



RTB-ENDURE: ExpaNding Utilization through REsearch

formerly

Expanding Utilization of RTB and Reducing Their Postharvest Losses

International Fund for Agricultural Development

Grant Number: 2000000488

First Project Progress Report

Reporting Period: January – December 2014

Grant Recipient: International Potato Center (CIP) on behalf of
CGIAR Research Program on Roots, Tubers and Bananas (RTB)

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Project Title:	RTB-ENDURE: ExpaNDing Utilization through REsearch <i>formerly</i> Expanding Utilization of RTB and Reducing Their Postharvest Losses
Grant Number:	2000000488
Implementing Institution and Grant Recipient:	International Potato Center (CIP)
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And private sector entities:

- KAIKA Investco
- The Ssemwanga Centre for Agriculture & Food Ltd
- Mbarara District Farmers Association (MBADIFA)
- Kapchorwa Commercial Farmers Association (KACOFA)
- Wanale Seed and Ware Potato Association (WASWAPA)
- Mbale Potato Dealers Association (MPODA)
- Pig Production and Marketing Uganda Ltd

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List of abbreviations and acronyms

CGIAR	Consortium of International Agricultural Research Centers
CIAT	International Centre for Tropical Agriculture
CIP	International Potato Center
CIRAD	French Agricultural Research Centre for International Development
GAP	Gender Action Plan
IFDC	International Fertilizer Development Center
IITA	International Institute for Tropical Agriculture
ILRI	International Livestock Research Institute
ISU-Ug	Iowa State University - Uganda
LoU	Letter of Understanding
MAIF	Ministry of Agriculture, Animal Industries and Fisheries
M&E	Monitoring and Evaluation
NARO	National Agriculture Research Organisation
NGOs	Non-Government Organisations
PH	Postharvest
PHL	Postharvest Losses
PI	Principle Investigator
PIM	CGIAR Research Program on Policy, Institution and Markets
PMCA	Participatory Market Chain Approach
PPD	Postharvest Physiological Deterioration
R4D	Research for Development
R&D	Research and Development
RTB	Roots, Tubers and Bananas
RTB	CGIAR Research Program on Roots, Tubers and Bananas
SSA	Sub Saharan Africa
ToC	Theory of Change
UGX	Ugandan Shillings

1. INTRODUCTION

Roots, Tubers and Bananas (RTB) crops are an important source of food and income in Uganda and most developing countries at large. In Sub Saharan Africa (SSA), the crops are a major staple providing 20% of calorific requirements and constituting nearly two thirds of per capita food production. However, their full potential to contribute towards food and income security has not yet been realized due to a number of challenges, including bulkiness and high perishability of the crops, poor postharvest management and lack of storage and processing facilities. These challenges lead to high postharvest losses (PHL), short and direct marketing channels and limited value adding. It is widely recognized that there is considerable scope for repositioning RTB as added value cash crops through improved postharvest management, expanding processing and targeting changing needs of emerging urban market.

The “RTB-ENDURE: ExpaNding Utilization through REsearch” project, formerly “Expanding Utilization of RTB and Reducing Their Postharvest Losses” project, has been designed as part of RTB Theme 6 efforts to “*Promote postharvest technologies, value chains and market opportunities*” and has strong linkages with the value chain development efforts of the PIM (Policy, Institution and Markets). The project adopts the Participatory Market Chain Approach (PMCA) and lays firmly on a multi-stakeholder approach where Research and Development (R&D) organizations and value chain actors work together to jointly identify, assess, select and test best-bet options for expanding utilization and reducing PHL for selected RTB crops. Through carefully facilitated processes, the project’s research teams will test and validate postharvest innovations that have the greatest potential to satisfy food consumption and income generation needs.

Efforts to promote value adding and reduce PHL of RTB crops complements existing initiatives under the RTB such as plant breeding and seed system where varieties with higher, more stable yield and responding to end-users’ preferences are being developed and disseminated to address postharvest constraints to food security and income generation. In addition, there are strong linkages with the work carried out by the CG and non-CG implementing partners for reducing PHL such as research on cassava varieties with slower postharvest physiological deterioration, banana preservation techniques and potato varieties with longer dormancy period.

2. PROJECT OUTLINE

The “RTB-ENDURE: ExpaNding Utilization through REsearch” project is a three year project (2014-2016) funded by the EC through IFAD. The project’s goal is to contribute to improved food security for RTB-producing communities in East Africa, including producers and other stakeholders along the value chain. The project’s objective is to improve food availability and income generation through better postharvest management and expanded use of RTB, based on: (1) postharvest and processing technologies; (2) value chain development; (3) capacity development.

In particular the project will test and validate commercial, technical and institutional innovations for achieving:

- ✓ Decreased RTB postharvest losses;
- ✓ Increased shelf-life of RTB crops;
- ✓ Improved processing of RTB crops;
- ✓ Increased income from RTB crops and their products, including livestock, for rural producers;
- ✓ Increased participation of women in higher and more profitable levels of the value chain and more equitable distribution of benefits between men and women in the community.

3. PROJECT PERFORMANCE

a) Overall overview of project implementation

The PMCA approach adopted by the project is a methodology developed by CIP in order to help small farmers link up with profitable markets by stimulating innovation process and long-term partnerships among farmers, market agents, and service providers. It requires improving communication, building trust and facilitating collaboration among participants so that they can jointly identify, analyse, and exploit new market opportunities.

It is possible to identify two main phases of the RTB-ENDURE project implementation: a “preparatory phase” and a “research implementation phase”. The first year of the project can be referred to as “preparatory phase”.

The preparatory phase has primarily entailed the establishment of crop specific research teams, a preliminary identification of the postharvest innovations to work on, a validation of the proposed innovations and the selection of the most promising ones that will be tested and validated during the research implementation phase. Furthermore training and capacity building activities have been conducted to strengthen the required capacities of the different teams in order to successfully contribute to achieve the overall objectives of the project.

During the project’s inception workshop in March 2014, the participants were facilitated to form crop specific research teams (potato, banana, sweetpotato and cassava) for jointly identifying some postharvest innovations with high potential to contribute to the project objectives. The different teams included representatives of various CG (CIP, IITA, CIAT, Bioversity International and ILRI) and non-CG potential partners (CIRAD, NARO, MAIF, Makerere University, NGOs, private sector, etc.). Each team, taking also into account the outcomes of a planning workshop held in mid-2012, selected one to two options and developed short proposals for undertaking scoping studies that would assist in exploring and validating the feasibility, likely adoption and potential impact of the proposed interventions.

Following *ad hoc* facilitation (e.g., training sessions on gender responsive market studies and analysis) and based on the results of the scoping studies, the four teams developed and submitted seven business cases for research funding.

Even though continuous support has been provided to the different teams in order to help them strengthening their proposals, during the preparatory phase the project has adopted a rather competitive approach and the teams were aware that only the most robust and convincing options would have been funded. The business cases went through rounds of internal (by the project management and the project's Process Committee that was established at the inception of the project in order to guide the process of developing and selecting the options for subsequent research implementation) and external reviews (by leading experts in the area of RTB postharvest and value chains). Finally, four research options have been selected for funding, one for each crop.

The selection of the four research options to be funded has officially closed the preparatory scoping phase, and marked the beginning of the research implementation phase (a meeting-cum-training workshop was organized to officially launch the new phase). The different team members had worked together for a number of months for jointly identifying and analysing new market opportunities and the most promising innovations. The scoping activities and the development of the business cases had contributed to validate (or otherwise) some of their preliminary assumptions and strengthen their social capital and capacity to conduct research in partnership. By the end of the first year, all research teams had been brought up to speed about the expected project outputs and outcomes and their capacities to implement the PMCA methodology and mainstream gender in their research activities have been strengthened. The four teams can now confidently move into the research implementation phase where they are expected to conduct on the ground testing and validation of selected innovations for improved postharvest management in Uganda, with relevance for other countries in eastern Africa. It is expected that by the end of the project the different team will be able to provide evidence of their proof of concepts and of the technical feasibility, economic viability and social acceptability of the proposed innovations.

Over the course of the first year, the project management has been strengthened following the recruitment of the Project Leader, Dr. Diego Naziri, a value chain/post-harvest specialist that is assisted by Sarah Mayanja, Deputy Project Leader. In addition, Dr. Netsayi Mudege (CIP Regional Gender Research Coordinator), Godfrey Mulongo (Regional M&E specialist) and Sara Quinn (CIP Regional Communications Specialist) are providing support to the project. At the end of the year, a Steering Committee has been established to provide *ad hoc* guidance to the project management team. The Steering Committee comprises representatives of the RTB (Dr. Graham Thiele – Director of RTB; Dr. Gordon Prain – CIP; Dr. Simon Heck – CIP; Dr. Dominique Dufour – CIAT/CIRAD; Dr. Adebayo Abass – IITA; and Dr. Dietmar Stoian – Bioversity International) and three representatives from national and regional R4D organizations (Prof. Bernard Bashaasha – Makerere University; Prof. Wilberforce Tushemereirwe – NARO; and Dr. Ivan Rwomushana – ASARECA). The Steering Committee took over the responsibilities of the project's Process Committee.

Upon recommendations from the Steering Committee, and following rounds of consultations with the members of the Committee and the Principal Investigators (PIs), it has been decided to modify the original name of the project to “RTB-ENDURE: ExpaNDing Utilization through REsearch”. A shorter name is expected to facilitate the communication and visibility of the project.

In the last few months a Gender Action Plan and a Communications and Visibility Plan have been developed. They will be implemented starting from early-2015. The project’s M&E system has been drafted and it will be finalized when the updated logframe, as presented at the end of this report, is approved by the donor.

Details about the progress in the reporting period are presented in Sections 4 of this report.

b) Project implementation constraints

The process of finalizing the Letters of Understanding (LoU) between CIP and the lead CG partners and between the CG research organizations and the national partners has been quite long. This has caused a setback in meeting deadlines for conducting the scoping studies and delivering the final business cases, with the cassava team being most affected.

Furthermore, the project has faced serious cash flow issues following the delayed disbursement of funds from the donor.

Finally, two specific problems have affected the sweetpotato research team. Firstly, the partners that should have hosted the on-station trials for pig feeding have recently shut down their sheds and other animal facilities due to an outbreak of African Swine Fever. Secondly, one of the key technical persons in the team that greatly contributed to develop the sweetpotato research proposal has recently quit and moved to Iowa State University – Uganda (ISU-Ug).

c) Project implementation strategies and approaches [in response to (b) above]

CIP and Bioversity International have agreed to pre-finance activities wherever possible, which enabled delivery of the banana, potato and sweetpotato business cases on time. This has not been possible in the case of IITA.

In response to the shortage of funds, the project had to substantially slowdown the implementation of the activities over the last few months of the year. In some cases these have been postponed until funds will be available for disbursement to implementing partners. Furthermore, this has also required substantial additional effort for readjusting the work-plans that had been developed by the different research teams.

The sweetpotato team is currently exploring the possibility of conducting the on-station trials in collaboration with another NARO research station that has not been affected by the outbreak. The

project manager is also trying to identify the conditions for establishing collaboration with ISU-Ug in order to keep the relevant technical person involved during the research implementation.

4. SUMMARY OF PROGRESS IN THE REPORTING PERIOD

(i) Inception Workshop

As part of the project initial activities, the project management has organized a three-day inception workshop in March 2014. The workshop objectives were to:

- Establish 4 multi-agency research teams to undertake research activities (one for each target crop, namely banana, potato, sweetpotato and cassava).
- Identify preliminary research options building on the outcomes of the project planning meeting (held in June 2012 and during which 15 potential partner institutions had selected an initial set of products, innovations, partners and sites), the 2013 RTB seminar in Kampala, and further inputs from participants.
- Draft preliminary business cases for research and scoping plans for selected research options.
- Discuss and agree on next steps to guide development of full research proposals.

The workshop was attended by 45 participants (29 men and 16 women), representing the various CG (CIP, IITA, CIAT, Bioversity and ILRI) and non-CG partners (CIRAD, NARO, Makerere University, NGOs, private sector, etc.) potentially interested to be involved in developing and implement the research proposals. Participants formed four research teams in which they reviewed ideas on potential innovations that would contribute to better postharvest management and expanded utilization of RTB crops. By the end of the workshop, seven draft preliminary business cases for research had been developed (two each for banana, cassava and sweetpotato and one for potato). Each draft preliminary business case included a plan for carrying out scoping activities over the following three months in order to firm research options and validate some of the assumptions and hypotheses about the development opportunity, the demand for the proposed innovations and their feasibility. During the workshop, the participants also revised and agreed on a list of criteria for guiding the development and selection of the business cases for future research implementation. In addition, the guidelines and a timeline for delivering the preliminary business cases were discussed and developed.

Please refer to Annex 1 for the report of the inception workshop.



Figure 1 and 2: Some participants at the inception workshop

(ii) Preliminary business cases and scoping activities

Following the outcomes of the inception workshop and the guidelines agreed upon, the four research teams finalized and submitted seven preliminary business cases and the scoping plans to the project management in mid-April 2014 (the preliminary business cases and the scoping plans are available upon request). A review committee was established, comprising of one external and four internal reviewers (CG representatives of the project's Process Committee) in order to assess and provide valuable feedback on how to strengthen them during the scoping activity. All seven preliminary business cases were approved to move on to the scoping phase and funds allocated accordingly (\$25,000 for each of the seven research options). Generally, it was noted that while most of the cases presented strong arguments for the development problem/opportunity, they needed further strengthening to articulate the demand and feasibility of proposed innovations. A one-day scoping finalization planning meeting was then held for the four research teams during which comments from the reviewers were discussed and clarifications made on the nature of information the teams should endeavour to obtain during the scoping exercise. During the meeting, the final business case format was clarified, as was the timeline for conducting the scoping studies and delivering the final business cases. The following months the teams conducted the scoping studies that entailed an in-depth review of relevant literature and field work to collect primary data and information.

(iii) PMCA training

Following the inception workshop and the review of the preliminary business cases, it clearly emerged a strong demand for strengthening the capacity of the implementing partners in adopting the PMCA approach. Furthermore, the research teams required support for mainstreaming gender into their research agenda and, in particular, for understanding the implications of innovation processes for women (and other disadvantaged groups) and develop gender responsive strategies. This set of capacity was deemed necessary in order to allow the teams to develop robust and comprehensive business cases for research.

Therefore, a four-day PMCA training was organized in June 2014 and was attended by 19 participants from the different teams (4 women and 15 men). Participants were introduced to the PMCA principles and on the practical use of some specific PMCA tools that could be applied in order to obtain a better understanding of the value chain and analyze the potential and implications of intervening in it. Furthermore, specific sessions were held in order to allow the participants to familiarize with methodologies and tools for ensuring gender mainstreaming in their research proposals. Practical hands-on-sessions in the field were also organized during which participants had a chance to apply marketing and gender analytical tools in the banana, sweetpotato and cassava value chains. The training culminated with the finalization of the scoping plans for field work. Please refer to Annex 2 for the report of the PMCA training workshop.



Figure 3 and 4: Some participants at the PMCA training

(iv) Final business cases

By mid-September all final business cases for research had been submitted, with the exception of the two cassava ones due to the constraints mentioned in section 3.b. The feedback on the draft versions, the PMCA training and the scoping activities had definitively contributed to strengthening them (each worth about \$350,000 for conducting research over the following two years).

At the end of September 2014, selected representatives of the four teams were offered the opportunity of presenting the results of their work in a specific poster session that has been organized during the RTB Annual Review and Planning meeting, held in Entebbe (Uganda). During the session, the presenters had the opportunity to discuss the proposed innovations and receive valuable comments and feedback from lead scientists in the field of RTB crops (the seven posters can be downloaded at <http://www.slideshare.net/RTBENDURE/documents>)

In October, following another round of internal and external reviews (two external reviewers with in-depth knowledge of RTB postharvest issues), the project's Process Committee selected three business

for funding (out of the five already submitted), subject to addressing the comments raised by both the reviewers and project management. Once the final business cases for cassava were also submitted, an additional research was selected for funding.

A great deal of transparency was ensured for selecting the four business cases by making clear what were the criteria that would have been used for assessing them, by disclosing the scores given by the independent external reviewers for each criteria and by sharing the simple methodology adopted for ranking the different proposals. Only the external reviewers remained anonymous.

(v) Outline of the selected options for research implementation

The four selected business cases for research (hereinafter referred to as sub-projects) can be found in Annex 3 to 6. These sub-projects can be summarized as follows:

1. Postharvest innovations for better access to specialized ware potato markets

Led by CIP (PI: Monica Parker). Partners and collaborators: NARO-Bugizardi, CAES-Makerere University, Self Help Africa, Kapchorwa Commercial Farmers Association (KACOFA), Wanale Seed and Ware Potato Association (WASWAPA), and Mbale Potato Dealers Association (MPODA).

In eastern Uganda there are two potato cropping seasons. The market supply is highly seasonal, with period of gluts and scarcity and, therefore, high price fluctuations. The team aims at exploring the opportunity to take advantage of the high price during the off-season by expanding the cropping period and introducing storage technologies and, in doing so, ensuring higher and more stable income for small-scale farmers and consistent supplies to the market. In particular, this sub-project will i) assess effect of variety, local climatic conditions, pre-harvest and harvest practices on storability of the ware; ii) exploits variety maturity and dormancy to prolong harvest and marketing periods; iii) strengthen business skills and collective marketing; and iv) identify gender-sensitive approaches to ensure gender equity in exploiting new market opportunities. The team will implement the research activities in Kapchorwa, Mbale and Kampala districts.

2. Reducing postharvest losses and promoting product differentiation in cooking banana value chain

Led by Bioversity International (PI: Enoch Kikulwe). Partners and collaborators: IITA, CIRAD, NARO, KAIKA InvestCo, Ssemwanga Center for Agriculture and Food Ltd, and Mbarara District Farmers Association (MBADIFA).

The cooking banana value chain is characterized by high PHL due to short green life of bananas, highly seasonal production and poor PH handling. Furthermore there are opportunities to promote product differentiation through different presentation forms of bananas and new approaches for marketing them. This sub-project will i) explores ways to reduce PHL and even out supply across seasons through use of diverse varieties (intrinsic longer shelf life and better PH properties) and sucker staggering; ii) investigate options for upgrading storage, transport and marketing to grasp opportunities

for product differentiation in response to consumers' preferences and their willingness-to-pay; iii) study the feasibility of introducing a weight-based pricing mechanism; and iv) strengthen capacities of value chain actors to respond effectively to emerging market opportunities, including through better collective action. The research team will work with key market chain actors in Isingiro and Rakai districts.

3. Improving the utilization of sweetpotato and other root and tuber crops residues for pig feeds

Led by CIP (PI: Gerald Kyalo). Partners and collaborators: CIP, ILRI, NARO-NALRI, CHAIN Uganda, VEDCO, CAES-Makerere University, Martyrs University, Pig Production and Marketing Uganda Ltd and Iowa State University – Uganda (to be confirmed, see section 3.c).

Smallholder pig farmers identified feeding as one of the most important constraints in production due to the seasonality, high cost and poor quality of feeds; coupled with limited knowledge of supplementation strategies. Therefore, as a coping strategy, farmers extensively use crop residues, grasses, weeds and kitchen leftovers to feed their animals. Sweetpotato vines have been identified as the most commonly used fodder but they are highly seasonal and perishable. Simple silage making for feed conservation combined with strategic supplementation is an easy and affordable option for pig feeding and would contribute to reduce wastage of sweetpotato residues and extend their use to periods of feed scarcity. This sub-project will i) investigate options for silage making and supplementation; ii) identify the best-bet model(s) for proper organization of value chain actors for production, conservation and marketing of sweetpotato-based feeds; iii) strengthen the existing linkages between pig farmers and sweetpotato traders to increase access to material for silage; and iv) build business capacity of women, men and youth for profitable silage making and pig raising. Masaka and Kamuli districts are proposed as target areas for the intervention.

4. Extending the shelf life of fresh cassava roots for increased incomes and postharvest loss reduction

Led by IITA (PI: Adebayo Abass). Partners and collaborators: CIAT, IIRR, AFRIL, CAES-Makerere University, Gulu University, Masindi Traders Association, Kabarole Farmers Association.

The major constraint faced by smallholder farmers and retailers in marketing fresh cassava is the rapid postharvest physiological deterioration (PPD) of the root. Accordingly, high perishability leads to substantial level of discounting during marketing and represent a threat for the different market actors. Therefore, innovations that prolong the shelf-life of fresh roots are demanded by farmers, traders and retailers to reduce PHL, relieve marketing pressures and target new markets (e.g., supermarkets). Using lessons learnt from West Africa and Latin America the project will test and validate the feasibility of introducing two shelf-life extension technologies, namely high relative humidity storage and waxing of the fresh roots. This sub-project will i) study the market segments for fresh cassava and best model for marketing the roots; ii) assess PPD/PHL of different varieties and study the effectiveness of the two technologies to prolong the shelf-life of local varieties; iii) investigate the effect of the treatment on eating quality and safety; and iv) promote S-S collaboration and knowledge sharing in order to strengthen the capacity of national research and development organizations in cassava postharvest. The research team will work primarily in Masindi and Kabarole districts.

The following figure shows were the different sub-projects will be implemented.

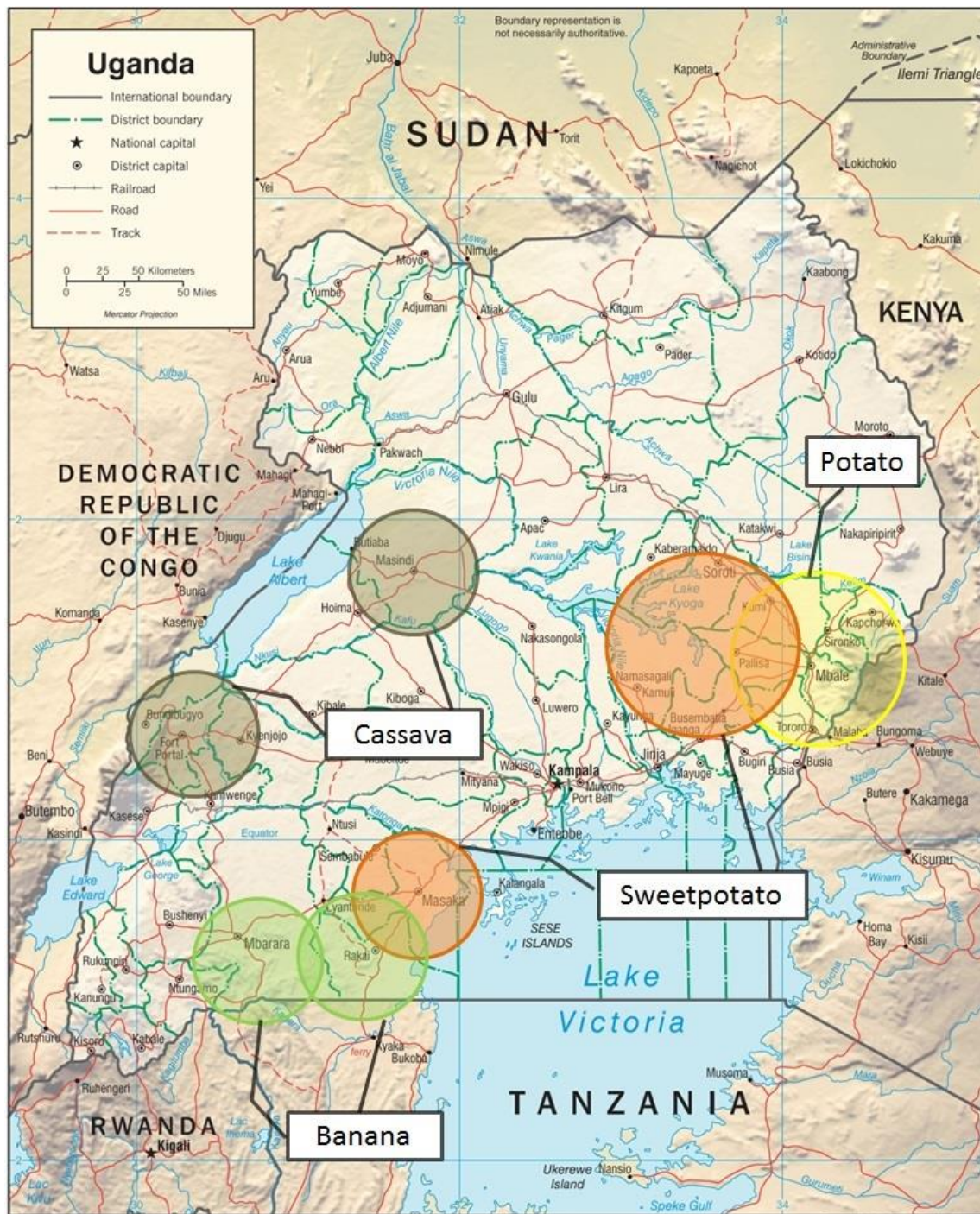


Figure 5: Main project sites

The following figure provides a graphical representation on how each sub-projects contributes toward project's broader objectives.

	Banana	Potato	Sweetpotato	Cassava
Decreased postharvest losses of RTB	✓	✓	✓	✓
Increased shelf-life of RTB	✓	✓	✓	✓
Increased processing for on-farm use	✗	✗	✓	✗
Increased income from RTB and their products	✓	✓	✓	✓
More equitable distribution of benefits between men and women	✓	✓	✓	✓
NARS, development organization and private sector players engaged in a continuous collaborative innovation process	✓	✓	✓	✓

Figure 6: Contribution of each sub-project towards project's objectives

(vi) Meeting-cum training workshop

In order to officially launch the project's research implementation phase, a three day meeting-cum training workshop was held in December 2014 and attended by 60 participants (19 women, 41 men).

The objectives of the workshop were:

- Present the project future research activities and the expected outputs to a wider audience.
- Enhance cohesion and explore potential synergies and collaborations amongst teams as well as with activities implemented by other relevant Research and Development (R&D) agencies, donors and private sector players.
- Increase understanding of the PMCA Phase II and introduce specific tools to be used during the research implementation.
- Support teams to mainstream gender in research activities.
- Receive input from participants for developing the M&E framework and reporting system.
- Offer a platform for the revision and operationalization of the different work plans.

Among the other things, during the workshop, participants familiarized with the postharvest research of the other teams, drafted their Gender Action Plans, contributed to developing the project's M&E plan and finalized their sub-project work plans. The training sessions increased their level of awareness on the PMCA, gender mainstreaming in research activities as well as M&E and Result Based Management approach. The event also improved networking and learning across the research teams.

At the end of the workshop, a Capacity and Training Needs Assessment of the implementing partners was conducted. The assessment focused on their capacity to: i) understand and adopt the technical innovations proposed; ii) understand and respond to market opportunities and constraints; iii) establish and strengthen linkages among value chain actors; iv) conduct research in partnership; v) integrate gender into research activities; and v) develop, adopt and implement M&E systems. The results from the assessment will enable better planning of capacity building interventions as well as provide a baseline for measuring the impact of the project on the capacities of national R&D partner organizations. Please refer to Annex 7 for the report of the meeting-cum-training workshop.

(vii) Gender Action Plan (GAP)

The CIP Gender Research Coordinator and the Deputy Project Leader with support from the Project Leader have developed a Gender Action Plan, based on the input provided by the participants to the meeting-cum training workshop.

The purpose of the plan is fourfold:

- a) To support capacity development for the research teams and students in integrating gender into research processes
- b) To provide technical backstopping to the research teams
- c) To conduct Postharvest/Value Chain gender research
- d) To validate gender mainstreamed PMCA tools

The plan articulates the planned activities, resources required and time management for its execution. The GAP is attached as Appendix 1 of this report. The gender team has also applied for the RTB-University partnership where a student from a USA-based University will be supported to undertake gender responsive research on an agreed theme/area in the project.

(viii) M&E system

The CIP Regional M&E Specialist is spearheading the development of the project's M&E system. The objective of the M&E system is to provide a framework that will facilitate the collection of accurate, relevant and timely information to enable the project meet information needs for all stakeholders and for decision making. It will pay attention to documenting what works for replication and what does not work for corrective action. The plan articulates performance indicators designed to track results which the project proposes to deliver in order to realise the overarching goal. The M&E system also supplements the project's logframe in terms of articulating the project data collection protocols and responsibilities as well as performance measurement along the set objectives.

The development of the M&E system commenced in November 2014 and has received input from the participants to the meeting-cum-training workshop in December. The initial drafts submitted by the M&E Specialist have been reviewed by the project management team. Finalization of the M&E system and development of the data collection tools will be done once the updated logframe is approved by the donor (see section 5).

(ix) Communications and visibility

The CIP Regional Communications Specialist has developed the project's Communications and Visibility Plan in collaboration with the Head of the CIP Communications and Public Affairs Department (CDAP) and the CRP-RTB Communication Specialist. The project management team has also contributed providing the required input, comments and suggestions.

The broad objectives of the communications strategy are to:

- a) Promote the RTB ENDURE project
- b) Promote and highlight each sub-project
- c) Promote key activities carried out by the RTB research project
- d) Organise and promote the project via events, meetings, workshops and stakeholder engagement meetings.
- e) Improve internal communications and flow of information
- f) Inform and maintain donors' interest and support of the project.
- g) Inform the wider community about the donors support and involvement in the project.

The communications strategy will include:

- a) Incorporate key and consistent messaging.
- b) Target key audience/stakeholders (identified and prioritized).
- c) Create and manage effective communication channels and tools.
- d) Create and manage systems for monitoring and evaluating communications outputs.

The plan has been developed following the following guidelines:

- Communicating EU Research & Innovation: A Guide for Participants
- Communication and Visibility Manual for EU External Actions

The Communications and Visibility Plan is attached as Appendix 2 of this report. Its implementation, including the development of an on-line platform for facilitating internal and external communication, will commence in early 2015 when the actual research implementation of the subproject starts.

In the meanwhile, the project management is devoting substantial time and effort to improve the visibility of the project amongst the research and development community, as well as the public at large. The project, apart from being popularized through CIP and RTB internal communication channels, has received extensive media coverage. A journalist has been invited to attend the poster sessions (see

section 4.(iv)). Following the meeting-cum-training workshop in December (see section 4(vi) above), a number of articles have been published in various media:

- I. SciDev.net (SSA) published an article describing goal and scope of the project and presenting a summary of the interviews the journalist had with the Project Leader, PIs, research partners and representatives of the private sector during the workshop in December.
The article can be accessed at:
<http://www.scidev.net/sub-saharan-africa/agriculture/news/adding-value-to-rtbs.html>
- II. A similar article was published in African Farming and Food Processing Magazine.
The article can be accessed at:
<http://www.africanfarming.net/crops/agriculture/project-to-add-value-to-ugandan-agricultural-produce>.
- III. A more detailed article has been published by the Ugandan newspaper 'The Monitor' in the Farming Weekly feature.
The article can be accessed at:
<http://www.monitor.co.ug/Magazines/Farming/Uganda-selected-as-focus-for-project-on-root-crops--bananas/-/689860/2611266/-/743lcs/-/index.html>
- IV. Another article was published on the PAEPARD platform, a platform for sharing research and development interventions in Europe and Africa.
The article can be accessed at:
<http://paepard.blogspot.com/2015/01/new-technologies-for-storing-use-of.html>
- V. The PAEPARD article was cross-posted on the Global Forum on Agricultural Research (GFAR) website.
The article can be accessed at:
<http://www.egfar.org/news/imported/new-technologies-storing-use-roots-tubers-and-bananas>

(x) Potential synergies with IFDC Uganda Catalyst

The Project Leader together with team members of the potato sub-project is exploring collaboration with IFDC Uganda Catalyst project to extend the scope of the research by validating the feasibility of adopting improved storage facilities for storing potatoes produced in western Uganda. As such, a concept note has been submitted to IFDC with an objective of enhancing the livelihood of small-scale farmers and traders by identifying improved postharvest handling practices and storage facilities that can even-out market supplies while ensuring consistent supply of quality potatoes to final consumers and processors.

(xi) Complimentary activities with other CRPs

The Project Team is working closely with PIM flagship 3: *Inclusive value chains and efficient trade*. The team will participate in a study titled 'An assessment of tool use and needs for tool development'. The objective of the study is to identify the needs of development practitioners and CRPs for expanded and improved tools as related to value chain analysis and development. Outputs from this assessment will inform the design of a strategy to support tool development by CGIAR partners in PIM-value chains, as well as contribute to the overall debate on how researchers can more effectively integrate into development practice. The study will be undertaken in Uganda, Latin America and Asia.

The team will also continue to work with PIM on an activity titled 'Value Chain Tools with a gender lens' where guiding principles and questions for addressing gender across the VC tools that will be a key focus. The gender team will seek collaborations with other RTB centers during review and validation of the PMCA gender in value chains tools.

5. UPDATED LOGFRAME AND WORK PLAN FOR 2015

As required by the contract and deemed necessary for the sake of proper project's management, the original logframe has been updated to reflect the outcomes of the preparatory activities carried out in 2014. This is presented in Appendix 3 of this report.

Only minor changes have been made to the original project's Goal, Objectives and Outputs. However, the way the Objectives and relevant performance indicators were presented would not have allowed accurate measurement of project's progress and achievements, first of all because they treat RTB crops as a *unicum*. Due to the specific approach of the project it would have been impossible to provide more details at the time the original logframe was developed. Furthermore since the PMCA is used to stimulate innovation processes; specific activities are impossible to predict at the outset. They emerge from the participatory process itself, driven by opportunities identified by the private and public actors involved. Therefore it has been necessary to amend the logframe to take into account the characteristics of each target RTB crop and the peculiarities of the different designed interventions. This work has been done in collaboration with PIs and other key members of the different teams and has received inputs and comments from several members of the Steering Committee.

An additional section, Research Outcomes, has been added showing how each sub-project is expected to contribute towards the project's Objectives. Detailed measurable indicators have been defined and will allow to measure project's progress and, possibly, identify necessary corrective measures.

The logframe presents also the activities carried out during the first year preparatory phase and provides details on the overarching activities that will be implemented until the end of the project. It would have been impossible to capture all the activities that the different research teams will carry out

during the research implementation phase. The full picture and timeframe of those activities is presented in the different business cases (Annex 3 to 6).

The detailed work plan and timeframe of activities that will be carried out in 2015 is reported in the next pages.

Potato team - Work plan 2015

Research outputs	Activities	Q1	Q2	Q3	Q4
1.Current status and ware potato marketing system in Eastern Uganda mapped and gender based market constraints and opportunities identified, analyzed along the potato value chain	1.1. Organizing a project initiation stakeholder workshop				
	1.2: Assessment of ware potato production, post-harvest, storage, consumption and trade in Eastern Uganda and identification of gender based constraints and opportunities along the value chain as well as project implementation locations				
	1.3: Establish a Multi-stakeholder innovation platform for strengthening project implementation and sustainability of outputs				
2. Testing and validation of pre-harvest and storage methods by potato variety under different ambient conditions developed taking into account technical, economic and social aspects as well as consumer acceptability	2.1. Capacity building in Farmer-Research-Extension Group (FREG) in PHH experimental management at trial host sites/group				
	2.2. Bulking of test varieties at research station (Buginyanya) and with groups				
	2.3. Construction of individual and association ambient stores				
	2.4. Evaluating potato varieties under different ambient storage conditions and duration				
	2.5 Evaluating varieties to extend the growing and marketing season by exploiting differing maturity and dormancy periods				
	2.6. Socio-economic studies (cost-benefit analysis, ROI and social acceptability including potential impact on women and households)of different storage options				
	2.7. Periodic consumer acceptability analytic studies for each storage method.				
3.Capacity in ware potato pre harvest and storage methods for producers, traders, researchers and extension agents strengthened	3.1. Developing training materials for appropriate pre-harvest and storage methods				
	3.2. Training and validation on pre-and post-harvest management of ware potato				
4. Skills in entrepreneurship, agribusiness and collective action developed for selected actors in specialized ware potato markets	4.1. Mobilizing selected value chain actors with ware potato business interest for skills improvement				
	4.2. Developing relevant training materials and strategies				
	4.3. Participatory skills development workshops and training in entrepreneurship, agribusiness and collective action aspects.				
5. Recommendation for extending shelf life, increased utilization and reduction of post-harvest losses along ware potato value chain disseminated	5.1. Manuals and reports on best ware potato storage practices				
	5.2. Stakeholder workshops to identify strategies for scaling out recommendations				

Banana Team - Work plan 2015

Research outputs	Activities	Q1	Q2	Q3	Q4
0. PMCA to provide framework for project implementation	0.1. Conduct PMCA Phase II training				
	0.2. Conduct thematic group meetings				
	0.3. Planning meetings with partners to evaluate TIMPS				
1. Increased access of farmers to cooking banana varieties with preferred quality attributes and long intrinsic shelf-life	1.1. Compilation of available TIMPS				
	1.2. Multiplication of cultivars with preferred attributes				
	1.3. Selection of mother garden sites and establishment of mother gardens				
	1.4. Training of farmers and other value chain actors				
	1.5. Determining harvest periods				
	1.6. Developing community based seed system				
	1.7. Situation analysis of the VC				
2. Convenient presentation forms of cooking bananas reducing postharvest losses and acceptable to different market segments promoted	2.1. In depth market study to capture demand for different forms of cooking banana				
	2.2. Training of thematic group members				
	2.3. Evaluating preservatives and packaging forms for peeled banana				
	2.4. Market trials for differentiated cooking banana products				
3. Sucker staggering for evening our banana production across seasons practiced by producers to obtain premium prices	3.1. Selection and training of farmers				
	3.2. Data collection analysis and reporting				
4. Technologies, market information and regulations for increased market access and fair pricing mechanisms promoted	4.1. Develop and disseminate promotional materials on TIMPs that enhance market access				
	4.2. Promote market enhancing TIMPS through print and electronic media				
5. Improved practices, (dis)enabling environments, norms and culture to foster mutual understanding along the VC	5.1. Data collection on the context in which the VC operates				
	5.2. Gender analysis of the VC				

Sweetpotato team - Work plan 2015

Research outputs	Activities	Q1	Q2	Q3	Q4
1. Knowledge on pig feed resources use (quantity, quality and seasonality) in Masaka and Kamuli districts in Uganda documented	1. Daily records on feeding in selected farms				
	2. Sampling of feeds				
	3. Laboratory analysis				
	4. Feedback results to farmers				
2. At least 2 methods for SP silage preparation validated and piloted in the targeted districts	1. On station trial (silo making)				
	2. On farm trial for validation during 2 crop seasons				
	3. Types and levels of additives for cost-effective SP silage production in Uganda determined and promoted				
	4. Economical optimum levels of energy and protein supplementation using available local resources determined and documented				
3. Dual purposes SP varieties and their cutting management identified and promoted	1. List of dual purpose varieties from SP programs				
	2. Set-up on farm trial				
4. Capacity for uptake of silage making as a business for the youth, women and men strengthened	1. Identify capacity needs of the participating farmers				
	2. Train and equip selected demonstration centers for silage making				
	3. Monitor and evaluate up take of silage making				
5. Economic viability and social acceptability of SP pig systems validated and documented	1. Willingness to pay				
	2. Ex-ante and ex-post assessment				

Cassava team - Work plan 2015

Research outputs	Activities	Q1	Q2	Q3	Q4
1. Knowledge on market segments for fresh cassava and use of deteriorated cassava roots generated	1.1 Conduct a market assessment				
2. Technology and innovations on extending shelf life of fresh cassava validated	2.1 Assessment of varietal differences on PPD/PHH				
	2.2 Varietal specific effectiveness of relative humidity RH/waxing				
	2.3 Training of students (3 MSc), partners and collaborators (farmers, processors, traders)				
	2.4 Establishment of pilot packing house				
3. Improved capacity to utilize technologies and innovation through documentation and knowledge sharing	3.1. South-South study tour for collaboration and knowledge sharing				
	3.2 Documentation (Scientific publications, flyers, Posters, business plans, brochures)				
	3.3 Stakeholders workshop and Scientific conferences				

Overarching activities


Activities	Q1	Q2	Q3	Q4
Finalize and implement the project M&E system				
Implement the project communication and visibility plan				
Hold an annual project review meeting				
Hold regular meetings with the members of the project's Steering Committee				

Appendix 1 – Gender Action Plan

Objectives:

- To support capacity development for the research teams and students in integrating gender into research processes
- To provide technical backstopping to the research teams
- To conduct PH/VC gender research
- To validate gender mainstreamed PMCA tools

Description: <i>what do we want to work on?:</i>	Rationale: <i>why?</i>	Activity	Indicators of success	Resources Needed	Time	Responsibility
Conduct gender analysis of selected post-harvest processes/technologies of potato and sweetpotato, banana and cassava cases	To develop gender responsive strategies for the PH intervention	Reviewing students' proposals and research tools to integrate gender research objectives and tools into their socio-economic research	Quality of proposal and data collected At least two gender papers published	2 days per year Sarah 2 days per year Netsayi Existing student budget	Throughout whole project implementation Year 1 and year 2	Students' supervisors: To be identified depending on the study topic Netsayi and Sarah (depends on close communication and collaboration with supervisors)
		Conduct gender analysis of on-going research activities to assess gender responsiveness of the interventions and advise research teams	Gender responsive scaling-up and out strategies designed and implemented in the second phase of the project Gender PMCA tools further validated	10 days per year Netsayi 10 Days per year Sarah 1 ticket per year (2 years) \$ 6000 year 1 for data collection and documentation of two cases per year \$ 6000 year 2 for data collection and documentation of two cases per year		

Description: what do we want to work on?:	Rationale: why?	Activity	Indicators of success	Resources Needed	Time	Responsibility
		<p>3 days report writing of cases per year (Sarah)</p> <p>3 days report Writing of cases per year (Netsayi)</p>	<p>4 case studies documented for Potato, Sweet Potato, Banana and Cassava posted on the RTB website, and through other dissemination channels as will be identified with support from Communications Publications and Awareness Department (CPAD)</p>		Year 1 and year 2	
Strengthen the capacity of commodity teams –(Cassava, Banana, Potato and Sweet Potato) to integrate gender into the intervention through coaching, mentoring and provision of technical backstopping	To strengthen RTB value chains with emphasis on equitable participation of women, men and youth in Uganda	Training	<p>1 training report on gender responsive surveys/studies</p> <p>2 team representatives trained on gender sensitive data collection and design of tools and data analysis</p> <p>Commodity research teams know, understand and used gender tools in PH and VCD research by the commodity research teams</p> <p>Joint implementation of plans geared towards leveraging market opportunities in RTB trade by youth, women and men market chain actors</p>	<p>\$8,000</p> <p>Preparation for workshop days: - 1.5 days Sarah</p> <p>1.5 days Netsayi (design of tools and workshop preparation)</p> <p>3 days facilitation Netsayi</p> <p>3 days facilitation Sarah</p> <p> Training plan gender 1st quarter.docx</p>	2 nd quarter	Netsayi, Sarah and Commodity teams [2 representatives from each team]
	Closing the gender capacity gaps and gender gaps in implementation	<p>Refresher gender training</p> <p>2 days (facilitation and preparation – Sarah)</p> <p>2 days facilitation</p>	Improved gender responsive research outputs and improved skills set of implementers	5, 0000\$	Year two	Netsayi and Sarah Research teams

Description: what do we want to work on?:	Rationale: why?	Activity	Indicators of success	Resources Needed	Time	Responsibility
		and preparation (Netsayi)				
Gender analytical tools refined and improved		Online and face-to-face coaching and mentoring of research teams	Quality gender mainstreamed tools used by research teams	3.5 days per year Sarah 3.5 days per year Netsayi Good internet connection for research teams \$2000 per year	1st – 2 nd quarter	Research teams Netsayi and Sarah (provide mentoring and coaching)
Provide input into the design and finalization of an M&E Strategy for the project		Online support	Improved capacity to support development of engendered RTB value chains and improved monitoring plans geared towards leveraging market opportunities in RTB trade by youth, women and men market chain actors	1 day Sarah 1 day Netsayi	1 st quarter	Netsayi Sarah Godfrey
Review reports for gender integration		Review of partner reports		1 day per year	Quarterly and annually	Sarah Netsayi

Appendix 2 – Communication and visibility plan



RTB ENDURE Project – ExpaNding Utilization through REsearch

Communications and visibility plan

BACKGROUND: RTB Roots, Tubers & Bananas

RTB crops are essential staple foods in developing countries. They have high nutritional value, they generate income, and they contribute to the sustainability of cropping and production systems. It is estimated that around 200 million poor families are involved in their cultivation and that many others benefit as consumers. Mainly produced by small farmers, they play an important role in the livelihoods of many vulnerable groups, including women, children/youths, tribal communities, and displaced populations. However, and despite their importance and high potential, RTB crops have historically received little attention by policymakers, donors, and researchers.

The RTB Research Program is the joint effort that four CGIAR centers are making, along with partners, in order to streamline research activities and implement research outcomes to exploit the underutilized potential of root, tuber, and banana crops for increased food security, improved lives, and better gender equity.

PROJECT: RTB ENDURE ExpaNding Utilization for REsearch

The **RTB ENDURE (ExpaNding Utilization for REsearch)** project is a three year research project (2014-2016) funded by EC/IFAD. The project's goal is to contribute to improved food security for RTB-producing communities in East Africa, including producers and other stakeholders along the value chain. The specific objective is to improve food availability and income generation through better postharvest management and expanded use of RTB, based on: (1) postharvest and processing technologies; (2) value chain development; (3) capacity development.

In particular, the project will test and validate technical, commercial and institutional innovations for:

- Decreased RTB postharvest losses;
- Increased shelf-life of fresh RTB;
- Increased processing of RTB for on-farm use;
- Increased income from RTB and their products, including livestock, for rural producers;
- More equitable distribution of benefits between men and women in the communities.

The project addresses postharvest management of four different crops, namely potato, sweetpotato, banana and cassava. Since project inception in March 2014, the various CG (CIP, IITA, Bioversity and ILRI) and non-CG partners (CIRAD, NARO, Makerere University, NGOs, private sector, etc.) have established multi-agency research teams that have been engaged in conducting scoping activities and preparing business cases for funding. Out of these, four cases have been selected for funding (hereafter called 'sub-project'). Following this preparatory phase, in the next two years of the project (Jan 2015-Dec 2016), the four research teams will conduct on the ground testing of innovations for improved postharvest/value chain with evidence of relevance for other countries in East Africa.

The project, although implemented in Uganda, is looking at a regional perspective and it is expected that the most promising innovations will contribute to improved postharvest management of RTB crop in other East African countries.

The sub-projects that have been selected for funding are:

- Cassava - Extending the shelf life of fresh cassava roots for increased incomes and postharvest loss reduction
- Cooking banana - Reducing post-harvest losses and promoting product differentiation in the cooking banana value chain
- Sweetpotato - Improving the utilization of sweetpotato and other root and tuber crop residues for pig feeds in Uganda
- Potato - Postharvest Innovations for better access to specialized ware potato markets

COMMUNICATION STRATEGY:

In the context of this project, strategic communications can play a key role. Strategic communications can:

- Persuade decision makers to adopt new policies for research and build constituency and support.
- Develop partnerships among governments, NARS, local communities, NGOs, private sector and media to encourage people to work together for adoption processes and change.
- Accelerate and improve people's behavior, e.g., farmers' adoption of technologies and behaviors that lead to sustainable agriculture.
- Generate excitement in an entire community that leads to community-wide behavioral change.

- Empower local communities and create opportunities for them to engage with project stakeholders.

COMMUNICATION OBJECTIVES

The broad objectives of this communications strategy are to:

- Promote the RTB ENDURE project
- Promote and highlight each sub-project
- Promote key activities carried out by the RTB research project
- Organise and promote the project via events, meetings, workshops and stakeholder engagement meetings
- Improve internal communications and flow of information
- Inform and maintain donors' interest and support of the project.
- Inform the wider community about the donors support and involvement in the project.

The communications strategy will:

- Incorporate key and consistent messaging.
- Target key audience/stakeholders (identified and prioritized).
- Create and manage effective communication channels and tools.
- Create and manage systems for monitoring and evaluating communications outputs.

MEASURABLE OBJECTIVES:

- Farmers, processors and policy makers alike able to identify and communicate the purpose of the project.
- 100% of project members trained to deliver consistent key messages to stakeholders.
- A family of audience appropriate materials readily available for stakeholders.
- Stakeholder trainings, donor field days, and milestone celebrations designed to promote the project objectives.
- Guides and templates to ensure 100% compliance with donor branding and communications guidelines across the project.
- A timeline to meet communications outputs as outlined by donors.

MONITORING & KEY INDICATORS:

- *One-on-one meetings* with communicators, project leaders, and business case leaders for feedback.
- *Media monitoring* to track the presence of RTB-ENDURE coverage in media (Google News,

Google search).

- Google Analytics to track website visits.
- Social media metrics (Facebook likes and shares, Twitter followers, retweets and clicks).
- Online survey with key team members for feedback and input at regular intervals.
- Web analytics from other sites (eg. partner organisations) to measure outgoing traffic.
- Feedback from donors and partners via one on one meetings, online surveys and feedback forms.
- Ensuring compliance with communications deliverables as outlined in this plan.

Quarterly, the project leader and business case leaders will compile an outline of project communications activities using a communications checklist to ensuring compliance with communications deliverables as outlined in this plan.

It is proposed that once the communications strategy is approved and implemented a review process will be set up to:

- review communications on a 6 monthly basis to ensure targets have been met and to review whether adjustments are required moving forward.
- this review will be a collaborative process between the project management team, the sub-projects' Principal Investigators and the identified project communications coordinator.

AUDIENCE & STAKEHOLDER MAPPING

Target Groups:

The main target groups and the intended beneficiaries of this proposal are the RTB farmers who may be poor, food-insecure, and malnourished populations in rural and peri-urban areas of SSA (and specifically EAC).

RTB producers are often poor farmers who rely on these low value crops mainly for food security. However, RTB crops, such as potato and cooking banana, are increasingly are regarded as higher value cash crops and can potentially contribute to valuable income to farmers. However, many women rely on these products to ensure that the family gets sufficient caloric and nutritional intake. Overcoming the constraints of the fresh product chain directly helps women achieve their goal of feeding the family.

The proposed activity further narrows to target the women of these poor households who are responsible for food consumption and security for the family that fresh product provides.

Processed products also may target women directly as they are often involved in small scale home processing to add value or to prolong shelf life of RTB crops.

Although the main target populations are the RTB producers, the value chain approach often requires the improvement of the overall chain efficiency in order to benefit the downstream producers. In such

cases, the other stakeholders along the value chain may also be targeted as appropriate and within the scope of the activity's resources.

Project Stakeholders & Audience:

More broadly, there a wide range of project stakeholders and audience members. These stakeholders are identified in the table below and key messages and communications tools identified for each one.

Audience	Key Message	Communication Tools
Project Beneficiaries: <ol style="list-style-type: none"> 1. RTB producers: 2. Farmers in Uganda (and regional): 3. Female farmers (Uganda & Regional): 4. Female household members who make decisions about food consumption: 	<ul style="list-style-type: none"> • Smallholder farmers, extension workers, etc. in developing countries are the ultimate people we want to benefit from the RTB ENDURE project • Farmers are aware of and have access to RTB products and technologies produced through RTB ENDURE <i>(these messages/tools will be made more specific and targeted towards each of the 4 audiences as the project progresses)</i> 	<ul style="list-style-type: none"> • On site visits by project leaders/staff • Field days/Open days • Educational & Training Resources (in person, multimedia and print) • Community meetings • Stakeholder Meetings
Donor Community (e.g., IFAD, EU, USAID, BMGF, IrishAid, etc.)	<ul style="list-style-type: none"> • Donors have shown interest in RTB ENDURE and in RTB crops and they should be assured of the relevance of the program to their work. • RTB crops and RTB ENDURE technologies can help improve the livelihoods of millions of poor smallholder farmers. • With appropriate information on RTB and RTB ENDURE activities, donors express satisfaction and keep supporting the project. 	<ul style="list-style-type: none"> • Website • Social Media • Printed publications (with logo) • Multimedia publications • Events (field days, on site visits) • International events and conferences • Press Releases • Media engagement • Partner engagement • Stakeholder Meetings • Specific Donor Reports, Updates and Meetings
Policy Makers	<ul style="list-style-type: none"> • Policy-makers often underestimate the importance of RTB crops for food security and development purposes and may not be aware of ways to improve production and processes. • Livelihoods of poor smallholder farmers, men and women alike, can be improved with RTB crops, new technologies and new varieties. • Incorporation of RTB crops and RTB recommendations in their agricultural and development policies. • Donors have shown interest in RTB ENDURE and in RTB crops and they should be assured of the relevance of the program to their work. 	<ul style="list-style-type: none"> • Website • Social Media • Printed publications (with logo) • Multimedia publications • Events (field days, on site visits) • National, Regional and International events and conferences • Press Releases • Media engagement • Partner engagement • Stakeholder Meetings
RTB Team	<ul style="list-style-type: none"> • Inform and update the entire RTB team on RTB ENDURE project activities and events and progression. • RTB team members can explain in five minutes what the RTB research program is about; what the RTB ENDURE project is about and what the current activities are in RTB ENDURE 	<ul style="list-style-type: none"> • RTB ENDURE Staff Meetings • RTB Staff Meetings • Website – restricted access section to share info/updates • Social Media updates • Events (field days, on site visits) • Phone calls, email and in person meetings with RTB, CG Partner, CGIAR, Donor,

		Beneficiaries etc • Stakeholder Meetings
CIP (lead), IITA, CIAT & Bioversity as RTB partner centres	• Inform and update the entire Partner Centre team on RTB ENDURE. • Partner Centre team members can explain in five minutes what the RTB is about; what RTB ENDURE is about and what the current activities are in RTB ENDURE	• RTB ENDURE Staff Meetings • RTB Staff Meetings • Website – restricted access section to share info/updates • Social Media updates • Events (field days, on site visits) • Phone calls, email and in person meetings with RTB, CG Partner, CGIAR, Donor, Beneficiaries etc • Stakeholder Meetings
CGIAR Community (including CRPs and Centres)	• Share RTB crop and RTB ENDURE information across all CGIAR centres • CGIAR community members can explain in five minutes what the RTB is about and what the current activities are; they express interest in engaging with RTB and RTB ENDURE.	• Website • Social Media • Printed publications (with logo) • Multimedia publications • Events (field days, on site visits) • National, Regional and International events and conferences • Press Releases • Media engagement • Partner engagement
Media	• RTB crops are often forgotten or underestimate • RTB crops are very relevant to millions of poor smallholder farmers in the poorest areas of the world • Media reports consider RTB crops for food security, agriculture and development issues • RTB ENDURE is working to improve food availability and income generation through better postharvest management and expanded use of RTB, based on: (1) postharvest and processing technologies; (2) value chain development; (3) capacity development.	• Website • Social Media • Printed publications (with logo) • Multimedia publications • Events (field days, on site visits) • Press Releases • Media engagement
General Public with interest in food security	• RTB crops are often forgotten or underestimated. • Food security debates should include RTB crops. • Discussions, media reports on food security consider RTB crops. • RTB ENDURE is working to improve food availability and income generation through better postharvest management and expanded use of RTB	• Website • Social Media • Printed publications (with logo) • Multimedia publications • Events (field days, on site visits) • National, Regional and International events and conferences • Media Coverage
National research institutes (Uganda & East Africa)	• RTB crops have been studied by different centers but joint research should be improved and promoted. • Research should be more focused to get better results. • Exchanges with and feedback from NARS, including with the priority-setting exercise. • The NARS are key partners in delivering RTB and RTB ENDURE outputs	• Website • Social Media • Printed publications (with logo) • Multimedia publications • Events (field days, on site visits) • National, Regional and International events and conferences • Media Coverage • Stakeholder Meetings
Private Sector	• The private sector is a key partner in delivering RTB and RTB ENDURE outputs • RTB crops are often forgotten or underestimate • RTB crops are very relevant to millions of poor smallholder farmers in the poorest areas of the world • Media reports consider RTB crops for food security, agriculture and development issues • There is high potential for repositioning RTB crops into added value cash crops	• Website • Social Media • Printed publications (with logo) • Multimedia publications • Events (field days, on site visits) • National, Regional and International events and conferences • Media Coverage • Stakeholder Meetings

	<ul style="list-style-type: none"> RTB ENDURE is working to improve food availability and income generation through better postharvest management and expanded use of RTB, based on: (1) postharvest and processing technologies; (2) value chain development; (3) capacity development. 	
Farmer organisations	<ul style="list-style-type: none"> Smallholder farmers, extension workers, etc. in developing countries are the ultimate people we want to benefit from the RTB research. These farmers represent 200 million people, men, women and children, in the poorest areas of the world. Farmers are aware of and have access to RTB products and technologies Farmer organisations are key partners in delivering RTB and RTB ENDURE outputs 	<ul style="list-style-type: none"> Social Media Printed publications (with logo) Multimedia publications Events (field days, on site visits) Local, National, Regional events and conferences Media Coverage Stakeholder Meetings

COMMUNICATIONS STRATEGY: SWOT ANALYSIS

Strengths, Weakness, Opportunities and Threats

	Situation	Goals
Strengths	<ul style="list-style-type: none"> RTB ENDURE builds on previous and current work done in RTB and across the four CG centres RTB ENDURE is well received among donor community leading on from existing RTB programs RTB ENDURE is a unique and original program RTB and the four participating CG centres already have strong communication activities that can be capitalized 	<ul style="list-style-type: none"> Centres and RTB program should mutually benefit from success as work done by four centres is clearly stated Uniqueness of RTB program must be clearly stated and communicated
Weaknesses	<ul style="list-style-type: none"> Complexity of the project message (compared to one-crop, one-issue CRP). Many people involved from a range of organisations, crops 	<ul style="list-style-type: none"> Keep the project unified with good branding + clear mission statement Scientists should introduce themselves both as project, RTB Research Program and Centre
Opportunities	<ul style="list-style-type: none"> Current media interest in food security, health food and sustain Current media interest SSA Competitive marketplace for media coverage and branding opportunities 	<ul style="list-style-type: none"> Relevance of the RTB program must be clearly explained and communicated
Threats	<ul style="list-style-type: none"> Many new agriculture-for development initiatives may confuse media/public/donors Complex program structure Multi centre, CRP can be difficult to communicate 	<ul style="list-style-type: none"> Relevance of the project and the RTB program must be clearly explained and communicated Uniqueness of project and RTB program must be clearly stated and communicated

COMMUNICATION TOOLS:

Existing communications tools:

The RTB Research Program and CIP (the leader CGIAR Centre) both have existing website platforms, branding guidelines and both have a strong presence across social media (mostly Facebook and Twitter) which the project can take advantage of.

The five participating CG centres – Bioversity, CIAT, CIP, IITA, ILRI – each have their own web and social media activities, where they can relay information about the RTB project.

Key Strategies:

Online strategy

- Use of online channels to disseminate news on RTB ENDURE activities and to gather and disseminate news on RTB crops and RTB-related topics.
- RTB external website at the core of the online communication activities. It will provide access to background information and news on the RTB program activities, information by themes and crops, easy 'share' functionalities and links to relevant knowledge portals.
- RTB ENDURE Project - Internal (restricted access on-line platform) website at the core of the online communication activities for the RTB ENDURE Project team discussions, updates, reporting etc.
- Social media activities will help to reach out more broadly to audiences, leverage participating centers' social media activities, interact with partners, and bring traffic to the RTB website and RTB ENDURE pages.

Meetings and Events

- Leverage internal (workshops) and external (conferences) events to reach out to audiences (farmer/farmer groups, private sector, donors, policymakers, NARS) at local, national and regional level.
- Engage with stakeholders to reinforce message and get feedback on messages and strategy. This can be with a presentation, stand with posters and dissemination materials, on-site surveys, etc. to explain RTB ENDURE project and activities.
- Workshops as a platform for internal communications, providing training and disseminating project information to key stakeholders as well as including feedback on activities to beneficiaries and stakeholders.

Publications/Products

- Draft and publish background, high-quality communication documents to raise awareness on the RTB ENDURE program and its activities; brochures, annual report, newsletter.
- Print education and training tools for beneficiaries and stakeholders.
- Use infographics, audio-visuals materials to make information more appealing and user-friendly for both internal and external use.
- Publish blogs and stories from the field designed and written to give a 'human face' to the Activities including: web stories, blogs and press releases, interviews and photographs of RTB ENDURE activities, impacts and activities.

Communication Channel	Specific communications tool available for use
Website	<ul style="list-style-type: none"> • RTB website • CIP website • CGIAR website (<i>push material to be promoted via CGIAR channels</i>)
Web Platform specific to project	<ul style="list-style-type: none"> • Requires external visibility and internal communications (restricted access) <p><i>Proposal – TBC:</i> Create separate web spaces for RTB ENDURE.</p> <ul style="list-style-type: none"> • Google Sites and Wikispaces are the two options under consideration. • Ideally this will be hosted on the RTB website to ensure linkage with the overall RTB brand. • Google Site could be a quick and easy way to have a basic platform for the project stakeholders. • External visibility: a dedicated page is the option favoured. This could be built on WordPress following CIP/RTB websites set up. • Need to ensure alignment of practices, recommendations based on specs and implementation over coming months and across all RTB projects
Social Media	<p>The project will utilise existing social media sites:</p> <ul style="list-style-type: none"> • CIP & RTB Facebook • CIP & RTB Twitter • CIP LinkedIn page • CGIAR social media sites • CGIAR Yammer Online Platform (Internal platform but used widely across the CGIAR so a great platform for sharing news within this community).
Printed Promotional Material	<ul style="list-style-type: none"> • Brochures/Fliers • Posters • Banners • Folders
Multimedia: Photography, Video & Audio	<ul style="list-style-type: none"> • Photography of projects including: field sites, beneficiaries, staff, farmers, events • Video Production (promotion, education, training purposes)
Manuals, Guidelines & Protocols	<ul style="list-style-type: none"> • Education tools which can be used for and by a variety of audiences including: farmers, extension workers, NGO's (Print and multimedia options available)
Weekly & Monthly reports	<ul style="list-style-type: none"> • Regular reporting mechanisms which can be used to share and distribute information about the project internally and information drawn from these tools to be used externally. • These internal publications provide a great tool for uncovering stories and information for communications.
Academic & Scientific Publications	<ul style="list-style-type: none"> • Journals, working papers, academic publications, research • Open access policies apply: see relevant section in RTB Branding Guidelines: http://www.rtb.cgiar.org/branding-guidelines/ • CIP/RTB Open Access focal point is Selim Guvener s.guvener@cgiar.org
Templates & Guidelines	<ul style="list-style-type: none"> • RTB & CIP media release template • CIP & RTB presentation templates

Events (internal & external)	<ul style="list-style-type: none"> • Field Days • Project visits for donors, partners etc • Training • Workshops • Media visits
Donor Channels	Donor communication channels which the project can utilize: <ul style="list-style-type: none"> • Website • Social media • Newsletters • Pamphlets • Case Studies • Meetings and Events
Partner Channels	Partner communication channels which the project can utilize: <ul style="list-style-type: none"> • Website • Social media • Newsletters • Pamphlets • Case Studies • Meetings and Events
Opportunistic	<ul style="list-style-type: none"> • There should also be room in any plan to seize a good opportunity. • A good communication reflex and the ability to exploit unexpected opportunities to the benefit of the action will often be as important as more formal efforts and may often be free of cost. Where such opportunities arise, they should be exploited. • This will rely on project and support staff recognizing and initiating these opportunities on the ground.

IMPLEMENTATION:

This section outlines the roles and responsibilities of the individuals and groups who are responsible for the development, implementation and monitoring of the communications strategy.

A shared responsibility:

A core component of this plan is to engage with RTB ENDURE project staff and project partners so that we share responsibility for the communications strategy across the project. This includes a shared responsibility for identifying and creating communications opportunities and content, reviewing and editing content, coordination, engaging with media, event organization and so forth.

RTB ENDURE incorporates project management staff, project staff working across the four sub-projects including staff from the RTB CG members (CIP, IITA, CIAT & Bioversity) and the RTB management team. All staff members will play an active role in supporting and implementing the communications plan.

RTB ENDURE staff and RTB team members should be considered and consider themselves ambassadors of the program and will be tasked with helping to identify and produce communications outputs for the program (For example: assisting with event planning and implementation, opportunistic

communications, media interviews, content production etc.)

Consultants will also participate actively in the implementation of the plan as required.

For first year (2015), it is proposed (to be conformed) to have a dual approach with a CIP/RTB person as the main support, with local communications support available for readiness to travel in the region, flexibility and connections with local institutions and media coverage.

Further, that RTB ENDURE engages with Esther Nakkazi, free-lance journalist who is based in Entebbe, and is the SciDev.net correspondent for Uganda (email: estanakkazi@gmail.com) to support and engage with the project on a regular basis.

The communications staffing and responsibilities will be reviewed in early 2016 as activities ramp up.

Individual	Responsibilities
Communications Co-ordinator	<ul style="list-style-type: none"> Finalise communications strategy Coordinate initial implementation of the plan (3-6 months) Ongoing support & coordination Available to conduct project visits for photography, video, case studies, interviews etc Can provide assistance in promoting the project across CIP and CGIAR website and social media <p>Allocation of Time (first 6 months):</p> <ul style="list-style-type: none"> 1 day a fortnight dedicated to coordinating the project communications (<i>to be confirmed</i>) Increased around busy times/events Field visits (7-10 days x 4 times a year) <p>Potential candidates for this role:</p> <ul style="list-style-type: none"> Sara Quinn, Communications Specialist, CIP (Nairobi, Kenya) RTB Communications Specialist, (Lima, Peru)
RTB Communications Specialist (Lima, Peru)	<ul style="list-style-type: none"> Branding Logo Design Finalisation of communications strategy Link with broader RTB communications strategy Focal point for project in Lima (CIP HQ – Lead Centre) and for contact with RTB Director
Diego Naziri Project Leader (Kampala, Uganda)	<ul style="list-style-type: none"> Overall project leader Overall responsibility for implementation of plan Management of budget Provide key assistance for co-ordination of 4 research teams
Sarah Mayanja Deputy Project Leader (Kampala, Uganda)	<ul style="list-style-type: none"> Overall support Regular and active support for implementation of communications plan Provide key assistance for co-ordination of 4 research teams and across project Assistance with creating and reviewing content, highlighting opportunities, stakeholder engagement, relationships and on the ground logistics for events, field trips, media etc
	<ul style="list-style-type: none"> Regular and active support for implementation of communications plan for each crop

Each of the 4 sub-projects' Pls	<ul style="list-style-type: none"> Assistance with creating and reviewing content, highlighting opportunities, stakeholder engagement, relationships and on the ground logistics for events, field trips, media etc for each crop
All RTB ENDURE Implementing Staff (Across Uganda)	<ul style="list-style-type: none"> Engage with project staff and project partners so that they share responsibility for the communications strategy – share responsibility for creating content, reviewing content, engaging with media, event organization
RTB Staff Members	<ul style="list-style-type: none"> RTB Staff members will provide support to the RTB Endure Project team as required. In particular, RTB staff will provide support for identifying, producing, editing and reviewing content for communications as requested. The project leader will identify when this is required.
External Consultants (preferably used regional/local consultants)	<ul style="list-style-type: none"> External consultants will be hired as required to work on specific outputs such as Video Production; Photography; Graphics Design.
Cecilia Lafosse & CPAD Graphics Department	<ul style="list-style-type: none"> Branding Logo Design CPAD Graphic Design team will be primary resource for graphic design across project material (design of material as required) Support from external sources will be sourced if required.

RESOURCES

BUDGET:

An outline of costs for various communications outputs is attached as a separate document for review and discussion. It outlines the list of communications tools which are available for use and an approximate cost for design and production of each item.

PLEASE NOTE: that all prices for both design/printing are approximate and will depend on final content required. Price will fluctuate depending on final products required, editing required, changes in prices, number of items ordered.

PROPOSED COMMUNICATIONS OUTPUTS

Activity plan for 2015 – 2016

(Once finalized we can expand with opportunity for review 6 months into implementation)

This section is not comprehensive – but instead aims at giving direction and guidance about the

resources required and about what we need to produce and manage overall and for each business case.

The Project Leader will be included in all activities and be responsible for approval of expenses.

INITIAL OUTPUTS:

Channel	Actions	Responsibility	Timing
Logo Design	<ul style="list-style-type: none"> Graphic design team to design draft logo Consultation with project staff Review and approval Roll out of logo across material Share with stakeholders 	V. Durroux C. Lafosse	February 2015
Project Branding	<ul style="list-style-type: none"> Produce branding guidelines Consultation with project staff Review and approval Roll out of branding guidelines across material Share with stakeholders 	V. Durroux C. Lafosse	February 2015
Communication Messages (to be used across materials)	<ul style="list-style-type: none"> Produce branding guidelines Consultation with project staff, stakeholders Review and approval Roll out of key messages Share with stakeholders 	V. Durroux S. Quinn D. Naziri	March 2015

OVERALL PROJECT: 0-12 MONTHS

Channel	Actions	Responsibility	Timing
Web Platform	<ul style="list-style-type: none"> Decide on platform to use (Wiki, Google Drives) Set up new platform Design aspects of new platform Populate platform with existing content Create new content for platform Review content every 3 months Push content across Donor/Partner web platforms as well. Include a restricted area where project staff/partners can discuss/share ideas/google docs style. 	<ul style="list-style-type: none"> RTB Comms Specialist S. Quinn D. Naziri J. Ranck RTB Webmaster Graphic Design Project staff - Content 	April 2015
Ongoing maintenance of web platform	<ul style="list-style-type: none"> Update the web platform every 2 weeks with new content (blogs, photos etc) or as required Review entire platform every 3 months Monthly Google analytics review 	<ul style="list-style-type: none"> RTB Comms Specialist S. Quinn D. Naziri J. Ranck RTB Webmaster 	<ul style="list-style-type: none"> Ongoing Update as required Monthly review

RTB Website	<ul style="list-style-type: none"> • Push project content across the RTB website – links, pages etc • Share Project blogs/updates on the RTB website 	<ul style="list-style-type: none"> • RTB Comms Specialist • RTB Webmaster 	<ul style="list-style-type: none"> • Ongoing • Update as required • Weekly review
Social Media (all through RTB/CIP existing platforms)	<ul style="list-style-type: none"> • Weekly updates sent to CIP/RTB social media coordinator to be pushed across all social media platforms • Push content across Donor/Partner web platforms as well. 	<ul style="list-style-type: none"> • RTB Comms Specialist • S. Quinn • D. Naziri • Project staff for Content 	<ul style="list-style-type: none"> • Ongoing • Update as required • Weekly review
Printed Publications	<p>Creation of new material to publicize project (first 6 months)</p> <ul style="list-style-type: none"> - Overall project brochure (2 pages) - Pull up Banner x 4 (1 for each crop) - Horizontal banner x 2 - Wall Poster x 2 <p>Creation of new material to publicize each crop (first 6 months)</p> <ul style="list-style-type: none"> - Overall project brochure (2 pages) - Crop brochure (2 pages) - Pull up Banner x 4 (each crop) - Horizontal banner x 2 - Wall Poster x 2 <p>Review & Update of printed materials.</p> <ul style="list-style-type: none"> - Every 3 months or as required 	<ul style="list-style-type: none"> • RTB Comms Specialist • S. Quinn • D. Naziri • J.Ranck • Graphic Design • Project staff - Content 	
Promotional Material	<ul style="list-style-type: none"> • Creation of promotional material for project (exact outputs to be confirmed) • Pens, USB, Bags, TShirts, Hats 	<ul style="list-style-type: none"> • RTB Comms Specialist • S. Quinn • D. Naziri • J.Ranck • Graphic Design • Project staff – what is needed 	
Media Relations	<ul style="list-style-type: none"> • Communicate with/approach media in local context on RTB activities • Ongoing media engagement via: • Press Release – 1 every 3 months (minimum) or as required • Media Field Visits – 1 every 6 months or as required • Ongoing media monitoring (weekly) 	<ul style="list-style-type: none"> • RTB Comms Specialist • S. Quinn • D. Naziri • J. Ranck • Project staff - Content 	
Field Days (Project and/or each Crop)	<ul style="list-style-type: none"> • Project Field Day - Overall (once every 12 months) • Business Case x 4 – Field Days (once every 12 months) 	<ul style="list-style-type: none"> • RTB Comms Specialist • S. Quinn • D. Naziri • Business Case leaders 	
Workshop & Training Days (Project and/or each Crop)	<ul style="list-style-type: none"> • Project Field Day - Overall (once every 12 months) • Business Case x 4 – Field Days (once every 12 months) 	<ul style="list-style-type: none"> • RTB Comms Specialist • S. Quinn • D. Naziri • Business Case leaders 	

Photography	<ul style="list-style-type: none"> Photography Field Visit conducted early in the project (first 3 months) to get a range of high quality images which can be used across all publications Photography included as element on all field visits/events etc. Staff can do photography on a regular basis but bring in an external photographer for key events/activities 	<ul style="list-style-type: none"> Project staff (regular) S. Quinn (events, field days, as required) Consultant (as required) 	
Video Production	<ul style="list-style-type: none"> 1 overall project video 1 video x each business case Update version created at 2 year mark Created for specific occasions as required 	<ul style="list-style-type: none"> S. Quinn (events, field days, as required) Consultant (as required) 	As required Initially - 1 overall project video and 1 video x each business case
Blogs	<ul style="list-style-type: none"> Blogs to be created/written by project staff on a regular basis (overall and each crop to submit a blog idea/content once every 3 months) Communications Coordinator to edit/review Share across web, social media, donors, partners, media etc 	<ul style="list-style-type: none"> RTB Comms Specialist S. Quinn D. Naziri Business Case leaders Sarah Mayanja J. Ranck Project staff – Content 	Ongoing At least 1 blog a month
Ongoing Content Creation and Sharing	<ul style="list-style-type: none"> Expectation that staff will share content for communications on a very regular basis (eg. Case studies, quotes, photos, events etc) which can be used on a regular basis to populate communication channels/tools. 	<ul style="list-style-type: none"> Project staff - Content 	Ongoing Regular
Manual, Guidelines & Protocols	<ul style="list-style-type: none"> Education and Training material (print, online and multimedia) to be produced as required. 	<ul style="list-style-type: none"> RTB Comms Specialist S. Quinn D. Naziri Business Case leaders Sarah Mayanja Project staff – Content 	As required A minimum of 2 items per business case
FIELD VISITS	<ul style="list-style-type: none"> To accurately capture project events it was requested that 4 x 7-10 days site visits were incorporated into the plan. This needs to be priced in time wise & cost of travel. 	<ul style="list-style-type: none"> RTB Comms Specialist S. Quinn Consultants as required 	4 visits each year to project sites (7-10 days each time) Visit for specific events

Sub-project – Communications Plans

A breakdown of communications requirements for each sub-project will also be developed with specific outputs. *This section will be completed once the overall plan is approved and with input from each research team.*

Fresh Cassava Roots - Extending the shelf life of fresh cassava roots for increased incomes and postharvest loss reduction

OUTPUT	MESSAGE	TIMING
Publications		
Blogs		
Case Studies		
Photography		
Video		
Educational Tools		
Events: Field Days, Site Visits, Project Meetings, Stakeholder Meetings		

Cooking banana - Reducing post-harvest losses and promoting product differentiation in the cooking banana value chain

OUTPUT	MESSAGE	TIMING
Publications		
Blogs		
Case Studies		
Photography		
Video		
Educational Tools		
Events: Field Days, Site Visits, Project Meetings, Stakeholder Meetings		

Sweetpotato - Improving the Utilization of Sweetpotato and other Root and Tuber Crop Residues for Pig Feeds in Uganda

OUTPUT	MESSAGE	TIMING
Publications		
Blogs		
Case Studies		
Photography		
Video		
Educational Tools		
Events: Field Days, Site Visits, Project Meetings, Stakeholder Meetings		

Potato - Post-Harvest Innovations for better access to specialized ware potato markets

OUTPUT	MESSAGE	TIMING
Publications		
Blogs		
Case Studies		
Photography		
Video		
Educational Tools		
Events: Field Days, Site Visits, Project Meetings, Stakeholder Meetings		

COMMUNICATING THE PLAN:

The communications plan will be circulated to the RTB ENDURE Project leader and to the Communications support team for review and comment.

Once approved, the plan will be circulated more widely to ensure all key actors have read and understood the communications plan and have a good understanding of their role in the delivery of this plan.

The plan will be reviewed on a quarterly basis and updated as required. All changes to the plan will be communicated to the stakeholders as required.

RTB, CIP & CGIAR REQUIREMENTS & BRANDING

Branding guidelines, the project falls under RTB Branding Guidelines which are available on website (this includes details of RTB donors' requirements).

All publications should have RTB ENDURE logo and RTB logo as well as EU and IFAD logos.

Guidelines to utilize:

- RTB Branding Guidelines
- Branding and Publications Guidelines CGIAR Research Program on Roots, Tubers and Bananas (RTB) December 2014 (available from Veronique Durroux at v.durroux@cgiar.org and at: <http://www.rtb.cgiar.org/branding-guidelines/>
 - Refer to RTB Branding Guidelines for questions regarding the following issues: *use of RTB, references to partners and CGIAR, RTB Logo; Center Logos; Boilerplate Text, Author Affiliations, Acknowledgements, Legal Page, Open Access and Templates.*
 - Project Branding Guidelines
 - RTB Communication's Specialist and CIP Graphic Design team are producing branding guidelines for the project.
 - [CGIAR Branding Guidelines and Toolkit 2012](#)

Key RTB requirements:

Standard Reference:	<ul style="list-style-type: none"> • RTB, the CGIAR Research Program on Roots, Tubers and Bananas • Roots, Tubers and Bananas (RTB), a CGIAR Research Program
Boilerplate Text:	<p>The CGIAR Research Program on Roots, Tubers and Bananas (RTB) is a broad alliance of research-for-development stakeholders and partners. Our shared purpose is to tap the underutilized potential of root, tuber, and banana crops for improving nutrition and food security, increasing incomes and fostering greater gender equity – especially amongst the world’s poorest and most vulnerable populations.</p> <p>CGIAR is a global agriculture research partnership for a food-secure future. Its science is carried out by the 15 research centers who are members of the CGIAR Consortium in collaboration with hundreds of partner organizations. www.cgiar.org</p>
Open Access	All CGIAR publications should be in accordance with the Open Access and Data Management Policy . All publications should be notified with indication of the relevant URL to rtb@cgiar.org for dissemination on the RTB website and other channels.
Templates	<p>RTB templates are available for: PowerPoint Presentations</p> <ul style="list-style-type: none"> • Letterheads • Workshop reports • Working papers • Posters <p>They are available on Google Drive for RTB staff: http://bit.ly/17X6e6f and by request to rtb@cgiar.org</p> <p>RTB publications such as working papers and workshop reports should be submitted to rtb@cgiar.org for branding check.</p>

DONOR REQUIREMENTS & BRANDING

- EC branding and communications guidelines (*available upon request*)
 - a. Standards regarding visibility shall be derived from the EC’s manual “Communication and Visibility Manual for EU External Actions” edited in April 2008, and any other guidelines agreed between the Centre and the Fund.

Key DONOR requirements: European Commission

What formal references do you have to make?

You are requested to indicate at all times that your project has received funding from the European Union, using a corresponding sentence as well as the following logos:



► High-resolution emblems can be found here:
<http://europa.eu/about-eu/basic-information/symbols/flag/>



► Logos of the FP7 programme can be found here:
http://ec.europa.eu/research/fp7/index_en.cfm?pg=logos

More information, including specific examples, can be found at the following link (notably p.3):
http://ec.europa.eu/research/pdf/eu_emblem_rules_2012.pdf

The following written formulas are taken from Annex II to the *Grant Agreement*:

Promotional material and publicity	<p>II.12. Unless the Commission requests otherwise, any publicity, including at a conference or seminar or any type of information or promotional material (brochure, leaflet, poster, presentation etc.), must specify that the project has received research funding from the European Union and display the European emblem. When displayed in association with a logo, the European emblem should be given appropriate prominence. [...]</p> <p>Any publicity made by the beneficiaries in respect of the project, in whatever form and on or by whatever medium, must specify that it reflects only the author's views and that the European Union is not liable for any use that may be made of the information contained therein.</p>
Patents	<p>II.28. Patent applications relating to foreground, filed by or on behalf of a beneficiary, must include the following statement to indicate that the foreground was generated with the assistance of financial support from the European Union:</p> <p><i>The work leading to this invention has received funding from the European Union Seventh Framework Programme ([FP7/2007-2013] [FP7/2007-2011]) under grant agreement n° [xxxxxx].</i></p>
Results	<p>II.30. All publications or any other dissemination relating to foreground must include the following statement to indicate that the foreground was generated with the assistance of financial support from the European Union:</p> <p><i>The research leading to these results has received funding from the European Union Seventh Framework Programme ([FP7/2007-2013] [FP7/2007-2011]) under grant agreement n° [xxxxxx].</i></p>

During the project

Projects are legally bound by the terms of the *Grant Agreement*. Annex II contains some relevant provisions regarding communication, including:

Grant Agreement, Annex II.4. Reports and deliverables and Guidance Notes on Project Reporting

- ▶ The consortium has to provide periodic reports that include a **publishable summary** of such quality that the Commission can publish it right away in the public domain. It includes information on the expected final results and their wider societal implications. This text will be used as is on the Commission's public websites, so it needs to be understandable for a lay audience.
- ▶ You will **need to supply a link to your website** and declare whether it is up to date. The link will be published together with general information on each funded project on the Commission's website.

Grant Agreement, Annex II.12. Information and communication

- ▶ Beneficiaries are to take appropriate measures to **engage with the public and the media about the project and to highlight the financial support from the European Union.**
- ▶ The Commission is authorised to publish information on the project.

At the end of a project:

Grant Agreement, Annex II.30. Dissemination

- ▶ Each beneficiary is to ensure that their foreground (the project's results) is disseminated as swiftly as possible. If it fails to do so, the Commission may disseminate that foreground.

Grant Agreement, Annex II.4. Reports and deliverables and Guidance Notes on Project Reporting

- ▶ The consortium has to provide a final publishable report including a **publishable summary** of such quality that the Commission can publish it right away in the public domain. It includes information on the expected final results and their wider societal implications. This text will be used as is on the Commission's public websites, so it needs to be understandable for a lay audience.

- The final report should include a **plan for the use and dissemination of foreground**, to demonstrate the added value and positive impact of the project on the European Union. It should include a list of all **scientific (peer reviewed) publications** relating to the foreground (the project's results) of the project, a list of all **dissemination activities** (e.g. conferences, flyers, articles published in the popular press, videos), a list of the **applications for patents, trademarks, registered designs**, etc., a list of exploitable foreground and a report on societal implications.

Communications with EU Project Officer:

- RTB ENDURE Communications team will regularly inform the project officer about the project events, news and so forth
- Utilise EU platforms to disseminate and share project information (refer to guidelines for specific information and avenues to do so)
- Refer to the branding and communications guidelines for how the European Commissions can assist in this process.

Appendix 3 – Updated logframe

	Objectively Verifiable Indicators	Means of Verification	Assumptions
Goal			
Contribute to improved food security for RTB-producing communities in Eastern and Central Africa	<p>Long-term impacts at national and regional level:</p> <ul style="list-style-type: none"> Increased and more stable consumption of RTB food (25% increase) Improved diet quality among consumers (15% of consumers) Increased crop incomes amongst RTB producers (20% increase) 	<ul style="list-style-type: none"> National agricultural, household, and food consumption surveys. Ex-post assessments where possible. 	<ul style="list-style-type: none"> Technical feasibility of the proposed innovation Proposed innovations economically viable and socially acceptable Value chain actors provided with required inputs, information, technical skills and access to credit Further donor and technical assistance likely to be needed to scale out most promising innovations Macro-economic situation conducive to scaling out Competitive position of RTB not undermined by subsidies to grains
Objectives			
<p>To improve food availability and income generation through better postharvest management and expanded use of RTB, based on:</p> <ol style="list-style-type: none"> Postharvest and processing technologies Value chain assessment and development Capacity development 	<ul style="list-style-type: none"> Decreased RTB postharvest losses by 15% in pilot sites 20% increased shelf-life of RTB in pilot sites 10% increased processing of RTB for on-farm use (where relevant) in pilot sites 10% increased income from RTB and their products, including livestock where relevant, for rural producers in pilot sites Increased participation of women in higher and more profitable levels of the value chain and more equitable distribution of benefits between men and women in the community NARS, development organization and private sector 	<p><i>Please see details in the Research Outcomes section below</i></p>	<ul style="list-style-type: none"> Macro-economic situation conducive Competitive position of RTB not undermined by subsidies to grains <p><i>Please see additional details in the Research Outcomes section below</i></p>

	Objectively Verifiable Indicators	Means of Verification	Assumptions
	<p>players engaged in a continuous collaborative innovation process to tackle different constraints in RTB value chains</p> <p><i>Please see details about how each subproject is expected to contribute towards the project's objectives in the Research Outcomes section below</i></p>		
Research outcomes (intended next-users are pilot farmers, traders and project partners)			
Decreased postharvest losses of RTB crops	<p>Banana:</p> <ul style="list-style-type: none"> • 10% average reduction of on-farm physical losses (product no longer fit for human consumption or damaged to the point that it is used for other purposes other than human consumption) for male and female pilot farmers in comparison to status quo • 10% average reduction of on-farm economic losses (product sold at discounted price due to quality deterioration) for male and female pilot traders in comparison to status quo • At least 50% of male and female pilot farmers extending sucker selection period to at least 5 months <p>Potato:</p> <ul style="list-style-type: none"> • 15% reduction in the amount of potato incurring quality deterioration, and therefore market price discount, after 3 months from harvest under current on-farm storage practice as a result of improved preharvest and harvest practices. <p>Sweetpotato:</p> <ul style="list-style-type: none"> • 50% average reduction of the amount of wasted vines for pilot male and female farmers involved in on-farm trials • Utilization of at least 20% of non-marketable roots (roots of such a poor quality that cannot be sold or that, if sold, would fetch such a low price that the commercialization results unattractive) for silage making by male and female pilot farmers involved in on-farm trials 	<ul style="list-style-type: none"> • M&E • Project progress and final reports 	<ul style="list-style-type: none"> • Technical feasibility of the proposed innovation • Farmers/traders willing to adopt recommended improved preharvest, harvest and postharvest practices • Farmers/traders willing to use sweetpotato roots for silage making • Consumers willing to purchase treated cassava roots

	Objectively Verifiable Indicators	Means of Verification	Assumptions
	Cassava: <ul style="list-style-type: none"> • 50% average reduction of physical losses (product no longer fit for human consumption) at the pilot packing houses (between purchase and sale of the fresh roots) in comparison to status quo • 20% average reduction of economic losses during storage (product sold at discounted price due to quality deterioration) at the pilot packing houses (between purchase and sale of the fresh roots) in comparison to status quo 		
Increased shelf-life of RTB crops	Banana: <ul style="list-style-type: none"> • Varieties from mother gardens with at least 20% longer shelf-life (quality characteristics retained) Potato: <ul style="list-style-type: none"> • 50% average extension of the marketing window for male and female pilot farmers and traders selling ware potato Sweetpotato: <ul style="list-style-type: none"> • Utilization of vines extended from the current 3 days (in fresh form) to at least 1.5 months (as silage) for male and female pilot farmers involved in the on-farm trials Cassava: <ul style="list-style-type: none"> • Quality characteristics of fresh cassava retained for at least one week (zero economic losses) 	<ul style="list-style-type: none"> • M&E • Project progress and final reports 	<ul style="list-style-type: none"> • Technical feasibility of the proposed innovation • Farmers/traders willing to postpone the sales of ware potato
Increased processing of RTB crops and their products	Sweetpotato: <ul style="list-style-type: none"> • Male and female pilot farmers involved in on-farm trials able to feed pigs on sweetpotato silage for at least 3 months in a year 	<ul style="list-style-type: none"> • M&E • Project progress and final reports 	<ul style="list-style-type: none"> • Technical feasibility of the proposed innovation • Farmers willing to use silage for pig feeding
Increased income from sales of RTB crops and their products by adopting innovations for improved postharvest management	Banana: <ul style="list-style-type: none"> • Male and female pilot farmers and traders selling an average of 15% of their bananas in graded form • Male and female pilot farmers and traders selling an average of 15% of their bananas with weight-based pricing mechanism 	<ul style="list-style-type: none"> • M&E • Project progress and final reports 	<ul style="list-style-type: none"> • Technical feasibility of the proposed innovation • Farmers/traders willing to adopt recommended improved postharvest practices

	Objectively Verifiable Indicators	Means of Verification	Assumptions
	<ul style="list-style-type: none"> Pilot traders selling an average of 10% of their bananas in different presentation forms (e.g., clusters, peeled and unpeeled fingers) <p>Potato:</p> <ul style="list-style-type: none"> Average 10% higher price obtained by male and female pilot farmers and traders because of deferred sales of stored ware potato <p>Sweetpotato:</p> <ul style="list-style-type: none"> 5% of male and female pilot farmers selling sweetpotato silage At least 20% savings on purchased pig feed cost by male and female pilot farmers 20% average increase in pigs' weight gain for male and female pilot farmers involved in on-farm trials <p>Cassava:</p> <ul style="list-style-type: none"> Average 50% higher price obtained by pilot packing houses because of sales of waxed roots Average 30% higher price obtained by pilot packing houses because of sales of HR stored roots 		<ul style="list-style-type: none"> Consistent market demand for banana value adding as identified during scoping activity Farmers/traders willing to postpone the sales of ware potato Farmers willing to use silage for pig feeding
Initial adoption of proposed post-harvest innovations by next-users	<p>Banana:</p> <ul style="list-style-type: none"> At least 25% of male and female pilot farmers planting varieties with intrinsic longer shelf-life from mother gardens in their own fields (excl. on farm trials) At least 25% of male and female pilot farmers adopting sucker selection in their own fields (excl. on farm trials) At least 10 additional farmers/traders (among those not involved in the trial and supported by the project) adopting at least one of the proposed technological and/or commercial innovations <p>Potato:</p> <ul style="list-style-type: none"> 30% of male and female pilot farmers adopting at least one pre-storage technique in their own field (not pilot 	<ul style="list-style-type: none"> M&E Project progress and final reports 	<ul style="list-style-type: none"> Technical feasibility of the proposed innovation Proposed innovations economically viable and socially acceptable Consistent market demand for banana value adding as identified during scoping activity Demand for treated cassava roots large enough to justify investments Access to credit

	Objectively Verifiable Indicators	Means of Verification	Assumptions
	<p>fields)</p> <ul style="list-style-type: none"> At least 10 additional farmers/traders (among those not involved in the trial and supported by the project) constructing ambient stores or paying a fee for storage services <p>Sweetpotato:</p> <ul style="list-style-type: none"> At least 20% of the male and female farmers within a 2km radius from the demonstration centres feeding pigs with sweet potato silage At least one farmer/entrepreneur in each location (Kamuli and Masaka) starting a silage making business <p>Cassava:</p> <ul style="list-style-type: none"> 20% of male and female pilot farmers adopting at least one pre-storage technique in their own field (not pilot fields) At least one private entrepreneur or farmers/traders association with a business plan to establish a packing house and/or a packing house with a business plan to develop/expand outgrower schemes 		
Increased participation of women in higher and more profitable levels of the value chain and more equitable distribution of benefits between men and women in the pilot households	<ul style="list-style-type: none"> At least 20% of women involved in the pilots are involved in more profitable nodes of the RTB chain At least 30% of women involved in the pilots perceive greater control over RTB crop income 	<ul style="list-style-type: none"> M&E Case studies Project final report 	<ul style="list-style-type: none"> Local and national partners agree about project's positive selection mechanisms for ensuring women participation in the pilots. Local social-cultural context allowing women's participation in higher nodes of the chain and better control over income
Strengthened capacity of NARS, development organization and private sector players to innovate through	<ul style="list-style-type: none"> At least 50% of NARS, development organizations and private sector players involved in the project implementation perceive that their capacities have been 	<ul style="list-style-type: none"> Initial capacity need assessment Final capacity need 	<ul style="list-style-type: none"> Stable partners committed to capacity development

	Objectively Verifiable Indicators	Means of Verification	Assumptions
development of knowledge, attitude, skills and social capital	strengthened in most or all of the following areas: I. proposed technical innovations II. understanding and responding to market opportunities and constraints III. establishing and/or strengthening linkages among value chain actors IV. conducting research in partnership V. integrating gender in research activities	assessment • M&E • Project final report	
Outputs			
1.1 Current main RTB postharvest challenges and priorities for improvement identified with key RTB production communities (women and men) and value chain actors	<ul style="list-style-type: none"> • Main postharvest constraints and causes of PHL identified • Relevant PHL estimated according to specific criteria for all crops • Marketing opportunity and constraints understood 	<ul style="list-style-type: none"> • Project inception report • Business cases for funding • M&E plan • PMCA training workshop report 	<ul style="list-style-type: none"> • Partners willing to share their knowledge and conduct scoping activities • Respondents willing to contribute
1.2 RTB technologies and their application for reducing PHL and expanding utilization prioritized and gaps for research identified	At least 2 technologies for each crop group inventoried and product development/pilot experiences reviewed, including via online sources and literature review, and gaps identified	<ul style="list-style-type: none"> • Business cases for funding 	<ul style="list-style-type: none"> • Partners willing to share their knowledge, conduct scoping activities and prepare business cases for funding • Respondents willing to contribute
1.3 RTB varieties with improved postharvest characteristics identified, tested, and validated with target communities (women and men) and value chain actors across a range of production, marketing and storage environments	At least 10 RTB varieties tested and validated for improved postharvest characteristics, including where relevant nutritional factors, with stakeholder platforms	<ul style="list-style-type: none"> • Project progress and final reports • Website 	<ul style="list-style-type: none"> • Project partners conducting collaborative research • Target farmers, traders, processors and consumers willing to be actively involved in the research • Accessibility of the research sites
1.4 RTB on-farm storage and processing systems tested and validated	At least 4 on-farm storing and processing technologies tested and validated with stakeholder platforms	<ul style="list-style-type: none"> • Project progress and final reports • Website 	<ul style="list-style-type: none"> • Project partners conducting collaborative research • Target farmers, traders,

	Objectively Verifiable Indicators	Means of Verification	Assumptions
			processors and consumers willing to be actively involved in the research <ul style="list-style-type: none"> • Accessibility of the research sites
1.5 Other RTB technologies to reduce PHL and expand utilization tested and validated	At least 4 other RTB technologies to reduce losses tested and validated with stakeholder platforms	<ul style="list-style-type: none"> • Project progress and final reports • Website 	<ul style="list-style-type: none"> • Project partners conducting collaborative research • Target farmers, traders, processors and consumers willing to be actively involved in the research • Accessibility of the research sites
2.1. Current RTB value chains analysed and priorities for improvement and enhanced gender equity identified with key chain actors/stakeholders	Priorities for improvement shared and agreed with stakeholders in 4 value chains	<ul style="list-style-type: none"> • Project inception report • Business cases for funding • Website 	<ul style="list-style-type: none"> • Partners willing to share their knowledge and conduct scoping activities • Respondents willing to contribute
2.2. New market opportunities to expand use of RTB assessed and prioritized with stakeholder participation	1 new market opportunity identified per RTB crop	<ul style="list-style-type: none"> • Project progress and final reports • Business cases for funding 	<ul style="list-style-type: none"> • Partners willing to share their knowledge and conduct scoping activities • Respondents willing to contribute
2.3. RTB producers, traders and processors strengthened for equitable participation and innovation in value chains	At least 20 producers, traders and processors strengthened per crop	<ul style="list-style-type: none"> • Project inception report • PMCA training workshop report • Training events reports • Project progress and final reports 	<ul style="list-style-type: none"> • Project partners willing to provide training • Target farmers, traders, processors willing to participate in the training • Accessibility of the research sites
2.4. Sustainable multistakeholder platforms for further RTB value chain innovation created or strengthened	4 platforms fully operational (one per crop)	<ul style="list-style-type: none"> • Project progress and final reports • Minutes of the 	<ul style="list-style-type: none"> • Platform participants willing and able to attend the meetings

	Objectively Verifiable Indicators	Means of Verification	Assumptions
(when already existing) with public/private sector and NGO and CBO participation		platforms' meetings	<ul style="list-style-type: none"> Conducive environment to hold regular meetings
3.1. Project's website containing documented methods, technologies, and knowledge products suited to target audiences (researchers, extension services, communities, NGOs, etc.)	<ul style="list-style-type: none"> 1 functional project's website Series of project publications (e.g., scientific articles, manuals, guidelines, MSc theses, technical reports and protocols) available online 	<ul style="list-style-type: none"> No. of website hits Series of project publications accessible from the website No. of downloads of project publications 	<ul style="list-style-type: none"> Members of the research teams willing to produce publications MSc students concluding their studies Journals' T&C not preventing on-line dissemination of published papers
3.2. Capacity built in key national partners for reducing PHL and increasing use of RTB	<ul style="list-style-type: none"> At least 3 training events held per RTB crop Researchers from the National Agricultural Research Organization (NARO) involved in the design and implementation of the research for all crops At least 5 MSc students supported and supervised 	<ul style="list-style-type: none"> Project inception report PMCA training workshop report Meeting-cum-training workshop report Business cases for funding Project progress and final reports MSc theses 	<ul style="list-style-type: none"> Stable partners committed to capacity development Candidate students are available within the life of the project
3.3 Outputs of research disseminated throughout agricultural knowledge and information systems	<ul style="list-style-type: none"> Communications plan developed to guide project and identify target audiences, needs, and appropriate communication channels for delivery of strategic messages At least 2 articles published and available in print and online At least 3–5 presentations and posters given at fora and symposia At least 5 project publications (e.g., manuals, guidelines, MSc theses, technical reports and protocols) produced and disseminated for each crop 	<ul style="list-style-type: none"> Project communication and visibility plan Article's proofs and websites of peer-reviewed journals Programs, reports and proceedings of fora and symposia Articles in traditional, on-line and social media Project progress and 	<ul style="list-style-type: none"> Members of the research teams willing to publish and present the project's results MSc students concluding their studies

	Objectively Verifiable Indicators	Means of Verification	Assumptions
		final reports • Website	
Activities			
Preparatory phase (2014)			
Hold a project inception workshop to: i) analyse RTB value chains and main postharvest challenges; ii) identify priorities for improved postharvest management and enhanced gender equity with key value chain actors; and iii) establish multi-agency research teams for each RTB crop (banana, sweetpotato, cassava and Irish potato),	1 inception workshop	<ul style="list-style-type: none"> • Project inception report • Project progress and final reports 	
Provide training and build capacity on PMCA methodology and gender mainstreaming in collaborative research design and implementation	<ul style="list-style-type: none"> • 2 training sessions on gender mainstreaming in the inception workshop • 1 4-day PMCA training workshop • 3 training sessions on PMCA in the meeting-cum-training workshop • 3 training sessions on gender mainstreaming in the meeting-cum-training workshop 	<ul style="list-style-type: none"> • Project inception report • PMCA training workshop report • Meeting-cum-training workshop report • Project progress and final reports 	<ul style="list-style-type: none"> • Project's partners willing to attend and actively contribute
Conduct scoping studies to validate hypotheses and assumptions about the preliminary identified priority innovations for improved postharvest management	Scoping studies conducted for 7 research options (2 for banana, 2 for sweetpotato, 2 for cassava and 1 for Irish potato), including literature review, key informant interviews and collection of primary data	7 draft business cases submitted for funding	<ul style="list-style-type: none"> • Respondents willing to contribute
Organize a poster session during the RTB Annual Review and Planning Meeting to present the draft business cases	<ul style="list-style-type: none"> • 1 poster session 	<ul style="list-style-type: none"> • Report of the RTB Annual Review and Planning Meeting 2014 	
Review (internally and externally) the submitted draft business cases and preliminary select the most promising for funding, based on agreed criteria	<ul style="list-style-type: none"> • Feedback from 2 external reviewers based on agreed criteria • Preliminary selection of 4 draft business cases for funding • 1 set of required amendments and recommendations for each preliminary selected draft business case 	<ul style="list-style-type: none"> • External reviewers' feedback • Minutes of the project's Process Committee • Communication about 	

	Objectively Verifiable Indicators	Means of Verification	Assumptions
		required amendments and recommendations	
Select best bet research options for improved postharvest management	4 revised business cases selected for funding	<ul style="list-style-type: none"> Project progress and final reports Communication about the outcome of selection process to research teams 	
Establish a project's Steering Committee	1 project's Steering Committee established (6 representatives of RTB and 3 representatives of national and regional agricultural R&D organizations)	<ul style="list-style-type: none"> Project progress and final reports Steering Committee membership 	<ul style="list-style-type: none"> Interest and availability of non-CG representatives
Organize an event for the official launch of the research implementation phase	1 Meeting-cum-training workshop	<ul style="list-style-type: none"> Meeting-cum-training workshop report Meeting-cum-training workshop concept note Project progress and final reports 	
Develop project's Gender Action Plan for research implementation	1 Gender Action Plan	<ul style="list-style-type: none"> Meeting-cum-training workshop report Project progress and final reports Gender Action Plan 	<ul style="list-style-type: none"> Active participation of research teams' members
Develop draft the M&E system for the research implementation phase	<ul style="list-style-type: none"> 1 Draft M&E plan 1 Performance Monitoring Matrix 	<ul style="list-style-type: none"> Meeting-cum-training workshop report Project progress and final reports Draft M&E plan Performance Monitoring Matrix 	<ul style="list-style-type: none"> Active participation of research teams' members
Research implementation phase (2015-2016)			
1. Crop specific activities			
Please see Gantt charts presented in the 4 business cases for details of activities carried out by each research team			
2. Overarching activities			

	Objectively Verifiable Indicators	Means of Verification	Assumptions
Develop and implement the project M&E system	<ul style="list-style-type: none"> • 1 M&E plan • 1 Performance Monitoring Matrix • M&E visits 	<ul style="list-style-type: none"> • M&E plan • Performance Monitoring Matrix • Reports of the visits of the M&E Specialist • Project progress and final reports 	
Develop and implement the project communication and visibility plan	<ul style="list-style-type: none"> • 1 Communication and visibility plan • 1 functional project's website • Project publications (e.g., scientific articles, manuals, guidelines, MSc theses, technical reports and protocols) available online • Preparation and submissions of papers and posters for presentations in fora and symposia • Articles in traditional, on-line and social media 	<ul style="list-style-type: none"> • Communication and visibility plan • Website • Media coverage • Project progress and final reports 	
Hold an annual project review meeting	1 project review meeting	<ul style="list-style-type: none"> • Project progress and final reports • Report of the project review meeting 	
Hold regular meetings with the members of the project's Steering Committee	Meetings with members of the Steering Committee held biannually	<ul style="list-style-type: none"> • Minutes of the project's Process Committee 	
Organize an end-of-project workshop	1 end-of-project workshop	<ul style="list-style-type: none"> • Report of the end-of-project workshop • Project final report 	