



Technical Centre for Agricultural and Rural Cooperation

## Final Report

Follow-up to CTA's Agricultural Information Needs  
Assessment Studies for the Caribbean and Pacific

### **Part 1 of 2**

### **From study to strategy**

Prepared by

Peter Walton

and

Barbara Gumbs

Project 4-7-41-204-4/D (Caribbean)  
Project 4-7-41-207-6 (Pacific)

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## Disclaimer

This report has been commissioned by CTA to enhance its monitoring of information needs in ACP countries. CTA does not guarantee the accuracy of data included in this report, nor does it accept responsibility for any use made thereof. The views and opinions expressed in this report are those of the authors alone and do not necessarily reflect the views of CTA. CTA reserves the right to select projects and recommendations that fall within its mandate.

## Advisory

The first surveys in countries of the Pacific began in late 2003; the priority-setting exercise being reported on here was carried out in 2006. Even as this report was being finalised, events continue to take place in the Pacific which alter the social, political and thus economic climate in specific countries, most notably in:

- **Solomon Islands** – there is continuing political unrest following the 2006 general election; a large earthquake and subsequent tsunami in early April 2007 affected much of the Western and Choiseul Provinces in the north of the country.
- **Tonga** – continuing political unrest throughout 2006 led to a riot/protest in November 2006 which substantially destroyed the capital, Nuku'alofa.
- **Fiji Islands** – a military coup ousted the democratically elected Government in December 2006. Fiji is now ruled under an interim administration, largely civilian in nature. Fresh elections are scheduled for mid to late 2008.

Readers of this report are urged to be mindful of these events and consider the impact they may have on development initiatives.

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## Acronyms and abbreviations

ACNARS	Australian Contribution to a National Agricultural Research System (PNG)
ACP	African, Caribbean and Pacific (group of States)
ARDSF	Agricultural Research and Development Support Facility (PNG)
ASTI	Agricultural Science, Technology and Innovation
CaFAN	Caribbean Farmers Network (previously CaFANN, Caribbean Farmers and NGO Network)
CAIS	Caribbean Agricultural Information Service
CaRAPN	Caribbean Regional Agricultural Policy Network
CARDI	Caribbean Agricultural Research and Development Institute
CARIFORUM	Caribbean Forum of ACP States
CANUFO	Caribbean Network of Fisher Folk Organisations
CIC	Coffee Industry Corporation (PNG)
CRFM	Caribbean Regional Fisheries Mechanism
CTA	Technical Centre for Agricultural and Rural Co-operation
ECTAD	Eastern Caribbean Trading Agriculture and Development Organisation
FAO	Food and Agricultural Organization of the United Nations
ICM	Information and communication management
ICT	Information and communication technology
IDB	Inter-American Development Bank
IICA	Inter-American Institute for Co-operation in Agriculture
IRETA	Institute for Research, Extension and Training in Agriculture
NAIS	National Agricultural Information System (PNG)
NARI	National Agricultural Research Institute (PNG)
PEIN	Pacific Environmental Information Network
PNG	Papua New Guinea
QAS	Question and Answer Service
RBOC	CTA Regional Branch Office of the Caribbean
SOS	Strategic Option Statements
SPC	Secretariat of the Pacific Community
SPREP	Secretariat of the Pacific Regional Environment Programme
SWOT	Strengths, Weaknesses, Opportunities and Threats
THA	Tobago House of Assembly
UNECLAC	United Nations Economic Commission for Latin America and the Caribbean

## Executive summary

### **Background**

At CTA Headquarters in January 2006, Regional Coordinators presented reports on the “Assessment of Agricultural Information Needs in Caribbean and Pacific States for CTA’s Products and Services”, based on the implementation of 12 Caribbean<sup>1</sup> country studies and eight Pacific country studies<sup>2</sup> during 2004 and 2005. The ensuing discussions pointed to the need for validating the findings and for recommending priority activities for inclusion in CTA’s Strategic Plan/Framework for Action, 2007–2010.

### **Specific objectives**

The current assignment which responds to the needs expressed at the CTA meeting is divided into two phases. The objectives of Phase 1 are:

- To validate the findings of the ACP Caribbean and Pacific regional studies with a wider representative cross-section of stakeholders in the regions
- To recommend possible strategic options for the CTA to consider in the elaboration of its 2007 – 2010 Strategic Plan/Framework.

The objective of Phase 2 is:

- To lay the groundwork for the development of a framework of baseline data for monitoring, evaluating and impact assessment purposes.

This report addresses Phase 1.

### **Methodology**

The Regional Coordinators utilised the country reports prepared in 2004 and 2005 to produce a SWOT analysis for each country. Succinct *strategic option statements* (SOS) and accompanying explanations were prepared for each country and included in priority-setting forms for completion by respondents (See **Annex 2 and 3** for all SOS). Provision was made on the form for respondents to include alternative SOS and accompanying explanations in those instances where the SOS, from the respondents’ perspectives, were not seen to accurately represent the institutions’ specific needs.

Local consultants were requested to encourage respondents to arrive at priorities through group discussion, and the Guidelines also emphasised group participation. However, only three countries held group discussions, two of which through the initiative of the local consultants. Country consultants were also expected to work towards achieving a 75% response rate. In the Caribbean, only 10 countries returned completed forms and the average response rate for these countries was 77%. Only one completed form was received from Suriname, and there was no response from The Bahamas. The priorities of the lone institution from Suriname were incorporated into the analysis of priorities. In the Pacific, only five countries returned completed forms, and the average response rate for these countries was 62%. The lower than targeted response rate for the Pacific was caused by an attempt to be

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<sup>1</sup> Antigua & Barbuda, The Bahamas, Barbados, Belize, Dominica, Guyana, Jamaica, St Kitts & Nevis, St Lucia, St Vincent & The Grenadines, Suriname, and Trinidad & Tobago.

<sup>2</sup> Cook Islands, Fiji Islands, Marshall Islands, Palau, Papua New Guinea, Samoa, Solomon Islands and Tonga.

inclusive and widen the number of participating institutions. No response was received from Marshall Islands, Solomon Islands and Tonga.

Two methodologies were considered for use in analysing responses. Methodology 1 consisted of a simple points allocation and ranking. Methodology 2 used weighted averages in favour of the number of persons who participated in the priority-setting exercise; these averages were then ranked. Methodology 2 has been used in the analysis of responses, and the findings are based on these results.

### ***Findings***

Results were obtained for 15 participating countries in the Caribbean and Pacific region. A total of 129 institutions and 332 persons participated, making this one of the largest activities of its kind carried out in either region.

#### **Priorities from the Caribbean**

The Terms of Reference called for identification of the top three priorities. However owing to the very small difference in points between the third and fourth ranked priorities, the consultants opted to include the top four priorities instead. In the 11 participating countries in the Caribbean the top four priorities are:

1. Development of institutional strategic information plans (11 countries)
2. Train participants from the public and private sectors in the development of an agricultural information and communication policy (9 countries)
3. Mount short courses for qualified personnel who are responsible for information and communication management in their organisations (8 countries)
4. Train extension personnel in the preparation and design of extension material for various levels of non-technical groups (4 countries).

The Caribbean regional priorities constitute an integrated package of three critical components in the field of information and communication management, namely: an agricultural information policy; a strategic information plan to support the implementation of the policy; and the technical expertise required to execute the plan.

Alternative option statements were submitted by two institutions in Jamaica, two in Trinidad & Tobago and one in Belize (see **section 3.1**).

#### **Priorities from the Pacific**

In the five participating countries in the Pacific, the top four priorities are:

1. Conduct and information audit of resources and capacity (5 countries)
2. Provide training in the use of information and communication technologies (5 countries)
3. Provide training in information and communication management (5 countries)
4. Develop an information and communication management policy and strategy (4 countries).

The Pacific regional priorities are very similar to those identified for the Caribbean with the exception that there is still a need for a more complete picture of available information resources and a better knowledge about the capacity to manage information before the other activities can take place in the region.

Alternative option statements were submitted by one institution in Palau (see **section 3.2**).



## **Relevant activities in the region**

It is important to note relevant activities that may influence CTA's interventions in the regions, in order to avoid duplication of ongoing activities and better create linkages that could assist in addressing some of the identified priorities in the short term. For example, the Information Resources Manager of CARDI, the Regional Branch Office (RBO) of CTA provided a brief overview of relevant CTA-supported activities, which in some cases were co-hosted with other organisations (see **Annex 4**). In addition, the Suriname consultant also indicated that a most recent IDB project – building a virtual library for Suriname – was being implemented.

In the Pacific, the further strengthening and enlarging of the Pacific Environmental Information Network, inclusive of institutions in the natural resources sector among others, has the potential to create the framework for greater access to information on multiple levels, as well as enhance capacity to more effectively manage content. More information about this programme and others is provided in **Annex 4**.

## **Conclusions and recommendations**

The objectives of Phase 1 of this assignment are:

- To validate the findings of the ACP Caribbean and Pacific regional studies with a wider representative cross-section of stakeholders in the regions
- To recommend possible strategic options for CTA to consider in the elaboration of its 2007 – 2010 Strategic Plan/Framework

## **Validating the findings**

In terms of validating the findings of the regional studies with a wider cross-section of stakeholders, 37 institutions and 148 persons participated in the priority-setting exercise in the Pacific, and 92 institutions and 184 persons participated in the Caribbean. Represented among the institutions were CTA's traditional partners – ministries of agriculture – as well as a variety of other institutions, such as NGOs, women's organisations, farmers' associations and the commercial sector. Priorities determined by the aggregate of all these institutions carry more legitimacy than those determined by just a single institution or even a single person. The priority-setting exercise itself provided some positive publicity for CTA, by which means the institution and its work was introduced, or reintroduced, to the regions.

The strategic options included on the priority-setting forms were drawn originally from the regional studies and analysed using the SWOT methodology. The prioritisation of the strategic options by the participating institutions in each country, with only few alternatives being submitted, suggests that the initial information needs assessments for each country and the subsequent SWOT analysis were appropriate.

## **Strategic options for CTA**

One of the major objectives of this report is to recommend possible strategic options for the CTA to consider in the elaboration/implementation of its 2007–2010 strategic plan. Discussions and findings during this study have informed the formulation of assumptions and recommendations detailed below for the two regions.

### *Assumptions*

The following assumptions have been made prior to presenting possible strategic options for CTA to consider:

- CTA is desirous of making a greater impact in the Caribbean and Pacific regions.
- CTA will continue to demonstrate its willingness to collaborate with other relevant ICM activities in the regions.
- Potential partners will contribute some level of tangible resources to demonstrate their commitment to the successful implementation of the priority activities which they themselves have selected and validated.

#### *General recommendations*

CTA should give consideration to addressing all submitted priorities (including those presented as alternative option statements), through a combination of strategies that include:

- full support for activities that fall within the CTA mandate and which no other agency is addressing;
- exploration of mechanisms for collaboration with other agencies that are executing complementary programmes that are relevant to the priority activities identified;
- utilisation of the Centre's strength and reputation to create linkages for institutions in the regions with those agencies and institutions which could assist in addressing selected priorities.

In the implementation of priorities, CTA should:

- perform the role of an advocate among decision-makers for improved management of information and communication resources in and between institutions in the region;
- facilitate the partnering of institutions and individuals in the region at a local, national and regional level;
- seek to support the strengthening or further development of what is already in place (networks, institutions, resources, initiatives) rather than create new entities, unless absolutely necessary.

In the implementation of activities to address the priorities, there should be strict adherence to the explanations that were provided on the priority-setting forms, since these have become a 'contract' with institutions in what will be delivered if the particular priority is selected for implementation.

#### *Specific recommendations*

Rather than address each prioritised strategic option on its own, in isolation from other countries in a region, or for each region, the consultants have chosen to adopt CTA's internal project profile format, and have developed generic projects which will address the strategic options with little modification dependent on country or region. Not all strategic options have been addressed, but all the top priorities have been included.

There is scope for adding to the project profiles, as the need arises. The four recommendations presented below are: ICM policies and planning; information and capacity audits; training; and marketing CTA. All project profiles are included in **Annex 5**. The first three recommendations are fully compliant with CTA's pursuit of its two operational objectives<sup>3</sup>:

- 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;
- To improve the ICM capacity of ACP agricultural and rural development organisations.

The fourth recommendation provides a mechanism to 'further improve the visibility of CTA's mainstream operations' (Strategic Plan 2007–2010, p. 17).

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<sup>3</sup> *Strategic Plan 2007–2010*, p. 8.



### Recommendation 1 – Information and communication management policy and planning

Recommendation 1 addresses the first two prioritised strategic options in the Caribbean, and the fourth and fifth prioritised strategic option in the Pacific. Recommendation 1 fits with the challenges identified in the CTA strategic plan, namely poor access to agricultural information, unavailability of agricultural information and weak ICM/ICT capacity – all of which derive from a lack of strategic policies and plans, and concomitant under-resourcing in terms of staff, equipment and operational budgets. CTA's response will be to help institutions understand the need for policies and plans, provide the tools and skills necessary to develop them, and support the institutions as they implement the process.

### Recommendation 2 – Audit of information resources and ICM/ICT capacity

Recommendation 2 addresses the first prioritised strategic option in the Pacific, as well as the sixth option (data collection, management and use); it also addresses the sixth prioritised strategic option in the Caribbean (directory of information sources). The problems that this recommendation addresses are limited awareness of information resources within and between institutions in the agriculture sector at the national level; limited knowledge of ICM/ICT capacity; and limited information sharing and exchange – all of which are mentioned in the CTA strategic plan and outlined above (Recommendation 1). This recommendation follows on from the initial information needs assessments conducted in 2004 and 2005, but leads to a practical outcome, which is to develop institutional capacity and collaborative relationships and thereby harness available resources. It is also probable that institutions in the Pacific participating in this activity will go on to implement Recommendation 1 – development of ICM policies and plans – and may go on to further address other lower-ranked strategic options such as developing information networks (ranked seventh) and information resource centres (ranked eighth)<sup>4</sup>. In the Caribbean, this activity would certainly reinforce earlier attempts by the RBO in the introduction of a template for the design and construction of an Agricultural Data Locator. Furthermore in the Caribbean, Recommendation 2 may address the sixth priority (sourcing and analysing data and information) and the twelfth (disseminating locally-generated information) both of which would benefit from the formulation and implementation of a marketing policy and plan. The success of the implementation of information sharing and exchange activities – facets of Recommendation 2 – is inextricably linked to policy formulation and implementation, in Recommendation 1.

### Recommendation 3 – Training in ICM and ICT

Recommendation 3 addresses the third and fourth prioritised strategic options in the Caribbean, and the second and third prioritised strategic options in the Pacific. While CTA and other organisations have mounted training courses in ICM and ICTs in the past, it is absolutely necessary that such courses be continued for two reasons. New applications of ICT technologies require that personnel be exposed and become proficient at applying these technologies to reach disadvantaged rural communities, and the second reason is that policy advisors and senior technical personnel must be sensitised to the requirements and benefits of ICM and ICTs not only at the institutional but also at the national level. This recommendation fits with CTA's new emphases in ICM services, and in particular ICM training. Unlocking the information and knowledge resources of institutions in the agriculture sector remains the key to sustaining livelihoods. The challenge is to equip the practitioners with skills to enable them to competently and confidently fulfil their potential. As indicated in the strategic options, training is needed particularly for information and communication management *per se* in the Pacific; and in the Caribbean for many different actors at different levels, as evidenced by the strategic options included in the priority-setting exercise.

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<sup>4</sup> Refer CTA's description of 'multi-media information centres' in its strategic plan, p. 13.

#### Recommendation 4 – Marketing CTA in the Caribbean and Pacific

Recommendation 4 addresses one of the significant outcomes of the initial country information needs assessments, that of the low recognition of CTA and limited awareness of its activities and resources in the Pacific and Caribbean, despite there being regional branch offices in place. Whereas this option was not accorded high priority by the participating institutions, it is in CTA's – and ultimately in the region's – best interest that this be addressed. Recommendation 4 fits with CTA's new strategic direction of expanding outreach, and in particular, the need to create greater awareness and better dissemination of CTA's products and services.

The foregoing CTA strategic direction places emphasis on the promotion aspect of the marketing spectrum. In direct juxtaposition is the fact that CTA needs to reposition itself to meet the changing technical needs of national agricultural institutions in regions that span different cultural practices. Thus the approach should be 'How can CTA respond to the needs of agricultural institutions?' and **not** the approach of identifying institutional needs for CTA's products and services. Consequently CTA needs to focus on the development of a holistic marketing plan for the Centre that would focus not only on promotion, but would also include an objective situational analysis of the Centre, objectives, target segments and their needs, positioning and strategies vis a vis other donors operating in specific regions, services and products, pricing (costs), effective distribution mechanisms, partners, and criteria for evaluation.

## 1. Introduction

1. Since 2003, CTA has carried out agricultural information needs assessments in eight Pacific ACP countries<sup>5</sup> and 12 Caribbean countries<sup>6</sup>. The Pacific studies commenced at the end of 2003, and were completed by mid-2005. The Caribbean studies were carried out in 2005, with the sole exception of the Grenada study, which was carried out in early 2006. All studies were undertaken by in-country consultants. The objectives of the studies were:

- Identification of institutional needs for CTA's products and services;
- Identification of institutional needs for building capacity for information and communication management;
- Identification of potential partners and beneficiaries in the agricultural sector; and
- Collection of baseline data to facilitate subsequent monitoring activities.

2. The resultant country reports all pointed to various deficiencies in the way agricultural information is managed and disseminated, the capacity of institutions and staff to handle information, and the lack of knowledge / awareness about CTA's products and services<sup>7</sup>. Regional overview reports were prepared by the respective Regional Coordinators<sup>8</sup>.

3. In January 2006, the Regional Coordinators for both sets of studies presented the main findings to CTA staff members in Wageningen, The Netherlands, and made recommendations for possible CTA interventions. In the ensuing discussions, concern was expressed about how best CTA could make the findings and recommendations operational, fashion a strategy to ensure their uptake in the planned Strategic Plan / Framework for Action 2007–2010, and monitor the resultant activities and output. CTA, therefore, needed to validate the findings and identify the priorities for the Centre's intervention in countries, where it has a capacity and/or potential partners.

### 1.1 Objectives

4. The objective of the exercise was to contribute to economic development and poverty alleviation through capacity building in the area of agricultural information management and knowledge sharing. The specific objectives were:

- To validate the findings of the ACP Caribbean and Pacific regional studies with a wider representative, cross-section of stakeholders in the regions;
- To recommend possible strategic options for CTA to consider in the elaboration of its 2007–2010 strategic plan; and
- To lay the groundwork for the development of a framework of baseline data for monitoring, evaluation and impact assessment purposes.

5. This report deals only with the first two specific objectives.

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<sup>5</sup> Cook Islands, Fiji Islands, Marshall Islands, Palau, Papua New Guinea, Samoa, Solomon Islands and Tonga.

<sup>6</sup> Antigua & Barbuda, The Bahamas, Barbados, Belize, Dominica, Guyana, Jamaica, St Kitts & Nevis, St Lucia, St Vincent & The Grenadines, Suriname, and Trinidad & Tobago.

<sup>7</sup> All reports available on CTA's virtual document library website, <http://www.anancy.net>.

<sup>8</sup> Also available on <http://www.anancy.net>.

## **2. Methodology**

### **2.1 The implementation methodology**

6. Each country study report was examined by the responsible Regional Coordinator to determine strengths, weaknesses, opportunities and threats (SWOT) and an analysis of the results was prepared for each country.

7. Based on the SWOT analysis, approximately six to nine succinct strategic option statements (SOS) and accompanying explanations were prepared by the Regional Coordinators for each country (see **Annex 2**). These then became the basis of the priority-setting forms (see sample in **Annex 1**). In addition to the identified SOS, the forms made provision for the inclusion of alternative option statements. These were additional statements that reflected pressing needs identified by institutions which, from their perspective, were not being addressed by the SOS provided in the forms.

8. The Regional Coordinator then prepared a draft list of prospective institutions to which the priority-setting forms should be sent. Institutions identified as potential partners for CTA in the 2004 country studies formed the core of this list, but additional institutions in the agricultural sector in each country were also included in order to involve a wider cross-section of agricultural stakeholders. The draft list of institutions by country was circulated to the designated in-country consultant<sup>9</sup> for vetting, updating and any additional input they may have deemed necessary.

9. Relevant documents which were prepared by the Regional Coordinators and CTA staff were sent using electronic mail and fax transmission to recipients on the list. These documents included the following:

- A covering letter from the CTA Director
- Guidelines for the completion of forms
- Priority-setting forms
- Contact information for national institutions which were expected to participate in this study
- Contact information for all country consultants, the Regional Coordinator, and the CTA project coordinator.

10. In the guidelines for carrying out the priority-setting exercise and completing the forms, CTA encouraged prospective respondents to collaborate at the national level, using group meetings for the selection and ranking of SOS in the priority-setting form since (i) the output would carry more weight in being considered for implementation and (ii) CTA would be able to justify their selection of priorities to its various stakeholders. No one was expressly given the responsibility for coordinating these group meetings. The local consultant was expected 'to encourage' respondents to work as a group.

#### **2.1.1 Constraints**

11. Two major constraints were identified during the implementation of the priority-setting exercise. They were as follows:

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<sup>9</sup> In most cases, the local consultant involved in the country study was asked to assist; in some cases, it was not possible or desirable to use the same consultant, so alternatives were sought.

- The brief time period given to recipients in the initial distribution of the guideline and priority-setting form for the completion of group discussions. This period was subsequently extended at the request of some local consultants to facilitate respondents.
- A passive approach to assigning responsibility for holding group discussions. Local consultants were required to *encourage* respondents to hold group discussions. This did not yield the desired outcome; only two local consultants and one senior manager on their own initiative hosted such a session. A better approach would have been to actively assign that responsibility to the local consultant for a two to three hour briefing session and discussion period. This activity should have been included as a budgeted item. This session would have taken care of the reluctance of some recipients to read the guidelines and priority-setting forms.

12. Country consultants were expected to work towards achieving a 75% response rate from respondents. The consultants followed up on the receipt of documentation by national institutions, and worked with the Regional Coordinator for the reissue of documentation where email addresses had changed and/or where there were communication problems. Completed forms were returned to the Regional Coordinator through the country consultants.

## **2.2 Approach to analysing the data**

13. The project team examined the use of two methodologies for assessing national priorities selected by respondents, with the intention of selecting the most appropriate methodology for future validation studies. One methodology was based on a simple points allocation and ranking, and the other was based on weighted averages and ranking in favour of the number of persons participating in the decision to establish priority activities for implementation. See **Annex 2** for details and results for each methodology.

14. In Methodology 1 (a simple points system), many options emerged with the same priority rank. In this methodology, no consideration was given to the number of persons or institutions participating in the decision regarding allocation of priorities. In Methodology 2, where weighted averages were used in favour of the number of persons and institutions participating in the decision, very few priorities emerged with the same rank.

15. Although institutions were advised in the Guidelines<sup>10</sup> that decisions which were arrived at through inter-institutional participation would carry more weight in being considered for implementation, this approach was generally not followed. Only three countries – Papua New Guinea, Antigua and Guyana – hosted group meetings for the selection of priorities. Both meetings in the Caribbean were coordinated by country consultants on their own initiative, and in Papua New Guinea, at the instigation of an institutional staff member. In other countries, country consultants reported that several institutions indicated that they were already fully occupied with arrangements for mounting national agricultural exhibitions during the period of time for the submission of priorities and therefore it was extremely difficult to coordinate group meetings. In one country, the country coordinator resorted to telephone interviews in order to get responses from some personnel who were responsible for mounting the national agricultural exhibition.

16. In cases where individual institutions submitted responses, the level of participation within the institution varied from one participant to as many as six participants. (See **Annex 2** which indicates the number of persons who participated at the institutional level). The returned forms also indicated that executive management level and senior technical administrators participated in the priority-setting exercise. In the case of Suriname, only one institution responded. However the local consultant who is also Policy Advisor in the

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<sup>10</sup> See Annex 1.



Ministry of Planning and development provided insight to the information needs of Suriname and reinforced the chosen priorities of the lone respondent.

17. The use of weighted averages in favour of the number of persons who participated in the exercise at country level, is the preferred methodology for CTA to justify their selection of priorities to its various levels of stakeholders. Consequently Methodology 2 based on weighted averages is the one used in presenting the results of this study.

### **3. Findings**

18. In this section, results are presented for all 15 participating countries in the Caribbean and Pacific region. A total of 129 institutions and 332 persons participated, which makes this one of the largest activities of its kind carried out in the Caribbean and Pacific.

19. Alternative option statements reflect pressing needs identified by institutions which, from their perspective, were not addressed in the set of strategic option statements provided. Six institutions in four countries – Jamaica, Belize, Palau, and Trinidad and Tobago submitted alternative option statements. These alternative statements are presented under the relevant country heading and, with accompanying explanations, in **Annex 2 and 3**.

#### **3.1 By country – Caribbean**

20. Results are presented for 10 countries which returned completed forms. No forms were received from The Bahamas; and only one form was returned from Suriname. All forms (containing the strategic option statements) together with the results are presented in **Annex 2**. The average response rate for 10 countries which participated fully in the study was 77%. The response from the Surinamese institution is included under the country heading in Annex 2. For most countries, only the top three priorities are presented. Where the third and fourth priority were close (where the weighted average was within 0.2 points), the fourth priority has been included so as not to lose a valuable insight into the strategic thinking.

##### **Antigua & Barbuda**

21. Seven institutions involving 10 people participated as a single group in the priority-setting exercise (one of only two countries in the Caribbean to do this). No alternative option statements were added.

22. The top three priorities for Antigua & Barbuda are:

Option B. Assist key institutions to gain an appreciation for information and communication management (ICM)

Option A. Train participants from the public and private sectors in the development of an agricultural information and communication policy

Option C. Develop a strategic information plan for your institution.

##### **Barbados**

23. Eleven institutions involving 29 people participated in the priority-setting exercise. However, at most institutions just a couple of people participated; the exception being the Caribbean Herbal Business Association, with eight participants. No alternative option statements were added.

24. The top three priorities for Barbados are:

Option C. Develop a strategic information plan for your institution

- Option A. Train participants from the public and private sectors in the development of an agricultural information and communication policy
- Option B. Train extension personnel in writing and presenting for various levels of non-technical audiences.

**Belize**

25. Ten institutions involving 26 people participated in the priority-setting exercise. However, the actual prioritising was done by just one or two persons in seven institutions; nine persons participated at the Agriculture Department of the University of Belize. One alternative option statement was added:

- Business and financial management training for member fishermen – suggested by the National Fishermen Producers Cooperative Society Ltd.

26. In supporting evidence, the Director of the National Fishermen Producers Co-operative pointed out that business and financial management training is a basic need which is not being addressed by any existing agency. Even in the selection of short courses in information and communication management as a priority, the Director added a note indicating that within the scope of such a course that there is need for the improvement of the organization of marketing and other information to support the export business in the fisheries sector.

27. The top three priorities for Belize are:

- Option D. Mount short courses at two levels:
  - a. for personnel who are responsible for information and communication management within their organizations;
  - b. for technicians on the sourcing and analysing of data and information
- Option A. Train participants from the public and private sectors in the development of an agricultural information and communication policy
- Option B. Develop a strategic information plan for your institution.

**Dominica**

28. Four institutions involving six people participated in the priority-setting exercise. However, at three institutions just a single person participated. No alternative option statements were added.

29. The top three priorities for Dominica are:

- Option B. Develop a strategic information plan for your institution
- Option C. Train personnel responsible for the preparation and design of extension materials
- Option A. Train participants from the public and private sectors in the development of an agricultural information and communication policy.

**Guyana**

30. Six institutions involving a single representative from each institution met as a group (one of only two countries in the Caribbean to do this). No alternative option statements were added.

31. The top three priorities for Guyana are:

- Option B. Develop a strategic information plan for your institution

- Option A. Train participants from the public and private sectors in the development of an agricultural information and communication policy
- Option C. Mount short courses for personnel who are responsible for information and communication management within their organizations.

### **Jamaica**

32. Seven institutions involving 20 people participated in the priority-setting exercise. However, the actual prioritising was done by just a couple of people in each institution, except for Jamaica 4-H Clubs and Christiana Potato Growers, with six persons. Two alternative option statements were added:

- Facilitate and ensure that agricultural information residing in the private sector is available for national and sub-sector planning – suggested by Citrus Growers' Association
- Create an increased awareness of the organization and its activities, by way of electronic medium – suggested by Jamaica 4-H Clubs.

33. The accompanying explanations for the alternative option statements highlight the institutional needs they are seeking to address; these are presented in **Annex 2**.

34. Due to the closeness between the third and fourth ranked strategic option statement, the top four priorities for Jamaica are:

- Option E. Train participants from the public and private sectors in the development of an agricultural information and communication policy
- Option A. Develop a format for a directory that identifies local sources of data and information in the agricultural sector
- Option C. Develop a strategic information plan for your institution
- Option D. Identify training programmes or training attachments for qualified personnel in the public sector.

### **St Kitts & Nevis**

35. Seventeen institutions involving 19 people participated in the priority-setting exercise. However, in all institutions except two the actual prioritising was done by just one person; and in the other two institutions by just two persons. No alternative option statements were added.

36. Due to the closeness between the third and fourth ranked strategic option statement, the top four priorities for St Kitts & Nevis are:

- Option B. Develop a strategic information plan for your institution
- Option C. Mount short courses for personnel who are responsible for information and communication management within their organizations
- Option E. Train selected personnel in the preparation and design of extension materials
- Option D. Sensitise prospective users to the products and services available to them through CTA and facilitate their wider distribution.

### **St Lucia**

37. Fifteen institutions involving 29 people participated in the priority-setting exercise. However, in seven institutions the actual prioritising was done by just one person; and in five institutions by just two. No alternative option statements were added.

38. Due to the closeness between the third and fourth ranked strategic option statement, the top four priorities for St Lucia are:

- Option F. Examine the possibility of mounting short courses for personnel who are responsible for information and communication management within their organizations
- Option A. Train participants from the public and private sectors in the development of an agricultural information and communication policy
- Option B. Develop a strategic information plan for your institution
- Option G. Sensitise prospective users to the products and services available to them through CTA and facilitate their wider distribution.

### **St Vincent & The Grenadines**

39. Seven institutions involving 15 people participated in the priority-setting exercise. However, in four institutions, the actual prioritising was done by just one person. No alternative option statements were added.

40. The top three priorities for St Vincent & The Grenadines are:

- Option B. Develop a strategic information plan for your institution
- Option C. Mount short courses for qualified personnel who are responsible for information and communication management within their organizations
- Option E. Train qualified personnel responsible for the preparation and design of extension materials.

### **Trinidad & Tobago**

41. Eight institutions involving 24 people participated in the priority-setting exercise. However, the actual prioritising was done by just a couple of people in each institution, except for the Agricultural Science Teachers Association and Agricultural Society of Trinidad & Tobago, with five and six persons respectively. Two alternative option statements were added:

- Undertake an assessment of the fish stocks in terms of the quantum, types and location of both pelagic and demersal species via a scientific survey – suggested by the Trinidad & Tobago Industrial Fishing Association.
- Develop and strengthen the linkages between producers and the end user of agricultural produce, in support of the tourism sector – suggested by the Tobago House of Assembly.

42. The Government of the Republic of Trinidad & Tobago has approved the establishment of the Seafood Industry Development Company which is expected to focus on the growth and enrichment of the local seafood industry. This new company presented its Board of Management and Strategic Plan at a meeting of stakeholders on 20 November 2006. Tobago is focused on agriculture and tourism for its development and has special needs which are reflected in the alternative option statement and in the accompanying explanations (see **Annex 2**).

43. Due to the closeness between the third and fourth ranked strategic option statement, the top four priorities for Trinidad & Tobago are:

- Option B. Develop a strategic information plan for your institution

- Option A. Train participants from the public and private sectors in the development of an agricultural information and communication policy
- Option D. Develop a format for a directory that identifies local sources of data and information in the agricultural sector
- Option F. Train personnel responsible for the preparation and design of extension materials.

### **3.2 By country – Pacific**

44. Results are presented for the five countries which returned completed forms. Forms were not returned by the local consultant for Tonga; and no local consultant was identified for Marshall Islands and Solomon Islands, and no forms returned. All forms (containing the strategic option statements) together with the results are presented in **Annex 3**. Where the third and fourth priority were close (where the weighted average was within 0.2 points), the fourth priority has been included so as not to lose a valuable insight into the strategic thinking.

#### **Cook Islands**

45. Five institutions participated in the priority-setting exercise. However, the actual prioritising was done by just one person in each institution, except for the Ministry of Agriculture with two. Most individuals were heads of institutions or high-level staff. Seven strategic option statements were provided; no alternative option statements were added.

46. The top three priorities for Cook Islands are:

- Option D. Provide training in the use of ICT
- Option A. Conduct an information audit of resources and capacity
- Option C. Provide training in the use of ICM

47. Option D was by far the most popular choice, being ranked first by four groups, and second by the fifth group. Supporting statements suggested that the availability of ICT, ‘even to the outer islands’ meant that here was something that could be very useful; but because it was new to most people, training was needed to maximise its potential. Both Options A and C (sic.) were also seen as largely to do with ICT, and therefore a natural follow-on from Option D. Despite the explanation given on the priority-setting form, the terms ‘information management’ or the acronym ‘ICM’ were perceived to be about computers. The fourth-ranked Option B would address this issue; sharing data and information was noted in some of the supporting statements.

#### **Fiji Islands**

48. Eight institutions involving 29 people participated in the priority-setting exercise<sup>11</sup>. In those instances where only one or two people represented the views of their institution, these were largely ‘specialists that have a good knowledge of the agricultural (and forestry) information needs of their sector, department or institution’ (Wilco Liebrechts, local consultant). Nine strategic option statements were provided; no alternative option statements were added.

49. About half the returned forms just listed the institution’s three prioritised strategic option statements; the other half had made an attempt to use the priority-setting matrix, with invalid results; or had done a simple ranking of the options, individually or collectively.

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<sup>11</sup> In his report, the local consultant makes mention of two other institutions as having submitted their completed forms. However, there is no evidence at this stage that that is correct.

Nevertheless, the top three options selected by each institution were clearly apparent, and on this basis it is permissible to say that the four priorities for Fiji are:

- Option D. Provide training in the use of ICT
- Option G. Establish a national agricultural information network
- Option E. Assess agricultural data collection, management and use
- Option A. Conduct an information audit of resources and capacity.

50. Option D was selected in the top three by five of the eight institutions, resulting in a much higher score than any other option. Based on the supporting statements, ICT is seen as an aid to information dissemination and transfer, but requires skilled and trained people to be effective. The only mention of Option A in supporting statements (by Fiji Pine Ltd and the Ministry of Fisheries & Forestry) was in relation to the importance of knowing what information is available before doing anything else.

### **Palau**

51. Eight institutions and 18 people participated in the priority-setting exercise. In most instances, although only two or three people represented the views of their own institution, they were either senior management or senior technical officers. Six strategic option statements were provided; only one alternative option statement was added (by The Nature Conservancy, to assess the feasibility of establishing a centralised information centre, which would include spatial data and legislation, agency work plans, national strategies and plans, etc. related to natural resources).

52. In order to conduct the priority-setting exercise in Palau, the local consultant had to interview staff, rather than them completing the exercise themselves. If this approach had not been adopted, there would have been only limited response from Palau. The other factor that must be noted is that due to time constraints, staff at each institution were rarely able to afford more than 30 minutes for the exercise.

53. There three priorities for Palau are:

- Option A. Conduct an information audit of resources and capacity
- Option B. Increase awareness of the role of ICM
- Option E. Provide training in the use of ICT

54. The local consultant reported that Option A was almost universally accorded the highest priority (by six out of eight institutions), with several institutions commenting that it is not possible to develop strategies (Option C) before you know what you have (Option A). Option B was important in setting the framework for action. Three institutions noted the real need for ICT training (Option E), at a basic level, although one institution thought people already had sufficient ICT skills.

### **Papua New Guinea**

55. As befits the size of the country, there was a high level of participation in the priority-setting exercise in Papua New Guinea. In total, 13 institutions and 87 people participated at nine locations throughout the country. The participants ranged from senior management and academics to junior technical officers. In one instance, staff of four institutions met as one group (this was organised by the Department of Agriculture and Livestock in Port Moresby). Nine strategic option statements were provided; no alternative option statements were added.

56. Three methods for prioritising were used: the method suggested, as well as individuals ranking their top three priorities, and individuals assigning a value to each priority (a number

which can be used more than once). No matter how the ranking was done, the selection intentions were clear.

57. The three priorities for Papua New Guinea are:

Option A. Conduct an information audit of resources and capacity

Option E. Assess agricultural data collection, management and use

Option G. Establish agricultural information and resource centres

58. Option A was the first choice of six groups representing nine institutions (51 people), and the second or third choice of two other institutions. This makes Option A clearly the top priority. In comments on the selection of Option A, Dr Chris Dekuku at the Department of Agriculture and Livestock noted that 'by conducting an information audit of resources and capacity, we will be able to know where we are now (what we have) and then plan accordingly as to what to do next (where we are going). This exercise is very important and long overdue'. Similar reasons were given by other institutions to justify this choice. Whilst Option E was selected as top priority by one institution only (Ramu Sugar), it was the second choice of three other institutions, and the third choice of another three groups representing six institutions. In the comments received on Option E, there is an underlying trend which suggests that Options A and E are closely related.

59. Option G represents an outreach approach to information management, to do with information dissemination. It could have been presumed that institutions that worked more closely with farmers or had an obvious extension bias would have preferred Option G more readily than research-oriented institutions. In actuality, of the four institutions ranking Option G first or second, one was an academic entity (PNG University of Technology), one a combined coffee research and development organisation (CIC Research and Grower Services), one an extension agency (Fresh Produce Development Agency) and one a commercial company (Ramu Sugar Ltd). In supporting statements, the importance of providing information to farmers wherever they were located was noted, as were the current 'inadequate' information systems (several commentators).

## **Samoa**

60. Despite the best efforts of the local coordinator, only three institutions (comprising eight people) responded to the priority-setting exercise. Of the three institutions, only the Ministry of Agriculture's response involved more than one person participating (six people, from three Divisions). Eight strategic option statements were provided; no alternative option statements were added.

61. In view of the small sample, it should be noted that the President of the environmental NGO, O Le Siosiomaga Society, said that whilst his preference was for Option F, he would go along with whatever the Ministry proposed. This was also the view of the President of the Samoa Flowers Association who prioritised Option E, B, F and A, but said she would also go along with what the Ministry proposed, which was Option C, D, F and A.

62. Due to the closeness between top four ranked strategic option statements and their selection by the participating institutions, it is permissible to say that the four priorities in Samoa include:

Option F. Develop an ICM policy and strategy

Option C. Provide training in ICM

Option D. Provide training in the use of ICT

Option A. Conduct an information audit of resources and capacity

63. There were no supporting statements, so it is not possible to document why any particular option was favoured over another. However, it should be noted that all three institutions selected Option F as being a priority. Without addressing the institutional framework in which information is to be managed, the effectiveness of providing training under Options C and D is diminished.

### **3.3 By region – Caribbean**

64. The strategic option statements in **Table 1** could be broadly grouped into four broad categories as follows:

- a) Capacity building (SOS 1, 2, 3, 4, 5, 6, 11)
- b) Product development (SOS 8,)
- c) CTA as facilitator (SOS 7, 9, 10, 12, 13, 14, 15).
- d) Sensitisation of institutions to CTA's products and services (SOS 16).

65. The Terms of Reference requires the designation of the top three regional priorities. However, given the closeness of the third and fourth ranked priority, the top four are provided. These priorities, as shown in Table 1, all belong to the Capacity-building group and are as follows:

1. Development of institutional strategic information plans (11 countries: six identified this as a first priority, one as a second priority and four as a third priority).
2. Train participants from the public and private sectors in the development of an agricultural information and communication policy (nine countries: two identified this as a first priority, six as second priority and one as third priority).
3. Mount short courses in information and communication management (five countries: two identified this as a first priority, two as a second priority and one as a third priority).
4. Train extension personnel in the preparation and design of extension material for various levels of non-technical groups (four countries: one identified this as second priority and three as a third priority).

66. The above four regional priorities constitute an integrated package of three critical components in the field of information and communication management, namely: an agricultural information policy; a strategic information plan to support the implementation of the policy; and the technical know-how required to execute the plan.



**Table 1: Interventions of strategic relevance – Caribbean – national occurrence and regional ranking**

<b>Strategic option statement</b>	<b>AG</b>	<b>BB</b>	<b>BZ</b>	<b>DM</b>	<b>GY</b>	<b>JM</b>	<b>KN</b>	<b>LC</b>	<b>VC</b>	<b>SR</b>	<b>TT</b>	<b>Total</b>
3. Develop an institutional strategic information plan	3	1	3	1	1	3	1	3	1	2	1	57
1. Train participants from the public and private sectors in the development of an agricultural information and communication policy	2	2	2	3	2	1	5	2	5	1	2	50
5. Mount short courses for qualified personnel who are responsible for information and communication management in their organizations	4	4	1	4	3		2	1	2			32
4. Train extension personnel in the preparation and design of extension material for various levels of non-technical groups	5	3	4	2			3	5	3	x	4	27
<i>16. Sensitise prospective users to the products and services available to them through CTA and facilitate their wider distribution</i>	6	5	5	5	5	5	4	4	4	x	7	20
8. Develop a format for a directory that identifies local sources of data and information in the agricultural sector and an accompanying promotional plan						2				x	3	9
6. Mount short courses for technician and other personnel in the sourcing and analysing of data and information			1								5	8
2. Assist key institutions to gain an appreciation for information and communication management (ICM)	1											6
13. Identify training programmes or training attachments for qualified personnel in the public sector						3						4
14. Facilitate the hosting of a national workshop for administrators and technical personnel in the public sector										3		4

<b>Strategic option statement</b>	<b>AG</b>	<b>BB</b>	<b>BZ</b>	<b>DM</b>	<b>GY</b>	<b>JM</b>	<b>KN</b>	<b>LC</b>	<b>VC</b>	<b>SR</b>	<b>TT</b>	<b>Total</b>
12. Facilitate joint discussions with relevant organizations on the challenges encountered in the dissemination of locally generated information in electronic and/or print format					4							3
10. Facilitate joint discussions with relevant organizations on the concept and need for the establishment of a National Agricultural Information Centre that would include the Belize Agricultural Statistics Service			6									1
11. Produce a multimedia presentation on Information and Communication Management (ICM)											6	1
7. Facilitate assessment of the local publishing infrastructure								6				1
9. Explore the possibility of facilitating joint discussions with relevant organizations on the concept and need for the establishment of a Development Oriented Network		6										1
15. Facilitate joint discussions with relevant organizations on the concept and approach that could be adopted for the establishment of a central body with the responsibility for data collection, analyses and generation of information products										x		

*Legend:* **AG**, Antigua & Barbuda; **BB**, Barbados; **BZ**, Belize; **DM**, Dominica; **GY**, Guyana; **JM**, Jamaica; **KN**, St Kitts & Nevis; **LC**, St Lucia; **VC**, St Vincent & The Grenadines; **SR**, Suriname; **TT**, Trinidad & Tobago.

The **Total** is arrived at by multiplying the number of times an option was selected (except those marked with an 'x') by 7 (the maximum number of options) and subtracting the total of all the rankings. This process produces higher numbers the more times an option is selected, which adds to its importance.

**Table 2: Interventions of strategic relevance – Pacific – national occurrence and regional ranking**

<b>Strategic option statement</b>	<b>CK</b>	<b>FJ</b>	<b>PW</b>	<b>PG</b>	<b>WS</b>	<b>Total</b>
Conduct an information audit of resources and capacity	2	2	1	1	4	35
Provide training in the use of information and communication technologies (ICT)	1	1	3	7	2	31
Provide training in information and communication management (ICM)	3	8	5	5	1	23
Develop an information and communication management (ICM) policy and strategy	5	5		4	3	19
Increase awareness of the role of information and communication management (ICM)		7	2	6	5	16
Assess agricultural data collection, management and use	6	3		2		16
Establish a national agricultural information network	4	6	4		7	15
Establish agricultural information and resource centres		4		3	6	14
<i>Sensitise prospective users to the products and services available to them through CTA and facilitate their wider distribution</i>	7	9	6	9	8	6
Assess the feasibility of establishing a centralised information centre, which would include spatial data and legislation, agency work plans, national strategies and plans, etc., related to natural resources			7			2
Provide training in managing and using a Question and Answer Service (QAS)				8		1

*Legend:* **CK**, Cook Islands; **FJ**, Fiji Islands; **PW**, Palau; **PG**, Papua New Guinea; **WS**, Samoa.

The **Total** is arrived at by multiplying the number of times an option was selected (except those marked with an 'x') by 9 (the maximum number of options) and subtracting the total of all the rankings. This process produces higher numbers the more times an option is selected, which adds to its importance.

### **3.4 By region – Pacific**

67. The Terms of Reference requires the designation of the top three regional priorities. However, given the closeness of the third and fourth ranked priority, the top four are provided. These priorities, as shown in **Table 2**, all belong to the Capacity-building group and are as follows:

1. Conduct an information audit of resources and capacity (5 countries: two identified this as a first priority and two as a second priority).
2. Provide training in the use of information and communication technologies (5 countries: two identified this as a first priority, one as a second priority and one as a third priority).
3. Provide training in information and communication management (5 countries: one identified this as a first priority and one as a third priority).
4. Develop an information and communication management policy and strategy (4 countries: one identified this as a first priority).

68. Conducting an information audit – in principle an extension of the information needs assessment undertaken in the Pacific by CTA in 2004 – is ranked the top priority, marginally beating training in ICT. As noted earlier, the justification for undertaking an information audit of resources and capacity is seen as an essential first step, before any training takes place or any activity which leads to something specific, such as the establishment of information and resource centres. Conducting an information audit is also an activity where there is limited capacity in the region to implement. The two larger countries – Papua New Guinea and Fiji – also ranked assessing agricultural data collection, management and use highly, and there is a natural synergy between an information audit and data management. This would suggest that CTA is well advised to consider training in carrying out information and data auditing, and supporting the implementation of this activity across the 14 Pacific ACP states.

69. Reading through the various country reports and analysing the results of the priority-setting exercise, it is noted often that there is only limited capacity to effectively harness ICTs in the region. This is despite the range, frequency and extent of ICT workshops over recent years (see **Annex 4**). What this suggests is either that ICT training is popular among participants and easily finds support from management; or there is a recognition that ICT training could materially affect information and communication management outcomes for the better; or that ICT training is a more tangible activity than say an information audit, increasing awareness of the role of ICM, or developing an ICM policy and strategy. Since there is no easy way of knowing, it seems reasonable to say that the truth probably contains an element of each reason. However, in those priority-setting exercises the regional coordinator was privileged to attend, and where the rationale and justification for every strategic option was fully discussed, the need to prioritise infrastructural and policy development over and above training and output-based activities was seen clearly. This does not imply there is no need for training in ICT (or ICM), just that there is a time and a place for this.

## **4. Relevant activities in the region**

70. It is important to recognise recent and/or ongoing information and communication programmes and activities in the agricultural sector. This information is important for two reasons: in order to (a) avoid duplication of ongoing activities, and (b) create linkages which could assist in addressing some of the named priorities in the short term.

## **4.1 Caribbean**

71. The Information Resources Manager at CARDI, the Regional Branch Office of CTA identified the following relevant CTA-supported activities in the Caribbean (further details are presented in **Annex 4**).

### **Training workshops**

- *Communication tools & methods for Caribbean countries (May 2007)*
- *CTA/CARDI Regional Workshop – Introduction to Communication Tools and Methods (2006)*
- *CTA/FAO/CARDI Virtual Workshop – Facilitating Online Interaction (2006)*
- *Agricultural Network Management (2005)*
- *Electronic Production and Publishing of Agricultural Extension materials (2005)*
- *Improving information and communication management for Technology Generation and Transfer – sensitisation workshop (2004)*
- *Regional course: Scientific Data Management (2004)*

### **Regional networks**

- *Support to the development of the Caribbean Farmers Network (CaFAN)*
- *Development of Caribbean Network of Fisher Folk Organizations (CANUFO)*
- *Caribbean Regional Agricultural Policy Network (CaRAPN)*

### **Information systems and services**

- *Caribbean Agricultural Information Service (CAIS)*
- *Regional Branch Office for the Caribbean*
- *Question and Answer Service (QAS)*
- *CTA/IICA/UNECLAC Project – Building a Caribbean Monitoring and Evaluation Information System for the Agro2015 and Jagdeo Initiative*

### **Studies**

- *CTA/CARDI Study on Opportunities within the Farming Sector for Convenience Foods (pre-packaged vegetables) in the Caribbean*

72. In addition to the above, it should be noted that Suriname is in the process of developing a virtual library through a project sponsored by the IDB entitled Strengthening the Public Investment System of Suriname. “The Ministry of Planning with the Planning Bureau and the Bureau of Statistics [are] in the process of building a virtual library for information gathering, sharing and dissemination and [for making] information accessible [to] relevant institutions, [and] investors [for] research, planning and monitoring reasons”.<sup>12</sup>

## **4.2 Pacific**

73. The following information was found on websites (CTA and Pacific), and from the Regional Coordinator’s own knowledge (further details are presented in **Annex 4**).

### **Training workshops**

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<sup>12</sup> Information provided by the Policy Advisor in the Ministry of Planning and Development Coordination/ Suriname local consultant to this study.

- *CTA/IRETA Scientific Data Management for Countries in the South Pacific – training course (Fiji, Oct 2007)*
- *CTA Building Electronic Communities and Networks for Regional Partners – online course (Aug–Dec 2007)*
- *CTA/IRETA Scientific Data Management for Countries in the South Pacific – training course (PNG, July 2007)*
- *USP Greenstone Digital Libraries Workshop (June 2007)*
- *CTA/NARI Sub-Regional Workshop on Agricultural ST&I System – training of trainers (2006)*
- *CTA/SPC Establishment of a Regional Agricultural Policy Network in the Pacific – regional stakeholders workshop (2006)*
- *Regional Course in Agricultural Information Production with Satellite Receivers – training course (2006)*
- *CTA/IRETA Production of Rural Radio Programmes – training course (2006)*
- *CTA/IRETA Scientific Writing Workshop (2006)*
- *SPC Extension Summit – Bringing About Change – promoting participatory agricultural extension in the Pacific (2005)*
- *CTA Bridging the GAP in the ASTI System – Focus on farmer experimentation and innovation systems – national training workshops (PNG 2005)*
- *CTA Pacific Regional ASTI Training Workshop: Enhancing the S&T Policy Dialogue – Knowledge for Development – training workshop (2005)*
- *The role of information and communication tools in food and nutrition security in the Pacific – CTA Seminar (2005)*
- *CTA Workshops Towards the Decentralisation of QAS Pacific Activities (2005)*
- *Annual Agricultural Liaison Officers' Meeting: Pacific – CTA/IRETA Meeting (2005)*
- *CTA/IRETA Market Information Systems for CTA Partners in the Pacific – training course (2005)*
- *CTA/IRETA Agricultural Liaison Officers' (ALO) meeting (2004)*
- *CTA Establishment and Development of a Regional Agricultural Policy Network in the Pacific – workshop (2004)*
- *CTA/IRETA Production of Rural Radio Programmes – training course (2004)*
- *CTA Enhancing the S&T Policy Dialogue – Innovation for Development – Pacific Regional S&T Meeting (2004)*
- *Establishment and Development of a Regional Agricultural Policy Network in the Pacific – workshop (2004)*

### **Regional networks**

- *Pacific Agricultural Genetic Resources Network (PAPGREN)*
- *Pacific Agriculture and Forestry Policy Network (PAFPNet)*
- *Pacific Environmental Information Network (PEIN)*
- *PestNet*

### **Information systems and services**

- *CTA Regional Branch Office for the Pacific (hosted by IRETA)*
- *Question and Answer Service (QAS)*
- *Unesco Information For All Programme (IFAP)*

- *SPC Land Resources Division, Information, Communication & Information (ICE) Group*

## **Studies**

- *Study on a proposed SPC Land Resources Development knowledge management strategy (2006)*
- *Pacific Forum – Information and Communications Technologies Ministerial Meeting, 30 March 2006 (led to the Wellington Declaration on ICTs)*

74. In addition to the above, it should be noted that Papua New Guinea is the beneficiary of a new Australian Government-funded project, Agricultural Research and Development Support Facility (ARDSF), which continues the work of the ACNARS (Australian Contribution to a National Agricultural Research System) project in PNG which ended in mid-2006.

## **5. Conclusions and recommendations**

75. The objectives of Phase 1 of this assignment are:

- To validate the findings of the ACP Caribbean and Pacific regional studies with a wider representative cross-section of stakeholders in the regions;
- To recommend possible strategic options for CTA to consider in the elaboration of its 2007 – 2010 Strategic Plan/Framework.

### **5.1 Validating the findings**

76. In terms of validating the findings of the regional studies with a wider cross-section of stakeholders, 37 institutions and 148 persons participated in the priority-setting exercise in the Pacific, and 92 institutions and 184 persons participated in the Caribbean. Represented among the institutions were CTA's traditional partners – ministries of agriculture – as well as a variety of other institutions, such as NGOs, women's organisations, farmers' associations and the commercial sector. Priorities determined by the aggregate of all these institutions carry more legitimacy than those determined by just a single institution or even a single person. The priority-setting exercise itself provided some positive publicity for CTA, by which means the institution and its work was introduced, or reintroduced, to the regions.

77. The strategic options included on the priority-setting forms were drawn originally from the regional studies and analysed using the SWOT methodology. The prioritisation of the strategic options by the participating institutions in each country, with only few alternatives being submitted, suggests that the initial information needs assessments for each country and the subsequent SWOT analysis were appropriate.

### **5.2 Strategic options for CTA**

78. One of the major objectives of this report is to recommend possible strategic options for the CTA to consider in the elaboration/implementation of its 2007–2010 strategic plan. Discussions and findings during this study have informed the formulation of assumptions and recommendations detailed below for the two regions.

#### **5.2.1 Assumptions**

79. The following assumptions have been made prior to presenting possible strategic options for CTA to consider:

- CTA is desirous of making a greater impact in the Caribbean and Pacific regions.
- CTA will continue to demonstrate its willingness to collaborate with other relevant ICM activities in the regions.
- Potential partners will contribute some level of tangible resources to demonstrate their commitment to the successful implementation of the priority activities which they themselves have selected and validated.

### 5.2.2 General recommendations

80. CTA should give consideration to addressing all submitted priorities (including those presented as alternative option statements), through a combination of strategies that include:

- full support for activities that fall within the CTA mandate and which no other agency is addressing;
- exploration of mechanisms for collaboration with other agencies that are executing complementary programmes that are relevant to the priority activities identified;
- utilisation of the Centre's strength and reputation to create linkages for institutions in the regions with those agencies and institutions which could assist in addressing selected priorities.

81. In the implementation of priorities, CTA should:

- perform the role of an advocate among decision-makers for improved management of information and communication resources in and between institutions in the region;
- facilitate the partnering of institutions and individuals in the region at a local, national and regional level;
- seek to support the strengthening or further development of what is already in place (networks, institutions, resources, initiatives) rather than create new entities, unless absolutely necessary.

82. In the implementation of activities to address the priorities, there should be strict adherence to the explanations that were provided on the priority-setting forms, since these have become a 'contract' with institutions in what will be delivered if the particular priority is selected for implementation.

### 5.2.3 Specific recommendations

83. Rather than address each prioritised strategic option on its own, in isolation from other countries in a region, or for each region, the consultants have chosen to adopt CTA's internal project profile format and have developed generic projects which will address the strategic options with little modification dependent on country or region. Not all strategic options have been addressed, but all the top priorities have been included.

84. There is scope for adding to the project profiles, as the need arises. The four recommendations presented below are: ICM policies and planning; information and capacity audits; training; and marketing CTA. All project profiles are included in **Annex 5**. The first three recommendations are fully compliant with CTA's pursuit of its two operational objectives<sup>13</sup>:

- 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;
- To improve the ICM capacity of ACP agricultural and rural development organisations.

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<sup>13</sup> *Strategic Plan 2007–2010*, p. 8.



The fourth recommendation provides a mechanism to ‘further improve the visibility of CTA’s mainstream operations’ (*Strategic Plan 2007–2010*, p. 17).

#### Recommendation 1 – Information and communication management policy and planning

85. Recommendation 1 addresses the first two prioritised strategic options in the Caribbean, and the fourth and fifth prioritised strategic options in the Pacific, namely:

- Develop an institutional strategic information plan – Caribbean, 1st priority;
- Train participants from the public and private sectors in the development of an ICM policy – Caribbean, 2nd priority;
- Develop an ICM policy and strategy – Pacific, 4th priority;
- Increase awareness of the role of ICM – Pacific, 5th priority.

86. The Recommendation fits with the challenges identified in the CTA strategic plan, namely poor access to agricultural information, unavailability of agricultural information and weak ICM/ICT capacity – all of which derive from a lack of strategic policies and plans, and concomitant underresourcing in terms of staff, equipment and operational budgets. CTA’s response will be to help institutions understand the need for policies and plans, provide the tools and skills necessary to develop them, and support the institutions as they implement the process.

87. The target groups for the development of agricultural information and communication policies and those groups which will be trained in the development of institutional strategic information plans should work closely together in one programme. It would be an advantage if there are representatives from both groups within the same institution on the programme. The recommended strategy is one in which there is an iterative approach over a specified period of time. This approach would allow participants to be exposed to theories first, then continue on to practical work in the field where actual policies and plans would be prepared with online technical backstopping provided by support personnel.

88. Follow-up sensitisation sessions should be held to share the techniques developed and promote the benefits of developing an agricultural ICM policy and implementing the strategic information plan. Such an approach was adopted under the CTA programme for *Building on Indigenous Knowledge Systems*. The focus of the CTA/ASTI (agricultural science, technology and innovation) system was ‘to build in-country capacity to analyse national agricultural ST&I (or ASTI) systems in six ACP regions so as to generate data for more effective S& T policy-making’.<sup>14</sup> This iterative approach is to be preferred over the one-off workshop.

89. Allied to the development of an ICM policy and strategy is the need to address the issue of increasing awareness of the value of effective ICM, especially in the Pacific. During the implementation of this recommendation, it is anticipated that there will be many opportunities to raise the profile of ICM. CTA’s role as an advocate, with and among decision-makers, information users (researchers, extension agents) and donors will be catalytic.

#### Recommendation 2 – Audit of information resources and ICM/ICT capacity

90. Recommendation 2 addresses the first and sixth prioritised strategic option in the Pacific; it also addresses the sixth prioritised strategic option in the Caribbean, namely:

- Conduct an information audit of resources and capacity – Pacific, 1st priority;

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<sup>14</sup> *Annual Report 2004*, p. 43

- Assess agricultural data collection, management and use – Pacific, 6th priority;
- Develop a format for a directory that identifies local sources of data and information in the agricultural sector, and an accompanying promotional plan – Caribbean, 6th priority.

91. This recommendation addresses issues to do with limited awareness of information resources within and between institutions in the agriculture sector at the national level; limited knowledge of ICM/ICT capacity; and limited information sharing and exchange – all of which are mentioned in the CTA strategic plan and outlined above (Recommendation 1). This recommendation follows on from the initial information needs assessments conducted in 2004 and 2005, but leads to a practical outcome, which is to develop institutional capacity and collaborative relationships and thereby harness available resources. It is also probable that institutions in the Pacific participating in this activity will go on to implement Recommendation 1 – development of ICM policies and plans – and may go on to further address other lower-ranked strategic options such as developing information networks (ranked seventh) and information resource centres (ranked eighth)<sup>15</sup>. In the Caribbean, this activity may link in with strategic options ranked fourth (training extension personnel in developing extension materials), sixth (sourcing and analysing data and information) and twelfth (disseminating locally-generated information).

92. In the Pacific, the two largest countries – Papua New Guinea and Fiji – both rated an information audit of existing information resources and capacity highly. Palau and Cook Islands also rated this activity highly. In view of this, it is politically and developmentally strategic for CTA to be seen to address this request. In the original explanation – alongside the strategic option statement on the priority-setting form – the intent of an information audit was given as:

*To find out exactly what resources (e.g. databases, publications, networks) are available in [country], and what capacity exists in the various organisations to exploit these resources. The output of this activity will be a report that lists the resources and capacities, with suggestions for what could be done next. It's a small step, but one that builds on what is already available.*

93. In addition, a strategic option statement in the Pacific to do with the need to assess agricultural data collection, management and use also ranked reasonably highly, at least by the two largest countries. Agricultural data was meant to include market data and statistics in particular, but also data to do with areas planted, livestock held, people involved – the type of data gathered by an agricultural census but often hidden in reports<sup>16</sup>. The need was explained as being:

*To identify what information is still being collected and by whom; where this information is located and in what form; where are the gaps; and what strategies could be developed to fill those gaps. The activity is a workshop and strategy document.*

94. It is recommended that CTA address both these options in an integrated way, so that staff in one area (information/library/publications) are required to work with staff of another area (marketing/planning/statistics), and vice versa. What would be required of CTA would be a set of tools to assist in carrying out information and data audits. Once developed and tested,

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<sup>15</sup> Refer CTA's description of 'multi-media information centres', *Strategic Plan 2007–2010*, p. 13.

<sup>16</sup> In the Pacific, a survey of agricultural statistics was conducted in 2001. Despite the age of the survey, it is likely the survey and its conclusions still have something to say. Walton, P. (2002). Collection, access and use of agricultural statistics in the Pacific Islands: report of a study. *ACIAR Impact Assessment Program, Working Paper Series*, no. 45. Canberra, ACT: Australian Centre for International Agricultural Research.

these tools can be workshopped at the national level among institutions that participated in the priority-setting exercise, in the first instance. It is recommended that CTA work as part of Pacific Agriculture and Forestry Policy Network (PAFPNet), with which it already has an association.

95. In terms of a directory of local sources of data and information in the Caribbean, institutions in Jamaica and Trinidad & Tobago identified this strategic option statement as a priority. In 2004, CAIS did provide a template for such a directory which was distributed to the various Government ministries in each country. It is advisable that this template be re-visited in terms of its format, structure and mechanisms for delivery to end users.

96. As far as can be determined, the follow-up by countries to make this directory a reality has not taken place. There could be several reasons including the lack of a mechanism for populating the database, the lack of cooperation among institutions and the failure to embrace a policy that gives this activity high priority. These issues need to be identified before any attempt is made to devote resources to this product. A commitment must be obtained from the institutions in these countries that they would be providing some of the necessary resources to develop this directory. It is recommended that (providing there are CTA resources to address this strategic option), work should be carried out with the specific institutions in Jamaica and Trinidad & Tobago. At the conclusion of this activity, demonstrations could be held in the Region to encourage other countries to manage the identification of the location of agricultural data.

97. The Jamaica Citrus Growers in an alternative option statement identified the need for the Jamaican private sector to make its agricultural information available for national and sub-sector planning. The development of the directory for the location of agricultural data in Jamaica could be used as one mechanism to encourage the private sector in sharing information. Other national factors beyond the control of CTA may present challenges in achieving this aim.

98. Whereas this recommendation only concerns establishing the extent of information and data availability in the two regions, in the experience of the Regional Coordinators, this activity is highly likely to lead to a desire on the part of the participants to develop a mechanism to share and exchange identified resources. It is as well, at this stage, to flag this as a distinct possibility and to allow for such a development, especially in the Pacific where there are opportunities for a positive outcome.

99. To date, the only country in the Pacific with an established agricultural information network is Papua New Guinea. The benefits that are beginning to accrue by institutions cooperating and sharing information and knowledge far outweighs the inputs, and the experience gained by the PNG NAIS (National Agricultural Information System) operators can be put to good use in other Pacific island countries. Within NAIS, there is a strong willingness to do this (pers. comm.). It is strongly recommended that the national perspective should predominate, i.e. that this cannot be something that is coordinated by regional institutions or projects, but must be supported to the extent that networks evolve at the national level.

100. A good start is to return to the institutions which cooperated in the priority-setting exercise, and ask them to consider setting up a network. An alternative option from Palau, to 'establish a centralised information centre' fits perfectly within this recommendation. If any country in the Pacific is desirous of this happening, then CTA can assist by funding the PNG NAIS team to help. The general idea is that ways in which Government ministries, farmers' associations, NGOs, exporters, other associations and groups plus regional agencies (USP, IRETA, FAO, SPREP) which comprise the agriculture and natural resources sector in each country in the Pacific. There may be ways by which these bodies, working co-operatively as

partners, can contribute to improved information management and better communication to their respective clients. The initial activity is in the form of a workshop, to explore opportunities.

101. The explanation accompanying the strategic option statement suggests that a natural outcome of institutions networking beyond their institutional and sectoral boundaries (in an information network) will be the need to establish information or resources centres. The Regional Coordinator's own experience and observations in this regard are that there is a dearth of real knowledge and skills, although plenty of enthusiasm. To capitalise on the latter, and provide for the former, a workshop or workshop series should be offered to all countries that are trying to develop a national agricultural information system. The workshops should advise how an information centre or resource centre can be set up and managed; the difference between information and resource centres; and the practice of collaborating to achieve shared outreach objectives.

102. As far as the Caribbean is concerned, the RBO with the support of CTA established CAIS, which is based on the premise of networking among agricultural institutions. The networks in St Vincent and Jamaica are the most active in the region. However other countries in the Caribbean require support to strengthen their capability to deliver services that could impact on their agricultural sectors. It may well be desirable for the Caribbean RBO to share their experience with their Pacific counterparts in the establishment of CAIS. Several articles have been prepared by the Information Resources Manager at CARDI, the RBO.

### Recommendation 3 – Training in ICM and ICT

103. Recommendation 3 addresses the second and third prioritised strategic options in the Pacific, and the third and fourth prioritised strategic options in the Caribbean, namely:

- Provide training in the use of ICTs – Pacific, 2nd priority;
- Provide training in ICM – Pacific, 3rd priority;
- Mount short courses for personnel who are responsible for information and communication management in their organisations – Caribbean, 3rd priority;
- Train extension personnel in the preparation and design of extension material for various levels of non-technical groups – Caribbean, 4th priority.

104. Additionally, this recommendation also addresses other specific, lower-ranked prioritised strategic options in the Caribbean and the Pacific.

105. This recommendation fits with CTA's new emphases in ICM services, and in particular ICM training. Unlocking the information and knowledge resources of institutions in the agriculture sector remains the key to sustaining livelihoods. The challenge is to equip the practitioners with skills to enable them to competently and confidently fulfil the potential. As indicated in the strategic options, training is needed particularly for information and communication management *per se* in the Pacific; and in the Caribbean for many different actors at different levels, as evidenced by the strategic options included in the priority-setting exercise, namely:

- Personnel with responsibility for the management and delivery of information in structured information centres or libraries;
- Personnel who are responsible for the collection and analysis of field data and who need to be proficient in data manipulation for making inputs to decision-making in the agricultural sector.

106. Prior to planning any training it is suggested that a desk review be carried out, based on information presented by CARDI's Information Resources Manager (**Annex 4**) to determine the types of courses and the levels of treatment required in the Caribbean. Similarly, conducting a desk review of training workshops conducted in the Pacific would be useful, to avoid duplication of topics yet build on what has already been conducted.

107. A multimedia presentation to accompany all training sessions would enhance course material for both policy makers, strategic planners and agricultural technicians. The accompanying explanation given in the Trinidad & Tobago priority-setting form suggests that this presentation 'could utilise best practices as determined by experiences in other ACP states'. While this strategic option statement did not emerge as a priority for the region, the Regional Coordinators believe that such a multimedia presentation should be considered as part of the ICM package – especially given the need for sensitising the wider agricultural community to the use of ICM in an institutional environment. This step will also assist in responding to the need for building awareness in selected target groups in Antigua and Belize (see SOS for both countries).

108. Extension personnel perform an important link in ICM. They are often the first contact in the field for the farming community. Therefore materials they provide must be clear, concise, and be able to convey messages which will change behavioural patterns and yield positive outcomes for the farmers. In 2005, CTA/CARDI mounted a course in *Electronic Production and Publishing of Agricultural Extension Materials*. Workshops with similar titles and intent have been conducted in the Pacific since the mid-1990s. Although this strategic option statement in the Caribbean did not emerge in one of the top three regional priorities, institutions in four countries (Barbados, Dominica, St Kitts & Nevis, and St Vincent & The Grenadines) selected this activity in their top three priorities. In any planned workshop or training activity, it would be useful to include those institutions in other countries which selected this option as a priority.

109. As indicated earlier (**section 3.4**) the Pacific Regional Coordinator has some concerns about the promotion of yet more training in information and communication technology, despite the high rank for this strategic option (2nd priority). A review of the list of training workshops (**section 4.1**), the majority of which were funded by CTA, should indicate that rather than a dearth of ICT training, there has been a surfeit in the region. The only approach that makes strategic sense is one that:

- is output/outcome focused, i.e. that the use of an ICT will produce a tangible product or enable an effective service meeting an identified need;
- harnesses existing skills and builds on previous initiatives in such a way as to achieve clearly identified goals and objectives.

110. Although the request for Question and Answer Service training came as an alternative option statement in the Pacific, from the Department of Agriculture in Papua New Guinea, their request has validity beyond that single institution and country. Training was conducted in PNG in 2005, with support from CTA. Any further training should, as the explanation detailed, 'provide a good overview of what a QAS can do and how it can be accessed, as well as investigating ways of integrating this Service into the wider National Agricultural Information System [in PNG]'. Integration of QAS into other initiatives, thus maximising the benefits it can provide, and providing a broader base for its operations, more deeply embedded in local resource management and information dissemination is a more solid option, across the Pacific region. This activity should be carried out in cooperation with those institutions participating in Recommendation 2, and may contribute further to development of information networks.

#### Recommendation 4 – Marketing CTA in the Caribbean and Pacific

111. Recommendation 4 addresses one of the significant outcomes of the initial country information needs assessments, that of the low recognition of CTA and limited awareness of its activities and resources in the Pacific and Caribbean, despite there being regional branch offices in place. Whereas this option was not accorded high priority by the participating institutions<sup>17</sup>, it is in CTA's – and ultimately in the region's – best interest that this be addressed. Recommendation 4 fits with CTA's new strategic direction of expanding outreach, and in particular, the need to create greater awareness and better dissemination of CTA's products and services. Strategies to be investigated include greater use of local, national and regional partners, as well as web sites (CTA's and those of partner institutions).

112. It is a disappointment that CTA's visibility in the Pacific is not as great as anticipated, given the number of years of operation of the Regional Branch Office, nor commensurate with the inputs into the region since the mid-1980s. In the opinion of the Regional Coordinator, this is partly because CTA activities have been subsumed, to a great extent, into the work of the Institute for Research, Extension and Training in Agriculture (IRETA), which is well-known and highly visible. In the Caribbean, studies conducted in 2004 also indicated scant knowledge of CTA despite annual interventions (workshops, attachments, QAS, website) and the programme executed by the Regional Branch Office.

113. CTA's response to this perceived lack of visibility could be to set aside part of its own website to document its activities in the region, and encourage its partners (IRETA, SPC, various networks) to ensure that their websites reflect the contribution of CTA. However, the role of the Regional Branch Office ought to be reviewed to confirm that CTA's contribution to the region is recognised.

114. In the Caribbean, there are seven strategic option statements which identify CTA in the role of facilitator (see **Table 1**). This role focuses on bringing national organisations together to discuss the formation of a central body to manage ICM. CTA may want to consider actively participating or co-hosting such discussions based on the Centre's resources and the compatibility with other in-country activities.

115. A wider distribution of CTA's promotional material is required in both regions. While the CTA website provides much information on its work, it does not appear that Caribbean and Pacific institutions are fully *au courant* with what is available to them. On the other hand selective distribution is required on the part of CTA. National agricultural exhibitions, shows and fairs in each of the regions may be one venue where CTA should have a booth where its exhibits and demonstrations could reach a large audience in each country. If this type of promotion is pursued, CTA needs to allocate resources to provide quick and accurate responses to field requests. CTA also needs to identify an on-the-ground partner to assist with the organisation and manning of such displays.

116. CTA's new strategic direction of expanding outreach, and in particular, the need to create greater awareness and better dissemination of CTA's products and services, place emphasis on the promotion aspect of the marketing spectrum. The foregoing paragraphs (§113–115) also provide several suggestions for promotional mechanisms. However, in direct juxtaposition, is the fact that CTA needs to reposition itself to meet the changing technical needs of national agricultural institutions in regions that span different cultural practices. Thus the approach should be 'How can CTA respond to the needs of agricultural institutions?' and **not** the approach of identifying institutional needs for CTA's products and services. Consequently CTA needs to focus on the development of a holistic marketing plan for the

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<sup>17</sup> Sensitising prospective users to the products and services available to them through CTA, to facilitate their wider distribution, was ranked sixth in the Caribbean, and ninth in the Pacific.

Centre that would focus not only on promotion, but would also include an objective situational analysis of the Centre, objectives, target segments and their needs, positioning and strategies vis a vis other donors operating in specific regions, services and products, pricing (costs), effective distribution mechanisms, partners, and criteria for evaluation. Whether one may want to admit it or not, other donors operating in the regions are more recognised by technical personnel and farmers than is CTA. As to why this is so, it may be because other donors have an active physical presence in the country or region; or it may be that their products and services are in direct response to current needs; or it may be on the focus of what these donors fund. All of these possible reasons may be a reflection of the policies of these donors. Irrespective of the reason, CTA needs to conduct its own marketing audit which should include a re-examination of its own funding policy, for example regarding equipment and mechanisms for evaluation of the Centre's impact. The output should be a comprehensive marketing plan that would focus on policies and strategies which may be a combination of existing ones as well as those that are considered to be 'out of the box', the aim being to re-position the Centre to achieve its objectives with greater impact. Some of the required information for such a marketing audit may very well be resident in the Centre. Additional data and information will need to be sought in the field.

#### Additional recommendations

117. Those alternative option statements from individual institutions which have not been accommodated in any of the above categories are presented below, with suggestions for addressing them.

118. Jamaica 4-H Clubs – *Create an increased awareness of the organisation and its activities, by way of electronic medium.* If possible, CTA could assist in linking this organization with One World or Bellanet.

119. Belize National Fishermen Producers Co-operative Society Limited – *Business and financial management training for member fishermen.* CTA should make the link for them with the Caribbean Regional Fisheries Mechanism (CRFM) (see **Annex 4**).

120. Trinidad & Tobago Industrial Fishing Association Limited: *To undertake an assessment of the fish stocks in terms of the quantum, types and location of both pelagic and demersal species via a scientific survey.* CTA should make the link for them with the Caribbean Regional Fisheries Mechanism (CRFM) (see **Annex 4**).

121. Tobago House of Assembly (THA) – *Develop and strengthen the linkages between producers and the end users of agricultural produce, in support of the tourism sector.* CTA could on behalf of the THA make the link with the Eastern Caribbean Trading and Development Company (ECTAD) based in St Vincent & The Grenadines. This institution is responsible for coordinating CaFan ('Support to the development of the Caribbean Farmers Network'), as part of an Interim Committee, which includes CARDI. This link may address some of the issues that the THA identified. However it seems that additional focused marketing know-how may be required for this institution.

# **ANNEXES**



## **Annex 1      Implementation documents**

The following documents are included in Annex 1:

- Terms of Reference – Regional Coordinator (excerpts)
- Terms of Reference – Local Consultant
- Priority-setting form (sample)
- Instructions for priority-setting exercise
- Copy of letter sent to institutions
- List of Country Consultants and Regional Coordinators

## **Annex 1.1 Terms of Reference – Regional Coordinator (excerpts)**

### **3. Overall objective**

The objective of the current exercise is to contribute to economic development and poverty alleviation through capacity building in the area of agricultural information management and knowledge sharing.

### **4. Specific objectives and scope of the study**

The specific objectives are as follows:

- To validate the findings of the ACP Caribbean and Pacific regional studies with a wider representative cross-section of stakeholders in the regions;
- To recommend possible strategic options for the CTA to consider in the elaboration of its 2007 – 2010 strategic plan;
- To lay the groundwork for the development of a framework of baseline data for monitoring, evaluation and impact assessment purposes.

### **5. Methodology**

The consultant will use a combination of qualitative and quantitative methods including:

- the desk review of the country studies (8 Pacific and 12 Caribbean), available literature and information sources as well as their own regional experiences;
- targeted questionnaires.

### **6. Expected outcomes / output**

Two documents are expected outputs of this assignment namely: (i) one joint report with separate sections for the Caribbean & Pacific will be produced, detailing possible strategic orientations for CTA (cf. points 7A – 7C below); and (ii) a separate document giving clear indications on the content and structure of a framework for baseline data compilation to facilitate monitoring, evaluation and impact assessment (cf. point 7D below).

### **7. Description of specific tasks of the consultants**

The consultant(s) are expected to undertake the following tasks listed below:

#### **A. Table of contents**

The consultants will discuss, agree and submit a table of contents for the joint report mentioned under point 6 above to CTA for approval prior to commencement of B. below.

#### **B. Conduct a SWOT analysis of each country report and define a set of ICT / ICM strategic options for each country**

On the basis of the 8 completed ACP Pacific country studies (Cook Islands, Fiji Islands, Marshall Islands, Palau, Papua New Guinea, Samoa, Solomon Islands and Tonga) / 12 completed ACP Caribbean country reports (Antigua & Barbuda, Bahamas, Barbados, Belize, Dominica, Guyana, Jamaica, St Kitts & Nevis, St Lucia, St Vincent & The Grenadines, Suriname, and Trinidad & Tobago) and your own experience, you are expected to:

- i. carry out a SWOT analysis for each country using the information in the report and any other relevant information. This should be limited to a maximum of 10 areas for each 'SWOT'/per country and make specific reference to the institution /organisation to which it applies<sup>18</sup>;
- ii. based on the analysis, prepare jargon-free strategic option statements that take into account the ICM weaknesses, opportunities and strengths and internal threats;
- iii. prepare a list of institutions including those selected as 'key' in the country reports, plus any other institution that could have some influence in shaping ICM strategies and policies in each country;
- iv. prepare cover letters to accompany the statements prepared under (ii).

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<sup>18</sup> Chapter, section and paragraph number should be indicated for easy reference.

**C. *Distribute strategic option statements, follow up with stakeholders, and analyse results to identify priority needs for CTA intervention in the area of ICT / ICM***

After approval by CTA:

- i. distribute the set of strategic option statements and cover letter to all stakeholders in each country and request them to select the three priority needs for CTA intervention.
- ii. follow-up by phone, email or in person to ensure a return rate of at least 75%;
- iii. prepare a report tabulating the priorities for each country, identifying opportunities for CTA to develop a regional response to national needs, i.e. where the same priority need is identified in three or more countries, this should be indicated.

## **Annex 1.2 Terms of Reference – Local Consultant**

### **1. Background**

A series of agricultural information needs assessment for CTA's products and services has been conducted in the ACP Pacific and Caribbean countries from 2003 – 2005<sup>19</sup>. SWOT analyses of these country reports have been and based on the analyses, strategic option statements for action have been being prepared. It is proposed that institutions participating in the original assessment as well as other institutions be approached to rank the option statements according to their perception of what is needed most. In this way, it is anticipated that subsequent interventions by CTA will be validated and will have most impact.

The intention is to achieve inputs from a cross-section of institutions in the agriculture sector. Participation by these institutions will increase the validity of this exercise. It is hoped that through their participation in this exercise, institutions will recognise the need to collaborate in the priority-setting exercise<sup>20</sup>, as a prelude for developing institutional partnerships. Accordingly, it is proposed to hire the services of the original local consultants to facilitate this process, where feasible. The tasks that they would undertake are listed below.

### **2. Tasks**

The local consultant will essentially play a facilitatory role vis-à-vis the collection of the strategic option statements from the institutions identified to participate in the follow-up to the needs assessment exercise. To this end, he/she is expected to:

- Comment on the proposed list of institutions to be contacted for follow-up<sup>21</sup>;
- Become familiar with the priority-setting process by studying the documents supplied by CTA;
- Liaise with the Regional Coordinator / CTA for any clarifications;
- Contact the institutions within a timeframe agreed with the Regional Coordinator to see if the statements were received, who will be responsible for completion and if all the requirements are understood;
- In collaboration with the Regional Coordinator, act as a helpdesk to answer any queries re the proposed priority setting methodology to be used in the exercise;
- Encourage individuals to collaborate as groups, and institutions with other institutions, to achieve a more consensual outcome;
- Call the institutions periodically to check on progress re the completion of the form;
- Respond to requests from the Regional Coordinator to contact institutions which have defaulted in submitting their completed priority-setting forms by the given deadline;
- Collect and send all completed questionnaires to the Regional Coordinator by the given deadline.

**N.B.** Dispatch of the strategic option statements and accompanying letters to the institutions is the responsibility of the Regional Coordinator with the support of CTA. Local consultants may however, be requested to assist in the distribution of these documents if logistical problems are experienced.

### **3. Expected output**

The local consultant is expected to prepare a report not exceeding two pages on the number of institutions which have submitted completed forms by the deadline. He/she should aim to have a **minimum** of 75% return rate.

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<sup>19</sup> Pacific countries: Cook Islands, Fiji, Marshall Islands, Palau, Papua New Guinea, Samoa, Solomon Islands and Tonga; Caribbean countries: Antigua & Barbuda, Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, St. Kitts and Nevis, St. Lucia, St. Vincent and Grenadines, Suriname, Trinidad and Tobago.

<sup>20</sup> A list of institutions which have been invited to participate in the priority-setting exercise will be sent out along with the strategic option statements. The covering letter will encourage institutions to collaborate where feasible to complete the forms.

<sup>21</sup> List will be supplied by the Regional Coordinator and approved by CTA.

#### **4. Documentation and methodology**

To ensure that this exercise works as well as it can, it is critical that the local consultants fully understand the process, and can explain it to others with confidence. If this is not done, the process may be skewed and unrepresentative. To facilitate the local consultants' task, it is recommended that he/she consults the following documents:

- The country reports for background information on CTA's website ([www.anancy.net](http://www.anancy.net)). These will also be sent electronically;
- The regional overview report (Caribbean completed; Pacific to be completed soon);
- Guidelines on how to determine priorities (using *Group Priority Setting Exercise*).

#### **5. Implementation schedule**

- Distribution of strategic option statements to stakeholders: 27 - 31 March 2006 (responsibility of Regional Coordinators with the support of CTA)
- In-country follow-up with the institutions: 3 – 24 April 2006 (local consultants & Regional Coordinators)
- Collection and submission of strategic option statements to Regional Coordinator: 24 April 2006 (responsibility of local consultant)
- Submission of 2 page report (maximum)/country to CTA: 10 May 2006 (local consultant)
- End of date of contract: 15 June 2006

### Annex 1.3 Priority-setting form (sample)

## Follow-up to CTA's Needs Assessment Studies for the ACP Pacific Region – April 2006

### Priority-Setting Form

#### A. Strategic option statements for Cook Islands

<b>Summary</b>		
<p>Based on the country report and subsequent SWOT analysis, the challenge is to improve the situation whilst recognising the limited availability of funds, staff and skills in Cook Islands to undertake information and communication management activities in the agriculture and rural development sector. The situation was exacerbated by the abolition of the Ministry of Agriculture's Information Division in 1996.</p> <p>Strengths include: the large amount of agricultural information which is available; two ongoing, donor-funded communication activities (GTZ Agroforestry, CTA Media Promotion); and that the Ministry of Agriculture is the natural point of contact for agricultural information.</p> <p>There are opportunities for the Ministry of Agriculture to extend the information outreach programme, and further collaborate with other agencies e.g. Ministry of Marine Resources and various grower associations to identify innovative ways of utilising existing networks, resources and staff to meet agreed wider objectives.</p> <p>The strategic option statements presented below harness existing capacity and opportunities in Cook Islands.</p>		
<b>Priority</b>	<b>Strategic option statement</b>	<b>Explanation</b>
	A. Conduct an information audit of resources and capacity	The intent of this activity is to find out exactly what resources (e.g. databases, publications, networks) are available in Cook Islands, and what capacity exists in the various organisations to exploit these resources. The output of this activity will be a report that lists the resources and capacities, with suggestions for what could be done next. It's a small step, but one that builds on what is already available.
	B. Assist institutions in Cook Islands develop strategies for improved information management and enhanced networking through better communication	The individual farmers, grower associations, exporters, Government ministries (Agriculture, Marine Resources, Island Administrations), other association and groups comprise the agriculture and natural resources sector in Cook Islands. There may be ways by which these bodies, working co-operatively as partners, can contribute to improved information management and better communication to their respective clients. The activity is in the form of a workshop.
	C. Provide training in information and communication management (ICM)	This training will allow participants to become familiar with basic ICM concepts even though they may not be working exclusively in the area of information and communication. Topics will include: identifying information needs; locating, using and evaluating information resources; communication practice and processes in outreach programmes; impact assessment of outreach programmes.
	D. Provide training in the use of information and communication technologies (ICT)	This training will allow participants to become familiar with basic ICTs available currently, from the Internet and Internet resources, to low-cost email networks, SMS and podcasting. The idea is that at the end of the workshop, participants will be able to select the best technology to deliver information or communicate with a specific audience.

Priority	Strategic option statement	Explanation
	E. Assess agricultural data collection, management and use	Over the years there has been a very effective market information facility, and various agricultural censuses have been conducted. The need now is to: identify what information is being collected and by whom; where this information is located and in what form; where are the gaps; and what strategies could be developed to fill those gaps. The activity is a workshop and strategy document.
	F. Develop an information and communication management (ICM) policy and strategy	Whereas some of the options presented here seek to address specific issues, this one will address the overriding issue of lack of sufficient resources to undertake information and communication management activities. The workshop is intended to highlight how an ICM policy and strategy contributes to meeting an institution's objectives, and what such a policy may contain and how it might be implemented.
	G. Sensitize prospective users to the products and services available to them through CTA and facilitate their wider distribution	If this option is chosen as a priority, please indicate from the following list, 3 of CTA's products / services from which your institution would like to benefit: <ul style="list-style-type: none"> <li>▪ <i>Spore</i> magazine</li> <li>▪ CTA publications</li> <li>▪ DORA (Distribution of Reference Books on Agriculture)</li> <li>▪ SDI (Selective Dissemination of Information. Lists of abstracts and bibliographies are sent to recipients on the basis of the topics selected by researchers, scientists and policy-makers)</li> <li>▪ CD-ROM / Database subscriptions</li> <li>▪ Question &amp; Answer Service (QAS)</li> <li>▪ Support for seminars / study visits / non-CTA training courses</li> </ul>
	<i>H. Alternative option statement</i>	<i>Accompanying explanation (i.e. why not covered by the option statements above and why needed)</i>

## B. Options Selected & Supporting Statements for Each Option

(To be filled in at the end of the exercise)

## C. Name of participating institution(s) and staff members

(To be filled in at the end of the exercise)

**Please return this form, your supporting statements for the 3 selected options as well as the completed table to your local consultant or alternatively the regional coordinator as indicated in the document 'Contact details country consultants & regional coordinator'**

## **Annex 1.4 Instructions for priority-setting exercise**

### **GUIDELINES FOR THE GROUP PRIORITY-SETTING EXERCISE FOR THE STRATEGIC OPTION STATEMENTS**

**First of all, many thanks for taking the time out of your busy schedule to take part in this very exciting exercise the fruits of which we will all reap. Do approach the exercise thinking beyond the scope of your institution and consider the possible impact of your institution in the national context**

#### **I. Introduction**

There are five steps that must be followed to identify priorities that reflect the pressing Information and Communication Management needs in your country. These steps are set out in Section II: Steps to prioritising. The results of this exercise would be more meaningful if the priorities were arrived at by group consensus. We therefore strongly suggest that you undertake this exercise with a group of relevant, interested staff within your institution. Furthermore, to add greater validity to the exercise, you are also encouraged to get together with staff of other institutions (cf. attached list) to present a co-ordinated response. Provided you document which other institutions were involved, this will carry much more weight and is really the only way to present an alternative option, i.e. one that is not listed. This approach is all the more important given that only the top three options per country will be considered for possible intervention by CTA.

#### **II. Steps to prioritising**

##### **1) Collect basic information on strategic options**

CTA has already completed this first step through the needs assessment study conducted in your country in the 2003 – 2005 period. A SWOT (strengths, weaknesses, opportunities, threats) analysis has then been used to arrive at the strategic options statements that apply to your country and which are attached for your use in this exercise.

##### **2) Arrange a group meeting**

Make the prioritisation process participatory through for example, a group meeting. Suggested composition for the group is a fair representation of men & women, the involvement of youth and multi-disciplinary staff members. Set a time and date when you and this group of persons from your institution (or from other identified institutions) will meet to examine and prioritise the various strategic option statements. You should allow for a meeting of at least two (2) hours to ensure all options are discussed in detail and properly understood before the priorities are determined.

##### **3) Choose decision criteria**

You will need to set and agree on criteria which are the measures used to rank, value, adjust priorities or other procedures. These criteria will prove useful when proceeding to the next step – 4 below. Suggested criteria include, but are not limited to:

- relevance to national agricultural development priorities (as indicated in the national development plan);
- the positive effect of intervention on men, women, youth and farmers in rural areas;
- issues of sustainability (possibility of long-term national / institutional support);
- the mandate of your institution;
- strengthening your organisation's capacity / capability.

##### **4) Complete the table**

It is sometimes difficult to determine the order of priority when faced with a number of options. However, there is a simple method you can adopt. Start by drawing up a table with enough columns for each option, and two more columns. Have an equal number of rows in the table



as you have options<sup>22</sup>, and two more rows, one for the column header and one at the end for the 'total'. So for example, if there are eight option statements, you need a table with 10 columns and 10 rows (see below).

N°	Strategic Option Statement (SoS)	SoS A	SoS B	SoS C	SoS D	SoS E	SoS F	SoS G	SoS H
A	Xx		A	A	D				
B	Xx			A	D				
C	Xx				C				
D	Xx								
E	Xx								
F	Xx								
G	Xx								
H	xx								
	<b>Total</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>2</b>				

Starting at the top left corner of the table, compare each SoS with the other by asking the group, 'Is SoS A more important (has a higher priority) than SoS B?' If yes, put 'A' in the first box under SoS B column; then ask 'Is SoS A more important than SoS C?' If yes, then put 'A' in the first box under SoS C column; but if no, then put 'C' in the first box under SoS C column and so on. N.B. The grey shaded area of the table should not be filled in as each option only needs to be compared to the other once.

At the end, when you have asked about the importance all of the options, you will be able to count the number of times that each option appears in the table and put that number in the final row, for each option. In the above example, SoS A has appeared 3 times. You then have a better idea about the priorities; those options which appear more frequently are the top priority.

This is not a fool-proof system, because it relies heavily on the individuals selected to be in the group (and who does the selecting). However, it does lead to a lot of, at times, lively discussion, which is good in itself and may provide a better understanding of the issues, and is better than just picking blindly.

Every selection by every institution will be counted, and all the results tallied. The outcome of this exercise will be made known to you as soon as possible.

**5) Develop brief supporting statements**

With the group, draft brief supporting statements for each of the top three priority option statements chosen. This is important as it provides some indication to those not engaged in the process of selection why a particular option was given its respective rank.

**III. Return completed table, brief supporting statements and include name(s) of participating institution(s) and staff members**

Please return the completed table and brief supporting statements to your country consultant (or alternatively the Regional Coordinator) by fax / e-mail by **Friday, 21 April 2006**. Do feel free to contact your local consultant / Regional Coordinator should you have any queries or desire any clarifications.

**CTA THANKS YOU FOR YOUR COOPERATION**

<sup>22</sup> The options provided have been derived from the agricultural information needs assessment study conducted in your country.

**Annex 1.5 Copy of letter sent to institutions**

In all correspondence on this matter  
please quote our ref no.: 4-7-41-206/7-6

Wageningen, [date]

Dear Sir / Madam,

**Subject: Agricultural Information Needs Assessment in the Caribbean ACP States –  
Priority Setting Exercise 2006**

The Technical Centre for Agricultural and Rural Cooperation (CTA) conducted a series of needs assessment studies for CTA's products and services in a total of 20 Pacific and Caribbean States from 2003 – 2005. The studies also identified "key" agricultural institutions and recommended institutions which may serve as our potential partners and beneficiaries. SWOT (strengths, weaknesses, opportunities, threats) analyses of all country reports was undertaken and, based on the analyses, strategic option statements for action have been prepared.

CTA is writing to you today as a follow-up because your institution participated in the original assessment or, where it did not, is being invited to do so now. Participation by your institution will increase the validity of this exercise, and will help guide subsequent CTA interventions with regard to agricultural information and capacity-building needs in your country. All that is being asked is that you examine the strategic option statements for action (cf. attached priority-setting form), and rank them in priority order, based on your institution's priority needs for information and communication management. Guidelines on how to assign priorities are also attached to this correspondence, while your full country report and that of the Caribbean region are available for download at <http://www.anancy.net>.

It is strongly recommended that the priority-setting exercise be carried out in a group session within your institution, the better to reach consensus on the priorities. You are also encouraged to think about combining with other institutions in joint sessions, thereby ensuring that the results reflect a wider consensus. To this end, we have enclosed the names of other institutions in your country which have been invited to participate in this follow-up and to which identical strategic option statements have been sent. Priorities set by institutions working together will carry more weight, and thus have more chance of being strongly considered for implementation.

../...

Kindly complete the priority-setting form. The prioritised strategic option statements must then be sent to or alternatively, collected by your local consultant on **April 21, 2006 at the very latest** and sent to the regional coordinator. Once all the results have been collated, you will be sent a copy of the prioritised listing. CTA has also included a short list of some of CTA's products and services that could be of benefit to your organisation. Please indicate the areas of interest and return along with priority-setting form.

CTA has appointed Barbara Gumbs as regional coordinator for the 12 Caribbean countries. A local consultant (cf. attached list) has been asked to assist the regional coordinator. He/She will be available to help you understand the process to be used in setting priorities, and answer any questions you may have.

We appreciate your time and that of your staff as input in this very important exercise. Your input will contribute to ensuring that any subsequent intervention or activity by CTA in your country will be based on the priorities set by all institutions.

Yours sincerely,

Dr. Hansjörg Neun  
Director

Encl.:

1. Contact details country consultants & regional coordinator
2. Contact details for institutions invited to participate in priority-setting exercise
3. Guidelines for the group priority setting exercise for the strategic option statements
4. Priority setting form

## **Annex 1.6 List of Country Consultants and Regional Coordinators**

### **Caribbean**

Mrs. Roberta Williams  
P.O. Box W1675  
Woods Center  
St. John's  
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Tel.: +1 268 463 4121  
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AGRICO  
**(Responsible for ST. LUCIA,**

**ST VINCENT & THE GRENADINES,  
ST KITTS & NEVIS, DOMINICA)**

Attn. Mrs. Luvette Thomas-Louisy  
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Castries  
**ST LUCIA**  
Tel: +1 758 451 3088 or 3013  
e-mail: louisyt@candw.lc

Citrus Growers' Association  
Attn. Stephen Williams  
Mile 9  
Stan Creek Valley Road  
P.O Box 72, Dangriga  
**BELIZE**  
Tel: +501 522 3547

**Regional Coordinator**  
(Also responsible for Trinidad & Tobago)

Mrs. Barbara Gumbs  
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**SOLOMON ISLANDS**  
(See Regional Coordinator below)

**MARSHALL ISLANDS**  
(See Regional Coordinator below)

**Regional Coordinator**  
(responsible for Solomon Islands &  
Marshall Islands)

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## **Annex 2 Strategic option statements and results – Caribbean**

### ***Introduction***

In this Annex, all the strategic option statements for the Caribbean are presented, along with the results of the priority-setting exercise. Included are the strategic option statements for The Bahamas even though no results were received.

Information is provided on the institutions involved and the number of participants. It is worth noting the differences between the two methodologies used to analyse the results. Note that the results using Methodology 2 are the ones that are used in the final assessment.

#### *Methodology 1 – Simple points allocation and ranking*

Points were awarded according to the ranking of priorities by respondents. For example, if there were nine options from which to choose, the option that was ranked #1 was given 9 points and the last ranked option was given 1 point. A ranking was done according to the sum of the points for each option – from highest to lowest. The results of Methodology 1 are given for each institution/country.

#### *Methodology 2 – Weighted averages and ranking*

Weighting was done based on the number of persons who participated in the priority-setting exercise at country level. For each institution, the number of points given to each priority option was multiplied by the number of persons contributing to that decision and recorded under the relevant option i.e. A, B, etc. for that institution. The weighted averages for each option was arrived at by dividing the sum of the points for each option by the total number of persons who participated in the exercise. The averages were then ranked from highest to lowest. The results of Methodology 2 are given for each institution/country.

## Antigua & Barbuda

### A. Strategic Option Statements for Antigua & Barbuda (with final ranking)

Summary
<p>A SWOT (strengths, weaknesses, opportunities, threats) analysis was conducted based on the findings in the Antigua &amp; Barbuda country report. Some of the major areas of concern that emerged are (a) the scant availability of agricultural information materials; (b) the paucity of current accurate local information to support decision-making and planning; (c) the lack of a critical mass of staff trained in information and communication management (ICM); and (d) the need for CTA to make its products and services more widely available to institutions in the agricultural sector.</p> <p>The strategic option statements presented below seek to address some of the concerns identified and at the same time will build on strengths resident in institutions/divisions/NGOs e.g. The Environment Awareness Group, Environment Division, Fisheries Division and GARD among others.</p>

Priority	Option statement	Explanation
2	A. Train participants from the public and private sectors in the development of an agricultural information and communication policy	<p>An information and communication policy will provide guidelines <i>inter alia</i> for:</p> <ol style="list-style-type: none"> <li>selecting, acquiring, storing, analyzing, synthesizing, consolidating and managing data and information</li> <li>networking among institutions in the agricultural sector</li> <li>publishing</li> <li>staff development</li> <li>institutional linkages (national, regional and international)</li> <li>introduction and implementation of Information and Communication Technologies (ICTs) to support information management and the dissemination of information to target groups</li> <li>preparation of budgets not only for the acquisition of Information and Communication Technologies (ICTs) but also for the acquisition of human and physical resources</li> <li>marketing (including promotion) to target groups</li> </ol>
1	B. Assist key institutions to gain an appreciation for information and communication management (ICM)	Case studies and sensitization mechanisms will be used to illustrate that information is an asset to the organization and a requirement for managing all facets of the development process.
3	C. Develop a strategic information plan for your institution	This strategic information plan will examine and set out the kinds of data, information and human, physical and financial resources that will be required for successful implementation of a sample activity in your work programme. CTA could support the formulation of a prototype for such an exercise to be used for various institutions in the Caribbean Region.

Priority	Option statement	Explanation
5	D. Train personnel responsible for the preparation and design of extension materials	This training will focus on writing and presenting for non-technical audiences. It will allow participants to take literacy, gender, educational and cultural factors into consideration while honing their writing skills. In addition the training will demonstrate the use of mass media and other audiovisual tools for disseminating information to target groups.
4	E. Mount short courses for qualified personnel who are responsible for information and communication management in their organizations	Based on the assessment of the skills that are lacking, CTA will approach the Department of Library and Information Science, University of the West Indies, among others, to determine the feasibility of mounting these courses.
N/A	F. Sensitize prospective users to the products and services available to them through CTA and facilitate their wider distribution	If this option is chosen as a priority, please indicate from the following list, 3 of CTA's products / services from which your institution would like to benefit: <ul style="list-style-type: none"> <li>▪ Spore magazine</li> <li>▪ CTA publications</li> <li>▪ DORA (Distribution of Reference Books on Agriculture)</li> <li>▪ SDI (Selective Dissemination of Information. Lists of abstracts and bibliographies are sent to recipients on the basis of the topics selected by researchers, scientists and policy-makers)</li> <li>▪ CD-ROM / Database subscriptions</li> <li>● Question &amp; Answer Service (QAS)</li> <li>● Support for seminars / study visits / non-CTA training courses</li> </ul>
N/A	G. Alternative option statement	Accompanying explanation (i.e. why not covered by the option statements above and why needed)

No alternative option statements suggested.



## B. Results for Antigua & Barbuda

Results – Methodology 1 – Simple ranking

Institution or Group	No. of persons	No. of Inst's	A	B	C	D	E	F
Central Marketing Corporation								
Agricultural Extension Division								
Agricultural Development Corporation								
Environmental Department	10	7	2	1	3	5	4	6
Gilbert Agricultural and Rural Development Centre								
Environmental Awareness Group								
Ministry of Agriculture								
		Points	5	6	4	2	3	1
		Rank	2	1	3	5	4	6

Results – Methodology 2 – Weighted ranking

Institution or Group	No. of persons	No. of Inst's	A	B	C	D	E	F
Central Marketing Corporation								
Agricultural Extension Division								
Agricultural Development Corporation								
Environmental Department	10	7	50	60	40	20	30	10
Gilbert Agricultural and Rural Development Centre								
Environmental Awareness Group								
Ministry of Agriculture								
		Weighted average	5	6	4	2	3	1
		Rank	2	1	3	5	4	6

Institutions in Antigua & Barbuda held a joint meeting to determine priorities.

## The Bahamas

### A. Strategic Option Statements for The Bahamas

Priority	Option statement	Explanation
	A. Train participants from the public and private sectors in the development of an agricultural information and communication policy.	An information and communication policy will provide guidelines <i>inter alia</i> for: <ol style="list-style-type: none"> <li>a. selecting, acquiring, storing, analyzing, synthesizing, consolidating and managing data and information</li> <li>b. networking among institutions in the agricultural sector</li> <li>c. publishing</li> <li>d. staff development</li> <li>e. institutional linkages (national, regional and international)</li> <li>f. introduction and implementation of Information and Communication Technologies (ICTs) to support information management and the dissemination of information to target groups</li> <li>g. preparation of budgets not only for the acquisition of Information and Communication Technologies (ICTs) but also for the acquisition of human and physical resources</li> <li>h. marketing (including promotion) to target groups</li> </ol>
	B. Develop a strategic information plan for your institution.	This strategic information plan will examine and set out the kinds of data, information and human, physical and financial resources that will be required for successful implementation of a sample activity in your work programme. CTA could support the formulation of a prototype for such an exercise to be used for various institutions in the Caribbean Region.
	C. Examine the possibility of mounting short courses for staff in the public sector and in NGOs in the collection, management and dissemination of information to target groups in the agricultural sector.	Based on the assessment of the skills that are lacking, CTA will approach the Department of Library and Information Science, The University of the West Indies, among others, to determine the feasibility of mounting specialized courses for the management and communication of information that includes the use of ICTs.
	D. Develop a suitable training programme or provide advice for those who are responsible for the production of publications, newsletters and extension booklets by the Ministry of Agriculture, Fisheries and Local Government.	This training will allow participants to take literacy, gender, educational and cultural factors into consideration while honing their writing skills. In addition the training will demonstrate the use of mass media and other audiovisual tools for dissemination information to target groups

## Barbados

### A. Strategic Option Statements for Barbados (with final ranking)

Summary
<p>A SWOT (strengths, weaknesses, opportunities, threats) analysis was conducted based on the findings in the Barbados country report. Major areas of concern that emerged are (a) the difficulty in acquiring current local statistical data; (b) lack of a critical mass of staff trained in information and communication management (ICM); (c) need for wider use of non-print mass media; (d) the need to upgrade the skills of extension officers; (e) the focus on information and communication technologies (ICTs) to the exclusion of the wider context of application of ICM in institutions and (f) the need for CTA to make its products and services more widely available to institutions in the agricultural sector.</p> <p>The strategic options statements presented below seek to address some of the major areas of concern and at the same time will build on strengths resident in Barbados institutions e.g. the Information Unit of the Ministry of Agriculture and Rural Development and on the Government's focus on information technology applications.</p>

Priority	Option statement	Explanation
2	A. Train participants from the public and private sectors in the development of an agricultural information and communication policy.	<p>An information and communication policy will provide guidelines <i>inter alia</i> for:</p> <ul style="list-style-type: none"> <li>a. selecting, acquiring, storing, analyzing, synthesizing, consolidating and managing data and information</li> <li>b. networking among institutions in the agricultural sector</li> <li>c. publishing</li> <li>d. staff development</li> <li>e. institutional linkages (national, regional and international)</li> <li>f. introduction and implementation of Information and Communication Technologies (ICTs) to support information management and the dissemination of information to target groups</li> <li>g. preparation of budgets not only for the acquisition of Information and Communication Technologies (ICTs) but also for the acquisition of human and physical resources</li> <li>h. marketing (including promotion) to target groups</li> </ul>
3	B. Train extension personnel in writing and presenting for various levels of non-technical audiences.	<p>This training will allow participants to take literacy, gender, educational and cultural factors into consideration while honing their writing skills. In addition the training will demonstrate the use of mass media and other audiovisual tools for disseminating information to target groups.</p>

Priority	Option statement	Explanation
1	C. Develop a strategic information plan for your institution.	This strategic information plan will examine and set out the kinds of data, information and human, physical and financial resources that will be required for successful implementation of a sample activity in your work programme. CTA could support the formulation of a prototype for such an exercise to be used for various institutions in the Caribbean Region.
5	D. Sensitize prospective users to the products and services available to them through CTA	If this option is chosen as a priority, please indicate from the following list, 3 of CTA's products / services from which your institution would like to benefit: <ul style="list-style-type: none"> <li>▪ Spore magazine</li> <li>▪ CTA publications</li> <li>▪ DORA (Distribution of Reference Books on Agriculture)</li> <li>▪ SDI (Selective Dissemination of Information. Lists of abstracts and bibliographies are sent to recipients on the basis of the topics selected by researchers, scientists and policy-makers)</li> <li>▪ CD-ROM / Database subscriptions</li> <li>▪ Question &amp; Answer Service (QAS)</li> <li>▪ Support for seminars / study visits / non-CTA training courses</li> </ul>
4	E. Mount short courses for qualified personnel who are responsible for information and communication management in their organizations	Based on the assessment of the skills that are lacking, CTA will approach the Department of Library and Information Science, University of the West Indies among others to determine the feasibility of mounting these courses.
6	F. Explore the possibility of facilitating joint discussions with relevant organizations on the concept and need for the establishment of a Development-Oriented Network.	Following on the recommendation in the Barbados country report for the establishment of a Development Oriented Network in collaboration with the Caribbean Agricultural Information Service (CAIS), consensus will have to be obtained from named organizations on objectives, output, structure, responsibilities, funding etc.
N/A	G. <i>Alternative option statement</i>	<i>Accompanying explanation (i.e. why not covered by the option statements above and why needed)</i>

No alternative option statements were suggested.

## B. Results for Barbados

Results – Methodology 1 – Simple ranking

Institution or Group	No. of persons	No. of Inst's	A	B	C	D	E	F
Samuel Jackman Prescod Polytechnic								
National Union of Farmers	3	3	2	0	1	3	4	0
Barbados Community College								
National Council for Science and Technology	1	1	3	4	5	1	0	2
Caribbean Herbal Business Association/Barbados Ch	8	1	3	2	1	0	0	0
Association of Women in Agriculture	3	1	1	0	2	3	4	5
Organic Growers and Consumers Association	4	1	3	4	1	5	2	0
Ministry of Agriculture	3	1	1	4	2	0	5	3
Barbados Agriculture and Marketing Corporation	4	1	2	4	1	5	3	0
Rural Development Commission	1	1	2	0	1	5	3	4
Barbados National Union of Fisherfolk	2	1	2	3	1	0	0	0
		Points	53	27	57	26	27	18
		Rank	2	3	1	5	3	6

Results – Methodology 2 – Weighted ranking

Institution or Group	No. of persons	No. of Inst's	A	B	C	D	E	F
Samuel Jackman Prescod Polytechnic								
National Union of Farmers	3	3	18	-	21	15	12	-
Barbados Community College								
National Council for Science and Technology	1	1	5	4	3	7	0	6
Caribbean Herbal Business Association/Barbados Ch	8	1	40	48	56	0	0	0
Association of Women in Agriculture	3	1	21	0	18	15	12	9
Organic Growers and Consumers Association	4	1	20	16	28	12	24	0
Ministry of Agriculture	3	1	21	12	18	0	9	15
Barbados Agriculture and Marketing Corporation	4	1	24	16	28	12	20	0
Rural Development Commission	1	1	6	0	7	3	5	4
Barbados National Union of Fisherfolk	2	1	12	10	14	0	0	0
		Weighted average	5.76	3.65	6.66	2.21	2.83	1.17
		Rank	2	3	1	5	4	6

## Belize

### A. Strategic Option Statements for Belize (with final ranking)

Summary
<p>A SWOT (strengths, weaknesses, opportunities, threats) analysis was carried out based on the findings in the Belize country report. Major areas of concern that emerged are (a) the lack of a policy or strategy for Information and Communication Management (ICM) at institutions and at the national level, (b) lack of a critical mass of staff trained in ICM, (c) the sporadic publication of newsletters and bulletins, (d) the need for upgrading skills in the wider use of media for disseminating agricultural information, (d) little demand for information from technicians and (e) limited use of agricultural collections already available in the country.</p> <p>The strategic option statements below seek to address some of the major areas of concern and at same time build on strengths resident in institutions e.g. the strong extension structure that exists for traditional and non-traditional crops, the strong focus on the collection and dissemination of agricultural statistics.</p>

Priority	Option statement	Explanation
2	A. Train participants from the public and private sectors in the development of an agricultural information and communication policy	<p>An information and communication policy will provide guidelines <i>inter alia</i> for:</p> <ol style="list-style-type: none"> <li>selecting, acquiring, storing, analyzing, synthesizing, consolidating and managing data and information</li> <li>networking among institutions in the agricultural sector</li> <li>publishing</li> <li>staff development</li> <li>institutional linkages (national, regional and international)</li> <li>introduction and implementation of Information and Communication Technologies (ICTs) to support information management and the dissemination of information to target groups</li> <li>preparation of budgets not only for the acquisition of Information and Communication Technologies (ICTs) but also for the acquisition of human and physical resources</li> <li>marketing (including promotion) to target groups</li> </ol>
3	B. Develop a strategic information plan for your institution.	<p>This strategic information plan will examine and set out the kinds of data, information and human, physical and financial resources that will be required for successful implementation of a sample activity in your work programme. CTA could support the formulation of a prototype for such an exercise to be used for various institutions in the Caribbean Region.</p>
4	C. Train qualified personnel in the preparation and design of extension materials	<p>This training will focus on writing and presenting for non-technical audiences. It will allow participants to take literacy, gender, educational and cultural factors into consideration while honing their writing skills. In addition the training will demonstrate the use of mass media and other audiovisual tools for disseminating information to target groups.</p>

Priority	Option statement	Explanation
1	D. Mount short courses at two levels: a. for qualified personnel who are responsible for information and communication management within their organizations; b. for technicians on the sourcing and analyzing of data and information	Based on the assessment of the skills that are lacking, CTA will approach the Department of Library and Information Science, University of the West Indies among others to determine the feasibility of mounting specialized courses for qualified personnel who are responsible for information and communication management in their institutions and for technicians who demonstrate an indifference to sourcing and analyzing data and information.
5	E. Sensitize prospective users to the products and services available to them through CTA and facilitate their wider distribution	If this option is chosen as a priority, please indicate from the following list, 3 of CTA's products / services from which your institution would like to benefit: <ul style="list-style-type: none"> <li>▪ Spore magazine</li> <li>▪ CTA publications</li> <li>▪ DORA (Distribution of Reference Books on Agriculture)</li> <li>▪ SDI (Selective Dissemination of Information. Lists of abstracts and bibliographies are sent to recipients on the basis of the topics selected by researchers, scientists and policy-makers)</li> <li>▪ CD-ROM / Database subscriptions</li> <li>▪ Question &amp; Answer Service (QAS)</li> <li>▪ Support for seminars / study visits / non-CTA training course</li> </ul>
6	F. Facilitate joint discussions with relevant organizations on the concept and need for the establishment of a National Agricultural Information Centre that would include the Belize Agricultural Statistics Service	Following on the recommendation in the Belize country report for the establishment of a National Agricultural Information Centre, consensus will have to be obtained from named organizations on objectives, output, structure, responsibilities, funding etc.
7	G. <i>Alternative option statement – Business and financial management training for member fishermen</i>	<i>“This is a basic need in Belize’s fishing industry and is not being met by any existing body” – National Fishermen Producers Cooperative Society Ltd</i>

## Results for Belize

### Results – Methodology 1 – Simple ranking

Institution or Group	No. of persons	No. of Inst's	A	B	C	D	E	F	G
Ministry of Agriculture	1	1	5	4	3	2	6	1	0
Fisheries Department	1	1	4	1	2	3	6	5	0
Citrus Growers Association	3	1	6	1	5	2	4	2	0
Central Farm Agricultural Research Station	5	1	3	4	2	1	5	6	0
Agricultural Department, University of Belize	9	1	1	4	3	2	5	6	0
Belize Enterprise for Sustainable Technology	1	1	1	0	0	0	3	2	0
National Fishermen Producers Co-operative Society Limited	1	1	0	2	3	1	4	5	6
International Regional Organisation for Plant and Animal Health (OIRSA)	1	1	1	2	3	5	4	6	0
Banana Growers Association	2	1	1	3	4	1	5	6	0
Belize Agricultural Health Authority	2	1	2	1	0	5	4	3	0
		Points	48	50	39	50	34	38	2
		Rank	3	1	4	1	6	5	7

### Results – Methodology 2 – Weighted ranking

Institution or Group	No. of persons	No. of Inst's	A	B	C	D	E	F	G
Ministry of Agriculture	1	1	3	4	5	6	2	7	0
Fisheries Department	1	1	4	7	6	5	2	3	0
Citrus Growers Association	3	1	6	21	9	18	12	18	0
Central Farm Agricultural Research Station	5	1	25	20	30	35	15	10	0
Agricultural Department, University of Belize	9	1	63	36	27	54	27	18	0
Belize Enterprise for Sustainable Technology	1	1	7	0	0	0	5	6	0
National Fishermen Producers Co-operative Society Limited	1	1	0	6	5	7	4	3	2
International Regional Organisation for Plant and Animal Health (OIRSA)	1	1	7	6	5	3	4	2	0
Banana Growers Association	2	1	14	10	8	14	6	4	0
Belize Agricultural Health Authority	2	1	12	14	0	6	8	10	0
		Weighted average	5.42	4.77	3.65	5.69	3.27	3.12	0.08
		Rank	2	3	4	1	5	6	7



## Dominica

### A. Strategic Option Statements for Dominica (with final ranking)

Summary
<p>A SWOT (strengths, weaknesses, opportunities, threats) analysis was carried out based on the findings of the Dominica country report. Major areas of concern that emerged are (a) limited availability of information for decision-making, (b) inappropriate policies and strategies for the integration of information and communication resources, (c) lack of expertise and limited training opportunities in Information and Communication Management, (d) the scant availability of publications that are adapted for use by local producers, (e) lack of programmes for information dissemination, (f) the need for CTA to make its products and services more widely available to institutions in the agricultural sector.</p> <p>The strategic option statements presented below seek to address some of the major areas of concern and at the same time build on the strengths resident in institutions in Dominica e.g. the strong multi-institutional specialization in the collection and management of data.</p>

Priority	Option statement	Explanation
3	A. Train participants from the public and private sectors in the development of an agricultural information and communication policy.	<p>An information and communication policy will provide guidelines <i>inter alia</i> for:</p> <ul style="list-style-type: none"> <li>a. selecting, acquiring, storing, analyzing, synthesizing, consolidating and managing data and information</li> <li>b. networking among institutions in the agricultural sector</li> <li>c. publishing</li> <li>d. staff development</li> <li>e. institutional linkages (national, regional and international)</li> <li>f. introduction and implementation of Information and Communication Technologies (ICTs) to support information management and the dissemination of information to target groups</li> <li>g. preparation of budgets not only for the acquisition of Information and Communication Technologies (ICTs) but also for the acquisition of human and physical resources</li> <li>h. marketing (including promotion) to target groups</li> </ul>
1	B. Develop a strategic information plan for your institution	<p>This strategic information plan will examine and set out the kinds of data, information and human, physical and financial resources that will be required for successful implementation of a sample activity in your work programme. CTA could support the formulation of a prototype for such an exercise to be used for various institutions in the Caribbean Region.</p>

Priority	Option statement	Explanation
2	C. Train qualified personnel responsible for the preparation and design of extension materials	This training will focus on writing and presenting for non-technical audiences. It will allow participants to take literacy, gender, educational and cultural factors into consideration while honing their writing skills. In addition the training will demonstrate the use of mass media and other audiovisual tools for disseminating information to target groups Where feasible, arrangements would be made for the adaptation of CTA publications for use in the local context.
5	D. Sensitize prospective users to the products and services available to them through CTA and facilitate their wider distribution	If this option is chosen as a priority, please indicate from the following list, 3 of CTA's products / services from which your institution would like to benefit: <ul style="list-style-type: none"> <li>▪ Spore magazine</li> <li>▪ CTA publications</li> <li>▪ DORA (Distribution of Reference Books on Agriculture)</li> <li>▪ SDI (Selective Dissemination of Information. Lists of abstracts and bibliographies are sent to recipients on the basis of the topics selected by researchers, scientists and policy-makers)</li> <li>▪ CD-ROM / Database subscriptions</li> <li>▪ Question &amp; Answer Service (QAS)</li> <li>▪ Support for seminars / study visits / non-CTA training course</li> </ul>
4	E. Mount short courses for qualified personnel who are responsible for information and communication management within their organizations	Based on the assessment of the skills that are lacking, CTA will approach the Department of Library and Information Science, University of the West Indies, among others, to determine the feasibility of mounting appropriate courses.
6	<i>F. Alternative option statement</i>	<i>Accompanying explanation (i.e. why not covered by the option statements above and why needed)</i>

Whilst there are results for alternative option statements, no alternative option statements were suggested.

## B. Results for Dominica

Results – Methodology 1 – Simple ranking

Institution or Group	No. of persons	No. of Inst's	A	B	C	D	E	F
Dominica Banana Producers	1	1	3	1	2	4	5	6
APAD-National Agri Business	1	1	2	1	3	4	5	0
Dominica Hucksters Association	1	1	3	1	4	2	5	6
Dominica Export and Import Agency	3	1	4	1	2	5	3	6
		Points	16	24	17	13	10	3
		<b>Rank</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>5</b>	<b>6</b>

Results – Methodology 2 – Weighted ranking

Institution or Group	No. of persons	No. of Inst's	A	B	C	D	E	F
Dominica Banana Producers	1	1	4	6	5	3	2	1
APAD-National Agri Business	1	1	5	6	4	3	2	0
Dominica Hucksters Association	1	1	4	6	3	5	2	1
Dominica Export and Import Agency	3	1	9	18	15	6	12	3
		Weighted average	3.6	6	4.5	2.8	3	0.83
		<b>Rank</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>4</b>	<b>6</b>

## Guyana

### A. Strategic Option Statements for Guyana (with final ranking)

Summary
<p>A SWOT (strengths, weaknesses, opportunities, threats) analysis was conducted based on the findings in the Guyana country report. Major areas of concern that emerged are (a) the inadequate supply of accurate domestic agricultural production statistics, (b) weak management of information in key institutions, (c) deficiencies in the wide application of Information and Communication Technologies (ICTs) for dissemination of information and networking, (d) lack of training in Information and Communication Management (ICM) in several institutions.</p> <p>The strategic option statements presented below seek to address some of the major areas of concern and at same time build on the strengths resident in institutions in Guyana e.g. The GMC's successful management of a database of prices, volume and value of secondary produce for export.</p>

Priority	Option statement	Explanation
2	A. Train participants from the public and private sectors in the development of an agricultural information and communication policy	<p>An information and communication policy will provide guidelines <i>inter alia</i> for:</p> <ol style="list-style-type: none"> <li>selecting, acquiring, storing, analyzing, synthesizing, consolidating and managing data and information</li> <li>networking among institutions in the agricultural sector</li> <li>publishing</li> <li>staff development</li> <li>institutional linkages (national, regional and international)</li> <li>introduction and implementation of Information and Communication Technologies (ICTs) to support information management and the dissemination of information to target groups</li> <li>preparation of budgets not only for the acquisition of Information and Communication Technologies (ICTs) but also for the acquisition of human and physical resources</li> <li>marketing (including promotion) to target groups</li> </ol>
1	B. Develop a strategic information plan for your institution	<p>This strategic information plan will examine and set out the kinds of data, information, and human, physical and financial resources that will be required for successful implementation of a sample activity in your work programme. CTA could support the formulation of a prototype for such an exercise to be used for various institutions in the Caribbean Region.</p>

Priority	Option statement	Explanation
<b>3</b>	C. Mount short courses for qualified personnel who are responsible for information and communication management within their organizations	The short courses would aim to address deficiencies in the collection, management and dissemination of information to target groups in the agricultural sector. Based on the assessment of the skills that are lacking, CTA will approach the Department of Library and Information Science, The University of the West Indies, among others, to determine the feasibility of mounting specialized courses for the management and communication of information that includes the use of information and communication technologies (ICTs)
<b>4</b>	D. Facilitate joint discussions with relevant organizations on the challenges encountered in the dissemination of locally generated information in electronic and/or print format	If training is a major challenge, CTA could explore the possibility of facilitating training attachments or the mounting of training courses to assist in responding to the need for dissemination of locally generated data and information
<b>x</b>	E. Sensitize prospective users to the products and services available to them through CTA and facilitate their wider distribution	If this option is chosen as a priority, please indicate from the following list, 3 of CTA's products / services from which your institution would like to benefit: <ul style="list-style-type: none"> <li>▪ Spore magazine</li> <li>▪ CTA publications</li> <li>▪ DORA (Distribution of Reference Books on Agriculture)</li> <li>▪ SDI (Selective Dissemination of Information. Lists of abstracts and bibliographies are sent to recipients on the basis of the topics selected by researchers, scientists and policy-makers)</li> <li>▪ CD-ROM / Database subscriptions</li> <li>▪ Question &amp; Answer Service (QAS)</li> <li>▪ Support for seminars / study visits / non-CTA training courses</li> </ul>
<b>N/A</b>	<i>F. Alternative option statement</i>	<i>Accompanying explanation (i.e. why not covered by the option statements above and why needed)</i>

No alternative option statements suggested.

## B. Results for Guyana

Results – Methodology 1 – Simple ranking

Institution or Group	No. of persons	No. of Inst's	A	B	C	D	E
Co-operatives Division							
Guyana School of Agriculture							
Guyana Forum for Youth	6	6	2	1	3	4	x
Ministry of Agriculture							
NARI							
Guyana Marketing Corporation							
		Points	4	5	3	2	x
		Rank	2	1	3	4	x

Results – Methodology 2 – Weighted ranking

Institution or Group	No. of persons	No. of Inst's	A	B	C	D	E
Co-operatives Division							
Guyana School of Agriculture							
Guyana Forum for Youth	6	6	24	30	18	12	x
Ministry of Agriculture							
NARI							
Guyana Marketing Corporation							
		Weighted average	4	5	3	2	x
		Rank	2	1	3	4	x

## Jamaica

### A. Strategic Option Statements for Jamaica (with final ranking)

Summary
<p>A SWOT (strengths, weaknesses, opportunities, threats) analysis was carried out based on the findings in the Jamaica country report. Major areas of concern that emerged are (a) weak information and communication management (ICM) institutions, (b) capability and capacity to publish data and information generally weak, (c) scant use of radio and television for disseminating information on agriculture and rural development, (d) lack of awareness of the resources and services provided by the Ministry of Agriculture.</p> <p>The strategic option statements presented below seek to address some of the major areas of concern and at the same time build on the strengths resident in institutions in Jamaica e.g. the strong data generation programme in the Ministry of Agriculture.</p>

Priority	Option statement	Explanation
2	A. Develop a format for a directory that identifies local sources of data and information in the agricultural sector	The directory should provide information on the types of agricultural data held by individual institutions and the conditions for access as stipulated by the institutions holding the data. A prototype of such a directory was developed by the Caribbean Agricultural Information Service (CAIS). This should be re-examined. CTA could support the formulation of a prototype. This directory will need to be discussed with and developed with the full cooperation of institutional stakeholders that hold and manage such data.
6	B. Develop a promotion plan for the directory referred to in A. above	The promotion plan will identify target groups, mechanisms to reach them, and a methodology for evaluating and updating of the directory.
3	C. Develop a strategic information plan for your institution	This strategic information plan will examine and set out the kinds of data, information, and human, physical and financial resources that will be required for successful implementation of a sample activity in your work programme. CTA could support the formulation of a prototype for such an exercise to be used for various institutions in the Caribbean Region.
4	D. Identify training programmes or training attachments for qualified personnel in the public sector	These training programmes / attachments would allow qualified personnel to pursue greater use of information and communication technologies (ICTs) in data collection, presentation and dissemination of agricultural information. CTA could identify institutions in other ACP countries that are successfully using ICTs for data collection, presentation and dissemination of agricultural information and arrange for attachments.

Priority	Option statement	Explanation
1	E. Train participants from the public and private sectors in the development of an agricultural information and communication policy	An information and communication policy will provide guidelines <i>inter alia</i> for: <ul style="list-style-type: none"> <li>a. selecting, acquiring, storing, analyzing, synthesizing, consolidating and managing data and information</li> <li>b. networking among institutions in the agricultural sector</li> <li>c. publishing</li> <li>d. staff development</li> <li>e. institutional linkages (national, regional and international)</li> <li>f. introduction and implementation of Information and Communication Technologies (ICTs) to support information management and the dissemination of information to target groups</li> <li>g. preparation of budgets not only for the acquisition of Information and Communication Technologies (ICTs) but also for the acquisition of human and physical resources</li> <li>h. marketing (including promotion) to target groups</li> </ul>
5	F. Sensitize prospective users to the products and services available to them through CTA and facilitate their wider distribution	If this option is chosen as a priority, please indicate from the following list, 3 of CTA's products / services from which your institution would like to benefit: <ul style="list-style-type: none"> <li>▪ Spore magazine</li> <li>▪ CTA publications</li> <li>▪ DORA (Distribution of Reference Books on Agriculture)</li> <li>▪ SDI (Selective Dissemination of Information. Lists of abstracts and bibliographies are sent to recipients on the basis of the topics selected by researchers, scientists and policy-makers)</li> <li>▪ CD-ROM / Database subscriptions</li> <li>▪ Question &amp; Answer Service (QAS)</li> <li>▪ Support for seminars / study visits / non-CTA training courses</li> </ul>
7	<i>G. Alternative option statement – Seek to facilitate and ensure that agricultural information residing in the private sector is available for national and sub-sector planning</i>	<i>“The deregulation of the agricultural sector generally and the traditional export crops in particular since the 1980s has created a huge gap in the availability of agricultural data and information for national and sub-sector planning. Prior to deregulation, it was mandatory that private sector entities provide the planning authorities with access to necessary data and information in whatever sub-sector they were engaged” – Citrus Growers’ Association</i>
	<i>G. Alternative option statement – Our goal in this area is to create an increased awareness of the organization and its activities, by way of electronic medium</i>	<i>“The worldwide web is seen as one of the quickest means of communication inside of and beyond Jamaican shores. It is an effective way of advertisement of our programme and activities internationally as well as a means of feedback towards our programmes” – Jamaica 4-H Clubs</i>



## B. Results for Jamaica

Results – Methodology 1 – Simple ranking

Institution or Group	No. of persons	No. of Inst's	A	B	C	D	E	F	G
Jamaica Citrus Growers	1	1	2	4	5	0	3	6	1
Ministry of Agriculture Research and Development Division	2	1	1	3	3	3	2	3	0
Mandeville Publishers	1	1	1	2	0	5	3	4	0
Jamaica Agricultural Development Foundation	2	1	3	4	5	1	2	0	0
Jamaica 4-H	6	1	0	6	4	5	3	2	1
Christiana Potato Growers	6	1	2	6	3	4	1	5	0
Rural Agricultural Development Authority	2	1	2	4	5	3	1	0	0
		Points	37	27	23	27	41	20	14
		Rank	2	3	4	3	1	5	6

Results – Methodology 2 – Weighted ranking

Institution or Group	No. of persons	No. of Inst's	A	B	C	D	E	F	G
Jamaica Citrus Growers	1	1	6	4	5	0	5	2	7
Ministry of Agriculture Research and Development Division	2	1	14	10	10	10	12	10	0
Mandeville Publishers	1	1	7	6	0	3	5	4	0
Jamaica Agricultural Development Foundation	2	1	10	8	6	14	12	0	0
Jamaica 4-H	6	1	0	12	24	18	30	36	42
Christiana Potato Growers	6	1	36	12	30	24	42	18	0
Rural Agricultural Development Authority	2	1	12	8	6	10	14	0	0
		Weighted average	4.3	3	4.1	4	6	3.5	2.5
		Rank	2	6	3	4	1	5	7

## St Kitts & Nevis

### A. Strategic Option Statements for St Kitts and Nevis (with final ranking)

Summary
<p>A SWOT (strengths, weaknesses, opportunities, threats) analysis was carried out based on the findings in the St Kitts &amp; Nevis country report. Major areas of concern that emerged are (a) lack of relevant packaged information products to support decision-making in organizations, (b) financial, human and physical resource constraints, (c) lack of expertise in Information and Communication Management (ICM) and limited training opportunities, (d) the need for CTA to make its products and services more widely available to institutions in the agricultural sector.</p> <p>The strategic option statements presented below seek to address some of the major areas of concern and at the same time build on strengths resident in St Kitts &amp; Nevis e.g. recognition by stakeholders and producers of the need for good information sources, the wide availability of printed publications and the Government radio and TV programmes used for disseminating agricultural information.</p>

Priority	Option statement	Explanation
5	A. Train participants from the public and private sectors in the development of an agricultural information and communication policy	<p>An information and communication policy will provide guidelines <i>inter alia</i> for:</p> <ol style="list-style-type: none"> <li>selecting, acquiring, storing, analyzing, synthesizing, consolidating and managing data and information</li> <li>networking among institutions in the agricultural sector</li> <li>publishing</li> <li>staff development</li> <li>institutional linkages (national, regional and international)</li> <li>introduction and implementation of Information and Communication Technologies (ICTs) to support information management and the dissemination of information to target groups</li> <li>preparation of budgets not only for the acquisition of Information and Communication Technologies (ICTs) but also for the acquisition of human and physical resources</li> <li>marketing (including promotion) to target groups</li> </ol>
1	B. Develop a strategic information plan for your institution.	This strategic information plan will examine and set out the kinds of data, information, and human, physical and financial resources that will be required for successful implementation of a sample activity in your work programme. CTA could support the formulation of a prototype for such an exercise to be used for various institutions in the Caribbean Region.
2	C. Mount short courses for qualified personnel who are responsible for information and communication management within their organizations	Based on the assessment of the skills that are lacking, CTA will approach the Department of Library and Information Science, University of the West Indies among others to determine the feasibility of mounting appropriate courses.

Priority	Option statement	Explanation
4	D. Sensitize prospective users to the products and services available to them through CTA and facilitate their wider distribution	<p>If this option is chosen as a priority, please indicate from the following list, 3 of CTA's products / services from which your institution would like to benefit:</p> <ul style="list-style-type: none"> <li>▪ Spore magazine</li> <li>▪ CTA publications</li> <li>▪ DORA (Distribution of Reference Books on Agriculture)</li> <li>▪ SDI (Selective Dissemination of Information. Lists of abstracts and bibliographies are sent to recipients on the basis of the topics selected by researchers, scientists and policy-makers)</li> <li>▪ CD-ROM / Database subscriptions</li> <li>▪ Question &amp; Answer Service (QAS)</li> <li>▪ Support for seminars / study visits / non-CTA training courses</li> </ul>
3	E. Train qualified personnel in the preparation and design of extension materials	<p>This training will focus on writing and presenting for non-technical audiences. It will allow participants to take literacy, gender, educational and cultural factors into consideration while honing their writing skills. In addition the training will demonstrate the use of mass media and other audiovisual tools for disseminating information to target groups.</p>
6	<i>F. Alternative option statement</i>	<i>Accompanying explanation (i.e. why not covered by the option statements above and why needed)</i>

Whilst there are results for alternative option statements, there were no alternative option statements.

## B. Results for St Kitts & Nevis

Results – Methodology 1 – Simple ranking

Institution or Group	No. of persons	No. of Inst's	A	B	C	D	E	F
Department of Co-operatives	1	1	1	2	4	3	5	0
Progressive Pig Farmers	1	1	0	4	1	3	2	0
Department of Gender Affairs	1	1	1	4	3	2	6	5
Quality Pineapple Growers Association	1	1	4	4	2	3	1	-
Foundation for National Development	1	1	3	1	4	2	5	-
Nevis Historical Society	1	1	3	1	2	4	5	-
Ministry of Housing, Agriculture, Fisheries & Consumer Affairs	2	1	4	1	3	5	2	-
St Christopher Historical Society	2	1	5	1	2	3	4	-
Small Enterprise Development Unit (Nevis)	1	1	0	1	4	3	2	-
Foundation for National Development (Nevis)	1	1	2	3	1	4	4	-
Development Bank of St Kitts/Nevis (Nevis)	1	1	0	1	2	2	2	-
Nevis Growers Co-operatives	1	1	3	0	1	4	2	-
Farmers Development and Marketing Commercial Enterprise	1	1	0	2	1	3	4	-
Fisheries Department	1	1	4	0	3	1	2	-
Small Enterprise Development Unit (Development Bank)	1	1	2	1	0	4	3	-
St Kitts Bee Keepers Co-operative	1	1	4	1	2	0	3	-
Marketing Unit, Department of Agriculture	1	1	0	1	2	4	3	-
		Points	48	77	75	62	64	2
		Rank	5	1	2	4	3	6

Results – Methodology 2 – Weighted ranking

<b>Institution or Group</b>	<b>No. of persons</b>	<b>No. of Inst's</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>
Department of Co-operatives	1	1	6	5	3	4	2	0
Progressive Pig Farmers	1	1	0	3	6	4	5	-
Department of Gender Affairs	1	1	6	3	4	5	1	2
Quality Pineapple Growers Association	1	1	3	3	5	4	6	-
Foundation for National Development	1	1	4	6	3	5	2	-
Nevis Historical Society	1	1	4	6	5	3	2	-
Ministry of Housing, Agriculture, Fisheries & Consumer Affairs	2	1	6	12	8	4	10	-
St Christopher Historical Society	2	1	4	12	10	8	6	-
Small Enterprise Development Unit (Nevis)	1	1	0	6	3	4	5	-
Foundation for National Development (Nevis)	1	1	5	4	6	3	3	-
Development Bank of St Kitts/Nevis (Nevis)	1	1	0	6	5	5	5	-
Nevis Growers Co-operatives	1	1	4	0	6	3	5	-
Farmers Development and Marketing Commercial Enterprise	1	1	-	5	6	4	3	-
Fisheries Department	1	1	3	0	4	6	5	-
Small Enterprise Development Unit (Development Bank)	1	1	5	6	0	3	4	-
St Kitts Bee Keepers Co-operative	1	1	3	6	5	0	4	-
Marketing Unit, Department of Agriculture	1	1	0	6	5	3	4	-
	Weighted average		2.8	4.7	4.4	3.6	3.8	0.1
	<b>Rank</b>		<b>5</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>3</b>	<b>6</b>

## St Lucia

### A. Strategic Option Statements for St. Lucia (with final ranking)

Summary
<p>A SWOT (strengths, weaknesses, opportunities, threats) analysis was carried out based on the findings in the St. Lucia country report. Major areas of concern that emerged are (a) limited availability of information for decision-making, (b) weak or inappropriate Information and Communication (ICM) policies and strategies, (c) lack of ICM expertise and limited opportunities for training, (d) greater appreciation required for the multi-purpose functions of communication channels and services for sourcing and dissemination of information, (e) the need for CTA to make its products and services more widely available to institutions in the agricultural sector.</p> <p>The strategic option statements presented below seek to address some of the major areas of concern and at the same time build on strengths existing in St. Lucia e.g. the multi-institutional resources for collection and management of data, the Governments' learning resource centres and the Internet cafes set up by the National Research and Development Foundation in rural communities.</p>

Priority	Option statement	Explanation
2	A. Train participants from the public and private sectors in the development of an agricultural information and communication policy	<p>An information and communication policy will provide guidelines <i>inter alia</i> for:</p> <ul style="list-style-type: none"> <li>i. selecting, acquiring, storing, analyzing, synthesizing, consolidating and managing data and information</li> <li>j. networking among institutions in the agricultural sector</li> <li>k. publishing</li> <li>l. staff development</li> <li>m. institutional linkages (national, regional and international)</li> <li>n. introduction and implementation of Information and Communication Technologies (ICTs) to support information management and the dissemination of information to target groups</li> <li>o. preparation of budgets not only for the acquisition of Information and Communication Technologies (ICTs) but also for the acquisition of human and physical resources</li> <li>p. marketing (including promotion) to target groups</li> </ul>
3	B. Develop a strategic information plan for your institution	<p>This strategic information plan will examine and set out the kinds of data, information, and human, physical and financial resources that will be required for successful implementation of a sample activity in your work programme. CTA could support the formulation of a prototype for such an exercise to be used for various institutions in the Caribbean Region.</p>

Priority	Option statement	Explanation
5	C. Train qualified responsible in the preparation and design of extension materials	This training will focus on writing and presenting for non-technical audiences. It will allow participants to take literacy, gender, educational and cultural factors into consideration while honing their writing skills. In addition the training will demonstrate the use of mass media and other audiovisual tools for disseminating information to target groups.
7	D. Sensitize prospective users to the products and services available to them through CTA and facilitate wider distribution of these products and services	The aim would be to get more Caribbean people to utilize available CTA products and services, for example, training, publications, seminars, question and answer services, and facilitate their wider distribution/dissemination
6	E. Facilitate assessment of the local publishing infrastructure	The outcome of this assessment is to facilitate publication of information by local authors and the distribution of information via e-distribution channels.
1	F. Examine the possibility of mounting short courses for qualified personnel who are responsible for information and communication management within their organizations	Based on the assessment of the skills that are lacking, CTA will approach the Department of Library and Information Science, University of the West Indies among other institutions to determine the feasibility of mounting appropriate courses.
4	G. Sensitize prospective users to the products and services available to them through CTA and facilitate their wider distribution	If this option is chosen as a priority, please indicate from the following list, 3 of CTA's products / services from which your institution would like to benefit: <ul style="list-style-type: none"> <li>▪ Spore magazine</li> <li>▪ CTA publications</li> <li>▪ DORA (Distribution of Reference Books on Agriculture)</li> <li>▪ SDI (Selective Dissemination of Information. Lists of abstracts and bibliographies are sent to recipients on the basis of the topics selected by researchers, scientists and policy-makers)</li> <li>▪ CD-ROM / Database subscriptions</li> <li>▪ Question &amp; Answer Service (QAS)</li> <li>▪ Support for seminars / study visits / non-CTA training courses</li> </ul>
N/A	H. Alternative option statement	Accompanying explanation (i.e. why not covered by the option statements above and why needed)

There were no alternative option statements.

## B. Results for St Lucia

Results – Methodology 1 – Simple ranking

Institution or Group	No. of persons	No. of Inst's	A	B	C	D	E	F	G
Ministry of Agriculture Forestry and Fisheries	1	1	1	2	3	7	5	4	6
WIBDECO	2	1	1	4	2	7	5	3	6
National Farmers Co-operative Credit Union	2	1	1	7	5	2	4	6	3
NRDF	1	1	5	7	4	6	3	1	2
OECS-ESDU	2	1	4	1	5	3	7	2	6
Small Enterprise Development Unit	2	1	3	5	4	6	7	2	1
St Lucia Chamber of Commerce, Industry and Agriculture	1	1	4	2	5	7	6	3	1
Caribbean Network for Rural Women	1	1	4	5	6	3	7	2	1
Castries Fishermen's Co-operative Society Limited	1	1	5	3	4	6	7	1	2
St Lucia Banana Corporation	2	1	5	1	3	7	6	2	4
AGRICO Limited	4	1	2	4	5	7	6	3	1
National Youth Council	3	1	1	2	6	4	7	3	5
IICA	1	1	4	7	3	5	2	1	6
Belle Vue Farmers Co-operative	1	1	4	3	1	5	7	2	6
Sir Authur Lewis Community College	5	1	2	3	6	7	4	1	5
		Points	81	77	69	46	47	96	74
		<b>Rank</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>7</b>	<b>6</b>	<b>1</b>	<b>4</b>

Results – Methodology 2 – Weighted ranking

Institution or Group	No. of persons	No. of Inst's	A	B	C	D	E	F	G
Ministry of Agriculture Forestry and Fisheries	1	1	8	7	6	2	4	5	3
WIBDECO	2	1	16	10	14	4	8	12	6
National Farmers Co-operative Credit Union	2	1	16	4	8	14	10	6	12
NRDF	1	1	4	2	5	3	6	8	7
OECS-ESDU	2	1	10	16	8	12	4	14	6
Small Enterprise Development Unit	2	1	12	8	10	6	4	14	16
St Lucia Chamber of Commerce, Industry and Agriculture	1	1	5	7	4	2	3	6	8
Caribbean Network for Rural Women	1	1	5	4	3	6	2	7	8
Castries Fishermen's Co-operative Society Limited	1	1	4	6	5	3	2	8	7
St Lucia Banana Corporation	2	1	8	16	12	4	6	14	10
AGRICO Limited	4	1	28	20	16	8	12	24	32
National Youth Council	3	1	24	21	9	15	6	18	12
IICA	1	1	5	2	6	4	7	8	3
Belle Vue Farmers Co-operative	1	1	5	6	8	4	2	7	3
Sir Authur Lewis Community College	5	1	35	30	15	10	25	40	20
		Weighted average	6.38	5.48	4.45	3.34	3.48	6.59	5.28
		<b>Rank</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>7</b>	<b>6</b>	<b>1</b>	<b>4</b>



**St Vincent & The Grenadines** (with final ranking)

**A. Strategic Option Statements for St. Vincent and the Grenadines**

Summary
<p>A SWOT (strengths, weaknesses, opportunities, threats) analysis was carried out based on the findings in the St Vincent and the Grenadines country report. Major areas of concern that emerged are (a) relevant publications to support decision-making in the sector are lacking, (b) absence of an organizational structure for information distribution, (c) lack of expertise and limited opportunities for training in Information and Communication Management (ICM), (d) financial and human resources as well as computer hardware and software are major constraints for adapting ICM and for making greater use of Information and Communication Technologies (ICTs), (e) the need for CTA to make its products and services more widely available to institutions in the agricultural sector.</p> <p>The strategic option statements presented below seek to address some of the major areas of concern and at the same time build on strengths such as the multi-institutional focus for the collection and management of data, the variety of programmes used by organizations for disseminating information to farming communities and the establishment of Human Resource Centres in rural communities.</p>

Priority	Option statement	Explanation
6	A. Train participants from the public and private sectors in the development of an agricultural information and communication policy	<p>An information and communication policy will provide guidelines <i>inter alia</i> for:</p> <ol style="list-style-type: none"> <li>selecting, acquiring, storing, analyzing, synthesizing, consolidating and managing data and information</li> <li>networking among institutions in the agricultural sector</li> <li>publishing</li> <li>staff development</li> <li>institutional linkages (national, regional and international)</li> <li>introduction and implementation of Information and Communication Technologies (ICTs) to support information management and the dissemination of information to target groups</li> <li>preparation of budgets not only for the acquisition of Information and Communication Technologies (ICTs) but also for the acquisition of human and physical resources</li> <li>marketing (including promotion) to target groups.</li> </ol>
1	B. Develop a strategic information plan for your institution	<p>This strategic information plan will examine and set out the kinds of data, information, and human, physical and financial resources that will be required for successful implementation of a sample activity in your work programme. CTA could support the formulation of a prototype for such an exercise to be used for various institutions in the Caribbean Region.</p>

Priority	Option statement	Explanation
2	C. Mount short courses for qualified personnel who are responsible for information and communication management within their organizations	Based on the assessment of the skills that are lacking, CTA will approach the Department of Library and Information Science, University of the West Indies among others to determine the feasibility of mounting appropriate courses.
5	D. Sensitize prospective users to the products and services available to them through CTA and facilitate their wider distribution	If this option is chosen as a priority, please indicate from the following list, 3 of CTA's products / services from which your institution would like to benefit: <ul style="list-style-type: none"> <li>▪ Spore magazine</li> <li>▪ CTA publications</li> <li>▪ DORA (Distribution of Reference Books on Agriculture)</li> <li>▪ SDI (Selective Dissemination of Information. Lists of abstracts and bibliographies are sent to recipients on the basis of the topics selected by researchers, scientists and policy-makers)</li> <li>▪ CD-ROM / Database subscriptions</li> <li>▪ Question &amp; Answer Service (QAS)</li> <li>▪ Support for seminars / study visits / non-CTA training courses</li> </ul>
3	E. Train qualified personnel responsible for the preparation and design of extension materials	This training will focus on writing and presenting for non-technical audiences. It will allow participants to take literacy, gender, educational and cultural factors into consideration while honing their writing skills. In addition the training will demonstrate the use of mass media and other audiovisual tools for disseminating information to target groups.
4	<i>F. Alternative option statement</i>	<i>Accompanying explanation (i.e. why not covered by the option statements above and why needed)</i>

Whilst there are results for alternative option statements, there were no alternative option statements.

## B. Results for St Vincent & The Grenadines

Results – Methodology 1 – Simple ranking

Institution or Group	No. of persons	No. of Inst's	A	B	C	D	E	F
Agriculture Input Warehouse	1	1	2	3	5	1	4	0
St Vincent Banana Growers Association	4	1	6	1	3	5	4	2
Arrowroot and Cassava Industry Association	1	1	4	5	1	3	2	0
Ministry of Education, Skills, Training Division	5	1	0	1	2	5	3	4
Ministry of Agriculture, Lands and Fisheries	2	1	2	3	4	6	5	1
Centre for Enterprise Development	1	1	4	5	1	3	2	0
Department of Libraries, Archives and Documentation Services	1	1	4	3	1	2	5	0
		Points	20	28	32	24	24	14
		Rank	4	2	1	3	3	5

Results – Methodology 2 – Weighted ranking

Institution or Group	No. of persons	No. of Inst's	A	B	C	D	E	F
Agriculture Input Warehouse	1	1	5	4	2	6	3	0
St Vincent Banana Growers Association	4	1	4	24	16	8	12	20
Arrowroot and Cassava Industry Association	1	1	3	2	6	4	5	0
Ministry of Education, Skills, Training Division	5	1	0	30	25	10	20	15
Ministry of Agriculture, Lands and Fisheries	2	1	10	8	6	2	4	12
Centre for Enterprise Development	1	1	3	2	6	4	5	0
Department of Libraries, Archives and Documentation Services	1	1	3	4	6	5	2	0
		Weighted average	1.9	4.93	4.46	2.6	3.4	3.13
		Rank	6	1	2	5	3	4

## Suriname

### A. Strategic Option Statements for Suriname

Summary
<p>A SWOT (strengths, weaknesses, opportunities, threats) analysis was carried out based on the findings in the Suriname country report. Major areas of concern that emerged are (a) lack of finances, equipment and audio-visual materials, (b) weak links in the information chain from the field to relevant policy development bodies, (c) language barriers since most published information is in English, (d) deficiency in information materials that are suitable for vulnerable groups, (e) lack of a critical mass of personnel skilled in Information and Communication Management (ICM) and in the use of Information and Communication Technologies, (f) limited awareness by Interest Groups and NGOs of existing local and external sources of information products and services.</p> <p>The strategic option statements presented below seek to address some of the major areas of concern and at the same time build on strengths resident in institutions in Suriname e.g. the strong focus of The Platform Forestry sector in using information technology for the dissemination of information to its stakeholders.</p>

Priority	Option statement	Explanation
	A. Train participants from the public and private sectors in the development of an agricultural information and communication policy	<p>An information and communication policy will provide guidelines <i>inter alia</i> for:</p> <ol style="list-style-type: none"> <li>selecting, acquiring, storing, analyzing, synthesizing, consolidating and managing data and information</li> <li>networking among institutions in the agricultural sector</li> <li>publishing</li> <li>staff development</li> <li>institutional linkages (national, regional and international)</li> <li>introduction and implementation of Information and Communication Technologies (ICTs) to support information management and the dissemination of information to target groups</li> <li>preparation of budgets not only for the acquisition of Information and Communication Technologies (ICTs) but also for the acquisition of human and physical resources</li> <li>marketing (including promotion) to target groups.</li> </ol>
	B. Develop a strategic information plan for your institution	This strategic information plan will examine and set out the kinds of data, information, and human, physical and financial resources that will be required for successful implementation of a sample activity in your work programme. CTA could support the formulation of a prototype for such an exercise to be used for various institutions in the Caribbean Region.
	C. Train qualified personnel in the preparation and design of extension materials	This training will focus on writing and presenting for non-technical audiences. It will allow participants to take literacy, gender, educational and cultural factors into consideration while honing their writing skills. In addition the training will demonstrate the use of mass media and other audiovisual tools for disseminating information to target groups.

Priority	Option statement	Explanation
	D. Facilitate the hosting of a national workshop for administrators and technical personnel in the public sector	This aim of this workshop would be to sensitize them to the use of information and communication technologies (ICTs) in data collection and the presentation and dissemination of agricultural information to target groups CTA could identify facilitators from other ACP countries that are successfully using ICTs for data collection, presentation and dissemination of agricultural information and could support the hosting of such a national workshop the outcome of which is expected to be the draft of a national plan for incorporating greater use of ICTs in the agricultural sector.
	E. Facilitate joint discussions with relevant organizations on the concept and approach that could be adopted for the establishment of a central body with the responsibility for data collection, analyses and generation of information products	Following on the recommendation in the Suriname country report, CTA could source an advisor/moderator for the hosting of a joint discussion with key institutions in the agricultural sector. Consensus will have to be obtained from relevant organizations on objectives, output, structure, responsibilities, funding, etc.
	F. Develop a format for a directory that identifies local sources of data and information in the agricultural sector	This directory will need to be discussed with and developed with the full cooperation of institutional stakeholders that hold and manage such data. The directory should provide information on the types of agricultural data held by individual institutions and the conditions for access as stipulated by the institutions holding the data. A prototype of such a directory was developed by CAIS. This should be re-examined. CTA could support the formulation of a prototype.
	G. Sensitize prospective users to the products and services available to them through CTA and facilitate their wider distribution	If this option is chosen as a priority, please indicate from the following list, 3 of CTA's products / services from which your institution would like to benefit: <ul style="list-style-type: none"> <li>● Spore magazine</li> <li>● CTA publications</li> <li>● DORA (Distribution of Reference Books on Agriculture)</li> <li>● SDI (Selective Dissemination of Information. Lists of abstracts and bibliographies are sent to recipients on the basis of the topics selected by researchers, scientists and policy-makers)</li> <li>● CD-ROM / Database subscriptions</li> <li>● Question &amp; Answer Service (QAS)</li> <li>● Support for seminars / study visits / non-CTA training courses</li> </ul>
	<i>H. Alternative option statement</i>	<i>Accompanying explanation (i.e. why not covered by the option statements above and why needed)</i>

There were no alternative option statements.

Only one form was returned from Suriname so there are no results to present.

## Trinidad & Tobago

### A. Strategic Option Statements for Trinidad and Tobago (with final ranking)

Summary
<p>A SWOT (strengths, weaknesses, opportunities, threats) analysis was carried out based on the findings of the Trinidad and Tobago country report. Major areas of concern that emerged are: (a) with the exception of two institutions, data collection in the field, structured manipulation of the said data and transformation of the data into information are weak, (b) publishing structure and the distribution infrastructure are weak, (c) absence of a strategic framework to manage information that was deemed lacking, (d) several institutions had <i>ad hoc</i> arrangements for satisfying their information needs, (e) the need for CTA to make its products and services widely available to institutions in the agricultural sector.</p> <p>The strategic option statements presented below seek to address some of the major areas of concern and at the same time build on the strengths of key institutions in the sector.</p>

Priority	Option statement	Explanation
2	A. Train participants from the public and private sectors in the development of an agricultural information and communication policy	<p>An information and communication policy will provide guidelines <i>inter alia</i> for:</p> <ol style="list-style-type: none"> <li>selecting, acquiring, storing, analyzing, synthesizing, consolidating and managing data and information</li> <li>networking among institutions in the agricultural sector</li> <li>publishing</li> <li>staff development</li> <li>institutional linkages (national, regional and international)</li> <li>introduction and implementation of Information and Communication Technologies (ICTs) to support information management and the dissemination of information to target groups</li> <li>preparation of budgets not only for the acquisition of Information and Communication Technologies (ICTs) but also for the acquisition of human and physical resources</li> <li>marketing (including promotion) to target groups.</li> </ol>
1	B. Develop a strategic information plan for your institution	<p>This strategic information plan will examine and set out the kinds of data, information, and human, physical and financial resources that will be required for successful implementation of a sample activity in your work programme. CTA could support the formulation of a prototype for such an exercise to be used for various institutions in the Caribbean Region.</p>
7	C. Produce a multimedia presentation on Information and Communication Management (ICM).	<p>This multimedia presentation could be produced by possibly utilizing best practices as determined by experiences in other ACP States. It could be used to train staff in key institutions to the fact that local data and information are institutional assets that should be managed accordingly. CTA could explore the feasibility of producing this product for distribution to accompany any training courses that are mounted on this topic.</p>

Priority	Option statement	Explanation
3	D. Develop a format for a directory that identifies local sources of data and information in the agricultural sector.	The directory should provide information on the types of agricultural data held by individual institutions and conditions for access as stipulated by the institutions holding the data. A prototype of such a directory was developed by CAIS. This should be re-examined. CTA could support the formulation of a prototype. This directory will need to be discussed with and developed with the full cooperation of institutional stakeholders that hold and manage such data.
5	E. Develop a promotion plan for the directory at D.	The promotion plan will identify target groups, mechanisms to reach them, and a methodology for evaluation and updating of the directory
4	F. Train personnel responsible for the preparation and design of extension materials	This training will focus on writing and presenting for non-technical audiences. It will allow participants to take literacy, gender, educational and cultural factors into consideration while honing their writing skills. In addition the training will demonstrate the use of mass media and other audiovisual tools for disseminating information to target groups.
6	G. Train qualified personnel in the public sector to enable them to be proficient in data manipulation.	The focus of this training will be on the continuum from field collection of data, coding, linking, storing, analyzing, consolidating and dissemination of information, utilizing appropriate software. CTA could identify resource personnel from ACP institutions that are proficient in the collection of data from the field and manipulation of this data, utilizing the full range of information and communication technologies (ICTs) that is available for this purpose. Mounting of local workshops will expose personnel from all key institutions to this process. The outcome is expected to be more accurate data collection from the field and up to date reports to target groups for input to the planning process.
8	H. Sensitize prospective users to the products and services available to them through CTA and facilitate their wider distribution	If this option is chosen as a priority, please indicate from the following list, 3 of CTA's products / services from which your institution would like to benefit: <ul style="list-style-type: none"> <li>▪ <i>Spore</i> magazine</li> <li>▪ CTA publications</li> <li>▪ DORA (Distribution of Reference Books on Agriculture)</li> <li>▪ SDI (Selective Dissemination of Information. Lists of abstracts and bibliographies are sent to recipients on the basis of the topics selected by researchers, scientists and policy-makers)</li> <li>▪ CD-ROM / Database subscriptions</li> <li>▪ Question &amp; Answer Service (QAS)</li> <li>▪ Support for seminars / study visits / non-CTA training courses</li> </ul>

Priority	Option statement	Explanation
9	<p><i>I. Alternative option statement – To undertake an assessment of the Fish Stocks in terms of the quantum, types and location of both pelagic and demersal species via a scientific survey.</i></p>	<p><i>“Will afford the opportunity to develop a planned program of sustainable management for:</i></p> <ul style="list-style-type: none"> <li><i>a. More efficient control of the resources from over exploitation.</i></li> <li><i>b. Improving the potential for development and investment in the sector.</i></li> </ul> <p><i>Rural upliftment of the coastal areas adjacent to the more lucrative fishing grounds” – <b>Trinidad &amp; Tobago Industrial Fishing Association Ltd.</b></i></p>
	<p><i>I. Alternative option statement – Develop and strengthen the linkages between producers and the end users of agricultural produce, in support of the tourism sector.</i></p>	<ul style="list-style-type: none"> <li><i>a. “Marketing to target groups especially hotels, caterers and supermarkets with Tobago recipes appealing to the tastes of visitors and forging stronger links with farmer associations to supply safe foods of high standards at competitive prices</i></li> <li><i>b. “Strengthening about 12 Producer Groups in order to deepen and extend the training of farmers and improve productivity in transport, delivery, packaging, access to incentives, sourcing equipment, food processing, diagnose and prescribe treatment for pests and diseases.</i></li> <li><i>c. “Print materials (incl. Spore) for distribution to rural communities with A/V support [provided] by Extension Staff and Kendal Training Institute [a Tobagonian institution] e.g. tech packs, cost of production, market trends, record-keeping, post-harvest technology, ICT, computers, customer service, managing Credit for Crop and Livestock production” – <b>Tobago House of Assembly</b></i></li> </ul>



## B. Results for Trinidad & Tobago

### Results – Methodology 1 – Simple ranking

Institution or Group	No. of persons	No. of Inst's	A	B	C	D	E	F	G	H	I
Ministry of Agriculture, Land and Marine Resources	3	1	3	1	5	2	4	2	3	0	-
National Agriculture Marketing and Development Corporation	2	1	5	1	7	2	4	0	3	6	-
Sugarcane Feed Centre	2	1	-	1	-	2	2	3	-	-	-
CNIRD	2	1	2	3	5	3	4	1	1	3	-
Trinidad and Tobago Industrial Fishing Association Ltd	3	1	-	-	-	-	-	-	-	-	1
Agricultural Science Teachers Association	5	1	1	2	-	-	-	-	-	3	-
Agricultural Society of Trinidad and Tobago	6	1	4	2	5	3	6	1	7	0	-
Tobago House of Assembly	1	1	-	-	-	-	-	-	-	-	1
		Points	35	50	18	38	30	33	26	18	18
		Rank	3	1	7	2	5	4	6	7	7

### Results – Methodology 2 – Weighted ranking

Institution or Group	No. of persons	No. of Inst's	A	B	C	D	E	F	G	H	I
Ministry of Agriculture, Land and Marine Resources	3	1	21	27	15	24	18	24	21	0	-
National Agriculture Marketing and Development Corporation	2	1	10	18	6	16	12	0	14	8	-
Sugarcane Feed Centre	2	1	-	18	-	16	16	14	-	-	-
CNIRD	2	1	16	14	10	14	12	18	18	14	-
Trinidad and Tobago Industrial Fishing Association Ltd	3	1	-	-	-	-	-	-	-	-	27
Agricultural Science Teachers Association	5	1	45	40	-	-	-	-	-	35	
Agricultural Society of Trinidad and Tobago	6	1	36	48	30	42	24	54	18	0	-
Tobago House of Assembly	1	1	-	-	-	-	-	-	-	-	9
		Weighted average	5.33	6.88	2.54	4.67	3.42	4.58	2.96	2.38	1.5
		Rank	2	1	7	3	5	4	6	8	9

## **Annex 3 Strategic option statements and results – Pacific**

### ***Introduction***

In this Annex, all the strategic option statements for the Pacific are presented, along with the results of the priority-setting exercise. Also included are strategic option statements for Marshall Islands, Solomon Islands and Tonga even though there were no returns from those three countries.

Information is provided on the institutions involved and the number of participants. It is worth noting the differences between the two methodologies used to analyse the results. Note that the results using Methodology 2 are the ones that are used in the final assessment.

#### *Methodology 1 – Simple points allocation and ranking*

Points were awarded according to the ranking of priorities by respondents. For example, if there were nine options from which to choose, the option that was ranked #1 was given 9 points and the last ranked option was given 1 point. A ranking was done according to the sum of the points for each option – from highest to lowest. The results of Methodology 1 are given for each institution/country.

#### *Methodology 2 – Weighted averages and ranking*

Weighting was done based on the number of persons who participated in the priority-setting exercise at country level. For each institution, the number of points given to each priority option was multiplied by the number of persons contributing to that decision and recorded under the relevant option i.e. A, B, etc. for that institution. The weighted averages for each option was arrived at by dividing the sum of the points for each option by the total number of persons who participated in the exercise. The averages were then ranked from highest to lowest. The results of Methodology 2 are given for each institution/country.

## Cook Islands

### A. Strategic Option Statements for Cook Islands (with final ranking)

Summary
<p>Based on the country report and subsequent SWOT analysis, the challenge is to improve the situation whilst recognising the limited availability of funds, staff and skills in Cook Islands to undertake information and communication management activities in the agriculture and rural development sector. The situation was exacerbated by the abolition of the Ministry of Agriculture's Information Division in 1996.</p> <p>Strengths include: the large amount of agricultural information which is available; two ongoing, donor-funded communication activities (GTZ Agroforestry, CTA Media Promotion); and that the Ministry of Agriculture is the natural point of contact for agricultural information.</p> <p>There are opportunities for the Ministry of Agriculture to extend the information outreach programme, and further collaborate with other agencies e.g. Ministry of Marine Resources and various grower associations to identify innovative ways of utilising existing networks, resources and staff to meet agreed wider objectives.</p> <p>The strategic option statements presented below harness existing capacity and opportunities in Cook Islands.</p>

Priority	Strategic option statement	Explanation
2	A. Conduct an information audit of resources and capacity	The intent of this activity is to find out exactly what resources (e.g. databases, publications, networks) are available in Cook Islands, and what capacity exists in the various organisations to exploit these resources. The output of this activity will be a report that lists the resources and capacities, with suggestions for what could be done next. It's a small step, but one that builds on what is already available.
4	B. Assist institutions in Cook Islands develop strategies for improved information management and enhanced networking through better communication	The individual farmers, grower associations, exporters, Government ministries (Agriculture, Marine Resources, Island Administrations), other association and groups comprise the agriculture and natural resources sector in Cook Islands. There may be ways by which these bodies, working co-operatively as partners, can contribute to improved information management and better communication to their respective clients. The activity is in the form of a workshop.
3	C. Provide training in information and communication management (ICM)	This training will allow participants to become familiar with basic ICM concepts even though they may not be working exclusively in the area of information and communication. Topics will include: identifying information needs; locating, using and evaluating information resources; communication practice and processes in outreach programmes; impact assessment of outreach programmes.

Priority	Strategic option statement	Explanation
1	D. Provide training in the use of information and communication technologies (ICT)	This training will allow participants to become familiar with basic ICTs available currently, from the Internet and Internet resources, to low-cost email networks, SMS and podcasting. The idea is that at the end of the workshop, participants will be able to select the best technology to deliver information or communicate with a specific audience.
6	E. Assess agricultural data collection, management and use	Over the years there has been a very effective market information facility, and various agricultural censuses have been conducted. The need now is to: identify what information is being collected and by whom; where this information is located and in what form; where are the gaps; and what strategies could be developed to fill those gaps. The activity is a workshop and strategy document.
5	F. Develop an information and communication management (ICM) policy and strategy	Whereas some of the options presented here seek to address specific issues, this one will address the overriding issue of lack of sufficient resources to undertake information and communication management activities. The workshop is intended to highlight how an ICM policy and strategy contributes to meeting an institution's objectives, and what such a policy may contain and how it might be implemented.
7	G. Sensitize prospective users to the products and services available to them through CTA and facilitate their wider distribution	If this option is chosen as a priority, please indicate from the following list, 3 of CTA's products / services from which your institution would like to benefit: <ul style="list-style-type: none"> <li>▪ Spore magazine</li> <li>▪ CTA publications</li> <li>▪ DORA (Distribution of Reference Books on Agriculture)</li> <li>▪ SDI (Selective Dissemination of Information. Lists of abstracts and bibliographies are sent to recipients on the basis of the topics selected by researchers, scientists and policy-makers)</li> <li>▪ CD-ROM / Database subscriptions</li> <li>▪ Question &amp; Answer Service (QAS)</li> <li>▪ Support for seminars / study visits / non-CTA training courses</li> </ul>
N/A	H. Alternative option statement	Accompanying explanation (i.e. why not covered by the option statements above and why needed)

No alternative option statements were suggested.

## B. Results for Cook Islands

Results – Methodology 1 – Simple ranking

Institution or Group	No. of persons	No. of inst's	A	B	C	D	E	F	G
MOA	2	1	2	6	3	1	5	4	7
Nita Growers	1	1	5	4	1	2	3	7	6
CIANGO	1	1	3	2	5	1	6	4	7
MMR	1	1	2	3	4	1	5	5	5
OMIA	1	1	2	4	3	1	6	5	7
		Points	26	21	24	34	15	15	8
		<b>Rank</b>	<b>2</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>6</b>	<b>5</b>	<b>7</b>

Results – Methodology 2 – Weighted ranking

Institution or Group	No. of persons	No. of inst's	A	B	C	D	E	F	G
MOA	2	1	12	4	10	14	6	8	2
Nita Growers	1	1	3	4	7	6	5	1	2
CIANGO	1	1	5	6	3	7	2	4	1
MMR	1	1	6	5	4	7	3	3	3
OMIA	1	1	6	4	5	7	2	3	1
		Weighted average	5.33	3.83	4.83	6.83	3.00	3.33	1.50
		<b>Rank</b>	<b>2</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>6</b>	<b>5</b>	<b>7</b>

## **Fiji Islands**

### **A. Strategic Option Statements for Fiji Islands (with final ranking)**

<b>Summary</b>
<p>Based on the country report and subsequent SWOT analysis, the challenge is to improve the situation whilst recognising the limited availability of funds, staff and skills in Fiji to undertake information and communication management activities in the agriculture and rural development sector. The relatively unstable political dimension, frequent changes in the direction of Government policy, and the reliance on the considerable information and knowledge assets of the Secretariat of the Pacific Community (SPC) and University of the South Pacific (USP) are all concerns.</p> <p>Strengths include: the large amount of agricultural information actually available; the libraries of SPC, USP and the Pacific Islands Marine Resources Information System (PIMRIS); SPC Regional Media Centre (training and resources) located in Fiji; almost nationwide coverage by radio and TV; and the number of commodity-based research and development institutions, statutory bodies, universities, NGOs, commercial businesses and community groups in the agricultural sector in PNG, and the networks each brings.</p> <p>There are opportunities to develop the national agricultural information network, share resources and collaborate; sensitise policy-makers on the role of ICM; exploit existing information resources and update others; develop more points of contact for information (information and resource centres) to meet the interest among farmers and the rural communities for information and technologies.</p> <p>The strategic option statements presented below harness existing capacity and opportunities in Fiji.</p>

<b>Priority</b>	<b>Strategic option statement</b>	<b>Explanation</b>
<b>4</b>	A. Conduct an information audit of resources and capacity	The intent of this activity is to find out exactly what resources (e.g. databases, publications, networks) are available in Fiji, and what capacity exists in the various organisations to exploit these resources. The output of this activity will be a report that lists the resources and capacities, with suggestions for what could be done next. It's a small step, but one that builds on what is already available.
<b>6</b>	B. Increase awareness of the role of information and communication management (ICM)	Being able to manage information and communication effectively contributes significantly to the institution being able to achieve its objectives, whether that concerns good decision making, credible research or just by ensuring that those who need information receive it in a suitable format in a timely manner. This short course is aimed not just at information workers but perhaps more importantly, decision makers and managers.
<b>7</b>	C. Provide training in information and communication management (ICM)	This training will allow participants to become familiar with basic ICM concepts even though they may not be working exclusively in the area of information and communication. Topics will include: identifying information needs; locating, using and evaluating information resources; communication practice and processes in outreach programmes; impact assessment of outreach programmes.

Priority	Strategic option statement	Explanation
1	D. Provide training in the use of information and communication technologies (ICT)	This training will allow participants to become familiar with basic ICTs available currently, from the Internet and Internet resources, to low-cost email networks, SMS and podcasting. The idea is that at the end of the workshop, participants will be able to select the best technology to deliver information or communicate with a specific audience.
3	E. Assess agricultural data collection, management and use	Over the years there has been some collection of agricultural data. The need now is to: identify what information is still being collected and by whom; where this information is located and in what form; where are the gaps; and what strategies could be developed to fill those gaps. The activity is a workshop and strategy document.
9	F. Develop an information and communication management policy and strategy	Whereas some of the options presented here seek to address specific issues, this one will address the overriding issue of lack of sufficient resources to undertake information and communication management activities. The workshop is intended to highlight how an ICM policy and strategy contributes to meeting an institution's objectives, and what such a policy may contain and how it might be implemented.
2	G. Establish a national agricultural information network	To improve information exchange and dissemination, and aid communication, it is proposed CTA help institutions in the agriculture, fisheries and forestry sector such as Government departments, NGOs, community-based organisations, training institutions and agricultural companies come together to develop a national agricultural information network
5	H. Establish agricultural information and resource centres	As a natural outcome of institutions networking beyond their institutional and sectoral boundaries, this workshop will advise how an information centre or resource centre can be set up and managed; the difference between information and resource centres; and the practice of collaborating to achieve shared outreach objectives.

Priority	Strategic option statement	Explanation
<b>8</b>	I. Sensitize prospective users to the products and services available to them through CTA and facilitate their wider distribution	<p>If this option is chosen as a priority, please indicate from the following list, 3 of CTA's products / services from which your institution would like to benefit:</p> <ul style="list-style-type: none"> <li>▪ Spore magazine</li> <li>▪ CTA publications</li> <li>▪ DORA (Distribution of Reference Books on Agriculture)</li> <li>▪ SDI (Selective Dissemination of Information. Lists of abstracts and bibliographies are sent to recipients on the basis of the topics selected by researchers, scientists and policy-makers)</li> <li>▪ CD-ROM / Database subscriptions</li> <li>▪ Question &amp; Answer Service (QAS)</li> <li>▪ Support for seminars / study visits / non-CTA training courses</li> </ul>
<b>N/A</b>	<i>J. Alternative option statement</i>	<i>Accompanying explanation (i.e. why not covered by the option statements above and why needed)</i>

No alternative option statements were suggested.



## B. Results for Fiji

Results – Methodology 1 – Simple ranking

Institution or Group	No. of persons	No. of inst's	A	B	C	D	E	F	G	H	I
MOFF Research	3	1				2	1	3			
MASLR Research	2	1		3		1				2	
Fiji Pine	1	1	1				3	2			
PCDF	6	1	1		3		2				
MASLR FCA	5	1		1		2				3	
South Seas Orchids	2	1	1						2	3	
Nature's Way	8	1				2			1		3
FSC SCRC	2	1			2	1		3			
		Points	27	16	15	42	24	22	17	22	7
		Rank	2	7	8	1	3	5	6	4	9

Results – Methodology 2 – Weighted ranking

Institution or Group	No. of persons	No. of inst's	A	B	C	D	E	F	G	H	I
MOFF Research	3	1				24	27	21			
MASLR Research	2	1		14		18				16	
Fiji Pine	1	1	9				7	8			
PCDF	6	1	54		42		48				
MASLR FCA	5	1		45		40				35	
South Seas Orchids	2	1	18						16	14	
Nature's Way	8	1				64			72		56
FSC SCRC	2	1			16	18		14			
		Weighted average	2.79	2.03	2.00	5.66	2.83	1.48	3.03	2.24	1.93
		Rank	4	6	7	1	3	9	2	5	8

Only the top three rankings were provided for each group from Fiji.

## **Marshall Islands**

### **A. Strategic option statements for Marshall Islands**

<b>Summary</b>
<p>Based on the country report and subsequent SWOT analysis, the challenge is to improve the situation whilst recognising the limited availability of funds, staff, skills and resources in Marshall Islands to undertake information and communication management activities in the agriculture and rural development sector. The relative unimportance of agriculture and the natural resources sector in Marshall Islands is a concern.</p> <p>Strengths include: the written information on Marshall Islands held at the CMI Library; the satellite information and communication networks at CMI and USP Marshall Islands Center; and the popularity of radio programmes and technical capacity of broadcasters to reach all island communities.</p> <p>There are opportunities to reassess existing information resources, with a view to reproducing or revising them, as well as utilising the radio and satellite networks for information access and dissemination.</p> <p>The strategic option statements presented below harness existing capacity and opportunities in Marshall Islands.</p>

<b>Priority</b>	<b>Strategic option statement</b>	<b>Explanation</b>
	A. Conduct an information audit of resources and capacity	The intent of this activity is to find out exactly what resources (e.g. databases, publications, networks) are available in Marshall Islands, and what capacity exists in the various organisations to exploit these resources. The output of this activity will be a report that lists the resources and capacities, with suggestions for what could be done next. It's a small step, but one that builds on what is already available.
	B. Provide training in information and communication management (ICM)	This training will allow participants to become familiar with basic ICM concepts even though they may not be working exclusively in the area of information and communication. Topics will include: identifying information needs; locating, using and evaluating information resources; communication practice and processes in outreach programmes; impact assessment of outreach programmes.
	C. Provide training in the use of information and communication technologies (ICT)	This training will allow participants to become familiar with basic ICTs available currently, from the Internet and Internet resources, to low-cost email networks, SMS and podcasting. The idea is that at the end of the workshop, participants will be able to select the best technology to deliver information or communicate with a specific audience.
	D. Assess agricultural data collection, management and use	Over the years there has been some collection of agricultural data. The need now is to: identify what information is still being collected and by whom; where this information is located and in what form; where are the gaps; and what strategies could be developed to fill those gaps. The activity is a workshop and strategy document.

Priority	Strategic option statement	Explanation
	E. Sensitize prospective users to the products and services available to them through CTA and facilitate their wider distribution	<p>If this option is chosen as a priority, please indicate from the following list, 3 of CTA's products / services from which your institution would like to benefit:</p> <ul style="list-style-type: none"> <li>▪ Spore magazine</li> <li>▪ CTA publications</li> <li>▪ DORA (Distribution of Reference Books on Agriculture)</li> <li>▪ SDI (Selective Dissemination of Information. Lists of abstracts and bibliographies are sent to recipients on the basis of the topics selected by researchers, scientists and policy-makers)</li> <li>▪ CD-ROM / Database subscriptions</li> <li>▪ Question &amp; Answer Service (QAS)</li> <li>▪ Support for seminars / study visits / non-CTA training courses</li> </ul>
	<i>F. Alternative option statement</i>	<i>Accompanying explanation (i.e. why not covered by the option statements above and why needed)</i>

No results were received from Marshall Islands.

## Palau

### A. Strategic Option Statements for Palau (with final ranking)

Summary
<p>Based on the country report and subsequent SWOT analysis, the challenge is to improve the situation whilst recognising the limited availability of funds, staff, skills and information resources in Palau to undertake information and communication management activities in the agriculture and rural development sector.</p> <p>Strengths include an extensive collection of library materials at Palau Community College (PCC), the Palau Automated Land and Resource Information System (PALARIS), the digital library at the Palau International Coral Reef Center (PICRC).</p> <p>Notwithstanding the limited recognition given to agriculture and information management, there are opportunities in that PCC hosts the Land Grant Program, Palau Community Action Agency (PCAA) undertakes outreach activities, and the Palau Natural Resources Council (PNRC) and Marine Resources Pacific Consortium (MRPC) both have a similar goal: to enhance communication and promote co-operative activities.</p> <p>The strategic option statements presented below harness existing capacity and opportunities in Palau.</p>

Priority	Strategic option statement	Explanation
1	A. Conduct an information audit of resources and capacity	The intent of this activity is to find out exactly what resources (e.g. databases, publications, networks) are available in Palau, and what capacity exists in the various organisations to exploit these resources. The output of this activity will be a report that lists the resources and capacities, with suggestions for what could be done next. It's a small step, but one that builds on what is already available.
2	B. Increase awareness of the role of information and communication management (ICM)	Being able to manage information and communication effectively contributes significantly to the institution being able to achieve its objectives, whether that concerns good decision making, credible research or just by ensuring that those who need information receive it in a suitable format in a timely manner. This short course is aimed not just at information workers but perhaps more importantly, decision makers and managers.
4	C. Assist PNRC and MRPC develop strategies for improved information management and enhanced networking through better communication	Palau Natural Resources Council and Marine Resources Pacific Consortium between them include all the major stakeholders in the sector. There may be ways by which these bodies, working co-operatively with their partner institutions, can contribute to improved information management and better communication through enhanced networking. The activity is a workshop.

Priority	Strategic option statement	Explanation
5	D. Provide training in information and communication management (ICM), with a focus on publications	This training will allow participants to become familiar with basic ICM concepts whilst producing two extension-type publications each. Topics will include identifying messages, defining the audience, determining the packaging, pretesting publications, distributing publications, and assessing impact.
3	E. Provide training in the use of information and communication technologies (ICT)	This training will allow participants to become familiar with basic ICTs available currently, from the Internet and Internet resources, to low-cost email networks, SMS and podcasting. The idea is that at the end of the workshop, participants will be able to select the best technology to deliver information or communicate with a specific audience.
6	F. Sensitize prospective users to the products and services available to them through CTA and facilitate their wider distribution	<p>If this option is chosen as a priority, please indicate from the following list, 3 of CTA's products / services from which your institution would like to benefit:</p> <ul style="list-style-type: none"> <li>▪ Spore magazine</li> <li>▪ CTA publications</li> <li>▪ DORA (Distribution of Reference Books on Agriculture)</li> <li>▪ SDI (Selective Dissemination of Information. Lists of abstracts and bibliographies are sent to recipients on the basis of the topics selected by researchers, scientists and policy-makers)</li> <li>▪ CD-ROM / Database subscriptions</li> <li>▪ Question &amp; Answer Service (QAS)</li> <li>▪ Support for seminars / study visits / non-CTA training courses</li> </ul>
7	<i>G. Alternative option statement – Assess the feasibility of establishing a centralised information centre which would include spatial data and legislation, agency work plans, national strategies and plans related to natural resources – The Nature Conservancy</i>	<i>No accompanying explanation</i>

## B. Results for Palau

Results – Methodology 1 – Simple ranking

Institution or Group	No. of persons	No. of inst's	A	B	C	D	E	F	G
BOA	2	1	2	3	4	5	1	6	7
Nature Cons	2	1	1	2	5	6	4	7	3
PCC	3	1	1	2	4	3	6	5	7
PCS	2	1	1	2	3	5	4	6	7
Palau Org Fm	3	1	2	4	6	5	1	3	7
PALARIS	2	1	1	3	2	5	4	6	7
PCAA	1	1	1	3	2	5	4	6	7
BMR	3	1	1	2	3	6	4	5	7
		Points	54	43	35	24	36	20	12
		Rank	1	2	4	5	3	6	7

Results – Methodology 2 – Weighted ranking

Institution or Group	No. of persons	No. of inst's	A	B	C	D	E	F	G
BOA	2	1	12	10	8	6	14	4	0
Nature Cons	2	1	14	12	6	4	8	2	10
PCC	3	1	21	18	12	15	6	9	0
PCS	2	1	14	12	10	6	8	4	0
Palau Org Fm	3	1	18	12	6	9	21	15	0
PALARIS	2	1	14	10	12	6	8	4	0
PCAA	1	1	7	5	6	3	4	2	0
BMR	3	1	21	18	15	6	12	9	0
		Weighted average	6.72	5.39	4.17	3.06	4.50	2.72	0.56
		Rank	1	2	4	5	3	6	7

## Papua New Guinea

### A. Strategic Option Statements for Papua New Guinea (with final ranking)

Summary
<p>Based on the country report and subsequent SWOT analysis, the challenge is to improve the situation whilst recognising the limited availability of funds, staff and skills in Papua New Guinea (PNG) to undertake information and communication management activities in the agriculture and rural development sector. The relatively high cost of the Internet, lack of a national computer network in such a large country, and reliance on donor funding are all concerns.</p> <p>Strengths include: the large amount of agricultural information actually available; the expanding National Agricultural Information System, its databases, partners and operators; nationwide coverage by radio; and the number of commodity-based research and development institutions, statutory bodies, universities, NGOs, commercial businesses and community groups in the agricultural sector in PNG, and the networks each brings.</p> <p>There are opportunities to further develop the National Agricultural Information System; further exploit existing information resources and update others; incorporate the CTA-funded Question and Answer Service at DAL into other information management activities; deploy more ICTs; develop more points of contact for information (information and resource centres) to meet the interest among farmers and the rural communities for information and technologies.</p> <p>The strategic option statements presented below harness existing capacity and opportunities in PNG.</p>

Priority	Strategic option statement	Explanation
1	A. Conduct an information audit of resources and capacity	The intent of this activity is to find out exactly what resources (e.g. databases, publications, networks) are available in PNG, and what capacity exists in the various organisations to exploit these resources. The output of this activity will be a report that lists the resources and capacities, with suggestions for what could be done next. It's a small step, but one that builds on what is already available.
6	B. Increase awareness of the role of information and communication management (ICM)	Being able to manage information and communication effectively contributes significantly to the institution being able to achieve its objectives, whether that concerns good decision making, credible research or just by ensuring that those who need information receive it in a suitable format in a timely manner. This short course is aimed not just at information workers but perhaps more importantly, decision makers and managers.
5	C. Provide training in information and communication management (ICM)	This training will allow participants to become familiar with basic ICM concepts even though they may not be working exclusively in the area of information and communication. Topics will include: identifying information needs; locating, using and evaluating information resources; communication practice and processes in outreach programmes; impact assessment of outreach programmes.

<b>Priority</b>	<b>Strategic option statement</b>	<b>Explanation</b>
<b>7</b>	D. Provide training in the use of information and communication technologies (ICT)	This training will allow participants to become familiar with basic ICTs available currently, from the Internet and Internet resources, to low-cost email networks, SMS and podcasting. The idea is that at the end of the workshop, participants will be able to select the best technology to deliver information or communicate with a specific audience.
<b>2</b>	E. Assess agricultural data collection, management and use	Over the years there has been some collection of agricultural data. The need now is to: identify what information is still being collected and by whom; where this information is located and in what form; where are the gaps; and what strategies could be developed to fill those gaps. The activity is a workshop and strategy document.
<b>4</b>	F. Develop an information and communication management policy and strategy	Whereas some of the options presented here seek to address specific issues, this one will address the overriding issue of lack of sufficient resources to undertake information and communication management activities. The workshop is intended to highlight how an ICM policy and strategy contributes to meeting an institution's objectives, and what such a policy may contain and how it might be implemented.
<b>3</b>	G. Establish agricultural information and resource centres	As a natural outcome of institutions networking beyond their institutional and sectoral boundaries, this workshop will advise how an information centre or resource centre can be set up and managed; the difference between information and resource centres; and the practice of collaborating to achieve shared outreach objectives.
<b>8</b>	H. Provide training in managing and using a Question and Answer Service (QAS)	This training is intended to support the recently-established QAS in the Department of Agriculture and Livestock by providing a good overview of what a QAS can do and how it can be accessed, as well as investigating ways of integrating this Service into the wider National Agricultural Information System.



Priority	Strategic option statement	Explanation
<b>9</b>	I. Sensitize prospective users to the products and services available to them through CTA and facilitate their wider distribution	<p>If this option is chosen as a priority, please indicate from the following list, 3 of CTA's products / services from which your institution would like to benefit:</p> <ul style="list-style-type: none"> <li>▪ <i>Spore</i> magazine</li> <li>▪ CTA publications</li> <li>▪ DORA (Distribution of Reference Books on Agriculture)</li> <li>▪ SDI (Selective Dissemination of Information. Lists of abstracts and bibliographies are sent to recipients on the basis of the topics selected by researchers, scientists and policy-makers)</li> <li>▪ CD-ROM / Database subscriptions</li> <li>▪ Question &amp; Answer Service (QAS)</li> <li>▪ Support for seminars / study visits / non-CTA training courses</li> </ul>
<b>N/A</b>	<i>J. Alternative option statement</i>	<i>Accompanying explanation (i.e. why not covered by the option statements above and why needed)</i>

No alternative option statements were submitted.

## B. Results for Papua New Guinea

### Results – Methodology 1 – Simple ranking

Institution or Group	No. of persons	No. of inst's	A	B	C	D	E	F	G	H	I
NARI Bubia	12	1	1	4	5	6	3	2	7	8	9
Unitech	12	1	3	7	4	0	2	6	1	5	0
CIC Aiyura	13	1	2	4	3	9	5	6	1	8	7
CCIPNG	6	1	1	4	3	6	5	2	7	9	8
DAL	14	4	1	6	7	5	3	2	4	9	8
FPDA Goroka	7	1	1	6	5	4	3	7	2	8	0
Ramu Sugar	8	1	5	3	4	7	1	6	2	8	9
FPDA Hagen	4	1	1	5	2	6	4	8	3	7	0
OPRA	3	1	4	3	5	6	2	1	7	8	9
NBPOL	8	1	1	7	4	5	2	3	6	8	9
		Points	80	51	58	36	70	57	60	22	11
		<b>Rank</b>	<b>1</b>	<b>6</b>	<b>4</b>	<b>7</b>	<b>2</b>	<b>5</b>	<b>3</b>	<b>8</b>	<b>9</b>

### Results – Methodology 2 – Weighted ranking

Institution or Group	No. of persons	No. of inst's	A	B	C	D	E	F	G	H	I
NARI Bubia	12	1	108	72	60	48	84	96	36	24	12
Unitech	12	1	84	36	72	0	96	48	108	60	0
CIC Aiyura	13	1	104	78	91	13	65	52	117	26	39
CCIPNG	6	1	54	36	42	24	30	48	18	6	12
DAL	14	4	126	56	42	70	98	112	84	14	28
FPDA Goroka	7	1	63	28	35	42	49	21	56	14	0
Ramu Sugar	8	1	40	56	48	24	72	32	64	16	8
FPDA Hagen	4	1	36	20	32	16	24	8	28	12	0
OPRA	3	1	18	21	15	12	24	27	9	6	3
NBPOL	8	1	72	24	48	40	64	56	32	16	8
		Weighted average	8.10	4.91	5.57	3.32	6.97	5.75	6.34	2.23	1.26
		<b>Rank</b>	<b>1</b>	<b>6</b>	<b>5</b>	<b>7</b>	<b>2</b>	<b>4</b>	<b>3</b>	<b>8</b>	<b>9</b>

## Samoa

### A. Strategic Option Statements for Samoa (with final ranking)

Summary
<p>Based on the country report and subsequent SWOT analysis, the challenge is to improve the situation whilst recognising the limited availability of funds, staff and skills (even among staff in regional institutions) to undertake information and communication management activities in the agriculture and rural development sector. The reliance in Samoa on the University of the South Pacific (USP) and its Institute for Research, Extension and Training in Agriculture (IRETA) for agricultural information is of concern since this fosters a culture of dependence rather than independence.</p> <p>Strengths include: the library and information resources of USP School of Agriculture, IRETA, Secretariat of the Pacific Regional Environment Programme (SPREP), FAO Sub-Regional Office in Apia; and the radio and TV programmes currently broadcast.</p> <p>There are opportunities for institutions in Samoa to identify ways to develop a national agricultural information network, and share resources and staff to meet agreed wider national objectives.</p> <p>The strategic option statements presented below harness existing capacity and opportunities in Samoa.</p>

Priority	Strategic option statement	Explanation
4	A. Conduct an information audit of resources and capacity	The intent of this activity is to find out exactly what resources (e.g. databases, publications, networks) are available in Samoa, and what capacity exists in the various organisations to exploit these resources. The output of this activity will be a report that lists the resources and capacities, with suggestions for what could be done next. It's a small step, but one that builds on what is already available.
6	B. Assist institutions in Samoa develop strategies for improved information management and enhanced networking through better communication	The individual farmers, Government ministries, exporters, other associations and groups plus regional agencies (USP, IRETA, FAO, SPREP) comprise the agriculture and natural resources sector in Samoa. There may be ways by which these bodies, working co-operatively as partners, can contribute to improved information management and better communication to their respective clients. The activity is in the form of a workshop.
2	C. Provide training in information and communication management (ICM)	This training will allow participants to become familiar with basic ICM concepts even though they may not be working exclusively in the area of information and communication. Topics will include: identifying information needs; locating, using and evaluating information resources; communication practice and processes in outreach programmes; impact assessment of outreach programmes.

Priority	Strategic option statement	Explanation
3	D. Provide training in the use of information and communication technologies (ICT)	This training will allow participants to become familiar with basic ICTs available currently, from the Internet and Internet resources, to low-cost email networks, SMS and podcasting. The idea is that at the end of the workshop, participants will be able to select the best technology to deliver information or communicate with a specific audience.
5	E. . Increase awareness of the role of information and communication management (ICM)	Being able to manage information and communication effectively contributes significantly to the institution being able to achieve its objectives, whether that concerns good decision making, credible research or just by ensuring that those that need information receive it in a suitable format in a timely manner. This short course is aimed not just at information workers but perhaps more importantly, decision makers and managers.
1	F. Develop an information and communication management policy and strategy	Whereas some of the options presented here seek to address specific issues, this one will address the overriding issue of lack of sufficient resources to undertake information and communication management activities. The workshop is intended to highlight how an ICM policy and strategy contributes to meeting an institution's objectives, and what such a policy may contain and how it might be implemented.
7	G. Establish agricultural information and resource centres	As a natural outcome of institutions networking beyond their institutional and sectoral boundaries, this workshop will advise how an information centre or resource centre can be set up and managed; the difference between information and resource centres; and the practice of collaborating to achieve shared outreach objectives.
8	H. Sensitize prospective users to the products and services available to them through CTA and facilitate their wider distribution	If this option is chosen as a priority, please indicate from the following list, 3 of CTA's products / services from which your institution would like to benefit: <ul style="list-style-type: none"> <li>▪ Spore magazine</li> <li>▪ CTA publications</li> <li>▪ DORA (Distribution of Reference Books on Agriculture)</li> <li>▪ SDI (Selective Dissemination of Information. Lists of abstracts and bibliographies are sent to recipients on the basis of the topics selected by researchers, scientists and policy-makers)</li> <li>▪ CD-ROM / Database subscriptions</li> <li>▪ Question &amp; Answer Service (QAS)</li> <li>▪ Support for seminars / study visits / non-CTA training courses</li> </ul>
N/A	<i>I. Alternative option statement</i>	<i>Accompanying explanation (i.e. why not covered by the option statements above and why needed)</i>

## B. Results for Samoa

Results – Methodology 1 – Simple ranking

Institution or Group	No. of persons	No. of inst's	A	B	C	D	E	F	G	H
MAFFM	6	1	4	7	1	2	5	3	6	8
Samoa F G	1	1	4	2			1	3		
OLSS	1	1						1		
	Points		10	9	8	7	12	20	3	1
	<b>Rank</b>		<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>2</b>	<b>1</b>	<b>7</b>	<b>8</b>

Results – Methodology 2 – Weighted ranking

Institution or Group	No. of persons	No. of inst's	A	B	C	D	E	F	G	H
MAFFM	6	1	30	12	48	42	20	36	18	6
Samoa F G	1	1	5	7			8	6		
OLSS	1	1						8		
	Weighted average		4.38	2.38	6.00	5.25	3.50	6.25	2.25	0.75
	<b>Rank</b>		<b>4</b>	<b>6</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>1</b>	<b>7</b>	<b>8</b>

## Solomon Islands

### A. Strategic option statements for Solomon Islands

Summary
<p>Based on the country report and subsequent SWOT analysis, the challenge is to improve the situation whilst recognising the limited availability of funds, staff, skills and resources in post-conflict Solomon Islands to undertake information and communication management activities in the agriculture and rural development sector. The relatively high cost of the Internet, radio communications, broadcasting and mail are of specific concern.</p> <p>Strengths include: the Solomon Islands Bibliography of Agriculture and Forestry (database); the growing electronic national agricultural library; 24 rural email stations across the country; 34 Rural training Centres across the country; active NGOs such as Vois Blong Mere Solomon, Planting Material Network, Kastom Gaden Association and PFNet; the similarity of agriculture in the Solomons to that of PNG, and the willingness of the latter to help; and the willingness of individuals and institutions around the world to help resurrect the information resource (Dodo Creek library) that was burnt down.</p> <p>There are opportunities for institutions working with farmers in the Solomons (those mentioned above plus the Ministries of Agriculture and Natural Resources) to co-operate to develop an agricultural information network, and share resources and staff to meet agreed wider objectives including revitalising the rural sector and satisfying the hunger for information among farmers.</p> <p>The strategic option statements presented below harness existing capacity and opportunities in Solomon Islands.</p>

Priority	Strategic option statement	Explanation
	A. Rebuild the national agriculture library	Rebuild the national agriculture library collection (not the building itself) using as a start the <i>Solomon Islands Bibliography of Agriculture and Forestry</i> database comprising 3,000 records, copies of literature from SPC, offers of copies of materials from expatriate officers around the world, and assistance (material/training) from the PNG National Agricultural Information System
	B. Establish a national agricultural information network	To improve information exchange and dissemination, and aid communication, it is proposed CTA help institutions in the agriculture, fisheries and forestry sector such as Government departments, NGOs, community-based organisations, training institutions and agricultural companies come together to develop a national agricultural information network
	C. Develop information and communication management (ICM) policies and strategies	An ICM policy and strategies at the national and institutional level is the basis for the allocation of appropriate resources (including training) which will support effective information management and thus maximise institutional outcomes
	D. Provide training in information and communication technology (ICT)	Provide training in using computers, designing databases and websites, computer networking, and communication technology – <i>only available to institutions with a documented ICM policy</i>

Priority	Strategic option statement	Explanation
	E. Training in information and communication management (ICM)	Provide training in library and information centre management, electronic and printed information resources and publications, and communication (e.g. writing, broadcasting, video production, extension methodologies) – <i>only available to institutions with a documented ICM policy</i>
	F. Training in extension publication design, production and distribution	Topics include suitability of subject matter, appropriateness to the intended audience, production and distribution issues. There can be some support for the reproduction and distribution within the Solomons – <i>only available to institutions with a documented ICM policy</i>
	G. Training in radio broadcasting	Intended to help resurrect the capacity to deliver information messages strategically by radio – <i>only available to institutions with a documented ICM policy</i>
	H. Develop a national market information system	Utilising PFNet's low cost email service and other networks, develop a national market information system – <i>only available to institutions with a documented ICM policy</i>
	I. Sensitize prospective users to the products and services available to them through CTA and facilitate their wider distribution	If this option is chosen as a priority, please indicate from the following list, 3 of CTA's products / services from which your institution would like to benefit: <ul style="list-style-type: none"> <li>▪ Spore magazine</li> <li>▪ CTA publications</li> <li>▪ DORA (Distribution of Reference Books on Agriculture)</li> <li>▪ SDI (Selective Dissemination of Information. Lists of abstracts and bibliographies are sent to recipients on the basis of the topics selected by researchers, scientists and policy-makers)</li> <li>▪ CD-ROM / Database subscriptions</li> <li>▪ Question &amp; Answer Service (QAS)</li> <li>▪ Support for seminars / study visits / non-CTA training courses</li> </ul>
	J. Alternative option statement	<i>Accompanying explanation (i.e. why not covered by the option statements above and why needed)</i>

No results were received from Solomon Islands.

## Tonga

### A. Strategic Option Statements for Tonga

Summary
<p>Based on the country report and subsequent SWOT analysis, the challenge is to improve the situation whilst recognising the limited availability of funds, staff and skills in Tonga to undertake information and communication management activities in the agriculture and rural development sector. The relatively high cost of the Internet and Government restrictions on publishers are of concern.</p> <p>Strengths include: the large amount of agricultural information actually available; the District Agricultural Committees and associated District Extension Offices; the radio programmes currently broadcast; and the significance of the library at Vaini as a first point of contact for information on Tongatapu.</p> <p>There are opportunities for the Ministry of Agriculture to further develop the District Agricultural Committees and associated District Extension Offices as a true network, in collaboration with other agencies e.g. Ministry of Fisheries, FIMCO, Future Farmers of Tonga and other associations to identify innovative ways of developing this network, and sharing resources and staff to meet agreed wider objectives.</p> <p>The strategic option statements presented below harness existing capacity and opportunities in Tonga.</p>

Priority	Strategic option statement	Explanation
	A. Conduct an information audit of resources and capacity	The intent of this activity is to find out exactly what resources (e.g. databases, publications, networks) are available in Tonga, and what capacity exists in the various organisations to exploit these resources. The output of this activity will be a report that lists the resources and capacities, with suggestions for what could be done next. It's a small step, but one that builds on what is already available.
	B. Assist institutions in Tonga develop strategies for improved information management and enhanced networking through better communication	The individual farmers, District Agricultural Committees, Government ministries (Agriculture, Fisheries), exporters, other associations and groups comprise the agriculture and natural resources sector in Tonga. There may be ways by which these bodies, working co-operatively as partners, can contribute to improved information management and better communication to their respective clients. The activity is in the form of a workshop.
	C. Provide training in information and communication management (ICM)	This training will allow participants to become familiar with basic ICM concepts even though they may not be working exclusively in the area of information and communication. Topics will include: identifying information needs; locating, using and evaluating information resources; communication practice and processes in outreach programmes; impact assessment of outreach programmes.



Priority	Strategic option statement	Explanation
	D. Provide training in the use of information and communication technologies (ICT)	This training will allow participants to become familiar with basic ICTs available currently, from the Internet and Internet resources, to low-cost email networks, SMS and podcasting. The idea is that at the end of the workshop, participants will be able to select the best technology to deliver information or communicate with a specific audience.
	E. Assess agricultural data collection, management and use	Over the years there has been a very effective collection of market information, and various agricultural censuses have been conducted. The need now is to: identify what information is still being collected and by whom; where this information is located and in what form; where are the gaps; and what strategies could be developed to fill those gaps. The activity is a workshop and strategy document.
	F. Develop an information and communication management (ICM) policy and strategy	Whereas some of the options presented here seek to address specific issues, this one will address the overriding issue of lack of sufficient resources to undertake information and communication management activities. The workshop is intended to highlight how an ICM policy and strategy contributes to meeting an institution's objectives, and what such a policy may contain and how it might be implemented.
	G. Establish agricultural information and resource centres	As a natural outcome of institutions networking beyond their institutional and sectoral boundaries, this workshop will advise how an information centre or resource centre can be set up and managed; the difference between information and resource centres; and the practice of collaborating to achieve shared outreach objectives.
	H. Sensitize prospective users to the products and services available to them through CTA and facilitate their wider distribution	If this option is chosen as a priority, please indicate from the following list, 3 of CTA's products / services from which your institution would like to benefit: <ul style="list-style-type: none"> <li>▪ Spore magazine</li> <li>▪ CTA publications</li> <li>▪ DORA (Distribution of Reference Books on Agriculture)</li> <li>▪ SDI (Selective Dissemination of Information. Lists of abstracts and bibliographies are sent to recipients on the basis of the topics selected by researchers, scientists and policy-makers)</li> <li>▪ CD-ROM / Database subscriptions</li> <li>▪ Question &amp; Answer Service (QAS)</li> <li>▪ Support for seminars / study visits / non-CTA training courses</li> </ul>
	<i>I. Alternative option statement</i>	<i>Accompanying explanation (i.e. why not covered by the option statements above and why needed)</i>

## **Annex 4 Regional initiatives**

This Annex presents more information on activities included in Section 4.1 and 4.2 in the main body of the report.

### **1. Caribbean**

Information for the Caribbean is supplied by the Regional Branch Office for the Caribbean, hosted by the Caribbean Agricultural Research and Development Institute (CARDI). The information covers selected CTA-supported activities that may be related to priorities identified in the initial CTA study, Agricultural Information Needs Assessment, 2004–2005. Activities from 2006 and proposed in 2007 are also included, by way of further describing the implementation environment.

#### **1.1 Training workshops**

Several training workshops have been held through collaboration with CTA. Subjects include the various aspects of information and communication management. Selected workshops are listed for the period 2004–2006. The full list of workshops going back to 1985 may be obtained on request.

##### ***CTA/CARDI Regional Workshop - Introduction to Communication Tools and Methods (2006)***

*Objective:* To introduce participants to the tools and methods in communication in order to increase their capacity to influence policy makers in agriculture and rural development

Subjects covered included:

- Basic communication techniques
- Identify target audiences and define organisation's communication goal
- Identify lobbying techniques
- Develop clear messages
- Identify most appropriate communication tools and methods
- Improve internal communication within a network through production of bulletins etc.

##### ***CTA/FAO/CARDI Virtual Workshop - Facilitating Online Interaction (2006)***

*Objective:* The workshop was designed to improve skills in facilitating and organising online discussions, related events and activities and show how electronic networking can enhance communication within and among respective networks.

The workshop included the following sessions:

- Review of the similarities and differences between the facilitation of face-to-face interaction and electronic communication
- Overview of the online facilitation processes with an emphasis on online groups and networks
- Orientation for D-groups – an existing online facility supported by a series of development agencies, including CTA and FAO
- How to plan, prepare and deliver online events with an emphasis on planning, assessment, entry and engagement and summarizing results

- Practicals – online communication as a participant and while taking on various facilitation tasks.

#### ***Agricultural Network Management (2005)***

##### *Objectives:*

- To provide Caribbean network coordinators and advisors or initiators, with the facilitation skills to assist in organising more sustainable networks in their development processes
- To provide selected participants with the capability to improve the functioning of regional networks.

Based on the training programme participants provided:

- have a good understanding on network concepts and systems;
- be better able to assist key stakeholders in formulating basic development questions;
- be better able to analyse the network in terms of its development needs;
- be able to formulate a learning and development process addressing the different needs and abilities of the stakeholders involved in the network;
- be aware of the possibilities and limitations of using e-groups in preparation and follow up of network activities.

#### ***Electronic Production and Publishing of Agricultural Extension Materials (2005)***

*Objective:* To improve access to information to support the development of a sustainable and competitive agricultural sector in the Caribbean.

The workshop facilitated activities to:

- Strengthen the skills of extension agents to develop and produce locally relevant and appropriate agricultural extension materials in a participatory manner with the target beneficiaries.
- Increase the capacity of agricultural extension agencies to provide timely, relevant information to farmers and other members of the agricultural sector
- Increase the availability of local agricultural information in easily accessible electronic formats
- Improve skills in digitising information and electronic publishing among Caribbean agricultural extension agencies
- Increase the potential reach or dissemination of relevant agricultural information.

#### ***Improving information and communication management for Technology Generation and Transfer – sensitisation workshop (2004)***

##### *Objectives:*

- To increase awareness and understanding of key information management issues among senior managers and country representatives within CARDI
- To improve the linkages and integration between the Institute's information services, systems and personnel and the Institute's goals, strategy and work programme.
- To increase the ability of the Country Units to identify and implement projects related to information and communications management within the wider Caribbean region, (e.g. under RBOC and CAIS).

#### ***Regional Course: Scientific Data Management (2004)***

*Goal/Objective:*

- To improve access to information relevant to the development of the agricultural sector in the Caribbean
- To improve skills in the approach, collection, design and analysis of scientific information and data among Caribbean researchers
- To increase the capacity of public sector and NGO agricultural sector groups to manage and disseminate scientific information and data relevant to the national and regional agricultural sector.

## **1.2 Regional networks**

### ***Support to the development of the Caribbean Farmers Network (CaFAN)***

*Objectives:*

- To contribute to enhanced competitiveness of Caribbean farmers and quality of life of farmers' families
- To provide information inputs into farmers' efforts to influence regional agricultural production and marketing policies and strategies
- To enhance farmers' insights into the implications and opportunities of the new Caribbean regional trading environment
- To provide CaFAN members and stakeholders with relevant, updated and sufficient information on regional agricultural issues
- To expand, consolidate and strengthen CaFAN.

The Eastern Caribbean Trading and Development Company (ECTAD), based in St Vincent & the Grenadines, is responsible for coordinating CaFAN as part of an Interim Committee, which includes CARDI.

### ***Development of Caribbean Network of Fisher Folk Organizations (CANUFO)***

*Objectives:*

- To contribute to improved income earnings, higher standards of living of fisher folk and sustainable use of fishery resources in the Caribbean
- To develop institutional capacities of fisher folk organisations at the community, national and regional levels
- To facilitate the creation of National Fisher Folk Organizations (NFOs) and CANUFO
- To strengthen the management, communication and advocacy capacities of the NFOs and CARNUFO
- To provide fisher folk and other key stakeholder groups with relevant information on regional fishery issues

The Caribbean Regional Fisheries Mechanism (CRFM) based in Belize with offices in St Vincent & the Grenadines, is responsible for coordinating this network.

### ***Caribbean Regional Agricultural Policy Network (CaRAPN)***

*Goal/Mission/role:*

- To contribute to the fundamental transformation of the agricultural sector of the CARICOM/CARIFORUM countries through strengthening the process of agricultural policy decision-making.
- In collaboration with national, regional and international institutions and other networks, the network will strengthen linkages at the national and regional levels and contribute to cost-effective agricultural policy decision making

The Network will function both at the regional and national levels, building on existing capacities and resources and enhancing the agricultural policy process by:

- assisting in the development of agriculture, including agro-processing, through buttressing existing platforms for stakeholder consultation and participation;
- strengthening institutional and human resource capacity in agricultural policy decision making, including policy analysis training;
- supporting advocacy, sensitization and public awareness of agricultural and related policies, particularly in the context of the ongoing trade negotiation processes involving agriculture;
- facilitating easier and more cost effective access to information, collaborative and exchange of experiences, stakeholders.

IICA headquarters in Trinidad & Tobago is the focal point for this network.

### **1.3 Information Systems and Services**

#### ***Caribbean Agricultural Information Service (CAIS)***

*Goal/Objective:* To facilitate the improved and sustainable access to information relevant to the development of competitiveness in the Caribbean agricultural sector.

- To strengthen the capacity in selected regional agencies to improve their capability to manage information at the respective institutions and respective agencies.
- To design, develop and maintain selected and relevant Information Products and Services with a view to improving access to information of generic appeal to the Caribbean target groups.
- To establish network(s) to facilitate information exchange and development of information products and services.

Selected activities of relevance to this current project implemented by CAIS include:

- CAIS Capacity Building Series: a group of eight factsheets with the following titles:
  - Development of a strategic information plan: points to consider
  - Guidelines for setting up and moderation of an electronic discussion group
  - Guidelines for establishing national information networks: a five-step process for network development
  - Evaluation of a pilot project to improve access to agricultural information: the Caribbean experience with the Question and Answer Service (QAS)
  - Databases in Agricultural Research and development operations
  - Towards sustaining a Caribbean Agricultural Information Service (CAIS)

- Integration of Information, Data and Statistics – trends toward knowledge management in the Caribbean agricultural sector
- Networking for agricultural development in the Caribbean: development of national information networks
- Webographies
  - Information and Communication Policies – Internet References for Caribbean Agriculture (2001)
  - Sweet Potato (2004)
  - Small Ruminants (2004)
  - Biotechnology & Bio safety (2004)
  - Trade Issues – WTO and FTAA (2004)
  - Intellectual Property Rights (2004)
  - Strategic Use of Information (2004)
- Framework for developing information policies for the agricultural sector – a series of key questionnaires that may be used to assist in creating the policy framework for better information management (2002)
- CAIS Stakeholders meeting – including recommendations for a sustainable management of Caribbean agricultural information services (2001)

CARDI Information & Communication Department is the regional co-ordinator for this network.

***Regional Branch Office for the Caribbean***

*Goal/Objectives/Activities:* To contribute to an improved policy, institutional and technical framework for agricultural and rural development in the Caribbean

- To enhance CTA’s visibility and role in the Caribbean region
- To improve access to relevant information about agriculture and rural development by Caribbean stakeholders, including CARDI staff
- To reinforce regional capacity for agricultural information and communication management.

Hosting exhibition and promoting CTA’s products and services, training workshops, meetings, inviting co-publications, support for implementation of CTA’s decentralised services, soliciting articles for Spore, development of relevant information products; supporting implementing of cross cutting issues throughout projects e.g. gender and youth.

The Regional Branch Office for the Caribbean is coordinated by CARDI Headquarters.

***Question and Answer Service (QAS)***

*Objective:* To provide access to relevant agricultural information on demand and in keeping with identified priorities necessary to support the development of profitable and sustainable production systems and enterprises in selected Caribbean countries.

- To improve the delivery of information in the Caribbean ACP region on priority topics of relevance to target users in respective Caribbean countries by answering technical questions and work at the national/ local level to assist QAS centres to set up local services

- To improve regional QAS collaboration and
- To increase awareness of QAS in ACP-EU Caribbean countries

Participating countries to date: Barbados, Jamaica, St Kitts/Nevis, St Lucia, St Vincent & the Grenadines, Trinidad & Tobago; while Antigua & Barbuda is due to begin in 2007.

CARDI Headquarters Trinidad & Tobago is the Regional Coordinating point for the QAS.

***CTA/IICA/UNECLAC Project – Building a Caribbean Monitoring and Evaluation Information System for the Agro2015 and Jagdeo Initiative***

*Objectives:*

- To improve understanding of the agricultural information environment, methodologies and systems to collect, share analyse and report on data and information
- To strengthen national capacities to manage information and communication in agriculture

*Activities:*

- Planning meeting to introduce the project and obtain support for implementation
- Regional consultation to present project to Ministries of Agriculture
- Inventory and assessment of national agriculture information systems relating to the project
- Hosting of multi-stakeholder project technical meetings
- Training for information personnel collecting data and information for MeAgroInfoSys
- Data gathering
- Preparation of report(s)
- Evaluation of experience.

IICA headquarters in Trinidad & Tobago is responsible for coordinating this project.

#### **1.4 Studies**

***CTA/CARDI Study on Opportunities within the Farming Sector for Convenience Foods (pre-packaged vegetables) in the Caribbean***

*Objective(s)/activities:* To improve the availability of relevant information on market-led development of the convenience foods (pre-packaged vegetables) industry in the Caribbean region.

- Identify and make recommendations about the development of the market for convenience foods in Antigua & Barbuda, St Lucia and St Kitts/Nevis based on the following:
- Lessons learnt from past and current experiences in the convenience food sector in Trinidad & Tobago, Suriname, Jamaica and Barbados
- An examination of the environment for convenience foods in Antigua & Barbuda, St Lucia and St Kitts & Nevis
- The profile of the market for convenience foods in the relevant countries.

- An assessment of the agro-professing capability of the pre-packaged vegetable market in the three named countries.

## **2. Pacific**

Information for the Pacific was compiled from websites, both CTA's and websites in the Pacific, as well as from the Regional Coordinator's own knowledge.

### **2.1 Training workshops**

The following list details those workshops that have to do with information and communication management in the natural resources sector, for the years 2004 to date. It is not claimed this is a comprehensive list, and there is much training that takes place at a national or local level which nevertheless contributes significantly to helping improve the local situation.

- *CTA/IRETA Scientific Data Management for Countries in the South Pacific – training course (Fiji, Oct 2007)*
- *CTA Building Electronic Communities and Networks for Regional Partners – online course (Aug–Dec 2007)*
- *CTA/IRETA Scientific Data Management for Countries in the South Pacific – training course (PNG, July 2007)*
- *USP Greenstone Digital Libraries Workshop (June 2007)*
- *CTA/NARI Sub-Regional Workshop on Agricultural ST&I System – training of trainers (2006)*
- *CTA/SPC Establishment of a Regional Agricultural Policy Network in the Pacific – regional stakeholders workshop (2006)*
- *Regional Course in Agricultural Information Production with Satellite Receivers – training course (2006)*
- *CTA/IRETA Production of Rural Radio Programmes – training course (2006)*
- *CTA/IRETA Scientific Writing Workshop (2006)*
- *SPC Extension Summit – Bringing About Change – promoting participatory agricultural extension in the Pacific (2005)*
- *CTA Bridging the GAP in the ASTI System – Focus on farmer experimentation and innovation systems – national training workshops (PNG 2005)*
- *CTA Pacific Regional ASTI Training Workshop: Enhancing the S&T Policy Dialogue – Knowledge for Development – training workshop (2005)*
- *The role of information and communication tools in food and nutrition security in the Pacific – CTA Seminar (2005)*
- *CTA Workshops Towards the Decentralisation of QAS Pacific Activities (2005)*
- *Annual Agricultural Liaison Officers' Meeting: Pacific – CTA/IRETA Meeting (2005)*
- *CTA/IRETA Market Information Systems for CTA Partners in the Pacific – training course (2005)*
- *CTA/IRETA Agricultural Liaison Officers' (ALO) meeting (2004)*
- *CTA Establishment and Development of a Regional Agricultural Policy Network in the Pacific – workshop (2004)*
- *CTA/IRETA Production of Rural Radio Programmes – training course (2004)*



- *CTA Enhancing the S&T Policy Dialogue – Innovation for Development – Pacific Regional S&T Meeting (2004)*
- *Establishment and Development of a Regional Agricultural Policy Network in the Pacific – workshop (2004).*

## **2.2 Regional networks**

### ***Pacific Agricultural Genetic Resources Network (PAPGREN)***

*Purpose of the network:* To improve and strengthen our national and regional ability in agricultural PGR conservation and use, thereby contributing to food security and sustainable economic development, now and for future generations<sup>23</sup>.

- Develop appropriate collecting and conservation strategies for the agricultural PGR in the Pacific. Existing crop networks such as COGENT, INIBAP, TaroGen, SPYN, will be part of the PGR network, which will provide a mechanism for their sustainability
- Facilitate the movement and safe exchange of germplasm within and outside the region for food security purposes
- Develop and coordinate documentation of agriculture PGR for information exchange in the network
- Enhance awareness of PGR at the national and regional level
- Assist with development of policy at the national and regional level to facilitate the access and benefit sharing of PGR
- Assist national capacity building for PGR activities including strengthening of national PGR programmes
- Source funding that will enable PGR activities to be sustained at the national and regional level
- Develop and implement a monitoring system for the PGR network.

SPC is the secretariat for PAPGREN. A very active PAPGREN blog exists<sup>24</sup>, which encompasses more than just PGR but includes items on human health and nutrition.

### ***Pacific Agriculture and Forestry Policy Network (PAFPNet)***

*Objective:* To facilitate communication, information dissemination, capacity building, and awareness to support the identification, formulation, implementation, monitoring and evaluation of agricultural and forestry policies.

*Focus:*

- To improve access to information and strengthen communication amongst actors and stakeholders
- To advocate and encourage dialogue amongst actors and stakeholders on sustainable agricultural and forestry policy issues
- To identify and respond to capacity building needs and information needs.

*Function:*

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<sup>23</sup> Information on PAPGREN from its website, <http://www.spc.int/rgc/Documents/Projects/PAPGREN.htm>, viewed 5 April 2007.

<sup>24</sup> PGR News from the Pacific (<http://papgren.blogspot.com/>).

- Identify, access, disseminate, and share agricultural, and forestry policy-related information on regional and/or country specific issues
- Mobilise and facilitate access to technical expertise and development partner's resources.
- Facilitate active participation of civil society and private sector in national and regional policy processes
- Establish and maintain linkages to other networks and existing databases and as necessary develop information database

*Membership:* Government agencies, national leaders, women and youth groups, agribusiness comms, private sector, educational institutes, country-based organisations, church groups, NGOs, regional orgs, farmer organisations, research organisations, other networks, international organisations, lending institutions, media.

### ***Pacific Environmental Information Network (PEIN)***

Managed by the Secretariat of the Pacific Regional Environment Programme (SPREP), based in Apia, Samoa, the aims<sup>25</sup> of the European Union-funded Pacific Environmental Information Network (PEIN) are to:

- collect, store and disseminate scientific and technical information on environmental and development concerns in Pacific island countries and territories;
- liaise and co-ordinate with other national, regional and international organisations to circulate information and publications in the region;
- assist other SPREP projects and programmes by disseminating appropriate information to specific groups in the region;
- disseminate SPREP publications upon requests from outside the region on a fee-recovery basis;
- provide technical assistance and advice on the establishment of National Environmental Information Centres (NEICs) through the EU/SPREP Pacific Environmental Information Network (PEIN) Project.

Search the IRC page to access over 21,000 environmental records of 9 Pacific island states and territories, available in NEICs established by the PEIN. NEICs have been established in American Samoa, Cook Islands, Fiji, Kiribati, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.

### ***PestNet***

PestNet<sup>26</sup>, using the Yahoo!Groups email listserver, allows members to exchange messages on quarantine, biological control, pest management, pest outbreaks, and to send images of pests for identification. The latter has transformed PestNet from a discussion group into an online identification service. Tentative identifications are given, often accompanied by offers from taxonomists to examine specimens for confirmation free of charge. As of January 2006, PestNet had 650 members who have posted 3,700 messages since December 1999.

PestNet was set up initially for the Pacific. In 2001, it expanded to include south Asia countries, with assistance from AusAID and the Department of Agriculture, Fisheries and Forestry – Australia. This assistance helped develop the website ([www.pestnet.org/what/index.asp](http://www.pestnet.org/what/index.asp)). In 2003, PestNet helped establish the Caribbean network, CariPestNet, and is currently [2006] working towards a similar network for east Africa.

<sup>25</sup> Information taken from the SPREP website, [http://www.sprep.org/publication/pub\\_top.asp](http://www.sprep.org/publication/pub_top.asp), viewed 18 March 2007.

<sup>26</sup> Information supplied by Grahame Jackson, 18 Jan 2006.

In addition to its core function, PestNet aims to take advantage of ICTs to enable grassroots organisations and farmers to access the network. In 2003, PestNet obtained funds from infoDev World Bank to implement a project, Linking Farmers to Plant Protection Networks (Solomon Islands), which tested ways of reaching farmers in isolated areas. Presently, members in Pacific countries are being trained in digital photography as part of a UN/FAO project to improve the quality of images submitted for identification.

### **2.3 Information systems and services**

- *CTA Regional Branch Office for the Pacific (hosted by IRETA)*
- *Question and Answer Service (QAS)*
- *Unesco Information For All Programme (IFAP)*

#### ***SPC Land Resources Division, Information, Communication & Information (ICE) Group***

The ICE thematic group<sup>27</sup> contributes to achieving LRD objectives of improving food security and well-being of member countries by promoting innovative extension approaches to communicate information and promote new technologies for the sustainable management of agricultural and forest resources. The ICE group promotes closer working relationships with national agricultural/forestry systems, farmers, private stakeholders and NGOs in the development of sustainable technologies to improve rural livelihoods.

The ICE group will help PICTs in the following areas:

- promote participatory approaches to support sustainable management of natural resources,
- coordinate appropriate training to build capacity in ICTs including using the Internet to access web-based information systems,
- production of extension materials to fill information gaps in national agricultural systems,
- promote formal and non-formal capacity building agricultural skills training.

The ICE group have an extensive work programme, some highlights include:

- Strengthening national capacity in extension and information by encouraging participatory extension methods such as Farmer Field Schools (FFS) and Participatory Technology Development (PTD).
- Improving awareness of land use policy.
- National capacity-building through formal and non-formal training in technical, information and extension areas, such as improving diagnostic skills of farmers and extension officers in pest and disease identification and soil and plant nutrition disorders, using information and communication technologies.
- Education and training assistance to schools, youth and young farmers
- Identifying best practices for sustainable agriculture and forestry management, documented and scaled-up to recommendation domains; and
- Coordinate media awareness on a wide range of areas including but not limited to invasive species, quarantine, major pests of Pacific crops, animal zoonoses, atoll agriculture, traditional foods, plant genetic resources, land use planning, etc.

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<sup>27</sup> Information taken from the SPC website, [http://www.spc.int/lrd/information\\_communication\\_extension.htm](http://www.spc.int/lrd/information_communication_extension.htm), viewed 5 April 2007.

- Strengthened national capacity to comply with regional and international trade standards through activities such as developing national pest lists, extension materials on quality standards and staff training.
- Assess strategies to measure impact of extension methods adopted in the Region.

#### **2.4 Studies**

- *Study on a proposed SPC Land Resources Development knowledge management strategy (2006)*
- *Pacific Forum – Information and Communications Technologies Ministerial Meeting, 30 March 2006 (led to the Wellington Declaration on ICTs)*

In addition to the above, it should be noted that Papua New Guinea is the beneficiary of a new Australian Government-funded project, Agricultural Research and Development, which continues the work of the ACNARS (Australian Contribution to a National Agricultural Research System) project in PNG which ended in mid-2006.

## **Annex 5      Project profiles**

The following documents are included in Annex 5:

- Project profile 1 – Information and communication management policy and planning
- Project profile 2 – Audit of information resources and ICM/ICT capacity
- Project profile 3 – Training in ICM and ICT
- Project profile 4 – Marketing CTA in the Caribbean and Pacific

## Project profile 1

<b>Project title</b>	Information and communication management policy and planning	<b>Date first approved by CTA:</b>  <b>Last update:</b>
<b>Project No.</b>		
<b>Linked projects</b>		
<b>CTA Depts/Coordinators</b>		
<b>Regions for activity</b>	Caribbean, Pacific	
<b>Proposing organisation</b>	CTA	
<b>Collaborating agencies</b>		
<b>Funding agencies</b>		
<b>Duration &amp; dates</b>		
<b>Background</b>	On the basis of the information needs assessments carried out in the Pacific and Caribbean in 2004 and 2005, and follow-up priority-setting exercise in 2006, the need to assist with the development of ICM policy and planning was ranked first and second in the Caribbean, and fourth and fifth in the Pacific, among 129 participating institutions. Lack of ICM policies and plans is a fundamental problem which underpins the lack of appropriate human and other resources, and the poor formulation and implementation of ICM activities	
<b>Problems</b>	<ul style="list-style-type: none"> <li>● Lack of resources (staff, equipment and operational) allocated to ICM activities</li> <li>● Poor access to information within institutions in the agriculture sector and the farmers and rural dwellers they serve</li> <li>● Poorly constructed, badly implemented and inadequately resourced ICM activities which do not address needs in a strategic way</li> </ul>	
<b>Beneficiaries</b>	Institutions in the agriculture and natural resources sector – direct beneficiaries; farmers in the rural areas – indirect beneficiaries	
<b>Overall objective</b>	To contribute to improving rural livelihoods in the Caribbean and Pacific	
<b>Project purpose</b>	Appropriate, strategic and relevant ICM policies and plans formulated and adopted by stakeholders in the agriculture sector	
<b>Results</b>	<ol style="list-style-type: none"> <li>1. Well-formulated, articulated ICM policies and plans among stakeholders</li> <li>2. Better supported and well-resourced ICM capacity among stakeholders</li> <li>3. Improved access by stakeholders to timely, relevant and appropriate information</li> </ol>	
<b>Activities</b>	<ol style="list-style-type: none"> <li>1. Identify and/or develop tools and methodologies for formulating ICM policies and strategies at the institutional level</li> <li>2. Organise one workshop in each participating country to promote the idea of effective ICM policies and strategies</li> <li>3. Follow-up workshops with those institutions which express and interest in and are willing to follow the process to develop ICM policies and strategies</li> <li>4. Monitor the impact of ICM policies and strategies in terms of resources for and outcomes of ICM activities at the institutional and national level</li> </ol>	
<b>Means</b>		

## Project profile 2

<b>Project title</b>	Audit of information resources and ICM/ICT capacity	<b>Date first approved by CTA:</b>  <b>Last update:</b>
<b>Project No.</b>		
<b>Linked projects</b>		
<b>CTA Depts/Coordinators</b>		
<b>Regions for activity</b>	Caribbean, Pacific	
<b>Proposing organisation</b>	CTA	
<b>Collaborating agencies</b>		
<b>Funding agencies</b>		
<b>Duration &amp; dates</b>		
<b>Background</b>	On the basis of the information needs assessments carried out in the Pacific and Caribbean in 2004 and 2005, and follow-up priority-setting exercise in 2006, the need to conduct information and data audits, and to investigate ICM and ICT capacity was ranked first in the Pacific and sixth in the Caribbean, among 129 participating institutions	
<b>Problems</b>	<ul style="list-style-type: none"> <li>• Limited awareness of information resources and data availability in agricultural institutions</li> <li>• Limited knowledge about ICM/ICT capacity in agricultural institutions to manage information and data</li> <li>• Limited basis for information and data sharing and exchange at the national level</li> </ul>	
<b>Beneficiaries</b>	Institutions in the agriculture and natural resources sector – direct beneficiaries; farmers in the rural areas – indirect beneficiaries	
<b>Overall objective</b>	To contribute to improving rural livelihoods in the Caribbean and Pacific	
<b>Project purpose</b>	Capacity is developed through collaborative partnerships using available information resources	
<b>Results</b>	<ol style="list-style-type: none"> <li>1. Increased awareness among stakeholders of information and data resources availability, and the limitations/opportunities for use</li> <li>2. Increased knowledge among stakeholders about ICM/ICT capacity, and of its limitations/needs</li> <li>3. Increased awareness among stakeholders of opportunities for sharing and exchanging information and data</li> <li>4. Increased ability to conduct information and data audits</li> </ol>	
<b>Activities</b>	<ol style="list-style-type: none"> <li>1. Develop tools and methodologies for surveying, quantifying and evaluating information and data resources [link CTA KM]</li> <li>2. Organise one workshop in each participating country to develop skills and roll out methodologies</li> <li>3. Implement audit</li> <li>4. Collate data and information [link CTA KM]</li> <li>5. Organise follow-up debriefing/strategising session to discuss findings, identify activities and products (e.g. directories, web sites)</li> <li>6. Develop marketing plan for products and services</li> </ol>	
<b>Means</b>		

### Project profile 3

<b>Project title</b>	Training in ICM and ICT	<b>Date first approved by CTA:</b>  <b>Last update:</b>
<b>Project No.</b>		
<b>Linked projects</b>		
<b>CTA Depts/Coordinators</b>		
<b>Regions for activity</b>	Caribbean, Pacific	
<b>Proposing organisation</b>	CTA	
<b>Collaborating agencies</b>		
<b>Funding agencies</b>		
<b>Duration &amp; dates</b>		
<b>Background</b>	<p>On the basis of the information needs assessments carried out in the Pacific and Caribbean in 2004 and 2005, and follow-up priority-setting exercise in 2006, the need to offer training in ICM and ICT was ranked second and fourth (respectively) in the Pacific and third and fourth (respectively) in the Caribbean, among 129 participating institutions. The studies had identified various deficiencies in the way information is collected, organised, managed and disseminated. The ICT infrastructure and the application of ICT to information and communication management were reported as being weak. It was found that there is a need to focus more attention on workshops at the national rather than the broader regional level as has been done in the past by CTA. Moreover, staff changes at country level, new political administrators and new ICT applications make it necessary to re-engineer ICM and ICT courses to meet country and by extension regional needs</p>	
<b>Problems</b>	<ul style="list-style-type: none"> <li>● Limited knowledge and awareness of ICM and ICTs by senior technical advisors who can influence the allocation of resources and the pace of development of information products and services</li> <li>● Limited current <i>information</i> on new application of ICTs in the organisation, management and dissemination of agricultural data and information</li> <li>● Limited capability in the planning, preparation and publication of appropriate A-V materials for farmers, fisherfolk and rural populations who depend on agriculture as a means of livelihood</li> </ul>	
<b>Beneficiaries</b>	Farmers, senior technical advisors in relevant ministries, information managers and agricultural extension personnel – direct beneficiaries; rural population and NGOs – indirect beneficiaries	
<b>Overall objective</b>	To contribute to improving rural livelihoods in the Caribbean and Pacific	
<b>Project purpose</b>	The application of ICM principles and ICTs in the management of information services to proactively reach beneficiaries who are engaged in agricultural production	
<b>Results</b>	<ol style="list-style-type: none"> <li>1. Increased awareness among administrators of the benefits of ICM and ICTs and who will therefore allocate resources for the strengthening of information services</li> <li>2. A core group of institutions that will initiate and sustain a national network for the provision of information products and services to rural communities</li> <li>3. A cadre of personnel trained in the writing, production and dissemination of extension material for specific target groups</li> </ol>	



<b>Activities</b>	<ol style="list-style-type: none"> <li>1. Organise three regional sensitisation workshops on ICM and application of ICTs for senior technical administrators in ministries of agriculture</li> <li>2. Organise national workshops that will educate personnel in ICM and in the application of ICTs in the collection, organization, management and dissemination of agricultural data and information</li> <li>3. Organise regional workshops for extension personnel in the preparation of audio-visual material for different levels of audiences, to be followed by hands-on sessions at the national level incorporating other resource personnel e.g. graphic artists, copy editors and printers</li> </ol>
<b>Means</b>	

## Project profile 4

<b>Project title</b>	Marketing CTA in the Caribbean and Pacific	<b>Date first approved by CTA:</b>  <b>Last update:</b>
<b>Project No.</b>		
<b>Linked projects</b>		
<b>CTA Depts/Coordinators</b>		
<b>Regions for activity</b>	Caribbean, Pacific	
<b>Proposing organisation</b>	CTA	
<b>Collaborating agencies</b>	RBOs and identified national partners	
<b>Funding agencies</b>		
<b>Duration &amp; dates</b>		
<b>Background</b>	On the basis of information needs assessments carried out in the Pacific and Caribbean, 2004 and 2005, and follow-up priority-setting exercise in 2006, it was revealed that CTA had a low profile in both regions. This is despite CTA, through its RBOs, sponsoring workshops, promoting exchange programmes, distributing technical material, initiating and supporting QAS and launching its website. Whilst not accorded a high priority by the participating institutions, it is in CTA's interest that this problem be addressed.	
<b>Problems</b>	<ul style="list-style-type: none"> <li>● Limited awareness by national institutions of CTA and its activities</li> <li>● Minimal CTA physical presence at the national level</li> <li>● Weak linkages with other programmes in the regions</li> </ul>	
<b>Beneficiaries</b>	CTA and national institutions – direct beneficiaries; extension personnel and rural communities in countries – indirect beneficiaries	
<b>Overall objective</b>	To contribute to improving rural livelihoods in the Caribbean and Pacific	
<b>Project purpose</b>	Prominent, visible and dynamic CTA able to engage with a wide range of national and regional stakeholders in a proactive way	
<b>Results</b>	<ol style="list-style-type: none"> <li>1. Increased awareness among national stakeholders about the capabilities, products and services offered by CTA that could assist in addressing activities on the national agricultural agenda</li> <li>2. Increased direct association by CTA with national agricultural partners and beneficiaries</li> <li>3. Increased knowledge by CTA of relevant work programmes of other donor organisations in the regions.</li> <li>4. Availability of a CTA marketing plan for the regions</li> </ol>	
<b>Activities</b>	<ol style="list-style-type: none"> <li>1. Consult the national agricultural development plans or annual budget speeches in each country as one of the inputs to a targeted dissemination programme. Make use of national agricultural exhibitions to promote CTA</li> <li>2. With national partners and beneficiaries launch and implement national activities supported by CTA, insisting on proof of acknowledgement of CTA's support</li> <li>3. Establish a CTA presence at national/regional agricultural planning meetings in order to forge strong collaborative links with other donors operating in the regions</li> <li>4. Using Activities 1, 2, and 3, as inputs, formulate a strategic marketing plan, the impact of which could be assessed at the end of a stipulated timeframe</li> </ol>	
<b>Means</b>		