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HAL Project Reporting Requirements

R&D Project Milestone Report Requirements

Purpose of Milestone Reports

Milestone reports demonstrate to HAL that your project is performing and being managed professionally and will therefore achieve its intended outcomes. This is important to ensure accountability to industry, government and other stakeholders, and provides a way of communicating the progress of projects to industry partners. Milestones are also decision points for project leaders to indicate potential improvements to a program/project or for highlighting areas of concern that may require the program/project objectives to be reviewed.

HAL encourages project leaders to set milestones that coincide with project outcomes. Usually at least 2 project milestones are set for each year of a project. Each milestone consists of a brief description along with detailed achievement criteria. These criteria should be outcomes focused and measurable. In other words, what are the industry benefits from the project work so far, can these benefits be demonstrated and how extensive are the benefits?

Due Dates for Milestone Reports

Milestone reports are due as specified on the current version of the Schedule 1 of the Research, Development and Commercialisation Agreement between your organisation and the Company. This can be viewed by entering the Application System on the HAL website (<http://halo.horticulture.com.au/halprod/Default.aspx>) and searching for the project code. The first milestone is always the signing of the Research, Development and Commercialisation Agreement, with the last milestone being the final report.

HAL regularly checks for overdue milestone reports. Failure to submit a report could result in the termination of the project due to non-performance (as outlined in the Agreement signed between the research provider and HAL). If you have a valid reason for an extension to your milestone due date, you must write to HAL formally requesting an extension **prior** to the due date of the milestone.

Requesting Changes to Milestones

Requests to make changes to milestone dates, achievement criteria or payments must be made in writing (email) **separately** and **prior to** submitting milestone reports. This will enable the request to be assessed by the project manager and, if approved, the HAL project management system to be updated prior to the receipt and loading of milestone reports, thus minimising delays in payment.

Variation requests must include details regarding the change/s being requested, the reason/s behind the request and any flow on affects, such as changes to the budget,



methodology, outcomes, outputs and the remaining milestones. A variation request form (link) should be filled out and provided to the relevant HAL Manager.

Milestone Format

Milestone reports are usually 2-4 A4 pages in length, plus appendices. Longer reports may be required in the case of projects with numerous and/or complex milestone criteria. The report will consist of the following headings:

1. **Summary** *Provide a brief (1-2 paragraphs) up to date summary of project achievements, including progress against agreed outcomes and outputs. This summary will be used to communicate the progress of your project to industry.*
2. **Progress Since Last Milestone Report** *Detail progress against each individual criterion within the milestone.. This could include actions, results and achievements.*
3. **Communication/Extension Activities** *This section should include details of all communication and/or extension activities that have been prepared or carried out since the last milestone report (such as journal/magazine articles, communication with industry and/or collaborators, conference presentations, workshops and field days). Please include details such as dates, locations, target audience, number of attendees, subject matter and outcomes for all presentations, workshops and field days.*
Note: *For projects that are solely concerned with Communication and/or Extension (Industry Development or Capacity Building projects), please detail all project activities along with a description of their outputs (spread or extent) and outcomes (industry benefit).*
4. **Commercialisation & Intellectual Property Issues** *Provide details of any developments/issues (including royalties and patents) that have arisen since the last milestone report.*
5. **Next Steps** *This should include a description of all activities that are to be undertaken between now and the next milestone. Please also include details of any changes to the original proposal or input required from relevant industries*
6. **Other Issues** *Are there any issues that HAL or industry should be aware of (including changes to personnel, management, status of financial partners, trial details, upcoming milestones etc)?*
7. **Appendices** *Appendices should be included as appropriate to provide more detailed information on activities, outputs, outcomes and industry communications. This could include articles, posters, presentations and raw data The appendices should be submitted as part of the report in a single document file.*

Milestone reports must clearly address the milestone achievement criteria as they appear in the latest version of the agreement. Milestones usually consist of several achievement criteria. Each criterion should be addressed separately under its own heading. If any criteria have not been achieved please contact the relevant Contract



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Manager to arrange for a variation **prior** to submitting the report. Reports will only be approved if **all** of the achievement criteria have been met.

Where and How to Send Milestone Report

- Milestone reports may be emailed to HAL, as a single document file, at the following address: milestones@horticulture.com.au.
- If your report is very large (over 10Mb in size), please contact the relevant Contract Manager for details of HAL's FTP server to use for transferring your file. Alternatively, you may send your report on a CD-ROM to:
Milestones
Horticulture Australia Limited
Level 7, 179 Elizabeth Street
Sydney NSW 2000

Confidential Reports

Confidential projects must be clearly marked as such. A public summary should be submitted separately to provide a brief update to industry.

Submitting Milestone Reports

Once your milestone report is submitted, it is processed and assessed by the program management team at HAL. You will be contacted if additional information is required or if the report raises any issues that need addressing (e.g. regarding budgets, IP, or technical matters).

When the relevant HAL Manager has approved the milestone report, it may be distributed to Communications Managers or Industry Development Officers to disseminate information that is of interest and benefit to the industry. This information is also used to report to the Commonwealth Government, who provides the matching R&D funds.

Following the achievement of your milestone report, an email will be sent acknowledging your achievement. Please allow up to 4 weeks for milestone report assessment and payment processes to be completed.



Final Report Requirements

HAL requires final reports for three main reasons:

1. Accountability

The Project Leader is accountable to industry and Federal Government to demonstrate that the R&D has been carried out with due rigour. The Final Report should be of sufficient quality that the R&D could be repeated using the Report as guidance. Industry and the Government are looking for a return on investment from the projects funded and a means of demonstrating this is through Final Reports. It is important to note that acceptance of the Final Report and achievement of all milestones completes the contract between HAL and the Research Provider.

2. Awareness and Access

Final Reports are lodged with the National Library and the State Library of NSW as per copyright legislation. The Australian National Bibliographic Service indexes the reports to facilitate free access to the information. HAL projects are also listed on Australian Rural Research In Progress (ARRIP). You may access ARRIP on the Internet at <http://www.infoscan.com.au/arrip/index.htm>. Researchers can avoid replication of R&D by searching these facilities.

3. Adoption of Research Outcomes

While it is hoped that the results of the R&D would be well on the way to being adopted by the time a Final Report is *written*, many reports are bought by growers and others wishing to obtain the full details of the research. This is probably due to the timing of the information need but demonstrates the need for a user-friendly publication. However, Final Reports should not be seen as the sole vehicle for communicating outcomes to industry.

HAL publishes Final Reports under a generic cover after which they are made available for sale. The Media Summary is used in a range of publications including the HAL website (<http://www.horticulture.com.au/>), CD-ROM, magazines and other publications. **The quality of Final Reports reflects directly on the author, their agency and on HAL. It is important to present a report we would all be proud of.**

The Research Provider is welcome to publish any publicly available Final Report under its own cover provided the support of HAL is appropriately acknowledged and publication does not infringe any confidentiality provisions. This does not remove the obligation for the Final Report to be submitted to and accepted by HAL.

In order to satisfy the three requirements above, Final Reports should be produced within the following guidelines:

PLANNING

Final Reports can be expensive and difficult to write particularly if the Project Leader has moved on to subsequent projects or has left the agency. It is important to allow for the cost of producing Final Reports in the final year budget of a project. Many of the guidelines in



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this paper require early planning and collating to develop the information HAL expects in Final Reports. Remember the Research Provider is responsible for delivering the Final Report to fulfil the project contract.

Photographs/Graphics

- Need to be scanned at 300 DPI
- Have to be inserted into the main document

The use of photographs and graphics is encouraged, but only when they serve to illustrate a point. Colour photographs and graphs add significantly to the cost of reproducing Final Reports and, if reprinted in black and white, result in very poor quality reproduction. Black and white graphics, especially for graphs, allows for reproduction that is more efficient.

If a number of photographs are essential to tell the story, it may be worth considering producing a separate publication, brochure or poster. This is especially relevant for travel/study tours. These separate technology transfer publications do not constitute in themselves a Final Report. You are required under the Research, Development & Commercialisation Agreement to provide HAL with two copies of technology transfer publications free of charge.

Cover Page

The following information should be included on the front cover:

- HAL Project Number (with completion date of project in brackets)
- Project Title
- Author(s) Name (if there are more than 2 authors, use the Project Leader's name followed by *et al*)
- Research Provider

Inside Front Cover

The following information should be printed inside the front cover:

- HAL Project Number
- Project Leader's name and contact details and a list of other key personnel
- Statement about the purpose of the report
- Acknowledgment of all funding sources (levy and non-levy) and collaborating institutions, using logos where appropriate.
- Date of the report
- The inside front cover should also contain the disclaimer:

Any recommendations contained in this publication do not necessarily represent current HAL Limited policy. No person should act on the basis of the contents of this publication, whether as



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to matters of fact or opinion or other content, without first obtaining specific, independent professional advice in respect of the matters set out in this publication.

Style

All Final Reports must be submitted in:

- Portrait A4 format
- Set across a single column
- On single-sided pages.
- Elaborate typefaces should be avoided, and HAL suggests that Times New Roman at 10/12 point, with single spacing, is used for the body text with headings set at 14-16 point bold.
- All reports must include a contents page (which should be counted as page 1) with subsequent page numbers centred at the bottom of each page.
- Footnotes, bibliographies and indexes are also encouraged where appropriate.

For copyright reasons, we ask that you do not include photocopies of material belonging to others such as published scientific papers. If such information is of use to readers, provide details of the published work in a bibliography, including a summary description of the key issues in the publication/article cited.

Editing

It is suggested that Project Leaders enlist the help of someone with good editing and proofreading skills to review the text at an early draft stage. This person should have no association with the project to provide independent feedback on the readability, logic and clarity of the document. **Do not only rely on automatic spellcheckers in word processing programs.**

Substantiation

As Final Reports will become publicly available documents, it is important that authors and those involved in the preparation of Final Reports and, all material contained and experiments referred to in Final Reports, should be:

- Aware that a third party may rely on results and descriptions contained in Final Reports; and
- In a position to substantiate all facts, matters, statements and descriptions contained in Final Reports, especially subjective comments and analysis made or referred to in them.

Confidentiality

Final Reports that are confidential in nature should be clearly marked as such on the front cover. This status must be agreed by the relevant Program Manager prior to submission.



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Under the Research, Development & Commercialisation Agreement, the Corporation will require an additional version of the Final Report for public distribution.

NOTES ON SPECIFIC SECTIONS

Media Summary

The target audiences for the Media Summary are growers, support industries and the public. The Media Summary is used to communicate the adoptable outcomes of the project to industry. It describes the project “in a nutshell”. HAL uses the Media Summary to report to industry through a variety of channels, on Internet sites, for media purposes and in research reports and other publications. The Media Summary is the “front” of the report and should be able to stand-alone. It important to highlight actual and potential public and industry benefits from the R&D in this section.

- The Media Summary should be written in plain English for a general readership. It should be reader-friendly and, above all, brief and to the point.
- Try to keep sentences and paragraphs short and use active and direct words and phrases. The use of dot points is encouraged where appropriate.
- Write the Media Summary expecting that the reader has no knowledge of this R&D and is seeking enlightenment. It is useful to ask an independent person to read the Media Summary and provide honest feedback.
- Keeping in mind that the Media Summary will be used as a stand alone document for technology transfer purposes, provide details of other key technology transfer publications or refer the reader to related published articles. Media Summaries are likely to be used on the Internet.
- It should provide:
 - The key components of the project
 - What is the industry significance of the project
 - Key outcomes
 - Clear conclusions
 - Recommendations for future R&D
 - Recommendations for practical application to industry.
- The Media Summary should be **no more than 350 words** or half a single A4 page in length.



Technical Summary

The target audiences for the Technical Summary are other scientists, your peers, or industry participants wishing to either avoid replicating the research or to quickly understand the scope of the R&D. The Technical Summary should be written as an abstract including relevant scientific names to avoid confusion between species, etc.

The Technical Summary should:

- Indicate the nature of the problem
- Briefly describe the science undertaken
- Highlight major research findings and industry outcomes
- Provide recommendations to industry, research peers and HAL
- Indicate contribution to new technology and any future work suggested.

The Technical Summary should be **no more than 750 words** or a single A4 page in length.

Introduction

The introduction should provide historical background to the project, why it was undertaken, its significance for industry and the aims of the project. The introduction should also contain a summary of the review of literature and other related research, implications for industry of the R&D and indicate the likely impact of the results. As a guide, the introduction should normally be two pages or less.

Materials & Methods

Materials & Methods should include a description and justification of the project's method over other options. *The Australian Journal of Experimental Agriculture* offers some good guidelines on writing style for this section.

Results

The Results should include key information only and if large amounts of data need to be included to demonstrate a point, graphs or tables should be used. If non-tabulated raw data is to be included it should be appended. The Results should include statistical analysis of results.

Discussion

Discussion of the results should include an analysis of research outcomes compared with the initial project outcomes and objectives. This is particularly important from an accountability point of view and any benefit/cost implications should be included in the Discussion. Please keep the discussion as concise as possible to enhance readability.

Technology Transfer

This section of the report should indicate the activities undertaken to ensure adoption of the R&D, throughout the life of the project and what is planned for the future. A brief description of events/meetings attended and related papers or articles should be included as an appendix. Please also include any rural media or other publicity associated with the project and posters, brochures, radio etc. This section allows the reader to compare technology transfer effort and adoption rates.



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This should be set out as a bibliography, not photocopies of articles, conference papers, scientific papers, etc as their inclusion may infringe copyright.

Recommendations

Recommendations should relate to the key outcomes of the project. Recommendations should also be made on the need for further research and industry/commercial activities that may be undertaken to enhance adoption of the outcomes of this project.

SCIENTIFIC AND MARKET RESEARCH PROJECTS

All Final Reports other than for those written for conferences, travel/study tours and technology transfer activities should contain the following:

- Media Summary
- Technical summary
- Introduction, including review of literature
- Materials & methods
- Results
- Discussion
- Technology transfer
- Recommendations - scientific and industry
- Acknowledgments
- Bibliography of literature cited

CONFERENCES

Final Reports for conferences include those projects for which funds have been provided to conduct the R&D aspects of an event including funding to bring speakers to Australia. They do not include travel to overseas conferences by Australians – which is included in Travel/Study Tour Reports below. Conference Reports should contain the following:

- Media Summary
- Evaluation of effectiveness - survey results
- Conference program
- Delegate list - including name and state
- Key outcomes of the conference
- Recommendations
- Acknowledgments
- Proceedings, copies of papers presented should be appended

All conference projects supported by HAL are required to include an **evaluation of the effectiveness of the event** in achieving its stated aims. This may be done through written surveys included in the conference folder, verbal interview during or after the event or telephone or written surveys some time following the event. The results of this evaluation



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should form the foundation of the Final Report. An example pro-forma conference survey may be obtained from HAL.

When writing the Media Summary be aware that readers may be wishing to use your report to avoid pitfalls when organising their own event.

Subjective evaluation of the event is also welcomed. Comparisons between previous events may be useful as will be comment on issues such as the time of the year, transport to the venue, cost per delegate etc.

Inclusion of the Conference Program and Delegate List allows the reader to ascertain the size and complexity of the event. Budget summary, including gross value, cost per head, etc are also to be included.

Key outcomes of the conference should be listed in the Final Report. Recommendations related to lessons learnt and implications for the industry are required. Future recommendations as to frequency of conferences, cross industry events, venue type, organising committee/company performance etc should be included.

Do not include the conference proceedings as the Final Report. Conference proceedings should be appended if produced in time or supplied to HAL under separate cover. Under the HAL (or HRDC) Research, Development & Commercialisation Agreement, two copies of the conference proceedings must be supplied to the Corporation.

You must also provide **a full set of accounts for the Conference** to HAL as part of the final report.

TRAVEL/STUDY TOURS

Final Reports for travel should contain the following:

- Media Summary
- Expected outcomes and how they were achieved
- Results of discussions
- Implications for Australian horticulture
- How the information gathered will be disseminated
- Itinerary
- Recommendations
- Acknowledgments
- Contact List

The Media Summary of travel/study tour reports should emphasise the expected outcomes of the travel and how they will be achieved. The industry and HAL expect to be provided with detailed evidence of the technology, knowledge or networks gained.

Results of discussions may not be fully realised within a month of return, however expectations should be indicated. The implications for Australian horticulture of what was



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discovered should be explored fully. It may be helpful to discuss this with peers and industry representatives before writing the Final Report.

The key outcome of travel/study tour projects is relevant information aimed at industry or the R&D provider community. The Final Report should indicate the avenues by which this information has been or will be delivered to industry.

Where possible, information should be presented in a tabulated form to enable comparisons to be made between practices or situations in Australia and the countries visited. This may be prepared in part before the trip, to ensure relevant information is collected.

The **itinerary and detailed contact list** should be included to allow others to follow up on issues addressed.

Recommendations as to the value of the trip and suggestions for future travel to the region or institution should be included. As travel/study tours are 'discovery' events, implications for the rest of the project, if the travel is part of a bigger project, should be included.

TECHNOLOGY TRANSFER

Final Reports for technology transfer reports should contain the following:

- Media Summary
- Introduction
- Technology transfer strategy and methodology/activities
- Evaluation and measurement of outcomes - impact and adoption
- Discussion
- Recommendations
- Acknowledgments
- Bibliography

Final Reports for projects primarily about the uptake of technology should include some form of monitoring and evaluation. The reason the Corporation continually seeks evaluation of projects is in part due to accountability, but more importantly, to ensure that the horticultural industry learns from the process. By monitoring we mean quantifying change, i.e. what physical or cultural changes in the industry have occurred either partly or entirely as a result of this project. Evaluation on the other hand is the next step – providing some analysis of the results of the monitored changes. What does the change mean to the industry and its participants?

When deciding on what the aims are, the target audience and method of monitoring to be used, ensure that all individuals who have a stake in the outcomes are given an opportunity to contribute. Planning is the key.

In their Final Reports, Industry Development Officers (IDOs) should endeavour to demonstrate and quantify changes resulting from the project. These changes may be in the form of performance against specific objectives and key result areas that have been



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established at the beginning of the project. Changes in grower/industry attitudes may also be able to be demonstrated, provided a benchmark has previously been established. However, it is acknowledged that IDOs are not the only agent of change in a given industry at a given time, and that it is possible for the change to be negative. The monitoring of these changes would ideally start early in the project to provide before and after comparisons.

It is important to note that the **emphasis of the report should be on the evaluation of change, rather than simply a description of the specific tasks undertaken**. In other words, whilst it is important to include in the Final Report all events organised, groups supported, publications written etc, this does not equate to technology adoption. A statement from the management team assessing the effectiveness of the role and recommendations for future IDO positions should be included.

It is very important for IDO Reports to demonstrate that the objectives and outcomes specified in the project proposal have been achieved. If they haven't, it is equally important for the Report to indicate the circumstances that prevented this happening.

PUBLICATION REPORTS

Evaluation of the effectiveness of the R&D component of industry publications is a requirement of Final Reports for these projects. Depending on the funding commitment to the project, HAL will require varying levels of demonstration that the investment has been worthwhile. Low-cost or short-term projects may evaluate effectiveness through, for example, subjective feedback from readers or by monitoring changes in subscription numbers.

Reports covering publications, such as books, newsletters and CD-ROMs, that have required a significant investment by industry and Government, however, should provide quantitative as well as qualitative demonstration that the publication has been effective.

Surveys can be inserted in the publication for fax back, specific telephone surveys conducted or feedback sought through groups set up for technology transfer/benchmarking/R&D planning etc. HAL can provide further advice in this area.

The Final Report for projects generating publications should include distribution numbers, distribution methods, article collection techniques and a budget summary. A list of R&D articles in each edition and comparison to the publication plan should be indicated as well as an explanation of how readers can access past articles.

Recommendations should include suggestions for improving the R&D component of the publication for future editions.



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What to Do With a Completed Report

What to Send HAL

HAL requires:

- Email the final report with project number and “final report” in the subject – milestones@horticulture.com.au.
- If project is too large to email, please send 1 copy on CD-Rom

NOTE: The final Report must be submitted as a complete document in a single file

Final Reports should be sent to:

Att: Jo Housenloge
Milestone Reports
Horticulture Australia Limited
Level 7, 179 Elizabeth Street
Sydney NSW 2000

Due Dates

Final Reports are due on the date agreed in the Research, Development and Commercialisation Agreement.

Project Leaders with overdue Final Reports will not have new proposals for R&D funding considered until the Final Report is received and accepted by HAL.

The Role of HAL in Processing Final Reports

- On receipt of the report, written acknowledgment will be sent to the person/agency submitting the report.
- A Program Manager will review the Final Report on receipt to ensure that it is of sufficient quality to be accepted. Once the Final Report is accepted, the final project payment will be made.
- In the event that the Final Report is not acceptable to HAL, the Project Leader will be asked to resubmit the Report. Funds will be withheld until the Report is accepted.
- HAL will then decide if the Final Report is to be published. Situations in which HAL may delay publication or decide not to publish, include confidential reports, situations where reports have previously been published and terminating projects which supply information of little value.

HAL will print the Final Report, supply copies to relevant joint funders, Industry Development Officers in that industry and make available copies for purchase. Final Reports are advertised for sale on the HAL website (<http://www.horticulture.com.au/>), through HAL publications and in industry magazines.



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Final Report Requirements for Industry Development Projects

Front Cover

Include:

- HAL Project Number
- HAL Project Title
- Project completion date
- Author(s) If there are more than 2 authors, use the Project Leader's name followed by *et al*)
- Research Provider

Inside front cover

Include:

- HAL Project Number
- Project Leader's name and contact details and a list of other key personnel
- Statement about the purpose of the project
- Acknowledgment of all funding sources (levy and non-levy) and collaborating institutions, using logos where appropriate
- Date of the report
- The inside front cover should also contain the disclaimer:

"Any recommendations contained in this publication do not necessarily represent current HAL policy. No person should act on the basis of the contents of this publication, whether as to matters of fact or opinion or other content, without first obtaining specific, independent professional advice in respect of the matters set out in this publication."

Table of Contents

Indicate page numbers for all sections and appendices

Summary

Directed to the industry and the public, the Summary should briefly state the purpose of the project, highlight the key activities and key outcomes and present the main recommendations that may benefit Australian horticulture.

As the Summary is used widely in a large variety of forums and for a diverse audience, it should use simple language and not contain jargon. The use of dot points is encouraged where appropriate and a maximum of 400 words is recommended.

The Summary should cover actual and potential public and industry benefits that have been generated. It should be able to stand alone and provide the reader with a clear understanding of the original purpose, main activities, adoptable outcomes, key recommendations and benefits as a result of the project.



Introduction

The Introduction should provide historical background to the project, why it was undertaken, its significance for industry and the aims of the project. It should also contain a summary of any literature review that was undertaken and any other related research implications for the project. A maximum of 1000 words is recommended.

Method and activities

This section of the report should describe the method used and report on project activities.

This should include detail on:

- The strategies used
- How the project was managed, and
- A list the activities carried out. Activities may include:
 - Input into industry training events
 - Input into conferences, field days and/or seminars
 - Input into significant industry planning events
 - Relevant grower and/or business visits
 - Publications
 - Media coverage
 - Attendance at industry events
 - Professional development
 - Other

The use of pictures, graphs and/or tables is encouraged.

Evaluation

Evidence should be provided on the performance of the project. This could include measurement on whether the original aims of the project have been achieved and/or how well the industry development needs have been met.

Evaluation may include:

- A management committee and/or Chief Executive Officer (CEO) review of the project performance, outcomes, what worked well, what didn't and to what level the original (and any introduced) aims were met.
- Two 2 case studies (up to 400 words) describing grower and/or industry benefit from activity provided by the project.
- Survey results of the project and outcomes of industry members, participants, readers, etc
- Selected interviews of industry members, participants, readers, etc, in relation to the project or event aims and outcomes
- Comparing the results of an Industry Development Needs Assessment carried out at the start of the project with one carried out at the end of the project. This may provide evidence of project performance in terms satisfying industry needs.
- An independent analysis.
- A cost benefit analysis.
- Other



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The evaluation should provide a base for learning and determining the implications for industry based on the project performance and current industry issues. The use of graphs, tables and/or pictures is encouraged

Implications

Based on the method, activities and evaluation, what are the key learning's and/or implications for Australian horticulture? How might industry benefit from these insights? How can the planning of future initiatives or events use the feedback and evaluation received on this project?

Please identify industry challenges and opportunities, strengths and weaknesses.

Recommendations

As a result of the project outcomes and implications detailed above, what are the recommendations for Australian horticulture and/or future projects and/or initiatives?

Acknowledgements

Note anyone who has been involved in, collaborated with or provided input into this project.

Bibliography

Provide details of any documents or reports referenced in this final report.

Appendices

Please append any relevant supporting information (such as survey results, media articles, strategic plans, etc)

NOTE: A record of expenses that shows all actual income and expenditure is required to be kept and made available upon request by HAL.