Consensus building in common pool resources: a learning and communications programme for the PAPD methodology
(R8223)

Inception Report

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Summary

- The project is almost on track and the first PAPD for testing the revised resource pack (without visuals) will take place in late March. This was slightly delayed due to local elections.

- First draft of the promotion booklet is being pre-tested by a purposively selected sample of ten persons. This will be distributed and records kept of queries associated with the booklet. A sensitisation workshop to promote PAPD to *meso* level stakeholders is planned for March 2003.

- The project is all about communications, promotion and learning but we are not explicitly developing a communications strategy. Although not detailed in the logframe or project document, we feel the project should draft it's own communication strategy. All current activities will feed into and develop the strategy, and it will also provide a guide for future development and promotion of PAPD. If there is another revision of the logframe we should consider including a communication strategy as an output level MOV.

1. Introduction

This inception report highlights key activities undertaken during the first three months of the project. It provides a brief assessment of the likelihood of achieving project outputs based on the current status of the project. It also highlights problems and constraints with implanting the project and reasons for any delayed activities.

Overall the project is slightly delayed as local elections prevented the first PAPD being held in January/February. We don't feel this slight delay will affect the project's progress over the next few months.

The UK Project Leader conducted a planning visit to Bangladesh immediately after the project was approved in December 2002. During the planning visit and many discussions with the Bangladesh project team, we decided some modification to the logframe was needed. Although this was demanded early in the project, the process of thoroughly reviewing the budget and logframe again (this stemmed from trying to develop a detailed workplan, which is attached in Annex c) was a very beneficial process. It provided more time for both teams to gain a common understanding and ownership in the project.

2. Progress of activities: inception phase (November – February 2003)

2.1. Output 1: Key (meso) decision makers are aware of participatory planning processes for managing common pool resources

Stakeholders have been identified and categorised according to (i) those who know about PAPD and are using it; (ii) those who have heard of PAPD; (iii) those who don't know about PAPD but they type of activities they are involved with indicate they may be interested in the approach.

Key to this project is the identification of stakeholders and understanding their communication needs (to know about PAPD; to gain knowledge and practice about PAPD; to raise awareness about other community planning methodologies that enable improved management of common pool and natural resources). Hence the project will spend a fair amount of time (more than scheduled) gaining a better understanding of stakeholders.

Checklists and participatory research methods are being used to understand key stakeholders attitudes, practices and knowledge about PAPD. A checklist of questions is attached in Annex A. The results of this survey should be ready by the end of March 2003.

Following the planning trip for the project a number of issues highlighted the importance of targeting those people who are able to influence or create change within their organisations. This category of stakeholders is termed the *meso1* level in this project. We realise that it is necessary to identify these stakeholders and start working with them at the very start of the project. For example, in the Bangladesh context some of the important stakeholders include the Head of the Bangladesh Wetlands Network (a pathway to programme and policy influence); Deputy Directors in the Department of Fisheries and DOF staff leading or involved with donor supported projects; middle managers in the lead NGOs. Impact at this level will depend greatly on current relationships with these meso level stakeholders. Alongside sensitisation (exposure visits to see PAPD in progress) and promotion activities (sensitisation workshops – to introduce the concepts and process of PAPD), we will include in the monitoring process a mechanism for tracking communication activities (whether through email, face-to-face, at workshops, etc) with the meso level stakeholders.

The sensitisation workshop is planned for 29th March 2003.

Key issues

- Ensuring the meso level stakeholders are correctly identified.

- Maintaining regular communication with the meso level stakeholders. This is particularly difficult in an institution where people get moved between jobs regularly.

2.2. Output 2: Cases of PAPD good practice and experience with training for PAPD promoted internationally

A review of audience/users needs from communications activities and media is being combined with the survey to examine attitudes and practice at meso level. This survey also seeks to identify specific preferences for communicating knowledge and information about PAPD. Evidence from the PD phase of this project indicated a need for more promotion of PAPD to those organisations who have the resources to facilitate the PAPD process.

We have complete a first draft of the PAPD promotion booklet. Ten people are now testing the booklet (See Annex B). The final draft will be produced and distributed in mid-March.

We will also make a page available on the itad website (www.itad.com) for the project. It will be quite simple and provide a brief description of the project, the implementing team and documents, such as the promotion booklet, to download.

Key issues

- The promotion booklet has been produced in-house by CNRS. They are in the process of building their capacity to provide basic services in the production of communication media. A professional company in Dhaka will print the booklet. CNRS has the capacity to produce such publications, which in the long-run is very beneficial to the project as it means they can control how and when up-dates and re-runs take place.

- In developing media such as the promotion booklet, it would be useful to receive guidelines from NRSP/DFID on the use of their logos and how they should be represented.

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1 *meso* level refers to middle-management and those people who can influence and communicate to macro level decision makers (may include policy makers, managers in development organisations, decision makers in donor institutions; local government heads)

- CNRS is developing its own website. Once this is up and running the project information will be linked or moved to the CNRS website.

2.3. Output 3: Through interaction in the design and testing of PAPD training materials and the associated supporting structures, capacity of facilitators, from different organisations, to conduct a full PAPD developed

A first draft of the resource pack has been produced, though is only available in Bagala at present. Dr Motiar, a training Coordinator at the WorldFish Centre reviewed the first draft. Prior to the first PAPD a one day discussion will be held with training reviewers. The first PAPD will be held between 17th and 28th March 2003. Some video may be taken during this PAPD but to be effective and provide the right pictures for the resource pack a separate 'false' PAPD is needed. The filming will therefore be conducted over a number of months and also in a number of environments.

Issues

- CNRS is building its capacity in media production. CNRS has a staff member who is trained in professional video making. The project will hire the camcorder and operator from CNRS.

- Local elections prevented the first PAPD being held in January or February. This has delayed progress with the project slightly.

2.4. Output 4: A mechanism for recording and evaluating institutional learning around the use of PAPD developed and pilot tested.

We have discussed simple monitoring tools, for CNRS internally. For example, a short, simple form is being prepared that will monitor any queries that CNRS receive about PAPD and it will monitor who has received the PAPD promotion brochure.

A draft M&E plan is in progress and will be discussed with facilitators and other key personnel during the PAPD towards the end of March 2003.

Issues

- M&E capacity is generally low. CNRS has no M&E system for the organisation as a whole. Reporting requirements are required project by project, but these tend to be quantitative measures of activities rather than process.

- Any M&E for PAPD needs to fit with CNRS current systems. The project intends to assist CNRS in developing its M&E system.

Annex A: R8223: Draft Checklist for meso level communications needs assessment

The aim of the focus discussion is to obtain the following information from key informants:
- Current practice and knowledge of community based management processes, especially in relation to consensus building and/or conflict management in the context of natural resources management.
- Current practice and knowledge of participatory methodologies and experience with using participatory methodologies (the processes rather than individual tools)
- Their awareness, knowledge and practice of PAPD
- If they know about PAPD, how did they find out about it, have they used it, etc
- Level of interest in being involved with PAPD (e.g. training, receiving information, attending workshops, etc.

1. Background information
[collect documents, e.g. annual reports, strategy documents, etc., where possible. Also any dissemination/communications materials, especially those relating to policy/influencing and those developed with communities]

1.	Name of organisation	
2.	Contact details of the person interviewed	
3.	Contact details of meso level contact	*(i.e. someone in a senior position who is able to initiate change within an organisation)*
If possible get a copy of the organisations annual report and their strategy. If these are available, if may be possible to skip questions 4 - 9		
4.	Type of organisation	*e.g Non-Governmental Organisation, private, international research, etc.*
5.	Size of organisation (i.e. number of employees)	*Number of employees (if possible distinguish between technical and admin/support staff)*
6.	Vision of the organisation	*If possible, get a copy of the organisations annual report, or strategy document*
7.	Key sectors/Field of interest	*e.g. fisheries, marketing, etc – get examples of current projects/programmes*
8.	Location of work	*Name regions in Bangladesh and countries if international*
9.	Type of funding and/or size of budget	*e.g. through government grants; bilateral aid support; local funds,etc.*
10.	What is your organisations overall approach towards community based work	*e.g. do they take a systems approach towards understanding a situation? Are they aware of livelihoods approaches, the need to address gender, poverty, rights and environment issues in projects?*
11.	Training in Participatory approaches	*Do they provide training? How many are trained in PRA and/or community based approaches?*
12.	Level of participatory activities used in organisations work	*We need to define levels, e.g do they only use odd PRA tools, or do they combine PRA tools in processes; do they have their own ways/adaptations of using PRA tools, if yes, how.*
13.	Percentage of work involving communities / implementation strategy of the organisation	*e.g. how much staff time or budget is spent on actually working with or facilitating communities*
14.	Communications expertise/support	*Does the organisation have specific communications expertise, or access to communications expertise? – especially lobbying, policy, advocacy* *Are communications materials produced in-house or contracted out – if latter who undertakes this work?*
15.	Communication and/or dissemination strategy	*Does the organisation have a communications strategy and/or a policy for sharing, producing and distributing information?*
16.	Communications activities	*Do they have a newsletter, website, regular meetings, etc?*
17.	Training/M&E officer	*Are their specific staff roles for training and M&E?*
18.	Is there any type of Monitoring and Evaluation system in place for any	*Are there any internal systems in place?*

	projects/programmes	
19.	Do you have any links with other organisations who use CBM approaches	*Name the organisations/key contact people*
20.	What type of linkages do you have with these organisations	*Explain the type of linkage, e.g. through a network, meeting 1-2 times each month with other NGOs, email contact, etc*
21.	Does your organisation have a functioning website?	*Get web address*
22.	Do you have regular access to email?	*Regular means at least once per day. If not find out how often they can access email*
23.	Do you have regular access to the world wide web?	*Regular means at least once per day. If not find out how often they can access email*

2. Knowledge/Attitude/Skills of PAPD

1.	Have you heard of PAPD?	*[if yes go to 2; if no go to Q7] If you know that the interviewee has heard of PAPD don't ask this question.*
2.	How/where did you hear about PAPD?	*We want to know how the interviewee first heard about PAPD, for example did they attend a workshop and hear someone talking about PAPD, or did they read a newsletter and see an article on PAPD. If a workshop, find out which workshop, if through video find out where they saw the video. Did they hear about PAPD through someone in their organisation, if they did ask for a name or position, etc*
3.	Have you had training in PAPD? a. Where did you have training? b. Who organised the training? c. How did you find the training? (ask for 3 negative points, 3 positive points) d. Could/did you conduct a PAPD after the training? e. Was there any follow-up support/training from the organisation/person that gave you training in PAPD? f. What other support/training would you like?	*This is to find out who is now doing training on PAPD (there may be others apart from CNRS, e.g. WorldFish). It is also to get some idea of the quality of training is (i.e. does it give enough skills to allow people to facilitate a PAPD directly after training). We also want to find out whether enough support is available after the training (e.g. if they need more advice, or help on parts of PAPD, who can they ask for help?).*
4.	Have you received any information about PAPD? [specify type and source of information] a. How did you use the information? b. What type of information would you like to receive on PAPD?	*If they say yes, investigate this further by finding out the type of information received (e.g. was it a report with detailed information about PAPD? was it through a workshop that briefly mentioned PAPD but gave no detail?). In this question we are trying to find out what message was given in the information and how this was used. For example, the information may have been a workshop presentation, but the interviewee was not able to use the information (i.e. go out and start facilitating a PAPD)*

5.	Do you use PAPD now? a. How do you use PAPD (the whole process or parts?) b. Does anyone else in your organisation use PAPD? If yes, how did they learn about it? c. Have you adapted/modified PAPD in anyway? If yes, how d. Have you evaluated/tracked the methodology? If yes, please detail and give examples	*This question is to find out who is using PAPD, whether they are implementing the whole process (e.g. pre PAPD, a PAPD, post PAPD and the action plan), or they are just using parts of PAPD (e.g. only the problem census and action plan). We also need to know whether they have added to PAPD in anyway, for example they may have added another activity, or adapted the materials.* *An important issue to discuss here is whether they have done any monitoring of PAPD. For example do they get community members to evaluate the facilitators? Do they get facilitator to monitor community responses to PAPD?*
6.	Do you use other community based planning methodologies, especially for consensus building? If yes, elaborate	*We want to know if the interviewee/their organisation is using other similar methodologies, if they are find out exactly what is involved in their methodology (e.g. does it involve stakeholder analysis, problem census, etc.). Try to get more information about the approach (e.g. they may produce a booklet, leaflet or have a website)*
7.	Are you or your organisation interested in knowing about PAPD?	
8.	How would you like to be informed about PAPD (e.g. training, video, leaflet?)	*Try to get more information than a one word answer. For example if someone says 'training', ask them why training and what they would hope to learn through having the training.*
9.	How might you use PAPD in your organisation/activities?	
10.	How would you tell others in your organisation about PAPD?	*Ask for examples and what type of message they need to tell others (e.g. if the interviewee says they would mention PAPD at a meeting, ask what they would say about PAPD)*
11.	Are you interested in PAPD training?	*If yes, what type of training are they interested in? e.g. a one-day overview, or a full 6 day training?*
12.	Are you interested in attending a real life PAPD	

Media preference types

We are thinking about promoting PAPD to a wider audience, but we first need to understand how people would like to receive information on PAPD. We also need to know whether they'd be interested in any activities that involve monitoring PAPD and providing feedback on PAPD.

13. How would you like to receive information on PAPD

Media type/activity	Needs from the information	Reason for selecting this media type

14. Are you interested in providing feedback on PAPD?

 (e.g. we may ask the person/organisation to complete a simple monitoring form, or carry-out self-reflection activities about the use and impact of PAPD)

Annex B: Pre-testers of Promotion Booklet

PAPD Promotion Booklet: list of people to pre-test first draft

Objective: To provide a non-biased assessment of the PAPD brochures usability by its target audience. The brochure is aimed primarily at informing and promoting PAPD to meso level decision makers. It may also be applicable to those interested in participatory and community-based approaches. It does not aim to provide a comprehensive insight to PAPD. It aims to inform readers about PAPD, the benefits of PAPD, who is using PAPD and where to go for more information and training on PAPD.

The following persons were selected for:
- (i)   their good knowledge of PAPD
- (ii)   having none or little knowledge of PAPD
- (iii)   their position in the organisation (meso level)
- (iv)   their expertise in communications
- (v)   the type of organisation represented (government, NGO, international NGO, research, university, private sector)

Name	Organisation	Type of Organisation	Estimated knowledge of PAPD	Response received (give date)
Dr Nazmul	Project Director or Assistant Director CBFM2 Department of Fisheries	Government	Good	
Paul Thompson/ Dr Parvin Sultana	World Fish Centre	International Research	Good	
Farouk	ITDG Bangladesh	International NGO	Good – using on another NRSP project	
Mr Anwar	BRAC, Project Coordinator of CBFM2	Local NGO	Good	
Communications or media person	PRA Promoters	Local Network Organisation	None	
Masud Siddique	Assistant Director, Department of Fisheries	Government	None	
	World Fish Centre	International Research	None	
Dr Ainun Nishat	Country Representative, IUCN	International NGO	None	
Dr Anwar	Director, NACOM	Local NGO	None	
Communications or extension person	Department of Agricultural Extension	Government	None	
Julian Barr	PL R6756		Good	
Roger Lewins	RO R6756		Good	
Barnaby Peacock	Leader of NRSP R8103		Some experience	
Pat Norrish	Communications Specialist		Some	

ANNEX C: R8223: A communications and learning programme **Workplan December 2002 - Novem**

	Activitiy	start date	end date	total days	person	Nov-02	Dec-02	Jan-03	Feb-03	Mar-03	Apr-03	May-03	Jun-03	Jul-03	Aug-03	Sep-03	Oct-03
1. Meso level awareness raising of PAPD																	
1.1	First draft of short checklist and questionnaire	02-Dec	20-Dec	2	AM		done										
1.2	Second draft of checklist and questionnaire	20-Dec	01-Jan	2	AI/MR												
1.3	identify set of criteria for selecting organisations	15-Dec	15-Dec	1	AM		done										
1.4	select organisations for interview	15-Dec		1	AI/MR		done										
1.5	contact organisations		20-Dec	1	AI/MR												
1.6	Rapid survey to investigate (I) the skills and activities of other organisations in participatory and community planning processes (ii) audience profiles for communication needs		20-Jan	15	AI/MR			in progress									
1.7	analyse survey results		31-Jan	3	AI/MR/AM			3									
1.8	first draft of report on organisations attitude and knowledge towards participatory and community planning; and, audience profiles for communication needs		31-Jan	5	AI/MR			3									
1.9	final draft of initial scoping survey		15-Feb	5	AI/MR/AM												
1.10	send final report to organisations (Bangladesh and UK)		15-Feb	1	AI/MR/AM												
1.11	fix date for sensitisation workshops		jan	1	AI/MR			done									
1.12	plan sensitisation workshops		28-Feb	2	A												
1.13	programme for sensitisation workshops		28-Feb	1													
1.14	develop evaluation form for sensitisation workshop		28-Feb	1													
1.15	Sensitisation workshops (need for these partly depends on outcomes of previous activity)		05-Mar	3						planned for 30th March 2003							
1.16	sensitisation workshop report		19-Mar	3													
1.17	evaluation form for exposure visits		07-Mar	2													
1.18	conduct exposure visit 1 to PAPD sites for meso level decision makers		21-Mar	8													
1.19	conduct exposure visit 2 to PAPD sites for meso level decision makers		june-oct	8											???		
1.20	follow-up visit to organisations involved in exposure visit		sept	3													
1.21	evaluate outcomes of exposure visit		sept	4													
1.22	montiroing plan for tracking promotion of PAPD by other organisations		march	4	AM			not done									
2. Promotion of PAPD locally and internationally																	
2.1	review audience profiles and communication needs to promote PAPD [included under 1.6]		20-Jan														
2.2	during sensitisation workshop, ask audience whether resource pack and video is useful		28-Feb														
2.3	develop short checklist/questionnaire to get audience feedback on resource book and video - ONLY if there are people in the audience who were not consulted during activity 1.6		28-Feb														
2.4	produce first draft of PAPD promotion booklet (partly depends on previous activity)		04-Dec					done										
2.5	comments on first draft and 2nd revision		12-Dec					in progress										
	Activitiy	start date	end date	total days	person	Nov-02	Dec-02	Jan-03	Feb-03	Mar-03	Apr-03	May-03	Jun-03	Jul-03	Aug-03	Sep-03	Oct-03
2.6	comments on 2nd draft		14-Dec														
2.7	final draft (in colour with diags, photos - 2 designs)		20-Dec														
2.8	print test copies of booklet (2 designs?)		20-Dec														
2.9	produce evaluation form for testing booklet		20-Dec					done										
2.10	identify list of people to test booklet		15-Dec					done										
2.11	test booklet in Bangladesh		20-Jan						in progress									
2.12	test booklet with UK practitioners		20-Jan						in progress									
2.13	analyse comments on first draft of booklet		31-Jan															

#	Activity	start date	end date	total days	person	Nov-02	Dec-02	Jan-03	Feb-03	Mar-03	Apr-03	May-03	Jun-03	Jul-03	Aug-03	Sep-03	Oct-03
2.14	produce final draft of booklet		10-Feb														
2.15	printing booklet		20-Feb														
2.16	distribute booklet		20-Feb														
2.17	make copy of booklet available on web - NRSP/ITAD sites?		28-Feb														
2.18	produce mail/email list for PAPD updates		jan														
2.19	prepare first PAPD update		31-Mar														
2.20	distribute first PAPD update		31-Mar														
2.21	prepare second PAPD update		30-Jun														
2.22	distribute second PAPD update		30-Jun														
2.23	prepare third PAPD update		30-Sep														
2.24	distribute third PAPD update		30-Sep														
3. Training PAPD facilitators and producing and testing Trainers and Facilitators manuals																	
3.1	update existing resource pack		mid jan		Anis/CNRS			done in Bangala									
3.2	develop checklist for reviewers to test resource pack		jan														
3.3	hold briefing session for reviewers for testing updated resource pack		mid feb														
3.4	review of updated resource pack (by 4 reviewers + identified international experts)		mid feb														
3.5	de-briefing with reviewers to analyse comments and finalise changes		end feb														
3.6	consensus on modifications		end feb														
3.7	modify forms for evaluating manual for first PAPD test		15-Mar														
3.8	plan first PAPD (under CBFM2)								done - arranged for 19th - 27th March 2003								
3.9	first PAPD draft resource manual tested during first PAPD		30-Mar														
3.10	train PAPD facilitators using revised manual		30-Mar														
3.11	analyse evaluation from first PAPD		07-Apr														
3.12	produce report on first PAPD																
3.13	second revision of PAPD resource pack		10-Jun														
3.14	printing second revision of PAPD resource pack		10-Jun														
3.15	arrange 'blind' test of second revision + video with another organisation		01-Jun														
	conduct SWOT on PAPD & second draft of resource pack with representative sample of organisations																
3.16	plan second 'false' PAPD																
3.17	select 5 trainees for second PAPD		30-Jun														
3.18	orientation meeting for trainees/organisations with second draft PAPD resource pack and video. Explain evaluation process		10-Jul														
	Activitiy	**start date**	**end date**	**total days**	**person**	**Nov-02**	**Dec-02**	**Jan-03**	**Feb-03**	**Mar-03**	**Apr-03**	**May-03**	**Jun-03**	**Jul-03**	**Aug-03**	**Sep-03**	**Oct-03**
3.19	develop evaluation forms (modified from first PAPD)		20-Jul														
3.20	develop evaluation formats for reviewers and PAPD trainers		31-Jul														
3.21	train trainees at false PAPD using second revision of PAPD resource manual plus manual		31-Aug														
3.22	observations of 'false' PAPD by reviewers and PAPD facilitators/trainers		31-Aug														
3.23	evaluation of second revision by reviewers during PAPD																
3.24	evaluation of second revision by trainees		31-Aug														
3.25	analyse evaluation comments from second PAPD		03-Sep														
3.26	third revision of PAPD resource pack and video		30-Sep														
3.27	identify printer		31-Jul														
3.28	finalise print quality, layouts, binding, etc		05-Oct														
3.29	print PAPD resource packs		05-Oct														
3.30	distribute PAPD resource packs (with Video)		30-Oct														
3.31	**video production**																
3.32	identify video editor		jan														
3.33	write script for video clips of PAPD		feb														
3.34	filming PAPD		31-Mar							won't conincide with real PAPD as 'dummy' PAPD is necessary							
3.35	edit video material of PAPD		31-May														
3.36	first video ready		30-Jun														
3.37	final version of video		30-Sep														
3.38	copying video		20-Oct														
3.39	video ready for distribution with resource pack		30-Oct														

			Nov-02	Dec-02	Jan-03	Feb-03	Mar-03	Apr-03	May-03	Jun-03	Jul-03	Aug-03	Sep-03	Oct-03
3.40	prepare final copy of resource pack, video for CD/web use	30-Sep											■	
3.41	copy CDs	15-Oct												■
3.42	distribute CDs	30-Oct												■

4. A mechanism for recording and evaluating institutional learning around the use of PAPD

4.1	Discuss M&E process for the development, promotion and dissemination of PAPD activities with PAPD facilitators	jan			■ ◆									
4.2	with trainees and facilitators develop a self-monitoring and evaluation process; this will involve workshop sessions, testing the tools and analysis	first PAPD					■							
4.3	develop and test a mechanism for feeding the analysis back into the learning process of PAPD	jan/first PAPD			■		■							
4.4	produce guidelines on M&E to be incorporated in the trainers and facilitators manuals	jan			■									
4.5	test M&E guidelines during first PAPD	march					■							
4.6	identify organisations/people to attend workshop	28-Sep											■	
4.7	plan lesson sharing workshop for thoes involved with PAPD and those from meso level showing interest in PAPD	28-Sep											■	
4.8	distribute invitations for lesson sharing workshop	05-Oct												■
4.9	hold one day lesson sharing and dissemination workshop	25-Oct												■
4.10	compile proceedings from lesson sharing and dissemination workshop	31-Oct												■
4.11	distribute proceedings from lesson sharing workshop	nov												■

Activitiy	start date	end date	total days	person	Nov-02	Dec-02	Jan-03	Feb-03	Mar-03	Apr-03	May-03	Jun-03	Jul-03	Aug-03	Sep-03	Oct-03
Reports																
inception report for NRSP	2 copies to NRSP							by end of Feb								
annual report for NRSP								by end of Feb								
milestones and spending forecast for 2003/04									before 15th March							
quarter 1 report (1 April - 30 June)												by 15th June				
quarter 2 report (1 july - 30 September)															by 15th Sept	
quarter 3 report (1 October - 31 December)																by 15th Jan
Invoicing																
4th Quarter (1 Jan - 28 Feb 2003)									7th March							
1st Quarter (1 April - 30 June)													7th July			
2nd Quarter (1 July - 30 Sept)																7th Oct
3rd Quarter (1 October - 31 December)																7th Jan 04

Blue text identifies activities in logframe

milestones ◆