

ACP-EU Technical Centre for agricultural and rural cooperation (CTA)



STRATEGIC PLAN

2007-2010

NOVEMBER 2006



partageons les connaissances au profit des communautés rurales
sharing knowledge, improving rural livelihoods

CONTENTS



DIRECTOR'S FOREWORD	iii
EXECUTIVE SUMMARY	v
1 CTA'S EXTERNAL ENVIRONMENT	1
1.1 Food security, agriculture and rural development in ACP countries	1
1.2 Information and Communication Management (ICM) in ACP countries	1
1.3 Global and regional development policies and initiatives	2
1.4 The global ICT "revolution"	3
2 EVALUATION FEEDBACK AND LESSONS LEARNED	4
2.1 Summary of key conclusions and recommendations	4
2.2 Summary of the main challenges faced by CTA	5
3 WHAT CTA PLANS TO DO FOR ITS BENEFICIARIES	6
3.1 Strategic orientation	6
3.2 Overall scope of CTA's interventions	7
3.3 Operational objectives	8
3.4 CTA's thematic priorities	8
3.5 New emphases in CTA's ICM services	11
3.6 Linkages between CTA's ICM services	13
3.7 CTA's vision	14
4 IMPLEMENTATION AND ORGANISATIONAL ASPECTS	15
4.1 Guiding principles and mechanisms for improving CTA's governance	15
4.2 Priority actions for improving CTA's performance	16
4.3 Action plan/implementation schedule	18
4.4 Risks	19

ANNEXES	20
ANNEX 1. CTA'S PLACE IN THE COTONOU AGREEMENT	20
A1.1 CTA's development goals and mission	20
A1.2 CTA's stakeholders	21
A1.3 CTA's distinctive characteristics and comparative advantage	22
A1.4 CTA's financing and supervisory arrangements	22
ANNEX 2. AGRICULTURAL AND RURAL DEVELOPMENT CHALLENGES FACED BY ACP COUNTRIES	23
ANNEX 3. BACKGROUND INFORMATION ON CTA'S THEMATIC COVERAGE	24
A3.1 Agricultural production systems and productivity	24
A3.2 Environmental protection and natural resource management	24
A3.3 Agricultural trade and market access	24
A3.4 Cross-cutting themes	25
ANNEX 4. DETAILED ACTION POINTS TO IMPROVE CTA'S PERFORMANCE	27
ANNEX 5. ACP ORGANISATIONS WITH WHICH CTA IS CURRENTLY WORKING	30
ANNEX 6. CTA'S CURRENT SUPERVISORY AND ORGANISATIONAL STRUCTURES	33
ANNEX 7. CTA BUDGET SIMULATIONS 2008–13 (10TH EDF)	34
ANNEX 8. CTA MAKES A DIFFERENCE: SOME EXAMPLES OF FEEDBACK FROM CTA PARTNERS & BENEFICIARIES	36
A8.1 The difference – some hard facts	36
A8.2 The difference – according to the ITAD report	38
A8.3 The difference – an appreciation of CTA's services by beneficiaries	39
ANNEX 9. CTA'S STRATEGIC PLANNING PROCESS	41
ANNEX 10. ACRONYMS	42
ANNEX 11. GLOSSARY	43
LIST OF TABLES	
Table 1 Policy frameworks	2
Table 2 Shifts in CTA's strategic direction	6
Table 3 Snapshot of CTA's thematic areas, groups of services and outreach/outputs	7
Table 4 New thematic emphases	9

DIRECTOR'S FOREWORD



« We will have time to reach the Millennium Development Goals (MDGs)
– worldwide and in most, or even all, individual countries –
but only if we break with business as usual. ... So we must start now.
And we must more than double global development assistance
over the next few years »

(Former UN Secretary-General Kofi A. Annan).

The MDGs and the World Summit on the Information Society (WSIS) have underlined the **important role of information for achieving rural development and improving livelihoods**. Major preconditions are the political will of African, Caribbean and Pacific (ACP) governments, and investment in the information infrastructure.

This strategic plan outlines CTA's contribution to achieving the MDGs under our given mandate as defined in the Cotonou Agreement 2000. It is intended to shape CTA's future and inspire optimism.

Therefore, CTA will continue to lobby for appropriate information and communication technology (ICT) policies in ACP countries. We need to create more awareness at the level of our authorities¹ in order for them to acknowledge CTA's experience, expertise and potential role in facilitating ACP countries' access to information. It is vital for CTA's work that infrastructure development and creation of employment are core elements of the European Commission (EC)'s Strategy for Africa², which announced a significant increase in the European Union (EU)'s official development assistance, aiming to reach 0.57% of GDP in 2010.

¹ The ACP-EU Committee of Ambassadors, the European Commission (EC), the European Union (EU) Member States, in close collaboration with the ACP Secretariat, together with the Centre for the Development of Enterprise.

² Adopted in 2005 (Commissioner for Development Louis Michel).

CTA offers a wide range of great products and services. Our vision is to make CTA even greater, and its products and services even better known. **Through this strategic plan, we aim to improve CTA's efficiency and increase its outreach by addressing the major bottleneck of difficult or insufficient ACCESS TO INFORMATION in ACP countries.**

CTA will not try to be everything to everyone. This is why we need to continue honing our profile and further defining our niche where we have a comparative advantage. A major challenge is to transform the Centre's culture to become more business-oriented. CTA works within a constantly changing environment: ACP countries evolve and ICTs develop at a revolutionary speed. Thus, there is a continual need for CTA's staff to adapt to these changing requirements.

To make this happen one decisive prerequisite is to **considerably increase CTA's operational budget.** I am optimistic that our Supervisory Authorities share this vision and hopefully will agree to this important change. Only by doing so will CTA be able to better respond to the **huge and steadily increasing demand from ACP countries** for information products and services.

This strategic plan is based on feedback from our target groups, our main strategic partners and Supervisory Authorities through **evaluations and needs-assessment studies.** The Plan also benefited from the full participation of CTA's staff. I would like to express my thanks to those who have provided invaluable guidance in finalising this strategic plan.

We hope that by using information and communication technologies as the leading resource and an innovative force in the Centre's drive to increase its outreach, we will be sufficiently prepared to head in a new strategic direction – one that will help carve out a clear position for CTA in a field where, increasingly, collaboration and competition go hand-in-hand



Dr Hansjörg Neun

Director, CTA





EXECUTIVE SUMMARY

« The Technical Centre for Agricultural and Rural Cooperation (CTA) was established in 1983 under the Lomé Convention between the ACP (African Caribbean and Pacific) group of states and the European Union member states. Since 2000 it has operated within the framework of the ACP-EC Cotonou Agreement. CTA's tasks are to develop and provide services that improve access to information for agricultural and rural development and to strengthen the capacity of ACP countries to produce, acquire, exchange and utilise information in this area. CTA is funded by the European Union. »

Various evaluations and needs-assessment studies, conducted since 2002³, have confirmed that **CTA's products and services are effective and relevant** to the agricultural and rural development objectives of ACP countries³. These reports recommend improvements to CTA's **efficiency** and the **sustainability** of its activities.

Financial and institutional audits, carried out at the request of the EC, also identified the need to improve the Centre's efficiency through streamlining its procedures for project cycles and contract management, improving internal IT and information management, project monitoring and evaluation, and human resources development.

In addition to the strengths and weaknesses identified through these reports, CTA has based its 2007–2010 Strategic Plan on requirements which reflect its changing external environment.

The MDGs are helping to raise global awareness on the need to address agricultural and rural development issues in the less developed countries, the majority of which are ACP countries. This is coupled with the intention to allocate more resources by the international community towards the improvement of ACP rural areas. The WSIS conference is helping to generate political support for investment in IT infrastructure, information dissemination and knowledge-sharing. These **opportunities** are reinforced by the realisation that new ICTs offer enormous potential for ACP countries,

³ An evaluation of CTA's Strategic Plan and Framework for Action (SP/FFA 2001–2005) by the consultancy ITAD Ltd (www.itad.com), and three external audits, provided important guidance.

and that there is high and increasing demand in ACP countries, especially in rural areas, for information and communication management (ICM)⁴ support.

On the other hand, CTA also has to cope with the following **threats**:

- the tendency to consider the abundance and availability of information on the Internet to imply that there is enough information for everyone, and hence for policy-makers to conclude that there is no need to invest in information processing and sharing
- cultural, economic and political barriers to the uptake of ICTs
- limited budget and staff capacity, which are major concerns for the Centre.

Guiding governance principles

As an international organisation, CTA is guided by the principles of public sector governance: accountability, transparency/openness, integrity, efficiency, effectiveness and inclusiveness. In addition, CTA strives to ensure that its programmes fulfil the development criteria of relevance, impact and sustainability⁵.

New strategic direction

In direct response to the recommendations of the above-mentioned evaluations and audits of CTA, the Centre's strategic direction will target specific strategies relating to **efficiency and sustainability**.

CTA's **strategies for increasing efficiency and improving sustainability** include:

- systematically surveying the appropriate 'markets' for information products and services in ACP and EU countries – this will enable CTA to maintain its comparative advantage, and avoid duplicating the efforts of other development agencies

- completing the ICM country needs assessment studies leading to developing and implementing comprehensive, well integrated programmes – this approach may result in CTA placing the ACP countries in groups based on ICM needs (taking into account the information and information services available in the country, ICT-readiness, national agricultural and rural development priorities, as well as ICM/ICT assistance received from other development agencies)
- moving gradually away from somewhat ad hoc and country-targeted assistance towards providing assistance to 'the most needy'
- **expanding outreach** by adopting a more business-oriented approach for dissemination of CTA's products and services. This means reaching more target beneficiaries and further strengthening CTA's partner networks, already recognised as one of the Centre's key assets, and applying economies of scale to its ICM services, for example by:
 - having larger numbers of participants in seminars, workshops and study tours
 - increasing the print runs of publications (mainly print media)
- addressing the bottleneck of difficult or insufficient **access to information**⁶ and making information more easily understandable by:
 - placing emphasis on reducing complexity and producing succinct messages

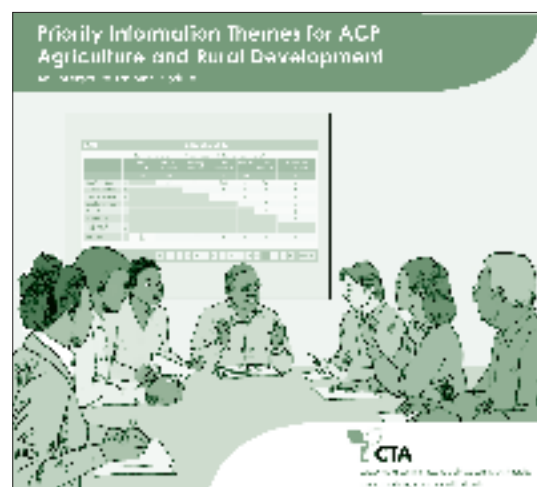


⁴ Multidisciplinary concept or practice spanning four main disciplines – information technology, information management, communication, and management – to improve the use of information in the organisation and the society at large.

⁵ The Development Co-operation Directorate of the Organisation for Economic Cooperation and Development (OECD) states its criteria for evaluating development assistance as: relevance, effectiveness, efficiency, impact and sustainability.

⁶ This priority is entirely consistent with the role accorded to CTA by successive Lomé Conventions, from Lomé II to Lomé IV bis, which defined CTA's mission as being 'to improve access to information, research, training and innovations in agriculture and rural development for ACP states.'

- continuing to publicise CTA's new 'Practical Guide' series of leaflets providing simple, easily replicable information produced in a pragmatic and concise way, enabling easy adaptation into local farmers' languages
- using ICTs as CTA's leading resource/innovative force including the development of innovative products using conventional media and ICTs, suitable for mass distribution:
 - about 500 million people, who make up CTA's potential beneficiaries, live in ACP rural areas – they can access information through various means, including print media, question-and-answer services⁷ and rural radio, and increasingly through mobile phones, personal computers and the Internet
 - although the use of ICTs is still very weak in most ACP countries (3% Internet access in Africa), there are signs that the regions' ICT-readiness and utilisation of IT will continue to improve steadily
- strengthening collaboration with local networks (in-country) and change agents at national, regional and international levels, through strategic partnership arrangements, aimed at improving the sustainability of ICM programmes and services
- strengthening links to CTA's supervisory authorities, including ACP and EC partners (ambassadors, national authorising officers, relevant EC directorates and EU delegations), involving them more systematically in the implementation of the Centre's activities
- facilitating the creation of formal or informal inter-departmental teams on the basis of development themes or ICM services, to work on critical issues
- increasing the number of ICT specialists in CTA's skills mix and finding innovative ways of increasing CTA's staff complement.



CTA's thematic priorities

In the recent past, certain topics have achieved higher priority, reflecting pressing ACP needs that CTA must address under its mandate, in particular:

- diversification, value adding and differentiation strategies (e.g. as alternatives to sugar production, employment creation particularly involving rural youth in the agricultural sector)
- bioenergy/biofuels
- epidemics/pandemics (e.g. bird flu)
- participatory geographic information systems
- biodiversity
- climate change and agriculture (e.g. options for adaptation and mitigation, alternative energy, carbon neutral CTA activities) and natural disasters.

CTA will continue to cover a number of conventional themes, including food and nutrition security; agricultural trade negotiations (including fisheries policies); drought and desertification; and cross-cutting topics (youth, gender, ICM, HIV/AIDS, science, technology and innovation strategies).

⁷ FAO launched a similar service in November 2005, using exclusively the Internet for receiving and answering questions.

New emphases in CTA's ICM/ICT services

A number of developments are foreseen, including:

- exploring the opportunities for establishing multimedia information centres around the existing Question-and-Answer Service (QAS)
- making the QAS available via the web
- promoting web resources to facilitate access to the Centre's web-based information products and services
- developing collaboration with media services (journalists, journalists' networks, etc.)
- adopting a more targeted approach to collaboration with other information centres attached to universities, governments and NGOs
- promoting greater use of integrated ICTs in ACP countries to reach rural communities
- making CTA's website more interactive
- exploring ways of using new ICM tools (so-called 'Web 2.0' technologies).

Implementation and organisational aspects

To ensure the systematic and timely implementation of a series of priority actions identified in this strategic plan, a clearly defined schedule for implementation has been elaborated.

CTA's vision

By 2010, CTA is confident that its technical and financial support for capacity building will have enabled an increased number of ACP regional, national and local networks and organisations to benefit from its products and services, and to acquire improved skills and organisational capability in a wide range of areas, including:

- planning and decision-making (priority-setting, planning, project management, monitoring and evaluation)
- ICT infrastructure and use
- management information systems
- establishing and managing like-minded networks (e.g. farmers organisations)
- publishing and disseminating information products
- establishing agricultural information services
- formulating agricultural and rural development policies and strategies.

CTA will continue to build on its achievements and, with the anticipated expansion of its outreach, make a more significant contribution to ACP development objectives such as eradicating extreme poverty and hunger, promoting sustainable food security, and preserving the natural resource base. The involvement and cooperation of CTA's stakeholders and Supervisory Authorities as well as a favourable enabling environment in ACP countries are key in this regard.

1. CTA'S EXTERNAL ENVIRONMENT

1. CTA'S EXTERNAL ENVIRONMENT

A major factor determining CTA's work is that ACP countries are characterised by a steady change. This requires permanent adaptation by CTA to reflect these changes in its themes, services and products.

In this section CTA's external environment is described briefly, focusing on:

- the main challenges faced by ACP countries in the sphere of the Centre's remit (relating to agriculture and to information and communication)
- the potential opportunities provided through various global and regional policy frameworks and ICT development at a revolutionary speed.

1.1 Food security, agriculture and rural development in ACP countries

In general, the ACP countries are far from achieving the main challenges stated in the Millennium Development Goals. Many countries still face problems of extreme poverty and hunger. Due to high population growth rates, underperforming economies, high levels of unemployment, insufficient agricultural production and for many other reasons, not least the effects of the HIV/AIDS pandemic, food insecurity is still a major problem in many ACP countries. In addition, ACP countries face the challenge of redefining the role of the State in rural areas, where it is observed to have withdrawn from providing services that are particularly important to the rural poor, and where private-sector services are unavailable, inaccessible or not affordable. This recalls the major justification for CTA's assistance in the past, as well as in the coming years under the present strategic plan. A more detailed description of agricultural and rural development challenges is given in Annex 2..

1.2 ICM in ACP countries

The following lists highlight the main challenges relating to the ICT/ICM situation in ACP countries⁸:

Poor access to agricultural information and knowledge:

- very limited access to information in rural communities, due to the scarcity of ICTs and services in rural areas
- limited awareness of existing local or external sources of information, and of the type of products and services available
- inadequate access to, and/or application of, scientific and research findings
- limited contacts between various key ACP stakeholders, and between stakeholders and experts in other countries and regions
- insufficient use of radio, TV and other non-print media in communicating agricultural information and knowledge
- widening disparities in access to IT
- insufficient use made of existing indigenous knowledge and values.

⁸ The list of problems is based on the following sources: a series of needs-assessment studies carried out by CTA in 28 ACP countries; a review of the conclusions and recommendations of CTA seminars, studies and evaluations (2001-05); and reports of internal CTA working groups set up in 2006 to respond to the evaluation recommendations and facilitate preparation of this strategic plan.

Unavailability of agricultural information:

- limited availability of publications that support activities by stakeholders at various levels in the agricultural and rural development chain, especially in production, processing and marketing
- little first-hand experience of pertinent developments in other countries and regions.

Weak ICM/ICT capacity of most agricultural and rural development organisations:

- weak institutional frameworks, and absence or inadequacy of appropriate national policies on information and ICTs

- cultural, economic and political barriers hampering uptake of ICTs
- limited ICM/ICT skills, as well as limited access to IT services and facilities
- weak information infrastructure (software and hardware).

1.3 Global and regional development policies and initiatives

Table 1 summarises the context in which CTA's strategic plan is situated. The Plan itself focuses on the Centre's mandate and areas of its comparative advantage.

Table 1 Policy Frameworks

i	Cotonou Agreement
ii	Millennium Development Goals ⁹ – CTA contributes to Millennium Development Goals 1, 3, 6, 7 and 8, and the Centre's interventions are consistent with the remaining Goals, albeit indirectly.
iii	World Summit on the Information Society ¹⁰ – resulted in a number of strategies and policies aimed at ensuring that 'people everywhere can create, access, utilise and share information and knowledge, to achieve their full potential and to attain the internationally agreed development goals and objectives, including the Millennium Development Goals.' The declaration at the Tunis meeting underlines the need to improve access to information and knowledge, as well as to ICT infrastructure. The World Summit calls on all governments and other key stakeholders, including international development organisations, to encourage and support ICTs in developing countries.
iv	World Trade Organization (WTO) trade negotiations, in particular the outcomes of the current Doha Round.
v	Regional Economic Partnership Agreements
vi	EU action plan on commodities
vii	New Economic Partnership for African Development (NEPAD) – Comprehensive Africa Agriculture Development Programme
viii	NEPAD's initiative on the development of Africa's IT capacity
ix	EU Strategy for Africa – adopted in October 2005
x	EU-Africa Partnership on Infrastructures (transport, energy, water, ICTs) – launched in 2006 as part of the EU Strategy for Africa
xi	Establishment of the Caribbean Community (CARICOM) Single Market and Economy
xii	Jagdeo Initiative – a practical instrument established in 2002 and endorsed in 2004 to put in motion the Regional Transformation Programme on Agriculture
xiii	Pacific Agreement on Closer Economic Relations and Pacific Islands Countries Trade Agreement – both signed in August 2001

⁹ See full list of Millennium Development Goals in the Glossary (Annex 11).

¹⁰ The World Summit on the Information Society was held in two phases: the first took place in Geneva, 10–12 December 2003; the second in Tunis, 16–18 November 2005.



1.4 The global ICT “revolution”

The end of the 20th and the start of the 21st century have been significantly marked by the very rapid growth in ICTs, epitomised by the Internet, which no-one would deny has revolutionised the way we communicate and share information.

However, many ACP farmers and rural poor can hardly benefit from these revolutionary technologies because of the existing ‘digital divide’. CTA takes this into consideration and continues assisting them through use of conventional ICTs (e.g. radio, television), especially as a means of developing mass media, which facilitates communication in local languages.

Resources available through the Internet include websites, weblogs, email-based information services, and RSS¹¹. Other ICTs currently available include mobile phones, handheld computers or digital personal assistants, smart cards, Wikis, CD-ROM, geographic information systems, global positioning systems, digital TV and radio, low- and high-frequency radio technologies, and imaging and acoustic technologies.

Used in combination, these ICT applications can be powerful tools for rural development. With user-friendly interfaces, these complex technologies can be used at the grassroots level, thus putting technology in the hands of local communities, linking smallholders to local/national and hopefully international markets, where connectivity and market opportunities prevail. For instance, when a website produces an RSS feed, one of the latest developments in the continuous chain of new ICTs, ACP users can quickly scan the feed to locate new content without actually visiting the site, thereby avoiding the attendant problems of slow connection speeds.

Factors that may enhance the extent to which ICTs can contribute to ACP development, provided power sources are available, include the following:



- The manner in which organisations and individuals choose to combine various technologies – new or old – in their quest to improve communication and access to information and knowledge.
- The continuing fall in the cost of hardware. For instance, the Massachusetts Institute of Technology unveiled a personal computer at the World Summit on the Information Society in Tunis, which was estimated to cost around US\$100 if funding could be obtained to enable production on a very large scale.
- The increasing availability of open-source software, which can be accessed and used free of charge (without having to pay a licence fee).
- Last, but not least, the adoption by ACP countries of more liberal trade policies regarding telecommunications and other ICT-based products and services.

¹¹ Short for ‘rich-site summary’ but also known as ‘really simple syndication’, RSS is a lightweight standard format for syndicating web content. RSS feeds are usually very small files, so are generally easy to download.

2. EVALUATION FEEDBACK AND LESSONS LEARNED

Various evaluation reports and needs-assessment studies conducted since 2002 have confirmed that CTA's products and services are effective and relevant to the agricultural and rural development objectives of ACP countries. For example, the recently concluded evaluation by ITAD Ltd states that '...The perceived impact of CTA products and services is high but the evidence for this is anecdotal.' The report also made recommendations for improving CTA's efficiency, effectiveness, impact and the sustainability of its activities. The recommendations considered by the Centre to be priorities are summarised below¹².

2.1 Summary of key conclusions and recommendations

CTA applies the principles of good public sector governance: accountability, transparency/openness, integrity, efficiency and effectiveness in all its financial procedures, internal systems and processes. However, to further improve efficiency and effectiveness, the following recommendations have been made:

- CTA should undertake the necessary research, analysis and consultation to agree with its supervisory authorities a more limited and clearly defined set of priorities.
- CTA should further develop standardised measures to track target group access to, use of and satisfaction with its products and services.
- As partnerships are key for CTA outreach, CTA should formulate a corporate strategy for partnership that provides the basis for a more structured and longer-term approach to partnership development and capacity-building, which, while reducing the number of partners, would increase the volume of support provided to them. As part of this process, CTA should seek to fund a smaller number of projects and increase the average project size.
- CTA should review and revise the process by which it prepares its annual programme of activities, to ensure plans are developed from an analysis of performance during the previous year, and that they provide clear indicators and milestones for monitoring and evaluation of programmes and sub-programmes.
- CTA should review and streamline its procedures for project funding (logical framework analysis, project proposal preparation, contract management, reporting, monitoring and evaluation), and should provide improved information on these procedures to partners.
- CTA should review its current structure and departmental responsibilities in relation to core products and services, to identify where further adjustments are required.
- CTA should review its current management information systems to identify opportunities for strengthening the capture and analysis of performance and financial data for its core products and services.
- CTA was encouraged to increase further the participation of women and youth, and the representation of farmers' organisations, in seminars and study visits; also following these activities to encourage networking among participants via email and the website, in order to ascertain impact.
- CTA was encouraged to maximise its outreach through its main website and its thematic components, and to take a more proactive stance regarding their promotion, to make the nuggets of its information goldmine more easily accessible to clients.
- The Centre should continue producing regular and more harmonised reports on web (usage) statistics to

¹² The recommendations in this section are drawn from the ITAD evaluation of the Strategic Plan and Framework for Action of CTA, the 'Report of Internal Meetings on CTA's Contract Management and other Aspects of the Centre's Project Cycle Management', a Survey of CTA's web portals, reports of needs-assessment studies conducted in the Caribbean and Pacific between 2003 and 2005, an evaluation of CTA seminars and study visits, and financial and institutional audits.



ensure the necessary adjustments or improvements may be made to increase access to information, particularly among ACP stakeholders and beneficiaries. Linking the website/portals to international organisations, regional and national partners was also encouraged.

- The widespread availability of radio (in particular), television (to a lesser extent), and mobile phones was seen as a key element for CTA to facilitate access to information by its main stakeholder groups.
- CTA was encouraged to work with institutions at the national level to facilitate the development of national information policies and strategies, and to invest more heavily in institutional development to increase the capability of organisations in ICM and ICTs, and to invest more in facilitating publications in local languages.

2.2 Summary of the main challenges faced by CTA

In order to respond fully to the concerns highlighted by the various evaluations, audits and needs assessment studies, CTA needs to:

- find solutions to organisational inconsistencies in terms of the same product/service being split across several departments
- develop and implement guidelines and procedures to increase efficiency
- assess how adequately its current staff resources match future needs (as foreseen under this strategic plan), and take the necessary steps to redress any gaps.

CTA should also make the difficult strategic choice between producing more information (increased availability) and facilitating access to information that is already available.

However, the following recommendations from the ITAD report appear to contradict the Centre's future plans:

- reducing the breadth of thematic coverage – there is an obvious need for CTA to extend its information coverage to new topics, such as biofuel and the risks of bird flu
- reducing the number of partners – there is a strong demand for the Centre to increase its outreach, especially towards media groups such as networks of journalists
- continuing to provide information in formats adapted to CTA's target group – as opposed to challenging the status quo by reducing the quantity and complexity of information provided.

With the current level of resources, CTA is able to implement most of its activities and strategies. **However, only a substantial increase in the Centre's resources would allow it to further maximise outreach and increase impact.**



3. WHAT CTA PLANS TO DO FOR ITS BENEFICIARIES

3.1 Strategic orientation

The extent to which CTA plans to change its strategic direction over the next 4 years is demonstrated in Table 2, which also compares the Centre's

strategic orientations under the SP/FFA 2001–2005 with the approaches to be adopted under the 2007–2010 strategic plan.

Table 2 Shifts in CTA's Strategic Direction

2001–05 ¹³	2007–10
Emphasis on: - attaining regional balance (expanding CTA's support in Caribbean and Pacific regions) - extending CTA's support to a broader range of stakeholder categories (civil society organisations, women's organisations, policy-makers) This strategic orientation was underpinned by various (sub)-strategies, including: - dealing with ICT's (as well as youth, gender and social capital) as cross-cutting issues - establishing partnerships with networks, NGOs and farmers' associations as a means of reaching more beneficiaries at grassroots level - establishing thematic web portals - restructuring the Centre	Emphasis on increasing all aspects of CTA's outreach by: - extending the Centre's services to a significantly larger number of direct and indirect beneficiaries, while ensuring regional balance - collaborating with media services and universities specialising in ICTs This strategic orientation will be underpinned by various groups of corporate strategies, including: - using ICTs as CTA's leading resource/innovative force in the Centre's drive to increase outreach, including the development of new and conventional IT-based products suitable for mass distribution - strengthening strategic partnership arrangements - increased use of local networks (in-country) and change agents at national, regional and international levels so as to multiply outreach and impact - applying economies of scale to its ICM services by increasing the numbers of direct beneficiaries, in particular, the most needy - promoting services and products in a market-oriented and business-like fashion - reducing the complexity of information provided - monitoring the market for information services to ensure CTA maintains its comparative advantage or adapts its products and services - ensuring efficiency measures through improvements in various in-house (institutional/organisational) processes and practices

¹³ 2006 was a transitional year, with CTA's annual programme of activities initially planned according to the 2001–2005 SP/FFA. During the year, aspects of the new (2007–2010) strategy were gradually adopted and applied.

3.2 Overall scope of CTA's interventions

The list of broad thematic areas and the main categories of ICM services, presented in Table 3, together describe the boundaries of CTA's operations.

Table 3 Snapshot of CTA's Thematic Areas, Groups of Services and Outreach/Outputs		
Theme*	CTA's services†	Outreach/outputs in 2005–06
1 Agricultural production systems, productivity (including forestry, fisheries and animal husbandry) and processing/ value-adding 2 Environmental protection and natural resource management 3 Agricultural trade and market access 4 Cross-cutting topics: - youth - gender - HIV/AIDS - ICT/ICM concepts and practice - science, technology and innovation strategies	Print publishing ¹⁴	• <i>Spore</i> is published every 2 months in English, French and Portuguese; some 37,000 subscribers • Institutional and co-publications
	Publications distribution services	• More than 75,000 copies of publications distributed per year (selected from over 700 titles); 34,500 subscribers including over 8,000 organisations • Over 360,000 bibliographic references sent to 1,500 beneficiaries in ACP countries annually • CD-ROM databases distributed
	Web services	• CTA website (including e-version of <i>Spore</i>) – www.cta.int • <i>ICT Update</i> (a current awareness bulletin for ACP agriculture) – http://ictupdate.cta.int • <i>Agritrade</i> (CTA's web portal on international agricultural trade issues) – http://agritrade.cta.int • <i>Knowledge for Development</i> (observatory on science and technology for ACP agriculture and rural development) – http://knowledge.cta.int • Anancy (CTA's virtual library) – www.anancy.net • Brussels weblog (shares information on key ACP–EU programmes and events from Brussels relevant to
	Media services	• 52 thematic packs (audio-cassettes and accompanying text); distribution to 200 ACP rural radio stations
	Seminars and networking	• About 800 ACP nationals supported per year, from over 300 organisations
	ICM training	• An average of 500 ACP nationals trained per year, from over 200 organisations
	ICM strategies and policies	• Includes support on cross-cutting themes, often based on studies, technical workshops, training, etc.
	Integrated ICM services	• Over 80 national and regional organisations from the six ACP regions supported annually • About 32 QAS national and regional organisations (serving as nodes)

* Based on classification adopted by CTA in 1996.

† New classification adopted from 2006.

¹⁴ CTA systematically makes its print publications available in electronic format.

3.3 Operational objectives

CTA will continue to pursue two operational objectives¹⁵:

- to improve the availability of, and access to, relevant, adequate, accurate, timely and well adapted information on priority information topics for ACP agricultural and rural development
- to improve the ICM capacity of ACP agricultural and rural development organisations.

Although these objectives were first agreed in the mid-1990s under the Fourth Lomé Convention, their current relevance is underpinned by the World Summit on the Information Society's declaration in 2005 that points to the 'need to improve access to information and knowledge as well as to information and communication infrastructure and technologies'.

CTA's two operational objectives are related through the terms 'availability', 'access' and 'ICM capacity'. Improvements in the ICM capacity of ACP organisations are expected to result in the increased availability of, and/or improved access to, information. In this context, improved access to information (or knowledge) is taken to suggest making already-available information easier to use or understand, in a format suitable for the target ACP countries.

3.4 CTA's thematic priorities

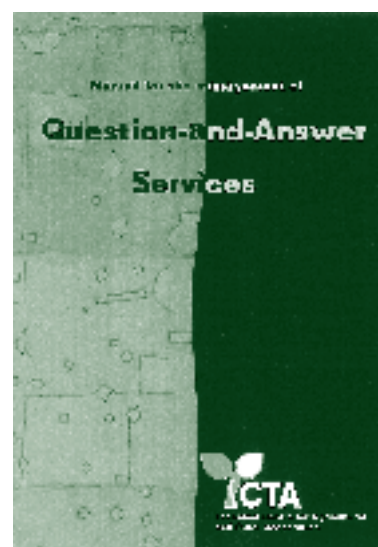
CTA's continuing work on food security will lead the Centre to maintain its coverage of "agricultural production systems, productivity and processing/value-adding" (Theme 1 in Table 3), as well as "environmental protection and natural resource management" (Theme 2). The themes reflect two of CTA's development objectives (see Annex 1): the promotion of sustainable food security, and preservation of the natural resource base.

CTA's work on "agricultural trade and market access" (Theme 3) dates back to the mid-1990s. The discussions in the Doha Round, as well as in the WTO Hong Kong conference on trade between ACP countries and the rest of the world, and on economic partnership agreements,

are complex and challenging. Those who benefit from CTA's contribution mainly in the form of the Agritrade web portal and related activities (workshops, meetings, etc.), confirm that CTA must pursue this activity.

With the exception of ICM¹⁶, CTA's work on the other "cross-cutting topics" – youth, gender, HIV/AIDS, and science, technology and innovation strategies (Theme 4) dates back to the SP/FFA 2001–2005. Regarding science, technology and innovation strategies, which also feature in the co-operation strategies of the Cotonou Agreement, CTA's interventions go back only to 2003. It is widely accepted that ACP states can benefit from greater awareness of the importance of science, technology and innovation for social and economic development, especially as it pertains to development of the agricultural and rural sector. CTA contributes to this goal through policy dialogue and capacity-building initiatives within and across the ACP region, and between the ACP and the EU.

In view of the growing demand from ACP countries for CTA to provide information relating to these broad themes, the list of sub-themes in Annex 3 explains why CTA has enormous difficulty in following the recommendation of the ITAD evaluation to narrow the Centre's thematic coverage. CTA has responded by allocating degrees of priority (high or medium) to the different topics listed in Annex 3 (A3.1– A3.3).



¹⁵ The challenges addressed through these objectives are outlined in section 2.2.

¹⁶ CTA's work on ICM concepts and practice as a cross-cutting topic dates back to the 1997 – 2000 Mid-term Plan.

New thematic emphases

CTA will address the themes presented in Table 4, which have emerged as pressing ACP needs within the Centre's mandate.

Table 4 New Thematic Emphases	
1 Agricultural diversification, value adding and differentiation strategies	
Given the long-term declining price of commodities and the continuous erosion of preferences due to multilateral trade liberalisation and the EU's Common Agricultural Policy (CAP) reform, another critical challenge is for commodity-dependent ACP countries to move away from trading raw commodities to marketing high-value/differentiated/niche products. CTA will continue to provide information and advice aimed at helping (agricultural) commodity-dependent ACP countries. The strategies include finding more effective ways of enabling small- and medium-sized enterprises to improve their access to raw materials, packaging, new technologies and national, regional and international markets. CTA will also deal with information relating to food processing and other post-harvest technologies.	
2 Bioenergy/biofuels	
CTA will provide information and advice aimed at helping ACP countries develop and implement strategies to enable them to produce and efficiently utilise bioenergies/biofuels. The benefits include the possibility of reducing their reliance on fossil fuels, reducing greenhouse gas emissions, and contributing to economic growth and employment.	
3 Epidemics/pandemics	
Certain epidemics/pandemics can have a negative impact on both human health, and crop and livestock production. An epidemic could annihilate the entire human population in a given area over a very short time, or completely destroy agricultural and livestock enterprises. CTA will give priority to the dissemination of information on diseases such as 'bird flu'.	
4 Participatory geographic information systems (PGIS)	
Participatory geographic information systems (PGIS) combine a range of geospatial information management tools and methods. CTA will continue to support the dissemination of good PGIS practice to disadvantaged groups in society. The aim is to enhance their capacity to generate, manage, analyse and communicate spatial information, thus improving the quality of planning through a participatory approach and facilitating dialogue with policy decision-makers.	
5 Biodiversity	
The loss of biodiversity threatens food supplies, opportunities for recreation and tourism, and sources of wood, medicines and energy in many ACP countries. CTA will provide information on issues pertaining to biodiversity that are of special interest to ACP countries.	
6 Climate change and natural disasters	
Agricultural production in ACP countries is influenced by climate change in three major ways: shifts in geographical and temporal production zones; greater climatic variability and hence greater potential vulnerability for extreme events; and pressure to mitigate agriculture-based emission of greenhouse gases. CTA will: assist ACP countries to understand the consequences for agricultural research and development, with a view to promoting policy dialogue and legislation; examine options for the adaptation to and mitigation of adverse effects of climate change on ACP agriculture; and promote carbon-neutral CTA activities.	

Priority themes to be maintained from the SP/FFA 2001–2005

Discussions with CTA's beneficiaries, partners and ACP ambassadors indicate that the Centre will need to continue covering conventional themes on ACP agriculture and rural development, as in the past. These are listed below.

1 Food and nutrition security
CTA will facilitate dialogue and information dissemination on strategies and policies that link food security, nutrition and the fight against HIV/AIDS. The interests of vulnerable groups, in particular women and children, will receive special attention.
2 Fisheries and agro-aquaculture
CTA will promote access to information on production, transformation, marketing and policies.
3 Water management and irrigation
CTA will provide information on technologies for water harvesting and conservation; irrigation systems suitable for smallholder farmers; sharing of water resources from international rivers by riparian states; and rules and regulations.
4 Biotechnology/biosafety
CTA will improve access to information aimed at helping ACP policy-makers adopt the most appropriate strategies and policies towards biotechnology and biosafety.
5 Agricultural trade negotiations
CTA will keep its ACP stakeholders informed of the latest developments in agricultural trade negotiations. A special effort will be made to provide ACP farmers' associations with access to information.
6 Drought and desertification
CTA will support initiatives aimed at policy dialogue and formulation, exchange of experiences, learning and sharing best practices in the fight against desertification and the effects of drought.
7 Market institutions and tools
CTA will focus on strengthening agricultural market institutions and tools, including market information systems, at local, national and regional levels. Emphasis will be placed on linking small farmers to markets.
8 Cross-cutting issues
On selected priority themes, CTA will support the development of suitable strategies and policies to facilitate decision-making at local, national and regional levels, regarding: (i) youth; (ii) gender; (iii) HIV/AIDS, (iv) ICM concepts and practice; (v) science, technology and innovation strategies.



3.5 New emphases in CTA's ICM services¹⁷

CTA will seek to maximise the benefits of its interventions for ACP countries by ensuring systematic application of the corporate strategies listed in Table 2, to all its ICM services (listed in Table 3). This will entail, among other things, intensive and innovative use of new and

conventional ICTs; and using existing or new collaborative or strategic partnership arrangements¹⁸.

Each of the eight groups of ICM services listed in Table 3 is outlined in more detail below, indicating where possible the new areas of emphasis in the interventions planned by CTA over the next 4 years. This list is by no means exhaustive.

1 Print publishing

Due to scarcity of resources, shifting development paradigms and adjustment of priorities, among other factors, a number of ACP agricultural and rural development organisations have reduced support for print publishing, leaving CTA to fill the gap. Guided by its publishing policy, CTA will continue to produce its flagship bi-monthly bulletin *Spore/Esporo*, and will steadily add to its portfolio of books, training manuals and practical guides.

CTA will make use of the opportunities offered by IT to support publishing in different formats. For instance, content in print format in one language may be repacked in a different format and disseminated in local languages much more easily, to maximise impact.

2 Publications distribution services

This service is currently CTA's main outreach arm, with *Spore/Esporo* reaching over 37,000 subscribers, more than 360,000 bibliographic references being sent to about 1,500 scientists and researchers each year, as well as the distribution of non-CTA publications in bulk to over 1,500 organisations annually. CTA also distributes electronic publications, including agricultural information on CD-ROMs.

CTA will continue to improve its credit point system for supplying publications to individuals, networks and organisations. This service will be guided by CTA's publishing policy.

The potential for expanding this service is enormous, provided the Centre is accorded a substantial budget increase. For instance, *Spore*, in view of its impact, could be distributed on a much larger scale if the required additional budget were to be made available.

3 Web services

In order to become more service-oriented and increase its outreach, in terms of attracting and retaining more users of its web resources, CTA will: (i) establish and implement clear procedures for updating its websites; (ii) intensify promotion of the numerous web resources to the wider public; and (iii) develop an identifiable corporate brand on the Internet. Once these changes have been accomplished or put in motion, CTA will consider launching new/additional web services.

¹⁷ The classification of ICM services in Table 3 reflects the interests of CTA's beneficiaries, rather than the collaborative or other physical arrangements under which the Centre implements its programmes. The classification system is simplified by not including the term 'partnerships' in the names of the services.

¹⁸ The complete list of strategies is given in Table 2 and in section 4.2, which includes specific measures for improving performance.

4 Media services

Mass media services (written press, radio and TV) will provide a new impetus for CTA's outreach; the Centre has, so far, made very limited use of TV and the written press as a means of disseminating its products and services. CTA will significantly increase its use of TV and the press, especially in ACP countries, as a means of increasing access to information on agriculture and rural development.

CTA will continue to support the production of suitable material for rural radio broadcasting. In order to enhance sustainability, CTA will assist ACP radio stations to increase the proportion of local agricultural content in their broadcasts.

CTA will also facilitate training of agricultural journalists (see ICM training below), and will intensify collaboration with networks of journalists.

5 Seminars and networking

CTA has adopted both informal and formal approaches to networking in its efforts to address issues of pressing concern to agriculture and rural development, and to facilitate the exchange of information among its stakeholders. The Centre will continue to promote and facilitate informal networking, largely through the organisation and support of a variety of face-to-face meetings such as seminars and workshops, as well as study visits and, increasingly, whenever appropriate, make use of electronic fora.

CTA will continue to support the formation and strengthening of formal networks in areas such as agricultural policy analysis, agricultural trade and the cross-cutting topics detailed in Table 3. CTA will also strive to build on the goodwill and momentum generated at its seminars, by facilitating the establishment of electronic fora for continued communication and by strengthening journalists' networks (see Media services above).

6 ICM training

CTA will continue to run or facilitate the organisation of training courses aimed at improving participants' skills in ICT applications, information management, communication techniques, and project planning and evaluation. In order to focus on strengthening ACP organisations, CTA will increasingly support training courses relating to institutional and organisational issues (needs assessment, priority-setting, strategic planning, evaluation, innovation-adoption techniques, etc).

CTA will extend the outreach of its training via ICT-based facilities such as virtual libraries and e-distance learning.

7 ICM strategies and policies

CTA will continue to assist ACP partner organisations and networks to develop and/or improve their ICM strategies and policies. The tools employed will include needs-assessment studies, evaluations, observatories, workshops, training, priority setting and strategic planning.

CTA will use the results from these exercises to improve its own operations.

CTA will continue to support the development of integrated ICM services in ACP organisations through a package of services including: (i) print publishing and information dissemination; (ii) website development; (iii) TV and radio broadcasting; (iv) training; (v) workshops, study visits and networking; (vi) the establishment of (village) libraries; (vii) the establishment of advisory services (e.g. QAS); and (viii) the formulation of ICM policies and strategies.

In order to facilitate the full integration of ICM services into the capacities of the host ACP organisations or networks, CTA will explore ways and means to set up Multi-media Information Centres (MMICs). Such a move would require:

- equipping the MMICs (IT infrastructure, IT-based information management systems, databases, etc.)
- training staff working at these centres and providing them with post-training assistance
- adopting a more targeted approach to collaboration with other information centres attached to universities, governments and NGOs
- promoting greater use of integrated ICTs in ACP countries to reach rural communities.

The possible assistance for establishing MMICs will depend on the availability of additional budgetary resources.

Concerning the QAS, CTA will: (i) systematically assess how to make QAS more efficient; (ii) collaborate with key partners to create a QAS database and make it available online, and (iii) explore ways in which existing QAS nodes may be transformed into MMICs.

3.6 Linkages between CTA's ICM services

The eight groups of services are strongly interrelated. For instance, CTA's print publications usually end up as web resources after the electronic versions have been placed on the Centre's main or sub-websites. Similarly, training materials (manuals, guides, etc.) may eventually become publications (in print format and on the web).

Being able to manage the linkages between the different ICM services will be a major challenge to the Centre over the next 4 years. CTA will need to pay attention to its operational processes.



3.7 CTA's vision

According to the ITAD report:

'The perceived impact of CTA products and services is high. ... Feedback from the country studies indicates that [CTA's ACP] partners are almost unanimous in their perception that in thematic and content terms, CTA's support is highly relevant to their priorities and to those of their beneficiaries. ... There are visible impacts on [...] partners. ... If some activities are too recent to be able to see their durable effects, others have a quasi-immediate impact.'

Over time, CTA has documented concrete evidence¹⁹ from its partners²⁰ and beneficiaries that are consistent with the findings in the ITAD report. The following examples drawn from written (often unsolicited) messages from ACP individuals, networks and organisations typify the nature of the positive differences that CTA is, and aims to continue, making in ACP countries.

- Information received through CTA (via publications or other ICM products and services) has enabled:
 - local farmers to pull together into larger associations, and to learn to process perishables for national, regional, northern or global markets
 - farmers to cure chickens of internal parasites by feeding them pawpaw seeds, thanks to a *Spore* publication
 - displaced farmers (during internal conflicts) to successfully take up rubber production for the first time, as their new surroundings were not conducive for cultivating their customary crops
 - civil society organisations to launch microfinance development projects specifically targeting women, after participating in a CTA study visit.
- CTA's technical and financial support for capacity-building has enabled a significant number of ACP regional, national and local networks and organisations to acquire improved skills and organisational capability in a wide range of areas, including:
 - planning and decision-making (priority-setting, planning, project management, monitoring and evaluation)

- ICT infrastructure and use
- management information systems
- establishing and managing like-minded networks (e.g. farmers' organisations)
- publishing and disseminating information products
- establishing agricultural information services
- formulating agricultural and rural development policies and strategies.

In addition, CTA has a good track record as an organisation capable of linking ACP agricultural and rural development stakeholders with EU partners, thus bringing their goals, aspirations and concerns to the attention of the European Commission and Member States.

CTA builds on these achievements and, with the anticipated expansion of its outreach, will make a more significant contribution to ACP development objectives such as eradicating extreme poverty and hunger, promoting sustainable food security, and preserving the natural resource base.

¹⁹ See Annex 8 for examples of where CTA has made a difference (Feedback from CTA's partners and beneficiaries).

²⁰ See Annex 5 on the list of organisations with which CTA is currently working.

4. IMPLEMENTATION AND ORGANISATIONAL ASPECTS

« Recent evaluations of CTA have confirmed that we are doing the right things.
The question is: are we always doing things right? »

(From the Director's welcome on the CTA website, 28 February 2006)

Judging from the rapidly growing number of publications devoted to business and development management principles, methods and practice, it is easy to conclude that there is, as yet, no blueprint solution, or one universally acceptable theory, on how to manage an organisation correctly.

A world-renowned business guru²¹ wrote that:

'It was always a myth that there is one best way to manage, but it has been a persuasive myth and a damaging one, to both individuals and organisations. The Greeks at least recognised a variety of gods, even if each had his or her favourite. We need a law of requisite variety in management as a theory of cultural propriety.'

In the case of CTA, the main challenges are to:

- develop a set of clear guiding principles, to ensure the Centre's staff, management and supervisory authorities share common values and beliefs on how the Centre should be managed
- select and define priority actions to allow the timely and smooth translation of the guiding principles into practical, cost-efficient management tools
- establish a realistic action plan/implementation schedule for:
 - putting the mechanisms in place
 - monitoring their performance
 - ensuring the guiding principles and mechanisms remain relevant and useful.

4.1 Guiding principles and mechanisms for improving CTA's governance

CTA is managed according to the principles of public sector governance, as listed below²²:

- (i) Accountability: the process whereby CTA and its staff are responsible for their decisions and actions ... and submit themselves to appropriate external scrutiny.
- (ii) Transparency/openness: meaningful consultation between CTA and its stakeholders inspiring confidence in the decision-making processes and actions of the Centre.
- (iii) Integrity: straightforward dealing and completeness, based on honesty and objectivity, and high standards of probity regarding the use of CTA's funds and resources.
- (iv) Efficiency: best use of resources to further CTA's aims with a commitment to strategies for improvement.
- (v) Effectiveness: delivery of what is expected of CTA (provision of information services) on the basis of clear objectives and evaluation of future impact and (where available) of past experience.
- (vi) Inclusiveness: CTA fosters respect for all individuals and points of view, and strives to incorporate their needs and viewpoints into the design and implementation of programmes.

²¹ Handy, Charles (1995) *Gods of Management: The Changing Work of Organizations*. Oxford University Press, USA.

²² Mulgan, Richard (1997) The processes of public accountability. *Australian Journal of Public Administration* 56(1): 25–36.

4.2 Priority actions for improving CTA's performance

In order to uphold these principles, CTA has identified various mechanisms (comprising a mixture of approaches, tools and actions), listed below²³, in relation to specific aspects of the Centre's operations.

Human resources development

- Develop a policy that ensures staff achieve their highest potential and contribute to the attainment of the Centre's goals and objectives in an efficient and effective manner, while advancing in their chosen careers. Most importantly this also needs to address:
 - review of the staff evaluation system.
 - assessment of the ability of staff to meet the new requirements.
 - improving staff skills in areas such as IT applications and utilities and project-cycle management.
- Facilitate the creation of formal or informal interdepartmental teams on the basis of development themes or ICM services.
- Increase the number of IT/communication specialists in CTA's skills mix.
- Find innovative ways of increasing CTA's staff complement (e.g. via the services of student internships, retired experts, NGOs and through collaboration with Member States' bilateral agencies).
- Introduction of a time management system.

ICT use and capacity

- Enhance and develop the role of the newly established ICT Innovation Team.
- Adopt a demand-driven approach to CTA's internal IT systems development and improvement, based on regular feedback from users.
- Establish a permanent ICT Observatory to facilitate testing and adoption of appropriate and innovative IT applications and utilities.

Financial matters (including contract management)

- Identify and adopt cost-saving practices in all aspects of the Centre's operations (e.g. CTA has already stream-lined and harmonised certain procedures – cf. section 4.3).
- Seek ways of obtaining additional funding to complement the annual budget allocation from the European Development Fund (EDF), for example by implementing suitable ICM projects on behalf of other development programmes or agencies.
- Introduce a more flexible annual allocation of budgets among operational departments, taking into account current needs, priorities and staff resources.
- Establish multi-annual contracts with strategic partners.

²³ A more comprehensive list of action points (included the priorities listed here) is provided in Annex 4.

Annual planning, monitoring and evaluation, and quality control

- Apply the following criteria, consistently, when selecting CTA's projects:
 - potential impact and outreach/replicability
 - stakeholder demand/least-developed countries
 - comparative advantage/subsidiarity
 - image promotion
 - cost-effectiveness
 - past performance (subject to continuous assessment of progress and updating of priorities).
- Encourage development of thematic as well as multi-annual programmes (with bi-annual financial commitments).
- Apply economies of scale to projects and services that can be expanded (e.g. seminars and networking, integrated ICM services and media services) without reducing their effectiveness.
- Ensure quality control of projects via the appropriate internal committees and through improvements of staff skills in logical framework analysis.
- Develop comprehensive programmes based on ICM country needs assessment.
- Systematically monitor the appropriate markets for information products and services in ACP and EU countries. Understanding the available supply and demand better, will enable CTA to define its niche and avoid duplicating the efforts of other development agencies.
- Standardise monitoring, evaluation and impact-assessment practices and ensure dissemination and utilisation of the findings.

Internal structures

- Seek external advice, through a study or other means, on the most appropriate structure for the Centre to facilitate the implementation of the strategic plan.

Partnerships²⁴

- Develop new partnerships with ACP organisations specialising in ICT and media services.

Public relations

- Continue to strengthen relations with national authorising officers (NAOs) and EU delegations in ACP countries, and EU national agencies for development cooperation.
- Use CTA's main website and related web services as public relations tools, ensuring up-to-date, well presented information on the Centre (relating to products, services, feedback from users, etc.).
- Further improve the visibility of CTA's mainstream operations.

²⁴ 'Partnership' generally refers to a form of long-term cooperation in which the parties involved share objectives, interests, strategies, resources, risks and benefits over a predetermined period.

4.3 Action plan/ implementation schedule

Since 2005, CTA has embarked on implementing the various recommendations resulting from the evaluation of the strategic plan 2001–2005 and the financial and operational audits. The implementation schedule below notes actions already undertaken, and gives an overview of plans for the 2007–2010 period.

Phase I Completed actions (2005/06)

These actions focused on streamlining CTA's procedures for project-cycle and contract management, internal IT and information management, project monitoring and evaluation. The main tasks accomplished to date (August 2006)²⁵ include:

- a contract-management working group has reviewed and updated all contract models and CTA has changed the modalities for signing contracts (saving time)
- introduction of one-page project profiles (concise project summaries which will feed into a database)
- establishment of an ICT Innovation Team, including:
 - appointment of team coordinator
 - preparation of detailed work plan as part of the CTA strategic planning exercise
 - recruitment of in-house IT expertise (one replacement, one additional)
 - introduction of internal and external voice-over Internet protocol communications (Skype) as well as W-LAN facilities for participants in CTA events
 - standardisation and automation of document production via a range of CTA templates
- initiation of staff training in various areas
- gradual introduction of multi-annual contracts for proven CTA partners (with annual financial commitments)
- planning meetings and other forms of support provided to partners to help with their short- and medium-term project implementation process
- intensification of contacts between CTA's director and ACP-EU groups in Brussels.

Phase II September 2006–December 2007: consolidation of ongoing initiatives and finalisation of strategies

This phase will see further consolidation of actions listed under Phase I, and the completion of internal tools, including:

- internal (written) procedures :
 - policies, criteria and guidelines
 - rules and regulations
 - IT system security
- criteria for selecting CTA's strategic partners updated and adopted by the Centre
- publishing policy finalised and adopted
- contract models, procurement, elaboration guidelines and administration
- contract management and financial reporting guidelines for partners
- human resources assessment (including staff evaluations, review of CTA structure).

In addition, consultations will be held with key CTA stakeholders and partners to provide input for the formulation of targeted strategies to achieve the priority actions stated in the list above. This includes:

- review of CTA's external (market) environment and continued country needs-assessment studies for strategy development
- review of CTA's internal structures for effective human resources deployment and development.

²⁵ September 2006 was chosen as a cut-off date because the draft of the strategic plan was completed in August 2006..



Phase III January 2008–December 2010: implementation of remaining aspects and evaluation of the plan

This phase includes a study on the location of CTA's offices.

4.4 Risks

CTA is inherently a risk-taking organisation, because it operates in a dynamic environment and, as a service provider, its impact depends largely on the circumstances under which its products and services are used by its beneficiaries. The strategies and approaches described in this plan have been designed within a risk-management perspective, aiming to identify and overcome likely obstacles to successful implementation.

An attempt to list all the major success factors and/or measures for managing risk would amount to a repetition of the strategies and tactics outlined in the plan. There are, however, a number of uncertainties over which CTA can exert little or no influence, some of which are listed below:

- Political and social upheavals in ACP countries that may disrupt, albeit temporarily, programme implementation and the flow of CTA's services.
- Brain drain in ACP countries, often resulting in trained personnel migrating to non-ACP countries.
- CTA's funding for 2007 will be covered by the EC. However, the EC has indicated an amount of only some €14 million. The period 2008–11 will be funded under the 10th EDF, but has not yet been properly defined. Failure to increase the Centre's budget to match

inflation and rising demand for its services could adversely affect the implementation of this plan.

- The intended increase in the efficiency and outreach of CTA also depends on an increase in budget. Over the past years, however, CTA's budget has remained static and has not included provision either for inflation or for substantial population growth in ACP countries. CTA's proposal under the 10th EDF attempts to factor in these aspects, and foresees a slight increase mainly in the operational budget. Annex 7 shows these budget simulations.
- CTA's efficiency, visibility and impact are undermined, to a certain extent, by the physical distance from its Supervisory Authorities in Brussels. The current location of the Centre makes it difficult to attract and retain the additional required professional IT/communication specialists.



ANNEX 1.

CTA'S PLACE IN THE COTONOU AGREEMENT

A1.1 CTA's development goals and mission

The Technical Centre for Agricultural and Rural Cooperation (CTA)²⁶ was established in 1983 under the Lomé Convention between the African, Caribbean and Pacific (ACP) Group of States and the EU Member States. Building on its first, modest, set of activities in 1984, the Centre has been fully operational since 1985. The funding of CTA's operations has been continuously catered for under Lomé II (1980–85), Lomé III (1985–90), Lomé IV (1990–95), Lomé IV bis (1995–2000), and currently under the Cotonou Agreement, which was signed in Cotonou, Benin on 23 June 2000.

Development objectives

CTA contributes to the following objectives set out in the Cotonou Agreement (Annex III, Article 3, paragraph 1 of the Agreement):

- promotion of sustainable food security
- poverty reduction
- preservation of the natural resource base.

CTA also contributes to various cooperation strategies outlined in the Cotonou Agreement, including (see Part 3, Titles I & II):

- supporting the 'development of scientific, technological and research [infrastructure and] services, including the enhancement, transfer and absorption of new technologies' (Article 23j)
- supporting the 'establishment of a coherent and comprehensive policy for realising the potential of youth' (Article 26)
- supporting regional cooperation (Article 30)
- strengthening of 'policies and programmes that improve, ensure and broaden the equal participation of men and women in all spheres of political, economic, social and cultural life' (Article 31)
- preparation and gradual introduction of new trading agreements: Article 37 makes specific mention of the establishment of Economic Partnership Agreements (EPAs) from 2008 as a central element of the 'trade' arm of the Cotonou Agreement.

²⁶ CTA has a sister organisation, the Centre for the Development of Enterprise (CDE), which is funded under the Cotonou Agreement and operates mainly in the private sector.



Mission statements

Article 3 of Annex III of the Cotonou Agreement, stipulates CTA's mission as:

'to strengthen policy and institutional capacity development and information and communication management (ICM) capabilities of ACP agricultural and rural development organisations.'

The Agreement further states (in the same article) that, in order to achieve its mission:

'CTA shall (a) develop and provide information services to ensure better access to research, training and innovation ..., and (b) develop and reinforce ACP capacities'

These tasks are consistent with the successive Lomé Conventions, which defined CTA's mission as being:

'to improve access to information, research, training and innovations in agriculture and rural development for ACP states.'

The Cotonou Agreement thus enables CTA to build on its past experiences and earlier achievements.

A1.2 CTA's stakeholders

CTA is mandated to assist 79 ACP countries in a collaborative framework between these countries and the 25 EU states. About 500 million people, who constitute CTA's potential beneficiaries, live in ACP rural areas. The ACP organisations at local, national and regional levels, whose capacities CTA has been mandated to develop under the Cotonou Agreement, and hence make up one of the Centre's key stakeholder groups, include:

- farmers' organisations, women's groups, youth groups, non-governmental and other civil society organisations
- information service providers, extension and rural radio broadcasting services, TV channels, journalists and other media specialists, and e-communities/networks
- universities and other training institutions, research and development organisations, networks
- government ministries and departments, policy-making bodies
- chambers of commerce, exporters, processors and distributors' associations.

CTA's other important stakeholders include:

- its supervisory authorities in Brussels (ACP and EU Councils of Ministers, ACP-EU Committee of Ambassadors, EC AIDCO and DG Development)
- its Executive Board²⁷
- ACP-EU policy-makers (including ambassadors, MPs, ministers)
- EU delegations and national/regional authorising officers
- EU partner organisations and beneficiaries
- peer and donor organisations
- general public – ACP/EU.

²⁷ It should be noted that the decision has been taken by the CTA's authorities in Brussels to dissolve the Advisory Committee of CTA.

A1.3 CTA's distinctive characteristics and comparative advantage

CTA has some characteristics in common with the UN agencies (FAO, UNESCO, IFAD, etc.) and with the International Agricultural Research Centres operating under the CGIAR (IITA, IFPRI, etc.), which distinguish international agencies from the majority of national, bilateral or regional organisations, including:

- a multicultural and multidisciplinary staff from developing and developed countries
- established networks with a wide range of stakeholders in developing and developed countries
- continuity of significant support over many years to partners and other beneficiaries
- a mixture of proactive, demand-driven and participatory approaches to identifying the needs and priorities of their beneficiaries.

In addition to the general characteristics listed above, CTA has the following attributes, which have been acquired over time and are highly valued by the Centre as they constitute the key elements of its comparative advantage:

- flexibility and responsiveness to the demands and needs of the ACP regions
- good image as an 'honest broker': partners, collaborators and competitors recognise and value CTA's ability to mobilise ACP stakeholders and facilitate dialogue between ACP countries and the EU
- a reputation with partners and other beneficiaries for up-to-date knowledge of agriculture, rural development and ICM issues relevant to stakeholder needs
- a wide range of its own 'unique blend' of products and/or services.

A1.4 CTA's financing and supervisory arrangements

Since 2000, CTA's total budget has been fixed at an annual average amount of €14 million, which allows the Centre to operate with about 40 international staff. With the exception of one officer who is in charge of CTA's antenna in Brussels, all the Centre's staff are based at the Headquarters in Wageningen, the Netherlands.

A set of new regulations, expected to be put in place from September 2006, include the following important amendments to the Centre's current funding and supervisory arrangements, as well as the statute of staff. The main changes include:

- dissolution of the Centre's Advisory Committee to be replaced by an Executive Board
- review of market consultation and tendering procedures
- authorisation to manage funds from third parties (other than EDF) for the implementation of co-financed projects
- replacing fixed-term staff contracts with three types of staff contract: indefinite, fixed for up to 5 years, and fixed for up to 2 years
- authorisation to appoint seconded experts and/or experts paid for by third parties, and the possibility of CTA staff being located abroad.



ANNEX 2

AGRICULTURAL AND RURAL DEVELOPMENT CHALLENGES FACED BY ACP COUNTRIES

The performance of agriculture in the ACP region continues to be mixed. In some countries the contribution to GDP is declining, while in others it is stagnant. However, agriculture continues to be the main source of employment and, in most cases, makes the highest contribution to export earnings. In fact, many ACP countries' economies, especially those of least-developed countries, landlocked or small island states, are still very highly dependent on agricultural commodities.

The most notable agricultural and rural development challenges faced by ACP countries, originating from various sources, outside and inside the agricultural sector, include:

- insufficient agricultural policies (including access to land and land tenure) and strategies associated with poor governance
- lack of public and private investment in agriculture, agri-business and support services, in part responsible for the lack of inputs and limited access to rural finance
- inappropriate and/or inadequate rural infrastructure (roads, water, electricity, ICTs, markets, etc.), and consequently excessive transaction costs and other price disincentives
- high population growth rate compared with the agricultural growth rate
- climate change, which increases risks of drought and flooding
- environmental degradation, made worse by inappropriate farming practices and poor management of rural areas
- exposure to natural disasters: famine, risk of bird flu, locust attacks, cyclones, etc.
- diseases such as AIDS, tuberculosis and malaria, which have adverse effects on the agricultural labour force and contribute to the marginalisation of women and children.

In addition, because of the continuous deterioration in the terms of trade, many ACP countries have been caught in a vicious circle of declining income and investment, stagnating competitiveness, persistent poverty and dependence. ACP countries mostly export a small range of commodities without much value added. This situation creates vulnerability. The failure to diversify their export base and to move up the agri-food value chain remains one of the key challenges to ACP agriculture. Recently, the agricultural trade situation has been exacerbated by high losses in export revenues for a number of ACP countries because of trade preference erosion, mainly due to the process of CAP reform, especially with respect to sugar.

All these underlying factors manifest themselves in overall low agricultural productivity, food insecurity and chronic poverty, especially in rural ACP areas.

Coping with these challenges will require ACP states to develop policies, technologies and institutions that will enable the agricultural sector to lift levels of production and productivity significantly above those that currently exist. The scientific and technological advances that have taken place have, themselves, created gaps between developed and developing countries that are being increasingly complicated by issues of intellectual property rights.

The latter issues highlight the need to approach the agricultural problem on a variety of fronts. The problem is not merely technical, but also organisational and therefore socio-economic. One input should be an effort to make various aspects of agriculture, including production, marketing and policies, increasingly knowledge-intensive. This is a sphere in which ICM can play a useful role and, given CTA's strength in this field, there is the potential for the Centre to continue to fill a special niche.

ANNEX 3



BACKGROUND INFORMATION ON CTA'S THEMATIC COVERAGE

This section is based on recommendations from internal working group discussions. High priority suggests that CTA will be proactive in dealing with this topic; medium

priority that CTA will react mainly to demand from ACP countries. Priorities will be updated on an annual basis.

A3.1 Agricultural production systems, productivity and processing / value-adding

Topic	Priority
Food security and nutrition	High
Epidemics/pandemics	High
Fisheries and agro-aquaculture systems	High
Biotechnology and biosafety	High
Water management	High
Agricultural inputs (seeds, irrigation, fertilisers, pesticides, etc.)	Medium
Agricultural investment	Medium
Land tenure	Medium
Intellectual property	Medium

A3.2 Environmental protection and natural resource management

Topic	Priority
Bioenergy/biofuel	High
Participatory geographic information systems	High
Biodiversity	High
Drought and desertification	High
Climate change and agriculture, natural disasters and CO ₂	High
Agro/eco-tourism	Medium
Management of forest resources	Medium

A3.3 Agricultural trade and market access

Topic	Priority
Diversification, value adding and differentiation strategies	High
Agricultural trade negotiations	High
Market institutions and tools	High
Sanitary and phytosanitary/food safety issues	Medium

A3.4 Cross-cutting themes

CTA has accorded a high priority to all the following cross-cutting topics.

Youth

Addressing ACP youth through specifically designed programmes is justified for two reasons:

- agriculture can only safeguard its own survival by attracting youth while these are attracted by other higher income sectors and by seductive possibilities in urban centres;
- it is primarily youth who have easier and quicker grasp of new ICTs and, therefore, have to play a vital role here.

Providing young people with access to ICTs and the necessary skills to use them, and possibly with the ability to make a living with their help, is a big challenge in the quest for rural youth livelihoods. Many initiatives are currently under way, aimed at providing better connectivity to rural areas, but without specifically looking at the needs of the young people. CTA's interest in rural youth as a cross-cutting issue dates back to 2004, when it commissioned a study on ACP rural youth and organised its ICT Observatory on 'Giving Youth a Voice', looking at whether, why and how ICTs can help in shaping rural livelihoods. This meeting led to the formulation of a policy statement, which was then presented to ACP ambassadors in Brussels. It is envisaged that CTA should continue to advocate for clear policies and regulations ensuring affordable access to and use of ICTs, deriving from existing policies on agriculture, technology, commerce, health, environment and education. In addition, CTA will contribute to the facilitation and promotion of

optimal access to information and the use of appropriate technologies

Gender

Due to cultural and other factors in many ACP countries, there are gender inequalities in terms of education, revenues, decision-making power and political representation, women's use of ICT.

Given the important role played by women in agricultural and rural development in ACP countries, gender has already been incorporated in the list of key cross-cutting issues in CTA's strategic plan 2001–2005. ACP rural women face many challenges when it comes to access to and use of information products and services, especially ICTs.

CTA is convinced that it has a major role to play, in collaboration with the EU, in conducting activities that will ensure gender issues are properly addressed in relation to access to and use of ICTs. CTA will also draw lessons from the current evaluation of its GenARDIS programme, and will favour collaboration with organisations having a long track record on gender.

HIV/AIDS

HIV/AIDS is a global catastrophe affecting every sector of society, and agriculture is no exception. It is estimated that as many as 7 million agricultural workers have died of AIDS²⁸ worldwide and 16 million more deaths are expected by 2020, without counting those debilitated by the disease or impoverished by loss of labour. The disease is undoing decades of economic and social development and causing rural disintegration. For example, in sub-Saharan Africa, HIV is depleting the region of its food producers and farmers, and decimating the agricultural labour force for generations to come. In addition, the pandemic is causing substantial loss of valuable information and knowledge largely due to the premature death of productive adults in agricultural populations.

CTA recognises the urgency of providing information services and strengthening the information and communication management capacities of key actors in the fight against HIV/AIDS. In keeping with its strategy on HIV/AIDS, CTA will continue to use every opportunity to raise awareness of the disease and its impacts amongst its ACP and EU partners. It will also address the issues of agricultural knowledge loss and interrupted knowledge transfer, and continue to facilitate the dissemination of information on successful coping strategies and mitigation measures.

ICM concepts and practice

CTA will continue to focus on agricultural ICM as it is a growing source of new knowledge, ideas and guidelines on how to strengthen the role of information, communication and ICTs in agricultural and rural development. CTA will cover the following topics:

- (i) ICT innovation and adoption
- (ii) information management
- (iii) communication methods and tools and
- (iv) planning, monitoring and evaluation techniques. CTA will pay particular attention to aspects relating to ICM strategies, policies, methods and models.

Science, technology and innovation (ST&I) strategies

Regarding ST&I strategies, which also feature in the cooperation strategies in the Cotonou Agreement, CTA's interventions go back only to 2003. It is widely accepted that ACP states can benefit from greater awareness of the importance of ST&I for social and economic development, especially as it relates to the development of the agricultural and rural sector. CTA contributes to this goal through policy dialogue within and across the ACP region, and between the ACP and the EU.

Continued emphasis on ST&I remains relevant for ACP agricultural and rural development, and at CTA is seen as a cross-cutting issue. National agricultural research institutions (NARIs) and other networks like the Consultative Group on International Agricultural Research (CGIAR) are heavily involved in ST&I. However, CTA has a vital role to play in the following niches:

- enhancing the science, technology and innovation policy dialogue within and across the ACP region and between the ACP and the EU
- information dissemination through its dedicated web portal – Knowledge for Development
- knowledge development – capacity building to increase ACP participation in science, technology and innovation processes
- translation and interpretation of scientific language for the rural population.



²⁸ System-wide Initiative on HIV/AIDS and Agriculture (SWIHA) - www.warda.org/swiha.

ANNEX 4.

DETAILED ACTION POINTS TO IMPROVE CTA'S PERFORMANCE

This section is based on the main recommendations from the ITAD Evaluation of the Strategic Plan and Framework for Action of CTA, the 'Report of Internal Meetings on CTA's Contract Management and other Aspects of the Centre's Project Cycle Management', a Survey of CTA's web portals, reports of needs-assessment studies

conducted in the Caribbean and Pacific between 2003 and 2005, an evaluation of CTA seminars and study visits, and financial and institutional audits. Priority actions are summarised in the main text (section 4.2).

Issue	Mechanisms for improvement
Human resources development	• Develop a policy that ensures staff achieve their highest potential and contribute to the attainment of the Centre's goals and objectives in an efficient and effective manner, while advancing in their chosen careers. Most importantly, this also needs to address: - review of the staff evaluation system - assessment of the ability of staff to meet the new requirements - improving staff skills in areas such as IT applications and utilities and project cycle management. • Use different means progressively to improve staff capabilities in using standard IT software applications (e.g. through online tutorials, helpdesk facilities, and making available an up-to-date collection of software manuals). • Increase the number of IT/ICM specialists in CTA's skills mix. • Find innovative ways of increasing CTA's staff complement (e.g. via the services of student internships, retired experts, NGOs and collaboration with Member States and bilateral agencies). • Introduction of time management system.
ICT use and capacity	• Enhance and further develop the role of the newly established ICT/ICM Innovation Team. • Adopt a demand-driven approach to CTA's internal IT systems development and improvement, based on regular feedback from users. • Establish a permanent ICT Observatory to facilitate the testing and adoption of appropriate and innovative IT applications and utilities. • Improve and maintain CTA's LAN: (i) harmonise PC configuration, software and licences; (ii) maintain an up-to-date disaster recovery plan; (iii) establish procedures for internal IT systems; (iv) procure the necessary IT hardware and software; (v) improve coordination of existing IT facilities; and (vi) ensure stability of the network. • Improve and, where possible, integrate the different components of CTA's management information systems (BOB, NAVISION and isolated databases), as well as other IT applications and utilities. • Improve the IT skills of CTA staff.

Issue	Mechanisms for improvement
Financial matters (including contract management)	• Establish multi-annual contracts with partners. • Harmonise/adapt CTA's rules and procedures to meet the requirements of its supervisory authorities, where applicable. • Prepare and distribute to partners guidelines on contract management, to assist them in respecting CTA's contractual terms. • Ensure partners and other contractual parties fully understand the agreed terms and conditions. • Maintain and keep up to date the consultants' database. • Identify and adopt cost-saving practices in all aspects of the Centre's operations. • Introduce a more flexible annual allocation of budgets among operational departments, taking into account current needs, priorities and staff resources. • Seek ways of obtaining additional funding to complement the annual budget allocation from the EDF, for example by implementing suitable ICM projects on behalf of other development programmes or agencies.
Annual planning and quality control	• Apply the same set of criteria when selecting CTA's projects: - potential impact and outreach/replicability - stakeholder demand/least developed countries - comparative advantage - image promotion - cost-effectiveness - past performance (subject to continuous assessment of progress and updating of priorities). • Encourage the development of thematic as well as multi-annual programmes (with annual financial commitments). • Apply economies of scale to projects and services that can be expanded (e.g. seminars and networking, integrated ICM services and media services) without reducing their effectiveness. • Ensure quality control of projects via the appropriate internal committees and through improving staff skills in logical framework analysis.
Internal structures	• Seek external advice, through a study or other means, on the most appropriate structure for the Centre. • Revise and further clarify the respective roles of the four main internal committees: the Senior Management Group, the Programmes Committee, the Information Products Committee and the Finance Committee. • Facilitate the establishment of cross-departmental teams.

Issue	Mechanisms for improvement
Partnerships	• Consider strategic partners as change agents: ACP national and regional organisations, EU and international institutions from the public sector and civil society that can contribute to significant and lasting changes in policy, research and practice of ACP agriculture. • Ensure partnerships are established on the basis of clearly defined criteria that are fully understood by all the concerned parties. • Contribute to the sustainability of ACP partner organisations and networks, and to the enhancement of their technical and institutional capabilities (including project management and medium-term strategic planning). • Ensure partners are aware of CTA's financial regulations, including the critical dates in the Centre's annual project cycle. • Develop new partnerships with ACP organisations specialising in ICTs and media services.
Public relations	• Adapt CTA's communication strategy so as to better inform its target audience (e.g. print, electronic, displays, press relations, etc.). • Continue to strengthen relations with EU delegations/regional and national authorising officers in ACP countries, and EU national agencies for development cooperation. • Use CTA's main website, and related web services as public relations tools, ensuring up-to-date, well presented information on the Centre (relating to products, services, feedback from users, etc.). • Integrate public relations activities into the Centre's mainstream operations.
Monitoring and evaluation	• Monitor the relevant 'markets' for ICM products and services worldwide, as well as evolving ACP national and regional ICM needs. • Ensure the availability of comprehensive, up-to-date information on the outreach of CTA's services (including subscribers to the publications distribution service, list and profile of strategic partners, seminar participants, trainees, etc.). • Standardise monitoring, evaluation and impact-assessment practices, and ensure dissemination and utilisation of the findings. • Organise CTA-wide project-monitoring meetings involving managers, officers and project assistants. • Senior Management Group to ensure regular monitoring of CTA's projects and of the Centre's overall financial and technical performance, in collaboration with the Executive Board.

ANNEX 5

ACP ORGANISATIONS WITH WHICH CTA IS CURRENTLY WORKING

	Country	Name of Organisation	Acronyms	Type of organisation
1	Antigua and Barbuda	Gilbert Agricultural and Rural Development Centre	GARD	NGO
2	Antigua and Barbuda	Ministry of Agriculture		Ministry
3	Barbados	Ministry of Agriculture and Rural Development		Ministry
4	Benin	Fédération des Unions de Producteurs du Bénin (FUPRO)	FUPRO	Farmers' Association
5	Benin	Institut National de la Recherche Agronomique du Bénin	INRAB	Research Organisation
6	Benin	Africa Rice Center	WARDA	Research Organisation
7	Botswana	Botswana College of Agriculture		University
8	Burkina Faso	Fédération nationale des organisations paysannes	FENOP	Farmers' Association
9	Burkina Faso	Inades Formation	INADES-FORMATION	NGO
10	Burkina Faso	Comité Permanent Inter-états de Lutte contre la Sécheresse dans le Sahel	CILSS	Development Organisation
11	Burkina Faso	Réseau d'Appui à la Citoyenneté des Femmes Rurales de l'Afrique de l'Ouest et du Tchad	RESACIFROAT	NGO
12	Burundi	Association villageoise pour le Développement local	AVIDEL	Farmers' Association
13	Burundi	Institut de Recherche Agronomique et Zootechnique	IRAZ	Research Organisation
14	Burundi	Institut des Sciences agronomiques du Burundi	ISABU	Research Organisation
15	Cameroon	Association pour la Gestion des Ressources Naturelles et de l'Information Environnementale	AGRIE	NGO
16	Cameroon	Comité de Développement du Dja et Mpomo	CODEDEM	Farmers' Association
17	Cameroon	Centre Africain de Recherche sur Bananiers et Plantains	CARBAP	Research Organisation
18	Cameroon	Institut des Recherches Agricoles pour le Développement	IRAD	Research Organisation
19	Cameroon	Programme Régional de Gestion de l'Information Environnementale (Unité Nationale de Gestion et de Coordination du Cameroun)	PRGIE/UNGC	Ministry
20	Cameroon	Service d'appui aux initiatives locales de développement	SAILD	Development Organisation
21	Congo	Forum des jeunes entreprises du Congo	FJEC	NGO
22	Congo	Syndicat de Défense des Intérêts Paysans	SYDIP	Farmers' Association
23	Congo	Centre National de Documentation et d'Information Scientifique et Technique	CNDIST	Ministry
24	Congo	Direction Générale de la Recherche Scientifique et Technologique	DGRST	Research Organisation
25	Congo Democratic Republic	Institut National pour l'Etude et la Recherche Agronomique	INERA	Research Organisation
26	Cook Islands	Ministry of Agriculture	CIMOA	Ministry
27	Côte d'Ivoire	Association Nationale des Organisations Professionnelles Agricoles de Côte d'Ivoire	ANOPACI	Farmers' Association

	Country	Name of Organisation	Acronyms	Type of organisation
28	Côte d'Ivoire	Réseau ivoirien des organisations féminines	RIOF	NGO
29	Côte d'Ivoire	Institut africain pour le développement économique et social	INADES-FORMATION	NGO
30	Côte d'Ivoire	Centre National d'Appui à la recherche, Direction Régionale d'Abidjan	CNRA	Research Organisation
31	Côte d'Ivoire	Microfinance African Institutions Network	MAIN	Network
32	Dominica	NGO Agricultural Diversification Project Ltd	NGO-ADP	NGO
33	Dominica	Ministry of Agriculture		Ministry
34	Ethiopia	Ethiopian Institute of Agricultural Research	EIAR	Research Organisation
35	Ethiopia	ISNAR Division of International Food Policy Research Organisation	ISNAR-IFPRI	Research Organisation
36	Fiji	World Wildlife Fund, South Pacific Program	(WWF-SSP)	NGO
37	Fiji	South Sea Orchids Ltd	SSO	Private company
38	Fiji	University of South Pacific	USP	University
39	Fiji	Pacific Energy and Gender Network (South Pacific Applied Geoscience Commission)	PEG (SOPAC)	Network
40	Fiji	Secretariat of the Pacific Commission	SPC	Development Organisation
41	Gabon	Institut de Recherches Agronomiques et Forestières	IRAF	Research Organisation
42	Gambia	National Agricultural Research Institute	NARI	Research Organisation
43	Gambia	Gambia Rural Development Agency	GARDA	NGO
44	Gambia	National Agricultural Research Organisation	NARO	Research Organisation
45	Ghana	Ghana National Association of Farmers & Fishermen	GNAFF	Farmers' Association
46	Ghana	Crops Research Institute	CRI-CSIR	Research Organisation
47	Ghana	Forestry Research Institute of Ghana	FORIG-CSIR	Research Organisation
48	Ghana	Institute for Scientific & Technical Information	INSTI - CSIR	Research Organisation
49	Ghana	Kwame Nkrumah University of Science & Technology	KNUST	University
50	Ghana	University of Development Studies, Navrongo	UDS	University
51	Ghana	Crops Research Institute		Research Organisation
52	Ghana	Market Information Systems and Trade Organisations in West Africa	MISTOWA	Project
53	Ghana	Institute of Scientific & Technological Information	INSTI	Research Organisation
54	Ghana	Forum for Agricultural Research in Africa	FARA	Research Organisation
55	Ghana	Ministry of Food and Agriculture, Directorate of Agricultural Services	MOFA/DAES	Ministry
56	Grenada	Ministry of Agriculture		Ministry
57	Guinea Bissau	Centre de Documentation et de Divulgaration Agricole	CDEDA	Ministry
58	Guinée	Association des Volontaires pour l'Assistance au Développement en Guinée	AVADEG	NGO

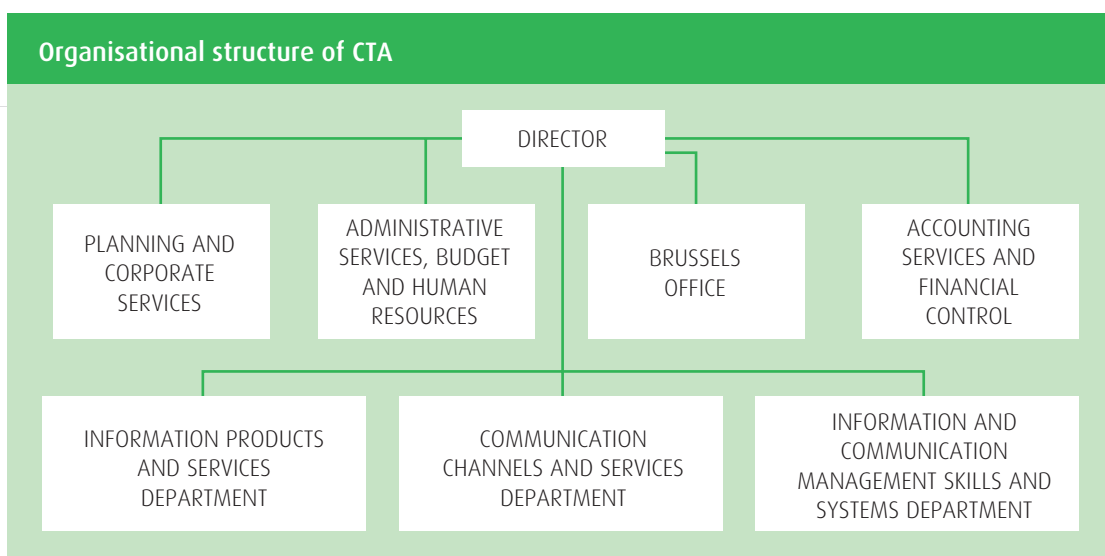
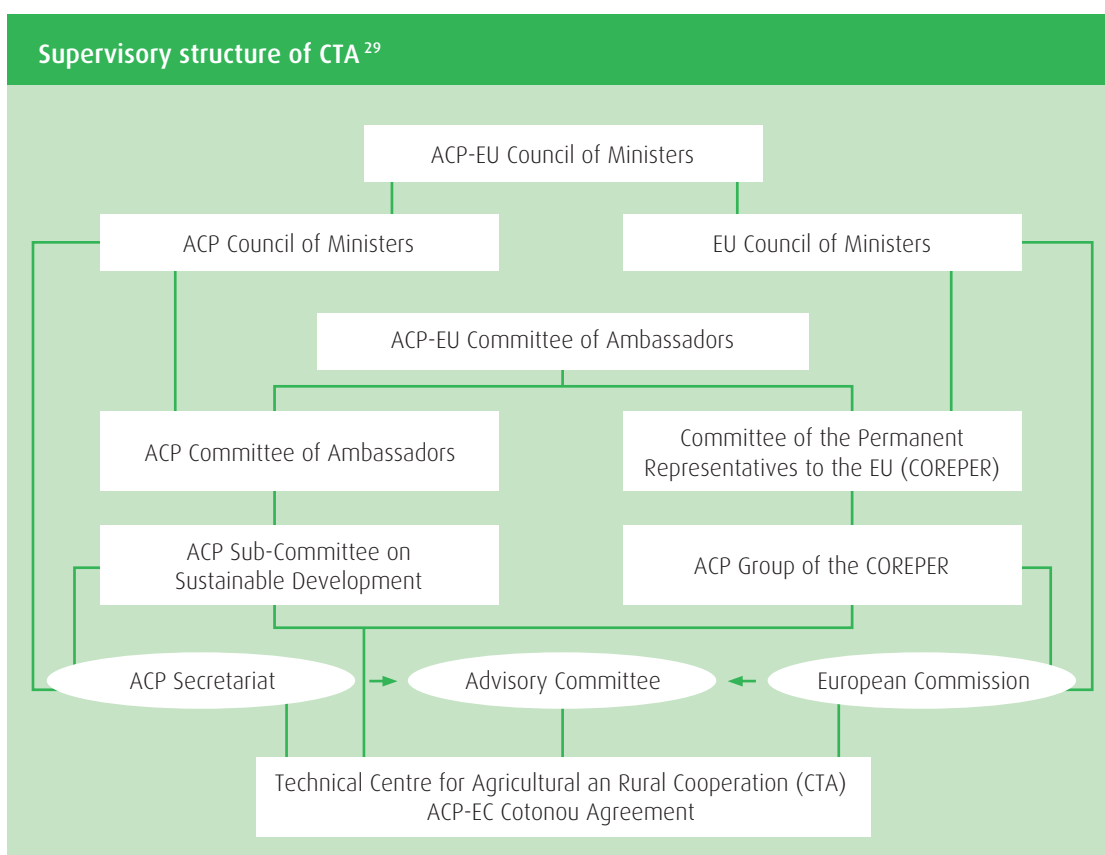
	Country	Name of Organisation	Acronyms	Type of organisation
59	Guinée	Institut de la Recherche Agronomique de Guinée	IRAG	Research Organisation
60	Haiti	Conseil national de financement populaire	KNFP	NGO
61	Jamaica	National Commission on Science and Technology Policy	NCST	Research Organisation
62	Jamaica	Science Research Council	SRC	Research Organisation
63	Jamaica	Ministry of Agriculture, Land and Marine Resources		Ministry
64	Kenya	Kenya National Federation of Agricultural Producers	KENFAP	Farmers' Association
65	Kenya	Kenya Agricultural Commodity Exchange	KACE	Private company
66	Kenya	ACACIA Publishing		Private company
67	Kenya	Kenya Agricultural Research Institute	KARI	Research Organisation
68	Kenya	University of Nairobi		University
69	Kenya	African Technology Policy Studies Network	ATPS	Network
70	Kenya	CAB International Regional Office for Africa	CABI	Development Organisation
71	Kenya	Environmental Research mapping and Information System in Africa	ERMIS-Africa	NGO
72	Kenya	Réseau de Développement et de Communications de la Femme Africaine	FEMNET	Network
73	Kenya	International Centre of Insect Physiology and Ecology	ICIPE	Research Organisation
74	Kenya	International Institute of Rural Reconstruction (African Regional Center)	IIRR	Development Organisation
75	Lesotho	National University of Lesotho	NUL	University
76	Madagascar	Bureau de Liaison des Centres de Formation Rurale	BIMTT	NGO
77	Madagascar	Centre National de la Recherche Appliquée Développement Rural	FOFIFA	Research Organisation
78	Malawi	Chinangwa ndi Mbatata Roots and Tuber Enterprises	CMRTE	Professional association
79	Malawi	Bunda College, University of Malawi		University
80	Mali	Association de Développement d'Activités Production & Formation	ADAF-Galle	NGO
81	Mali	Association des organisations professionnelles paysannes du Mali	AOPP	Farmers' Association
82	Mali	Radio Bélédougou		NGO
83	Mali	National Federation of Agri-food Products Processors	FENATPA - PROCELOS	Farmers' Association
84	Mali	Institut d'Economie Rurale du Mali	IER	Research Organisation
85	Mali	Institut du Sahel (INSAH)	INSAH	Research organisation
86	Mali	Réseau des systèmes d'information sur les marchés de l'Afrique de l'Ouest	RESIMAO	Network
87	Mauritius	Agricultural Research and Extension Unit	AREU	Research Organisation
88	Mauritius	Food & Agricultural Research Council	FARC	Research Organisation
89	Mauritius	Mauritius Sugar Industry Research Institute	MSIR	research organisation
90	Mozambique	Instituto Nacional de Investigacao Agronomica, Maputo	INIA	Research Organisation

	Country	Name of Organisation	Acronyms	Type of organisation
91	Namibia	Faculty of Agriculture and Natural Resources, University of Namibia		University
92	Niger	Institut National de la Recherche Agronomique du Niger	INRAN	Research Organisation
93	Niger	Centre Régional de Formation et d'Application en Agrométéorologie et Hydrologie Opérationnelle (AGRHYMET)	AGRHYMET	Research Organisation
94	Nigeria	Women Farmers Advancement Network (WOFAN)	WOFAN	Network
95	Nigeria	National Agricultural Extension and Research Liaison, Ahmadu Bello University	NAERLS	University
96	Nigeria	Cocoa Research Institute	CRIN	Research Organisation
97	Nigeria	Forestry Research Institute of Nigeria	FRIN	Research Organisation
98	Nigeria	Nigeria Institute for Oil Palm Research	NIFOR	Research Organisation
99	Nigeria	Nigerian Root Crop Research Institute of Nigeria	NRCRI	Research Organisation
100	Nigeria	Rubber Research Institute of Nigeria	RRIN	Research Organisation
101	Nigeria	Agricultural and Rural Management & Training Institute	ARMTI	Training
102	Nigeria	Abubakar Tafawa Balewa University	ATBU	University
103	Nigeria	University of Agriculture Abeokuta	UNAAB	University
104	Nigeria	University of Ibadan	UI	University
105	Nigeria	Abia State University		University
106	Nigeria	International Institute of Tropical Agriculture	IITA	Research Organisation
107	Papua New Guinea	Department of Agriculture and Livestock	DAL	Ministry
108	Papua New Guinea	National Agricultural Research Institute	NARI	Research Organisation
109	Papua New Guinea	Coffee Research Institute		Research Organisation
110	Samoa	"Institute for Research, Extension and Training in Agriculture,	IRETA	Research Organisation
111	Sao Tomé	Mae Ambiente e Pesca Artesanal	MARAPA	NGO
112	Sénégal	Groupe de Recherche et d'Etudes Environnementales	GREEN-SENEGAL	Development Organisation
113	Sénégal	Institut Sénégalais de Recherches Agricoles	ISRA	Research Organisation
114	Sénégal	Institut Sénégalais de la Recherche Agronomique	ISRA	Research Organisation
115	Sénégal	Conference of Ministers of Agriculture - West and Central Africa	CMA-AOC	Development Organisation
116	Sénégal	Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricole	CORAF (WECARD)	Development Organisation
117	Sénégal	Rural HUB	HUB	Development Organisation
118	Sénégal	Réseau d'Expertise des Politiques Agricoles	REPA	Network
119	Sénégal	Centre Régional Africain de Technologie	CRAT	Development Organisation
120	Sénégal	Union des Groupements Paysannes de Meckhe	UGPM	Farmers' Association
121	Sénégal	Foire Internationale de l'Agriculture et des Ressources Animales	FIARA	Farmers' Association
122	Sénégal	Réseau des organisations paysannes et de producteurs de l'Afrique de l'Ouest	ROPFA	Farmers' Association

	Country	Name of Organisation	Acronyms	Type of organisation		Country	Name of Organisation	Acronyms	Type of organisation
123	South Africa	Food, Agricultural and Natural Resources Policy Analysis Network	FANRPAN	Network	147	Trinidad and Tobago	Caribbean Agricultural Information Service	CAIS	Network
124	South Africa	University of the Free State	UoFS	University	148	Trinidad and Tobago	Caribbean Agri-Business Marketing Intelligence and Development Network	CAMID	Network
125	South Africa	University of Kwazulu Natal Press	UKZN	University	149	Trinidad and Tobago	Caribbean Network of Rural Women Producers	CANROP	Network
126	South Africa	Association for Progressive Communications	APC	NGO	150	Trinidad and Tobago	Caribbean Regional Agricultural Policy Network	CaRAPN	Network
127	South Africa	World Association of Community Radio Broadcasters Africa	ARMAC Africa	NGO	151	Trinidad and Tobago	Caribbean Agricultural Research and Development Institute	CARDI	Research Organisation
128	South Africa	New partnership Agreement for Africa	NEPAD	Development Organisation	152	Trinidad and Tobago	CARIPESTNET	CARIPESTNET	Network
129	St Kitts and Nevis	Ministry of Agriculture, Land & Housing		Ministry	153	Trinidad and Tobago	Caribbean Network for Integrated Rural Development	CNIRD	Network
130	St Lucia	Ministry of Agriculture, Forestry and Fisheries		Ministry	154	Trinidad and Tobago (HQ based in Costa Rica)	Inter-American Institute for Cooperation on Agriculture	IICA	Development Organisation
131	St. Vincent & the Grenadines	Ministry of Agriculture, Lands and Surveys		Ministry	155	Uganda	Association for Strengthening Agricultural Research in eastern and Central Africa	ASARECA	Research Organisation
132	St. Vincent & the Grenadines	Eastern Caribbean Trading Agriculture Development	ECTAD	NGO	156	Uganda	Eastern and Central African Programme for Agricultural Policy Analysis	ECAPAPA	Network
133	St. Vincent & the Grenadines	CARICOM Fisheries Regional Mechanism Secretariat		Development Organisation	157	Uganda	Uganda National Farmers' Federation	UNFFE	Farmers' Association
134	Sudan	Agricultural Research Corporation	ARC	Research Organisation	158	Uganda	Women of Uganda network	WOUNET	Network
135	Tanzania	Department of Research & Training Ministry of Agriculture & Food Security	DRT	Ministry	159	Uganda	"Regional FOODNET, International Institute of Tropical Agriculture	FOODNET	Network
136	Tanzania	Sokoine University of Agriculture	SUA	University	160	Uganda	Regional Agricultural Information Network	RAIN	Network
137	Tchad	Association Tchadienne des Opérateurs du Secteur Agroalimentaire	ATOSA	Professional association	161	Uganda	Regional Universities Forum for Capacity Building in Agriculture	RUFORUM	University
138	Tchad	Centre Nationale d'Appui à la Recherche	CNAR	Research Organisation	162	Uganda	Agricultural Research Information Service, National Agricultural Research Organization	ARIS-NARO	Research Organisation
139	Tchad	Institut tchadien de recherche agronomique pour le développement	ITRAD	Research Organisation	163	Uganda	Kawanda Agricultural Research Institute, National Agricultural Research Organization	KARI-NARO	Research Organisation
140	Tchad	Faculté des sciences exactes et appliquées Université du Tchad		University	164	Zambia	Zambia National Farmers' Union	ZNFU	Farmers' Association
141	Tchad	Laboratoire de Recherches Vétérinaires et Zootechniques	LRVZ	Research Organisation	165	Zambia	NORAD/SFAP Support to Farmer Associations Project	NORAD/SFAP	Project
142	Togo	Institut Togolais de la Recherche Agronomique	ITRA	Research Organisation	166	Zambia	In Service Training Trust	ISTT	Training
143	Trinidad and Tobago	Ministry of Agriculture, Lands and Marine Resources		Ministry	167	Zambia	University of Zambia		University
144	Trinidad and Tobago	University of West Indies	UWI	University	168	Zimbabwe	Zimbabwe Farmers' Union	ZFU	Farmers' Association
145	Trinidad and Tobago	National Institute of Higher Education, Research, Science and Technology Policy	NIHERST	Research Organisation	169	Zimbabwe	International Union for the Conservation of Nature (Regional Office for Southern Africa)	IUCN-ROSA	Development Organisation
146	Trinidad and Tobago	Caribbean Farmers and NGOs Network	CaFaNN	Network					

ANNEX 6.

CTA'S CURRENT SUPERVISORY AND ORGANISATIONAL STRUCTURES



²⁹ The Advisory Committee will be replaced by an Executive Board.

ANNEX 7.

CTA BUDGET SIMULATIONS 2008–13 (10TH EDF)

Option 1 CTA Budget Simulation Based on 42 Staff members and Increased Operational Budget (Title III) (euro)							
	2008	2009	2010	2011	2012	2013	Total
42 staff members, 2008–13							
Title I – Staff expenditure	5 275 000	5 331 000	5 393 000	5 452 000	5 507 000	5 553 000	32 511 000
Title II – Building, equipment and miscellaneous operating expenditure	1 227 000	1 229 000	1 204 000	1 220 000	1 237 000	1 253 000	7 370 000
Title III – Activities							
1. Information products and services	2 586 000	2 595 000	2 611 000	2 642 000	2 674 000	2 709 000	15 817 000
2. Communication channels and services	2 586 000	2 595 000	2 611 000	2 642 000	2 674 000	2 709 000	15 817 000
3. ICM Skills and Systems	2 586 000	2 595 000	2 611 000	2 642 000	2 674 000	2 709 000	15 817 000
4. Planning and corporate services	1 029 000	1 034 000	1 041 000	1 053 000	1 066 000	1 079 000	6 302 000
5. Budget portion awaiting finalisation of strategic plan for split of Title III	1 511 000	1 521 000	1 529 000	1 549 000	1 568 000	1 588 000	9 266 000
6. Increase of Title III with additional activities: distribution of publications, expenditure on equipment and infrastructure	1 500 000	2 000 000	2 500 000	3 000 000	3 500 000	4 000 000	16 500 000
Total Title III	11 798 000	12 340 000	12 903 000	13 528 000	14 156 000	14 794 000	79 519 000
Total Titles I–III	18 300 000	18 900 000	19 500 000	20 200 000	20 900 000	21 600 000	119 400 000
Ratio Titles I and II vs Title III (%)	35.5/64.5	34.7/65.3	33.8/66.2	33/67	32.3/67.7	31.5/68.5	33.4/66.6

Option 2 CTA Budget Simulation Based on 45 Staff Members and Increased Operational Budget (Title III) (euro)							
	2008	2009	2010	2011	2012	2013	Total
45 staff members, 2008–13							
Title I – Staff expenditure	5 589 000	5 625 000	5 674 000	5 732 000	5 792 000	5 842 000	34 254 000
Title II – Building, equipment and miscellaneous operating expenditure	1 227 000	1 229 000	1 204 000	1 220 000	1 237 000	1 253 000	7 370 000
Title III – Activities							
1. Information products and services	2 681 000	2 737 000	2 735 000	2 766 000	2 796 000	2 830 000	16 545 000
2. Communication channels and services	2 681 000	2 737 000	2 735 000	2 766 000	2 796 000	2 830 000	16 545 000
3. ICM skills and systems	2 681 000	2 737 000	2 735 000	2 766 000	2 796 000	2 830 000	16 545 000
4. Planning and corporate services	1 068 000	1 091 000	1 090 000	1 102 000	1 114 000	1 128 000	6 593 000
5. Budget portion awaiting finalisation of strategic plan for split of Title III	1 573 000	1 644 000	1 627 000	1 648 000	1 669 000	1 687 000	9 848 000
Increase of Title III with additional activities: distribution of publications, expenditure on equipment and infrastructure	1 500 000	2 000 000	2 500 000	3 000 000	3 500 000	4 000 000	16 500 000
Total Title III	12 184 000	12 946 000	13 422 000	14 048 000	14 671 000	15 305 000	82 576 000
Total Titles I–III	19 000 000	19 800 000	20 300 000	21 000 000	21 700 000	22 400 000	124 200 000
Ratio Titles I and II vs Title III (%)	35.9/64.1	34.6/65.4	33.9/66.1	33.1/66.9	32.4/67.6	31.7/68.3	33.5/66.5

ANNEX 8

CTA MAKES A DIFFERENCE: SOME EXAMPLES OF FEEDBACK FROM CTA PARTNERS & BENEFICIARIES

A8.1 The difference – some hard facts

CTA continues to make a significant contribution to CNIRD's sustainable rural development initiatives both by the provision of up-to-date information via *Spore* magazine and an ongoing productive partnership which is enabling CNIRD to bridge the digital divide in Caribbean rural communities by providing information and communication technology skills development to hundreds of persons who are members of rural community-based organisations.

Zakiya Uzoma-Wadada, Director of Programmes, Caribbean Network for Integrated Rural Development (CNIRD), Trinidad & Tobago

The ideas in *Spore* have helped us to turn around and pull together local farmers into larger associations, learning to process perishables for northern or global markets. Not that these ideas weren't there, but knowing what the recent trends are is where *Spore* leads. I also really enjoy connections provided by *Spore*; it is wonderful.

Paul Bassey Okon writing from the Farmers' Welfare Foundation, Akwa Ibom State, Nigeria: Spore 99 (June 2002), Mailbox letter

One recent example of what *Spore* has helped me do is that I cured one hundred chickens of internal parasites by feeding them pawpaw seeds as mentioned in *Spore* 93, using the instructions of the researchers of the University of Dschang. There are many other examples I could give you.

Y. Simplicie Agbekponou, a vet in Atakpame, Togo: Spore 97 (February 2003), Mailbox letter

Ron Getty, a Fijian spice farmer, asked the QAS to help him find containers in which to pack his spices for sale in Fiji. Within a week the QAS had provided names of Indian and Malaysian companies who produced spice packaging bottles. He chose the most suitable ones and is now marketing his spices to supermarkets across Fiji.

Letter to Pacific QAS

Aleck Limwanya wrote to thank PRAIS, the Southern African QAS, for its advice on growing cabbages and enclosed a photograph of his thriving cabbage patch.

Letter to Southern African QAS

Study visits of this nature should be on-going as they offer the opportunity for cross-pollination of new ideas and experiences in the fight against poverty and HIV/AIDS.

Comment from a participant to the CTA training visit on 'Urban agriculture and HIV/AIDS', South Africa, 2005

The study visit really opened my eyes. I learnt lots of new things/information which will enable me to go back and make a change in my community.

Comment from a participant to the CTA training visit on 'Study visit on sustainable rural development', Trinidad & Tobago, 2005

Your magazines are extremely informative and as such are indispensable. I wish to continue to receive them in all forms. I share the different articles with all my office as we operate in the area of agricultural extension, more precisely in the seed manufacturing sector. We disseminate seed production techniques on a small scale in rural areas in the Democratic Republic of Congo. A devoted reader.

Byakombe Mazambi Jonathan, DRC

I am writing to thank CTA for the opportunity afforded to me and other women on the Development of Microfinance in Kenya. This is the best study visit I have ever attended. The quality of the presenters was second to none, and the field visits were invaluable. I am now an expert in microfinance development. My organization, Agricultural Development Bank of Zimbabwe, had resources to go into micro-financing, but had no clue on how to go about it. After my study visit, I did a report to my employer and made a recommendation, which the organization is just about to implement.

Theresa Mazoyo, Agricultural Development Bank of Zimbabwe

CTA is doing an invaluable work in supporting participatory geographical information system (PGIS) practice among first nations and developing countries. As a recipient of CTA support, I have been able to: 1) travel to an international PGIS conference where I made contacts which have been useful in advancing the PGIS agenda; 2) put out the results of my work through conference presentations and publishing; 3) make new contacts; and 4) keep abreast with current literature and practice on this relatively new but innovative research thrust. Corporately, CTA support has helped maintain a high level of energy and enthusiasm among young and experienced researchers, academicians ... development practitioners, governments, other institutions, and local communities. There is no price tag for this.

A participant in the CTA conference 'Mapping for Change' held in Kenya, September 2005

CTA helped us to participate in international meetings and to build links with other organisations. After CTA included our views in a special paper on rural women, we built up our contacts with organisations in more than 10 other African countries. CTA's publications are an invaluable source of information for us.

Dr Fatou Sarr, Social Anthropologist, Researcher at IFAN, Secretary General, Réseau Africain pour le Soutien à l'Entreprenariat Féminin RASEF/International, Senegal

My first contact with CTA was through the newsletter *Spore*. I therefore knew CTA to be an organisation which has effectively and most appropriately set for itself the very important duty of very ably bringing vital information and knowledge to ordinary people who, although [they] need this service, are by virtue of their location or circumstances far removed from the information. However, my recent personal contact with CTA during the Third World Rural Women's Congress in Spain showed me that CTA not only facilitates the dissemination of useful information to the marginalised, but also creates space for the often voiceless women of the ACP countries to be seen as well as heard. At that Congress, to which CTA sponsored 14 women from ACP countries, including myself, we were rudely awakened to the fact that, but for CTA's foresight, there would have been virtually no input from these countries. Of the 1500 delegates at that World Congress for 'Rural Women', representation from developing countries, where the most rural of the rural poor are found, was visibly less than 100 women. I say 'AYEKOO!' (Asante Twi meaning 'congratulations') to CTA for amplifying the voices of ACP women!

Dr Naana Agyemang-Mensah, Country Director, The Hunger Project-Ghana, Accra, Ghana

A8.2 The difference – according to the ITAD report³⁰

'The perceived impact of CTA products and services is high.'

Volume I, Page 27

Feedback from the country studies indicates that [CTA's ACP] partners are almost unanimous in their perception that in thematic and content terms, CTA's support is highly relevant to their priorities and to those of their beneficiaries.'

Volume I, Page 8

'There are visible impacts on [...] partners.'

Volume II, Page 12

'If some of activities are too recent to be able to see their durable effects, others have a quasi-immediate impact.'

Volume II, Page 48

³⁰ ITAD Ltd, Evaluation of CTA's Strategic Plan and Framework for Action (2001–2005), 2005. www.itad.com

A8.3 The difference – an appreciation of CTA's services by beneficiaries

C - stands for current events in agricultural productions relevant to developing economies.

T - stands for technical information and hands-on activities that empower developing agrarian populations.

A - stands for appreciation for the knowledge that has resulted in educational improvements ending with the power to feed hungry families.

This is what CTA means to us. So, on behalf of all my people for whom your publications have brought such empowerment, we congratulate you.

Dr Stella Williams, Obafemi Awolowo University, Ile Ife, Nigeria

Through CTA I have been exposed to issues faced by rural women in other ACP countries. The basis for the great gender divide is similar. Women's experiences are similar and we in the Pacific can learn from others. We need to have exchange of information on problem-solving strategies and action that can improve the situation for rural women. CTA is enhancing this exchange through its work, and our Pacific experience can be shared through CTA.

Cema Bolabola, University of South Pacific, Suva, Fiji

I wish to add my congratulations to those of my ACP Group colleagues and at the same time to thank ... the CTA for the precious support from which the ACP Group benefited, thanks to you, for the preparations for the WTO ministerial conference in Hong Kong.

Hélène Fiagan, ACP Secretariat, Brussels

Congratulations on your daily newsletter on the WTO Conference in Hong Kong. It was obviously interesting, but above all simple, well written, extremely clear and comprehensible. For the inter-networks team it was the best daily newsletter.

Patrick Delmas, Rural Development Inter-Networks, France

Many thanks for letting us sneak in at the last minute into the very well prepared PGIS training session in Nessuit! We enjoyed every moment and without any doubt learned a lot. The 3-D model was an excellent visualization of local traditional knowledge and oral tradition as well as the history of a people in the middle of a rapidly vanishing natural environment.

Laetitia Zobel, Division of Policy Development and Law, UNEP, Kenya

Spore and the other magazines that we receive from the CTA are not only an invaluable information tool on the subjects that they cover, but also an unparalleled technical tool. Accordingly we ensure that they are distributed as widely as possible within the framework of our action and initiatives as way of disseminating practical information to our target groups.

Samuel Odjo, Manager, GRADA - Parakou (Benin)

I have been a subscriber to your *Spore* magazine for almost 10 years [...]. I now receive *Spore* by electronic mail. [...] I can assure you that your work is extremely useful for us and future generations.

Bassirou Diarra, Inspector of Fisheries, Directorate for the Protection and Supervision of Fisheries, IUPA/UCAD, Senegal

I wish to take the opportunity of this New Year to congratulate you on an impressive accomplishment in 2005, namely the excellent information and analyses provided by the CTA and GRET team, with the spotlight on agriculture, during the Ministerial Conference in Hong Kong. I am convinced that your efforts helped to improve the context of the complex negotiations, in particular by correcting certain information asymmetries and consequently imbalances in terms of power between the parties. This initiative is an example that should be developed within the framework of support to be provided to WTO member countries. Once again well done and thank you.

Jean Balié, Coordinator of the Project on Negotiation, Policy Assistance Division, FAO, Italy

The Ministry of Agriculture's website has become an important log in our question-and-answer service (QAS). It has allowed people around the world who intend to come to Barbados to contact us and get quick response. Many of these have queries about the importing of meat and meat products into Barbados. This facility is especially important given the soon coming Cricket World Cup and the thousands who will be flocking to the region.

Mark Byer, QAS Center, Barbados



ANNEX 9

CTA'S STRATEGIC PLANNING PROCESS



As part of CTA's overall approach to planning, monitoring and evaluation, CTA's Strategic Plan/Framework for Action 2001–2005 was evaluated by an external consultancy team between January and August 2005. The aim of the evaluation was twofold:

1. to analyse the implementation of CTA's mission in terms of the goals set in the plan
2. to obtain baseline information that would serve as inputs to the next strategic plan (2007–2010).

After completion of the evaluation report in January 2006, CTA began preparing the current strategic plan in February 2006, drawing on its past experience with strategic planning, especially participatory processes involving staff members, ACP and EU stakeholders and partners. The drafting of plan was completed in August 2006, and reviewed between September and November 2006.

CTA staff participated in the planning exercise by forming 'buzz groups' and working groups on various themes and key concepts needing clarification. The working group reports were distributed to all staff members and presented in a plenary session. Main messages were reviewed further in a three-day retreat attended by CTA's Senior Management Team and the working group coordinators. All CTA personnel were invited to comment on the draft plan.

CTA's beneficiaries and strategic partners were also able to contribute to the exercise through their inputs to recent evaluations and country needs-assessment studies. These provided useful information on the relevance, effectiveness, efficiency, impact and sustainability of CTA's programmes.

The new strategic plan focuses essentially on strategic issues, leaving the development and refinement of programmes to the operational annual planning exercise. It pays equal attention to the coverage of agricultural content and ICM services.

The plan is written in a concise and easy-to-read style to attract a broad spectrum of readers, with annexes for additional background information.

ANNEX 10

ANNEX 10.

ACRONYMS

ACP	African, Caribbean and Pacific Group of States
AIDS	acquired immuno-deficiency syndrome
AIF	Agence Intergouvernementale de la Francophonie
CAP	Common Agricultural Policy (EU)
CARICOM	Caribbean Community
CGIAR	Consultative Group on International Agricultural Research
CTA	Technical Centre for Agricultural and Rural Cooperation
EC	European Commission
ECOWAS	Economic Community of West African States
ECTAD	Eastern Caribbean Agriculture Trading and Development Company
EDF	European Development Fund
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
GIS	geographic information system
HIV	human immunodeficiency virus
ICM	information and communication management
ICT	information and communication technology
IFAD	International Fund for Agricultural Development
IMF	International Monetary Fund
IOC	Indian Ocean Commission
IRAD	Institut de Recherche Agricole pour le Développement
IT	information technology
NEPAD	New Economic Partnership for African Development
NGO	non-governmental organisation
OECD	Organisation for Economic Cooperation and Development
PGIS	participatory geographic information system
QAS	Question-and-Answer Service (CTA)
RSS	rich-site summary (see Glossary for further definitions)
SADC	Southern African Development Community
SP/FFA	Strategic Plan and Framework for Action (CTA)
SPC	Secretariat of the Pacific Community
WTO	World Trade Organization

ANNEX 11

ANNEX 11.

GLOSSARY

Beneficiary	Recipient of the proceeds from a project/programme or initiative.
Capacity building	Process of assisting an individual or group to identify and address issues and gain the insights, knowledge and experience needed to solve problems and implement change. Facilitated through the provision of technical support activities, including coaching, training, specific technical assistance and resource networking.
Communication	Interactive process of exchange and dialogue. Includes all the methods and mechanisms enabling access to, and sharing of, information products and services.
Community of practice	Groups of people who share a concern, a set of problems or a passion about a topic, and who deepen their knowledge and expertise in this area by interacting on an ongoing basis.
Community platform	An electronic space for the purpose of exchanging information and knowledge and providing services to the target communities (see Community of practice).
Gender	Relates to male/female cultural and power relation issues, not just women's issues. Also, when something is specifically targeted at men and their perceptions and beliefs.
Indigenous knowledge	Relates to male/female cultural and power relation issues, not just women's issues. Also, when something is specifically targeted at men and their perceptions and beliefs.
Indigenous knowledge	Sum total of the knowledge and skills possessed by people in a particular geographical area, that enable them to get the most out of their natural environment
Information	Data presented in readily comprehensible form, to which meaning has been attributed within the context of its use. In a more dynamic sense, the message conveyed by the use of a medium of communication or expression. Information is the result of processing, manipulating and organising data in a way that adds to the knowledge of the person receiving it.
Information and communication technologies	Technologies that facilitate communication and the processing and transmission of information by electronic means.
Information and communication management	Multidisciplinary concept or practice spanning four main disciplines –information technology, information management, communication, and management – to improve the use of information in the organisation and the society at large.
Information management	Skilful exercise of control over the acquisition, organisation, storage, security, retrieval and dissemination of the information resources essential to the successful operation of a business, agency, organisation or institution, including documentation, records management and technical infrastructure.

Information technology	Broad term encompassing all aspects of the management and processing of information by computer, including the hardware and software required to access it.
Innovation	Introduction of a new product or service, or the adaptation of an existing product or service.
Knowledge	Sum of interconnected rules of interpretation through which we understand, give meaning to, perceive or interpret the world around us. Three types of knowledge can be distinguished: • ‘unconscious knowledge’ characterised by perceptions/motives that we are not aware of • ‘tacit knowledge’ corresponds to knowledge that we are not immediately aware of, on which we base our day-to-day actions – can be elicited through in-depth discussions and interactive exercises, including the use of IC tools such as maps, 3D models, cognitive maps • ‘explicit knowledge’ – the knowledge that we are aware of, have reflected upon and can easily capture in verbal, textual, physical or visual formats, and that transforms into information.
Media	Basic devices that help combine different communication channels for the transportation and exchange of textual, visual, auditory, tactile and or olfactory signals. Different media may be used in the context of methods and methodologies.
Millennium Development Goals	The UN established eight Millennium Development Goals, with a target date of 2015, as a form of blueprint agreed by all the world’s nations and expected to serve as a guideline for the world’s leading development institutions: 1. Eradicate extreme poverty and hunger 2. Achieve universal primary education 3. Promote gender equality and empowerment 4. Reduce child mortality 5. Improve maternal health 6. Combat HIV/AIDS, malaria and other diseases 7. Ensure environmental sustainability 8. Develop a global partnership for development
Outreach	Effort by an organisation or group to connect its ideas or practices to the efforts of other organisations, groups, specific audiences or the general public. Typically non-profit and civic groups engage in outreach. Often takes on an educational component (dissemination of ideas), but it is increasingly common for organisations to conceive of their outreach strategy as a two-way street – in this case outreach is also framed as engagement, rather than simple dissemination/education. Outreach strategies are linked to the organisation’s mission, and define targets, goals, and milestones.

Partnerships	Generally refers to a form of long-term cooperation in which the parties involved share objectives, interests, strategies, resources, risks and benefits over a predetermined period.
RSS	Family of web-feed formats, specified in XML and used for web syndication. RSS is used by (among others) news websites, weblogs and podcasting. The abbreviation is variously used to refer to the following standards: • Really Simple Syndication (RSS 2.0) • Rich Site Summary (RSS 0.91, RSS 1.0) • RDF Site Summary (RSS 0.9 and 1.0) • Real-time Simple Syndication (RSS 2.0) Web feeds provide web content or summaries of web content, together with links to the full versions of content and other metadata. RSS delivers this information as an XML file called an RSS feed, web feed, RSS stream or RSS channel. In addition to facilitating syndication, web feeds allow a website's frequent readers to track updates on the site using an aggregator.
Stakeholders	Persons, or groups of people, who have an interest in or concern about an action or an institution.
Sustainable development	Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.
Web 2.0	Second generation of services available on the World Wide Web that let people collaborate and share information online. Ultimately, Web 2.0 services are expected to replace desktop computing applications for many purposes.
Weblog (or blog)	Web-based publication consisting primarily of periodic articles, most often in reverse chronological order. Early weblogs were simply manually updated components of common websites. Blogs can be hosted by dedicated blog-hosting services, or run using blog software on regular web-hosting services. Like other media, blogs often focus on a particular subject. A typical blog combines text, images and links to other blogs, web pages and other media related to its topic.
World Summit on the Information Society	United Nations-sponsored conferences about information and communication that took place in 2003 and 2005. A chief aim was to bridge the so-called 'digital divide' separating rich from poor countries by spreading access to the Internet in the developing world.
Youth	Refers to individuals between 15 and 35 years old.

Technical Centre for Agricultural and Rural Cooperation (ACP-EU)

The Technical Centre for Agricultural and Rural Cooperation (CTA) was established in 1983 under the Lomé Convention between the ACP (African, Caribbean and Pacific) group of states and the European Union (EU) member states. Since 2000, it has operated within the framework of the ACP-EC Cotonou Agreement.

CTA's tasks are to develop and provide services that improve access to information for agricultural and rural development, and to strengthen the capacity of ACP countries to produce, acquire, exchange and utilise information in this area. CTA's programmes are designed to: provide a wide range of information products and services and enhance awareness of relevant information sources; promote the integrated use of appropriate communication channels and intensify contacts and information exchange (particularly intra-ACP); and develop ACP capacity to generate and manage agricultural information and to formulate ICM strategies. CTA's work incorporates new developments in methodologies and cross-cutting issues such as gender and social capital.

CTA is financed by the European Union.



partageons les connaissances au profit des communautés rurales
sharing knowledge, improving rural livelihoods



CTA, Postbus 380
6700 AJ Wageningen
The Netherlands

Tel. : +31 317 467 100
Fax : +31 317 460 067
E-mail : cta@cta.int
Website : www.cta.int

ISBN 10: 92-9081-356-3 · ISBN 13: 978-92-9081-356-9 · PUBLISHER: CTA, Wageningen, The Netherlands · DESIGN: ACG Brussels