

ACP-EU COTONOU AGREEMENT

**AFRICAN, CARIBBEAN AND
PACIFIC GROUP OF STATES**

**COUNCIL OF
THE EUROPEAN UNION**

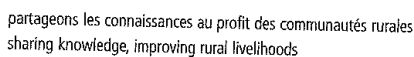
Brussels, 4 November 2010

**ACP-UE 2127/1/10
REV1**

COVER NOTE

from:	the Director of the Technical Centre for Agricultural and Rural Cooperation
date of receipt:	3 November 2010
to:	the EU Co-Chairman of the ACP-EU Committee of Ambassadors
Subject:	CTA - Technical Centre for Agricultural and Rural Cooperation - Revised Draft Programme of Activities and Budget for 2011

Delegations will find attached the Revised Draft Programme of Activities of the CTA for 2011.
The Draft Budget 2011 is distributed as Addendum 1.



Quote our ref n° / ASBHRD/1460/10/JCB

Wageningen, 27 October 2010

Subject: CTA Revised Draft Programme and Budget for 2011

Dear Co-President,

In keeping with the decisions of the ACP-EU Committee of Ambassadors on 27 September 2006 (Article 5 § 3 of Decision No. 4/2006 and Article 7 of the Decision No. 3/2006), we enclose herewith the following documents:

- CTA revised draft Programme of Activities for 2011 (Annex 1)
- CTA revised draft Budget for 2011 (Annex 2)

The revised draft Programme of Activities and Budget for 2011 were approved by the Centre's Executive Board at its 8th meeting on 20-21 September 2010.

The revision was made to reflect the planned recruitment of a senior IT Officer to lead CTA's information technology and communication systems that are critical for the Centre's operations

I would be grateful if you could facilitate the approval of the budget as soon as possible in view of its impact on the start up and implementation of projects for next year.

Please accept the assurances of my highest consideration.

Michael Hailu
Director

Encl. 2

cc. Mr. L. Schiavo, Director, EU Co-Secretary of the ACP-EU Council of Ministers
Mr. D. Salord, Head of Unit AIDCO/C4, European Commission

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CTA BUDGET 2011 Revised 27.10.2010

Additional position: IT Manager

Consequences on the Titles I and III of the budget

Budget increase

Title I - Staff expenditure

11	Position 2C	84 000
113	Welfare contributions	33 000
114	Allowances	19 000
Total		136 000

Budget decrease

Title III - Activities

314	Strengthening ACP information services	50 000
323	Exchange sharing and training	50 000
333	Science and technology strategies	36 000
Total		136 000

REVISED CTA DRAFT PROGRAMME OF ACTIVITIES 2011

Wageningen, October 2010

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1 DIRECTOR'S FOREWORD

The global economic and financial meltdown continued into 2010 resulting in developed, emerging and developing economies feeling the negative impact of the fallout. The economies of ACP countries have been adversely affected by the crisis because of their fragile financial situation, high level of unemployment, instability in the energy sector and the vulnerability of their agricultural and food sectors to international shocks. The declining natural resource base (land, water and biodiversity), increasing frequency and intensity of natural disasters--earthquakes, hurricanes, floods and drought, growing population, high rural to urban migration and civil conflicts are further threatening agricultural productivity and rural sustainability in the ACP region.

National governments and the international community are committed to finding solutions to the problems confronting ACP states, especially in the rural areas. Agriculture continues to be the mainstay of ACP economies. While there is growing consensus of the need for increasing investments and strengthening national knowledge systems to address the multiple and complex challenges facing the agricultural and rural sectors, there is no "one size fits all" approach to achieving the desired outcomes. Information and communication technologies (ICTs)--encompassing *hardware and software, content generation, knowledge management as well as institutional and management processes*--are increasingly recognized as important ingredients in achieving development goals. Capacity building, policy advocacy and information and communication management (ICM) are therefore essential elements of any strategy for improving ACP agricultural performance.

Against this backdrop, CTA remains committed to assisting ACP countries in their quest to reduce poverty, hunger and malnutrition and increase employment opportunities through the development of their agriculture and rural development sectors, better management of their natural resources, and increased commodity exchanges for socio-economic development.

The 2010 restructuring of CTA into three operational departments: (i) Information Products and Dissemination Department (IPDD), (ii) Communication Services Department (CSD) and the Planning and Strategic Services Department (PSSD); has contributed to a realignment of resources. Guided by the Strategic Plan 2007 – 2010, the Centre has intensified its efforts in 2010 to:

- improve efficiency, effectiveness and impact of our programmes;
- build strategic alliances with ACP and EU organizations, including the media and journalist networks to increase our outreach;
- diversify our approaches to facilitating access to information, including targeted publications distribution and database subscriptions
- increase awareness about the importance of agriculture for development in ACP countries to influence policy and mobilize investments in agriculture, ICT infrastructure, information services, tertiary education and research;
- strengthen ACP partner organizations and networks through capacity building, including support to the development of information products and services, training, and facilitating participation in international workshops.

More focused programme activities, a growing emphasis on targeting ACP women and youth, and providing internships for young professionals are contributing to CTA's impact. The rate of commitment and expenditure compared to previous budget years remained high, while planning, administration and management of CTA's activities as well as the quality of project proposals have been improved. Moreover, CTA succeeded in persuading ACP organisations to invest more in information projects, products and services. For example, our ACP partners provided supplementary resources for implementing joint projects, which not only allowed CTA

to extend its services to a larger number of beneficiaries but helped both CTA and our partners to achieve long term objectives for ACP agriculture and rural development.

The current 2011 work programme seeks to consolidate gains made during the implementation of the SP 2007 – 2010 and build on lessons learned as we respond to the dynamic multi-dimensional challenges confronting the ACP agricultural and rural sectors and the ever evolving development paradigms. In 2011, CTA will further adapt its strategies to meet the specific needs of our traditional and expanded partner base, namely: (i) civil society (including farmers and their organizations, trade and industry associations, media organisations, and NGOs); (ii) Extension services; (iii) researchers and research organisations, academics, universities and other institutions of higher learning and their related networks; (iv) specialist information services (dedicated to documentation and information management); and (v) policy advisory organisations and networks while at the same time remaining responsive to our Supervisory Authorities.

Sections 2 – 5 of this document provide a clear insight into the development logic and specific strategies that CTA will adopt in implementing its 2011 programme. Section 6 summarises CTA's main activities for 2011 under twelve programmes in the form of detailed one-page profiles providing a concise and clear overview at a glance. Finally the logic model in Annex 1.1 contains more detailed information on the expected programme outputs and deliverables. We are convinced that these elements will assist our Supervisory Authorities to assume their political responsibility in respect of their decision on CTA's 2011/10th EDF budget.

Provided with adequate funding, CTA will continue to diversify its products and services in 2011, improve quality, expand its outreach, and ensure continued relevance and impact of its work on ACP agriculture and rural development

CTA and its strategic partner networks are well prepared to tackle the challenges ahead. Together we can make a difference.

On behalf of our staff and partners, I thank you for your continued support and encouragement.

Michael Hailu
Director

2 CTA'S VISION, MISSION, GUIDING PRINCIPLES¹

2.1 CTA's vision

CTA's **vision** is to build on its experience in information and communication management (ICM) and track record as an organisation capable of linking ACP agricultural and rural development stakeholders with EU partners, to make a significant contribution to ACP development objectives, such as eradicating extreme poverty and hunger, promoting sustainable development and food security, and preserving the natural resource base.

2.2 CTA's mission

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.

2.3 Guiding principles

CTA is managed according to the principles of public sector governance, which include:

Accountability: CTA and its staff are responsible for their decisions and actions, and submit themselves to appropriate external scrutiny.

Transparency/ openness: meaningful consultations take place between CTA and its stakeholders inspiring confidence in the decision-making processes and actions of the Centre.

Integrity: straightforward dealing and completeness, based on honesty and objectivity, and high standards of probity regarding the use of CTA's funds and resources.

Efficiency: best use of resources to further CTA's aims with a commitment to strategies for improvement.

Effectiveness: delivery of what is expected of CTA on the basis of clear objectives, evaluations and lessons learned.

Inclusiveness: CTA fosters respect for all its stakeholders and their points of view, and strives to incorporate their needs and viewpoints into the design and implementation of programmes.

¹ Information in this section is based on the 2007- 2010 Strategic Plan.

3 CENTRE-WIDE GOALS AND OPERATIONAL OBJECTIVES²

Beneficiaries & Thematic Coverage	Objectives	Centre-wide Operational goals	Centre-wide Outputs/Results
<u>Direct beneficiaries</u> The types of organisations targeted include: (i) civil society (including farmers and their organizations, trade associations, media organisations, NGOs & extension services); (ii) researchers and research organisations, academics, universities and other institutions of higher learning and their related networks; (iii) specialist information services (dedicated to documentation and information management); and (iv) policy advisory organisations and networks and policy-making bodies <u>Priority themes</u> (i) Key development related issues including: agricultural diversification/value chains, bio-energy / bio fuels, epidemics/pandemics, community mapping, biodiversity, climate change and natural disasters, trade, science and technology strategies and policies, natural resources management, etc. and (ii) cross-cutting issues including gender, ICTs, youth, HIV/AIDS	<u>Overall Objective</u> To contribute to: i) food and nutrition security, ii) poverty reduction, and iii) preservation of the natural resource base in ACP countries <u>Purpose</u> ACP stakeholders adopt more effective and efficient practices, techniques, strategies and policies in the field of agricultural and rural development	1. To improve the availability of, and access to, relevant, adequate, accurate, timely and well adapted information on priority topics for ACP agricultural and rural development 2. To improve the information and communication management (ICM) capacity of ACP agricultural and rural development organisations NOTE: CTA's two operational goals are related because improvements in the ICM capacity of ACP individuals, organisations and networks (Goal no. 2) are expected to result in the increased availability of, and/or improved access to, information (Goal no.1).	1.1. ACP policy makers, researchers, trainers, media specialists, extension workers and farmers have access to relevant and timely ARD information 1.2. ACP stakeholders have access to platforms of dialogue and exchange at local, national, regional and international levels. 2.1. Modernised and more efficiently run agricultural information services by ACP organisations, networks and telecentres 2.2. An increased number of ACP individuals (including extension workers, radio & TV broadcasters, trainers, etc.), organisations and networks have participated in training and knowledge sharing sessions on ICM and thematic strategies and policies. 2.3. More cost effective and user friendly methodologies adopted by ACP organisations in dealing with issues relating to ICM and thematic strategies and policies. 2.4. ACP organisations and individuals make increased use of conventional and modern communication systems (including social media) for managing and sharing information and knowledge on agriculture and rural development

² Information obtained from CTA's centre-wide logical framework

4 COMMON OPERATIONAL STRATEGIES

CTA's operations are underpinned by the following strategies:

- using ICTs as a key 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
- collaborating with media services and universities specialising in ICTs
- strengthening strategic partnership arrangements
- increasing use of networks and change agents at local, national, regional and international levels so as to multiply outreach and impact
- applying economies of scale to the Centre's services by increasing the number of direct beneficiaries, in particular, the most needy
- promoting services and products in a market-oriented and business-like fashion
- monitoring the market for information services to ensure CTA maintains its comparative advantage or adapts its products and services to changing needs
- ensuring efficiency measures through improvements in various in-house (institutional/organisational) processes and practices, and drawing on lessons learned from needs assessments, monitoring and evaluation exercises.

5 PROGRAMME MANAGEMENT

The Centre's two operational objectives and the Centre-wide results outlined in the table above (see Section 3) are pursued through twelve programmes that are managed by three operational departments, as follows:

5.1 Information Products and Dissemination Department (IPDD)

This department is responsible for publishing well-targeted, timely and high quality information products and widely distributing them to ACP stakeholders, free of charge by print and electronic means. The department also runs a book donation programme aimed at equipping ACP libraries in universities and information centres with large supplies of books, as well as scientific databases. To further improve information delivery at community level, IPDD supports a range of activities on the ground, including small-scale publishing in local languages, the establishment of rural libraries and the development of new models for Question & Answer services. The department is also leading a Centre-wide initiative aimed at developing a strong CTA brand and giving the Centre, its products and services, increased visibility in ACP and EU countries.

IPDD manages the following programmes and sub-programmes:

Programme 1: Publishing in print, electronic and audiovisual formats

- Production of co-publications
- Production of *Spore/Esporo*
- Institutional publications

Programme 2: Marketing Services

- Institutional marketing strategies
- Marketing of publications
- Promotion of products and services

Programme 3: Distribution of publications

- Distribution of CTA (co-) publications
- Mailing of *Spore / Esporo*
- Distribution of reference non-CTA publications
- New subscription system

Programme 4: Strengthening ACP Information Services

- Support to ACP publishing
- Mass dissemination of agricultural information
- Support to national scientific and technical information services

2010 departmental highlights included:

- Modifying the format of *Spore* to 28 pages with a richer content and better illustrations
- Strengthening of partnerships for co-published series
- Improved services for subscribers: a complete review of the subscriptions systems and new distribution policy to allow a broader access to publications
- Restructuring of the programme "Strengthening ACP information services" in order to realign it with other programmes in the department.

In 2011 IPDD will build on these and other achievements mentioned in the background on individual programmes (see profiles 1 – 4 in Section 6).

5.2 Communication Services Department (CSD)

This department implements ICT-based communication services (e.g., supporting electronic networks on topics of importance to ACP countries) and promotes the use of more conventional channels, such as videos and face-to-face meetings. It puts a strong emphasis on encouraging a mix between old and new communication channels - from seminars and radio to electronic networks and forums - to enable all stakeholders to participate fully in information exchange. CSD also seeks to reinforce the synergy between seminars and training, as well as increasing their link with other CTA programmes. The department also supports the strengthening of ICM capacities of ACP regional organisations and networks, and implements Centre-wide activities aimed at improving the role of media in Centre's work and in promoting agricultural and rural development.

CSD manages the following programmes and sub-programmes:

Programme 5: Regional Information Platforms and Networks

- Agricultural and trade policy networks / organisations
- NRM networks / organisations
- Agricultural research networks / organisations
- Civil society networks / organisations

Programme 6: ICT4D Services

- Telecentres
- ICT4D Observatory
- ICT4D for improving information access

Programme 7: Sharing of experiences and training

- Promoting the exchange of experience and information
- ICM training
- Support to partner activities

Programme 8: Media Services

- Community media initiatives
- Mass media professionals and networks
- Media coverage of CTA activities

2010 departmental highlights included:

- The significant development of ICT4D activities, including a programme targeting the youth, the expansion of the support to Telecenters in Africa and the Caribbean. It is also important to note the impact on the Training programme which has supported this growth and hence become more integrated in CTA's programme.
- The design of the Media Programme, building on the important results of the Media and Agriculture Seminar 2009 and the regional planning workshops. Here also, the close interactions with the Regional Platforms Programme is significant ; the Regional Programmes actually include now an important set of activities with Media networks in Southern and Western Africa in particular
- The CTA Annual Seminar on Information and Communication strategies for more effective water management in ACP Agricultural and Rural Development

- The completion of the PGIS Training Kit, an exercise started in 2008 with a substantial contribution from IFAD

In 2011 CSD will build on these and other achievements mentioned in the background on individual programmes (see profiles 5 –8 in Section 6).

5.3 Planning and Strategic Services Department (PSSD)

This department is responsible for bringing good management principles and appropriate methodologies to bear on the work of CTA and its partners. In addition to coordinating needs assessment and evaluation exercises, PSSD provides CTA with technical back-up for programme planning and management, and monitors programme quality and consistency. A key aspect of the department's work is to share information and experiences with development institutions, experts and partners; this helps the Centre keep abreast of trends and translate these into plans for future. PSSD assists CTA's partners in ACP countries to develop their own strategies for managing information and communications in two thematic areas: (i) agricultural trade, and (ii) science, technology and innovation. The department is also leading Centre-wide initiatives aimed at developing comprehensive and dynamic information and knowledge management (IKM) strategies for CTA and its partner organisations.

PSSD manages the following programmes:

Programme 9: Needs Assessment, Priority-setting and Evaluation Concepts and Practice

- Needs assessment and priority-setting
- Evaluations
- PM&E methods, skills and documentation

Programme 10: Agricultural Trade Programme (AgTP)

- Agricultural trade analysis and information
- Facilitating trade dialogue and skills enhancement

Programme 11: Science, Technology and Innovation Strategies

- Enhancing the science, technology and innovation policy dialogue
- Information management on ST&I Issues
- Knowledge development & skills training

Programme 12: Information and Knowledge Management (IKM) Strategies and Practice

- Thematic policies dialogue and synthesis
- ICM & KM methodology and skills development

2010 departmental highlights included:

- further refinement the Centre's approach to needs assessments and evaluations, including the development and promotion of pedagogical tools for ICM strategy formulation and evaluation (e.g. *Smart toolkit for evaluating information projects, products and services*).
- the launch of a new version of Agritrade with new features and more inputs from ACP based experts and more analysis on ACP regional trade issues and corporate issues in key sectors (e.g. sugar).
- contributing to building ACP capacity on understanding, analyzing and strengthening agricultural, science, technology and innovation (ASTI) systems
- consolidating the newly established programme on "Information and knowledge management strategies and practice".

In 2011 PSSD will build on these and other achievements mentioned in the background on individual programmes (see profiles 9 –12 in Section 6).

6 DETAILED PROGRAMME STRUCTURE AND PROFILES FOR 2011³

See 1-page profiles of the following programmes on pages 11 –22:

	Centre-wide operational Goal ⁴	TITLE
Programme 1	Mainly n° 1	Publishing in print, electronic and audiovisual formats
Programme 2:	Mainly n° 1	Marketing Services
Programme 3:	Mainly n° 1	Distribution of publications in print, electronic and audiovisual formats
Programme 4:	Mainly n° 2	Strengthening ACP Information
Programme 5:	Mainly n° 2	Regional Information Platforms and Networks
Programme 6:	Mainly n° 2	ICT4D Services
Programme 7 :	Mainly n° 2	Experience sharing and Training Programme
Programme 8 :	Mainly n° 2	Media Services
Programme 9	Mainly n° 2	Needs Assessment, Priority-setting and Evaluations
Programme 10	n° 1 & n°2	Agricultural Trade Programme (AgTP)
Programme 11:	n° 1 & n°2	Science, Technology and Innovation Strategies
Programme 12	n° 1 & n°2	Information and Knowledge Management (IKM) Strategies and Practice

³ (Annex 1.1 contains additional information on the range of activities supported by CTA for the group of organisations under each sub-programme.)

⁴ See Table in Section 3.

PROFILE 1 – 11/311/IPDD

Programme title	Programme 1: Printed, electronic and audiovisual publications
Linked programmes	Programmes 2, 3, 4 and other CTA programmes having a "publication" component.
Department	Information Products and Dissemination Department (IPDD)
Regions/countries	All ACP and EU countries (printed publications); all countries (electronic publications)
Collaborating agencies	ACP/EU business and non-business publishers; ACP/EU authors and editors (including journalist); miscellaneous service providers.
Background	In order to improve the availability and accessibility of appropriate information on agricultural and rural development in the ACP countries, the CTA publishes and co-publishes – with ACP or EU publishing houses and authors – printed, electronic and audiovisual publications or supports their development and production. These can be divided into three main categories, each managed by three separate sub-programmes: books and audiovisual products; the bimonthly magazine <i>Spore/Esporo</i> and its Internet site; institutional publications, including CTA's corporate site. 35 to 40 publications appear every year (new printed and audiovisual publications, revised editions, translations). These publications cover all the priority themes identified by the CTA's current Strategic Plan, from agricultural production to the management of natural resources, including food security, animal health, trade and ICT. In 2010, the publications policy was reviewed to improve planning and respond to market needs (subscribers to the publications distribution system). Partnerships have been formed or are currently being negotiated to reinforce the collections. In 2010, the CTA also decided to modernise the editorial formula of <i>Spore/Esporo</i> to make the editorial content clearer, richer and more attractive, while increasing the number of pages to 28. Moreover, the principle of publishing a special edition once a year devoted to a topical subject was adopted. The other changes made to the institutional publications consist mainly in a partial reorganisation of the CTA's web site and efforts to exploit the content produced by the CTA, including in the framework of the events that it organises.
Problem statement	▪ Limited access for the various stakeholders in the agricultural sector in the ACP countries to publications devoted to capacity building, improving practices and developing knowledge ▪ Lack of financial resources devoted to paper and digital publications on agricultural and rural development; ▪ Shortage of publications by ACP authors and publishers
Beneficiaries	<u>Direct:</u> ACP and EU authors and publishers, the 46,000 individuals and organisations that are subscriber to the magazine <i>Spore/Esporo</i>, including the 35,000 individuals and organisations that are also subscribers to the CTA's publications and co-publications. <u>Indirect:</u> ACP communities served by the direct beneficiaries and Internet users.
Overall objective	To contribute to the adoption by ACP stakeholders of more effective and efficient rural and agricultural practices, techniques, strategies or policies.
Purpose	To enhance the understanding and knowledge of ACP stakeholders regarding the major agricultural and rural development issues as well as the opportunities to be grasped.
Expected results (R)	▪ R1: The production and distribution of printed, electronic and audiovisual CTA publications that meet the needs of the ACP countries and are adapted, as far as possible, to local priorities. ▪ R2: Improved knowledge of CTA products and services.
Sub-programmes (SP) and associated projects	SP1 → R1: Co-publications (books and audiovisual products) – €600 000 ▪ Launch new book series on themes relating to the development and diversification of agricultural products and rural entrepreneurship. ▪ Publication and co-publication of at least 30 titles as stand-alone publications or in the framework of existing series. SP2 → R1&R2: Production of <i>Spore/Esporo</i> – €580 000 ▪ Production, printing (65000 copies) and online publishing of 6 issues and a special issue in French, English and Portuguese. SP3 → R1&R2: Institutional publications – €220 000 ▪ Setting up new functionalities on CTA's corporate Website. ▪ Production of printed and/or electronic publications, including contributions to the CTA's annual seminar, thematic compilation of information produced as part of thematic programmes (for example, the AgriTrade compendium).
Budget	€ 1 400 000
Durations and dates	January – December 2011

PROFILE 2 – 11/312/IPDD

Programme title	Programme 2: Marketing Services
Linked programmes	All CTA programmes, especially Programmes 1, 3, 8 and 9
Department	Information Products and Dissemination Department (IPDD)
Regions/countries	All ACP regions and countries
Collaborating agencies	ACP partner organisations and various ACP and EU service providers
Background	Following recommendations made in the 2007-2010 Strategic Plan, it was decided to introduce a marketing function at CTA in 2009. The aim was to increase outreach of CTA's products and services. In 2009/2010, internal research indicated some confusion in the target market about the CTA's name and what CTA does, as well as a disconnect between the CTA brand and products. Therefore, the programme focussed on the groundwork necessary to build a stronger brand and greater awareness among beneficiaries. In 2010, activities delivered included the development of new institutional marketing material and individual marketing promotion activities around products and services. These were distributed at events. A new monthly publications e-newsletter was launched promoting the back catalogue. Advertising was a new venture with the new look Spore presenting institutional ad space and reciprocal ads promoting Spore in complementary publications. Internal marketing was also addressed with the introduction of a new monthly internal newsletter. In addition, research activities were undertaken to gain a greater insight into the ACP book market, comprising Internet research and analysis of existing CTA studies e.g. needs assessment. In 2011, the programme will build on the 2010 programme and focus on three priority areas: institutional marketing, marketing of (co-)publications, including <i>Spore / Esporo</i>, and promotion of CTA's product and services during events, which are a unique opportunity to meet potential and existing partners as well as beneficiaries.
Problem statement	▪ Limited awareness and availability of CTA's publications to a large portion of potential CTA beneficiaries ▪ Lack of understanding of the partner's role in branding / marketing CTA ▪ Insufficient use of events to maximise awareness and promotion of CTA and its products and services ▪ Limited market knowledge
Beneficiaries	▪ <u>Direct</u> – ACP organisations in charge of agricultural information and communication e.g. farmer groups, NGOs, extension services, research institutions, universities. ▪ <u>Indirect</u> – Communities or other groups served by the direct beneficiaries.
Overall Objective	To contribute to the adoption by ACP stakeholders of more effective and efficient rural and agricultural practices, techniques, strategies or policies.
Purpose	A strong CTA brand and increased visibility of CTA, its products and services, in ACP and EU are achieved.
Expected Results (R)	• R1: CTA's products and services are better known and promoted and demand is increased • R2: Greater awareness and understanding of CTA and what it does • R3: CTA and non-CTA printed and electronic publications meet the needs of a larger number of beneficiaries • R4: Increased interest by partners to put in resources to reproduce CTA publications in other languages
Sub-programmes (SP) and associated projects	SP1 → R1, R2 & R3: Institutional Marketing Strategies – € 40 000 ▪ Evaluation of the CTA brand and impact of its marketing activities ▪ Formulation of an integrated marketing strategy with selected partners ▪ Study of market environment SP2 → R3 & R4: Marketing of Publications – € 70 000 ▪ Identification of possible partnerships for (co-)publications and distribution ▪ Implementation of specific tools to survey and analyse the book market ▪ Investigation of inward revenue stream opportunities ▪ Development of a new format for and production of the publications catalogue ▪ Conduct promotional activities and develop promotional material SP3 → R2, R3 & R4: Promotion of products and services – € 30 000 ▪ Increase CTA presence at CTA and relevant non-CTA events. ▪ Conduct communication / e-marketing activities to disseminate information from events
Budget	€ 140 000
Duration & dates	January - December 2011

PROFILE 3 – 11/313/IPDD

Programme Title	Programme 3: Distribution of publications in print, electronic and audiovisual formats
Linked programmes	All CTA programmes
Department	Information Products and Dissemination (IPDD)
Regions / countries	All ACP regions and countries
Collaborating agencies	Various service providers in the EU and ACP countries
Background	The Publications Distribution Service (PDS) is CTA's main outreach arm, with currently over 46,000 subscribers receiving <i>Spore/Esporo</i> on a regular basis. PDS also distributes other CTA (co-) publications in both electronic and print formats including CD-ROMs as well as non-CTA reference publications. In 2009, the number of subscribers to <i>Spore/Esporo</i> increased by 1,700 while the number of (co-)publications distributed reached a record number of 185,000 copies and the non-CTA reference publications reached 2,600 copies. The trend noted during the first quarter of 2010 is in line with the figures recorded in 2009 and can be attributed to the new distribution policy initiated in 2009, which includes: (1) a marketing strategy to better promote the new and existing titles, and (2) the launch of a book donation programme to replenish key agricultural libraries with a large set of documentary resources, responding to the urgent and critical needs identified during the Information outreach and impact (INFOIR) exercises that CTA has conducted since 2008. Additional policy measures introduced in 2010, to improve the effectiveness and efficiency of the publications distribution included: (1) the development of a new information system to manage subscriptions and orders, with the possibility for subscribers to interact online; (2) the adoption of a new principle that rewards the most active subscribers; (3) a day-to-day management of the stock reconstitution. This new policy also applies to the distribution of reference non-CTA publications. For example, the French-speaking subscribers have now access to the full catalogue of reference publications in English. 2011 will see a full implementation of the reforms undertaken in 2009/2010 to further increase the outreach of CTA and non-CTA publications and <i>Spore/Esporo</i>, through a marketing strategy that includes product branding and promotion.
Problem statement	▪ Limited availability of publications that support activities by stakeholders at various levels in the entire agriculture and rural development chain. ▪ Poor organisation, mechanisms and infrastructure, which hinder effective distribution of available publications ▪ Limited awareness of existing local or external sources of information and of the type of products and services available
Beneficiaries	▪ <u>Direct</u>: Farmers, extension agents, government organisations, research institutions, universities and civil society organisations in ACP countries (i.e. 48,000 individuals and organisations receiving <i>Spore/Esporo</i>, of which 35,000 receiving also the CTA (co-) publications and 2,000 organisations the reference non-CTA publications) ▪ <u>Indirect</u>: ACP communities served by the direct beneficiaries
Overall Objective	To contribute to the adoption by ACP stakeholders of more effective and efficient practices, techniques and strategies in the field of agricultural and rural development
Purpose	ACP stakeholders' awareness, understanding and knowledge of key and topical agriculture and rural development challenges and opportunities increased
Expected Results (R)	▪ R1: Increased access to CTA and non-CTA publications in both printed and electronic formats ▪ R2: Subscribers better served by the PDS
Sub-programmes (SP) and associated projects	SP1 → R1: Distribution of CTA (co-)publications – € 786 000 ▪ Day-to-day reconstitution of publications stock ▪ Transport and storage of CTA (co-)publications and mailing to subscribers and organisations benefiting from the book donation programme including book displays at conferences, book fairs and e-development days SP2 → R1: Mailing of <i>Spore/Esporo</i> – € 240 000 ▪ Mailing of 6 issues (No. 151 to 156) of <i>Spore/Esporo</i> in its new format (28 pp.) to 48 000 subscribers SP3 → R1: Distribution of reference non-CTA publications – € 170 000 ▪ Selection and preparation of publications lists (reference guides and research monographs) ▪ Mailing of ordered publications to subscribers SP4 → R2: Subscription management system – € 40 000 ▪ Maintenance and implementation of new functionalities
Budget	€ 1 236 000
Duration & dates	January – December 2011

PROFILE 4 – 11/314/IPDD

Programme title	Programme 4: Strengthening ACP information services
Linked programmes	Programmes 1, 2, 3, 6 and 7.2
Department	Information Products and Dissemination Department (IPDD)
Regions/Countries	ALL ACP regions and countries
Collaborating agencies	ACP organisations contributing to projects and EU and ACP service providers
Background	The CTA product and service evaluations carried out in some fifteen ACP countries in 2009 and 2010 showed that the CTA's actions need to be more ambitious, effective and consistent in order to respond more closely to the needs of beneficiaries. As a result, in 2010 three sub-programmes were grouped together (1) support for Questions and Answers Services (QAS), (2) support for local and national agricultural information initiatives and, (3) the provision of technical and scientific agricultural information (databases (DSS), selective dissemination of information (SDI)). In 2011, the CTA plans to deepen the integration of these sub-programmes and to reinforce synergies between this programme and other CTA programmes, such as the distribution of publications and training. The aim is twofold. First, it wants to offer a series of services intended to increase the capacity of ACP organisations to generate agricultural information and/or ensure its mass dissemination in rural areas. Secondly, the aim is to enable these organisations and the communities they serve to benefit as widely as possible from the CTA's information products. The projects implemented will target organisations having a specific or strong role in the production or dissemination of agricultural information. They will rely on the CTA's experience in the following areas: (i) publishing, co-publishing and distributing publications; (ii) putting in place structures capable of providing agricultural information products and services to rural communities; (iii) information and communication technologies (ICT) for development; (iv) support for the management of scientific and technical information.
Problem statement	▪ Difficulty of access in the ACP countries to information with a content, format and method of dissemination that correspond to specific needs. ▪ Lack of means (financial, human and equipment) allocated by the ACP organisations to the development and long-term planning of information products and services.
Beneficiaries	▪ <u>Direct</u>: media, publishers, extension services, research institutions, universities, NGOs and farmers organisations. ▪ <u>Indirect</u>: the communities served by the direct beneficiaries.
Overall objective	To contribute to the adoption by ACP stakeholders of innovations and agricultural best practices.
Purpose	Capacity of ACP organisations to manage information services, produce and disseminate information for agricultural and rural development improved.
Expected results (R)	R1: The means of ACP publishers (business and non-business) to produce agricultural information are increased. R2: Agricultural information is made available to rural populations. R3: Scientific and technical agricultural information needs are satisfied.
Sub-programmes (SP) and associated projects	SP1 → R1&R2: Support to ACP publishing – €300 000 ▪ Production and distribution of practical books (booklets, manuals, technical sheets) in particular in national languages (depending on the quality of the books produced and the potential markets, they may be re-published as CTA co-publications). ▪ Partnerships formed with 2-3 ACP publishers interested in the co-distribution of Spore and their own agricultural magazines. SP2 → R1&R2: Mass dissemination of agricultural information – €500 000 ▪ Support to 4 to 6 QAS centres capable of mobilising communication systems facilitating access to agricultural information, managing databases of questions and answers and ensuring mass dissemination of the answers to the most frequently asked questions. ▪ Support for putting in place networks of information and documentation centres in rural areas (decentralised extension services, community information centres, rural libraries): supplying equipment and databases and support for setting up information services for users (e.g. access to the Internet). SP3 → R3: Support to national scientific and technical information services – €250 000 ▪ Support to documentation centres of research institutes and universities for digitization projects, the electronic management of documents, the development of user services (alerts, document retrieval, editing, online publishing, etc.). ▪ DSS: subscription to databases in accordance with the cost sharing principle. ▪ SDI: access, on demand, to bibliographical profiles.
Budget	€1 050 000
Duration and dates	January – December 2011

PROFILE 5 – 11/321/CSD

Title	Programme 5: Regional Information Platforms and Networks
Linked programs	Programmes 10, 11 & 12
Department	Communication Services Department (CSD).
Regions/countries	All ACP regions
Collaborating partners	ACP regional organisations and networks
Background	As part of its current Strategic Plan, CTA has been partnering with ACP regional organizations and networks to strengthen the information and knowledge management component of their work as a contribution to food sovereignty, regional trade, resource management and other dimensions of agricultural development. In addition to the promotion and use of conventional and electronic communication channels, CTA has been increasingly supporting the focused use of mass media to reach out to a wider audience, including decision-makers. The implementation of this integrated approach in 2010 has resulted in better access to technical and policy-related information, including the translation of policy issues of global importance into regional debates and a better coverage of agricultural issues in the mass media. FANRPAN, CMA-AOC (pillars of CAADP) and CARDI are among the preeminent partners in this important new orientation. In this context, CTA has been making contributions towards ACP media professionals gradually becoming full-fledged regional stakeholders whose interventions are not isolated from other stakeholders. In 2010, Regional Farmers Organisations have continued to benefit from CTA's support (EAFD and SACA) and Wetlands International is among the organizations newly partnering with CTA. In 2011, CTA will provide support to intra-regional trade (mainly non-tariff barriers and trade efficiency), climate change mitigation, research outreach and communication, demography- agriculture nexus, policy advocacy and communication by regional farmers' organisations.
Problem	▪ Poor strategies, weak systems and limited skills to manage information and communication on issues of regional importance ▪ Communication barriers among and between stakeholders ▪ Limited capacities of stakeholder groups to influence decision-making at the regional level
Beneficiaries	<u>Direct:</u> About 25 ACP regional organisations and networks <u>Indirect:</u> ACP communities being served by the direct beneficiaries
Overall objective	To contribute to the promotion of sustainable food security, poverty reduction and preservation of the natural resource base in ACP countries
Purpose	Capacities of ACP regional organisations, networks and stakeholders to develop strategies and systems, combine and integrate various ICM tools, and better manage project cycle in key areas of agriculture, rural development and natural resource management enhanced.
Expected results (R)	Reinforced ICM/ICT capacities of regional organizations/networks for: ▪ R1: Improved formation and implementation of sound regional agricultural and trade policies ▪ R2: Innovative collaborative methods for Natural Resource Management promoted, including Collaborative Spatial Information Management and Communication (PGIS) ▪ R3: Improved transfer and use of research findings ▪ R4: Stronger engagement of farmers' and community based organisations in regional policies, strategies, plans and activities
Sub-programmes (SP)	SP 1 → R1: Regional agricultural policy and trade networks / organizations – (€390 000) ▪ Support to CMA-AOC (selected regional value chains in Western and Central Africa); support to FANRPAN, Southern Africa, CaRPAN, Caribbean and PAFNet, Pacific (regional agricultural policy dialogues) SP 2 → R2: NRM networks / organisations – (€100 000) ▪ Support to UFROAT, IPACC and other partners (to be identified) SP 3 → R3: Research networks / organisations – (€ 120 000) ▪ Support CARDI (Research Outreach and Communication), CORAF & SOPAC (Action-research on Processing of Coconut-oil). SP 4 → R4: Civil society networks/ organisations – (€ 425 000) ▪ Support to EAFD, SACA, CaFAN, CARNUFO, RJAOC, Inter-agency media initiative (Caribbean) <i>The programme activities include:</i> <i>training courses, regional workshops, electronic fora, regional policy dialogues, round table discussions with journalists, strategic planning exercises, web 2.0 services and Publishing (print and electronic).</i>
Budget	€ 1 035 000
Duration & dates	January – December 2011

PROFILE 6 – 11/322/CSD

Title	Programme 6: ICT4D Services
Linked programmes	Programmes 4, 5, 7, 8, 9 and 11
Department	Communication Services Department (CSD).
Regions/ countries	All ACP regions
Collaborating partners	Various EU/ACP organisations; National, regional, international organizations and networks
Background	The end of the 20th and the start of 21st century have been characterised by very rapid growth in ICTs, epitomised by two developments: growth of the Internet and the astonishing proliferation of mobile phones. No one would deny that these developments have transformed the way information is communicated and shared. However, few ACP farmers and rural development stakeholders, amongst which women and youth, can benefit directly from these revolutionary technologies for reasons of poverty, low income, illiteracy (among others) which lead to digital exclusion. In its 2007-2010 Strategic Plan CTA proposes to address these issues via investing in the adoption and promotion of innovative ICTs to "expand outreach" and increase "access to information". Following the restructuring of CTA in 2008/2009 this programme was redesigned around three sub-programmes, respectively: ▪ Telecentres: CTA is raising awareness on sustainability issues using information from the study visit to India where telecentres are a partnership between public and private sectors which leads to a sustainable existence. CTA is actively supporting regional telecentre networks through knowledge sharing, management, training and the provision of resources for local content development in the ACP countries. ▪ ICT4D Observatory: with a view to monitoring the ICT4D environment so as to better contribute to the definition of interventions that will shape CTA's strategic orientation with regard to technology adoption and adaptation, services delivered and technical standards, including data formats. ▪ ICT4D for improving information access: to support ACP stakeholders in the context of the MDGs and the World Summit on the Information Society (WSIS) action plan in selectively and timely accessing information through the innovative ICT4D-related initiatives, such as the "Agricultural, Rural Development and Youth in the Information Society (ARDYIS)" project that CTA launched in 2010. Projects and initiatives started in 2010 will continue in 2011 with opportunities for up-scaling, and a special effort will be made to find co-funding for this programme.
Problem statements	▪ Limited access to relevant information in agriculture and rural development ▪ Limited awareness of ICT4D programmes, initiatives and innovations ▪ Lack of appropriate ICT4D strategies and approaches ▪ Limited capacity to adopt and use ICTs
Beneficiaries	<u>Direct beneficiaries:</u> CTA partners. <u>Indirect beneficiaries:</u> other stakeholders active in the sectors of agriculture and rural development and natural resource management.
Overall objective	To contribute to the promotion of sustainable food security, poverty reduction and preservation of the natural resource base in ACP countries
Purpose	Capacities of ACP individuals and organisations in formulating and implementing ICT4D programmes in the field of agricultural and rural development are improved
Expected results (R)	▪ R1: Improved and timely access to relevant and up-to-date information by CTA partners and beneficiaries ▪ R2: Increased integrated use of innovative ICT4D among concerned stakeholders ▪ R3: Increased awareness on the existence of innovative ICT4D and related opportunities
Sub-programmes (SP) and associated projects	SP1 → R1, R2, R3: Telecentres – € 353 000 ▪ Awareness raising and channel development ▪ Telecentres knowledge sharing portal, contents and services ▪ Support to national and regional Telecentre Network (extended to the Caribbean and Pacific regions) SP2 → R1, R2, R3: ICT4D Observatory – € 260 000 ▪ ICT Update ▪ Annual ICT Observatory event ▪ Web2forDev Gateway SP3 → R1, R2, R3: ICT4D for improving information access – € 110 000 ▪ Youth, Gender and ICT4D (via the ARDYIS and GENARDIS projects) ▪ Mobilising relevant content for ARD (e.g. through Mobile Internet access, Newsfordev, and support to ACP partners to collect and adapt content) ▪ Promoting the adoption of innovative technologies (e.g. through the Distance mentorship programme, procurement of software and testing of web2 applications, and in-house awareness raising seminars)
Budget	€ 723 000
Duration & dates	January 2011 – December 2011

PROFILE 7 – 11/323/CSD

Title	Programme 7: Experience sharing and Training Programme
Linked programmes	Programme 1, 2, 6, 8
Department	Communication Services Department (CSD)
Region /countries	All ACP regions
Collaborating organisation	ACP and EU partner organisations
Background	CTA's Strategic Plan 2007 – 2010 stipulates that the Centre will continue to support thematic seminars and ICM training through face-to-face meetings and electronic fora. CTA's restructuring in 2009 has integrated these two activities into one programme on capacity building. Thematic seminars contribute to the creation of formal and informal networks, and CTA and its partners share the conclusions and recommendations with a much wider audience through the Internet. CTA has revised its strategy for ICM training, on the basis of various evaluations, by: (i) increasing support for training of trainers; (ii) working more closely with regional programmes and partners; (iii) focusing on the following specific areas in which CTA has a strong in-house capacity, such communication channels, ICT tools and technologies, and policy/strategy issues. A key priority is also the strengthening of synergies within the programmes (i.e. linking ICM training and seminars) and with other CTA programmes. The value of CTA seminars and training courses is highly appreciated by partner organisations as shown by the increasing number of collaborative activities in which ACP partners are willing to share direct costs. For instance, participants and partners in the Seminar Support Programme (SSP), now routinely accept to cover visa, other local travel costs, per diems and conference registration fees. CTA provided training materials and trainers while the ACP partners took charge of the other direct participation costs of the trainees (i.e. airfares, per diems and hotel accommodation).
Problem statements	▪ Limited ICM/ICT skills, as well as limited access to IT services and facilities ▪ Inadequate access to and application of scientific and research findings ▪ Limited capacities of ACP experts to share their experience on ARD issues in other fora; ▪ Low level of exchange of experiences and information of ACP experts on best practices on agricultural and rural development in ACP countries. ▪ Paucity of training materials for training of trainers
Beneficiaries	<u>Direct:</u> Over 1100 policy makers, private sector, information services providers, NGOs, Farmers organisations, researchers <u>Indirect:</u> ACPs ARD stakeholders including rural communities
Overall objective	To contribute to the promotion of sustainable food security, poverty reduction and preservation of the natural resource base in ACP countries.
Project purpose	Organisational and human resource capacities in ACP institutions improved
Expected results (R)	<u>Seminars:</u> ▪ R1: Knowledge and experience on agricultural and rural development issues shared amongst ACP stakeholders (300) ▪ R2: About 250 ACP nationals better informed on topics of current interest in agriculture and rural development ▪ R3: About 60 ACP nationals gain hands on experience on a topic of relevance to ACP agriculture and rural development <u>Training:</u> ▪ R4. ACP nationals (300) trained in ICM themes through CTA courses ▪ R5. ACP institutions supported to organise training courses on ICM themes and participate in seminars and conferences (200 experts) ▪ R6. Training materials developed for online and face to face training situations
Sub-programme (SP) and associated projects	SP1 → R1 & R3: Promoting the exchange of experience and information – (360 000 €) ▪ 2011 Annual seminar (topic to be decided); climate change, European Development Days SP2 → R4 & R6 : ICM training - (€520 000) ▪ Training Courses on ICM themes (300 ACP experts trained) ▪ Development of training materials SP3 → R2 & R5: Support to partner activities - (€ 490 000) ▪ Seminar Support Programme (SSP) (250 ACP experts supported) ▪ Support to Non-CTA Training (200 ACP experts supported)
Budget	€ 1 370 000
Duration and dates	January – December 2011

PROFILE 8 – 11/324/CSD

Title	Programme 8 : Media Services
Linked programmes	All CTA programmes
Department	Communications Services Department (CSD)
Regions/countries	All ACP regions
Collaborating Organisations	ACP and EU media groups and associations. International media outlets
Background	The Media Services Programme aims to enhance the role of the media in agriculture and rural development. For several years, CTA's media efforts had focused on the development and distribution of Rural Radio Resources Packs (RRRPs) and video products on thematic areas in agriculture and rural development to intermediaries, and TV programmes, among others. However, due to many changes in the media landscape and the opportunities provided by new media, there is need to revisit the programme. In addition, feedback from stakeholders, especially during the impact and outreach review (INFOIR) missions in 13 ACP countries in 2008/2009, and the media seminar (12-16 October 2009 in Brussels), has led CTA to refocus its CTA's media efforts towards a more stakeholders-centred programme. In the refocused programme, CTA has identified 3 major areas of intervention, viz. support to: (i) community media initiatives; (ii) media professionals and networks; and (iii) media coverage of CTA activities. Among other media related activities in 2010, CTA held a number of media experts planning meetings for Africa, Pacific and Caribbean, during which stakeholders provided a number of elements to enrich the media programme. The 2011 programme therefore, builds on these activities, taking into account input from stakeholders.
Problem statements	▪ Paucity of positive mention of agriculture and rural development in mass media ▪ Limited capacity of ACP journalists and other media specialists, and scientists, to communicate or report on, and/or share agriculture and rural development information and knowledge ▪ Limited capacity of community media initiatives (especially Radio) to produce, acquire, share and utilize agricultural and rural development information and knowledge ▪ Limited interactions and sharing of information and knowledge between scientists and/or researchers and the media
Beneficiaries	<u>Direct:</u> Journalists and other communications specialists in the ACP region <u>Indirect:</u> ACP communities being served by the direct beneficiaries
Overall objective	To contribute to the promotion of sustainable food security, poverty reduction and preservation of the natural resource base in ACP countries
Project Purpose	The role of media in promoting agricultural and rural development in the ACP region strengthened.
Expected results (R)	▪ R1: Capacities of community radio initiatives and associated support tools strengthened. ▪ R2: Increased media mentions and sharing of agricultural and rural development information and knowledge through strengthened capacities of media, scientists, etc. ▪ R3: Best media practices in agricultural communications and exchange promoted and shared ▪ R4: CTA capacity to handle media relations challenges strengthened, and media relations functions streamlined into CTA activities ▪ R5: Awareness of CTA activities and impact enhanced, to improve CTA positioning and visibility
Sub-programmes (SP1) and associated projects	SP1->R1 & R3: Community media initiatives – (€ 90 000): ▪ Training in radio for Africa Anglophone (southern, eastern and western regions) and the Caribbean; ▪ Support to inventory on radio in western Africa ▪ Radio practitioners mentoring in western Africa SP2->R2 & R3: Mass media professionals and networks – (€ 90 000): ▪ Follow up on experts planning meeting involving all regions; ▪ Training in agricultural communications for Pacific and western Africa, ▪ Agricultural journalism/communications competition SP3-> R4 & R5: Media coverage of CTA activities – (€ 110 000): ▪ Support journalists to cover CTA activities, subscription to media atlas, ▪ Support to the CTA annual seminar 2011, training staff on media issues, support web streaming
Budget	€ 290 000
Duration & dates	January – December 2011

PROFILE 9–11/331/PSSD

Title	Programme 9: Needs Assessment, Priority-setting and Evaluations
Linked programmes	All CTA programmes
Department	Planning and Strategic Services Department (PSSD)
Regions/countries	All ACP regions
Collaborating organisations	EU and ACP partners
Background	Needs assessments, priority-setting exercises and independent evaluations of CTA's products and services are common practice in CTA's way of working. This helps to ensure that CTA would remain relevant and focused on meeting existing and anticipating future needs of the beneficiaries it is mandated to serve. These exercises have not only highlighted the continued relevance of CTA's products and services but also shown the level of appreciation by the Centre's partners and beneficiaries in the ACP countries and have helped to streamline projects and programmes. 2010 saw the further refinement the Centre's approach to needs assessments in Central Africa; the impact and outreach review of its products and services in Portuguese-speaking countries; the development of pedagogical tools related to information and communication management strategies; and the promotion of the Smart Toolkit for evaluating information products and services. In 2011, emphasis will be placed on consolidating the lessons learnt in 2010 with the best practices developed being applied across the other ACP regions that have not yet benefitted from these methodological tools, concepts and practices. An increased number of partnerships will be forged with regional and national organisations to ensure sustainability and to reinforce the joint organisational learning approach. The three sub-programmes proposed below support and feed into the Centre's work by capturing elements of the external operating environment and channelling feedback from evaluations into the overall planning and monitoring process including the development of CTA's strategic plan.
Problem statements	▪ Strategies to adequately address strategic partnerships on a regional / national basis are not sufficiently coherent ▪ Information on user needs and ACP priorities is outdated rapidly ▪ Feedback on the effectiveness of CTA's products and services is not adequately collated and systematised to facilitate joint learning
Beneficiaries	▪ <u>Direct</u>: (i) ACP organisations identified and targeted for technical and financial assistance; (ii) CTA through in-house capacity building ▪ <u>Indirect</u>: ACP communities served by the direct beneficiaries
Overall objective	To contribute to economic and agricultural development through capacity building in the area of agricultural information management and knowledge sharing
Purpose	Planning, effectiveness, accountability and outreach of CTA's interventions enhanced
Expected Results (R)	▪ R1: Baseline data and the status of infrastructure, information services and ICM capacity of institutions involved in agriculture and rural development continuously updated for monitoring purposes and improved outreach ▪ R2: Needs identified of potential strategic partners for CTA activities and services in terms of building capacity for information and communication management ▪ R3: Key ACP partners supported to develop strategies and action plans in the area of information management for agriculture and rural development ▪ R4: Systematic feedback mechanism developed to improve CTA's products and service delivery ▪ R5: Improved efficiency in CTA's project cycle management
Sub-programmes (SP) and associated projects	SP1 → R1, R2 & R3: Needs assessment and priority-setting - (€100 000): ▪ Coordinate 2 to 4 country studies (Caribbean & Pacific) ▪ Conduct 2 priority setting studies & workshops in Central and Eastern Africa (35 participants each) ▪ Promote the ICM strategy development methodology and curriculum across ACP regions SP2 → R4: Evaluations - (€120 000): ▪ Conduct outreach & impact reviews in 2 countries (INFOIR 4) ▪ Review the effectiveness of CTA's work regarding strategy development for ACP organisations ▪ Promote the interactive use of the CTA/KIT/IICD Smart toolkit for evaluating information products and services SP3 → R5: PM&E methods, skills and documentation - (€36 000): ▪ Organise 4 to 6 internal training sessions on PCM; produce/improve operational guidelines and procedures; update consultants' database; conduct financial monitoring of projects
Budget	€ 256 000
Duration & dates	January – December 2011

PROFILE 10–11/332/PSSD

Title	Programme 10: Agricultural Trade Programme (AgTP)
Linked programmes	Programmes 1, 5, 9 & 11
Department	Planning and Strategic Services Department (PSSD)
Regions/countries	All ACP regions
Collaborating organisations	EU and ACP partners organisations
Background	Agricultural trade is one of the key thematic priorities of CTA (see SP 2007-2010). This decision reflects the catalytic role of trade in contributing to growth and poverty reduction in ACP countries. CTA's intervention focuses on 4 clusters: (i) international agricultural trade negotiations (WTO, EPAs, Aid for Trade - Aft); (ii) product diversification, value adding, market differentiation; (iii) market access and food safety issues (SPS); (iv) agricultural marketing and financing. The AgTP focuses on knowledge sharing, dialogue facilitation and capacity building through various mechanisms such as: (i) its <i>Agritrade</i> portal which provides ACP policy makers with up-to-date information and detailed analyses on the challenges of the agricultural trade negotiations and related issues; (ii) studies, workshops, e-fora, study tours, publications, videos, etc. on trade issues in collaboration with ACP and EU partners. Since 2009, the programme is guided by an ACP-EU Trade Advisory Group which is regularly consulted regarding the priorities/needs, collaborations and type of activities. A 'business plan' of the AgTP was produced in 2010 to further analyse the needs of the programme's clientele, its market/competitors, strengths and weaknesses and come up with clear recommendations on how to improve its efficiency and impact. In 2010, the AgTP was able to deliver important results including the launch of a new version of Agritrade with new features and more inputs from ACP based experts and more analysis on ACP regional trade issues and corporate issues in key sectors (e.g. sugar). The 2nd edition of the Agritrade compendium was also published in reaction to the success of the 1st edition. The 2010 capacity building and dialogue facilitation activities of the AgTP covered several key topics such as private food standards and organic certification, the role of Aft in the agricultural sector, Geographical Indications (GIs) and Market Information Systems in Africa. In 2011, the AgTP will continue to develop a portfolio of projects around the 4 thematic clusters with possible new topics suggested by the next meeting of its Advisory Group.
Problem statements	- Access to comprehensive, regularly updated and readily available information/analysis & training materials on key agricultural trade issues for ACP countries is limited - Opportunities for communication/exchange of information and experiences / dialogue on trade issues among ACP regions and between ACP countries and EU are limited
Beneficiaries	<u>Direct</u>: ACP policy makers and trade negotiators, researchers, farmers' organisations, private sector, NGOs <u>Indirect</u>: EU and ACP stakeholders involved in the trade negotiations
Overall objective	To contribute to make agricultural trade an effective tool for development in ACP countries
Purpose	Information provided, exchanges facilitated and capacities developed in agricultural trade and market access issues
Expected Results (R)	- R1: ACP stakeholders are regularly updated on the progress of the agricultural trade negotiations and have access to other key trade related information - R2: ACP stakeholders can better interact with each other and with their EU counterparts on trade related issues - R3: ACP stakeholders are better equipped to influence the decision making process on agricultural trade policies and benefit from trade opportunities (market access issues)
Sub programmes (SP) and associated projects	SP1 → R1: Agricultural trade analysis and information (€ 380 000) - Consolidate and further develop the new version of the Agritrade portal launched in the second half of 2010 - Release the 3rd annual edition of the 'Agritrade Compendium' - Publish discussion papers/studies – in collaboration with ECDPM, UNCTAD, OriGIn, AGRA, CIRAD, AFD, etc. - Develop ICM products with IFAP programme on 'Empowering Smallholder Farmers in Markets' (funded by IFAD, AgriCord and EC) SP2 → R2+R3: Facilitating trade dialogue and skills enhancement (€ 150 000) - Organise the second formal meeting of the ACP-EU Trade Advisory Group - Co-organise with ACP based and EU organisations in facilitating dialogue and building capacities on agricultural trade issues: 2 face-to-face meetings, 2 e-fora, 1 study tour, 1 training course (cost and expertise sharing basis)
Budget	€ 530 000
Duration & dates	January – December 2011

PROFILE 11–11/333/PSSD

Title	Programme 11: Science, Technology and Innovation Strategies
Linked programmes	Programmes 1, 4, 5, 6.3, 7, 9 and 12
Department	Planning and Strategic Services Department
Regions/countries	All ACP regions
Collaborating agencies	ACP and EU Partner organisations
Background	CTA's programme on science, technology and innovation (ST&I) in support of agricultural and rural development in ACP countries, acknowledges the need for the ACP region to (i) have well researched, and well articulated ST&I positions on the major issues affecting their agricultural and rural sectors and related agro-based industries and (ii) increase national investments for ST&I while also mobilizing complementary international funding. Through the programme, CTA provides platforms for the exchange of information and knowledge among ACP scientists and other stakeholders and between them and their European and international counterparts and regularly diffuses new information on emerging ST&I issues through a dedicated S&T web portal, knowledge for development (K4D). CTA also contributes to building ACP capacity on understanding, analyzing and strengthening agricultural, science, technology and innovation (ASTI) systems and in 2010 made progress in drafting a methodology for measuring performance of ASTI systems. The 2010 GCARD in Montpellier confirmed the need for reshaping the global agricultural research system and strengthening national systems which are essential for addressing the context specific nature of global challenges such as growing food insecurity, climate change and dwindling natural resources (land, water and biodiversity). Science must move from exclusivity to inclusivity and become more relevant to society and the ACP scientific community must be part of the process. Engaging women and young professionals, strengthening the tertiary education system and enhancing agricultural science and research which integrates indigenous knowledge remain priorities.
Problem statements	▪ ACP countries continue to lag behind in investments in and the application of knowledge, ST&I for agricultural and rural development. ▪ ACP S&T capacity is weak, under-resourced and undervalued hindering their ability to fully contribute to and take advantage of local and global knowledge systems. ▪ ACP women and young scientists are not effectively engaged.
Beneficiaries	<u>Direct:</u> ACP researcher, academics, policymakers and civil society. <u>Indirect:</u> ACP communities, governments & EU partner organizations.
Overall Objective	To contribute to agricultural competitiveness, food and nutrition security situation and poverty alleviation in the ACP region
Project Purpose	ACP capacity in the formulation and implementation of ST&I policies and strategies for agricultural and rural development strengthened
Expected Results (R)	R1: Improved inter and intra ACP/EU networking and knowledge sharing on ST&I. R2: Increased availability of and access to up-to date information on key ST&I development. R3: Enhanced capacity of ACP scientific community including women and young professionals to contribute to local and global knowledge systems and strengthen ACP ASTI systems
Sub-programmes (SP) and associated activities	SP1->R1, R2 & R3: Enhancing the ST&I Policy Dialogue – (€ 314 000) ▪ ACP/EU expert consultations on key thematic issues ▪ 10th meeting of the ACP/EU Advisory Committee on S&T ▪ 3rd Africa-wide women & young professionals science competition ▪ Caribbean regional agricultural science animation competition finals ▪ Pacific regional agricultural research capacity prioritization workshop SP2->R1, R2 & R3: Information & Communication Management – (€ 200 000) ▪ Fully operational, bi-lingual, interactive, regularly updated K4D website ▪ Published reports & case studies, monthly e-newsletters ▪ Online ACP agricultural science journals supported & linked to K4D SP3->R1, R2 & R3: Knowledge development – (€ 250 000) ▪ National ASTI training workshops and policy write shops ▪ Case studies on measuring performance of ASTI systems <i>Regional partners include FARA, ANAFE, RUFORUM, AGRA, NEPAD, CARDI, SPC, and CORAF.</i>
Budget	€ 764 000
Duration & dates	January – December 2011

PROFILE 12–11/334/PSSD

Title	Programme 12: Information and Knowledge Management (IKM) Strategies and Practice
Linked programmes	All CTA programmes, especially programmes 9 & 11
Department	Planning and Strategic Services Department (PSSD)
Regions/ countries	All ACP regions
Collaborating organisations	ACP, EU and International Partner organisations
Background	Information and Knowledge Management (IKM) are of vital importance to agricultural and rural development in ACP countries, particularly given the complexity of the problems they are confronting such as climate change, population increase, demographic shifts, macro-economic instability pose and the erosion of biodiversity. Resolution of these complex problems will require creativity, commitment, and not to mention ready access to the appropriate information and knowledge. Facilitating their access to appropriate information and knowledge, and assisting them to manage these assets offers considerable opportunities to enhance their economic and social development. CTA has only recently ventured into the field of knowledge management (KM) but has considerable experience in information management whose capacity it has already strengthened considerably in ACP countries. With regard to KM, it has decided to adopt a methodical and systematic manner, starting in 2010 with a knowledge audit which was then followed by the development of a strategy for both KM and Organisational Learning (OL). The organisation is now poised to operationalise its strategy, starting with low-cost interventions, and gradually building up the programme to embed KM and OL in the organisation, and extend the concepts to its partner organisations in the ACP countries. It is intended that embedding KM and OL in the organisation and its partners will lead to increased efficiency, effectiveness and impact of our activities. Topical and highly relevant issues that impinge upon the agricultural and rural development of ACP countries are constantly arising and, of necessity, require elucidation and discussion amongst policy makers. To date, employing various IKM strategies, CTA has very successfully organised policy briefings in Brussels (since 2008) and in ACP regions (since 2010) on highly relevant issues such as biodiversity, population, etc. and intends to continue organising these briefings so as to sensitise ACP and EU policy makers about the importance of these issues to social and economic development in ACP countries. This programme will also spearhead CTA's renewed efforts in policy and strategy issues pertaining to extension services in ACP countries.
Problem Statements	▪ Information and Knowledge Management (KM) strategies have not been effectively and successfully operationalised within CTA and its partner organisations ▪ Policy makers and not sufficiently sensitised about emerging and highly relevant issues in agricultural and rural development.
Beneficiaries	<u>Direct:</u> (i) ACP academic institutions, research and development organisations, extension agencies, farmer organisations, non-governmental organisations; (ii) CTA through in-house capacity building <u>Indirect:</u> Smallholder farmers and rural entrepreneurs (SMEs)
Overall objective	To contribute to sustainable agricultural and rural development in ACP countries
Project Purpose	Comprehensive and dynamic IKM strategies for CTA and its beneficiary organisations operationalised
Expected Results (R)	R1: IKM strategies and skills of CTA and ACP ARD organisations improved R2: Efficiency and effectiveness of CTA and its partner organisations improved R3: Policy makers made more aware of the strategic options for dealing with highly relevant and emerging issues R4: CTA's coverage of key thematic areas (e.g. traditional knowledge, biofuels, HIV/AIDs, agricultural research for development, organic agriculture, biotechnology, etc.) expanded and made more systematic
Sub-programmes (SP) and associated activities	SP1->R1 & R2: IKM methodology and skills development - (€ 100 000) ▪ Implement CTA KM strategy in step-wise and systematic manner ▪ Sensitise ACP ARD partner organisations about relevance of KM to their operations ▪ Contribute to KM capacity development in KM in ACP regions SP2->R3 & R4: Thematic policies dialogue and synthesis - (€270 000) ▪ Consolidate achievements made to date by organising seminars/studies and following up on highly relevant themes (e.g. biofuels, climate change, HIV/AIDS, traditional knowledge, agro/eco-tourism, organic agriculture, biotechnology, etc.) ▪ Organise 2 to 3 seminars/workshops and study visits to further raise awareness about the important emerging area of KM - 25 to 30 participants each ▪ Organise 4 to 6 Brussels Policy Briefings (up to 120 participants each) ▪ Co-organise 2 -4 regional Policy Briefings (depending on the availability of counterpart funding)
Budget	€370 000
Duration & dates	January – December 2010

7 ANNEX 1.1: ACTIVITIES, OUTPUTS/DELIVERABLES, EFFECTS & IMPACT⁵

N°	Programme		Sub programme (SP)/ Budget		Projects/ Activities	Outputs / Deliverables	Short/medium term Effects	Impact
1	Publishing in print & electronic formats	1.1	Production of co-publications Budget: €600,000	1.1.1	Creation and launch of new series of books on themes relating to the development and diversification of agricultural products and rural entrepreneurship.	To be negotiated with ISF Cameroun and Practical Action, UK (approx. 10,000 copies made available to CTA)	1: Information responding to ACP demand and adapted as much as possible to local priority requirements is published and made available in print and electronic format 2: Increased awareness about relevant information sources	ACP stakeholders' awareness and understanding of key and topical agriculture and rural development challenges and opportunities increased
				1.1.2	Publication and co-publication of at least 30 titles as stand-alone publications or in the framework of existing series.	Titles: Prota 3 and ATP/TTA 3; Practical Guide 1; Agrodok 6; Agriflash 2 DVDs; 15 stand alone publications (approx. 50,000 copies made available to CTA)		
		1.2	Production of Spore / Esporo Budget: €580,000	1.2.1	Production, printing (65000 copies) and online publishing of 6 editions and a special edition in French, English and Portuguese.	65,000 print copies of each issue. Each issue also distributed in electronic format and accessible online.		
		1.3	Institutional publications Budget: €220,000	1.3.1	Putting in place new functionalities on the CTA's corporate Website.	CTA Website upgraded		
				1.3.2	Production of printed and/or electronic publications, including contributions to the CTA's annual seminar, thematic compilation of information produced as part of thematic programmes (for example, the AgriTrade compendium).	12-page annual report highlights published and print (45,000 copies); Full annual report published online (interactive Website) and on CD-Rom; Proceedings of CTA annual seminar and other CTA institutional publications published (e.g. Compendium Agritrade) in print (1000 to 2000 copies) and electronic formats.		

⁵ With the exception of information on outputs/deliverables, the information contained in the table is taken from the programme profiles (section 4) to create this logic model.

N°	Programme		Sub programme (SP) / Budget		Projects/ Activities	Outputs / Deliverables	Short/medium term Effects	Impact
2	Marketing services	2.1	Institutional marketing strategies Budget: €40,000	2.1.1	Evaluation of the CTA brand and impact of its marketing activities	Report on key performance indicators (KPIs) produced	1: CTA's products and services are better known and demand is increased 2: Greater awareness and understanding of CTA and what it does 3: CTA and non-CTA printed and electronic publications meet the needs of a larger number of beneficiaries	A strong CTA brand and increased visibility of CTA, its products and services, in ACP and EU are achieved
				2.1.2	Formulation of an integrated marketing strategy with selected partners	Individual marketing programme with 3-5 partners conducted		
				2.1.3	Study of market environment	Market report produced		
		2.2	Marketing of publications Budget: €40,000	2.2.1	Identification of possible partnerships for (co-)publications and distribution	New partnership agreements put in place		
				2.2.2	Implementation of specific tools to survey and analyse the book market	Market report produced		
				2.2.3	Investigation of inward revenue stream opportunities	New opportunities identified		
				2.2.4	Development of a new format for and production of the publications catalogue	Publications catalogue released		
				2.2.5	Conduct promotional activities and develop promotional material	Approximately 6 print adverts in Spore and other publications as well as online		
		2.3	Promotion of products and services Budget: €30,000	2.3.1	Increase CTA presence at CTA and relevant non-CTA events.	4 to 6 promotional activities held		
				2.3.2	Conduct communication / e-marketing activities to disseminate information from events	Internal newsletter e-blasts with summaries from events		

N°	Programme		Sub programme (SP) / Budget		Projects / Activities	Outputs / Deliverables	Short/medium term Effects	Impact
3	Distribution of publications in print, electronic and audiovisual formats	3.1	Distribution of CTA (co) publications Budget: €786,000	3.1.1	Day-to-day reconstitution of publications stock	CTA publications and co-publications sent to warehouse for storage. 10 to 20,000 additional books ordered to adapt the stock to demand.	1: Increased access to CTA and non-CTA publications in printed format 2: Subscribers better served by the PDS	ACP stakeholders' awareness, understanding and knowledge of key and topical agriculture and rural development challenges and opportunities increased
				3.1.2	Transport and storage of CTA (co-) publications and mailing to subscribers and organisations benefiting from the book donation programme	Approx. 100,000 copies of books published or co-published by CTA delivered by mail to the 38,000 PDS subscribers.		
		3.2	Mailing of Spore / Esporo Budget: €240,000	3.2.1	Mailing of 6 issues (No. 151 to 156) of Spore/Esporo in its new format (28 pp.) to 48.000 subscribers	65,000 copies of Spore / Esporo bi-monthly mailed to subscribers (48,000), delivered in bulk and/or distributed during events.		
		3.3	Distribute non-CTA publications Budget: €170,000	3.3.1	Selection and preparation of publications lists (reference guides and research monographs)	200 reference books and research monographs selected and indexed in a special catalogue.		
				3.3.2	Mailing of ordered publications to subscribers	2,000 copies of reference books and research monographs delivered by mail to 1,000 subscribers (organisations).		
		3.4	Maintenance and development of the subscription system Budget: €40,000	3.4.1	Maintenance and implementation of new functionalities	New user-friendly interface designed and data structure and quality improved.		

N°	Programme	Sub programme (SP)/ Budget		Projects/ Activities	Outputs / Deliverables	Short/medium term Effects	Impact
4	Strengthening of ACP information services	4.1	4.1.1	Production and distribution of practical books (booklets, manuals, technical sheets) in particular in national languages (depending on the quality of the guides produced and the potential markets, they may be re-published as CTA co-publications).	3 to 5 organisations supported. 20 titles produced and disseminated of which 5 will be submitted to CTA for co-publishing (as new editions or reprint). Publications to be produced in local languages and either French or English	1: The means of ACP publishers (business and non-business) to produce agricultural information are increased. 2: Agricultural information is made available to rural populations. 3: Scientific and technical agricultural information needs are satisfied.	Improved capacity of ACP organisations to determine strategies, maintain services and produce information for agricultural and rural development
				Partnerships formed with 2-3 ACP publishers interested in the co-distribution of Spore and their own agricultural magazines.	6,000 copies of <i>Spore</i> distributed in remote areas by professional distributors of agricultural publications in 2-3 countries		
		4.2	4.2.1	Support to 4 to 6 QAS centres capable of mobilising communication systems facilitating access to agricultural information, managing databases of questions and answers and ensuring mass dissemination of the answers to the most frequently asked questions (FAQs).	Improved access to the service by various means, including mobile phones; 2,000 questions and their answers published in a publicly accessible database; mass dissemination of FAQs through the production and airing of 30 radio programmes, and the production and dissemination of 8 issues of QAS newsletters		
				Support for putting in place networks of information and documentation centres in rural areas (decentralised extension services, community information centres, rural libraries): supplying equipment and databases and support for setting up information services for users (e.g. access to the Internet).	40 rural information centres strengthened in 4-5 countries; 5 centres supplied with ICT equipment, Internet connectivity, publications (from CTA & other publishers) and their management of documents improved		
		4.3	4.3.1	Support to documentation centres of research institutes and universities for digitization projects, the electronic management of documents, the development of user services (alerts, document retrieval, editing, online publishing, etc.).	Development of online information portals with 1-2 national centres		
			4.3.2	DSS: subscription to databases in accordance with the cost sharing principle.	Cost shared subscriptions to databases with 30-40 ACP institutions		
			4.3.3	SDI: access, on demand, to bibliographical profiles.	Delivery of bibliographic references based on 140 subject profile titles to ACP researchers		
		4.1	4.1.1	Support to ACP publishing Budget: €300,000			
		4.2	4.2.1	Mass dissemination of agricultural information Budget: €500,000			

N°	Programme	Sub programme (SP) / Budget	Projects / Activities	Outputs / Deliverables	Short/medium term Effects	Impact
5	Regional information platforms	5.1	Agricultural and trade policy networks / organisations Budget: €390,000	5.1.1	Support to CMA-AOC, FANRPAN, CARAPAN, PAFNET Activities will include: training courses, regional workshops, electronic fora, regional policy dialogues, round table discussions with journalists, strategic planning exercises, web 2.0 services and Publishing (print and electronic)	<u>Training</u> : Approx. 100 people trained in trade and policy related information management; 1 training workshop on agricultural journalism <u>Policy dialogues</u> : 2 agricultural round tables; 3 multi-stakeholder policy dialogue meetings and reports; <u>Media campaigns</u> : 1 West African Fruits et Vegetables Days; 1 media campaign on the reduction of non-tariff constraints to intra-regional trade; 2 media kits <u>Publications</u> : 10 advocacy bulletins; 6-8 policy briefs; website update and maintenance
		5.2	NRM networks / organisations Budget: €100,000	5.2.1	Support UFROAT; IPACC and other partners (to be identified) Activities will include: regional workshops with capacity building and multimedia documentation components	<u>Training</u> : 30 representatives from NGOs, international development organisations and academia trained in PGIS practice. <u>Publications</u> : Video documentaries produced, case studies and articles published, awareness raised on issues at stake on an international level. Multilingual video productions on (i) climate change adaptation and (ii) adoption of web 2.0 by rural women released and disseminated online.
		5.3	Agricultural research networks / organisations €120,000	5.3.1	Support CARDI, CORAF & SOPAC. Activities will include: surveys, workshops, seminars, media campaigns, and training course.	<u>Training</u> SOPAC: Demonstration of coconut processing for approx. 40 people; proposal writing workshop for 15 people; <u>Consultations</u> : CARDI: 1 Cross-learning workshop for approx. 25 people; <u>Publications</u> : 4 fact sheets; 2 technical bulletins, 2 educational videos; 3 video vignettes; Video documentaries and reports produced and published ; 2 Research Reviews; 1 video on coconut oil processing; 1-2 posters on coconut oil processing <u>Media campaigns</u> : CARDI Open Day exhibitions in 15 countries and Caribbean Week of Agriculture;

		5.4	Civil society networks / organisations Budget: €425,000	5.4.1	Support to EAFF, SACAU, CaFAN, CARNUFO, RJAOC, Inter-agency media initiative (Caribbean) Activities will include: training workshops, study tours, regional workshops	<u>Training:</u> RJAOC - 30 journalists on selected key agricultural, <u>Workshops:</u> External Communications Strategies for Farmers' Associations for approx. 30 people; 1 Workshop on development of funding proposals for approx. 30 people; 2 workshops for 25-30 people <u>Publications:</u> EAFF: 2 Newsletters ; 1 regional calendar with key messages; 3 fact sheets; web site update and maintenance, 2 media kits		
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Impact	Short/medium term Effects	Outputs / Deliverables	Projects/ Activities	Sub programme (SP)/ Budget	Programme N°	
Capacities of ACP individuals and organisations in formulating and implementing ICT4D programmes in the field of agricultural and rural development are improved	1: Improved and timely access to relevant and up-to-date information by CTA partners and beneficiaries 2: Increased integrated use of innovative ICT4D among concerned stakeholders 3: Increased awareness on the existence of innovative ICT4D and related opportunities	1 regional telecentre workshop organised for West and Central Africa 3 Country events organised (Ethiopia, Tanzania and Rwanda)	6.1.1 Awareness raising and channel development	Telecentres Budget: €323,000	9 ICT4D services	
			6.1.2 Telecentres knowledge sharing portal, contents and services			Africa: (i) TelecentresAfrica Community of Practice portal enriched with experiences from all projects supported by CTA; (ii) At least 400 new Resources (video, publications, articles) Centre in the TelecentresAfrica Repository (currently 800 entries) (iii) Publication of 12 new articles from field experiences by 2 distance interns Caribbean: Identification and promotion of services provided by telecentres in rural development (to be defined)
			6.1.3 Support to national and regional Telecentre Network (extended to the Caribbean and Pacific regions)			(i) Organisation of 5 training sessions for 150 national telecentre network members (average 30 persons per training) (ii) Institutional support (basic ICT equipment for content collection and communication; development of web portal when necessary etc.) for 6 Telecentre Network (iii) Technical and managerial capacities of at least 50 telecentre administrators improved
		6 issues (print & online versions) produced	6.2.1 ICT Update	ICT4D Observatory Budget: €260,000		
			6.2.2 Annual ICT Observatory event			1 Observatory meeting report published
			6.2.3 Web2forDev Gateway			100 visitors/day expected
		(i) 40 blogs created and promoted, (ii) Network of at least 200 youths set up, (iii) Website of the ARDYIS project updated (iv) GENARDIS4 activities implemented	6.3.1 Youth, Gender and ICT4D (via the ARDYIS and GENARDIS projects)	CT4D for improving information access Budget: €90,000		
			6.3.2 Mobilising relevant content for ARD (e.g. through Mobile Internet access, Newsfordev, and support to ACP partners to collect and adapt content)			To be defined with partners
			6.3.3 Promoting the adoption of innovative technologies (e.g. Distance mentorship, procurement of software and testing of web2 applications, and in-house awareness raising seminars)			New appropriate Web 2.0 technologies are promoted and adopted within CTA and partner organisations. At least 4 in-house Tips and Tricks seminars delivered

N°	Programme		Sub programme (SP)/ Budget		Projects/ Activities	Outputs / Deliverables	Short/medium term Effects	Impact
2	Experience Sharing & Training	7.1	Promoting the exchange of experience and information Budget: €360,000	7.1.1	2011 Annual seminar (topic to be identified)	Reports published and disseminated	<u>Seminars:</u> 1: Knowledge and experience on agricultural and rural development issues shared amongst ACP stakeholders (300)2: About 250 ACP nationals better informed on topics of current interest in agriculture and rural development3: About 60 ACP nationals gain hands on experience on a topic of relevance to ACP agriculture and rural development <u>Training:</u> 4: ACP nationals (300) trained in ICM themes through CTA courses 5: ACP institutions supported to organise training courses on ICM themes and participate in seminars and conferences (200 experts)6: Training materials developed for online and face to face training situations	Organisational and human resource capacities in ACP institutions improved
				7.1.2	Co-seminars (climate change, EDD)	Reports published and disseminated		
		7.2	ICM training Budget: €520,000	7.2.1	Training Courses on ICM themes	300 ACP experts trained		
				7.2.2	Development of training materials	Input in 2 training modules (IMARK)		
		7.3	Support to partner activities Budget: €490,000	7.3.1	Seminar Support Programme (SSP)	250 ACP experts supported to participate in relevant conferences		
				7.3.2	Support to Non-CTA Training	200 ACP experts supported		

N°	Programme	Sub programme (SP)/ Budget		Projects/ Activities	Outputs / Deliverables	Short/medium term Effects	Impact
8	Media services	8.1. Community media initiatives Budget: €90,000	8.1.1	Training in radio for Africa Anglophone (southern, eastern and western regions) and the Caribbean	30 journalists from Anglophone Africa trained on script writing, studio management and other related matters.	1: Capacities of community radio initiatives and associated support tools strengthened	The role of media in promoting agricultural and rural development in the ACP region strengthened
			8.1.2	Support to inventory on radio in West Africa	Data about the radio broadcast current status in West Africa analysed and used to guide future interventions	2: Increased media mentions and sharing of agricultural and rural development information and knowledge through strengthened capacities of media, scientists, etc.	
			8.1.3	Radio practitioners mentoring in West Africa	About 10 Radio journalists in West Africa mentored to perfect their radio scripting and broadcast skills	3: Best media practices in agricultural communications and exchange promoted and shared	
		8.2 Mass media professionals and networks	8.2.1	Follow up on experts planning meeting involving all regions;	Media stakeholders come up with joint CTA media framework for ACP	4: CTA capacity to handle media relations challenges strengthened, and media relations functions streamlined into CTA activities	
			8.2.2	Training in agricultural communications for Pacific	20 journalists from the Pacific trained on agricultural communications; report produced	5: Awareness of CTA activities and impact enhanced, to improve CTA positioning and visibility	
			8.2.3	Agricultural journalism/communications competition	Award winning stories written to promote agriculture		
		8.3 Media coverage of CTA activities	8.3.1	Support journalists to cover CTA activities, subscription to media atlas, support to the CTA annual seminar 2011, support web streaming	1) 10 stories on agriculture written (ii) more than 50,000 journalists accessed (iii) 12 journalists attend and write stories (iv) more than 50,000 journalists and others able to follow CTA special events without necessarily going to the event. Media mentions about agriculture		
			8.1.2	Train CTA staff on media issues,	About 20 senior staff trained and aware of media issues that concern their work and that of the organisation; report produced		

Impact	Short/medium term Effects	Outputs / Deliverables	Projects/ Activities		Sub programme (SP)/ Budget	Programme	N°
Planning, effectiveness, accountability and outreach of CTA's interventions enhanced	1: Baseline data and the status of infrastructure, information services and ICM capacity of institutions involved in agriculture and rural development continuously updated for monitoring purposes and improved outreach 2: Needs identified of potential strategic partners for CTA activities and services in terms of building capacity for information and communication management 3: Strategy and action plan developed for ACP countries in the area of information management for agriculture and rural development 4: Systematic feedback mechanism developed to improve CTA's products and service delivery 5: Improved efficiency in project cycle management	Studies published	Coordinate 2 to 4 country studies (Caribbean & Pacific)	9.1.1	Needs assessment & priority-setting Budget: €100,000	9.1	Needs assessment, priority setting & evaluations
		Studies & reports published	Conduct 2 priority setting studies & workshops in West and Eastern Africa (35 participants each)	9.1.2			
		A critical mass of staff in ACP agricultural and rural development institutions sensitised and ICM skills developed	Promote the ICM strategy development methodology and curriculum across ACP regions	9.1.3			
		Reports with main findings and recommendations published	Conduct outreach & impact reviews (INFOIR) in 2 countries	9.2.1	Evaluations Budget: €120,000	9.2	
		Reports with main findings and recommendations published	Review the effectiveness of CTA's work regarding strategy development for ACP organisations	9.2.2			
		Mentorship and grant schemes established; 50 ACP organisations sensitised about the STK (through portal, newsletter and workshops)	Promote the interactive use of the CTA/KIT/IICD <i>Smart toolkit for evaluating information products and services</i>	9.2.2			
		CTA staff trained; Guidelines on PCM elaborated for CTA & partners	Organise 4 to 6 internal training sessions on PCM; produce/improve operational guidelines and procedures; update consultants' database; conduct financial monitoring of projects	9.3.1	PM&E methods, skills and documentation Budget: €36,000	9.3	

N°	Programme	Sub programme (SP)/ Budget		Projects/ Activities	Outputs / Deliverables	Short/medium term Effects	Impact
10	Agricultural trade	10.1 Agricultural trade analysis and information Budget: €380,000	10.1.1	Consolidate and further develop the new version of the Agritrade portal launched in the second half of 2010	New version of 'Agritrade' consolidated and well promoted in ACP regions; 24 news alerts, 12 agri newsletters, 6 fisheries newsletters, 27 briefings on key issues & commodities with focus on regional dimension, strengthen the Agritrade Community of Practice (social network).	1: ACP stakeholders are regularly updated on the progress of the agricultural trade negotiations and have access to other key trade related information 2: ACP stakeholders can better interact with each other and with their EU counterparts on trade related issues 3: ACP stakeholders are better equipped to influence the decision making process on agricultural trade policies and benefit from trade opportunities (market access issues)	Information provided, exchanges facilitated and capacities developed in agricultural trade and market access issues
			10.1.2	Release the 3rd annual edition of the 'Agritrade Compendium'	2011 version of the 'Agritrade' compendium published (800 copies: 500 EN and 300 FR)		
			10.1.3	Publish discussion papers/studies – in collaboration with ECDPM, UNCTAD, OriGIn, AGRA, CIRAD, AFD, etc.	3 Discussion Papers published on agricultural trade issues and disseminated through various ACP-EU networks		
			10.1.4	Develop ICM products with IFAP programme on 'Empowering Smallholder Farmers in Markets' (funded by IFAD, AgriCord and EC)	ICM products developed for the ESFIM programme		
		10.2 Facilitating trade dialogue and skills enhancement Budget: €180,000	10.2.1	Organise the second formal meeting of the ACP-EU Trade Advisory Group	Report published and disseminated		
			10.2.2	Co-organise with ACP based and EU organisations in facilitating dialogue and building capacities on agricultural trade issues: 2 face-to-face meetings, 2 e-fora, 1 study tour, 1 trainings (cost and expertise sharing basis)	Reports published and disseminated through the CTA Trade Advisory Group; 300 e-forum participants; 120-150 workshops participants.		

Impact	Short/medium term Effects	Outputs / Deliverables	Projects/ Activities		Sub programme (SP)/ Budget	Programme	Nº
ACP capacity in the formulation and implementation of ST&I policies and strategies for agricultural and rural development strengthened	1: Improved inter and intra ACP/EU networking and knowledge sharing2: Increased availability of and access to up-to date information on key ST&I development3: Enhanced capacity of ACP scientific community including women and young professionals to contribute to local and global knowledge systems and strengthen ACP ASTI systems	6 workshop reports; Videos/films of the science competitions and 2 policy brief published and disseminated through partners and the CTA Advisory Committee on ST&I and online through K4D webportal	11.1.1	ACP/EU expert consultations on key thematic issues	Enhancing the Science, Technology & Innovation Policy Dialogue €314,000	Science & technology strategies	11
			11.1.2	10th meeting of the ACP/EU Advisory Committee on S&T			
			11.1.3	3rd Africa-wide women & young professionals science competition			
			11.1.4	Caribbean regional agricultural science animation competition finals			
			11.1.5	Pacific regional agricultural research capacity prioritization workshop			
		3 new dossiers on topical issues; monthly updates of exiting content; 12 K4D e-newsletters, 1 print version (5,000), 3 ACP online S*T journals & 10% increase in registered users	11.2.1	Fully operational, bilingual, interactive, regularly updated K4D website	Information management on ST&I Issues €200,000	Science & technology strategies	11
			11.2.2	Published reports & case studies, monthly e-newsletters			
			11.2.3	Online ACP agricultural science journals supported & linked to K4D			
		Training manual on measuring the performance of Agricultural Innovation systems produced	11.3.1	National ASTI training workshops and policy write shops	Knowledge development & skills training Budget: €250,000	Science & technology strategies	11
			11.3.2	Case studies on measuring performance of ASTI systems			
		6 case study reports published and disseminated in print and electronic formats					

N°	Programme	Sub programme (SP)/ Budget		Projects/ Activities	Outputs / Deliverables	Short/medium term Effects	Impact
12	IKM strategies	12.1	ICM & KM methodology and skills development €100,000	12.1.1	Implement CTA KM/OL strategy in step-wise and systematic manner	KM/OL strategy operational within CTA	1: ICM and KM strategies and skills of CTA and ACP ARD organisations improved 2: Awareness of ACP organisations in emerging fields such as KM raised 3: Policy makers made more aware of the strategic options for dealing with highly relevant and emerging issues 4: CTA's coverage of key thematic areas (e.g. biofuels, HIV/AIDS, biodiversity, etc.) expanded and made more systematic Comprehensive and dynamic ICM, and KM strategies for CTA and its beneficiary organisations developed
				12.1.2	Sensitise ACP ARD partner organisations about relevance of KM to their operations	KM/OL guidelines developed and shared with ACP partners	
				12.1.3	Contribute to KM capacity development in KM in ACP regions		
		12.2	Thematic policies dialogue and synthesis €270,000	12.2.1	Consolidate achievements made to date by organising seminars/studies and following up on highly relevant themes (e.g. biofuels, climate change, HIV/AIDS, traditional knowledge, agro/eco-tourism, organic agriculture, biotechnology, etc.)	6 thematic papers prepared and published on CTA webportals	
				12.2.2	Organise 3 seminars/workshops and study visits to further raise awareness about the important emerging area of KM - 25 to 30 participants each	3 Workshop reports and position papers	
				12.2.3	Organise 4 to 6 Brussels Policy Briefings (up to 120 participants each)	4 to 6 readers & reports published and disseminated and website updated	
				12.2.4	Co-organise 2 -4 regional Policy Briefings (depending on the availability of counterpart funding)	2 to 4 readers and reports published	

8 ACRONYMS

ACP	African, Caribbean and Pacific Group of States
AIDS	Acquired immuno-deficiency syndrome
ARD	Agriculture and rural development
CARAPAN	Caribbean agricultural policy network
CAFAN	Caribbean Farmers Network
CARDI	Caribbean Agricultural Research and Development Institute
CARNUFO	Caribbean Network of Fisher folk Organisations
CD-ROM	Compact disk read only memory
CGIAR	Consultative Group on International Agricultural Research
CMA/AOC	Conference of Ministers of Agriculture/West and Central Africa
CORAF	Conseil ouest et centre africain pour la recherche et le développement
	agricole
CSO	Civil society organisations
CSD	Communication Services Department (CTA)
CTA	Technical Centre for Agricultural and Rural Cooperation
DSS	Database subscription service
EAFF	Eastern Africa Farmers Federation
EC	European Commission
EPA	Economic Partnership Agreement
ERMIS	Environmental Research Mapping and Information Systems
EU	European Union
FAO	Food and Agriculture Organisation of the United Nations
FANRPAN	Food, Agriculture and Natural Resource Policy Analysis Network
FVI	First Voice International
ICM	Information and communication management
IPACC	Indigenous Peoples of Africa Coordinating Committee
IPDD	Information Products Dissemination Department (CTA)
ICT	Information and communication technology
IFAD	International Fund for Agricultural Development
IT	Information technology
KM	Knowledge Management
LAN	Local area network
MDG	Millennium Development Goals
MIS	Market information systems
NEPAD	New Economic Partnership for African Development
NGO	Non-governmental organisations
PAFNET	Pacific Agricultural and Forestry Policy Network
PEG/SOPAC	Pacific Gender and Energy Network/ Secretariat of the Pacific Islands
	Applied Geoscience Commission
PSSD	Planning and Strategic Services Department (CTA)
PDS	Publications Distribution Service (CTA)
PGIS	Participatory geo-spatial information systems
QAS	Question-and-Answer Service
ROPRA	Réseau des organisations paysannes et de producteurs de l'Afrique de
	l'Ouest
RRRP	Rural radio resource packs
SDI	Selective Dissemination of Information
S&T	Science and technology
ST&I	Science, technology and innovation
SSP	Seminar Support Programme (CTA)
UFROAT	Union des femmes rurales ouest-africaines et du Tchad
WRS	Warehouse receipt systems
WTO	World Trade Organisation