



# Dissemination Master Plan

Edward Baars, Minke Stadler

Version 2.1, 11 January, 2016



## N2Africa

Putting nitrogen fixation to work  
for smallholder farmers in Africa



---

## Summary

The dissemination master plan aims to create a common understanding of the guiding principles, key activities and timelines related to N2Africa's dissemination. It addresses Objectives 1, 2, 3 and 5 of the results framework, which deal with strengthening capacity, dissemination, women labour saving tools, value addition, nutritional aspects at household and small medium enterprise (SME) levels plus cross cutting all objectives the learning M&E, respectively. The most important goals are engaging research, development and private sector, creating awareness on N2Africa technologies and approaches, facilitating dissemination campaigns and related feedback loops. Dissemination within N2Africa is characterized by an emphasis on developing private-public partnerships and sharing reliable information and research outcomes on agronomic and socio-economic variables through N2Africa-led and partner-led campaigns. Results obtained from the N2Africa's research activities inform dissemination activities and support development-to-research learning.

The master plan is structured around four activity clusters that consist of coherent sets of activities, indicators and tasks. The Capacity development cluster aims to build the capacity of partner key staff through a Training of Trainers (ToT). The Awareness and Dissemination cluster aims to create awareness among smallholder farmers on certified seeds of improved varieties, legume (P-based) fertilizers, inoculants, labour saving tools, value adding and nutritional aspects at household and small medium enterprise (SME) levels. Within the Inputs and information cluster, improved certified legume agro-inputs are being produced and promoted in order to develop a sustainable supply of planting materials of legumes. In the Markets cluster, effective and efficient linkages on legume commodities are developed by linking farmers to markets. Results obtained from the four activity clusters inform activities in subsequent seasons, thereby contributing to N2Africa's feedback loops.



## Master Plan - Dissemination

### I. Introduction and justification

The N2Africa Master Plans are documents intended to foster a common approach across the five Core and six Tier-1 countries. The plans are designed to achieve the N2Africa Vision of Success and the key objectives set out in the Research Framework of the approved project proposal. This means all Master Plans need to ensure timely delivery of the outputs and outcomes.

The Dissemination Master Plan aims to create a common understanding of the guiding principles, key activities and timelines related to N2Africa's dissemination approach.

This Master Plan directly addresses:

**Objective 1: Project strategy, coordination and implementation and capacity strengthening**

**Objective 2: Delivery and dissemination, sustainable input supply, and market access.**

Objective 3 'Empower women to increase benefits from legume production' and objective 5 'Enable learning and assess impacts at scale through strategic M&E' are described in Gender Master Plan and M&E Master Plan respectively.

Within Objectives 1 and 2, this Master Plan provides an overall framework for implementing the activities mentioned in below Objective and Activity Table 1.

**Table 1: Objectives and Activities as per the approved Results Framework, which are addressed by this Master Plan. Note that the numbering of the Tasks later in the document is related to the Activity numbers in this table.**

|  |
|--|
| <b>Objective 1: Project strategy, coordination and implementation and capacity strengthening</b>   |
| 1.3. Engage research, development, private sector, and other relevant partners in each of the target countries                                   |
| 1.8. Develop and implement a non-degree-related capacity strengthening plan for relevant partners working within legume value chains             |
| <b>Objective 2: Delivery and dissemination, sustainable input supply, and market access</b>  |
| 2.2. Facilitate N2Africa-led dissemination campaigns in the context of development-to-research learning cycles with specific attention to gender |
| 2.3. Create widespread awareness on N2Africa technologies and interventions  |
| 2.4. Facilitate partner-led dissemination campaigns with specific attention to gender  |
| 2.5. Facilitate private-public partnerships towards the sustainable supply of inoculants and fertilizer  |
| 2.6. Facilitate the establishment of private sector-led and/or community-based legume seed systems   |
| 2.7. Engage agro-dealer and other last-mile delivery networks in supplying legume agro-inputs  |
| 2.8. Establish agri-business clusters around legume marketing and value addition   |

### II. Underlying principles

Sharing of research-based knowledge and dissemination approaches is key to the success of the N2Africa project. Private-public partnerships play a key role in the dissemination of legume technologies in all countries. In the new Core countries, dissemination is done via N2Africa-led dissemination campaigns, partner-led dissemination campaigns and awareness creation through use of the media. This is often done in close collaboration with and through the national research extension systems (NARES). In Phase I countries, tested technologies were included in the programs of other rural development organizations. Rather than directly disseminating technologies, N2Africa thus becomes a knowledge provider and facilitates direct access to inputs through business development along the supply chain. By engaging with public and private parties N2Africa plays a catalytic role to create sustainable input supply chains and to provide technical backstopping where needed. This leads to the main aim of 'dissemination', namely to align with key partners and widen our partnership with NGOs and extension services to scale out legume technologies.



This is done by achieving the following aims:

#### Aims

- To promote and disseminate robust N2Africa technologies.
- To strengthen the capacity of partners working within legume value chains.
- To develop and facilitate new business to business linkages between producers and enterprises (i.e. agro-dealers, traders and processors) generating synergies for increased productivity and profitability.
- To build the capacity of actors and stakeholders within the partnerships.

#### Approach

- To develop private-public partnerships and to facilitate linkages between actors and stakeholders within the partnerships.
- To develop partnership agreements and task-specific sub-agreements for planning, to set initial targets and encourage collaborative behaviour.
- To leverage its resources partnerships with other value-chain projects creating synergies.

### III. Activity clusters within the Dissemination Master Plan and relation to other Master Plans

The Dissemination Master Plan consists of four interlinked activity clusters. The **Capacity Development** activity cluster aims at building the capacity of partner key staff through a Training of Trainers (ToT). The **Awareness and Dissemination** activity cluster aims to create awareness among smallholder farmers, on improved varieties and certified seeds. The **Inputs and Information** activity cluster focuses on the production and dissemination of improved certified planting materials of legumes. The **Markets** activity cluster aims to develop effective and efficient linkages on legume commodities through linking farmers to markets. Each activity cluster contains a number of specific tasks that relate directly to specific objectives and indicators in the Results Framework. None of the above mentioned Clusters exists in isolation; the themes are interdependent and in many cases reinforce each other. It is essential to realise that the Awareness and Dissemination cluster is for an important part a means to an end, as it collects data needed for the Inputs and information activity cluster.

The Dissemination Master Plan interacts logically with the other Master Plans, particularly with the master plans for Agronomy, Platforms, Rhizobiology, Gender and M&E (Diagram 1). Results from the Agronomy Master Plan will be fed into the Dissemination Master Plan where partners will promote and disseminate robust N2Africa technologies. The Platform Master Plan constitutes and facilitates N2Africa stakeholder platforms to support learning and exchange of information. The Dissemination Master Plan also interacts with the Rhizobiology Master Plan, through integration of the most effective rhizobium strains and their standard operating procedures for production, quality control and application of rhizobium inoculants. The Gender Master Plan will ensure that gender dimensions are fully integrated in various activities. Finally, the M&E and data management Master Plan provides situation analyses and Project M&E for targeting legume interventions.



The diagram below shows the linkages and interdependencies among the different master plans, and the objectives and activities as per the approved Results Framework.

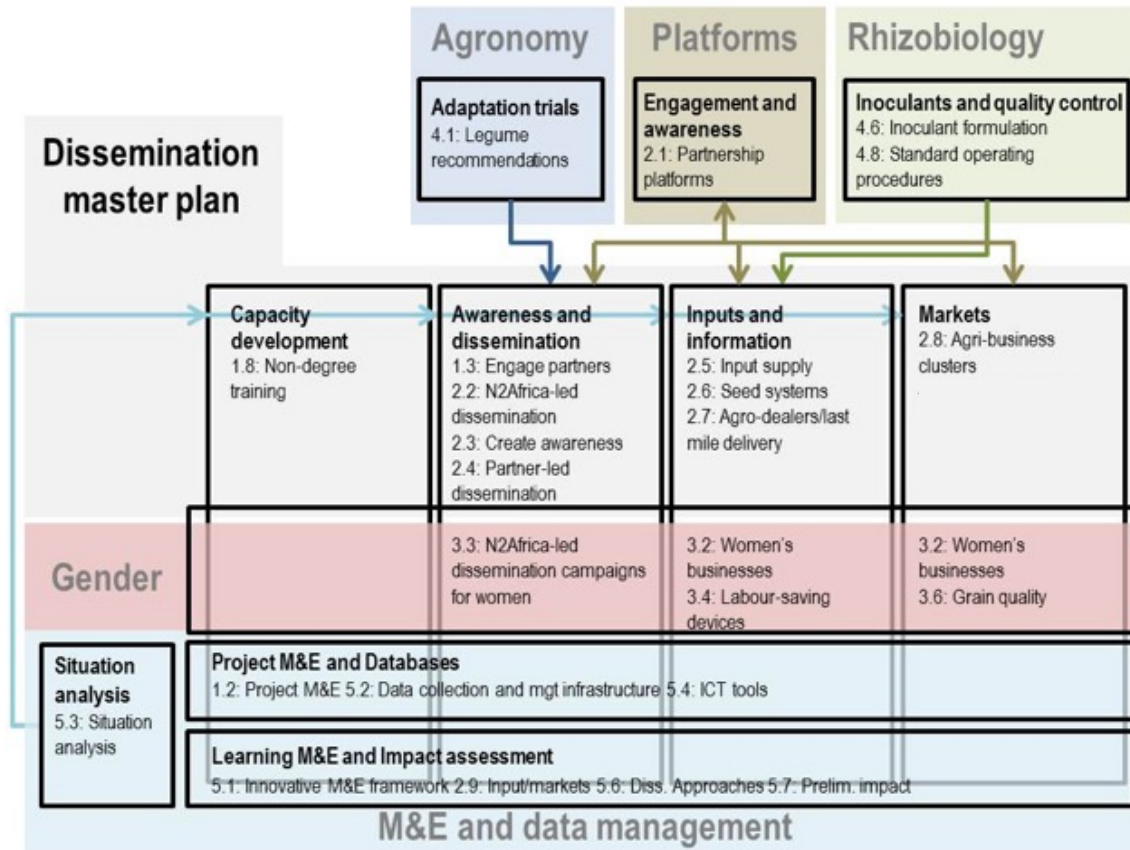


Diagram 1: Linkages and interdependencies among the different master plans, and the objectives and activities as per the approved Results Framework.

## IV. Cluster contents

Each activity cluster consists of a series of activities, indicators with cumulative targets and tasks that will be described in detail below.

### IV.1 Capacity development

This activity cluster aims to build the capacity of partner key staff through a Training of Trainers (ToT). This cluster directly addresses Activity 1.8 (Diagram 1) and is related to three indicators (Table 2). The activity under this cluster is restricted to developing and implementing a non-degree-related capacity strengthening plan for relevant partners working with legume value chains. The indicators with accumulative targets in time (Table 2) show what needs to be accomplished in order to realise the specific activity.



**Table 2: Cumulative targets per country in time, corresponding to the activities and indicators under the Capacity development activity cluster**

| Activity   | Indicator                                | 2015 | 2016 | 2017 | 2018 |
|--|--|------|------|------|------|
| 1.8. Develop and implement a non-degree-related capacity strengthening plan for relevant partners working within legume value chains | Project-wide capacity strengthening plan | 1    | 1    | 1    | 1    |
|  | # training materials developed with ASHC | 4    | 4    | 4    | 12   |
|  | # of partners trained                    | 210  | 320  | 320  | 320  |

Activity 1.8: Develop and implement a non-degree-related capacity strengthening plan for relevant partners working within legume value chains

**Task 1.8.1 Develop a non-degree-related capacity strengthening plan**

This task involves the development of a capacity strengthening plan, accompanied by a detailed training (ToT) program, per and-or across countries. This plan will have to take into account both the N2Africa-led and Partner-led dissemination models. At the core of both models is the dissemination of technologies through demonstrations on farmer's fields and the provision of technology packages to farmers to test on their own fields.

The N2Africa-led dissemination is realised through demonstration and adaption. This strategy is to support demo-plots and ancillaries (training sessions i.e. FFS, distribution of extension materials, select subset of 'Best-Bet' practices sessions, data collection, field days) via technical backstopping, sharing farmer-specific 'Best Fits' practices, networking, amongst others.

Partner-led dissemination is realised by partners that are collaborating with N2Africa and for which the project provides technical information, training and inputs (inoculants, seed). On average, 40% will be direct (N2Africa-led) and 60% indirect (Partner-led) beneficiaries.

**Task 1.8.2 Develop at least 4 relevant and demand-driven training materials in cooperation with the African Soil Health Consortium (ASHC)**

This task involves the assessment of capacity building needs that are within the N2Africa mandate, and to develop training materials to meet these needs. To ensure an efficient (re-)use of materials, developed or yet to be completed Capacity Building Programs are to be selected.

**Task 1.8.3 Train 320 partners (from at least 32 stakeholder groups) in N2Africa technologies and approaches**

This task involves the organisation, communication and execution of the training sessions. The number of partners trained differ per core and Tier 1 country. However, on average for each partner (stakeholder group) 10 people will be trained. As the project evolves over time, it is important to make sure that experiences and new research findings flow back to the partners to improve their capacity to replicate improved recommendations.

## IV.2 Awareness and dissemination

This activity cluster aims to create awareness among smallholder farmers, on improved varieties and certified seeds. This cluster directly addresses Activities 1.3, 2.2, 2.3 and 2.4 (Diagram 1). The activities are restricted to analysing, planning and design of partnerships along the legume value chain, as partnership development is a comparative advantage of N2Africa. The indicators with accumulative targets in time (Table 3) show what needs to be accomplished in order to realise the specific activities. The annual, country-specific targets are defined by the country coordinators.





**Table 3: Cumulative targets per country in time, corresponding to the activities and indicators under the Awareness and dissemination activity cluster**

| Activity   | Indicator  | 2015                           | 2016                           | 2017                           | 2018                           |
|--|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| 1.3. Engage research, development, private sector and other relevant partners in each of the target countries                                    | # of partnerships developed and active   | 21                             | 32                             | 32                             | 32 <sup>*</sup>                |
|  | # of partners within N2Africa legume value chains mapped   | <i>Country-specific target</i> | <i>Country-specific target</i> | <i>Country-specific target</i> | <i>Country-specific target</i> |
|  | # of MoUs signed with priority legume partners   | <i>Country-specific target</i> | <i>Country-specific target</i> | <i>Country-specific target</i> | <i>Country-specific target</i> |
| 2.2. Facilitate N2Africa-led dissemination campaigns in the context of development-to-research learning cycles with specific attention to gender | # of targeted households (men/women) reached by dissemination partners   | 157,500                        | 253,750                        | 385,000                        | 555,000 <sup>**</sup>          |
| 2.3. Create widespread awareness on N2Africa technologies and interventions  | # of local agro-dealers/companies marketing 12 kg of seeds for 0.2 ha per household (Mt)   | 1,890                          | 3,045                          | 4,620                          | 6,660 <sup>***</sup>           |
|  | # of local agro-dealers/companies marketing 20 kg fertilizer for 0.2 ha per household (Mt)   | 3,150                          | 5,075                          | 7,700                          | 11,100 <sup>***</sup>          |
|  | # local agro-dealers/companies marketing 100 g of inoculant for 0.2 ha per household (Mt)  | 16                             | 25                             | 39                             | 56 <sup>***</sup>              |
|  | # of media events (e.g. radio, newspaper, articles, field days, etc.) per country implemented  | 20                             | 30                             | 40                             | 50                             |
|  | Volume of seeds, fertilizers and inoculants used per targeted producer groups per land area. Volume of seeds, fertilizers and inoculants sold by agro-dealers. | <i>Country-specific target</i> | <i>Country-specific target</i> | <i>Country-specific target</i> | <i>Country-specific target</i> |
| 2.4. Facilitate <u>partner-led</u> dissemination campaigns with specific attention to gender   | # of individual households (men/women) engaged in collective marketing, value addition of legumes and value added products                                     | 75,000                         | 125,000                        | 195,000                        | 275,000                        |

<sup>\*</sup> At least 4 partnerships per country by year 4 for the core countries and 2 for the Tier-1 countries

<sup>\*\*</sup> Directly related to the ROI calculations, direct and indirect beneficiaries in 11 countries

<sup>\*\*\*</sup> 12 kg of seeds, 20 kg fertilizer and 500 g of inoculant for half an acre per household; figures given are ton seed; ton fertilizer; ton inoculant



---

### **Activity 1.3. Engage research, development, private sector, and other relevant partners in each of the target countries**

#### **Task 1.3.1. Map potential partners operating within priority legume value chains (by Q2 of year 1)**

This task involves **identifying, engaging, negotiating for buy in and roles and selecting partners**, that will have a role along one or more of the four Activity Clusters. Partners can be distinguished in active chain actors in a partnership and in sub-grantees (NARS and NGO's). The sub-grantees may at time overlap with being an active chain actor in a partnership. The partners can best be approached through networking at legume platforms, workshops and seminars and will (partly) already be identified by existing value chain studies. Project documents, results frameworks of development partners, policies from private sector partners, pre-defined selection criteria and a scoring sheet are used to assess and shortlist promising partnerships. The completed scoring sheet supports the negotiations for buy in and roles, merges partners that are inter-linked and defines the type of legume crops, the specific areas, type and number of farmers targeted and how the legume crops fit into the common farming systems (i.e. cereals), amongst others.

#### **Task 1.3.2. Sign MoUs with priority partners in each of the target countries (by Q3 of year 2)**

This task involves **signing a MoU** is useful with development partners as a more general agreement to collaborate. The agreements cross cut multiple target areas and related farming communities and include parameters such as treatments, improved technologies foreseen and in general the change of behaviour expected. Important is also the duration of the partnership and the targets and effect expected over time. After signing the agreement, the (shared) database of selected partners needs to be filled with data related to areas, crops, farmers targeted, amongst others.

### **Activity 2.2. Facilitate N2Africa-led dissemination campaigns in the context of development-to-research learning cycles with specific attention to gender**

#### **Task 2.2.1. Develop efficient models for dissemination and train farmers**

This task consists of developing efficient models for the dissemination of improved (certified) seed varieties and other technologies, incorporating biological nitrogen fixation (BNF) in local agricultural development agendas and educating farmers on the benefits of using quality seeds and technologies.

### **Activity 2.3. Create widespread awareness on N2Africa technologies and interventions**

#### **Task 2.3.1. Develop and implement media events**

This task consists of developing and implementing media events (i.e. radio, television, newspaper, articles). The first step will be to design a script for the messages N2Africa wants to convey using a particular media outlet. Since in Phase-I and also currently media events have been implemented, an inventory of this would be useful. Second, there needs to be a strategic decision how to coordinate and support N2Africa staff that want to implement a media event. Third, there needs to be a decision what professional services and which participants are needed to be engaged for specific (i.e. location, crop, technology) events. Lastly, one has to see how the effect will be tracked and what additional interactions should take place, if any. N2Africa and partners will measure with their target farmers how many were exposed to the messages from the event and how this inclined them to change their legume cultivation practices. The Communication Master Plan contains more detailed information.

#### **Task 2.3.2. Local agro-dealers market fertilizer, seed and inoculants**

This task consists of facilitating local agro-dealers towards the sales and marketing of fertilizers, seed and inoculants to create widespread awareness on N2Africa technologies.





---

## **Activity 2.4. Facilitate partner-led dissemination campaigns with specific attention to gender**

### **Task 2.4.1. Support partner-led dissemination activities, demo-plots and ancillaries**

This task, which involves the N2Africa strategy to support demo-plots and ancillaries (training sessions, data collection via technical backstopping, networking, if relevant, foundation seed production, capacity building) needs to be implemented in collaboration with partners. It entails finding overlapping project documents and detailing the dissemination activities and roles partners will undertake. Seeking and visualising critical pathways (Gantt Chart) will ensure an efficient implementation. Finally, feedback on the performance of the dissemination model and the demonstrated content needs to be fed back into Inputs and information activity cluster and Market activity cluster, amongst others. The M&E Master Plan will provide more details how to measure the results to be achieved through partnerships and the performance of the dissemination model. The Gender Master Plan provides detailed information about gender aspects.

The above partnership model was effective in reaching large numbers of farmer households, particularly at the earlier stages of the project. Many partners have indicated their wish to continue in the project and with the dissemination of legume and BNF technology. However, especially the nationally or locally operating NGOs depend on projects like N2Africa for their funding. In order to ensure continuation of activities after the project has ended, N2Africa should engage more with (and target) farmer organisations, community based organisations and others parties, for whom legume enterprise may provide viable business opportunities. The underlying reasoning is that enterprise and business development, through value adding activities or services provided, also creates Awareness and dissemination. A dissemination model through new business development (distribution of inputs, establishing a revolving fund that gives farmers access to inputs, establishing marketing collection points, venturing into more specialized activities like seed multiplication, amongst others) serves well for scaling.

### **IV.3 Inputs and information**

The Inputs and information activity cluster focusses on the production and dissemination of improved certified planting materials of legumes, such as (1) inoculants for soybean, (2) legume-P fertilizer, (3) certified to quality legume seeds and (4) ancillary inputs related to pest management, improved cereal-legume rotations (i.e. P-containing cereal fertilizers) and labour saving technologies. This cluster directly addresses Activities 2.5, 2.6 and 2.7 (Diagram 1), and are closely related to Activities 2.1 and 2.3.

Activities under this cluster are restricted to engaging partners and facilitating private-public partnerships towards the sustainable supply of inoculants and fertilizer. The indicators with accumulative targets in time (Table 4) show what needs to be accomplished in order to realise the specific activities. The annual, country-specific targets are defined by the country coordinators. The full list of definitions, interpretations, calculation methods, unit of measurement, data source, level of collection, frequency, persons responsible and how the data will be collected are seen in the M&E Master plan.



**Table 4: Cumulative targets per country in time, corresponding to the activities and indicators under the Inputs and information activity cluster**

| Activity  | Indicator   | 2015                           | 2016                           | 2017                           | 2018                           |
|---|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| 2.5. Facilitate private-public partnerships towards the sustainable supply of inoculants and fertilizer | # of dissemination partners integrating effective and efficient N2Africa technologies in their programmes across target countries       | <i>Country-specific target</i> | <i>Country-specific target</i> | <i>Country-specific target</i> | 16                             |
|   | # of inoculant and # of fertiliser outlets made available in the target areas   | 3                              | 4                              | 5                              | 5                              |
|   | Volume of inoculants imported and /or produced with the identified outlets  | <i>Country-specific target</i> | <i>Country-specific target</i> | <i>Country-specific target</i> | <i>Country-specific target</i> |
|   | Volume of legume-specific fertilizer at the retail shops  | <i>Country-specific target</i> | <i>Country-specific target</i> | <i>Country-specific target</i> | <i>Country-specific target</i> |
| 2.6 Facilitate the establishment of private sector-led and/or community-based legume seed               | Volume legume foundation seed produced by private enterprises and/or government institutions  | <i>Country-specific target</i> | <i>Country-specific target</i> | <i>Country-specific target</i> | <i>Country-specific target</i> |
|   | Volume quality legume seed available to farming communities   | <i>Country-specific target</i> | <i>Country-specific target</i> | <i>Country-specific target</i> | <i>Country-specific target</i> |
| 2.7. Engage agro-dealer and other last-mile delivery networks in supplying legume agro-inputs           | # of agro-dealers and other delivery network partners trained in the storage, handling, and use of inoculants                           | <i>Country-specific target</i> | <i>Country-specific target</i> | <i>Country-specific target</i> | <i>Country-specific target</i> |
|   | # of agro-dealer and other last-mile delivery networks engaged in the commercial supply to farmers of agro-inputs, including inoculants | <i>Country-specific target</i> | <i>Country-specific target</i> | <i>Country-specific target</i> | <i>Country-specific target</i> |

Towards the end of the N2Africa project, the production and dissemination of improved certified planting materials of legumes need to be sustainably (financial) supplied to small-holder farmers by private sector entities i.e. In all cases it is assumed that N2Africa dissemination activities will increase the demand for improved seed varieties and that, consequently, the public or private sector suppliers will invest in meeting this demand.



**Activity 2.5. Facilitate private-public partnerships towards the sustainable supply of inoculants and fertilizer**

**Task 2.5.1. Support information flow into credible product’s feasibility analysis**

This task consists of facilitating PPP towards the sustainable supply of inoculants and fertilizers, by ensuring that information with regard to dissemination activities and data collection are being feed back into a credible product’s feasibility analysis. This feasibility analysis is needed for the development of a business case for the private sector input suppliers and supports the development of value adding activities and/or services.

**Activity 2.6. Facilitate the establishment of private sector-led and/or community-based legume seed systems**

**Task 2.6.1. Implement cost-benefit analyses and feasibility analyses at partnership level**

This task involves developing efficient models for the commercialization of new seed varieties and other technologies together with chain actors of the seed market. It entails conducting cost-benefit analysis at partnership level of quality seeds varieties and other technologies, looking for private investors to scale out legume seed production, conducting feasibility analyses and developing business cases, amongst others. The specific activities, responsibilities of participating partners and expectations will be described in detailed action and planning documents, conform the partnership agreements.

**Activity 2.7. Engage agro-dealer and other last-mile delivery networks in supplying legume agro-inputs**

**Task 2.7.1. Conduct a market research on N2Africa promoted agro-inputs**

This task involves determining and quantifying farmers’, manufacturers’ and last mile delivery companies’ demand for inputs and their conditional parameters. These parameters will likely be made up by yields related profits, costs, perceived risks (i.e. market, climate), access to finance, skills, knowledge, capacity, gender issues (workload), amongst others, and expressed in three different levels (unacceptable, acceptable, optimal level). The above will give input to pricing versus market share information and a related distribution strategy.

Furthermore, the task consists of conducting a market research on N2Africa promoted agro-inputs among the target farmers, manufacturers and last mile delivery companies, to ascertain the demand. This analysis will help to align demand and supply and to design sales increasing interventions. Subsequently, the market research has to be merged with other data collection exercises on the demand for agro-inputs and their supply incentives.

**IV.4 Markets**

The Markets activity cluster aims to develop effective and efficient linkages on legume commodities through linking farmers to markets. This cluster directly addresses Activity 2.8 (Table 5). This activity is restricted to establishing agri-business clusters around legume marketing and value addition. The indicators with accumulative targets in time (Table 5) show what needs to be accomplished in order to realise the specific activities. The annual, country-specific targets are defined by the country coordinators.

**Table 5: Cumulative targets per country in time, corresponding to the activities and indicators under the Markets activity cluster**

| Activity   | Indicator   | 2015                           | 2016                           | 2017                           | 2018                           |
|--|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| 2.8. Establish agri-business clusters around legume marketing and value addition | # of identified opportunities for collective marketing and value addition for smallholder farmer associations | <i>Country-specific target</i> | <i>Country-specific target</i> | <i>Country-specific target</i> | <i>Country-specific target</i> |



---

## **Activity 2.8. Establish agri-business clusters around legume marketing and value addition**

### **Task 2.8.1. Identify opportunities for collective legume marketing and business development**

The task involves identifying opportunities, developing corporate alliances and establishing agri-business clusters for collective legume marketing and value addition. These marketing and value addition activities can be related to product traits, (i.e. price, yield, disease resistance, drought resistance, early-late maturing, shattering and residue yield, amongst others). However, output market related improvements that require considerable resources are beyond the means of N2Africa and will largely have to be contributed by other development projects and-or the private sector. Since N2Africa is targeting only a small percentage of a country's legumes farmers, it is therefore most efficient to select target areas with a conducive market environment, whilst contain smallholder as well as other types of farmers.

## **V. Approximate timing of activity cluster implementation**

The Capacity development and Awareness and dissemination activities will be modified for the different seasons in unimodal areas and retained for the two seasons in bimodal areas. The facilitation of private-public partnerships (Inputs and Information activity cluster) and the development of corporate alliances (Markets activity cluster) require continuous attention during the whole year. It is considered as a process and in its characteristics of activities more 'outcomes related' rather than being real activities. However, the different analyses and market research activities can be planned. More details on the sequencing and timing of the various activity clusters are presented in the seasonal in-country plans.