

Natural Resources Systems Programme

Development of an NRSP strategy for the dissemination of completed projects

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1 Introduction

1.1 Background to the study

The need for project and programme communication strategies for effectively disseminating the outputs of NR research, is gaining increasing recognition. Norrish (1999) documents a number of seminal studies that have been conducted over the past few years, that specifically investigate the dissemination, uptake and impact of NR research outputs. Despite the findings from these studies, few NRSP research projects have a communication strategy built into their logical frameworks.

Recent research suggests that dissemination needs to be active and demand led rather than passive and supply driven. A communication strategy should be planned from project initiation and should continue to be an integral part of the project cycle.

To be demand-led, projects must have a good understanding of 'target groups', and have staff who will actively develop close collaboration and consultation throughout the project cycle with potential users (farmers, bilateral aid programmes, government/NGO/multilateral agencies, commercial organisations, etc). Collaboration, consultation, and networking facilitate an understanding of needs, lead to ownership of the research and help to ensure that the linkages or pathways for 'transferring knowledge' have the potential to be successful (Edwards and Farrington 1993, SCL, 1994, p33, Scoones 1998). Dissemination is an activity that continues after the project ends and its success in the long term will depend on partnership links and the communication capacity, reach and effect of partner, target and local organisations.

Recent research conducted by Norrish et al (1999a&b) provides an insight into the dissemination activities of on-going and recently completed NR research projects. The research (R7037 SEM/NRSP) highlights the need for good communication strategies based on the results of case studies in three countries (India, Bolivia, Ghana). Two of the case studies are NRSP projects (R6382; R6799). It is emphasised here that recommendations suggested in this study complement those of R7037 (SEM/NRSP), which provides a framework for dissemination mechanisms and communication strategies.

In view of the above and considering recent research findings (Norrish, et al, 1999a&b) there is an urgent need for the NRSP to ensure that a communication strategy is developed for all research proposals, possibly within a broader generic framework on communication for the whole NRSP. Such a strategy would ensure that research results are fed back into the programme for use in wider dissemination activities and to help subsequent projects.

1.2 Objectives of the study

NRSP commenced in 1995 and by March 1999 a total of x projects had been completed. By 1999/00, x projects should be complete. Although projects have produced various outputs (e.g. FTRs, published papers and to a varying extent other dissemination material), the present NRSP management is of the view that more use can be made of these outputs. The study reported here was therefore commissioned to ensure that research outputs are successfully disseminated and used by interested/intended end-users. The study is expected to identify project outputs that are worthy of further dissemination and that have implications for influencing policy in the general area of NR management. The study also intends to recommend further follow-up for dissemination of the selected projects' outputs.

The study was conducted through:

1. A review of all NRSP project outputs to date. All available project reports that are held in the NRSP office at HTS were briefly reviewed. In some cases reports and other materials (papers, books, posters, videos) although mentioned as project outputs were not available.
2. Selecting projects for detailed review. Projects selected from the above activity were screened against a number of criteria, then subjected to a more in-depth review.
3. Reviewing the impact of project outputs (from project reports, other available project documentation and NARSIS database). The NRSP Annual Reports 1997/98 and 1998/99 assess the developmental impact of research outputs according to their position on the A-H Uptake Pathway (see Annex G). In the in-depth review, an attempt was made to assess project impact using this method as a guide.

1.3 Terminology for communication and dissemination

A brief review of documents reveals that some terms are used indeterminately, or imply a different meaning. For example, two terms used frequently and often loosely in many project documents are communication strategy and dissemination strategy. A communication strategy defines the context of dissemination, whilst the dissemination strategy is just one component within it (see R7037 (SEM/NRSP), p.10 for more examples). Annex B attempts to provide a conceptual framework that tries to emphasize that dissemination must be considered and planned throughout the project cycle and that recognition of stakeholders and strong partnership links is a key to a successful communication strategy. It is evident that a glossary of terms is needed and for this study the following definitions are used (references used: Norrish, 1999; Garforth, 1998; NRSP Annual Report 1997/98).

- A **communication strategy** can be defined as *'a chain of iterative processes involving a wide range of stakeholders with differing information needs, which needs an enabling environment if it is to succeed'*
- The term **dissemination strategy** is not quite so explicit and can be thought of as *'the process by which a research output is promoted along a defined uptake pathway, by the project to the target institution'*.
- **Research output:** Research results or products appropriate to the project purpose (e.g. information, technologies, methodologies, toolkits, conceptual model).

Generally a report on an activity (such as a trip report) is not an output. However, some workshop proceedings for example, are used as outputs because they are a compilation of papers and discussions amongst stakeholders in a project. They contain findings, state of knowledge and agree needed areas of future work.

- **Promotion of research output:** This is method for publicising a research output directly to a defined target audience. Often the target audience is an intermediary (for example, the target institution) who will disseminate the research output to the end-user.
- **Dissemination of research output:** This has a wider reach than promotion of research outputs and can be considered the process of active circulation of research outputs by the research project to a broad audience.
- **Dissemination pathway:** The route(s) or channel(s) by which information and technology reach the user.
- **Uptake pathway:** The specific route through which individual users access and apply RNR information and technology

- **End-users:** farmers and others (individuals, households, communities, companies, etc.) engaged in productive activities involving RNRs
- **Intermediate users:** Those who use the outputs of research to produce information, technology and products for end users (e.g. researchers in I/NARCs, NGOs, private sector, etc.)
- **Stakeholders:** any person, organisation, institution with some a direct or indirect role to play in the project. Stakeholders may be defined as primary or key: those who are directly affected by the research outputs. Secondary stakeholders: may not be directly affected by research outputs but they have an interest in the project. Tertiary stakeholders: those with high influence in the research and they can affect outputs, but their interests are not the target of the research.

2 Review of project documents and criteria for project selection

2.1 Background to NRSP

The NRSP intends to improve the relevance, quality, uptake and developmental impact of research. It places emphasis on NRM research that is demand-led with the real needs of poor people clearly identified. The purpose of NRSP is to generate benefits for poor people by the application of new knowledge to NRM in six RNR systems. The outputs of NRSP should contribute to a better understanding of, and/or an improvement in the management of each system and can include (NRSP, 1999b):

- Results of systems analysis
- A strategy or tool for better management of the system
- Release of a constraint in a system by the utilisation of new knowledge, an enabling or technical intervention, or strategy.

In conformity with the RNRKS strategy, NRSP¹ recognises that it must be proactive in promoting the use of the knowledge that projects deliver. This includes both the way projects are implemented and actions that the programme takes to strengthen the use of project outputs. To this end, *'uptake pathways must be well defined and activated. Good communication with target institutions (i.e. institutions which should take up the products of research) should be in place from an early stage of project implementation in order that an identified target group of poor people can derive benefits from the research products. In addition, NRSP must ensure that knowledge generated by projects is made available more widely, and in various appropriate forms, so that utilisation can occur elsewhere in comparable production system domains and beyond'* (NRSP, 1999a p.3).

The NRSP Annual Reports² (1997/98 and 1998/89) assess the developmental impact of research and dissemination activities according to their progression along the A-H Uptake Pathway (see Table 10, Annual Report 1998/99). This assessment is wholly quantitative where project outputs are assessed in terms of the number of publications, books, journal papers, videos, workshops, etc., with no indication of quality, relevance, spread, usage, etc. of dissemination activities. Nor is there any indication of whether the outputs have been tested with the intended beneficiaries, end-users or other stakeholders. What is also noticeable is that from a total of 373 tangible outputs (AR 1998/99), the majority appear to be disseminated in a form of most relevance to intermediaries: scientific peers (338)³, NARS (266), NGOs and private sector (266) and DFID NR Advisors/Bilateral (251). Few outputs have dissemination activities relevant to farmers. Only 42 of the 373 were considered suitable to farmers and only 59 to extension agencies. At policy level (funding agencies/policy makers), only 39 outputs were considered relevant. This might be attributed to the design of the RD1, where the emphasis is primarily on peer reviewed papers and target institution links, rather than ultimate beneficiaries (mainly farmers). Such a means of dissemination requires little contact or involvement with the end-user compared with, for example printed information for farmers that would need to go through a process of testing, adaptation and re-testing directly involving the users.

¹ NRSP See Call for Concept Notes

² The NRSP Annual Report is an internal DFID document for highlighting the policy impact of research projects, at policy level

³ note that some dissemination activities might be relevant to more than one stakeholder group, therefore segregate figures will be more than the total.

Such findings further question the whole process by which research is commissioned (concept note, RD1, etc) and managed (project level) with regards to dissemination. The following questions highlight some key issues:

1. Is there provision for dissemination activities to be an integral part of the project cycle and not an activity undertaken at the end of the research?
2. Are the intended target institutions and beneficiaries clearly identified? Are they involved in the dissemination process and initiation of a project's communication strategy, or do they have their own strategies?
3. Does the research continuum, (for example whether the research is part of an on-going process or a stand-alone project) determine what products will be delivered and the success or type of dissemination activities?
4. How useful are figures on tangible research outputs (books, reports, papers, etc.) with no indication of their spread, quality, relevance, etc.
5. Should all projects include in the logical framework an activity (or activities) that details explicitly, information dissemination procedures. Alternatively, is it possible to specify that for each output/activity at least one OVI must be for monitoring dissemination?

2.2 Scope of research projects and potential for impact

Systems' research studies undertaken in NRSP aim to acquire new knowledge about a system, which will benefit poor people and improve management of the system. Research outputs must be adopted by target institutions and beneficiaries, i.e. there must be some evidence of behavioural changes, before impact is evident. This already implies two different communication strategies depending on the type of research being conducted. Basically it appears that NRSP projects fall under two categories:

Type A: Projects that produce research outputs that follow a pathway, which communicate to policy and hence have the potential to impact policy (medium-long term)

Type B: Projects that produce outputs that follow a pathway which communicates to end-users and hence has developmental impact (short term)

Research projects won't necessarily fall under one category or move in any one direction. There are research projects that start at type A and whose outputs then proceed to a follow-on project, which may lead to type B. Some projects (especially the more participatory ones such as Participatory Crop Improvement – R6748) may at start-up be type B and through proving results at field level move to type A.

There are projects that can be considered 'pre-cursors' to either type of project specified above. These 'pre-cursors' may be scoping studies, literature reviews, site visits, workshops etc, with the general aim of assessing the feasibility or potential for future research projects.

DIAGRAM – if time!

3 Methodology for project selection

3.1 The A-H Uptake Pathway

The TOR for this study suggested that rapid criteria for project selection would be based on the A-H Uptake Pathway (Annex G). In common with other RNRKS programmes, NRSP has used the A-H Uptake Pathway to assess the progression of research outputs from proposal formulation through to uptake by end-users. In trying to understand how this evaluation has been conducted some key issues came to light in the present study:

It was decided that the A-H Uptake Pathway was not suitable for selecting projects. The reasons for this decision are:

1. The A-H Uptake Pathway implies a linear route for the adoption of technology, which suggests a top-down pathway from research outputs through to adoption of technology by end-users. It is well known that this is not the most effective mechanism for technology dissemination. Technologies need promoting, testing, modifying and re-testing alongside the necessary information and with end-users before adoption takes place. Even then technologies will continue to be rejected and adapted by the end-user as new knowledge emerges. It is clear then that a linear model is not really sufficient for either assessing or developing a dissemination strategy for research outputs. In reality uptake pathways are multiple and complex.
2. The stage(s) reached in the A-H Uptake Pathway depends on the type of research undertaken. For example strategic research may end at A. Adaptive research projects are likely to start at C; some projects may start at H (e.g. provision of improved seed).
3. The A-H Uptake Pathway gives no indication of time. NRSP aims to achieve impact over the medium term, especially in the adoption of research outputs by target institutions. The developmental impact – behavioural change amongst end-users – is likely to be a long term process over many years. Also as NRSP (1999b, p.3) states, '*systems research outputs are intended to influence whole systems, thereby making reliable attribution of impacts particularly difficult*'.
4. In the NRSP Annual Reports it is not clear how research outputs were assessed to determine progress toward developmental impact using the A-H Uptake Pathway. Criteria used to assess how each research project reached the specified level (Annex C) are not given in the NRSP Annual Report.
5. Missing project documentation makes it difficult to assess research outputs against A-H Uptake Pathway

Although the A-H uptake pathway for assessing developmental impact has proved satisfactory so far, improvements can be made especially considering the multi-dimensional nature of uptake pathways and dissemination activities. Annex G suggests an improved framework for the A-H Uptake Pathway.

There is debate over the use of the A-H Uptake Pathway and promotion and dissemination mechanisms in general that are used to assess the development impact of research outputs. A key issue raised at the HSPS Conference (January 1999) was 'how can promotion, dissemination and uptake of research outputs be encouraged?'. The Conference Proceedings (R7313) provide a brief but useful summary of definitions, outputs, users and pathways (but no reference to the A-H Uptake Pathway). There is concern over assessing the developmental impact of research projects

and how this can best be done. According to the Conference conclusions, responsibility for achievement of development impact lies with partnerships between stakeholders⁴. A good communication strategy depends on the strength of partnerships with the end-user and is needed for effective dissemination and hence developmental impact. Strength of partnerships and stakeholder involvement are integral to the success of dissemination activities and this is not seen in the A-H Uptake Pathway. Despite these concerns, the A-H Uptake Pathway has so far proven useful in providing a crude impact assessment of research outputs. It provides a tool for monitoring outputs and it is clear for people 'to see where they are'.

3.2 Criteria for project selection

The consultant and NRSP Programme Manager jointly agreed that the following criteria were suitable for selecting 'best bet' projects:

1. Projects completed after 1997 and before September 1999

Some projects completed before 1997 have follow-on projects and are therefore included in the selection process. It is assumed that it may be too late to start disseminating outputs from projects completed before 1997 so these are excluded from the review. This does not however mean that the project outputs should be ignored – it is possible that outputs from projects pre-1997 may be worthy of further research. On-going projects are not considered, unless they have notable dissemination activities that may provide good case studies, as it is assumed that changes in the NRSP strategy will improve the dissemination and uptake of project outputs.

2. A final technical report with clear indication of:

- Project outputs achieved
- The demand-driven nature of the research with some evidence of this (e.g. technology uptake/adaptation by the demand drivers; evidence from previous research projects)
- Evidence of adoption/promotion/receipt of research outputs by target institutions
- Evidence of some dissemination activities undertaken (e.g. workshop, mid-term reports; journal papers; manuals, etc)

3. Stakeholder involvement

- Some evidence of demand for project through range of stakeholders (who will ultimately 'own' the research – do intended beneficiaries have any 'ownership rights'?)
- Evidence of linkages between stakeholders [involvement of DFID bilateral projects/ NGOs /private sector, etc.]

4. Evidence of a communication strategy or dissemination activities in the RD1 [although there were few RD1s available. The NARSIS database was used to obtain project information and the logical framework]

5. Participation: Evidence of participation by target institutions, beneficiaries, other stakeholders in the research process and in dissemination activities

6. Formation of formal networks/groups through research outputs or associated activities.

7. Mid-term review report or some sort of M&E mechanisms for project outputs

⁴ HSPS makes no clear distinction between stakeholders, but uses the term partners as many 'stakeholders' now have cross-cutting roles, for example a farmer is also a researcher (HSPS Conference Conclusions, 1999. R7313).

8. Testing/impact of materials disseminated: If materials have been developed from project outputs is there any evidence of testing the material and/or impact assessment (i.e. behavioural change amongst end-users)?
9. Sustainability: has long-term impact of the project been considered and what measures (if any) are in place to ensure sustainability?

3.3 Project selection

A brief review of projects (using criteria 1-3) identified 26 possible 'best bets' (Annex C). A further four projects were identified with clear outputs that require more dissemination or testing of outputs (Annex C, numbers 27-30). From projects not yet completed, three were found with evidence of a dissemination strategy (Annex C, numbers 31-33) and may be worth monitoring for the effectiveness of dissemination activities, or to develop a communication strategy.

The process of briefly reviewing research outputs was made quite difficult by the range in quality of final technical reports. NRSP provides clear guidelines for completion of FTRs, but some are without an executive summary, table of contents or clear section on contribution of outputs. In many reports the actual dissemination activities are not clear. No FTR mentions a communication strategy. The overall presentation of reports with respect to layout, numbering, headings, style etc, is not consistent and this makes it difficult to find specific details quickly.

Due to this great variation in report quality, a rather informal and subjective criterion was used in selecting projects - that the FTR was well presented and written. This meant that research outputs and achievements were clear, dissemination outputs were obvious and little searching was required to find specific information.

The projects selected initially (as outlined Annex C) were re-reviewed and summarised according to the criteria defined in points 4 to 9 above, to narrow down the number of 'best bet' projects to six (as suggested in the TOR). Annex D provides details of the second selection of projects, which amounted to 16 projects across all production systems. The final selection was quite ruthless and subjective and was primarily based on a single criterion: availability of a final technical report.

In summary the **six selected projects** are:

Project code	System	Project title
R7093	SAPS	The relevance of Nigerian Farmers' responses to dryland farming systems in India and Southern Africa
R6783	LWI	Ecological and social impacts in planning Caribbean marine-reserves
R6919	LWI	Evaluating the trade-offs between users of marine protected areas in the Caribbean
R6447	HSPS	Environmental adaptability of tropical and sub-tropical legume species as hillside cover crops
R6382	FAI	Sustainable agriculture in forest margins
R6675	FAI	Modelling the sustainability of frontier farming at the forest fringe

For each project, a summary sheet (see Annex C) was produced that details the following:

- **Context and manner of research:** this included the purpose of the research, background and demand for the research
- **Location/beneficiaries:** country location and project beneficiaries

- **Partners and target institutes:** organisations involved in the research or uptake and dissemination activities. This included the partner organisation and role and target institutions. Where information was available, evidence of the level of interaction with TI and partners was documented
- **Communication modes:** tools used for disseminating project information (e.g. video, newsletter, etc)
- **Dissemination pathways:** any work already carried out in relation to dissemination pathways, production of materials including pre-testing
- **Dissemination materials:** and any documentation on their development, distribution and effect.

Information to complete the summary sheets was obtained from project FTRs, NARSIS database and other project documentation held in NRSP office.

The summary sheets provide information about the dissemination strategies conducted by the projects so that a qualitative assessment of the projects' research outputs can be made to identify best bets for a dissemination initiative for NRSP. Although the quality of FTRs of the selected projects is generally high, only R6382 and R6675 include a separate chapter on dissemination in the FTR. Project's R6447, R6783, R6919 and R7093 include dissemination activities in the section Contribution of Outputs as suggested in the guidelines for completion of a FTR (RNRKS Guidance Notes for Programme Managers).

3.4 Research outputs for influencing policy

3.4.1 Project selection

The TOR requests that a maximum of three candidate projects should be identified where the research outputs have implications for influencing policy in the general area of improving natural resources systems management. Follow-up should then be recommended for these projects. This has proven to be a complex task, primarily because of the subjective nature of only consulting available project documentation. Two projects were selected for follow-on and are presented below with reasons for selection:

R6919 LWI

Evaluating the trade-offs between users of marine protected areas in the Caribbean

This project provides a good and timely opportunity to develop a communication strategy, because:

- Purpose and research outputs are very clear
- Strong stakeholder involvement and evidence of demand for the research
- Contributes to improved management of the LWI system through better understanding of trade-offs between users of Marine Protected Areas.
- Flexible approach replicable in other countries where conflicts exist. Good methodology and project team with experience of participatory approaches.
- The follow-on project provides an ideal opportunity to test dissemination materials and this is already suggested in the FTR, which outlines plans for further dissemination: 'the trade-off analysis approach and the data from the first phase will be further disseminated in Trinidad and Tobago in the course of the new project on institutional dimensions of participatory resource management'.

R7093 SAPS

The relevance of Nigerian Farmers' responses to dryland farming systems in India and Southern Africa

- Good – only project that appears to consider the DFID SRL strategy and suggests a method for livelihoods analysis with respect to SAPS, which may be applicable across all systems.
- Brings together findings from four projects carried out between 1992 and 1996, to develop the soils, cultivars and livelihoods (S, C & L) approach
- More broadly the findings challenge or qualify some of the assumptions of the degradational model, which is widely circulated and informs much public policy for semi-arid smallholder economies.
- Attempts to assess the relevance of a framework for understanding livelihood interactions and change across three regions (Nigeria, Zimbabwe, India). At policy level it may challenge current research agendas

The four remaining projects were not selected for the following reasons:

R6382 provides a very interesting study, although at policy level the impact of this project is unclear due to institutional funding and management reorganisation. It was not selected because for this study as it was used as a case study for project R7037 (SEM/NRSP). A thorough review and partial impact assessment of all project dissemination activities was conducted and full details of the findings are presented in the FTR (Volume 2) or R7037 (SEM/NRSP).

R6447 is highly scientific and is a project that contributes to the whole system improvement. The project's outputs are in the form of a quantitative model and a review that identifies the potential and actual use of cover legumes. At this stage the project does not have policy implications.

R6675 works closely with the end users of the research outputs. The project appears very participatory and works closely with project partners. The key findings appear to be the identification of sustainability indicators at the FAI. This project should be considered as a 'best-bet' if NRSP decides to take three rather than two projects forward.

R6783 is closely linked to R6919, which is the main reason for non-selection. It may be worth investigating whether or not it is beneficial to consider outputs from this project along with R6919 in a follow-up project.

4 Recommendations

4.1 Outline for follow-on projects

From the brief assessment of projects it is not really ideal to recommend follow-up based on a limited understanding of the project. Ideally a more thorough review of the project outputs should take place in conjunction with members from each research project team as a good communication strategy requires regular and involved contributions of all project partners (see Norrish, et al, 1999a for more detail).

Follow-on projects must involve a communication specialist in the design, implementation and evaluation of dissemination activities. A provisional framework for planning a strategy is provided in Annex H along with a framework for possible dissemination options depending on characteristics of the target audience.

Some suggestions for follow-on are provided below.

R6919: Evaluating the trade-offs between users in marine protected areas of the Caribbean.

This project should provide an excellent case study as there appear to be:

- Strong links with policy makers
- Participatory, demand-driven approaches
- High involvement of all stakeholders in the research process
- Clear outputs that will contribute to improved management of LWI systems through better understanding and approaches to trade-offs between users of MPA.
- The approach is applicable across a range of systems (at present being used by R7150), although it is unlikely that the communication strategy will be generic as it should be planned and implemented by all project partners.

The following suggests possible action to take:

1. A range of dissemination activities has been conducted by the project. These appear to be: a Poster, Refereed journal articles, Conference papers and Proceedings of a workshop. From the FTR there is no indication of an analysis of key considerations for dissemination (who, why, when, what, where, how?) nor the impact of dissemination activities. As a starting point it is suggested that these materials are tested for impact and appropriateness. A brief summary table could be produced (see for example Table 1) to identify the impact of the various activities, but also to identify missing or ineffective areas of dissemination.
2. As there is a follow-on to this project to investigate how participatory approaches can be institutionalised (R7408: Building Consensus at the LWI), it provides an excellent opportunity to develop a communication strategy for this project now and monitor its progress. This project (p.16 FTR) already highlights that '*... regional institutions, including Environmental Management Agency of Trinidad and Tobago, the Institute of Marine Affairs, and CNARI have all expressed interest in adapting the method for application to other sites or in collaboration of dissemination activities*'. There is a clear opening for this project to influence policy and the management of LWI systems.
3. Ideally a workshop should be convened to establish the type of dissemination activities most suitable to the project outputs. The workshop should involve all identified beneficiaries and centre on producing a participatory dissemination strategy.

Table 1: Monitoring framework to assess dissemination activities

Activity	Message (reason for dissemination)	Purpose of message	Target audience	Volume/location	Pre-testing and modification	Modification	Pathway (channel for dissemination)	Impact (evidence)
poster	Functional values of coral reef ecosystem	?	?	?				

Project R7093: The relevance of Nigerian farmers’ responses to dryland farming systems in India and Southern Africa

This project is selected because it brings together findings from four projects carried out over four years and attempts to challenge the degradational model⁵, which is widely circulated and informs much public policy for semi-arid smallholder economies. The project is important because it aims to transfer a methodology from one country to a number of countries and across continents (*‘the aim of the project was to assess the relevance of the approach to analogous dryland environments in Zimbabwe and India where DFID had significant research or implementation projects’* p.4 FTR draft). It appears very important for having a direct impact on the lives of end-users.

The project appears to have involved only discussions with scientists and there are no apparent dissemination activities except the FTR, which is under-going revision. The FTR states that *‘promotion of outputs will continue after the end of the project through usual channels of scientific and research communication, and if appropriate through working papers for professionals, agencies, communities’* (p.58, FTR), providing further indication that a dissemination activities have not been planned.

If the research can challenge the ‘degradational’ model and provide policy with new guidelines then it has the potential to improve NR management of SAPS across continents. A clear communication strategy needs to be developed that specifically targets intermediaries and policy level.

The nature of this research is different from R6919. This research is primarily aimed at NR Research Managers and Advisors with little interaction with the ultimate project beneficiaries. Previous projects that provided the framework for R7093 had a direct impact on end-users and this project brings together the knowledge and experiences gained through the former projects. Although the type of research is different for the two projects, both coincidentally promote a methodology to natural resources systems management.

For this project the following is recommended:

1. Identify the research outputs, who needs access to them and why. This requires more consultation with the project leader and to obtain all dissemination activities produced to date.
2. Identify project partners and conduct a small workshop with them to identify the objectives of a communication strategy for the project

⁵ it is assumed that the degradational model may refer in this case to farm land-use and land condition in SAPS – clarification is needed

3. Plan a strategy based for example using the headings of table 1. The second table presented in Annex H can be used to identify dissemination options, based on the characteristics of the target audience (assumed to be intermediaries and policy for this project).

4.2 General recommendations

Recommendations related to NRSP and programme level are presented in Annex A.

4.2.1 Best practice – examples

It is evident from this brief review of all NRSP outputs to-date, that more recent projects have improved dissemination strategies. Annex C indicates seven projects (numbers 27-33) that may be worth 'tracking' for the dissemination activities they intend to undertake. Experiences from tracking these projects should be written into guidelines for project leaders. An area of weakness in the whole development of communication strategies for individual projects is that there are few substantial examples available, which have followed a clear strategy. One exception is project R6759, which has attempted a costed needs-assessment for the development and testing of dissemination materials related to the project outputs. Although the project is not due to finish until October 2000, a draft of the needs-assessment is available – refer to Felsing and Haylor, 1999). It is recommended that this project's output and methodology is assessed to see whether the methods are applicable to other research projects and whether it provides a good practical case study for a reference document/communication strategy guidelines for use by present and future project leaders.

4.2.2 Communication strategy at project level

Best Practice Guidelines for improved communication strategies for the promotion and dissemination of NR research outputs is already in draft format and should soon be available to project and programme managers [R7037 (SEM/NRSP)]. For the two projects suggested, meetings must be held with the project leaders better understand the actual research outputs and their views on further dissemination of project outputs. A brief review of the documents available does not give a clear insight to the real project, especially for R7093.

A provisional framework for a communication strategy should be developed with the UK project team and a communications expert. The whole process should be documented to contribute to an improved set of guidelines of real experience.

The provisional framework should be sent to partners of the project for review, followed by a planning workshop to discuss and develop the strategy with all views incorporated. This is essential, as dissemination activities will be distributed amongst partners. Again, the whole process should be documented to provide a 'case study' of procedures for developing a communication strategy.

Two or three activities should be implemented, tested, re-tested and distributed. The process should be monitored and assessed for impact.

Discussions must take place with project leaders before any suggestions are implemented. It is also of paramount importance that there is discussion and involvement of project partners in the pre-implementation phase of the project, especially to plan the communication strategy.

5 Bibliography

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Annex A: Communication strategy for programme level

Norrish (1999), already provides a comprehensive set of recommendations for a communication strategy for RNRKS research outputs, which the NRSP should also take on board. It is clear that for a communication strategy to be effective, participatory and demand-led it must be instigated and planned at the start of the project. For NRSP this requires that information to potential project leaders must include adequate emphasis on dissemination. Practical steps that NRSP can take are already outlined in the TOR for this study, they are presented below with some additions.

Guidelines for Programme Managers

The present guidelines for programme managers do not really emphasise the place of communication within the project cycle - dissemination is an on-going process and continues even after research outputs are achieved (as the framework in Figure 1 attempts to illustrate).

Project managers could be required to deposit copies of all dissemination products with the programme with details of costs, who was involved, who distributed to, any support needed, effectiveness etc. A recently drafted example of such a report could help in the development of a framework of headings to guide project managers (Felsing and Haylor, 1999, forthcoming). Workshops and other face-to-face activities present difficulties in terms of reporting in such a way that they can form the basis for other similar events and the development of some sort of standard format might be useful.

The HSPS Conference (R7313) recognise a need for clarification of the respective roles in promotion and dissemination of research project leaders and research programme managers. We need to determine what can be done at programme level (NRSP communication strategy) and what can be done at project level (Project communication strategy).

NRSP could also consider the benefits of dissemination to policy makers, development workers and other researchers (where that is appropriate) using ID21. The ID21 initiative is run by the IDS and PANOS Institute, and funded by DFID. It is a fast track research reporting service (on-line and paper based) that aims to make development professionals and policy makers around the world aware of the latest and best in UK-based development research. Initially set up (1997) for research on social and economic aspects of development, the staff now consider that it is a useful pathway for other kinds of research. They have developed considerable expertise in this area and are able to advise on setting up something similar for other areas of work or to discuss how ID 21 could handle different subjects.

Concept note

The NRSP Call for Concept notes pack already stresses the requirement for good communication with target institutions and beneficiaries from the start of a project and the need to disseminate project findings more widely. Details of a communication strategy are incorporated in a set of Draft Best Practice Guidelines currently with DFID and NRI. These could be distributed with the Call for Concept notes.

The notes could instruct prospective project leaders to set aside a set percentage of project funds for dissemination (based on FAO figures we recommend 10%). Advice on setting up a communication strategy incorporating dissemination could then be given to new project managers (either by distributing good practice guidelines or through a workshop, or through a combination of both).

The concept note questionnaire fails to make any mention of a communication strategy or dissemination activities.

A list of advisory organisations or individuals who can be consulted for advice relating to communication and dissemination, or brought in as collaborators could be provided.

It would be useful to provide a glossary of relevant terms.

Project memorandum: RD1

Programme documents (concept note, RD1 form, etc) need to be designed to reflect the requirement that a communication strategy is in place and being implemented through-out the project cycle, with some indication of how it will be evaluated.

NRSP aims to strengthen linkages with other programmes (RNRKS; in-country development programmes, especially DFID, international research centres) in order to enhance the prospect of uptake and impact of NRSP research outputs. [p.4 AR 96/97]. It is important to stress the need for projects to develop strong and active collaboration with communication specialists (individuals and organisations, GO, NGO, private or commercial) in the country in which the research is to take place

Final Technical Reports

Final Technical Reports should cover the communication strategy and dissemination activities in detail (who, why, what, where, when, and how). A standard format for reporting dissemination activities could be designed (an example from Norrish, et al, 1999 is shown in annex F). This information could be used to develop a database of collaborators/target institutions with known communication/dissemination capacity, reach, and effect.

Action

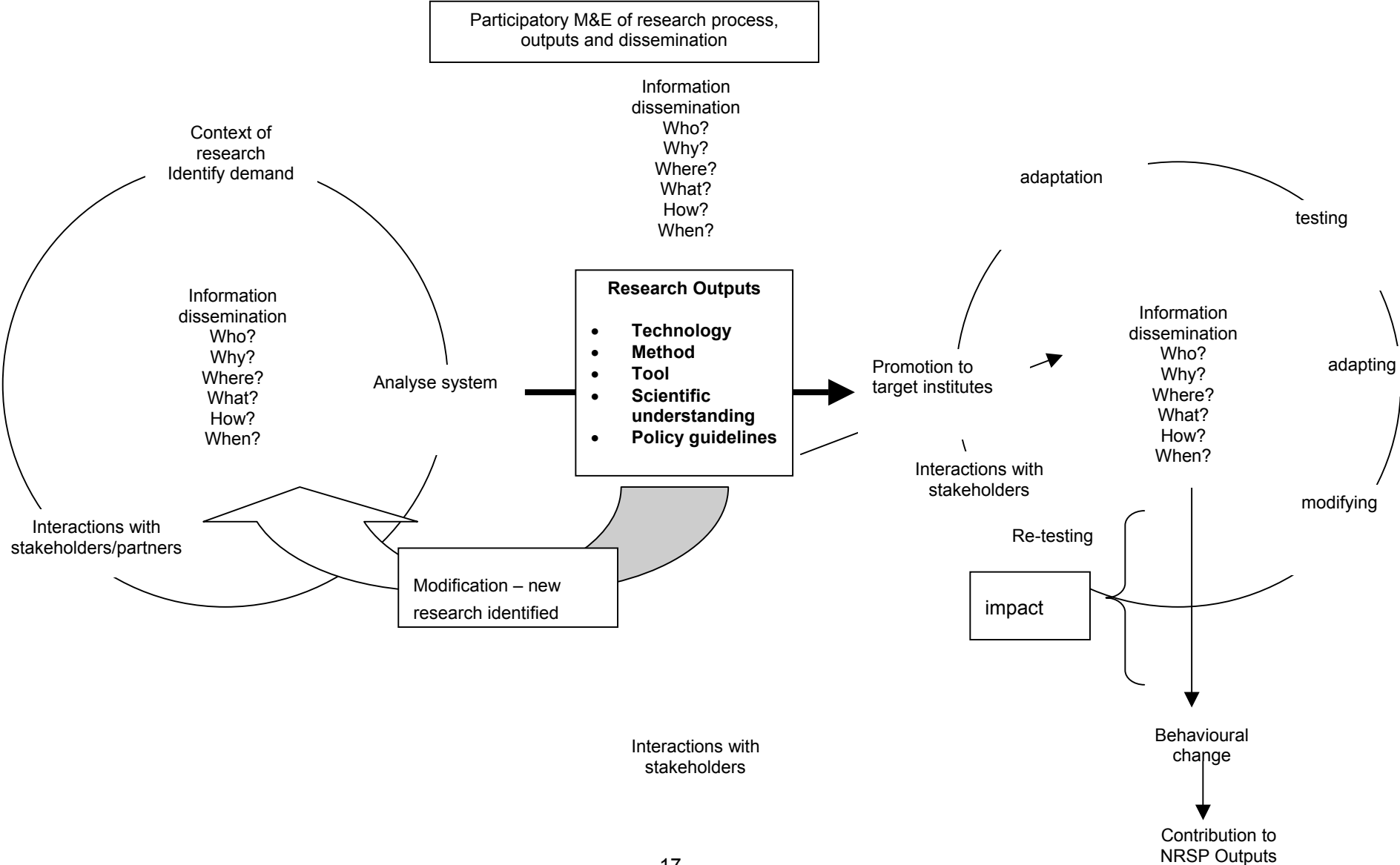
Revise the communication strategy for NRSP

Identify the roles and responsibilities of NRSP, Programme Managers, and Project Leaders in implementing communication strategies and conducting dissemination activities

With the Call for Concept Notes provide:

- Best Practice Guidelines (including a glossary of terms)
- Modify the Concept Note and RD1 to include specific guidelines on a communication strategy
- A typology of dissemination methods [see for example table 5, p56 engineering dis strat and dissemination options depending on characteristics of target audience]
- A framework for a revised A-H Uptake Pathway
- Contact details of resource people and information sources on communications

Annex B:provisional model of a communication strategy for research outputs [table 1 and diag from R7037 (SEM/NRSP) to feed into this]



Annex C: Initial project selection after brief review of available project documents and NRSP annual reports

Note: AR 95/96 and 96/97 did not assess research outputs by A-H Uptake Pathway. Projects starting before FY97/98 may have achieved previous levels on A-H Uptake Pathway not illustrated here (e.g. project R6382)

Project	System	End date	Comment	A-H (97/98)	A-H (98/99)
Projects with require more detailed review to assess outputs					
1. R4840	SA		Workshop - Outputs: Impact: Follow-on R7085 - to disseminate?	CD	ABCDE
2. R5163	SA	May 98			
3. R5170	SA	Jun 96			
4. R5172	SA	May 97	Good critique of mid-term outputs (April 94) and problems and ways to improve dissemination. FTR available	DE	BCDEF GH
5. R5681	HS	Aug 98			
6. R6001	SA	1996	Part of FRP. Interesting dissemination activities – see FTR [FRP R5732]		
7. R6051	SA	May 97	Dissemination activities not met; FTR missing; initial dissemination strategy looks good	B	AD
8. R6382	FAI	Mar 99	Many excuses for poor dissemination or lack of facilities for dissemination Appear to be a number of dissemination activities – check target audience, testing, impact assessment	CDE	DEFG
9. R6383	LWI	May 96	Last page section on dissemination pathways, descriptive with no indication of whether activities were conducted	-	ABCDE
10. R6447	HS/SEM	Mar 99		B	B
11. R6517	FAI	Jul 98	Development of a model – not clear – no idea how it's achieved H	DEFGH	DE
12. R6525	HS	Mar 99	Output from research led to training programme in Bolivia – reasons given in workshop report exec summary [occurred before end of project]	BCD	BCD
13. R6603	SA	Nov 97	All outputs appear not met (deportation of Mortimer?! R6615) note comment on p.112 AR98/99 'explore additional dissemination and uptake for the Nigerian workshop outputs'	B	AD
14. R6748	HP	Sept 99	No FTR (project end sept99) Few dissemination activities – but very good project review in evaluation report (Nov98)	ABC	EFGH
15. R6758	SA	Sept 99	Not sure if completed Assess outputs – looks quite good: participatory nature and range of s/h involved	CD	ABCDE
16. R6756 R6744 PD33 (Mar99)	LWI	Dec 99	Looks good, but not due to finish until dec99	AB AB	ABCD AB
17. R6760	HP	Mar 99	No FTR – finished Mar99 No apparent dissemination although AR98/99 (p.122) states dissemination of project outputs to over 1000 farmers	ABC	DEF
18. R6777 R7245	LWI	May 98 Aug 01	Finished May98 Follow-on project R7245 started Aug98 Use depends on whether R7245 intends to disseminate findings?	-	ABCDE AB
19. R6778		Dec 99		ABC	DEFG
20. R6783	LLWI	Sept 99	Just completed (sept99) No evidence of dissemination apart from e-mail list Complemented by R6919	AB	ABC
21. R6787	FAI	Mar 99	No FTR	ABCD	DEFG
22. R6789	FAI	Dec 99	Appears to be very farmer-centred with good links and stakeholder involvement	AB	ABCD

Project	System	End date	Comment	A-H (97/98)	A-H (98/99)
			See report 4242 p. 26-27		
23. R6919	LWI	Jul 99	Stakeholder involvement, participatory Follow-on project R7408 Complements R6783	-	EF
24. R7085 Linked to R4840	SA	Dec 98	Excellent example of integrating a number of research projects Good dissemination strategy (though not sure if originally intended – find RD1) Field manual – is it tested? [see FTR]	DE	G
25. R7093	SA	Dec 98	Report to assess the replication of project methodology from Nigeria to Southern Africa (Zimbabwe and Malawi) and India [I think the only project to look at wide applicability of outputs from one system programme across different continents	-	B
26. R7150	SA	Nov 99	Little documentation and no evidence of dissemination activities – QR mentions that the project is 'well-known' in the region/people in the field of work – how? What evidence is available? Uses methodology of R6919	n/a (start Apr99)	n/a

Projects with clear outputs that require further dissemination/testing, but projects not yet completed

27. R6675	FAI	Aug 99	Further dissemination: test manuals	-	CDEF
28. R6731	HP	Aug 99	Further dissemination – test manuals; outputs not clear little dissemination	CDEF	DEFG
29. R6621	HS	Sept 99	v. little dissemination – project finish date Sept99 main product vast quantity of MSc [not sure of the research output] ; heavily funded project from FTR little evidence of outputs or dissemination. [RD1 in PD9 HSPS]	B	B
30. R6638	HS	Sept 99	Linked to R6621	B	B

On-going projects which may be worth monitoring for communication strategy/ dissemination activities

31. R7056	FAI	Nov 00	p.88 AR98/99 'the project has made an excellent start, and good uptake pathways are already in place' – no evidence in docs available research linked to some funded by Rockefeller – technical pup listed as output of this project is from other research	-	ACDE
32. R7304	SA	Dec 01	Check outputs so far Check dissemination strategy in RD1	-	B
33. R6759	HPPS	Oct 00	QR (July-sept) shows interesting dissemination activities/strategy		

PD/workshops: outputs may be worthy of more detailed review

34. R6712	SA		Workshop - 3 rd phase of project? W/s specifically to disseminate research outputs	-	D
35. R7000	HP		Workshop to	-	EFG
36. R7001	HP		Workshop	-	EFG
37. R7111	LWI		Almost like a scoping study to review research in field and future directions		
38. R7313	HS				D

Annex D: Project 'best-bets'

Project Number	R4840	R7085 [linked to R4840]	R7093	R6758
Selected project	<i>Example</i>	<i>Example</i>	Yes	No
System	SA	SA	SA	SA
Project start/end date	Apr95-Mar99	Jan98-Dec98	Feb98-Dec98 [follow-on from R6051, R6603]	Oct96-Nov99

Selection criteria

1. FTR available	?	Yes	Yes	No
2. Project outputs achieved	Yes	Yes		Increased adoption of RWH techniques
3. Demand-driven	Follow-on from R4838	Recommendations in guides provided by farmers??		? but continues from previous work in area (R5170 and R5172)
4. Target institute(s)	Agritex on-farm sites for demo packages	NGOs, CG centres and other partner agencies have expressed an interest in materials		Ministry of agricultural extension services
5. Adoption & promotion by TI				
6. Dissemination activities	Field days Participatory workshops Conference papers Through R7085	Guides for farmers Complementary materials relevant to extension and research staff being prepared, based on guidelines	Stakeholder workshop seminar	Workshops with researchers/extensionists
7. Stakeholder involvement	DRSS Agritex			Local NGO NARS
8. Communication strategy or dissemination activities in RD1	Output 'formulation of dissemination strategy that will lead to adoption of identified technologies and extension demonstrations'	RD1 not available	RD1 not available	RD1 not available
9. Participation	Participatory development and on-farm evaluation weed management			?
10. Formation of formal networks/groups				?
11. Mid-term review report/M&E				Yes?
12. Testing/impact of materials disseminated	R7085	Unclear whether any testing but other agencies planning to adopt method/format or adapt materials		?
13. Sustainability				?
14. Follow-on	Project R6655 Crop Protection Programme			?

Project Number	R6783	R6919	R6638	R6621
Selected project	Yes	Yes	Example?	Example?
System	LWI	LWI	HSPS	HSPS
Project start/end date	Sept96-Sept99 [complements R6919]	Apr97-Jul99 [follow-on R7408]	July96-Dec99 [linked to R6621]	Aug96-Dec99 [builds-on R5681 Complementary projects: R6638, R6647. Collaboration with R6970]

Selection criteria

1. FTR available	Yes	Yes	?	?
2. Project outputs achieved	Yes ?	Yes		
3. Demand-driven	Yes	Yes	Request from CIAT (Bolivia)	
4. Target institute(s)	Marine Park authorities Government Fisheries authorities	Buccoo Reef Marine Park Ministry of Agriculture, Land and Fish (Trinidad and Tobago)	CARE-Bolivia Other local NGOs	
5. Adoption & promotion by TI		Partially		
6. Dissemination activities	Unpublished reports Workshop – findings sent by e-mail list	Public meetings 'evaluation of uptake of method and application in other areas' journal papers conferences final workshops	Conference paper AgRen network paper Chapter in book Working paper Stakeholder workshop Seminar (UK)	Journal papers Conference [MSc theses]
7. Stakeholder involvement	Not clear	Very strong	'evaluation of trials and methodology with stakeholders including farmers, CIAT, NGOs and other development organisations	Stakeholder workshops – collaborating farmers, NGOs, development projects and researchers from Reading University and CIAT
8. Communication strategy or dissemination activities in RD1	RD1 not available	RD1 not available	RD1 not available	RD1 not available
9. Participation	In providing information not planning	Strong	'introducing a fully participatory model of agricultural extension to facilitate farmers' own experiments based on fuller information exchange'	
10. Formation of formal networks/groups	No	No evidence		
11. Mid-term review report/M&E	None	No		
12. Testing/impact of materials disseminated	No evidence	No evidence		
13. Sustainability	Not clear	Likely – strong stakeholder involvement		
14. Follow-on	None? Unless linked to R7408	R7408		

Project Number	R6760	R6748	R6447	R6525
Selected project	No	No	Yes	?
System	HPPS	HPPS	HSPS	HSPS/SEM
Project start/end date	Oct96-Mar99	Oct96-Sept99	Mar99	Jul99

Selection criteria

1. FTR available	No	No	Yes	No
2. Project outputs achieved	'partial adoption by Punjab govn achieved 10-20% yield improvement in 5 villages' 'best-bet' package of practices for cotton farmer	Yes	Yes	
3. Demand-driven		?	Builds on R4843	
4. Target institute(s)	Punjab Agricultural University State Agric. Universities, NCIPM, IARI, KVKs, IRAC		DFID-hill agriculture project (Nepal); NARO (Uganda); CIAT and UMSS (Bolivia); ICIMOD, Lumle and Pakhribas NARC (Nepal); ICRAF	
5. Adoption & promotion by TI	PAU			
6. Dissemination activities	Local, national and international meetings Journal articles, brochures, manuals, radio, farmer training sessions, local recruited IPM extension agents		Conferences Journal papers Technical seminars (ICRAF, KARI, NAARI, LARC, CIAT, IITA, NARI) Technical papers mailed to hillside global network of 130+ scientists	
7. Stakeholder involvement		LIBIRD NARS NARC (nepal) KRIBHCO	Appear to be only those in NARS and target institutes	
8. Communication strategy or dissemination activities in RD1	RD1 not available	RD1 not available	RD1 not available	RD1 not available
9. Participation		Participatory crop improvement	None by end-users Mention of participatory agronomic trials to 'test' technology <i>in situ</i>	
10. Formation of formal networks/groups	?	CARE	None	
11. Mid-term review report/M&E		Yes Evaluation 1998	No	
12. Testing/impact of materials disseminated		?	No	
13. Sustainability	'it remains to be seen whether the political and institutional will is there to successfully extend the message in a way which will receive farmer support	?		
14. Follow-on		?	RD1 submitted for follow-up in Nepal, Bolivia [accepted??]	

Project Number	R6731	R6382	R6787	R6675
Selected project	No	Yes	No	Yes
System	HPPS	FAI	FAI	FAI
Project start/end date	Sept96-Oct99	Aug95-Mar99	Jan97-Apr99	Sept96-Aug99
Selection criteria				
1. FTR available	No	Yes	No	Yes
2. Project outputs achieved		Yes		
3. Demand-driven		Yes		
4. Target institute(s)	KARI, MoALD&M, NGOs (KIOF, Oxfam, OMMN), TSBF, ICRAF	CIAT, NGOs, CBOs, GTZ, Belgian bilateral, DFID bilateral	Orissa (and other state) forest departments, NGOs, SIDA (ERJFM project), CIFOR	LASAT, Centro Agropecuário UFP, Empresa Brasileira de Pesquisa Agropecuária
5. Adoption & promotion by TI		'FPR now an accepted methodology in CIAT – institutionalised'		
6. Dissemination activities	BBC Farming World Radio Broadcast Report 'Healthy Cow, more Milk – Wambui Finds Out' extension booklet Newsletter (CIMMYT's soil fertility network newsletter) Conference	Many dissemination activities Workshop Reports Journal papers Manuals Conferences (FTR claims more dissemination needed)	State level workshops Conference paper Journal papers Survey guide (for use by project staff and collaborating NGOs in various districts) Briefing document about project Literature review Meetings (DFID and SIDA Delhi, CIFOR Bangor)	Discussion paper Workshops National press and TV (Brazil) Journal papers
7. Stakeholder involvement		Close links with NGOs and Govn and farmers		
8. Communication strategy or dissemination activities in RD1	RD1 not available	RD1 not available, but 'the project is a research projectat the start any emphasis on dissemination was discouraged by DFID' [p.9 R7037 (SEM/NRSP) FTR Vol 2]	RD1 not available	RD1 not available
9. Participation		'participatory on-farm research and research managed trials' work closely with local institutions and farmers but at start of project claims that farmers and more particularly communities not fully on board (p.8 R7037 (SEM/NRSP) FTR Vol 2)		'this research process involves participatory methods which aim to involve farmers as partners in the research..'
10. Formation of formal networks/groups		Ichilo-Sara Informal Adaptive Research Network co-ordinated by CIAT and supported by NRI (though not formalised?)		
11. Mid-term review report/M&E		Evaluation report by Sandiford Consultancy report Feb 99 Project case study for R7037 (SEM/NRSP)		
12. Testing/impact of materials disseminated	Extension leaflet – testing not sure?	Case studies on impact of technologies on farmers livelihoods Study of farmers perceptions of trees on-farm		
13. Sustainability		Heavy reliance on CIAT – with recent withdrawal of DFID funding long-term sustainability unsure?		

Project Number	R6731	R6382	R6787	R6675
14. Follow-on		?		

Annex E: Project summaries indicating dissemination strategies

R6382	Sustainable agriculture in forest margins
Purpose:	<ul style="list-style-type: none"> To address the destruction of the following problems: (I) moist tropical forest by expansion of the agricultural frontiers, (ii) degradation of natural resource (principally soil, water and biodiversity) through unsustainable agriculture practice, (iii) lack of locally verified, sustainable agriculture income (generating technologies)
Background and demand for research	<ul style="list-style-type: none"> CIAT (Bolivia) strategic plan for 1990-95(? – but project started Aug 1995), which states as a main priority the development of sustainable agricultural production systems which permit the definitive establishment of farmers on their land. [difficult to distinguish between CIAT funded work and NRSP project – but maybe this is good in view of ownership rights to dissemination materials?]
Location and beneficiaries	<ul style="list-style-type: none"> Bolivia Farmers are the main beneficiaries -
Partner organisations and role	<ul style="list-style-type: none"> HS-NRSP; FAI-CPP, LPP, CIAT (Santa Cruz)
Target institutions and project interaction	<ul style="list-style-type: none"> CIAT, NGOs, CBOs, GTZ, Belgian bilateral, DFID bilateral
Communication modes	<ul style="list-style-type: none"> Video, workshops, network (not formal?)
Dissemination pathways and pre-testing of materials	<ul style="list-style-type: none"> It appears that no clear communication strategy was identified at the start of the project. Bentley (p.9 FTR R7037 (SEM/NRSP), Vol 2) states that ‘project leaders knew that dissemination depended on having a functional technology, which is one reason the Project staff was keen to establish on-farm trials’ further that ‘t he project is a research project, but with a close eye on making the results accessible to users. It is not a dissemination project, and at the start any emphasis on dissemination was discouraged by DFID’ Dissemination pathways not clear but ‘NRI was interested in working on a project that had strong NGO and GO dissemination’.
Dissemination materials and monitoring	<ul style="list-style-type: none"> Manuals & posters produced but no evidence of testing with intended end-users
Key points:	<p>The project is a useful case study of ‘best bets’ because:</p> <ul style="list-style-type: none"> By the project’s end it appears participatory and demand-led in response to failings in the project design early on The project was used as a case study for SEM32 (Improving communication strategies for the promotion and dissemination of NR research outputs to intermediate and end-users) Documents mistakes (methodological) made throughout project and measures taken to overcome them. Wide range of dissemination activities although introduced towards the end of the project May be a useful project for assessing the impact or reach of disseminated materials. The overall tone of the FTR implies that the project was always a step behind policy and reacted to changes rather than being a proactive research project. A number of problems with the project, including the administrative changes in CIAT (outside project control) indicate that it is probably not a good project to investigate further. However, it has produced some interesting dissemination materials which may be worth testing or replicating to a similar reseach

project.

R6447	Environmental adaptability of tropical and sub-tropical legume species as hillside cover crops
Purpose:	<ul style="list-style-type: none">• to determine the environmental adaptability of tropical and sub-tropical species of proven performance as cover crops in Honduras and to consider their potential suitability for new target hillside environments in Nepal, Bolivia and Uganda.
Background and demand for research	<ul style="list-style-type: none">• Project builds on findings from R4843, which investigated cover crop technologies and potential for improved soil conservation and fertility in hillsides. This project seeks to investigate the adaptability of different cover crop legume species to other hillside environments.• Development of a model that accounts for the photothermal influences on crop phenology across a broad range of tropical and sub-tropical legume species and genotypes. A powerful and flexible tool capable of rapidly improving the success rate of location-specific agronomic research.
Location and beneficiaries	<ul style="list-style-type: none">• Uganda, Nepal and Bolivia. The ultimate beneficiaries are farmers in hillside environments where soil erosion and loss of soil fertility are known to be perennially chronic issues. The FTR [p.2] quotes that, 'the potential for far-reaching eventual impact of this technology on research to improve sustainable rural livelihoods is substantial'
Partner organisations and role	<ul style="list-style-type: none">• National Agricultural Research Council (Lumle and Pahkribas, Nepal). Naational Agricultural Research Organisation, Uganda. Role of these organisations in the research is not clear in FTR
Target institutions and project interaction	<ul style="list-style-type: none">• There is little mention of stakeholder involvement or any type of workshop with target institutions. The FTR mentions that the research process has involved the active collaboration of at least 16 scientists operating across ten countries.
Communication modes	<ul style="list-style-type: none">• Not specified apart from dissemination of project outputs to over 130 concerned scientists through the greater hillsides global network [FTR, p.10].
Dissemination pathways and pre-testing of materials	<ul style="list-style-type: none">• IARCS, NARS and NGOs are stated as potential users/adapters of the research. The FTR states that the model recommendations are in use by CARE (Uganda) and, Rhizobiologia and other NGOs (Bolivia), whilst a range of NARC research stations (Nepal) plan to use the model. For these three target countries NARS scientists have had access to the model and its output through direct mailing of key publications and by their attendance at the Hillsides Systems Conference (Silsoe, January 1999).• 'Interest in the methods has also been indicated by IITA, CIAT, ICRAF, ICIMOD, ICARDA and the specific members of the hillsides scientist network which all will act as dynamic promotion pathways at a global level [FTR, p.13]'. A considerable number of peer reviewed scientific papers have been produced and conference papers presented. The impact of this dissemination pathway is unknown.
Dissemination materials and monitoring	<ul style="list-style-type: none">• The strategic nature of this research means that at this stage the outputs are not yet applicable to end-users. So far it appears that dissemination has been targeted at the scientific community, mainly NARS both local and international. The FTR shows no evidence of involvement by a broad range of stakeholders (i.e. those outside the formal research environment) in the research process. Dissemination materials – in this case legume cover crops – appear not to have gone beyond NARS although CARE international are funding a series of

Key points:

follow-on trials in Uganda (Kabale/Kisoro).

- To achieve the systems research outputs, this project needs to go further (as suggested in FTR, p.13] and validate the effectiveness of the model's recommended genotypes for specific cropping systems through participatory agronomic trials.
- At policy level this project may provide the way forward for institutionalising a model for improving soil conservation and fertility. It could contribute to promoting/institutionalising FPR if there is another phase to the project.
- The project is good because it tests the suitability of cover crops for HSPS across a number of countries. Has implications for management and sustainability of a system.
- The project is not recommended for further study as it has not yet reached a stage of promotion or uptake within research institutes (at least this is not evident from the information available).

R6675	Modelling the sustainability of frontier farming at the forest fringe
Purpose:	<ul style="list-style-type: none"> To analyse and model forest, crop and livestock interactions within smallholder production systems and farmer perceptions of these systems, and to identify key indicators which will determine the long-term viability of enterprises
Background and demand for research	<ul style="list-style-type: none"> There has been little work examining the integration of livestock and their role in sustainable smallholder systems (at the FAI interface); most research in the past has concentrated on other aspects of these systems, such as agroforestry.
Location and beneficiaries	<ul style="list-style-type: none"> Brazil Smallholder farmers at FAI
Partner organisations and role	<ul style="list-style-type: none"> LPP, Laboratorio Socio-Agronômico do Tocantins Maraba (is this LASAT?)
Target institutions and project interaction	<ul style="list-style-type: none"> LASAT, Centro Agropecuário UFP, Empresa Brasileira de Pesquisa Agropecuário
Communication modes	<ul style="list-style-type: none"> Workshops, meetings, (journal) papers, posters
Dissemination pathways and pre-testing of materials	<ul style="list-style-type: none"> Note: dissemination is an activity in the project logframe (p.8 FTR – would be useful to see the RD1) – dissemination activities have taken place from an early stage in the project Continuous feedback to farmers Meetings to target institutions
Dissemination materials and monitoring	<ul style="list-style-type: none"> FTR p.48 states ‘research findings and dissemination of information to farmers by the project team has already had some impacts on livestock production systems’. Research method adopted by researchers at University
Key points:	<ul style="list-style-type: none"> project involved close collaboration and working relationships with Brazilian researchers and small farmers (and their organisation) participatory research approach – involved building partnerships with farmers and farmers organisations, through a series of workshops and meetings and continuous process of feedback of findings and information to farmers p.2 of FTR states ‘in order to facilitate the adoption of improved husbandry and pasture management, further research, and more effective dissemination of information to farmers is necessary’. Changes in farmers livestock production practices have been noticed, however, no quantitative evidence to support this. Sustainability of project outputs after research has finished is not mentioned. Project appears to have had some development impact on the end-user. No apparent dissemination activities at policy level.

R6783	Ecological and social impacts in planning Caribbean marine-reserves
Purpose:	<ul style="list-style-type: none"> • Impact of coastal management options on urban and rural communities in the coastal zone identified, and quantified, and sustainable resource-use strategies developed and promoted, through assessing impacts of marine reserves on stakeholders and reef condition, and contributing to a strategy to optimise benefits of Caribbean marine reserves to local stakeholders
Background and demand for research	<ul style="list-style-type: none"> • Marine reserves are widely recognised and increasingly viewed in departmental, national and regional plans, as a principal component of coastal zoning plans. Development of these in the context of the critical habitat of coral reefs has been constrained in the Caribbean by differing perceptions of advantages and disadvantages among local stakeholders.
Location and beneficiaries	<ul style="list-style-type: none"> • Montego Bay and Negril (Jamaica); Folkstone (Barbados); Ambergris Caye (Belize); Grand Cayman (Cayman Islands)
Partner organisations and role	<ul style="list-style-type: none"> • University of West Indies – not sure, but UWI Centre for Environment & Development co-sponsored project workshop (12-13 July 1999)
Target institutions and project interaction	<ul style="list-style-type: none"> • Marine Park authorities, Government Fisheries authorities
Communication modes	<ul style="list-style-type: none"> • Workshops
Dissemination pathways and pre-testing of materials	<ul style="list-style-type: none"> • Not apparent, but FTR mentions findings of particular relevance to a defined target group, for example ‘the present study has indicated that MPAs, when effectively enforced, may well enhance reefs in those features which diving tourists most appreciate. This is a significant point of information for planners ...’. For such findings there appear to be no dissemination materials nor identified pathway for research outputs.
Dissemination materials and monitoring	<ul style="list-style-type: none"> • Findings from workshop, which appear to be only? relevant to MPA management policy are to be written as a set of guidelines towards improved planning of MPAs in the Caribbean. Guidelines will be disseminated to the wider community in the Caribbean and beyond via newsletters, identified as: • InterCoast (Univeristy of Rhode Island, USA), Out of Shell (Dalhousie University, Canada), CEPNEWS (UNEP, Kingston) and via the UWI Centre for Environment and Development web site.
Key points:	<ul style="list-style-type: none"> • Project seems to have produced interesting findings that are relevant to policy. ‘in general, protected areas tended to have a high proportion of species with greater biomass and abundance of fishes on deep and shallow reefs, greater species diversity or richness, more large fishes and greater mean lengths of fishes, than outside them.’ [FTR, p.55] • Also ‘promising areas for future research include the means potentially available to management to sustainably enhance desirable attributes such as large fish and other animals in diving areas, and the perceptions of fisheries with respect to the opportunities represented by the greater value of the reef fish resource to tourism than to fisheries’

R6919	Evaluating the trade-offs between users of marine protected areas in the Caribbean
Purpose:	<ul style="list-style-type: none"> impacts of coastal zone management options on urban and rural communities in the coastal zone identified and quantified and sustainable resource use strategies developed and promoted.
Background and demand for research	<ul style="list-style-type: none"> Different uses and users of fragile marine ecosystems are often in conflict. It is difficult to assess the extent of that conflict and to identify likely trade-offs. Evaluation is necessary to devise sustainable management strategies that meet short-term productive needs and conserve long-term ecosystem health. The research aimed to address this development problem by developing a methodology for assessing conflicts and evaluating trade-offs between different uses and users and thus providing information on development options to decision-makers regionally. There is a clear demand for the research: 'the focus of the research on Buccoo Reef Marine Park, Tobago was initiated as a result of significant local demand from the Tobago House of Assembly (THA) and local resource users and managers (FTR p.3) The FTR quotes that the strategy developed for assessing conflicts and evaluating trade-offs between users and uses provides information on development options to decision-makers regionally. It also states that further opportunities for application of the methods to other small island developing states and coastal regions was explored [FTR, p.4] The research outputs contribute to purpose 1 and output 2 of the LWI logframe. The project outputs contribute to better management of the system and may also release a constraint in the system by the utilisation of the approach for evaluating trade-offs.
Location and beneficiaries	<ul style="list-style-type: none"> 'the study has demonstrated that trade-off analysis is an appropriate technique to bring together diverse quantitative and qualitative information for decision making and for building consensus. A crucial step in this approach is the involvement of all stakeholders throughout the project cycle – 'engagement' with stakeholder groups provides information on their explicit priorities and allows these groups to move beyond short term conflicts'.
Partner organisations and role	<ul style="list-style-type: none"> University of West Indies – but role and contribution in the research is not clear
Target institutions and project interaction	<ul style="list-style-type: none"> The research strategy for this project emphasised the need to build trust among primary stakeholders and including them in decision making about the resources at the start of the project. The stakeholders were regularly provided with feedback from the project and benefited from useful information about the resources, and the implications of changing uses and management. Research process involved all identified stakeholders - 'the process of stakeholder involvement makes explicit the different perceptions and values of the different actors. The process creates opportunities for decision-making and management based on consensus rather than conflict.' [FTR, p.4] Stakeholder groups identified: Bon-Accord Village Council, Buccoo Village Council, Department of the THA, Fishers, recreational users, reef tour operators, water sports/dive operators. Methods: focus group discussions, expert judgement (marine park regulators), sample survey (recreational users). Consensus building workshops.

<p>Communication modes</p> <p>Dissemination pathways and pre-testing of materials</p>	<ul style="list-style-type: none"> • It appears that apparent success of the project and future institutionalisation of the approach is due to the heavy emphasis on stakeholder involvement from the start of the project. • Workshops, discussion • The continual and heavy involvement of all stakeholders in planning the approach implies that a key group of people are well informed about the project. The FTR mentions a number of groups of stakeholders who were involved in focus group discussions and a questionnaire (only recreational users), however there is no mention of frequency of meetings or products of the meetings. It is not clear from the literature available exactly how information about the project reached intended end-users.
<p>Dissemination materials and monitoring</p>	<ul style="list-style-type: none"> • List of dissemination materials but no documentation on their development, distribution or effect. • Although a number of refereed journal articles and conference papers have been produced there is little indication of how research outputs from such dissemination materials have been used. One case is mentioned where the approach is being used by Project R7150 in Kenya. It is not known how the project leader of R7150 became aware of the research (i.e. which part of the dissemination pathway and in what form). • 35 copies of the Report of Proceedings of Consensus Building Workshop were distributed but it is not clear whether this was to people at the workshop, or 'other identified primary, secondary and external stakeholders [FTR, p.19]'. • A poster on the functional values of coral reef ecosystems was produced. There is no indication of: Who is the target audience for the poster; where it is displayed; what is the message; and whether any pre-testing was carried out. • There is mention [FTR, p.21] of 'the data and experience to date will form the basis of a manual to be produced during 2000', but again with no indication of target group, message, volume, etc.
<p>Key points:</p>	<p>This project provides a good and timely opportunity to develop a communication strategy, because:</p> <ul style="list-style-type: none"> • Purpose and research outputs are very clear • Strong stakeholder involvement and evidence of demand for the research • Contributes to improved management of the LWI system through better understanding of trade-offs between users of Marine Protected Areas. • Flexible approach replicable in other countries where conflicts exist. Good methodology and project team with experience of participatory approaches. • Follow-on project provides an ideal opportunity to test dissemination materials and this is already suggested in the FTR, which outlines plans for further dissemination – 'the trade-off analysis approach and the data from the first phase will be further disseminated in Trinidad and Tobago in the course of the new project on institutional dimensions of participatory resource management'.

R7093	The relevance of Nigerian farmers' responses to dryland farming systems in India and Southern Africa
Purpose:	<ul style="list-style-type: none"> • Strategies for the sustainable use of system-wide common property resources, with emphasis on rights of access, developed and promoted
Background and demand for research	<ul style="list-style-type: none"> • Sets out a methodology used in Nigeria and explores its relevance to development-oriented research in SA areas of Southern Africa and India. The research aimed to contribute to the effective and efficient use of research in support of both development projects and programmes and policy development. • Builds on many previous projects, which together advanced understanding of the capabilities of indigenous farming systems to manage agricultural intensification under conditions of environmental risk, in relation to four major parameters. • 'the research describes an integrated methodology for researching household production systems, in the special circumstances of SAPS, with an emphasis on constraint management (rather than on breaking constraints by developing new technologies), and on linkages between components of the system (rather than quantifying the components themselves). This methodology relates closely to DFID's sustainable rural livelihoods agenda, and builds on the strengths of FSR.
Location and beneficiaries	<ul style="list-style-type: none"> • Nigeria, Zimbabwe, Malawi, India.
Partner organisations and role	<ul style="list-style-type: none"> • University of Durham, range of institutions in Zimbabwe, Malawi and India
Target institutions and project interaction	<ul style="list-style-type: none"> • RNRKS Research Managers and Project leaders. Academic community generally. • Should also be policy level – for institutionalising systems approaches in agricultural research also for promoting the livelihoods agenda.
Communication modes	<ul style="list-style-type: none"> • Workshop, discussions
Dissemination pathways and pre-testing of materials	<ul style="list-style-type: none"> • Not clear
Dissemination materials and monitoring	<ul style="list-style-type: none"> • Reports
Key points:	<ul style="list-style-type: none"> • Good – only project that appears to consider the DFID SRL strategy and suggests a method for livelihoods analysis with respect to SAPS, which may be applicable across all systems. • Brings together findings from four projects carried out between 1992 and 1996, to develop the soils, cultivars and livelihoods (S, C & L) approach • More broadly the findings challenge or qualify some of the assumptions of the degradational model, which is widely circulated and informs much public policy for semi-arid smallholder economies. • Attempts to assess the relevance of a framework for understanding livelihood interactions and change across three regions (Nigeria, Zimbabwe, India). At policy level it may challenge current research agendas (?)

Annex F: Terms of Reference

The NRSP library contains the majority of the available outputs from completed NRSP projects. From these outputs, it is possible to obtain a view of the success of NRSP so far in disseminating its research products. A recent rapid review of these documents suggests that as a first step toward achieving greater dissemination, the research products should be reviewed in more detail and assessed for which are the 'best-bets' for dissemination from a farmers perspective. The 'best bets' would then form the basis of a new dissemination initiative.

The work will commence on 18 October 1999 and continue for a period of 10 working days. The work will include the following:

1. The rapid development of criteria for project selection. This could be based on the A-H Uptake Pathway but a decision needs to be made about whether criteria should include everything from C onwards or whether H should be the sole criterion. This decision will be made jointly with NRSP once the initial review of the documentation has been completed.

The A-H Uptake Pathway

- | | |
|---|--|
| A | generation of relevant research results (output delivered) |
| B | formal/informal agreement with target institutions |
| C | development of appropriate research-based products through adaptation/packaging |
| D | promotion of products into target institutions |
| E | adoption of products by target institutions |
| F | application and replication of technology or behavioural change among end-users by target institutions |
| G | promotion of technology or behavioural change among end-users by target institutions |
| H | adoption of technology by end users and generation of economic benefits ie development impact (purpose delivered). |

2. Selecting best bets (depending on the strictness of the criteria there will probably only be 5 or 6 of these).

3. Identifying information that will help in the further development of a dissemination strategy. This will include:

- context and manner of research
- location/beneficiaries
- organisations which have been involved in research or which have been involved in uptake/and dissemination activities
- communication modes
- any work already carried out in relation to dissemination pathways, production of materials including pre-testing
- Dissemination materials and any documentation on their development, distribution and effect.

4. Identify any candidate projects (maximum of three) in which the outputs have implications for influencing policy in the general area of improving natural resources systems. Recommend the follow up that is needed for these projects.

5. Writing a report for the Programme Manager

Annex G: A-H Uptake Pathway

Modifications to the pathway are given in italics. This is not intended to be a linear step-by-step pathway. Dissemination mechanisms and pathways evolve and change according to the external environment and the user.

Communication strategy in place, developed WITH communications expert

Stakeholder assessment and involvement in the research process: strength of partnerships and links

A: generation of relevant research results (output delivered)

Planned dissemination activities with indicators

B: formal/informal agreement with target institutions(s);

C: development of appropriate research-based products though adaptation/packaging;

Dissemination of products outside the TI (intended or accidental)

D: promotion of products into target institutions;

Promotion through pre-identified promotion pathways – testing and modification of dissemination activities/tools if necessary

E: adoption of products by target institutions;

F: application and replication of results in target institutions;

G: promotion of technology or behavioural change among end-users by target institutions;

Assessment of uptake pathways

H: adoption of technology by end-users and generation of economic benefits, ie. development impact (purpose delivered). = proven impact

Impact assessment on spread, adoption, modification of technologies

Testing dissemination activities, modification

Replicability and sustainability

Annex H: Planning a communication strategy – provisional framework

Activity	Methodology	Implemented by	Optimum timing
Identify NR research output		<ul style="list-style-type: none"> NR research team 	At start and throughout
Identification of stakeholders and target audience	<ul style="list-style-type: none"> PTs Stakeholder analysis FGDs 	<ul style="list-style-type: none"> NR research team Experts in PRA Social researchers Communication experts 	At start and throughout
Identification of communication objective including indicators	<ul style="list-style-type: none"> Workshop Discussion PTs 	<ul style="list-style-type: none"> Experts in PRA Target audience Social researchers NR research team 	At start and throughout
Needs assessment	<ul style="list-style-type: none"> PTs FGD Workshops 	<ul style="list-style-type: none"> Marketing expert Target audience Social researcher NR research team 	At start and throughout
Communication context assessment	<ul style="list-style-type: none"> Secondary sources FGDs Questionnaires 	<ul style="list-style-type: none"> Marketing expert Target audience Social researcher NR research team 	Early stages of research
Develop communication technology		<ul style="list-style-type: none"> Varies depending on communication technologies but can be NR research team Communities/target audience Communication experts 	When above steps have been developed
Pre-test communication technology and modify accordingly	<ul style="list-style-type: none"> FGDs PTs One-to-one interviews 	<ul style="list-style-type: none"> NR research team communication experts (as above) Stakeholders 	During and after communication technology is developed
Monitor and evaluate communication technology and overall strategy	<ul style="list-style-type: none"> FGDs PTs Quantitative methods Secondary sources One-to-one interviews 	<ul style="list-style-type: none"> NR research team communication experts (as above) Stakeholders 	During needs assessment (baseline data) and throughout and post project cycle

Source: Norrish 1999a

