of seed distribution plans and set regulations that ensure that seed is not lost thus breaking the distribution chain. Seed is given to individuals in the group to be repaid with seed interest to ensure sustainability, while the group members provided peer pressure to ensure that the seed is repaid. Besides ensuring that members honour their obligations, PC's and PDC's, were trained in seed production, marketing, group dynamics and mobilizing credit and savings, skills that they are in turn expected to train the farmers on. Training entailed a combination of workshops, demonstrations, field days and exchange visits. Production guides were also produced and distributed to PC's, PDC's and farmers to serve as reference materials.

Another key component of the communications approach is the seasonal monitoring and evaluation events in which key stakeholders review progress made, and plan subsequent activities. The PDC's and PC's are now in a better position and more confident to train other farmers and to control and guide the seed production system. In the groundnut project area, the project had targeted to avail seed to 9,000 households but by the end of the project over 17,000 households had accessed the seed. In terms of area, 2,500 hectares of land over and above the project target had been dedicated to groundnuts. The project had planned to train 2000 farmers but by the end of the project over 3,000 farmers had been trained. In Kapchorwa, 20 commercial seed potato producers were established and under the auspices of the Kapchorwa Seed Potato Producers Association.

Conclusions

These projects have illustrated two significant issues in relation to communications in development projects. First, the importance of using lessons learnt in the previous projects as a basis of developing and implementing new ones. In so doing, the previous project provides robust baseline data for the successive one. This partly stems from the fact that the CPP put up calls for follow-on projects, specifically targeting scaling out and dissemination. Second, the importance of establishing and strengthening lower level institutions as communication

pillars. This strategy led to the establishment of community managed seed multiplication and distribution systems and through it, the projects were able to exceed their output level OVI's. Suffice it to note that these lower level institutions were established under the LIFE project and are a concept that underpins most of the development initiatives of AT (U).

Project Documents supplied to the research team

R8104

- Agro Trading principles
- Access to markets through long term business partnership
- Making Development news worthy
- Successful supply chains in Uganda
- Enhancing local sourcing of fresh fruit and vegetables in Uganda's domestic Market
- Developing and promoting trading principles for the Ugandan agro business sector
- Sale agreement
- Contract
- Amended Contract –Mar 03
- Budget
- Work Plan – 02/03, 03/04, 04/05
- Bi-annual reports 02/03, 03/04, 04/05
- Final Technical Report
- Farmer Led Multiplication of Rosette Resistant Ground nut varieties.
- Enabling Policies & Linking Producers to markets – NARO Conference 04
- Enhancing impact of Technical Transfer for Poor Households: Lessons from the livelihoods initiatives for E Uganda (LIFE) project.

R8105

- Contract
- Project Memorandum Form
- Farmer Led Multiplication of Rosette Resistant Ground nut varieties.
- Ground nut marketing
- Ground nut manual for Uganda
- Work Plans – 02/03, 03/04, 04/05.
- Biannual Progress Reports – 02/03, 03/04, 04/05.

Project Contact List

R8104

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R8105

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Mini Case Study 7: Linking the demand for, and supply of, agricultural production and post-harvest information in Uganda

Corrie Bell and Julius Okwadi

Crop Protection Programme (CPP)
Programme Reference: R8281

More information about this project can be found at: www.cpp.org.uk

Introduction

This project aimed at working with government R&D institutions, particularly NAADS and NARO, private sector service-providers, donor supported projects, and NGO's to integrate smallholder demand for agricultural technologies and market information with the supply of information from a variety of sources, including DFID research programmes in eastern Africa. It would assist initiatives to make research outputs accessible to service providers including the validation of research results at local levels. The project purpose is promotion of strategies and technologies to reduce the effect of pests on crops, and improve the quality and yield; to improve productivity and survival of livestock species in semi-arid environments; to improve the productivity of milk producing livestock maintained in high potential production systems; and to improve food security of poor households through increased availability and improved quality of food crops and better access to markets. To contribute to this, four outputs were identified and each had a working group assigned to it:

- Mechanisms developed that identify demand from different types of intermediate and end-users. Demand identified is appropriate to local conditions, and is based on end-user local knowledge and their enhanced understanding of current technical and market opportunities, and anticipated future trends

Working group: Farmer groups at sub-county level, NGO's at sub-county level, district and sub-county level NAADS coordinators, NAADS service providers and extension staff in pilot districts, in-country project manager back-stopped by NRI)

- Improved tools and mechanisms developed to support the supply of appropriate information and technologies in forms useful to intermediate end-user across the food chain

Working group: NARO research programmes, ARDC's, ARIS, FOODNET, IDEA, KULIKA, COARD, CGIAR, FM Radios, NIDA, UOSPA, SG 2000, In-country project manager back-stopped by NRI)

- A range of options, appropriate to local conditions and responding to farmers' needs identified and validated, emphasising, but not exclusive to outputs to DFID research programmes

Working group: CIAT, IITA, Technology Development sites, NARO research programmes, ARDC's, DFID research programme staff where projects are still on-going, ex DFID project staff, NGO's, District and sub-county level NAADS coordinators, in-country programme manager back-stopped by NRI)

- Institutional mechanisms for integrating supply and demand for information developed

Working group: NAADS communication and information support officer, NARO (Including ARDCs), COARD, IDEA, NGO representatives from pilot districts, district and sub-county level NAADS coordinators, in-country project manager, facilitated by professor Garforth and NRI)

The Communication Plan/Strategy

This project did not have a written down communications plan or strategy, this according to the project leader was because of the low total budget and the short project time frame. However, it is evident that the project set out to communicate among the core team and with the other stakeholders. This is exemplified in the projects research outputs that consists of validated technology appropriate to small farmers, demand and supply mechanisms that improve small farmers' access to information and improved institutional processes for integrating the supply and demand for agricultural information. At the onset of the project, an organizational scan was conducted in which project collaborators and target institutions were identified. Among those identified were NARO, MUK, NAADS, DFID research programmes, NGO's and farmer groups. For each of the project outputs, a working group, consisting of institutions having a stake in the said output was constituted. NAADS, MUK and NARO were involved with the project at all stages and through this close contact, the project hoped to generate important insights that would help firm up the NAADS communication strategy. The project, in addition, aimed at assisting NARO package its outputs in ways that will be accessible to service providers and their audiences. Arising from this, formats that helped scientists translate their research outputs into information materials and fact sheets for farmers and other service providers were developed.

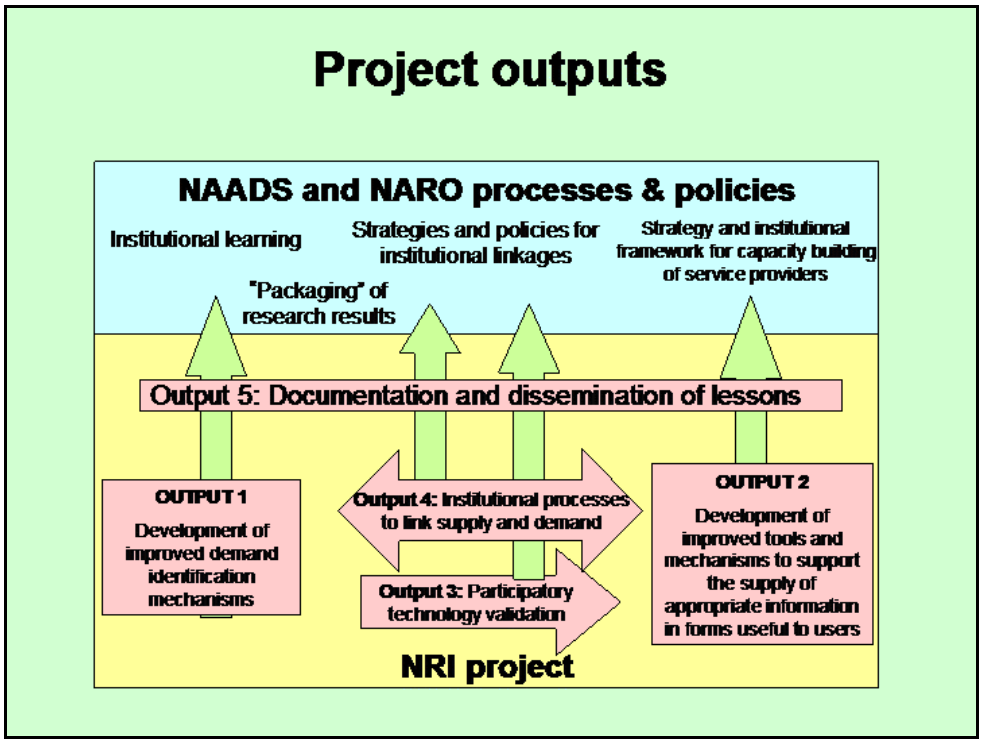
SWOC analysis R8281

Communication components	Resources	Project Cycle	Research Process	Communication Outputs
Strengths	- Accessed and used guidelines developed by COARD - Made use of expertise available in the team – COARD, MUK, Reading copted others when need arose - Project had adequate resources to support the communications activities	- Stakeholders were identified and consulted from conceptualization through out the project cycle - Regular reviews were conducted to assess effectiveness communication activities	- Stakeholder needs adequately taken into account and participate - Benefited from previous studies aimed at clarifying the communication context of ARD - Involved graduate students in undertaking studies beneficial to their studies as well as the project - Used established systems like farmer groups registered under the NAADS programme	- Quarterly bulletin in English is produced and distributed to key stakeholders - Joint website for agricultural information housed in NAADS built - Project information posted on the NAADS website - Contributed to establishment of a technical committee to oversee production of information materials - Format for translating research outputs to farmer information materials and fact sheets developed
Weaknesses	-	-	- Mechanism for linking demand and supply not fully operational - Seems to be no written communications	- few copies of bulletin produced, not translated to local language (s) or simplified version

Communication components	Resources	Project Cycle	Research Process	Communication Outputs
			plan/strategy	
Opportunities – to improve	• Accessed co-funding from stakeholders like COARD and NAADS • NAADS, MUK and NARO intend to take up some of the key issues • A project taking forward some of the learning is being conceptualized • Working group responsible for joint development of mechanisms and co-ordination of information materials • Format for fact sheets and information materials developed and handed over to NARO & NAADS • Increasing accessibility to internet		NAADS received and will use project documents as working papers during the fourth coming review of their guidelines project outputs used to inform the development of NAADS communication strategy	

Narrative to explain the SWOC

Although this project had no clearly written out communications plan, it is evident that it had a deliberate strategy to keep contact with the various stakeholders. One of the key underlining philosophies was that results from the project should be made visible from the onset, underpinning the importance of communicating them. This is clearly visualized in the diagram below that was produced even before project implementation started.



The key stakeholders were involved from inception phase throughout the project cycle. Through these meetings, progress was reviewed and tasks allocated including those related to communications. Similarly, the idea to have a newsletter was conceived at the formative stages of the project and contributions to it were sourced from collaborators, students, and project staff as well as from other organizations. Clearly, in its form, content and method of circulation, it was not directly intended for communicating to farmers and other lower level stakeholders. The project made good use of and built on both the interactions that existed among the stakeholders and the work that they had already done. For example, it worked with and through the NAADS structures at the pilot sites rather than establish parallel structures. It also made use of the communications work done by the COARD project and the communications expertise available both in the project team and stakeholders.

Building on the existing stakeholder interaction, the project was very instrumental in the formation of a technical committee to oversee and coordinate the production and distribution of information materials to farmers and service providers. The need for this committee arose out of the need to ensure quality in information materials available to service providers and to streamline production in a bid to limit duplication and in some cases production of contradictory information. Evident right from the log frame is the fact that each output had a working group consisting of stakeholders whose mandate corresponds to it. In so doing partners rallied behind specific tasks and in some cases were able to contribute towards its implementation. For example COARD supported the formation of the joint working group,

development, pretesting and refinement of formats for fact sheets and translating research outputs into farmer information materials. Resulting from this, the idea to build a joint website, housed in NAADS, for quality assured agricultural information was developed. In the same token, the NAADS enterprise approach was used and in the case of Tororo, the project juxtaposed draught animal with groundnuts that was a priority enterprise being developed by NAADS. Likewise, through this project, NAADS learnt that their enterprise approach does not adequately tackle cross-cutting issues like natural resource management and intends to use the project reports as working documents during the revision of their guidelines.

Interfacing with Makerere University made it possible for students to undertake research in areas that were beneficial to both the project and the university. This also made it possible to draw in the expertise from the project collaborators to support the university in the supervision of the students. In communicating with the wide array of stakeholders the following lessons were learnt; for NAADS and the districts the aim was to develop policy recommendations but the papers written had less impact compared to meetings and workshops through which feed back could be obtained immediately; equally review meetings where progress was reported in the form of papers were the most effective for students and Makerere; farmers, private service providers, NGO's and district extension staff were more interested in pragmatic technical outputs, which were reported in the Newsletter and; NARO interested in both the technical outputs and the process.

Conclusion

From this case study it is clear that though the project did not have an elaborate and written down communications strategy, the team thought communications from the onset. It underscores the need for stakeholder identification and establishing mechanisms of stakeholder interaction. Within this project, it was made possible by identifying working groups for each output and "contracting out" activities and outputs to stakeholders and by attempting to communicate to specific stakeholders what is of interest to them and to a large extent in the most appropriate form. While the project significantly contributed to improving stakeholder interaction, this must be viewed in the ever increasing need for collaboration. For example, it is doubtable whether on its own this project would have been successful in forming the joint working group and the website. Suffice it to note that the project leader partly attributed the improving communications as the project rolled on to the rapid spread of internet services even to the rural districts of Uganda, making it particularly possible to interface with the NAADS district coordinators and the Makerere students.

Project Documents supplied to the research team

- Workshop on dissemination of information materials (eport)
- Supporting uptake pathways for Agricultural Information technology. Draft 2002
- COARD CD
- Contract
- Project Memorandum Form
- Workplan – 03/04, 04/05
- Project Monitoring Report – 03/04, 04/05
- Logframe

Project Contact List

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Mini Case Study 8: Kampala Focal Point for Livestock Keeping: Policy Changes

Corrie Bell and Julius Okwadi

Livestock Production Programmme (LPP)
Programme Reference: ZC00244

More information about this project can be found at: www.lpp.org.uk

Introduction

Urban and peri-urban agriculture (UPA) in Kampala District has been in existence for many years, as in many other countries around the world. Mixed crop and livestock farming systems prevail in urban and peri-urban Kampala. Similarly, livestock and livestock products play a prominent role in urban and peri-urban food production. In the last 2 years, UPA has attracted the attention of many institutions, in the areas of promotion, provision of services, research and funding. In this regard, therefore, a number of national, regional and international conferences / workshops, have been held on UPA issues, and a number of concerns have been raised about UPA evolution, typology and the unsystematic way in which it is being carried out,.

According to Muwanga (2001), UPA in Kampala District has been seen to:

- Contribute to household food and nutritional security through the provision of fresh and nutritious foods. For example, approximately 70% of poultry products and 40% of the food eaten within the city are raised and produced within the city.
- Supplement household incomes and provides employment (over half of the households within the city, generate some income from UPA)
- Contribute to the recycling of domestic/household waste. (Approx. 10% of the households recycle and utilize biodegradable domestic waste into compost and livestock feed).

Overtime, there has been a growth in the recognition of and support fort UPA, culminating to the declaration In May 2002 by the Mayors and City officials on Feeding Cities in the Horn of Africa whose recommendations include;-

- Reviewing and revising existing laws, bylaws and regulations, to promote effective food production, supply and distribution activities in cities.
- Developing multi-sectoral policies, strategies and programmes for urban food security.
- Involve the private sector and other actors in the design and implementation of urban food security policies.
- Giving greater priority to urban food security in regional, metropolitan and urban planning.
- Monitoring environmental health risks related to urban food production, marketing and processing, and taking appropriate actions to reduce them.
- Ensuring that urban food security gets on the international agenda

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Against this background, the Urban Livestock Focal Point project was conceived, whose specific objectives were to;

i. Raise awareness of stakeholders on the existence and content of the UPA and related draft Bills of Ordinances.
ii. To discuss the draft Bills of Ordinances to generate stakeholders inputs.

The expected outputs were;

i. A wider understanding of the existence of UPA and the ordinances governing it.
ii. Comments, observations and recommendations (inputs) by the stakeholders to enrich the draft Bills of Ordinances.
iii. A short report on the process for dissemination to the various stakeholders

The Communication Plan/Strategy

This project had no clearly written out communications plan or strategy but there are key tenets that form its communications model. Prior to the conceptualization of this project, a number of precursor studies were conducted aimed at understanding the evolution, context and typology of urban agriculture in Kampala City Council (KCC). The most outstanding among these studies were the inter-institutional baseline surveys on topical issues related to Urban agriculture, funded by Urban Harvest and co-ordinated by CIAT, and perhaps even more significantly the LPP funded scooping study on "Livestock Production in the cities of Eastern Africa". These studies provided the empirical data that informed the on-going debate on urban agriculture. During a dissemination workshop of the outputs of the scooping study, a specific resolution was made to legalize urban agriculture and to review the existing by-laws. This tallied with earlier resolutions in the 2002 conference of city mayors and officials that resolved, among other things to review and revise existing laws, bylaws and regulations to promote effective food production, supply and distribution activities in cities and to develop multi-sectoral policies, strategies and programmes for urban food security. To this was a specific resolution by KCC to review all the ordinances and bylaws, even though they were none specifically related to agriculture and livestock. Accordingly, a concept note, which resulted in this project, was written and submitted to LPP. In the same token, there were changing perceptions towards urban agriculture from a criminal and illegal activity to a key source of livelihoods especially for the urban poor. This is exemplified by the fact that KCC had initiated a process of reviewing ordinances and realized the need for ordinances that specifically regulated and promoted urban agriculture. Regionally, there were a number of workshops and conferences aimed at increasing awareness of the importance of urban agriculture among both technical and political leaders of urban centres.

It is evident that from the on-set, a number of organizations had developed interest in urban agriculture. Environmental Alert had funds for promoting urban agriculture but did not want to promote an illegal activity. It therefore provided budgetary and technical support towards lobbying for the review of the ordinances. LPP/DFID had a specific interest in promoting livestock for the cities but realized that this would be successful if the existing regulatory framework was reviewed. With time, LPP realized that livestock was just but a component of urban agriculture and therefore supported a more comprehensive approach. Other key actors were Urban Harvest, Ministry of Agriculture, Animal Industry and Fisheries, CIAT, Makerere University and of course Kampala City Council. As a result, several co-ordination platforms were established including the Urban Livestock Production core team, Urban Farming and Livestock Keeping Forum, which later coalesced into the Kampala Urban Food Security, Agriculture and Livestock Committee (KUFSALC). KUFSALC built a website on which project highlights as well as other highlights in the field of Urban Agriculture are posted. Information exchange and sharing networks have also been established with the Nairobi Environs Food Security and Agriculture forum (NEFSAF). Project highlights were published in one of the recent editions of the NEFSAF magazine. Similarly a paper has been accepted for presentation in the fourth coming conference in Cameroon on Urban and Peri-Urban agriculture.

In communicating to the beneficiaries, the project made use of both the local government structures, particularly the local council 2 secretaries for information and the net work of agricultural extension workers as conduits for information and a avenue through which to target the wider audience. At every LC2, there is a mobile public address system that is available for hire for disseminating information or mobilizing the community, which the project made use of. Lobbying and advocacy has been made easier by involving the political and technical arms both upwards and downwards.

At lower levels, focussed group discussions were held with key stakeholders in each of the five divisions of KCC. These meetings were both sensitization/dissemination and consultative. Dissemination, in the sense that, the results from the baseline surveys and regional developments in respect to urban farming were presented to the stakeholders. Consultative because the ordinances were presented, followed by group discussions organized around topics of interest to the stakeholders. The results from each of the discussions were presented, discussed and synthesized into the view of the particular division. Similarly, at a district wide workshop, the views from each of the divisions were presented, discussed and synthesized into the district position in relation to the ordinances.

Framework for Analysis: Using a SWOC analysis to highlight lessons learned in Communication of Research

Communication components	Resources	Project Cycle	Research Process	Communication Outputs
Strengths	• The budget sufficiently covered planned activities • There is a full time research officer who oversees all the activities related to urban agriculture	• Stakeholder analysis based on mandate were carried out • Several studies were conducted prior to the project aimed at understanding the context of Urban farming • Inception workshop was conducted	• Extensive consultations were carried out with the various stakeholders, including farmers • There is a strategy to scale-out to other areas in KCC and also other urban centres • LCs and extension networks used for dissemination	• End user views on the content and form of the ordinances were sought • KCC has put in place mechanisms for distributing the ordinances, using the LC structures but also extension network • Dissemination workshop held, others planned • KUFSALC website built on which project information is posted • Published a paper in a magazine for a sister organization-NAIROBI Environs and Food Security Agriculture and Livestock Forum A paper has been accepted for presentation in the fourth coming workshop in Cameroon on Urban and Peri-Urban agriculture
Weaknesses	• Communication expertise in the team was not sufficient • No training and mentoring support in communication provided	• No communications M&E and regular reviews in place	• No communications plan in place and regular reviews focussing on	• Communication outputs produced are mainly print material in English communication has not been evaluated • A lot of information has been

Communication components	Resources	Project Cycle	Research Process	Communication Outputs
			communications • Scooping survey	generated but little disseminated
Opportunities – to improve	• Project received co-funding from Environmental Alert and KCC • KUFSALC was established as a co-ordination mechanism • learning through regional workshops on Urban farming enriched the project • another project, linking urban planning and urban farming has been approved			
Threats – to future successes				

Narrative to explain the SWOC

The communications approach of this project was informed by a series of baseline studies that generated evidence-based context information and data that helped shape understanding around UPA. To this was the fact that a number of organizations were interested in UPA and therefore rallied around a joint networking forum through which information was shared as well as joint facilities like the website established. Through this networking, stakeholders provided material and financial support to the project. The project made use of the established administrative and political systems and structures for mobilizing communities, collecting and dissemination of information. Working directly with the political structures lightened the task of lobbying and advocating for a change in the ordinances and bylaws.

As mentioned, the project had no written out communications plan, with clear roles, responsibilities and resource allocations. In terms of technical expertise, the project leader noted that communications skills were lacking and the project largely relied on one full time research officer who also co-ordinated other projects related to urban agriculture. In terms of communications output, the project targets mainly print materials for the ordinances, articles in magazines, papers in conferences and articles on the net. These avenues, while useful for literate and geographically dispersed audience, may not be as relevant to the resource-poor urban farmers and other stakeholders.

In terms of change, the most significant across the stakeholder categories is the change in perception towards UPA from a nuisance to a pivotal source of livelihoods, particularly for the urban poor. Indeed, the regulatory framework that obtained prior to this project aimed at prohibiting UPA. In the words of one of the respondents "in local government, the support of the council is extremely important if anything has to succeed. Our greatest achievement has been in persuading the council to support us and indeed the review of ordinances related to UPA, which never exited before, has moved faster than any other". Related to this is the fact that the process has been participatory and the key stakeholders were able both to input into it but also to learn how to conduct UPA in a more profitable manner.

Conclusions

This project can be viewed as a process project informed by regional developments in the field of UPA, context baseline surveys and resolutions by the local council. In it we see a process through which bylaws and ordinances have evolved using both a top-down and a bottom up approach, involving and integrating stakeholder perceptions as it unfolds. it has demonstrated how local structures can be used as a communication mechanism but also how involvement both upstream and downstream can lead to change in attitudes, beliefs and perceptions. Through this project, the strength of joint stakeholder interaction has been demonstrated and how such links can lead to pooling resources, wider communication and dissemination of project outputs.

Project Documents supplied to the research team

- Project technical report
- Guidelines agricultural ordinance
- Guidelines fish ordinance

- Guidance livestock ordinance
- Guidelines meat ordinance
- Guidelines mild ordinance
- Proceedings of a workshop dissemination & promotion of DFIDs livestock production programme research outputs in East Africa.
- Proposal for urban agriculture & livestock forum.

Project Contact List

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Mini Case Study 9: Improving the livelihoods of small-scale sweet potato farmers in Central Uganda through a crop pos harvest based innovation

Corrie Bell and Julius Okwadi

Crop Post Harvest Programme (CPHP)
Programme reference: R8273

More information about this project can be found at: www.cphp.org.uk

Introduction

A summary of project objectives and outputs in relation to communication activities and products

The project came about as a direct result of a previous project funded by the Crop Protection Programme (CPP) ZC0483. The focus of the initial project had been on the rapid multiplication and dissemination of high yielding sweet potato varieties with particular emphasis on orange fleshed varieties. The result was surplus production of orange fleshed sweet potato which farmers were unable to benefit from due to limited market access, exploitation by middle men and significant post harvest losses. The 'Improving Livelihoods of small-scale sweet potato farmers' project was designed to address these constraints by bringing farmers together with researchers, extension workers and the private sector to work on achieving the common goals of reducing post harvest losses, adding value to the crop and increasing market access. This coalition approach in which stakeholders are brought together as project partners to create a multi disciplinary team, is encouraged under CPHP's Partnerships for Innovation.

The aim of the project was ultimately to reduce poverty by introducing, evaluating and disseminating post harvest technologies which would both increase their added value and reduce on post harvest losses. The four main outputs of the project were;

1. Rural sweet potato farmers in central Uganda linked to local and export markets
2. Post harvest capacity of rural sweet potato farmers and processors in Central Uganda enhanced.
3. Sweet potato based income-generating opportunities for resource poor youth and women
4. An institutional mechanism that empowers poor farmers and rural processors to participate in Sweet Potato technology and knowledge innovation systems (TKIS) developed.

In carrying out its work the project worked with four sets of end users; small scale sweet potato farmers, farmer/rural processor groups, market participants (millers, consumers & retailers) and schools.

The Communication Plan/Strategy

The project did not have an explicit stand alone communication strategy or plan. However, several elements of what would constitute a communication plan were in place from the onset of the project. Several of the activities detailed in the logframe were communication activities and the proposal document highlighted the manner in which these activities were to be conducted and how they would feed into one another. For instance user friendly materials were to be developed by the project (Activity 2.6) following the outcome of participatory trials of post harvest technologies (Activity 2.2) and a cost benefit analysis of value addition to sweet potato (Activity 2.3).

At the inception stage 10 partners were identified and involved in developing the concept note. Each partner outlined what role they would take in the project based on initial assessments and these roles were included in the project logframe submitted in the proposal. Roles included specific responsibilities for communication thereby creating 'drivers' for communication activities. Complying with the programmes coalition approach, partners included researchers, the private sector and intermediary organisations. As the project progressed, these roles were evaluated and reassigned if necessary, in a consensual manner as part of the monthly and mid term meetings.

Table showing Partners with Communication responsibilities

(Adapted from 'Partner Inventory and their roles' in 'Institutional History of the project')

Organisation	Communication Role
PRAPACE Regional network for the improvement of Potato and Sweet Potato in Eastern & Central Africa	Linking partnership to regional institutions
	Setting up an information system for the coalition
	Organising meetings/workshops
	Reporting to donors
CIP International Potato Centre	Disseminate project outputs regionally through Africa
	Development of user-friendly technological packages
KARI Kawanda Agricultural Reasearch Institute	Provide technical information and knowledge to target beneficiaries (farmers, processors, extension agents) and determine the technical feasibility and economic viability of available post harvest processing technologies for sweet potato.
FOSRI Food Science and Technology Research Institute	Provide technical information and disseminate post harvest knowledge and technologies in handling and storage
MAK-FST Makarere University, Department of Food Science & Technology	Development of information material/packages
BRIBITE/EDL	Co-ordinate training on post harvest technologies in schools

Organisation	Communication Role
Buganda Royal Institute of Business and Technology/ Enterprise Development Limited	Schools would act as a channel for dissemination of post harvest technologies and knowledge to rural communities.
	Train on entrepreneurial skills
FOODNET A regional agricultural Research Network focusing on Market Orientated Research	Provide market information
HORTEXA Horticultural Exporters	Offer extension personnel for training as advisors/trainers for farmers/processors in target districts
NAARI Namalongi Agricultural and Animal Production Research Institute	Train trainers/advisors in rapid sweet potato multiplication methods
	Assist in developing sweet potato technical information packages and address research needs identified by farmers
BUCADEF Buganda Cultural and Development Foundation	Mobilies, sensitise and train farmer groups
	Disseminate viable technologies

While the project itself did not conduct an assessment of the beneficiaries needs and communication context, it was able to draw upon a relevant evaluation that was conducted for a previous International Potato Centre (CIP) project, 'Communication Evaluation for the orange fleshed sweet potatoes, Steadman Research Services Uganda, July 2002'. One of the objectives of this evaluation was to understand the target audience in terms of language, preference for communication mediums and literacy levels. It also researched the knowledge that the target audience had on growing, processing and storing orange fleshed sweet potato. In addition to this the proposal document required the coalition to consider the livelihood problems experienced by the ultimate beneficiaries (Section 5) and how the opportunities identified by the project would affect men and women differently (Section 12).

The project did not employ or have access to communication expertise but CIP had had some experience in communication with previous work they had conducted.

The project had a monitoring and evaluation system in place which operated at the beneficiary level as well as the managerial level. Work plans for each partner were reviewed on a quarterly basis and amalgamated. The work plan was made available to beneficiary groups so they knew what to expect and beneficiaries were involved in regular review and planning meetings, giving them an opportunity to hear and contribute to discussions.

The development of an institutional mechanism (Output 4) relates directly to several components of a communication plan. Under this output the coalition planned and

developed information and dissemination mechanisms which included the formation of farmer groups, scheduled meetings and workshops, user friendly dissemination packages, Trainer of trainers in post harvest technologies and rural processing centres on farms and at schools.

Analysis

SWOC

Communication components	Resources	Project Cycle	Research Process	Communication Outputs
Strengths	▪ Project built on a body of previous research carried out by various partners. ▪ Wide range of stakeholders involved through out the project with clear responsibilities ▪ Good relationship with regional office. ▪ New stakeholders were co-opted as and when need arose. ▪ Training and guidelines provided for completion of proposal documents.	▪ Consortium of stakeholders established at proposal stage. ▪ Beneficiaries involved in evaluation process. ▪ Demonstration sites evaluated by farmers in and out of the project. ▪ Quarterly work plans were drawn up and circulated amongst partners and beneficiaries. ▪ Project required to submit quarterly and annual reports.	▪ Partnership for innovations approach meant that there was a wide range of experiences within the coalition to draw upon. ▪ There was flexibility in planning activities and budget allocations. ▪ From the beginning project partners were asked what they thought their role should be. ▪ Partners' roles assessed regularly. ▪ Regular review of project through monthly stakeholder meetings and mid term workshops. ▪ The consortium approach offered the opportunity for various stakeholders to support one another and provide backstopping facilities. ▪ M&E system in place in which beneficiaries participated.	▪ Emphasis on user friendly materials. ▪ Materials were developed by partners with experience. ▪ Produced a wide range of communication materials; website, calendars, posters and guides. ▪ Posters developed were locally significant – using local equipment and local farmers in pictures. ▪ Training of farmers took place in their own village. ▪ Some materials translated into Luganda. ▪ Project website developed.
Weaknesses	▪ Inadequate funding	▪ Reports were	▪ No written communications	▪ Posters not fully tested.

Communication components	Resources	Project Cycle	Research Process	Communication Outputs
	for communication activities.	predominantly completed by project leader.	strategy. ▪ Changes in staff representatives of consortium members hindered progress. ▪ Large number of consortium partners delayed decision making.	▪ National bodies and political levels not strategically targeted. ▪ No tracking of materials to see how they are being used.
Opportunities – to improve	▪ Mobile phones useful means of communicating between project partners and some farmers. ▪ Project partners communicated through email.		▪ Partners still interested in research even after formal completion of the project. ▪ Created a Task Force of 6 core partners to streamline decision making. ▪ Strengthened informal networks between partners. ▪ Presented case study at CPHPs 'Partnerships for innovation' workshop. ▪ Developed institutional history with support from CPHP.	▪ An institution, the Uganda Sweet Potato Development Association (USPDA) has been established. ▪ USPDA provides forum to carry on work of the project. ▪ Beneficiaries attended in exhibitions in Nairobi, Tanzania and Italy. ▪ Members of consortium presented a paper and poster at regional conferences.
Constraints to future successes	▪		▪ Project time too short for farmer groups to find markets as well as take up technologies. ▪ Organisations that could influence project not targeted by project.	▪ Communication outputs focuses on print media, demonstrations, workshops and meetings. ▪ The sustainability of the

Communication components	Resources	Project Cycle	Research Process	Communication Outputs
				website post project is questionable.

Narrative to explain the SWOC

Several strengths and opportunities arose as a result of CPHP's coalition approach. There is evidence of each of the three principles of the coalition approach; joint learning, flexibility and institutional learning benefiting the project. Project partners highlighted the benefits of a broad group of organizations being brought together under the umbrella of the project. Partners were given the opportunity to learn from one another's experiences and provide support to one another, for instance HORTEXA's role in identifying markets for export and linking farmers to export markets was boosted by PRAPACE experience in this field.

The coalition's multi disciplinary approach to working was new for many of partners and they appreciated the perspectives that other organizations were able to bring to the coalition and noted that informal networks were enhanced and uptake pathways were naturally established during the process of the project as a result of this approach. From the onset members had clearly defined roles and the specific roles of the partners also seemed to be well understood by the farmer group that was visited by the research team.

There was flexibility in how the coalition operated and the fact that activities and roles were regularly reviewed meant that the project was able to adapt to suit situations it found itself in. New partners were incorporated; Enterprise Development Limited (EDL) approached the project to be included and were brought on board to support BRIBTE's work in schools and BUCADEF's work in training in entrepreneurial skills and partners roles within the coalition changed over time; some partners roles changed from being full partners to being project clients as they were found to be less active and a task force of 6 members was formed within the coalition to streamline communication and decision making. The flexibility in planning activities and budget allocations accommodated for the dynamic nature of the project.

Disadvantages of the coalition were also noted. The coalition itself was not easy to manage and involved considerable input from the project leader in terms of apportioning tasks appropriately, managing conflict and taking the bulk of report writing work. Time was also an issue; with several partners involved with differing levels of interest and commitments, it was difficult to get everyone to attend meetings and the time taken to arrive at decisions was also prolonged. Changes in the staff representing some partners compounded these problems particularly if a change in personnel accompanied a change in the organizations commitment to the project. The Task Force was formed in response to these problems and members of the task team adopted the role of supporting the lead partner by having regular meetings, carrying out principle project tasks and passing on information to other partners outside the task force.

The project received significant support from the Regional office. Specifically, the regional office assisted in completion of the project proposal documents and facilitated M&E training. It also provided general support that would be difficult to receive over the long distance communications. While the coalition did use the programme's starter pack to assist them with completing the proposal documentation, the regional office was more readily sited as a useful resource in this process.

The emphasis on user friendly materials existed from the start of the project but partners were unsure of the process by which user friendly materials would be developed. While the user friendly goal was consistent, the activities that lead to their development were ad hoc. More comprehensive testing of the materials could have contributed to the degree of their 'friendliness' to users and formal tracking could have helped evaluate the process of their development. Feedback on materials tended to be through informal requests for copies but use was not monitored.

By its nature the coalition approach focuses on the internal communication processes of the project but there is less emphasis or guidance on how the project may incorporate and communicate with indirect stakeholders. In this instance national organisations that, with hindsight, were considered be in a position to influence the project, notably NAADS and Uganda National Bureau of Standards (NBS), were not directly targeted by the project. There was also no strategic engagement at a national political level, although there was notable interest from various politicians who heard about the project more by accident than design. Alternative means of communication such as songs, drama and short speeches were not used. Exhibitions attended were more opportunistic than planned and while radio was recognized in the proposal document as being an significant media for communications, particularly for women, no activities involved radio.

The appreciation for planning the development of materials and adequately budgeting for their production was appreciated with hindsight. This realization was accompanied by the belief that there is need for communications experts to be involved in the process. It was noted that there is a need for either communications experts to have an understanding of the research process or for the researchers to have an understanding of the communications issues. Whilst it was recognized that communication expertise needed to be involved in a project, project partners also felt that communication was the responsibility of everyone in the project.

As part of CPHP's process of evaluating its 'Partnerships for Innovation' a regional workshop was organized at which the project presented itself as a case study. This workshop provided the project with an opportunity to reflect upon and evaluate the institutional processes created out of the coalition approach, share the lessons learnt with other CPHP projects and contribute to the wider research in this area. The institutional history developed following the workshop will have contributed to the reflection and evaluation. Consequently there was a degree of evaluation of the communication process, albeit unplanned at the start of the project.

Conclusions

Through its partnerships for innovation approach CPHP hopes to maximize the impact of past CPHP-funded work, leave behind effective partnerships for innovation and generate lessons about the types of partnerships that stimulate pro poor research.

The formation of the USPDA could, if it is sustained, represent an example of where CPHP has successfully fulfilled its desire for projects to leave behind effective partnerships for innovation. The USPDA has the opportunity to build on the institutional mechanisms created by the project and provide a platform where the interests of the stakeholders, both those who were directly involved in the project and those with common interests, can be represented at a national level. At this stage the sustainability of

the USPDA is uncertain and will only be ascertained with time. In terms of informal networks, these have been enhanced by the project but again there is a question of how these will be utilized in the future.

It can be said that members of the coalition have found the multidisciplinary approach valuable and benefits outweighed the downsides. As CPHP collates the experiences of coalitions across projects it may establish solutions to the negatives although adopting a flexible approach allows project coalitions to find solutions which suit them. Taking this into consideration, the focus may need to be on increasing the capacity to leading partners to manage the process of finding solutions within the coalition.

By advocating regular review of roles and activities within the coalition projects learn lessons as they reflect. Providing a forum for these lessons to be shared across projects provides opportunities for further reflection and analysis of these lessons. Through this CPHP is creating a better understanding of the partnerships created within its projects.

Whether this project has maximized the impact of CPHP's previous research is difficult to say at this stage, particularly as the project noted that its short duration did not permit the farmers to take on board both the technology and the marketing skills. Farmer groups and individuals have taken up the technology and are marketing their produce but again the sustainability of this and the long term impact can only be assessed with time.

Project Documents supplied to the research team

- Project Final Report (Feb 2005)
- Institutional History of the project
- Project Memorandum Form
- Validating beneficiary M&E with farmers: Farmer perception of the project in Luwero and Mpigi District
- Communication Evaluation for the orange fleshed sweet potatoes.
- Partnerships for Innovation: Reflection and Lesson-Learning from East Africa Feb 2004
- Project Completion Summary Sheet (3rd March 05)
- Cost benefit Analysis of Sweet potato based on farm enterprises in central Uganda
- Validating beneficiary M&E with farmers: farmer perception of the project in luwero and Mpigi district
- Training manual – SP varieties for food security, health, local and export markets. (English and Luganda versions)
- Posters, calendars and manuals for farmers and processors

Project Contact List

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Mini Case Study 10: Advancing the Use of the Products of NRSP's Past and Current research Products in Eastern Africa

Corrie Bell and Julius Okwadi

Natural Resources System Programme (NRSP)
Programme reference R8400

More information about this project can be found at: www.nrsp.org.uk

Introduction

Recently a number of research projects have produced results in natural resource management (NRM) but with little success in the uptake and utilization of the finding beyond the sphere of the original projects themselves. This project, R8400, aims to take the results from three NRSP funded projects in Kenya and Uganda and develop proactive and sustainable communication strategies for the promotion of their research outputs. The three original projects cover both technological and process outputs as outlined below;

- R7056 'Nutrient sourcing and soil organic matter dynamics in mixed-species fallows of fast-growing legume trees' – produced soil management technologies.
- R7856 'Strengthening social capital for improving policies and decision making in NRM' – produced mechanisms and processes to link local communities with policy makers at local, district and national levels; participatory analysis of local by-laws; setting up community task forces to facilitate negotiation and revision of by-laws and conflict resolution; and a methodology for land degradation assessment and development of community-based action plans.
- R7517 'Bridging research and development in soil fertility management' – produced a variety of materials on soil management technologies, decision support system for assessing soil related problems and solution identification; and mechanisms to encourage active involvement of the research and development actors needed to solve soil fertility management issues.

The R8400 project proposes to further disseminate these products through a combination of guidelines, extension materials and policy briefs.

The first two outputs of project R8400 address two development objectives of the project;

- Output 1: A more robust communication strategy developed to facilitate uptake promotion of research products.
- Output 2: Through repackaging, revision and pre-testing of knowledge-sharing products with targeted institutions, a number of communication material targeted at different stakeholders groups are developed, produced and disseminated.
- The third objective of the project is a scientific one;

- Output 3: Alternative communication strategies assessed and their outcomes and impacts monitored, evaluated and documented.

The intention was to implement Output 3 alongside the product development work so that research aspect of the project could be linked with its development aspects.

The project was designed into a two phases; A and B. Stage A was the inception phase which consisted of two stakeholder meetings, one in Kenya and one in Uganda. The intention in Stage A was to create awareness of the products and obtain stakeholder views on both the products and the optimum ways to communicate the products to the various stakeholders. The list of stakeholders was also reviewed at the workshops for comment and additional stakeholders were incorporated into the project as a result.

Stage A preceded, and therefore informed, the submission of the proposal document which detailed the objectives and activities of the project itself; Stage B.

The Communication Plan/Strategy

The project had a written Communication Plan. The plan outlines the research questions that need to be answered, using NRSP's A-H pathway and domain classification system.

- How effective are the different promotional materials and delivery processes for different target groups from the local ultimate beneficiaries to regional level institutions?
- What are the critical 'entry points' for NRM / soil fertility and soil and water conservation products and processes for local ultimate beneficiaries up to regional level institutions?
- Are there any differences in the effectiveness of different promotion mechanisms across the different countries or in different situations?

The plan lists a number of potential research activities but underlines the need for the research process to be embedded in the project uptake promotion process: consequently the research implementation process (and research questions) are to be refined during the 'buy-in' and stakeholder workshops. Possible activities include:

- Assessment of demand of stakeholders / institutions and supply side – to what extent do products meet demand?
- Assessment of strategic requirements for wider promotion of the findings and products (especially when targeting the poor)
- Design & implementation of a systematic monitoring process.
- ??Design and implementation of?? base line survey and end of project assessment.

Ultimately the gains expected from this process [which process – the research process?? the uptake promotion process??] are a better understanding and implementation of:

- 'best practices' in selecting and delivering effective materials;
- methods for assessing demand for and supply of products, design and implement a communication strategy and uptake promotion plan
- ways to generate useful products through planning research and feedback systems;

- useful ‘entry points’ for increasing uptake, with emphasis on national and regional institutions.

The plan described the need for a specific focus on poverty and the need for the ?uptake promotion? approach to address issues that isolate the poor from more conventional approaches to dissemination and uptake. It outlined the ?project’s? intention to target those who make and implement policies at various levels of government, raising awareness of the poverty syndrome, of how policy impacts on it and how to deal with the syndrome.

The strategy for implementation and scaling up was to utilize networks. Once a network was identified, one representative entity from the network could be involved on a cross-country panel, formed at the inception workshops, which would agree a scaling up strategy. The need for research products to be relevant to the different categories of stakeholders was emphasized. The implementation process was described as consultative, involving networking with actors and stakeholders through ‘buy-in’ meetings and through stakeholders’ consultations.

The uptake and promotion plan and its products would be monitored and evaluated as follows:

- Systematic stakeholder and institutional analysis of target institutions and communication stakeholders, their communication needs and expectations.
- Documentation of the process and assessing different methodologies.
- Assessment of the effectiveness of the communications and uptake promotion strategy.
- Analysis of institutional linkages of up-scaling and assessment of barriers.

Analysis

SWOC

Communication components	Resources	Project Cycle	Research Process	Communication Outputs
Strengths	▪ Members of team experienced in communications ▪ Access to communications expert ▪ Guidelines for developing a communication plan ▪ Adequate budget for communications activities	▪ Pre project stakeholder meeting ▪ M&E plan ▪ Quarterly reports submitted	▪ Multidisciplinary team ▪ Collaborative approach ▪ Action research ▪ Participation of end users ▪ Methods for incorporating SH different depending on group ▪ Strategy for scaling out ▪ End users involved in process	▪ Differentiated materials developed ▪ Materials tested systematically ▪ Plan for tracking materials ▪ Materials translated into local languages
Weaknesses	▪ Project spread across wide geographic area – difficulty in communicating between project partners [How to tackle –this is reality particulrly w. networks?	▪	▪	▪ Issue of sustainability of material production outstanding ▪ Focus predominantly on print materials for dissemination.
Opportunities – to improve	▪	▪	▪	
Constraints to future successes	▪ Inadequate time to complete all project activities	▪	▪	▪ Inadequate time to implement tracking of materials.

Narrative to explain the SWOC

NRSP have a number of requirements on projects which relate to communication. Projects are expected to develop a communication plan and are given guidelines to assist them in this process. The communication plan is monitored at three stages of the project cycle; inception, MTR and FTR. The concept note and RD1 place emphasis on communications a draft communication plan is required at this stage.

In R8400 developing a communications plan precipitated strategic considerations on who were the stakeholders in the project, what issues would need to be considered when communicating with stakeholders, how stakeholder would like to be communicated with, what the objectives of the communication are, what media channels to use, how to involve ultimate users of products in the process and how to monitor the process itself? While the communication plan does not specifically detail what exactly the project will do to address all these matters, it does outline the process by which the project will approach these issues enabling stakeholders to be involved in the process of deciding upon the how.

The inception meeting significantly contributed to the project design in that the scaling out strategy was amended from the project directly addressing individual organisations to targeting networks. The list was added to during the inception workshops and ultimately included a broad range of stakeholders which included development project, NGOs, private sector organisations, farmer groups & organisations, political forums, government departments, parastatal organisations and regional networks.

A stakeholder survey was conducted at the inception workshops to get an understanding of their organisation, who they worked with, what work they are conducting, the resources available for communication within the organisation, communication preferences and connections to other organisations and policy makers. Stakeholders were also asked to consider the suggested products for dissemination and what would be the best media to use, taking into consideration the heterogeneous nature of the target audience and the need for a pro-poor strategy as determined in the communication plan.

A monitoring system is in place and while the tracking of products may not be possible due to lack of time there are examples of where lessons learnt have informed the strategy: for example it became apparent that a more systematic approach needed to be taken to obtain feedback from stakeholder. While initially it was assumed that stakeholders would feedback of their own accord, it was decided that specific workshops needed to be held for this activity. Materials would be delivered to stakeholders two weeks before a review meeting and reminded in the interim period of what their roles were.

There were several individuals on the project team who had had experience in communications in some form or other, for instance in extension work, development of materials and research/extension linkages. The project leader also had the opportunity to have face to face meetings with Nuhu Hatibu from whom he got advice on specific issues. This was considered to be a most valuable resource which

complimented the NRSP guidelines. It was, though, the first time the team members established a communications plan from the onset of the project and the value of this strategic approach was appreciated.

The project was to be carried out in a year and is yet to complete, however it felt the pressure of time and it was this that lead to some of its weaknesses. It was thought that it would not have time to complete all the planned activities and monitoring the impact of the materials would be foregone.

Conclusions

The project has approached communications very much within the framework set by NRSP. It has been guided through the development of a communications plan and in the quarterly report has had the opportunity to reflect upon how the plan is progressing in terms of dissemination and up-scaling strategy, reporting on changes in approach and on decisions that have been made in participatory stakeholder fora.

While this is the first time that team members are developing a strategy at the onset of a project, learning as they go along, they appreciate through this experience the value of taking such a strategic approach to communications. Gaining an understanding of the stakeholders has been a learning experience as perceptions have changed and the value of understanding how they would like to be communicated with has been appreciated.

Project Documents supplied to the research team

- Communication Plan
- Quarterly Progress Report Sept- Dec 2004
- Synthesis of Stage A stakeholders' workshops held in Kenya and Uganda
- Good Practices for Soil Erosion Control – A Farmer's Guide (DRAFT)
- Highlights CIAT in AFRICA No 19 Dec 04
- Bridging Research and Development in Soil Fertility Management (DRAFT)
- Communication Plan – Feb05
- Quarterly Report – Feb05
- Project Memorandum Form

Project Contact List

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Mini Case Study 11: Better options for integrated floodplain management – uptake promotion

Corrie Bell and Anish Barua

Natural Resources Programme (NRSP)
Programme Reference: R8306

More information about this project can be found at: www.nrsp.org.uk

Introduction

The project aims to maximize joint benefits from fish and crops, through the adoption of improved integrated floodplain management (IFM) plan, using the IFM options developed under a previous project funded by NRSP, "Maximisation of joint benefits from multiple resource use in Bangladesh floodplains (R7868)". It is acknowledged that there is no qualitative or quantitative assessment that links the desk-based research conducted in R7868 with the situation on the ground, although there is some indication that communities do practice some of the recommendations from the research.

R8306 aims to address this issue by obtaining evidence and community validation through adaptive testing of IFM options. Such evidence is required if policy and practice are to be influenced. The project intends to use the lessons learnt to inform the development and communication of relevant IFM messages to the wider audience of flood plain stakeholders, including policy makers, intermediaries and practitioners.

The project's three outputs are;

1. Improved IFM options successfully piloted in different environments.
2. Tools for effectively communicating IFM recommendations and methods/options to reach target audiences developed.
3. Institutional learning systems in relation to IFM assessed and promoted.

The project believes that IFM options provide an opportunity to build consensus among the various users of floodplain resources, and specifically fishers and farmers, while protecting and enhancing the open capture fisheries upon which the poor are more dependent. It intends to promote IFM technology options through the process of ensuring technical viability and establishing social acceptability at all levels.

The Communication Plan

NRSP requires projects to develop a communication plan and in this instance the first draft for the Communications Plan was produced in April 2003 following the funded project development stage (NRSP Programme Reference: PD124). The first draft was informed by initial surveys of the communication contexts and capacities of stakeholders. It provided the framework for successive versions of the plan by outlining the background to the approach and mapping out the process for developing a plan. Following some in-depth surveys recommended in the draft, the project

produced a Communications Plan in January 2004 which was updated the following January (2005). As each version builds on the work of the previous, this summary takes into consideration the contents of all three documents.

The Communication Plan Approach

The plan clearly differentiates between dissemination and communication and outlines the project's intent to develop a communications rather than dissemination plan. The latter tends to transmit a pre-determined message in a one way process to raise awareness/interest of target groups, without incorporating the end users in the development of the message and without tracking the process. In contrast, the project communication plan is about 'continually engaging and informing stakeholders, to raise awareness about the issues and options surrounding Integrated Floodplain Management.' (Communication Plan, First Draft, April 2003).

Communication Objectives

NRSP outlined the communications objectives (NRSP, October 2002) for the project in the call for bids as;

1. to influence policy in order, ultimately, to bring about change in the way floodplain management occurs i.e. to integrate management actions;
2. to enable field-testing by promoting changes in integrated floodplain management amongst all relevant actors(successful outcomes will also influence policy and highlight how change may be brought about)

The initial Communication Plan document further detailed the communications objectives as;

- **Policy influencing:** to communicate knowledge about practice in communities with evidence from research to influence those in a position to create or facilitate change within an organization, towards promoting strategies and practices for integrated floodplain management.
- **Community learning and self-reflection:** to facilitate communities to share and exchange their knowledge and practices to solve their own problems and constraints in relation to how they manage their floodplains. The communities should drive communications activities.
- **Communities' communication:** to facilitate communities to share their ideas on practice in IFM with those in a position to support policy and practice change (e.g. sub-district and district officers).
- **Internal project learning:** the project team will document the process of participatory action research for communications as a mechanism for people to take their own actions for self-development.

These objectives were maintained unchanged through the successive versions of the plan.

Stakeholder Analysis

A preliminary stakeholder analysis was carried out by completing a stakeholder influence importance matrix with a number of relevant stakeholder institutions during the project development phase and a list of important internal and external stakeholders was drawn up. These stakeholders are divided into three categories, micro (community), meso (decision makers) level and secondary stakeholders and each group was assessed on its level of importance, influence, and the role it played in the policy process Further stakeholder analysis was conducted through group discussions and individual interviews to establish current Knowledge, Awareness and Practices (KAP) of selected stakeholders using a semi-structured interview approach.

Communication Context

An assessment of stakeholders' communication context was also conducted. This established which media the stakeholders preferred and their access to receiving and exchanging information on IFM. A comprehensive table was developed which looked at each of the identified media, its use for addressing a specific communication objective (raising awareness, delivering a technical message, reporting on project progress, project outcomes, learning about process or influencing) and its accessibility to each category of stakeholder.

Development of the Communication Plan

The first draft of the communication plan presented was ultimately developed into a table of 42 communication activities. The table outlined who was to carry out the activity, when, where, the method to be used and the intended output. This table was updated in the revised summary which reported on the activities already carried out.

Scaling Up

Ultimately the purpose of the project is to ensure the sustainability of the management, spread and use of information related to the project outputs beyond the life of the project. The focus is not just at the level of end-users but identifying mechanisms and processes for communicating the messages developed by end-users to higher levels, to those in influential positions who can stimulate change. Institutions and organizations at these higher levels are targeted in the Communication Plan, although the Plan does note 'influencing policy requires targeting those people (rather than institutions) that are in a position to create and change policies in IFM that will consequently improve the livelihoods of floodplain people.' (NRSP R8306 Communication Plan, First Draft, April 2003)

Monitoring and Evaluations (M&E)

Activities which fall under project output 3 involve monitoring and evaluating (M&E) the communication process. The communication process was to be reviewed, a method for M&E of progress of integrating IFM into participating institutions to be developed with the institutions, tools and methods developed to enhance community participatory M&E, and workshops held for sharing experiences at all levels. The Draft Plan also outlined the importance of tracking the use, spread and relevance of communications activities and of the need to develop suitable indicators and mechanisms for this.

Budget
The Communications Plan included a breakdown of the budget for all proposed communication activities and included

Analysis

SWOC

Communication components	Resources	Project Cycle	Research Process	Communication Outputs
Strengths	▪ Communications specialist ▪ Communications plan ▪ Budget ▪ Guidelines ▪ Team open to new ideas ▪ Good network with stakeholders – built on with this project (especially govt and fishers) ▪ Relationship with SH was broader than just the project ▪ CNRS long standing relationship with beneficiaries. ▪ Funding for project development ▪ Building on previous research	▪ Consider communications from the beginning ▪ Ongoing strategic communications intervention throughout project ▪ Flexible/responsive during crisis suffered by beneficiaries eg flood ▪ CNRS long standing relationship with beneficiaries – after project cycle ends ▪ SH analysis ▪ KAP survey ▪ Regular site visits from Dhaka office ▪ PM&E system at community level	▪ Stakeholder needs taken into account ▪ Approach is participatory ▪ Plan proposed at start and revised during the project ▪ DOF training course and manual including IFM ▪ SH kept well informed through meetings, training workshops, presentations ▪ Beneficiaries involved in communications process – meetings, exchange visits, explorations visits, theatre. ▪ PM&E system in place at beneficiary level. ▪ Draft Communications plan developed during project development stage	▪ Outputs differentiated with end user needs in mind– training, meetings. Workshops, face to face meetings, exposure visits, exchange visits, field days, posters, TV spots, diary, report cards. ▪ Various materials and media being used ▪ Theatre group was orientated about the back ground to project and messages ▪ Theatre group used local people and local dialects ▪ Communication materials tested for relevance, accessibility and use.

Communication components	Resources	Project Cycle	Research Process	Communication Outputs
Weaknesses	▪ Not enough time	▪ Project cycle needs to accommodate for natural calamities	▪ Follow up of monitoring not systematic.	▪ Some materials use technical language so will not work as flash media. ▪ Process of communi-cation not been evaluated ▪ No record taken of interactive process during popular theatre. ▪ Tracking of distributed materials not yet done.
Opportunities – to improve	▪ Community Based Organisations made up of farmers and fishers can, now empowered, seek info and services from providers. ▪ CNRS now has the experience to share knowledge and replicate it in other areas.	▪	▪ Selection of site and beneficiaries led to sustainability and strength of group. Also they already knew each other so good communicati on network	▪ A good example of a research project systematically approaching communications ▪ Able to respond to interest that was generated by project being aired on TV and radio. ▪ Presented at Fish fortnight on IFM
Constraints to future successes	▪ Government officials transfer regularly ▪ Limited resource for disseminating lessons nationally/internation ally. ▪ Communication guidelines need support (from training/communicati on specialist)	▪ Time	▪ Participation of women low ▪ No consideration of post harvest processes eg linking with market	▪ Women not included in illustrations on some materials

Narrative to explain the SWOC

Evidence within the project of programme requirements in communication

NRSP takes a proactive approach to communications at project level; communication plans are required from concept note stage and projects are issued with guidelines on how to develop a communication plan. Communication plans are reviewed as part of the mid-term review process and are expected to be revised as a project progresses.

These components of NRSP's communication model are evident in the approach R8306 has taken towards communications.

The Communication plan mirrors the framework drawn up in the guidelines, as described in the earlier sectionsPlan. Objectives are defined, stakeholders identified, KAP surveys conducted, communication contexts determined, media channels assessed, budget drawn up and M&E mechanisms proposed. The documentation for the Communication Splan was revised as the plan was reviewed and developed throughout the duration of the project.

NRSP funded development of the Communication Splan at the project development stage (PD124). This meant that the design of the R8306 project, which was to promote work carried out in previous NRSP-funded projects (R6756, R7868, R8083, R8195 & R8223), could be well informed by initial assessments of the stakeholders and media. The Communications Plan included an assessment of the achievements of these previous projects, in regard to dissemination of their products, with the intention of building on this work.

According to the programme manager, NRSP also emphasises the importance of Domain X for uptake promotion. As defined by their Conceptual Impact Model (CIM), Domain X is; 'National Level target institutions in the target country where a project is located. They are less closely associated with a project but they are important for achieving wider use of research products in a target country.' (NRSP, no date??). In R8306, the stakeholder net is cast beyond those who are directly involved in the project, to include networks and institutions with the specific objective of sustaining the promotion of IFM beyond the life of the project; notably BWDB, Local Government Engineering Department, Water Resources Planning Organisation (WARPO), Bangladesh Rural Development Board (BRDB), Department of Youth (DoY), BFRI, ADC Revenue and Department of the Environment (DoE).

Changes in attitudes towards communication

Changes in attitudes can be seen at all levels of the project. Within the lead organisation, Centre for Natural Resource Studies (CNRS), the project leader said they 'have done lots of work and made lots of findings [in the past] but never put much emphasis on communications as we thought it was something simple. I have learnt that communication is something that should be done in a systematic way and incorporated into the project from the beginning. It is not simple. The project administrator, Anis Islam summed it up succinctly 'We used to be experts in communication and now we realise we are the learners.'

Amongst collaborating institutions the Department of Fisheries (DoF) has been very responsive towards CNRS communication activities. Following a site visit, DoF requested CNRS to come to the department to do a presentation on IFM. A memeber of the DoF staff said that 'previously Department of Fisheries had an ego and didn't work with Non Governmental Organisations (NGOs). Now we see the advantage in this integrated approach.'

Beneficiaries felt that their organisation was recognised as credible amongst those who used to deprive them of resources and facilities and amongst other NGOs who are able to extend credit support to them. They also receive visits from other fishers and farmers who want to learn about the management of the floodplain for fish production, crop diversification and conservation. Reduced conflict between farmers

and fishers was reported by the project, district officers and the beneficiaries themselves.

Project level

Within the implementing organisation, CNRS, there has been an increase in capacity for developing and implementing communications strategies and plans. They have been able to develop a plan for a separate project funded by NRSP and they have been brought in to support an NRSP/FMSP project in communication (R8486) and report influencing Community Based Fisheries Management (CBFM2) to consider taking a more strategic approach to communications.

Conclusions

To what extent can the changes be attributed to what the programmes have put in place?

Interview with project and project partner staff strongly suggest that they and the project have gained from the communication framework set by NRSP. This has contributed to the change in attitudes and positive impacts of the communication approach.

CNRS has a long standing relationship with the beneficiaries has been working in the field for some time so had a good institutional memory and had already developed a reputation for influencing from the bottom-up through its work in fish sanctuaries which started 12 years ago and is only now making its way into policy level; 'if a community is to be the prime focus, things should be demonstrated at community level rather than influencing politicians… this way they can see that it is doable and manageable and communities understand it. It is important to get communities to buy in at the local level.' (Moklehsur Rahman, Project Leader)

Project Documents supplied to the research team

- Beneficiaries Needs Assessment for Communication Activities
- Checklist for identifying communication activities in NRSP projects
- Checklist matrix based on the responses of stakeholders interviewed
- Checklist for discussion with Meso level decision makers
- Checklist to test the appropriateness of the Policy Brief on Integrated Floodplain Management: Better Options for Sustainable Livelihood.
- Communication Matrix Development exercises
- Form to evaluate training
- Form to Evaluate video
- Monthly Process Diary
- Open Water Fisheries Resources Management Training manual
- IFM Training – Daily Evaluation Form
- Diagram of IFM process

- Communication Plan Mar 05
- Communication Strategy May 04
- Mid-term review Project Leader Report

Project Contact List

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Mr A Salam Bangladesh Rice Research Institute (BRRI)	Director Breeding Section	
Dr. Md. Matiur Rahman Director - Research Bangladesh Agriculture Research Institute (BARI)	Stakeholder	
Mr. Masud Siddique Deputy Assistant Director **Mr Kafiluddu Koiya** Department of Fishery (DoF)	Stakeholder	
Moinuddin Ahmed Agriculture Information Service (AIS)	Stakeholder	

Mini Case Study 12: Improved livelihoods through the development of small scale fruit processing enterprisees in Asia

Corrie Bell and Anish Barua

Forestry Research Programme (FRP)
Programme Reference: R8399

More information about this project can be found at: www.frp.org.uk

Introduction

The project intended to address the opportunities and constraints of the processing and marketing of indigenous tropical fruits. The constraints relate to the need for improved processing, quality control and access to producers' markets and market information. Working with new partners, the project planned to build on work carried out under a previous Forestry Research Programme (FRP) project, 'Fruits of the future' (R7187) to facilitate the development of business opportunities for local enterprises, particularly for women and youth groups. The project will contribute to capacity building and encourage small-scale processors to enter into the market economy. Bangladesh is only one of the five countries covered by the project The three research outputs of the project are;

1. Improvement of post-harvest technologies and practices
2. Technology transfer of post-harvest technologies and practices
3. Community capacity building in enterprise development

The Communication Plan/Strategy

The project did not have a written communication plan or strategy. A number of communication activities are listed in the log frame.

- Communications materials including posters and manuals were to be developed. It was planned for the materials to undergo 'participatory field testing' (Activity 1.4) and to be translated into local languages.
- Resource centre were to be established and would serve as points at which materials and products could be disseminated (Activity 2.5)
- A series of trainings were to take place with Trainering of Trainer (ToT) sessions leading to training of beneficiaries in processing, packaging and marketing.
- Exchange visits were also planned.

Analysis

SWOC

Communication components	Resources	Project Cycle	Research Process	Communication Outputs
Strengths	▪ One NGO willing to drive the process	▪ Pre project stakeholder (SH) meeting		▪ Training of NGOs and beneficiaries with demo ▪ Recipes were adjusted for Bangladeshi taste ▪ Resource centre provided centre where people could get information & beneficiaries could meet
Weaknesses	▪ No communicatio ns specialist ▪ Limited budget ▪ No training ▪ Govt dept responsible for coordination in country	▪ Implementing NGOs not involved in project design ▪ No review of communicatio ns activities ▪ No M&E plan in place ▪ No SH analysis	▪ No communicatio n plan or strategy ▪ No scaling up strategy ▪ End users did not participate in communic-ation process ▪ Minimal collaboration ▪ No marketing expertise	▪ Materials developed out of country ▪ Materials not available during project ▪ Materials not developed for local context ▪ Materials not tested ▪ No follow up training
Opportunities – to improve	▪	▪	▪	▪ CISD adapted and translated part of training manual (in Bangla) for beneficiaries ▪ Materials translated into Bangla
Constraints to future successes	▪	▪	▪	▪ Training manual not used with other NGOs

5

Narrative to explain the SWOC

Stakeholder Meeting

A meeting was held amongst about 12 possible stakeholders (SH) at which four implementing organizations were selected based on their location and capacity to process fruits. Apart from this, there were no meetings with a broader selection of stakeholders. Regular planned meetings between the implementing organizations have not taken place with communication between them being predominantly by phone on an ad hoc basis.

Communication Materials

All communication materials were planned from the onset of the project. No assessment was made of the target audience, their communication context or preferred media. Materials were developed outside Bangladesh and none of the Bangla beneficiaries or implementing organisations were involved in their development. The posters for the all the countriesinvolved in the project were being printed in Bangladesh by one of the implementing organisations, Centre for Mass Education through Science (CMES) but they had yet to be distributed.
According to the log frame, materials were to be translated into local languages. Some posters were translated into Bangla by the CMES programme manager. No testing conducted on the Bangla translation. No Bangla manuals have been distributed.

Trainof Trainers (ToT)

Manuals were given during the ToT sessions but only one was made available to each participating organization. Therefore, four manuals were shared amongst the 22 participants. The manual was in English but a quarter of those attending could not speak English and most would have been more comfortable with a Bangla version (Training Workshop Report, June 2004).

One of the implementing NGOs, Centre for Integrated Social Development (CISD), had already translated some of the flow charts into Bangla for use with beneficiaries and these were used during the ToT Session.

Training of Beneficiaries

Beneficiaries were selected for training according to criteria presented by the project leader at a meeting with implementing organizations. One of the implementing agencies, Centre for Integrated Social Development (CISD), believed better selection would have lead to increased uptake. They would have liked to train people who were already in the business as they could benefit from improved quality and hygiene of their products. However, people who were already working did not want to loose earnings by attending training. Trainings were one off and CISD would have preferred to reduce the number of people trained but to give trainees follow up training.

Of the 125 women CISD trained, few have shown an interest in developing businesses. One girl, whose family was already in the business, has been successful in

making significant monthly earnings from the products. In the case of CMES, another implementing organization,, only 12 girls have been trained and there has also been limited success with commercialization.

Capacity Building

The proposal states that 'the project will provide improved post-harvest and processing methods for products through community participatory pilot projects linked to market opportunities, …development of appropriate business skills, including how to develop local and regional marketing strategies; development of a market information database for fruits produce; and improving the uptake of new opportunities for development by producers.'

One of the areas for additional support highlighted by CISD was their need for someone with marketing skills as 'we are struggling to compete with other industries on this front'. CISD as an implementing organization was unaware of the project's intent to cover these areas.

Budget

The project was carried out on a very tight budget. In the case of CISD some staff volunteered their time to carry out all activities.

M&E

M&E was mentioned as a footnote in the log frame 'NB Following activities should be incorporated within above guidelines…- monitoring and evaluation, continuous.' How this was to be conducted is not elaborated and there is little evidence of M&E on the ground. There is no plan for tracking materials and no record is made of who visits and utilizes the resource centres.

Dissemination

The project outlines, in its proposal document, how it expects dissemination and technology transfer to take place;
'…..further dissemination of information within and between communities will be encouraged by the visible success in income of community members already engaged in the project so that other members will be animated to follow and to engage with the Resource Centres'
'….the major contribution of the project will be achieved through the Resource Centres, which will provide small holders and small scale entrepreneurs with information on the production systems, products and marketing skills to improve their livelihoods.'
Technology transfer 'will be achieved by enabling … [beneficiaries] to use improved technology and by enabling them to enter the market economy more competitively, through strengthened existing and new commodity chains. This will have an immediate impact on those who are going to receive the training or engage in research at the Resource Centres. The longer-term impact will be much larger as the improved technology will be disseminated to secondary and ultimate beneficiaries.'

The proposal document made some significant assumptions about the nature of technology transfer and now that the project is drawing to a close there is evidence of several inhibitors to uptake of the technology. Beneficiaries lack adequate capacity to deal with the market and commercialization has failed. Expectations of entrepreneurship have not been met (Interview with Yesmin Sultana).

Conclusions

The Forestry Research Programme (FRP) expect projects to produce at least one policy briefing note, budget for communications, produce materials in local languages, work as an inter-disciplinary team and have well targeted communication outputs.

None of these requirements can be see on the ground in this project (The Bangladesh partners were not aware of the FRP/DFID funding the project as they were only familiar with the UK based lead organization, the International Centre for Underutilitsed Crops (ICUC).

A more systematic approach to communications could have benefited this project, particularly by designing communication outputs based on researched understandings of the beneficiaries and their context. The project design makes some unfounded assumptions about how the technology will be transferred with little understanding of the processes through with uptake pathways could be fostered.

Project Documents supplied to the research team

- Project Memorandum Form
- Quarterly Report 05/06
- Training Report – Course on Post harvest handling, processing, marketing and business- development of under-utilised fruits – June 04

Project Contact List

Namzul Haq (PL) International Centre for Underutilised Crops (ICUC)	Project Leader	
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Dr Muhammad Ibrahim Centre for Mass Education in Science (CMES)	Implementing Organisation	

Dr M A Bari Horticultural Research Centre (HRC)	Local Coordinator	