

DELIVERABLE REPORT



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Acknowledgements

CommNet for the helpful training in London, November 2012, on ‘Communications for EU Projects’.

Acronyms

EU – European Union

FRI – Food Research Institute

NRI-UoG – Natural Resources Institute, University of Greenwich

WP – Work Package

1. Summary

This deliverable (D7.3) is concerned with the development of the communication, dissemination and training strategy (hereafter named the 'communications strategy'). The purpose of this report is to formally notify the EU of the achievement of this deliverable under work package 7, 'Dissemination and Support to Replication'.

2. Deliverable Objectives

Through the development of a communications strategy, the target audiences will be identified and prioritised, particularly those relating to policy formulation and implementation. Their information requirements relating to technical and business areas will be addressed within the project. Appropriate communication channels and formats for each audience will be defined (at local (i.e. households, farmers and SMEs), national, regional and international levels), and implemented throughout the project cycle.

3. Background

The overall objective of work package 7 is to disseminate knowledge gained and lessons learned from the validation of the technologies to enable replication elsewhere and hence wider scale impact. For this to be achieved it is necessary to have a communications strategy so that our messages are used consistently and the impact that the project will have is raised to its potential. There is an enormous difference between strategically planned communication, and ad hoc efforts for the sake of meeting contractual agreements (European Commission 2012).

Key issues that the strategy addresses:

- Increase awareness of how to reduce and utilise waste from root and tuber crops among farmers, processors and policy makers on a country regional and global scale.
- Improve and maintain communication between project consortium members, and the flow and sharing of information.
- Production and circulation of dissemination material.
- Planning dissemination events, any other project events, and training activities.

The influence of the communications strategy will be monitored by collecting feedback on website features and monitoring website hits, the distribution of publications and feedback etc.

Work on the Gratitude communications strategy is divided into 3 deliverables. The first deliverable is the initial strategy (D7.3) which has been produced and shared with the project consortium. A midterm update will be produced outlining the progress of the work as the results evolve, and this will be reported in D7.4. The updates will include success rate

analysis and will indicate new dissemination opportunities to be pursued. Also, a report will be included on publications produced as well as updates relating to the training materials and guidelines designed and produced. D7.6 concerns the final strategy and will include a complete picture of all dissemination activities undertaken.

4. Methodology

UoG-NRI Communications Specialist Ruth Leavett attended the CommNet communications training course (London) for EU project participants. She found the skills and knowledge learnt at the course very useful in developing the structure and content of the communications strategy for Gratitude.

An important initial task in the development of the communications strategy was the identification of target audiences and their information needs. A stakeholder mapping exercise was conducted. The process was guided by answers that project partners gave to a 'communications survey' sent to them near the start of the project asking for information on their intended communication products (such as reports, workshops, presentations, press releases etc.) for the different work packages, with the following additional details:

- How frequently will the intended communications products be produced
- The intended audience of the 'product'
- Audience target numbers and location
- What will be the language/s used
- Persons responsible for producing the content
- Type of communications support required
- Type of technical information required from other partners
- Date of expected draft/event date
- Means of distribution/dissemination

The information on the 'intended audience' provided the data for the project stakeholder map (Figure 1) and the other answers guided decisions on what should be included in the communications strategy. It is important to understand who the stakeholders of the project are, together with their information needs in relation to the project, so it can be understood how best to communicate with them.

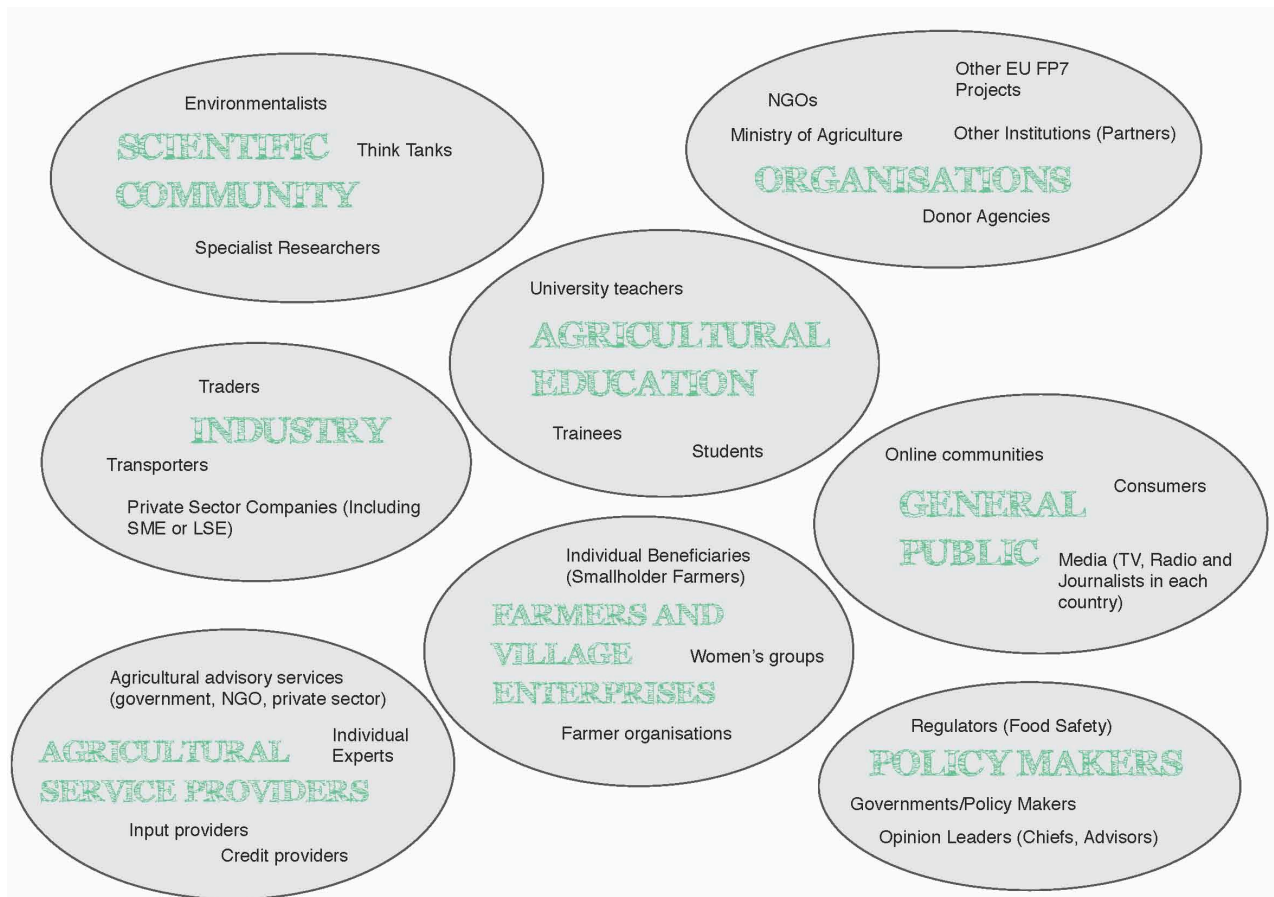


Figure 1: Gratitude stakeholder map

In order to define the different interests or ‘stakes’ of the identified target audiences in relation to the project and to ensure that all groups concerned with the project’s research, findings and outcomes were included, the following questions were explored:

- Who has an interest in our research?
- Who can contribute to our work?
- Who is interested in our project findings?
- Who is directly affected by the outcomes of our research?
- Who is not directly involved, but could have influence elsewhere?

The next step was to develop a tailored ‘take out message’ for each stakeholder. These were formulated by the communications specialist with support from the communications team. The type of product each stakeholder would be most interested in, and the channels that would reach them most effectively, were then suggested, using the WP7 contributors’ general knowledge of the different sectors.

Table 1 (see annex) displays a list of stakeholders, the nature of their interests in the project, the messages that will be conveyed to each stakeholder group and the proposed

channels. The communication channels are marked according to whether they are for larger audiences involving mass media (m), or for smaller audiences with more interpersonal communication (i).

To ensure that the take out message and the specified channels for each stakeholder would benefit both the project and the stakeholder, it was necessary to review the 'fit' of the plan for each stakeholder with the main communication goals and objectives of the project. This is shown in the penultimate column of table 1.

There is a colour coding system on Table 1 that shows the priority ranking for each stakeholder, whether High, Medium or Low priority. The rankings have been provisionally assigned by the NRI-UoG Communications Specialist and will be subject to further discussion and review.

The stakeholder map and table were presented to the partners during the mid-term review planning meeting in Thailand in April 2013, and the documents were circulated to them at this time for their comments and approval. No feedback was received, so it is understood that there were no issues with the documents' content.

Once the stakeholders were mapped, including all the relevant people who would need to receive communication about the project and the most effective channels to bring the information to their attention, a plan for the strategy could be drawn up and guidelines and tools for partners were written.

5. The Communications Strategy

A document with accompanying guidelines was produced with the following content:

- INTRODUCTION – Short description of the purpose of the communications strategy, what it includes and why it has been produced.
- BACKGROUND – Aim and objectives of the project, our 3 main outputs of the project (which will drive all communication activities) and key communication issues to be addressed.
- OBJECTIVES – What we want to achieve through the strategy, and what the communications objectives are as outlined in the proposal.
- STAKEHOLDER MAPPING – A table and a diagram of all stakeholders relevant to the project. This is available for the partners to view.
- PROMOTING PROJECT IDENTITY – Managing the visibility of the project, this section includes; the importance of accuracy and consistency (including appropriate recognition of the EU), and guidelines on project branding (logos and colours).

- PARTNER COMMUNICATION TOOLS – A number of tips directed to project members to encourage good communications between partners and to increase the impact of communications. This section explains the project’s member log-in section for file sharing etc. on the Dgroups platform. It also lists, and gives brief guidance concerning, the materials and tools at the project consortium’s disposal (Brochure, poster, document templates and guidelines, website, newsletters, press releases, workshops, events, networking, and the final dissemination workshop). The guidelines and templates provided are as follows:
 - Template and guidelines for Gratitude presentations
 - Template and guidelines for press releases
 - Template and guidelines for deliverable reports
 - Guidelines for workshops, and template for workshop feedback forms
 - Guidelines for training courses, and templates for hand-outs and factsheets
 - Template for feedback/evaluation forms for meetings, group discussions etc.
- EVALUATION – How the success of the dissemination strategy will be measured. This will be achieved by asking the project consortium to compile their communications activities and feedback each quarter using the prepared ‘dissemination form’.
- GOVERNANCE – This section outlines the roles and responsibilities of the individuals and groups under work package 7 who are responsible for the development and management of the communication arrangements.
- COMMUNICATIONS BRIEFING – How the project consortium will be made familiar with the communications strategy and accompanying documents.

6. Conclusions

The initial communications strategy, and the accompanying documents, have been produced and have been emailed to the project consortium, uploaded to Dgroups, presented to the project consortium during the mid-term review planning meeting in Thailand (22-26 April 2013) and given to each partner on a USB memory stick for ease of access.

The ‘work package support’ individual (Ruth Leavett) has visited 3 of the 4 target countries (Ghana, Thailand and Vietnam) to connect with the communications specialist in each lead organisation. Plans are also in place for Ruth to visit Nigeria in August 2013. These contacts were very helpful in drawing up the communication strategy, and ensured mutual understanding of what the project requirements are with respect to communications and how communications are delivered in each country.

7. References

European Commission (2012). Communications EU Research and Innovation - A guide for participants, *Luxembourg: Publications Office of the European Union*.

Annex

Table 1: Gratitude stakeholder table

Priority	Target audience	Relation to project					Message to establish	The take out message	What type of product most interested in	What channels to use 1	What channels to use 2	Does it fit with our goals and objectives	Other
		Has an interest in our research	Can contribute to our work	Interested in project findings	Affected directly by outcomes of research	Not directly involved, but could have influence elsewhere							
	Specialist researchers / researchers	x		x			Engagement	The technologies and products developed by Gratitude can be applied elsewhere	Research evidence	I Policy Brief	M Science journal	yes	Group discussion/ forum
	Individual experts (technologist, fabricators etc.)	x	x			x	Engagement	The technologies and products developed by Gratitude can be applied elsewhere	Research evidence	I Policy Brief	M Science magazine	yes	
	Governments/ policy makers	x		x			Advocacy	Utilisation of waste from cassava processing should be addressed as a norm across the country in question to improve food security for all	Report	I Policy Brief	I Meetings	yes	country reports
	Regulators (food safety)	x				x	Understanding	Gratitude's new higher value products from waste are safe for processing at household and SME levels	Report	I Meetings	I Policy Brief	yes	

	Private sector companies (including SME or LSE)	x	x		x		Understanding	Investment of time and resources to add value to cassava processing waste is profitable and improves food security. Gratitude technologies and products are reliable and work well to improve income security	Report	I Demonstrations and prototypes	I Dialogue - face to face conversation	yes	Stakeholder meetings/ fair or exhibition
	Agricultural professionals	x			x		Engagement	Reducing waste from postharvest losses in country will improve food security	Report	I Group discussions	I Policy Brief	yes	Newsletter/ public lecture series
	Think tanks	x					Engagement	The technologies developed by Gratitude can be applied elsewhere	Report	M Science magazine	I Policy Brief	yes	
	Other institutions (partners)				x		Engagement	Communicating with each other and shared learning will increase effectiveness of the project	Research evidence	I Email information service	M Website	yes	
	Individual beneficiaries (smallholder farmer)				x		Action	Gratitude technologies and products work, are safe and will improve food and income security	Results	I Group discussions	I Dialogue - face to face conversation	yes	Have to go to them
	Individual beneficiaries (SMEs)						Action	Gratitude technologies and products work, are safe and will improve food and income security		I Group discussions	I Dialogue - face to face conversation	yes	
	Donor agencies						Awareness	The Gratitude solutions work well and have visibly improved food and income security in the target countries. It is necessary to expand the programme	Results	I Policy Brief	I Dialogue - face to face conversation	yes	workshops

	Service providers			x			Action	Gratitude technologies and products are reliable and work well to improve income security	Third Party endorsements	M Manuals	M Brochures, booklets, flyers	yes	newsletter
	Online communities			x			Engagement	Root and tuber crops play an important role in food security, and projects like Gratitude will help increase resilience to climate change	Case studies	I Internet debate	M Social media	yes	
	Environmentalists			x			Understanding	Gratitude is adding value to cassava processing waste, thus improving the environment	Report	M Science magazine	M Website	yes	
	Other EU FP7 projects	x				x	Awareness	The technologies developed by Gratitude work and can be applied elsewhere	Report	M Website	I Policy Brief	yes	
	Opinion leaders (chiefs, advisors)			x		x	Engagement	Awareness of the importance of adding value to waste of root crops is important to improve food security for the world's poor	Case studies	I Telephone calls	M Newspapers and magazines	yes	
	Students	x					Engagement	Researching technologies and products to reduce postharvest losses of root crops is necessary and important	Report	I Workshops	M Social media	yes	email/flyers/ public lecture series
	NGOs			x			Engagement	The technologies and products developed by Gratitude can be applied elsewhere	Third Party endorsements	M Science journal	I Policy Brief	yes	
	Traders				x		Action	Gratitude technologies and products are reliable and work well to improve income security	Report	M Manuals	M Brochures, booklets, flyers	yes	
	Transporters				x		Action	Gratitude technologies and products are reliable and work well to improve income security	Report	M Manuals	M Brochures, booklets, flyers	yes	

			x		x		Action	Gratitude technologies and products are reliable and work well to improve income security (would perhaps change depending on the training given)	Research evidence	I Workshops	M Manuals	yes	
	Trainees					x	Awareness	Root and tuber crops play an important role in food security, and projects like Gratitude will help increase resilience to climate change	Case studies	M Newspapers and magazines	M Social media	yes	
	Public			x		x	Awareness	Gratitude products are safe and will help to increase income security in country	Results	M Brochures, booklets, flyers	M Newspapers and magazines	yes	documentaries
	Consumers												
								<i>What are the most important messages to get across to our stakeholders? What do the various individuals/groups need to know in order for the project to succeed? Do you want to influence their perception of the project or to make them act in a certain way?</i>		<i>Should be chosen based on knowledge about your stakeholders and their needs. Where they are based, how easy they are to access, what existing channels reach them, their specific knowledge and their preference for communication channel.</i>			
	Highest priority												
	Middle priority												
	Lowest priority												