

Improving household food security by widening the access of small-holder farmers to appropriate grain store pest management

Recommended actions for the managing team

The managing team here refers to the project leader and research coordinator. The rationale for these action points is spelt out in the appended 'Guidelines for coalition management'. These are only suggestions, and you should feel free to modify them, change their order, add or subtract from them etc. Do please feel free to request further information. Do make use of the social scientist and her team, of the CPHP office, and of other local experts who will be more familiar with managing process projects. Do however share your deliberations and any changes you make. The 'actions' are not a full house (and key ones may be missing), they do however relate to the strategic processes (as opposed to simple tasks or activities) that must underpin the project if we're to make an innovative contribution to the storage challenges faced by different farmers. They touch on: internal communications and reporting frameworks; logframe review and project ownership; monitoring and institutional context; using local advisors; stakeholder identification and characterisation; and, a dissemination framework. You may prefer to delegate initial 'drafts', but it is important that the partners come together **and actively** engage in group work (sub-group work, if necessary) - not just a meeting to be passively sat through. Facilitation may be necessary to achieve this, and certainly flip charts, black or white boards etc should be available.

Action 1 (PIR): The managing team (MT) should: ensure that all the partners have a copy of their first draft 'Preliminary Inception Report'; invite them to reflect critically on this draft in preparation for subsequent meetings (three, possibly two, unlikely one) at which the respective components will be further developed (give dates – probably at weekly intervals - and venues). Partners should also be supplied with copies of the CPHP 'Project Inception Report: Guidance notes for regional offices and CPHP projects', 9th May 2003, 8 pages.

Action 2 (Advice): The MT should invite the regional CPHP office to supply an adviser – Mary Underwood? – to attend the proposed coalition meetings and work through the PIR components - logframe, participatory monitoring, institutional context – and underlying principles with the partners.

Action 3 (Logframe): The MT should host a 'logframe review and revision' workshop. The objective of the meeting will be (something like) '**deepening understanding and ownership of the project by all partners**', and the anticipated outcome will include **revisions to the activities and/or outputs, and or to the respective OVIs and MoVs.**

Action 4 (Monitoring & institutional context): The MT should arrange a meeting with partner agencies to review and develop the outline monitoring plan and framework and the institutional context analysis in the draft PIR.

Action 5 (internal communication and reporting responsibilities): The managing team should arrange a workshop with partners to complete Table 1, 'Coalition partners - internal communication and reporting framework'. The table should be completed in detail (i.e. with reference to the explicit activity sets in the PM, and by applying commonsense in terms of the sharing of working drafts, pre-testing etc). They might first circulate a draft to all partners, which they have completed, in preparation for the workshop. This could be undertaken at the same time as the 'logframe review and revision' workshop. The latter has the merit that partners will already have discussed the activity sets associated with each output, and will be primed to complete the 'responsibilities' column. The completed draft should then be re-circulated amongst all partners for further comments and refinements.

Action 6 (Stakeholder identification and characterisation): The MT should oversee a workshop with all local partners (including field workers) to promote understanding on stakeholder approaches and develop a protocol for the identification and characterisation of different storage stakeholders with and by grassroot farmers (i.e. feeding into Activity 3). This might best be facilitated by outside but local expertise (from a different sector).

Action 7 (dissemination framework): The MT should arrange a meeting with the partner agencies to jointly complete the storage/project stakeholders' dissemination framework (Table 2). An initial draft (with the two stakeholder columns and a couple of example rows completed) might first be sent round to partners with an explanatory note.

Appendix I. Guidelines for coalition management

1. Introduction and guidelines' objective

Following his brief visit to Tamale in June 2003, the social and institutional development (SID) advisor on the project felt that some brief guidelines, including action points, relating to process management might usefully be drawn up for the benefit of the managing team. In this case while MoFA in the form of the project leader (PL) is the managing partner, the PL is specifically charged with 'working jointly with the Research Coordinator (RC) to ensure that project objectives are met', so it is anticipated that these guidelines would primarily be for use and further development by the PL and RC – the managing team – with the coalition partners.

In the new CPHP 'coalition approach', coalitions are viewed as systems for generating innovation. The approach is characterised by:

- a '**managing partner**' who facilitates negotiation and consensus building amongst partners, and ensures that process is iterative and responsive to change;
- '**partners**' who accept collective responsibility for strengthening the capacity of the coalition, and are committed to joint ownership of the process and product.

Guidelines' objective: The aim of these guidelines is to provide the managing team with ideas and tools that will help them better facilitate project processes, manage the respective strategic activity sets and ensure the project's output objectives are met. The ideas and tools were formulated taking into account the principles and approaches articulated by the CPHP and widely accepted to be crucial to realisation of the project's purpose (e.g. partnerships for innovation, voice and responsiveness, livelihoods and poverty, pluralism, farmer participation and action research etc.).

The managing team are confronted with tough responsibilities many of which will test their aptitude and/or fall outside their previous experience. Prompted by early evidence of these strains, these guidelines are not intended as a comprehensive fix but rather to provide the team with a set of cues upon which they might act. Presently in draft form, it is anticipated that the **management team would share and actively further develop these guidelines through dialogue and group discussions with local partners and e-mail dialogue with remote partners.**

2. Project objectives & ownership

The **project memorandum** (PM) with its **logframe** (LF)) presents the overall objectives of the project. The longer-term objective is the '**purpose**', which will only be realised some time after we have completed the project. Its realisation is dependent on us achieving the project '**outputs**' (and on certain 'risks' not occurring). The outputs are the tangible objectives to be realised within the timeframe of the project. In effect they are **changes** in the state of knowledge and/or practice secured through the project processes. It is the 'outputs' that the managing partner is contracted to bring about. The PM and LF set out (perhaps not very clearly) a set of **activities** thought to be essential for realising each respective output objectives (see Box 1 and also CPHP 'draft guidance sheet 1').

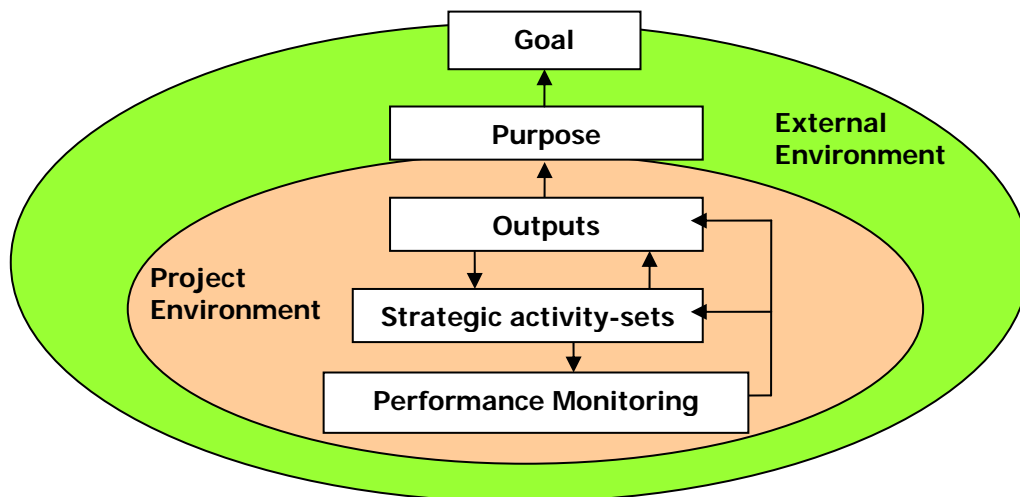
The project's operating principles and approaches have been specified in part by the CPHP and are further elaborated in the project memorandum.

One such key approach specified by CPHP is the 'coalition approach', which as above would ideally mean that all project partners shared **ownership** of the project. Practically this requires that all the partners are involved in the development of the project and are thus intimately familiar with the logframe's nested objectives - its purpose and output objectives – and the strategies or activity sets planned through negotiation to realise the respective outputs.

If the activities as set out in the PM are undertaken without consideration of the output objectives to which they are intended to contribute, i.e. just treated as one-off tasks, then the quality of the outputs will be impaired. Agencies operating in 'task' fixation mode are less likely to adopt the 'iterative and responsive to change approach' associated with generating innovations and sustainable developments, and advocated by the CPHP. The task-centred approach is more like the operations of

a contractor working solely for a fee as compared with a coalition partner who is intimately connected with the development process.

Box 1. Objectives and monitoring: Logframe thinking views purpose level objectives above output objectives and the strategic activity sets deployed to realise outputs, both of which can be performance monitored.



Strategies and activity sets: Strategies describe how human and financial resources will be applied - activities - to achieve the stated output objectives

While the level of ownership generated during the design stage may have been limited, the emphasis placed on the way project is to be carried out - process – and by CPHP on participatory monitoring, provides on-going opportunities for the managing team to develop coalition partners' ownership of the project. Currently the Project Inception Report is just such an opportunity.

3. Project inception report

In place of the quarterly report the CPHP has recently introduced a short project inception report (PIR). The PIR, which is intended to give emphasis to the monitoring and institutional aspects of project processes, has three basic components:

- the project logframe, reviewed & revised as necessary
- an outline monitoring plan & framework
- an initial description of the institutional context

The PIR was introduced to the PL and RC at a CPHP workshop in Accra hosted by the regional coordinator, Ben Dadzie (and a CPHP advisor - Mary Underwood/Andrew Barnett?). Unfortunately (and contrary to the coalition approach), the PL and RC were obliged to draft the PIR without the involvement or support of the coalition partners because the CPHP required these PIRs for a regional programmes management meeting in RSA on 2 June.

Despite this the PIR can still be and should be used by the managing team as a **participatory tool** to (further) upgrade the project logframe, to develop a participatory monitoring plan and framework, and to identify and describe the project's institutional context, all of which will also improve project ownership by the partners.

Action 1: The PL and RC should ensure that all the partners have a copy of their first draft PIR, that they are invited to reflect critically on this draft in preparation for subsequent meetings (three, possibly two, unlikely one) at which the respective components will be further developed (give dates – probably at weekly intervals - and venues). Partners should also be supplied with copies of the CPHP 'Project Inception Report: Guidance notes for regional offices and CPHP projects', 9th May 2003, 8 pages.

The importance of partners' consideration of the PIR and their participation (at least one representative per agency) in all the meetings cannot be over-emphasised, as this will indicate where

individual coalition partners stand with respect to their understanding of (and/or commitment to) the project, which in turn should serve as a prompt for the managing team to take any necessary remedial action.

Action 2: The MT to invite the regional CPHP office to supply an adviser to attend the proposed coalition meetings and work through the PIR components - logframe, participatory monitoring, institutional context – and underlying principles with the partners.

We should take advantage of any resources that are available from the regional CPHP office. Moreover, even if no advisor is available, there is merit in having formally requested support for the coalition in addressing the component challenges of the PIR.

4. Logframe review and revision

The current logframe arguably leaves much room for improvement. Moreover not all coalition partners seem fully conversant with the 'logic' of logframes generally (e.g. the need for fit between the strategic activity sets and their respective output objectives) or with the particulars of our logframe, and a further opportunity to develop understanding and ownership would clearly be beneficial.

Action 3: The PL and RC should host a 'logframe review and revision' workshop. The objective of the workshop will be (something like) '**deepening understanding and ownership of the project by all partners**', and the anticipated outcomes will include **revisions to the activities and/or outputs, and or to the respective OVI and MoVs**.

(As per the Accra workshop and CPHP guidance notes..) The output objectives should be reviewed – discussed at length by the partners - in the context of: their relevance to the realisation of the project purpose (what common denominators amongst the outputs does the purpose suggest – storage technology adoption scenarios, farmer decision-making?); their feasibility within the resources and time available (can we deliver these changes?); are the outputs precisely and verifiably defined? The purpose should be considered at length and each output in turn (allow 20 minutes each, at least 2 hours in total), to assess their composite strengths and weaknesses, and identify any gaps or missing outputs. Make sure that any revisions are consistent with the above and/or the CPHP guidance notes on logframes.

In advance of the meeting the PL/RC should develop and circulate sub-logframes for each output including the full set of respective activities as cited in the PM (see Appendix 2: Output 1 - objectives & strategies: prompts for thought). These frameworks can then be used to test each activity against the respective output objective: does the activity directly contribute to the realisation of the output; have essential activities been overlooked; do we have sufficient time and resources to complete the activity etc? Again refer to the CPHP guidance notes on logframes.

The risks and assumptions must be examined, and the vertical logic tested. The objectively verifiable indicators (OVIs) and means of verification (MoVs) should be revisited and tested for their comprehensiveness. Again refer to the CPHP guidance notes on logframes.

5. Communication strategy

A communication strategy (CS) is about preparing the ground, through communication and dialogue, to enable effective scaling-up of the research products after the project has finished. In this last phase of its work, when the CPHP is looking to maximise the value of previous investment through developing meaningful impact - and this project builds on several earlier technological initiatives - scaling-up for this project is paramount. Any strategy however needs to address both internal (i.e. between individuals and partners) and external (i.e. with other stakeholders) communications.

While some internal arrangements have been set up, there does not appear to be a formal (i.e. written and approved) understanding of who communicates what to whom, how and by when. Without this the risk of moving in the direction of very poor and untimely communications (for some evidence already exists), or indeed the lowest common-denominator of no communications, is ever present.

Table 1 provides a tool with which to consolidate the internal communications and reporting regime and to systematically identify and address any shortcomings.

Action 5 (internal communication and reporting responsibilities): The managing team should arrange a workshop with partners to complete Table 1, 'Coalition partners - internal communication and reporting framework'. The table should be completed in detail (i.e. with reference to the explicit activity sets in the PM, and by applying commonsense in terms of the sharing of working drafts, pre-testing etc). They might first circulate a draft to all partners, which they have completed, in preparation for the workshop. This could be undertaken at the same time as the 'logframe review and revision' workshop. The latter has the merit that partners will already have discussed the activity sets associated with each output, and will be primed to complete the 'responsibilities' column. The completed draft should then be re-circulated amongst all partners for further comments and refinements.

With respect to external communications, the starting point is about identifying relevant **post-harvest or storage stakeholders**¹. Much work has already been done on this in terms of the PM and logframe (e.g. references to disaggregated rural households, farmers' advisors, educational establishments etc) and the interesting 'project institutional linkage diagram' in the recent project inception report (PIR). Nonetheless a more rigorous storage **stakeholder identification and analysis**² is required, and an approach for this is offered below (see also Appendix IV).

This might be done in two phases. First the MT might work with all local partners (i.e. including field workers) to clarify what we mean by stakeholders, how we might identify them, and determine what level of stakeholder analysis needs to be undertaken. Exercises should then be undertaken (e.g. brainstorming) to identify and characterise the main stakeholder groups from the formal partners perspectives, relevant to all aspects of this project. Prior to this group work the MT together with the SS or other knowledgeable partners, will have familiarised themselves with the literature on stakeholders and stakeholder analysis etc. They might also inviting a local expert (ideally actively working in awareness raising programmes (e.g. HIV/AIDS, adult literacy), such as Janet Adama Mohammed of the ET&CC, to (suggest someone to) facilitate the group workshop. Secondly the partner agencies, using a protocol drawn up from the group workshop, would undertake similar work within their respective communities, working with local farmers to extend the identification process and further develop the characterisation of stakeholders (individuals or groups) operating at the grass roots. This directly relates to Activity 3 – see also comments in MM's visit report.

NB: The MT needs to determine the project's target areas and to develop a systematic understanding of the coverage or domains relating to each partner agency. This should be made available to all partners and (a map) could be incorporated into an informational 'flyer' for wider circulation.

Beyond characterising local storage stakeholders, these village level meetings might take the opportunity to explore the communication context of the different stakeholder groups (e.g. see Appendix III).

Action 6 (Stakeholder identification and characterisation): The MT should oversee a workshop with all local partners (including field workers) to promote understanding on stakeholder approaches and develop a protocol for the identification and characterisation of different storage stakeholders with and by grassroot farmers (i.e. feeding into Activity 3). This might best be facilitated by outside but local expertise (from a different sector).

The stakeholder types (i.e. by characteristic: womens' group, faith group, savings group, input supplier) and actual stakeholders identified at the partners' workshop and at the subsequent village level meetings should be entered into columns 1 and 2 respectively of Table 2, the storage/project stakeholders' dissemination framework. There are many typologies that might be used (e.g. by function, by sector [private, state, voluntarily] etc.) so there will be a need for partner discussion to decide what 'types' are most relevant to this project and its promotion.

Action 7 (dissemination framework): The MT should arrange a meeting with the partner agencies to jointly complete the storage/project stakeholders' dissemination framework (Table 2). An initial draft

¹ A stakeholder is any person, group or institution that has an interest in a development activity, project or programme. This definition includes both intended beneficiaries and intermediaries, winners and losers, and those involved or excluded from decision-making processes.

² See < <http://www.enterprise-impact.org.uk/informationresources/toolbox/stakeholderanalysis.shtml>>

(with the two stakeholder columns and a couple of example rows completed) might first be sent round to partners with an explanatory note.

Action 8 (PIR: Monitoring & evaluation): The MT should arrange a meeting with partner agencies to review and develop the outline monitoring plan and framework and the institutional context analysis in the draft PIR.

Table 1. Coalition partners - internal communication and reporting framework					
Who		Responsibilities (i.e. processes and activities) to be reported	To whom	How	How often & when
Agents	Agency				
Project Leader Research Coord (Indep).	MoFA, Northern Region	1. Overseeing all processes and activities, and ensuring they are recorded and communicated by responsible partner/s. 2. Organising & documenting all workshops. 3. Assembling & quality controlling all written outputs & reports. 4. Managing imprest account.	1. To all partner agencies, with iterations as necessary; and to other stakeholders as appropriate (see Table 2). 2. To all individual participants, from both partner and other agencies. 3. Iterative feedback of drafts to all partners, & final copies to partners, CPHP and other key stakeholders. 4. To regional coordinator, CPHP		1. 0
Regional Director					
Extension & WIAD					
FS Supervisors					
Field Staff					
Representative Supervisor & FS	OICT				
Representative Supervisor & FS		CARD			
Representative Supervisor & FS	CAPSARD				
Representative Supervisor & FS					

Social Scientist	UDS	1. Review of existing reports on mud-silos. 2. Mud-silo survey: design of methodology, data collection, analysis & synthesis. 3. Post harvest scoping study: design of methodology, data collection, analysis and synthesis. 4. Develop/review 'decision support framework' model. 5. Review and advise on emerging promotion strategy.		1. Mud-silo literature review. 2a. Draft on design of methodology, sampling frame & instruments. 2b. Paper & electronic database record. 2c. Draft analysis and synthesis 2. Survey report – comprehensive 3a. Draft on design of methodology, sampling frame & instruments. 3b. Paper & electronic database record. 3. Scoping study report - comprehensive 4. 'Decision support tree' review. 5. Promotion strategy review	
Support Team (P&C)					
Technical Advisor	NRI				
Social Advisor					

This table and its example entries are only a first draft framework. The MT together with coalition partners need to develop the framework and comprehensively elaborate the boxes using an iterative process (i.e. sharing and developing a series of drafts) and their own best judgement.

Table 2. External storage/project stakeholders dissemination framework				
To Whom		What	How	How often and/or when; who will police?
Stakeholder types	Specific agency/agent			
<i>Need to identify stakeholders (types & specific SHs) through group work with partners</i>		<i>Use PM & FF, PIR etc. and commonsense to develop these two columns fully; number entries for cross column continuity</i>		<i>Realistic entries here. MT to police. Who will ensure MT complies?</i>
1. Coalition partners	Post- Harvest Office MoFA; Research Coordinator; CARD, CAPSARD; OICT; Social Scientist, UDS; Technical & Social Advisors, NRI	1. Everything	1. Reports, meetings, minutes, newsletter, e-mails, workshops	1. ASAP; by e-mail whenever possible. MT to ensure all partners in receipt of copies (hard copies if necessary).
1. Small-holder farmers	Collaborating farmers	1. Feedback on any participatory studies. 2. Technological developments	1. Feedback visits & specific handouts 2. As below for other farmers	1. Promptly & as agreed with farmers by research partner. 2.
	Other farmers disaggregated by livelihood, wealth, farming system, agro-ecological zone, technology use, gender etc.	1. Technological developments 2.	Farmer exchange visits Workshops Field visits Demonstrations Training programmes Extension materials Bulletins Manuals Intermediate users Radio programmes Newspaper articles TV coverage of events Durbars Chiefs (Gong-gong) Other promotional programmes (HIV, nutrition etc)	
Service provision Ministries: MoFA	RADU DADU <i>(develop these further – who, directorates, titles etc)</i>		Fact sheets Newsletter Training inputs Storage training game Reports Seminars Personal contacts www	
Service provision Ministries: Education, Youth & Sports; Girl-Child Education	Junior secondary schools <i>(names, numbers, locations?)</i> Vocational schools <i>(names, locations etc?)</i>		Fact sheets Newsletter Training inputs Club activities Reports Seminars Personal contacts www	
Service provision Ministries: Ministry of Health			Fact sheets Newsletter Reports	

			Seminars Personal contacts www	
Development agencies (service provision, advocacy etc)	NGOs Faith Organisations CBOs		Fact sheets Newsletter Other print media Training inputs Reports Seminars Personal contacts www	
Private sector	Input dealers Traders Intermediate traders			
Mass media	Local & national radios Local & national print media National TV			
Policy makers	MoFA; Ministries of Education, Youth & Sports; Girl-Child Education; Health; Women & Children's Affairs	Research findings	Fact sheets Newsletter Other print media Reports Seminars Personal contacts www	
Parallel promotional agencies – stakeholders in the dissemination process	HIV/AIDs awareness programmes <i>(identify)</i>			
	Nutrition programmes?			
Research community	National: UDS UG SARI International:	1. Logframe revisions. 2. Monitoring plan & framework. 3. Institutional issues & developments. 4. Methodology 5. Research findings 6. Dissemination materials	1. Publications 2. www 3. workshops 4. Conference interactions	
Consumers				
Small-scale credit programmes	NGOs & CBOs offering credit <i>(identify)</i>			
Donors				
Sponsor - CPHP	West Africa regional office; CPHP, UK; (Other SSA regional offices?)	Everything?	PIR; quarterly reports; annual reports; FTR; Copies of all training promotional, dissemination etc materials.	

This table and its example entries are only a first draft framework. The MT together with coalition partners need to develop the framework and comprehensively elaborate the boxes using an iterative process (i.e. sharing and developing a series of drafts) and their own best judgement.

Appendix II. Example sub-logframe for Output 1

<p>PROJECT: Improving household food security by widening the access of small-holder farmers to appropriate grain store pest management</p> <p>OBJECTIVES & STRATEGIES: Prompt for thoughts (to be repeated for each output objective)</p>	
<p>GOAL LEVEL OBJECTIVE (what is envisaged to happen in the longer term):</p> <p>National and regional crop-post harvest innovation systems respond more effectively to the needs of the poor.</p>	<p>Concepts, issues and themes expressed in the objectives - what do we understand by them? Do we share the same definition?</p> <p>Innovation systems?</p> <p>Responsiveness (of systems) - implicit within this idea is the idea that people/ farmers give voice or lay claim to their demands of service providers, who in turn 'respond'. It is the reverse of teaching farmers what MoFA thinks is best for them.</p> <p>The poor - need to disaggregate this term</p>
<p>PURPOSE LEVEL (what is expected to be realised after the project's finish due to the changes - outputs - brought about by the project and its promotion strategy):</p> <p>Livelihoods of small-holder farmers improved by the adoption of better grain storage methods.</p>	<p>Livelihoods: DFID's use of this term signifies as much a concept or approach (SLA) as a simple alternative to occupation; see for example: http://www.livelihoods.org/index.html</p> <p>small-holder farmers - as for 'the poor' need to disaggregate this term; neither SHFs nor the poor are homogeneous, monolithic.</p> <p>grain storage methods - technologies, systems</p>
<p>OUTPUT LEVEL OBJECTIVES (the change to be realised within the lifetime of the project - the basis of the contract):</p> <p>Output 1. Grain pest management options further validated by farmers for different sets of circumstances.</p>	<p>Management options? Validated? Farmers? Sets of circumstances? Validation here is a weasel word; farmers are frequently used to 'validate' research findings (often with hidden subsidies - researchers want to be proved right) but the only meaningful validation is when farmers adopt and/or adapt the technology? Active farmer participation in the processes of the project is crucial.</p> <p>Output 1 is about understanding which types/groups of farmers adopt a given technology and why - how did they come to their decision?</p>
<p>STRATEGIC ACTIVITY SET (logframe logic would imply that all the activities below are essential to realising this Output)</p> <p>Are the following activities crucial to realising the output 1 objective? Are there any missing activities? When planning and implementing these activities, be sure this is done with the output 1 objective in mind.</p>	<p>With the above issues in mind, the boxes below can be used by coalition partners to identify, share and elaborate key questions and concerns - I have included some of mine.</p>

<p>(1) Co-ordination workshop with Coalition Partners (All Coalition Partners):</p> <ol style="list-style-type: none"> a. finalise details for an inclusive communication strategy with PM&E and mainlining farmers b. identify common approaches that can be taken to smaller-holder storage c. agree on the nature of the tentative decision-support tree to be developed d. plan baseline data collection in target areas e. plan training program for field staff f. plan promotion of technologies with target groups g. plan evaluation of success of promotion of technologies to target groups h. plan survey of mud silo usage i. identify scaling-up opportunities for post project promotional grain storage actions. 	<p>Where is the inception workshop report?</p> <p>The communication strategy (a) would establish rules for all internal coalition communications, cover how the project relates to all relevant storage stakeholders (e.g. farmers' groups; service providers; policy makers; civil society orgs; the media.</p> <p>At what stage/where are the 'plans' for d, e, f, g, and h, and the feedback on a, b, c, and I?</p> <p>Was there no reference to storage or project stakeholder identification and/or analysis at the workshop?</p>
<p>(2) Training program for all field staff on grain store management options (PL, RC).</p>	<p>Present extension materials tend to focus on the storage technology, the crop and/or the pest. What do we know about the types of farmers for whom these options are most suited or unsuited?</p>
<p>(3) Field staff meetings with stakeholders in target areas (MoFA, CARD, CAPSARD, OICT).</p>	<p>Do the partners share a common understanding about identifying and classifying these stakeholders? A written protocol, clarifying the objective of this exercise (?), ensuring relevance and steering FS selection of, interaction with, and recording of stakeholders required.</p>
<p>(5) Establish potential for the use of mud silos by small-holder farmers; assess the work done by MoFA, OICT and ADRA to extend mud silos; and determine whether further promotion is justified and if so how this should be done (SS, SA).</p>	<p>(See earlier discourses on farmer decision-making by MM)</p>
<p>(8) Field staff to offer training in grain storage options to identified farmer groups and collect information on current storage technology and problems (MoFA, CARD, CAPSARD, OICT).</p>	<p>How are the farmers' groups going to be identified? Can this be done in a way that allows the information collected and lessons learnt to be extended to other areas.</p>
<p>(9). Field staff to assist the implementation of improved storage options with selected farmers/farmer group (MoFA, CARD, CAPSARD, OICT).</p>	
<p>(11). Review of strategy for promotion of grain protection technologies and recommendations for approach to promotion in the second year (SS, SA).</p>	<p>What promotion strategy? Who was developing it, how and when? Despite being the hub of the project, this is far from clear!</p>

Appendix III. Example intermediate stakeholder questionnaire

Small-scale farmer utilisation of diatomaceous earths during storage

A project which aims to improve the food security of poor rural households through the development and promotion of an efficient, cost-effective and safe grain storage protectant.

Grain Storage Stakeholder Profile Questionnaire

A. Information about the enumerator			
1. Name of Enumerator		3. Date completed	
2. Her/his organisation		4. Location/region	
5. Do you or your organisation have regular contact with the respondent or her/his organisation ? (Specify)		No/Yes: If yes give details	

B. Questionnaire rationale and objective
<p>To maximise the project's contribution to the improvement of food security amongst poor rural households the knowledge and potential benefits suggested by the project's findings need to be widely promoted. Several dissemination products (e.g. information flyer, newsletter, website) are currently being shared with and/or available to known storage stakeholders, however if we (the project partners) are to optimise the impact of the project's findings then we need to build on and improve linkages with these existing stakeholders and solicit the support of other stakeholders. The project has throughout its evolution actively engaged with a spread of stakeholders, both to ensure that the research is relevant to poor rural households in differing circumstances - potential end users - and that the diversity of intermediary stakeholders (e.g. policy makers, service providers, input suppliers) who process research findings and/or facilitate its uptake by end-users, are alerted to and inform our research process.</p> <p>Specifically the questionnaire seeks to identify the different roles, interests and capabilities of intermediate stakeholders in storage and/or post harvest issues - a stakeholder analysis. The questionnaire - and this may need explaining / facilitating by the enumerator - seeks to differentiate between the individual stakeholder (agent or actor) and what s/he brings to her/his post, and the organisational stakeholder (structure, agency) and posts as set out in any organisational plan or organogram. The information collected will help us better tailor dissemination products and contribute to the development of the project promotional strategy.</p>

C. Individual Storage Stakeholder details					
1. Name of Respondent:		3. Tel (w)		4. Mobile	
2. Position / Job Description:		5. Fax		6. E-mail	
7. Post to which individual reports:		8. Post-holder / line manager (optional):			
9. Individual's main role/s or function? (Shortish answer - here to give context to 10, the storage focus)	Check list?	Column to provide space for answers			
10. Individual's main role or interest with respect to storage / post harvest issues?	Check list?	Could be developed through colleagues brainstorming, or when Q pre-tested. Or is a check list too prescriptive? See section E - should we reproduce something similar?			
11. What are the main constraints to carrying out these storage related aims / interests?	Check list?				
12. How could an understanding of DEs contribute to your work?	Check list?				

13. How and with whom would you share this knowledge?	<i>Check list?</i>	

D. Organisational Storage Stakeholder details			
1. Name of Organisation (i.e. the organisational storage stakeholder):		2. Address	
3. Parent body or affiliation if applicable (e.g. ministry, directorate):		4. Nature of linkage with parent body	<i>Check list?</i> <i>Maybe this should be covered in the communication section?</i>
5. Date Organisation was formed / constituted:		6. Any key Organisational changes in recent history?	<i>E.g. decentralisation, merger, privatisation</i>
7. Does the Organisation have clear objective/s (as set out in a logo or mission statement), and what is it?	<i>Yes/No/Don't know</i>	<i>Write out objective in long hand (indicate 'status', and secure copy of organisational literature)</i>	
8. Characterise the Organisation's objectives	<i>Check list? Poverty reduction, increasing production, maximising profit, human development..</i>	<i>Other, or qualification</i>	
9. How many people does the Organisation employ?		10. How many of these are employed on storage or post harvest issues?	
11. How is the organisation funded?			

E. Organisation's main role/s or function with respect to storage / post harvest issues?					
Tick relevant boxes	4	Elaborate (e.g. for/with/to whom, what, how, example)	Tick relevant boxes	4	Elaborate (e.g. for/with/to whom, what, how, example)
1. Funding agency			11. Producer (of what? For whom)		
2. Policy adviser (to whom?)			12. Consumer (of what?)		
3. Policy maker			13. Implementing/development agency		
4. Lobbying agency (who? for whom?)			14. Networking (with or for whom?)		
5. Research (in? for whom?)			15. Representation (of whom?)		
6. Education (of whom, for what?)			16. Marketing (of what? for/to whom?)		
7. Training (who? for whom/what?)			17. Communication		
8. Planning (what?)			18. Enforcement		
9. Service provider (of what? to whom?)			19.		
10. Input supplier (of?)			20. Other (specify)		
Note: Brackets above are only prompts, elaborate as useful; note any unofficial/informal but key functions with respect to storage (e.g. a school may be formally (on curriculum), informally, or not at all involved in storage education.					

F. Sector with which Organisation is associated (4)					
State sector <i>Tick box;</i> <i>Add any comments below:</i>	1. Line Ministry		Voluntary sector <i>Tick box;</i> <i>Add any comments below (e.g. gender, social identity):</i> <i>Typology needs developing</i>	17. Development NGO - Local	
	2. Education / Training			18. Development NGO - International	
	3. Research			18. Faith-based organisation	
	4. Politician			19. Trade Union	
	5. Parastatal			20. Community-based organisation	
	6. Project			21. Cooperative	
	7. Media (specify print, radio, tv etc.)			22. Professional association	
	8. Other (specify)			23. Networking organisation	
Private sector <i>Tick box;</i> <i>Add any comments below:</i> <i>Typology needs reviewing</i>	9. Manufacturer		Regional (countries) and International players <i>Tick box;</i> <i>Add any comments below:</i>	24. User group	
	10. Retailer			25.	
	11. Wholesaler			26.	
	12. Processor			27. Other (specify)	
	13. Vendor			28. IARCS	
	14. Producer			29.	
	15. Media (specify print, radio, tv etc.)			30.	
	16. Other (specify)			31.	

G. Operational level / areas of Organisation (4) and Individual (6)					
Mark relevant boxes:	4	Indicate focus & size of coverage, project / program	Tick relevant boxes	4	Indicate focus & size of coverage, project / program
	6			6	
1. Village			6. National		
2. Ward			7. Regional (SADC)		
3. District			8. International		
4. Region			9.		
5. Zone			10. Other (specify)		
Notes: The individual may focus, say, on activities in a single district, whereas the organisation may operate across all districts in a region; numbers of wards, districts, regions etc might be cited.					

H. Knowledge networks and communication context			
Organisation		Individual/Respondent	
Section E identifies the Organisation's main role/s or function with respect to storage / post harvest issues. For each role in turn answer the following questions:		Section C10 identifies the Respondent's main role/s or function with respect to storage / post harvest issues. For each role in turn answer the following questions:	
First role (<i>write in</i>):		First role (<i>write in</i>):	
1. Who are the organisation's main sources of information? (<i>Give sources according to categories & No. in section F</i>)		11. Who are the individual's main sources of information? (<i>Give sources according to categories & No. in section F</i>)	
2. What type of information is received?	<i>Check list? E.g. awareness raising and understanding,</i>	12. What type of information is secured?	

	<i>operational skills (e.g. practice), technical knowledge (e.g. treatments), marketing information, policy, promotional</i>		
3. Question about quality of information flow and content - any ideas?	<i>(e.g. telephone call, electronic communications, regular meetings, workshops, printed material, field days)</i>	13. Question about quality of information flow and content - any ideas?	
4. What are the constraints to the organisation receiving quality information?	<i>Check list? E.g. infrequent contact, poor electronic communications, skills shortage, staff shortage, limiting physical resources</i>	14. What are the constraints to the individual receiving quality information?	<i>Check list? E.g. infrequent contact, poor electronic communications, skills shortage, staff shortage, limiting physical resources</i>
5. With whom does the organisation share / extend its information - the main recipients? (Give sources according to categories & No. in section F)		15. With whom does the individual share / extend her/his information - the main recipients? (Give sources according to categories & No. in section F)	
6. What type of information is shared?	<i>Check list? E.g. awareness raising and understanding, operational skills (e.g. practice), technical knowledge (e.g. treatments), marketing information, policy, promotional</i>	16. What type of information is shared?	<i>Check list? E.g. awareness raising and understanding, operational skills (e.g. practice), technical knowledge (e.g. treatments), marketing information, policy, promotional</i>
7. Question about quality of information flow, pathways and content - any ideas?	<i>(e.g. telephone call, electronic communications, regular meetings, workshops, printed material, field days)</i>	17. Question about quality of information flow, pathways and content - any ideas?	<i>(e.g. telephone call, electronic communications, regular meetings, workshops, printed material, field days)</i>
8. What are the constraints to being able to share quality information?	<i>Check list? E.g. infrequent contact, poor electronic communications, skills shortage, staff shortage, limiting physical resources, poor attendance, dishonesty etc.</i>	18. What are the constraints to being able to share quality information?	<i>Check list? E.g. infrequent contact, poor electronic communications, skills shortage, staff shortage, limiting physical resources, poor attendance, dishonesty etc.</i>
Format repeated for each main role			

I. Operational perception / identification of farmers and the rural community			
Organisation		Individual/Respondent	
1. Does the organisation have direct contact with farmers or groups from rural communities? (cross reference with H above)	<i>No / Yes - specify nature of contact</i>	11. Does the individual have direct contact with farmers or groups from rural communities in the course of her/his work?	<i>No / Yes - specify nature of contact</i>
2. Does it in the context of its work actively differentiate between farmers or farmers groups according to any social identity or other characteristic?	<i>Check list? E.g. by livelihood, farming system, gender, age group, wealth status, group membership, denomination, progressive farmers, ethnicity etc.</i>	12. Does the individual in the context of her/his work actively differentiate between farmers or farmers groups according to any social identity or other characteristic?	<i>Check list? E.g. by livelihood, farming system, gender, wealth status, group membership, self selection, progressive farmers etc.</i>
3. What is the rationale for this differentiation (e.g.		13. What is the rationale for this differentiation (e.g.	

<i>established practice, target group, self selection etc)?</i>		<i>established practice, target group, self selection etc)?</i>	
4. What are the benefits of working to/with/through these particular groups?		14. What are the benefits of working to/with/through these particular groups?	

Apologies if this questionnaire appears worded totally inappropriately. Do please challenge the rationale of each section and question whether the answers would deliver against objectives etc., and certainly re-phrase questions/wording. Ideally this would be created or elaborated through group work with partners and typical respondents (it does however build on the Shinyanga workshop experience). It will hopefully be much shorter in its final form. Thank you for your perseverance - Mike

APPENDIX IV. WHO ARE STAKEHOLDERS?

From the Enterprise Development Impact Assessment Information Service website: <http://www.enterprise-impact.org.uk/informationresources/toolbox/stakeholderanalysis.shtml>.

A **stakeholder** is any person, group or institution that has an interest in a development activity, project or programme. This definition includes both intended beneficiaries and intermediaries, winners and losers, and those involved or excluded from decision-making processes.

Stakeholders can be divided into two very broad groups:

- **primary stakeholders:** those who are ultimately affected, ie who expect to benefit from or be adversely affected by the intervention;
- **secondary stakeholders:** those with some intermediary role. In an enterprise project these might include some of: DFID, trades unions, banks, Ministry of Finance, local government, export promotion agencies, business service providers

Key stakeholders are those who can significantly influence the project, or are most important if DFID's objectives are to be met. Both primary and secondary stakeholders may be key stakeholders.

Participation of primary stakeholders is essential in projects which are expected to have a direct positive impact on defined groups of people. Included here would be slum improvement projects, rural health or population projects, agricultural projects targeting small farmers, skills training for the unemployed/landless, small scale enterprise, rural water supply projects, primary education and forestry conservation projects.

Stakeholder participation is a process whereby stakeholders – those with rights (and therefore responsibilities) and/or interests - play an active role in decision-making and in the consequent activities which affect them.

Stakeholder analysis aims to:

- identify and define the characteristics of key stakeholders;
- assess the manner in which they might affect or be affected by the programme/project outcome;
- understand the relations between stakeholders, including an assessment of the real or potential conflicts of interest and expectation between stakeholders;
- assess the capacity of different stakeholders to participate.