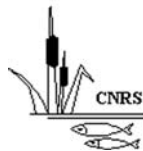


PD 124: Better Options for Integrated Floodplain
Management – Uptake Promotion

Communications Strategy

First Draft

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Glossary of terms used in this document

Stakeholder	<p>Any person, group or institution that has an interest in, or may benefit or loose from the project. Stakeholder sub-groups are defined as follows:</p> <p>Target groups and end-users: individuals, households, communities, associations, etc. , that are engaged with the management of natural resources (e.g .farmers, fishers, service providers, young farmer groups, etc)</p> <p>Partners: those with whom the research is conducted</p> <p>Target institutions: those who may use the research products beyond the life of the project</p> <p>Intermediaries: those who use research products to deliver information, provide access to technology and generate more products such as those needed to create favourable institutional and policy environment for end-users. (e.g NGOs, Private sector, bilateral donors, research organisation).</p> <p>(source: NRSP, 2003)</p>
	<p>Meso level stakeholders are defined as those stakeholders who are in a key position allowing them to take decisions or action or to influence change that supports IFM. They are not necessarily those people in powerful or leadership positions.</p>
Data	Recordable facts.
Information	Meaningful combinations of data. Information is data - facts, figures, feelings etc. Information can be communicated. Information may or may not become knowledge. It needs to be transmitted, received, understood and believed to become knowledge.
Knowledge	The sense that is made of information. Knowledge is created through the accumulation of selected items of information. Knowledge is information, which has been interpreted and made concrete in the light of the individual's understanding of the context.
Communication (also see section 1.2)	The transmission of data, information or knowledge between two or more points. Communication is an active, dynamic process in which ideas and information are exchanged leading to modification of people’s knowledge, attitudes or practices.
Dissemination (also see section 1.2)	The process of passing on research outputs, or information about research outputs, to uptake pathways.

Summary

This document outlines a draft communications strategy for the proposed follow-on research project building on PD124: Better Options for Integrated Floodplain Management. It outlines the rationale for developing a communications strategy, which builds on the work of R7868, and it provides an initial assessment of the communications context related to integrated floodplain management in Bangladesh.

Communications objectives have been identified based on the predicted research outputs and initial discussions with key stakeholders. An assessment of communication needs was carried-out with *meso* level stakeholders and this provides the initial framework for identifying communications activities. An assessment has started with end-users to look at information networks, but needs have not yet been addressed. The next phase of the research will investigate communication needs of end users.

At this stage the communications strategy is draft. It is expected that as project activities are implemented and as the context is further understood, changes will be made to the communications strategy.

The initial part of the communications strategy has involved conducting stakeholder analysis and focusing on use of the importance influence matrix. Discussions were also held with key people in MACH, CBFM, DoF, IUCN and ICZM to elicit their views on communication strategies within their projects.

Initial findings indicate that for target institutions, face to face and interactive discussions and presentations are the preferred media. It is also apparent that communications strategies are not well developed in institutions. Participation in communications activities is low and appear to be a one-way process of delivering a message with little or no pre-testing, evaluation or end-user participation.

1. Introduction

This research project falls under the Land Water Interface programme of the Natural Resources Systems Programme (NRSP). The LWI is located in regions where both aquatic and terrestrial resource systems co-exist in space (coastal zones) and time (floodplains) and this component of NRSP research contributes towards meeting the objective “Benefits for poor people in targeted countries generated by application of new knowledge to natural resources management in the land water interface” (NRSP, 2002 LWI call).

The outputs specified in the LWI logframe are to develop and promote resource use strategies for coastal zone and floodplain production systems respectively. The OVIs recognise a two stage process for attaining this output covering firstly the validation in two target areas of new approaches to integrated natural resource (NR) management which benefit the poor (by 2002), and secondly the incorporation of these approaches into NR management strategies of target institutions in two target countries (by 2005).

This proposed research project, Better Options for Integrated Floodplain Management, relates to both the above objectives through two components (i) *uptake promotion* of options for integrated floodplain management, which were developed in the NRSP project R7868, and (ii) *adaptive research* to test and further develop the options for IFM.

1.1 Background to the follow-on communications/adaptive research project

The NRSP call recognizes that influencing activities under LWI since 1996 have not been very coordinated and lacked an overall communications strategy. Although impact may be visible within the immediate vicinity of the research, active scaling-up and communications of research outputs has been neglected in the past. Policy advocacy should be based on evidence of a need for change, plus good knowledge of current practices, regulations and laws affecting floodplain management and peoples’ livelihood options; knowledge that has been generated by LWI partners and other projects (e.g. CBFM).

According to NRSP (call documentation December 2002) R7868 was an important piece of work that resulted in a technical report and guidelines for integrated floodplain management, but the outputs were not produced in an appropriate format for field application. Technical recommendations from the research (for example, dry season refuges for fish, closed seasons in the early monsoon, and modifying sluice gate operation) have also been identified by communities during Participatory Action Plan Development (PAPD) and such recommendations are already being implemented by communities under CBFM-1 and 2, MACH and SEMP. There is, however, no quantitative or qualitative assessment that links the desk-based research (R7868) with that actual situation on the ground, although PAPD activities indicate that communities already practice some of the recommendations identified from R7868. Evidence gained through adaptive testing and validation of the recommendations by communities is needed to provide the evidence for influencing any change in practice or policy and in scaling-up the research outputs.

1.2 Definitions used in the Communications Strategy

Communications is much more than dissemination, though often the two terms are used interchangeably. Dissemination may be defined as ‘the act of distributing information to various audiences in forms appropriate to their needs. Dissemination aims to increase the wider awareness of research products and, in turn, to enhance the speed of uptake (DFID-NRSP, 2002). In the same document, communication strategy is defined as ‘this concerns preparing the

ground, through communication and dialogue, that will enable effective scaling-up of the research products after a project is over.'

A communications strategy for this project is about:

- Encompassing everything from looking at peoples/organisations current behaviour and knowledge of the subject/topic through to developing media and identifying communications channels (i.e. your uptake pathways)
- Being participatory, people-centred and empowering
- Critical reflection and self-learning about knowledge development and sharing information
- Looks at changing attitudes, adding to knowledge
- Project team is a facilitator, and the emphasis is on self-monitoring.
- Ensuring sustainability in the management, spread and use of information related to project outputs

A Dissemination strategy:

- Tends to be a one-way process and looks at promotion to target groups to raise their awareness or interest in something,
- Tends not to track changes, or the process is managed by the project teams
- Tends to transmit a pre-determined message with little or no participation of the end user.

The communications strategy for the research relates to the whole project and should not be seen as a separate component of the project. The communications strategy is also seen as a component of the project's monitoring and evaluation, as it is primarily about putting a plan in place to manage the production, use, spread and replication of information. According to Guijt (1998) 'thus essentially monitoring and evaluation is quite simply about communication and learning and decision-making. It is a process that is based on sharing information thus making it essential to identify between whom information is shared and what information is worthwhile sharing.'

The demanders and users of the information need defining. In this strategy the end-users of research products are central to communications and they need to be involved in the process of developing and sharing information. They should not be seen as passive recipients of research outputs, but as active users of information who are key to lesson-learning and networking information.

The objectives for communications in this research will be based on the principles of participatory action research (PAR). The emphasis is on utilising local knowledge of the communities, especially the poorer and marginalized members, which is controlled and produced by them. There is a tendency for the more powerful in a community to dominate in knowledge generation and transfer and for scientific knowledge to over-rule local knowledge and experience (see for example Foucault, 1980, and Rahman 1991a quoted in Melkote and Steeves, 2002). The PAR method emphasises control in the hands of the communities (especially the poor and marginalized) to control knowledge production, the means of material production and control over power that legitimises the relative worth and utility of different epistemologies/knowledges (Rahman 1991a quoted in Melkote and Steeves, 2002).

The PAR takes place in a local context, uses local material/non-material inputs, and is dominated by local people and their organisations. The role of the outsider would be as a

facilitator. (Melkote and Steeves, 2002). The overall aim is then to create a climate of mutual understanding between participants (community members) rather than to create a climate of acceptance by beneficiaries for exogenous ideas and innovations (adapted from Ascroft and Masilela, 1989 in Melkote and Steeves, 2002).

Communication is not only at the end-user level, but the messages being developed by them need transmitting to higher levels, especially those in a position to create or influence change. An important part of the strategy is, therefore to identify mechanisms and processes for communicating project outputs to this level. The next section discusses communications objectives. A more detailed discussion about communications and natural resources management is presented in Annex 2.

1.3 Developing the Communications Strategy

The communications component of this research may be seen as an add-on dissemination project as it partly aims to promote the outputs from R7868 (Maximisation of joint benefits from multiple resource use in Bangladesh Floodplains). The outputs from R7868, as mentioned previously, are not in a useable format for dissemination and stakeholders need to further test and validate findings. An important stage in this strategy will be to re-visit what was done in R7868.

Norrish (2001) suggests that add-on dissemination projects need to take a retrospective look at who the main stakeholders within the research process have been and what has been their role; not just with regard to dissemination of the research output, but also with regard to their participation in the research process. Such an assessment will help determine:

- Lines of communication so far established
- Participation so far, by whom and with whom
- Gaps in communication
- With whom findings should be communicated
- When findings would be most appropriately communicated

Consequently a starting point for this communications strategy is to re-visit the research from which this new project emanates (R5953 and R7868). There are also many lessons to learn from other NRSP projects that closely relate to the IFM project and whilst developing this strategy, these projects were consulted about their communications activities. Their relationships to this project are outlined below.

Table 1: NRSP projects related to PD124 and the Communications strategy

Project	Link to PD124 Communications Strategy
R6756: Investigation of the livelihood strategies and resource use patterns in floodplain production systems based on rice and fish in Bangladesh	<ul style="list-style-type: none"> Developed a conceptual model of floodplains and an integrated management strategy for floodplains. These outputs formed the basis of R7868. Both projects appear to have a good network with target organisations.
R7868: Maximisation of joint benefits from multiple resource use in Bangladesh floodplains	<ul style="list-style-type: none"> Some of the dissemination from this project may have influenced actions in other research/development projects. The final report may provide the basis for developing initial communications materials
R8083: Strengthened rural services for improved livelihoods in Bangladesh	<ul style="list-style-type: none"> Methods used in understanding information systems and flows at community level are important for this research.
R8195: Integrated floodplain management - institutional environments and participatory methods	<ul style="list-style-type: none"> Background work on understanding approaches of IFM in Bangladesh and the institutions that affect or influence uptake. Important work for influencing at policy level.
R8223: Consensus building in common pool resources: A learning and communications programme for participatory action plan development (PAPD)	<ul style="list-style-type: none"> Close link to the stakeholders involved in awareness raising activities. PAPD is a method that is being used in IFM.

A starting point to developing the strategy was to conduct a series of semi-structured individual interviews with people who attended the workshops for R7868. This was followed up with a series of more detailed interviews, including stakeholder analysis and mapping information networks. Discussions or email questionnaires were conducted with project leaders of all the relevant NRSP projects relating to this research.

1.4 Communications objectives

The research call (NRSP, October 2002) identified the following communications objectives for the proposed project (PD124 and the follow-on adaptive research project):

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

The more specific communications objectives are seen as:

1. Policy influencing: to communicate knowledge about practice in communities with evidence from research to influence those in a position to create or facilitate change within an organisation towards promoting strategies and practices for integrated floodplain management.
2. Community learning and self-reflection: to facilitate communities to share and exchange their knowledge and practices to solve their own problems and constraints in relation to how they manage their floodplains. Evidence suggests (for example through current development and research work under CNRS, CBFM, SEMP, MACH) that communities (both fishers and farmers in the community) already practice some of the interventions (such as effort control and fish reserves and *rabi* crop diversification) identified through the research project R7868. The communities should drive communications activities.
3. Communities' communication: to facilitate communities to share their ideas on practice in IFM with those in a position to support policy and practice change (e.g. sub-district and district officers).
4. Internal project learning: the project team will document the process of participatory action research for communications as a mechanism for people to take their own actions for self-development.

These are outline objectives based on secondary information, previous research projects and the discussions with selected stakeholders. The objectives may change as the strategy develops during the course of the research. For example in light of emerging issues or concerns, such as those raised at a Fisheries Donor' Workshop in Dhaka (quoted in NRSP Call October, 2002):

Sustainability of the fisheries resource: The consensus is that degradation is taking place at an alarming rate. Population, pollution, competition with agriculture, increased water demand of upper riparian countries, watershed management are all contributing factors.

Institutions: The lack of capacity within most sector institutions, the lack of vision regarding how to understand and respond to the fundamental changes occurring in the sector, lack of co-ordination by institutions (including donors) to address issues in a holistic manner, and lack of civil societies capacity to raise these issues and generate sense of accountability, (i.e., limitations in the current capacity of GoB institutions to undertake cross-sectoral co-ordination)

Social and poverty issues: Increased levels of conflict over resource management, lack of pro-poor policies and regulations.

2. Planning the communications strategy

Communications activities in a project will evolve as the project progresses. Planning at the start of a project should include assessing the communications context and audience needs from communications. It can also involve initial preparation of information materials based on this knowledge. The project cycle is not static, changes take place as experience is gained and learning takes place within the project. For these reasons the communications strategy should also develop throughout the project and a plan should be in place to ensure that communications activities can respond to new information about the context (for example, new or improved forms of media may be identified for communicating a message).

The communications strategy outlines a process for effectively communicating, in an on-going dialogue, the outputs and activities (i.e. the process) of the research. The main activities in developing the strategy are:

- Assessment of communications outputs from the previous research project R7868
- Assessment of communications activities and outputs of current research projects relevant to PD124 (Table 1)
- Identify stakeholders and levels of participation. Develop initial contacts through introduction to the research.
- Initial assessment of communication context (current information systems, media needs and knowledge, attitude and practice towards IFM)
- Identify and understand the target group for communications
- Identify communication objectives
- Develop appropriate communications media
- Develop monitoring and evaluation mechanism for communications activities and outputs

2.1 *Assessment of Communications from R7868*

R7868 produced a number of dissemination material and carried out some communications activities. These need following-up especially to map:

- Usefulness of project outputs
- Spread of project outputs and findings.
- Partnership arrangements in the project (both individuals and organisations) and links to any information networks

Usefulness of project outputs

The project leader for R7868 was requested to provide information about the dissemination and communication activities for the project. The PL recognises that the final technical report is too detailed and technical for 'easy dissemination though Chapter 8 (recommendations for Integrated Floodplain Management) attempts to bring together the broad issues and recommendations. Apparently this has been converted to a stand-alone document (briefing paper) and distributed, although CNRS has not yet received a copy. The PL also notes that the simulation models constructed during the process of the research are much too technical and site-specific to be easily disseminated.

The research findings appear to have received a positive response from those invited to the final workshop. One participant (DoF) could clearly remember the findings from the research nearly twelve months after the final workshop. He considered the work important as it put quantitative measures to something that was estimated previously (for example knowing the

optimum size of a sanctuary). This participant said he reported back the findings at a monthly FOF meeting, however, projects are planned in advance and officers don't have the flexibility to adapt or change projects once they have been approved, therefore, including the research findings into projects is a long process. Such a response has implications for timing when project findings are communicated to decision makers. The feeling was also expressed that results and activities from research projects should be communicated on a regular basis, rather than at large one off workshops towards the end of the research. Another participant at the workshop mentioned that it was mainly verbal with no supporting literature. This makes it difficult to share the information with colleagues, or to implement or use any of the findings. This indicates a demand for having a solid communication strategy in any research project and also emphasises the need for some form of written media.

The FTR does mention some positive statements made at the Final Workshop, but there is no evidence to show any impact from these requests.

"While wrapping up our final dissemination seminar in Dhaka, the discussant Dr. Nishat, country representative for IUCN, opined that our results provided further evidence for, and resonated with, his view that reservation of lowest-lying land for fisheries should become a cornerstone of floodplain policy in Bangladesh. He is planning to take this up in forthcoming policy meetings. The project's research has also received an enthusiastic reception from some others in policy positions. For example, Dr. Mokammel Hussain, Deputy Director of Planning at the Department of Fisheries, is now in charge of a significant floodplain fisheries portfolio. He has welcomed the quantitative counterfactual simulations provided by the project, since most available information is either empirical observation or qualitative evidence, and has requested that a copy of complete final results be sent to him directly".

Spread of project outputs and findings

This is difficult to assess, as it appears that nobody is using the results *per se*, although a select audience is aware of the research findings. Further more, there were no tangible communications outputs and it's not clear to whom the guidelines were distributed.

The project did not conduct any audience assessment to identify relevant communications media and most communications activities were based on assumptions about the target audience made by the project team. For example, the briefing paper was produced as a summary document and thought to be the best way to communicate the main issues and finding of the project with GO and NGO institutions. Documents were available on a website (according to the FTR and report produced by the PL), but nothing is available on it now. The project team produced all materials. There was no pre-testing, distributions strategy or any mechanism to monitor use and spread.

The project did produce a number of journal articles and conference papers but only one of these (Conference paper presented at the IUCN Wetlands Conference) was in Bangladesh. The availability of these papers is not known.

Partnership arrangements in the project (both individuals and organisations)

The PL made personal contact with a number of key target institutions (including: ITDG-B, IUCN-B, CARITAS, BARC, DoF, ICZM, CBFM, MACH, BCAS, ICLARM, IRRI, EGIS, and Surface Water Modelling Centre), though no stakeholder analysis was conducted for the project. Follow-on research by the PL (R8285?) and others involved with the project implies that links may be maintained with some of these organisations.

2.2 Assessment of communications activities from other relevant NRSP research

R8195 - institutional environment for IFM

The project is in its early stages and is currently planning fieldwork, though this has been delayed. The teams from PD124 and R8195 have been in discussion about the synergies between the two projects and some of the team for PD124 are also involved with R8195. For this strategy the projects aim to interact in the following areas to develop the communications strategy:

- Policy level influencing strategies
- Conducting an analysis of KAP towards IFM
- Conducting an analysis of the use and practice around participatory tools and methods used in community based planning approaches.

R8223 – communications for promoting PAPD (Participatory Action Plan Development)

The team leader for R8223 is also involved with developing the communications strategy for PD124 and CNRS is the key implementer on R8223. There are many cross-cutting activities, especially around policy influencing and engaging with *meso* level decision makers. R8223 is very targeted in its approach, with the specific objective to promote a methodology for community based planning (PAPD). Lessons being learnt from this project that may be relevant to PD124 are primarily around investigating and identifying communication needs and looking at ways to engage with *meso* level decision makers.

For example, through R8223 a ‘sensitisation’ meeting was held at IUCN, Dhaka on 29th March 2003. The main objective of this meeting was to introduce a core group of *meso* level stakeholders, all whom are involved with the management of floodplains, to the principles of PAPD. CNRS are conducting other communications activities for PAPD, such as exposure visits, video, promotion booklet and a resource pack for PAPD facilitators. All these activities are being monitored and evaluated and this will provide valuable lessons to feed into this communications strategy.

R7600 and R8083 – experience with knowledge networks

This project is producing some excellent information about local knowledge and information networks, primarily related to agriculture. The outputs of the projects are ‘knowledge products’ as distinct from technologies (which are more typically the outputs of DFID, NRSP projects). Moreover, the projects themselves need to transact information at several levels. To achieve their outputs they are aiming to understand ways in which knowledge and information are accessed and transacted by poor rural people (i.e. to trace indigenous knowledge and information systems - KIS). At the same time, the networks of partners who, via the projects, are developing and sharing this understanding themselves form a knowledge and information system. Thus all of the projects’ activities involve a communication tool or process of some kind. These range from the relatively high-tech (an electronic database) to the low-tech (face-to-face interaction). In face-to-face interaction, a variety of formats have been used which draw on a repertoire of workshop methods, and also include participatory (PRA/PLA) approaches to enable dialogue with rural people. An important aspect of the output of R8083 will be a methodology for exploring KIS, which draws on PLA and adapts methods in the repertoire for this particular purpose.

This communications strategy can be informed by the methods used to explore KIS in relation to ICM. More information on how the projects may interact is outline in a report prepared for PD124 (White & Best, 2003)

2.3 Stakeholders and participation

A starting point for stakeholder identification was to identify those stakeholders involved with R7868, especially those invited to the final workshop held in Dhaka. CNRS has a good knowledge of the stakeholder environment for IFM and already has close working relations with many key stakeholders (from the communities they work with to donor funded projects (MACH, CBFM2, FFP) and relevant Government Ministries and NGOs).

Stakeholder identification is an important part of the communications strategy. Although there is much institutional knowledge within CNRS regarding stakeholders in IFM, there is a need to carry out more detailed stakeholder analysis, especially in the proposed areas for the adaptive research phase of this research. Stakeholder analysis is not a one off activity conducted at the start the project. There should be a re-assessment of stakeholder roles, influence and importance mid-way through the research.

For this communications strategy a preliminary stakeholder analysis was carried out with the following:

- Department of Fisheries (DoF), Dhaka: Assistant Director, Scientific Officer, Technical Officer and Project Director for CBFM2
- Local Government Engineering Department (LGED), Dhaka: Project Director, M&E specialist and Senior social Organiser
- Assistant Conservator of Forests and Divisional Forest Officer, Tangail
- Agriculture officer, *Upazila* Office, Kalihati, Tangail
- Fisheries officer, *Upazila* Fisheries Office, Kalihati, Tangail

At this stage the team focused on identifying the importance and influence of stakeholder groups in IFM. This broad analysis has identified the stakeholders we should be addressing in the research but there is still need to look in more detail at stakeholder characteristics (for example, stakeholders are identified as “fishermen”, yet there are further sub-divisions of fishermen (such as full-time fishers and subsistence fishers), which we need to address when targeting and developing relevant media.

2.4 Preliminary Stakeholder Analysis: Results

Stakeholder analysis was conducted to understand the importance and influence of stakeholders in meeting the objectives of improved practices in IFM. **Table 2** illustrates all the stakeholders identified and groups them according target and end-users; intermediaries, partners and target institutions. Those stakeholders of medium influence and low importance are referred to as ‘external’ stakeholders and those of low influence and low importance are presented Annex 1.

It is clearly evident that there are many stakeholders involved in management and use of the floodplains and it is very clear from the stakeholder influence importance matrixes that opinions vary widely on the importance and influence of different stakeholders according to who is conducting the analysis. Those involved with policy influencing and institutional structures (e.g. CBFM2 and DoF) concentrate more on organisations that support or will influence IFM. They also rate NGOs as high influence and moderate importance, compared to the district level stakeholders who rate the NGOs of no importance or influence. Those whom practice or promote IFM (e.g. *Upazila* Fisheries Office and divisional forest office) focus more on

regulatory stakeholders and end users and place themselves in a role of high importance and relatively high influence.

Summary from Influence-Importance Matrix with Divisional Forest Office

For example, the Divisional Forest Office places the Department of Forests (DoFO) in a very prominent position of high influence and importance, yet, NGOs are considered to be of very low importance and influence possibly because they are mainly involved with microcredit activities. Bangladesh Rural Development Board (BRDB) is also involved with microcredit and has been placed in the same category as NGOs. The Department of Land and Local Government, according to the Forest Sector stakeholders is of high importance and influence. The farmers and fishermen are given equal importance, though lower than the DoFO, however, fishermen are identified as being less influential than farmers. In this case it is also interesting to note that the DoF is medium importance and influence.

Interestingly, Bangladesh Water Development Board (BWDB) and Power Development Board (PDB) are identified as having low importance and influence; yet, BWDB maintains a huge work related to floodplain issues to control flood and protection of agriculture production with irrigation facilities. They are presently collaborating in planning and implementation work related to water and fisheries resources developed with DoF.

Summary of influence importance matrix: Upazila Fisheries Office, Tangail

The other three stakeholder groups who carried out this exercise all place the target end-user groups (e.g. fishers community, farmer) in a position of high importance but low influence. By contrast the *upazila* fisheries office considers the fishermen and shish farmer to be of very high influence but average importance. Those considered of high importance include the DoF, CNRS and BWDB. It is also interesting that the Department of youth is given a position of relatively high influence and importance as the department owns all waterbodies smaller than twenty acres. These are to enable registered youth groups throughout the country to practice management of these waterbodies. This could be a potentially high impact area for the outcomes of this research (and other NRSP research such as R8211: Rural Youth Livelihoods).

Summary of influence importance matrix: CBFM2/LGED and CBFM2 Department of Fisheries

These stakeholder groups produced quite similar matrices. The main difference was in the placement of the Department of the Environment. The LGED rated them of low influence, as they have no representation at *upazila* level. The DoF rated them of high influence and importance as they are in a prominent position to control environmental degradation. The DAE is seen as important and influential as they are represented at all levels.

Table 2: Stakeholders identified as important and influential in IFM

Target groups and end users	
Communities	This group is very important stakeholder in terms of ultimate users of floodplain resources. They use this resources based on their need. Community people have very less control over and capacity on integrated floodplain management.
Fish farmers	Involved with pond culture, pan culture and paddy cum fish culture in the flood plain area.
Fishermen/fisher community	End users of any intervention. They also have no influence on other sections. Fish in the open water fishery of the flood plain. This occupation is their ancestral occupation.
Subsistence fishers:	Catch fish from the open water fishery for their household consumption.
Fish traders:	Buy fish from local fisherman and sell this to the big markets.
Farmers	Involved in cultivation in the floodplain lands.
Elite's group / local Elite	In the positive sense local elite's help is very necessary to implement new interventions and technologies at community level. They can play positive role at the grass roots level in mobilizing the farmers and fishers but they have less capacity to influence the decision-makers at the upper hierarchy.
Upazila Parishad (UZP):	Second layer of legal administrative power structure. This section plays vital role in resource management with other stakeholders at <i>upazila</i> level. But the government has not decided to form the UZP yet.
Zila Parishad (ZP):	This is the third layer legal administrative power structures in our country. This section plays vital role in resource management with other stakeholders at district level through coordination.
Union Parishad (UP)	Elected representatives, UPs are the centres of local government structure at rural level. This structure has both positive and negative effect in implementation of floodplain management practices. They however, can play a vital role in new technology implementation and field level advocacy and conflict resolution.
Fishing Gear Manufacturers	: Fishing Gear Manufacturer both local and outsiders play an important role in introduction of effective fishing gear in the floodplain.
Target Institutes /intermediaries	
DoF	This is the most important sector for sustainable use of water and floodplain resources. Already different projects are addressing integration practices through effective advocacy and potential influence in policy level.
Department of the Environment (DoE)	Considering the present situation DoE is very important sector to control environmental degradation practices. DoE, if take steps, have potential for influence the policy makers. but no representation at <i>upazila</i> level even in some districts
MoL / Department of Land	Most of the government land resources are under the control of MoL. Some water-bodies have already been handed over to DoF for better use under development project management. MOL can play the very important role in terms of IFM practices with high potential for influencing the government.
Department of Forest (DoForest)	Though some floodplain area is under this department but not so important in management practice.
Local irrigation committee	locally developed committee based on irrigation for private or BWDB supported project as end users mainly for crop production. This group has potential capacity to influence down stare stakeholders of floodplain management practice.
DAE	Very important sector to ensure agricultural practices and crop production management. Presently, very positive linkage has been developed between DAE and the DoF in terms integrated development approaches. They have very wide network from grass root to heights level
ADC Revenue	Responsible for leasing public property.
Intermediaries	
Research organisations (such as CNRS)	Involved with sustainable wetland resource management, necessary research work, planning and implementation with active participation of local people.
BWDB	This sector is responsible for the large scale work related development activities, flood control, water management, protection of agriculture production with irrigation facilities. Presently collaboration in planning and implementation work related to water and fisheries resources developed with DoF. They have high influence in all level stakeholders.

Local Government Engineering Department (LGED)	Playing an important role in development of rural infrastructure and communication net works. Presently, LGED is implementing small-scale water management/aquaculture projects based on the effective use of water and floodplain resources through community people in collaboration with DoF, MoL and local organizations.
WARPO	This is the organization responsible for developing master plan on water resources of Bangladesh including floodplains. Presently very effective linkage has been developed with the DoF. WARPO also maintains nationwide water related database.
BFRI	This is the national organization on fisheries research based on different types of water resources including flood plain. There is potential linkage with DAE, DoF& NGOs.
INGOs (need identifying)	Directly working in integrated floodplain management practice in collaboration with NGOs, government agencies and donors. This sector has potential to influence the government and donor communities.
Department of Youth (DoY)	This department is now owner of waterbodies less than 20 acres for management and development practice through youth population of the country with moderate influential capacity in policy level.
Bangladesh Rural Development Board (BRDB)	BWDB working for long time on rural development priority through flood control related works. They have very strong network at all level with high influence capacity.
Donors	: Most of the donors are working with priority on wetland and environmental issues in our country.
External Stakeholders (medium influence and low importance)	
NGOs (need identifying)	Directly working in integrated floodplain management practice with required implementation capacity all over the country in collaboration with government and donors. This sector has potential influential capacity through legal forum. and advocacy networks
Civil Society	Play a significant role through active protection against negative impact of any interventions. This group has potential influence on policy maker related to floodplain issues and environmental concern.
BARC	This is a national organization developing and disseminating technology on agriculture, fisheries and livestock have strong linkages with DAE, DoF and BFRI and can influence the government.

2.5 The communications context

A most valuable part of any communications strategy is having good knowledge about the context for communications and what we are trying to communicate. The objectives of understanding the communications context are to:

- (i) Gain an understanding of the current knowledge attitude and practice towards IFM at all levels (e.g. from target users through to target institutions, intermediaries and project partners)
- (ii) Identify different stakeholders communication needs and media preferences
- (iii) Investigate communications support and capacity (for example the type of support in producing video and radio programmes and local drama; the accessibility of different media e.g. mobile phones, internet and satellite communications)

Knowledge, attitude and practice towards IFM

For assessing KAP towards IFM preliminary discussions were held with a small group of representatives (primarily those involved with the final workshop for R7868). A semi-structured questionnaire was also used.

General questions were asked to interviewees about changes that have taken place in the management approaches of floodplains in the past five years, who was responsible for the changes and how people were informed about the changes. Key changes mentioned included, extensive cultivation in the beel areas, fish culture, seasonally stocking of fish in the waterbody,

high yielding paddy varieties, frequent floods. Those involved with CBFM2 when asked the same questions provided more in-depth responses specifically related to integrated floodplain management. This is not surprising considering the objectives of CBFM2, however, it may indicate a need to raise awareness amongst other stakeholders about IFM. In a recent OPR for CBFM2 similar concerns were raised by the OPR team: *'informing and influencing stakeholders was found to be problematic it was found that the present focus is on media rather than on a communications strategy. There is presently no coherent framework or capacity for addressing all levels of the stakeholder matrix, particularly the upper tiers.'* (CBFM2 OPR October 2002).

Responses to questions around media use were very general with no indication of whether the media use was for specific target audiences. More in-depth discussions with the MACH project and CBFM2 revealed that professional media companies are used (for example Femcom) and the approach is multi-media with drama and folk music often used with local communities.

Most interviewees were not able to respond to questions about either pre-testing or production of communications materials (e.g. whether end-users are involved) or monitoring and evaluation of communications activities. The MACH project, although undertaking a number of communication activities (for example using drama in local communities to initiate change), there is no specific impact assessment nor has any routine monitoring been carried out for such activities. This project has the potential to provide valuable lessons in these areas.

Data collection is on going and table 3 presents initial findings. Interviews and discussions need to be carried out with a wider sample of stakeholders, end-users, intermediaries and TIs.

Table 3: Stakeholders knowledge, practice and awareness of IFM

Stakeholder	Knowledge	practice	Awareness	Objective of communications		Media
LGEP	Medium	There is a policy to promote IFM	High?	Informing/ Influencing	To share lessons of good practice across sectors? Skills development of staff Working with local government	Face to face discussions Short presentations on key points Email?
Divisional Forest Office	Low – no policy in organisation	low	Medium – knows about IFM and who is responsible	Raise awareness	Possibly to share experience across sectors?	Cross-sectoral discussion groups
Fisheries Officers (Upazila)	Medium – through field visits and DoF projects	Low – medium?	Medium – there is no policy in DoF for IFM			Email discussion; electronic briefs
Dept. Fisheries (CBFM2)	Medium?	Medium – High? Mainly in donor supported projects?	High – through DoF Fisheries Management Policy	Influencing and scaling-out	A need to build capacity at <i>Upazila</i> level, provide training and develop advisory service. Build linkages amongst stakeholders	Short policy briefs/discussion papers Multi-media presentations Site visits

Media access and preference

A rapid survey was conducted to get an initial idea about stakeholders preferences and needs from information. The information is not complete as it currently only represents the views of five stakeholder groups (DoF; LGED; Divisional Forest office and *Upazila* Fisheries and Agriculture Offices). As the research progresses all relevant stakeholder groups will be covered. At community/end-user level data collection has so far looked at information networks and sources.

Current access to information is mainly through traditional routes – verbal through meetings, email, newsletters, radio, tv and video (Table 4). Although the sample is small and confined to those who may be classified as meso level decision makers, a strong preference was shown for receiving information by email, this is followed by verbal (through meetings), radio, internet and verbal (through workshops). Newsletters, posters and leaflets are ranked fairly low, yet this media type is often the one organisations/projects/programmes are fixated on producing. Demonstrations were the least preferred. Speed and accessibility are reasons given for preferring email. Face to face meetings, workshops and training events are important for two-way communication. During the interview about media preferences, interviewees were also asked about their needs from information. Most found it difficult to answer this question, indicating that mechanisms and ways for communicating are often not well understood or appreciated.

Table 4: Preferences for receiving and exchanging information

Media type	Reason for preference
Audio-visual	Wide range of uses
e-mail / internet	Easy/quick to communicate; easy access
Printed material (e.g. newsletter)	Can keep it and refer back to it – for long-term use; regular publication
Poster, leaflets for mass communication	Easy to understand
Face to face communications: Meetings, training, workshop	Two-way communication
Database	To store information
library	For updated information

Table 5 is the framework for summarise in the type of media/channel appropriate to a stakeholder group with an indicator of their involvement and control over the message or content. It provides a very preliminary analysis and this table will be fully developed in the first few months of the research.

Monitoring and Evaluation

The strategy for M&E of communications will be developed alongside the M&E for the project. For the communications strategy it will be important to identify indicators and mechanisms that enable us to track change according in the use, spread and relevance of communications activities. Particularly at meso level (intermediaries and target institutions) we will develop tools that will enable us to monitor the effectiveness of communications. With end-users we intend to develop a more interactive and self-reflective monitoring tool for tracking communications.

Table 5: Potential media for target audiences according to information needs about Integrated Floodplain Management

Key: Awareness raising/Promotion (A), Technical messages (T), Project activities (P), (Project Outcomes/lessons/implications (O), Influencing (I)

communication media	Communication objective	accessibility to:					Likely control over final message	Likely level of participation in media development
		Partners	Intermediaries	Meso level decision makers	Target institutions	Community (end-users)		
Internet/email	A, P, O, I	high	high	high	high	low		Low-medium
Sensitisation meetings	A, P, I	High	high	high	High	High		
One to one meetings	A, I, O,	Medium	medium	High	high	Medium		
Radio	A, P	High	High	High	High	Medium		
National newspapers	A, P	High	High	High	High	Low		
Posters/Flyers	A, T	High	medium	low	Low	Medium		
Video	A, T, O, I	High	Medium	Medium	medium	Low		
Training	T, O	High	High	Medium	medium	Medium		
Policy briefs	O, I	High	Low	High	High	Low		
Technical papers	T, O	High	High	low	High	Low		
Exposure visits	O, I	High	High	High	high	Low		
Exchange visits	T, O	Medium	low	low	low	high		

2.6 Communications capacity

This is a very initial assessment of communications capacity in Bangladesh and is largely based on secondary evidence. There are a number of media production companies in Bangladesh of varying quality. Generally the quality of printing is very high, though content and quality is variable. There are some good video production companies and also independent communications specialists. Throughout the research more information will be collected in this area.

CNRS is currently developing its own communications unit and has recently invested in a broadcast quality digital video camera (Sony DSR250 DVCAM) and training for two staff. CNRS is equipped with desktop publishing facilities and they are considering investing in digital video editing equipment.

FemCom is probably one of the best known media companies. A meeting was held with the Director of FemCom, a communications company based in Dhaka. FemCom is contracted to implement the communications strategy for CBFM2, having completed a successful contract for CBFM1. FemCom produces films for cinema and TV, to a very high standard. They have been involved with making a number of video documentaries for CBFM and also in assisting communities to produce their own local drama. FemCom's does not appear to have the skills in other media, such as print, radio and community based communications.

FemCom Bangladesh - Batayan-1 House 500/A, Road 8 Dhanmondi R/A, Dhaka 1205

Tel +880 2 503100 femcom@bangla.net

PRA Promoters Society Bangladesh (PPS-BD). A meeting was held with PPS-BD. They appear to have a relatively large pool of consultants who are interested and experienced in participatory methodologies. There are a number of PPS-BD members who are experienced in communications and they could provide or suggest suitable consultants.

PPS-BD 1/3 Kazi Nazrul Islam Rd, Mohammedpur, Dhaka-1207. Tel 8122886, 9116943

pps-bd@agni.com

PROSHIKA. A well known NGO in Bangladesh with its own communications unit. Tends to produce material for PROSHIKA projects and programmes only. In the past they have been involved with participatory communications (e.g. video – see www.c4c.org/proshika.html)

Proshika Bhaban, 1/1-Ga, Section-2, Mirpur, Dhaka-1216. Tel 8013398, 8015812, 8016945-6, 8016015, 8016759, 9005795; Fax 8015811

Agricultural Information Service, Ministry of Agriculture and Cooperatives

[information to collect]

Bangladesh Coastal NGO Network for Radio and Communication - Bangladesh

Established in 2000, Bangladesh Coastal NGO Network for Radio and Communication (BCNNRC) is an advocacy group comprised of nine coastal NGOs that supports the development of community and amateur radio in Bangladesh. Broad objectives include supporting the right to communication technologies and promoting positive images of the survival strategies of the coastal poor in Bangladesh. (www.comminit.com/pdskdv112002/sld-6644.html)

2.7 Strategy: Linking with other projects/programmes/networks for scaling-up

'for new ideas to make it onto the policy agenda requires action by individuals and networks of actors to take up the challenge of promoting and developing them amongst policy-makers' (Pasteur, 2002).

Influencing policy requires targeting those people (rather than institutions) that are in a position to create and change policies in IFM that will consequently improve the livelihoods of floodplain people.

This research will build on the different strands of floodplain related programmes in Bangladesh such as action research in improved participatory management of inland fisheries (CBFM-2), policy influence (Wetlands Network, CBFM-2, Fourth Fisheries), and change processes in the fisheries sector (sector review). Strategic relationships are needed with those who have the capacity to influence policy. CBFM-2 has as its purpose influencing and advocating inland fisheries policy change and could continue promotional activities up to 2006.

The Bangladesh Wetlands Network may prove to be a very important communications mechanism for influencing policy and process. BWN was formed in 1999 by a group of like-minded experts to bring issues to a forum with the intention of influencing policy. The Network is housed in IUCN and chaired by the Director. The reason for this is the powerful influencing nature of this person and the organisation.

The purpose of the network is to establish a strong and effective network of Government Agencies, Projects and NGOs working in the field of wetland resource management to influence policy and cooperate on issues of mutual importance. It aims to do this by developing policy dialogue and guidelines in support of wetlands, watersheds and water.

Community Based Fisheries Management (CBFM2, WorldFish Centre) has its own communications strategy with a major objective to influence policy decisions. A recent OPR for the project (Blake and Barr, October 2002) criticises the strategy for its *'focus on media rather than on a communications strategy. There is presently no coherent framework or capacity for addressing all levels of the stakeholder matrix, particularly the upper tiers.'* Although CBFM2 has produced a Policy Stakeholder Matrix (PSM), which indicates that evidence is needed to prove that CBFM works and is beneficial, exactly what this evidence constitutes for each stakeholder is not clear, nor how this evidence can be most effectively transmitted to them for maximum impact. A recommendation from the OPR was to investigate the types of evidence needed for each stakeholder at policy level and to identify how the evidence should be presented and through what media. The findings or actions taken by CBFM2 could provide valuable lessons for this communications strategy. The research team will investigate how this communications strategy could inform CBFM2 and vice versa.

2.8 Linking with other projects/programme

An initial assessment was conducted to look at relevant organisations and projects communications strategies. It is evident that not many have clear communications strategies and what is more apparent is the lack of monitoring and evaluation of communications activities. Most projects have influencing as an objective but without a coherent communications strategy this is difficult to achieve. The following section provides a brief overview to some projects. Throughout the research project the team will collect more information about others' communications strategies.

The **MACH project** works with communities to initiate change and communicate these messages to influential stakeholders to create change at policy level. The project works with fisher groups and resource management groups to put proposals for change to the District level administration (Union Parishad). Once approval is given at UP level, the proposal is presented to the Upazilla and then to the Ministry of Fisheries. There is a follow-up meeting to the MoF Secretary and staff to emphasize the benefits of the proposal. The emphasis of MACH is on:

- Direct interaction with senior government officials and those who are in a position to influence change (e.g. former employees of DoF)
- Working with communities to develop their own messages for initiating change

On the MACH project materials are produced by the project. There is no formal pre-testing and no regular monitoring of communications activities. The project has produced posters (for display in tea shops), sign boards, drama, folk songs as its main media but again there is no evidence of pre-testing, monitoring or any impact assessment.

Fourth Fisheries Project/DoF

DoF has no communication unit, though they aim to develop this expertise amongst their staff. DoF produces its own information and tends not to link with the Fisheries Extension Unit. There is no testing or M&E of communications activities. Meetings and letters are the main forms of communication within DoF, though they are presently installing a LAN for fisheries offices in 64 districts. DoF tend to be reactive rather than proactive in accessing information.

CBFM2

As mentioned above, CBFM2 is an important partner in this research. The project is developing a communications strategy and has already produced a range of media for different audiences.

3. Draft plan of communications activities

The following table presents the planned communications activities for the first year of the project, based on preliminary findings in the communications context assessment. The assessment has yet to cover the needs of target users and these will be included as the strategy develops.

Communications Activity	Stakeholder group	Objective	May – July 03	Aug – Oct 03	Nov 03 – Jan 04	Feb – Apr 04
Assessment of communication needs <ul style="list-style-type: none"> ▪ community survey, including KIS ▪ community/end-users needs from communication related to the project 	End-users	Understanding different stakeholders needs from communication, including technical, social and environmental.	X X			
Assessment of communication preferences	End-users	Identifying relevant media and channels	X	X		
Communications strategy planning meeting	Intermediaries, end-users, partners	Agreeing on the communications strategy and roles of different stakeholders in implementing the strategy	X	X		X
Awareness raising events Sensitisation workshops/ small group discussions	Target institutions, intermediaries, end-users	Bring key stakeholders on board from the start of the project	X	X	X	X
Assessment of communications capacity including review of communications strategies in other institutions	Partners	To identify production units for media,	X	X		
Develop communications materials	End-users, partners	Produce relevant, timely and informative information in an appropriate and useable form		X	X	X
Draft resource pack for IFM planning	Partners, intermediaries	A compilation of other media. Conducted towards the end of the research				X
Develop monitoring process for communications activities and indicators to assess awareness/attitude change	Partners, end-users	Simple measures to track use and spread of communications media. Baseline data		X		
Assess use and relevance of communications media	Partners, end-users	Evaluate the relevance of media make changes where appropriate and revise strategy				X
Monitoring change in awareness/attitudes towards IFM	End-users, TI?	Continuous process			X	X

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Annex 1: Stakeholders identified as low importance and low-medium influence

Low importance and Influence	
Department of Social welfare (DoSW):	This sector works for social development on different development issues but no capacity to influence.
Department of Women Affairs (DoWA):	This department involves in development issues for women through different activities but no significant influential capacity.
Department of Public Health Engineering (DPHE):	Recent research findings shows that arsenic problem due to exploitation of ground water level through irrigation is severe problem for human health as well as effects on surface water level in floodplains.
Universities	Academic as well as research facilities are available in this institution potential influential capacity at nation and donors level.
Village Mottobors/leaders:	Directly or indirectly involve in floodplain-related implementation activities at grass roots level but not have enough power to influence other stakeholders at the upper level.
Social workers:	Indirectly involves in floodplain-related social motivation activities at grass roots level but do not have enough power to influence other stakeholders at the upper level.
School Teachers:	Directly or indirectly involve in floodplain-related motivational activities at grass root level but no power to influence other stakeholders.
Moshjid/Mosque committee:	Indirectly involves in floodplain-related motivational activities at grass root level but no power to influence other stakeholders.
Land Lords / landowners	There is no significant direct role in floodplain management practice but have influence in local areas.
Water lords:	There is no significant direct role in floodplain management practice but have influence in local areas.
Moneylenders:	Disburse high interest loan among the local poor people.
Department of Primary Education (DPE):	Some time plays motivational and awareness activities but no significant influence in higher level.
Fishermen Cooperatives:	This group works only in khas wetlands. Presently this group do not play any important role in floodplain management practice as their practice replaced by community management and this cooperative do not have much capacity to influence the policy.
Power Development Board	Responsible for Electrification and large embankment construction.
Housing Estate	: There is severing impact on floodplain resources especially through urbanization program. This sector is very influential in upper hierarchy but do not play important role in floodplain management issue.
Scouts	Learn and aware about positive and negative impact of interventions through campaigns and no influence to other stakeholders.
Bangladesh Railway	All over the country, there are huge ditches and low land areas in either side railway tracks are connected with floodplain area but do not play any important role in management or coordination with other agencies.
Roads & Highways Department (R&HD):	All over the country there is huge roadside ditches are connected with floodplain area but do not play any important role in management or coordination with other agencies.
Bangladesh Krishi Bank (BKB):	Indirectly this financial sector helps to accelerate floodplain management practice through ensuring financial support.
Banks	Indirectly helps to accelerate floodplain management practice through ensuring financial support.

Annex 2: Background notes on communication and Natural Resources Management

Recent work in the field of communications has examined the process of disseminating outputs from natural resources research projects (Norrish, et al., 2001 & 2000; Hainsworth, et al., 2000; Mulhall, 1999; Saywell & Cotton, 1999; Garforth and Usher, 1997; Farrington and Edwards, 1993;). More specifically the research has asked questions about how the dissemination activities were planned and how relevant they were to the intended audiences. In most cases, planning was left until the end of the project, when time and finances are limiting factors. Dissemination activities tend to be one off, with little or no pre-testing and little or no planning for subsequent and sustained multiplication of information materials. Norrish et al. (2000) highlight recent concerns with the dissemination of research outputs and cite an example from the ODA's (now DFID) Research Task Group (RTG, 1994, p.24), which concluded that research results 'can no longer be passive, with research products stored 'on the shelf' for subsequent selection by target institutions. An uptake pathway must be clearly identified and planned from the outset when projects are being designed'. Farrington and Edwards (1993), cited in Norrish et al (2000), conclude that '..... the question of uptake is, at root, inseparably bound up with questions of how adequately research projects are managed throughout the projects cycle' and that 'project outputs which were technically and commercially sound and tailored to users' needs were almost always taken up. This conclusion is supported by case studies presented at a recent workshop to investigate factors that affect uptake and adoption of research outputs conducted by the DFID Crop Protection Programme (Hainsworth, S.D. and Eden-Green, S.J. eds. 2000). Conclusions of studies reported at the workshop include:

- the need for user-participation at all stages in research,
- the importance of reviewing uptake from previous related projects,
- the relevance of the institutional context which facilitates or constrains peoples' access to resources.

This further emphasises the need for a communication strategy that considers the needs of all stakeholders throughout the project cycle, with a clear understanding and definition of target audience needs from information. 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 (Norrish, et al, 1999).

Following on from the technology transfer model, Roling (1988) emphasised the need for better understanding of the wide range of actors (stakeholders) involved throughout the technology generation, adaptation and dissemination process. Roling's AKIS theory seeks to identify different actors involved in natural resource management and investigates the relationships and networking between them. Through understanding the 'communication context' mechanisms and methods for more effective and efficient dissemination of technologies are identified and developed (Ramirez, 1997).

The transfer of technology model, which considers research the starting point for disseminating agricultural knowledge, has been the standard for NARS in many countries (FAO, 1995). The use of participatory approaches and systems thinking, which investigate farming systems from a farmers perspective (e.g. Lightfoot & Minnik 1991) has done much to change the way research and extension are delivered. Such methodologies require close linkages and information exchange between different service providers in the generation, adaptation and delivery of agricultural services. Rather than focusing on the technology itself, new systems (of information exchange) recognise that information and knowledge provide a common denominator among farmers, extension workers, agricultural educators and researchers (FAO, 2000). Farmers are

now seen as demanders of services, rather than recipients of research and extension services, where technologies are 'promoted' for adoption.

There is now strong evidence to prove that agricultural research outputs will not reach end-users if a one-way process of technology development and dissemination is implemented. As Ramirez (1997) notes, 'experience has shown that top-down transfer of technologies has proven inadequate for resource-poor farmers where rural people face complex environments with site-specific conditions which require site-specific attention. Now it is clear that the process must be multi-directional, participatory with regular reflection (action research), and modification. Client-oriented agricultural research means that there is increased involvement of civil society in provision of services and that there is full participation of clients in the identification, development, evaluation and dissemination of agricultural technologies.

Successful communication calls for a well defined strategy to be put in place at the design stage of the project. Strategies require a first stage of understanding the communication context in which the project operates, it requires the development and pre-testing of information materials with users and it requires regular participatory monitoring and evaluation. A communications strategy should give an overview of the communication problems, objectives, the selected audiences, core messages and appeals and the choice of communications channels, including media mixes. There is a fair amount of literature written about how to develop a strategy (Coldevin, G. 1990; Garforth & Norrish, 2000; Norrish, Lloyd Morgan & Myers, 2001; Saywell & Cotton, 1999), what is lacking is documentation of experience from using a strategy and the ultimate impact of such a strategy, especially in process projects where documenting lessons learnt on the process is of great importance.