

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 2 of 2

From strategy to implementation

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1. Introduction

1. Since 2003, CTA has carried out agricultural information needs assessments in eight Pacific ACP countries¹ and 12 Caribbean countries². 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 Regional Coordinators. 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 services³. Regional overview reports were prepared by the respective Regional Coordinators⁴.

1.1 Objectives

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.

4. As a result, the Regional Coordinators were asked by CTA to develop further their studies. 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, in two Phases, were:

Phase 1

- 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.

Phase 2

- To lay the groundwork for the development of a framework for monitoring, evaluation and impact assessment.

¹ Cook Islands, Fiji Islands, Marshall Islands, Palau, Papua New Guinea, Samoa, Solomon Islands and Tonga.

² Antigua & Barbuda, The Bahamas, Barbados, Belize, Dominica, Guyana, Jamaica, St Kitts & Nevis, St Lucia, St Vincent & The Grenadines, Suriname, and Trinidad & Tobago.

³ All reports available on CTA's virtual document library website, <http://www.anancy.net>.

⁴ The Caribbean overview was completed in November 2005, and the Pacific overview in April 2006; both overviews are available on <http://www.anancy.net>.

5. In terms of validating the findings under **Phase 1**, a SWOT analysis was undertaken of all country reports in March 2006; in April 2006, Strategic Option Statements (SOS) were formulated for each country to capture the essence of the problem or opportunity, in such a way as to make it easy to prioritise the need. A strategic priority-setting exercise was carried out in 16 countries enlisting the support of in-country consultants in the Caribbean and Pacific in mid- to late-2006, involving 129 institutions and 332 persons. The findings from this exercise resulted in a joint report from the Regional Coordinators (April 2007), which identified four regional priority needs⁵:

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

6. Each priority need was encapsulated using CTA's methodology for project profiles. This concluded Phase 1.

7. Under **Phase 2**, the Regional Coordinators were required to prepare a document for CTA outlining the framework for collection and management of data and information needed to assist CTA officers implement, monitor and evaluate the interventions. Particular emphasis was to be given to data which can be used to assess impact. The four project profiles developed under Phase 1 are the basis for this exercise (see **Annex 2**).

1.2 Approach

8. To develop the framework, the Regional Coordinators adopted the following approach:

1. Identification of core data and information that could assist CTA officers in **preparing** for interventions with administrators and technical personnel in countries of the Caribbean and the Pacific.
2. Identification of core data and information which are necessary for **implementing** the list of activities in each project profile.
3. Identification of likely **sources** of data and information, one of which should be the baseline data supplied in Annex II of the country reports (information needs assessments).
4. Formulation of a systematic approach which CTA could take in **monitoring and evaluating** the impact of the project.
5. Analysis of the desired outputs of each profile in terms of **indicators** that could be used to assess achievement and impact.
6. Formulation of an approach by which the data will be systematically **updated** at the national and/or CTA level.

9. The framework report is structured as follows:

- **Section 2 – Project development.** Core data and information required.
- **Section 3 – Project profiles.** Four project profiles are used to illustrate the proposed framework for capturing information and data in support of the implementation, monitoring and evaluation of CTA interventions with reference to identified priority needs. Each profile is presented as a separate sub-section, under the following headings:

⁵ Originally, only three strategic options were anticipated, but with the closeness of the third and fourth priority, it was decided to extend to four recommended options.

- **Section 3.1 – Project Implementation.** Specific core data and information needed to implement the four project profiles;
- **Section 3.2 – Monitoring and Evaluation.** Specific core data and information likely to be needed to monitor and evaluate the four projects;
- **Section 3.3 – Impact Assessment.** Specific core data and information needed to assess the impact of the four projects.
- **Section 4 – Updating.** Mechanisms for maintaining the currency of data and information.

2. Project development

10. Before planning any interventions outside of an organisation, it is generally accepted practice to acquire relevant data and information on the country and institution concerned. Since the focus for CTA is on agricultural and rural cooperation, it follows that country information related to these subject matters are important in preparing for interventions in Caribbean and Pacific countries.

11. While it is the natural tendency to collect as much data and information when there is an opportunity to do so, it often defeats the purpose for which an original exercise was intended. This action results in information that is not relevant, not used and creates clutter whether in a manual or electronic data base. Therefore the Regional Coordinators have identified core data and information that are directly relevant to the preparation for country/institutional interventions.

Below are seven core categories of data and information which have been identified:

- a. *Geographic information:*
 - Location (latitude and longitude coordinates)
 - Topographical description
 - Climate, soils and hydrology
- b. *Demographic data:*
 - Location (in terms of regions/counties/parishes) of the farming and rural community
 - Size of the agricultural population
 - Data on the age structure of the farmers
 - Number and percentage of women engaged in farming.
- c. *Agricultural land use:*
 - Acreage of farmed land: tree crops, fruit crops, vegetables
 - Acreage under forest cover
 - Overview of major characteristics of current agricultural systems
- d. *Agriculture in the economy*
 - Contribution (%) to GDP
 - Production data for major agricultural commodities (inclusive of plantation crops, fruit crops, vegetables, livestock, fishery, timber)
 - Number and type of agro-processing industries linked to farm produce
 - Production data for agricultural exports
 - Major trading partners for agricultural produce
- e. *Sectoral policy related to agriculture, fisheries and forests*
- f. *Telecommunication services*
 - Telephone penetration (% of population with access to telephones)
 - Types of Internet access available (dial-up, high-speed)
 - Percentage of the population with access to computers
 - Broadcast media and percentage of the country covered (particularly rural areas)

g. *Institutions that comprise the agricultural sector*

- Number
- Name
- Complete contact address
- Mandate
- Target group.

12. It is desirable that such data and information be readily accessible to project officers across the Centre. The idea would be that no matter how the data and information are collected, that it is the responsibility of each CTA officer to ensure that the information is in some way documented and stored so that it is accessible. This is particularly true of reports and other documentary evidence. A standardised institutional approach to data and information management will need to be developed within CTA. In those instances where the data and information obtained are subject to constant change, such as GDP amounts and trade figures, and are accessible via web sites on the Internet, all that is required is that the URL be captured, along with a brief summary of what is available at the site. More information on this is included in Section 4, Updating.

3. Project profiles

13. The four project profiles being used as demonstrators of the framework are:

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

14. All four project profiles are included as **Annex 2** of this report. Each profile comprises the background, problems, beneficiaries, overall objective, project purpose, results and activities. In the sub-sections below, for each project profile are listed *activities* and the core data/information required, plus potential sources, under **Project Implementation**; the *results* with suggested indicators and potential sources under **Monitoring & Evaluation**; and finally, the *project purpose* is restated, with suggested indicators and potential sources under **Impact Assessment**.

15. The numbering system deployed in the tables reflects the three levels, with 'PP' referring to 'Project Profile, R to 'Results' and A to 'Activities'. For example, PP3-1-2c comprises the project profile (PP3), the level (1 – project implementation) and data/information needed for a specific activity (2c – Activity 2, third set of data/information needed). This numbering system was adopted in anticipation of CTA using a database to manage projects, and the consequent need to identify each element in a project.

3.1 Project Profile 1: ICM policy and planning (Annex 2.1)

Project purpose	Appropriate, strategic and relevant ICM policies and plans formulated and adopted by stakeholders in the agriculture sector
Results	<ol style="list-style-type: none"> 1. Well-formulated, articulated ICM policies and plans among stakeholders [A1, A2, A3, A4] 2. Better supported and well-resourced ICM capacity among stakeholders [A1, A4] 3. Improved access by stakeholders to timely, relevant and appropriate information [A4]
Activities	<ol style="list-style-type: none"> 1. Identify and/or develop tools and methodologies for formulating ICM policies and strategies at the institutional level [R1, R2] 2. Organise one workshop in each participating country to promote the idea of effective ICM policies and strategies [R1] 3. Follow-up workshops with those institutions which express interest in and are willing to follow the process to develop ICM policies and strategies [R1] 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 [R1, R2, R3]

3.1.1 Project implementation – core data & information required; sources

Activity 1. *Identify and/or develop tools and methodologies for formulating ICM policies and strategies at the institutional level.*

16. This activity will take place at CTA Headquarters and will be undertaken by CTA officers. Although, given that this is essentially a desk study, it could be carried out anywhere. The intent is to find out exactly what tools and methodologies are already available which could be deployed (or amended then deployed) to support the workshops under Activities 2 and 3. All documents and evidence gathered, whether electronically or manually, is documented and tagged, then stored electronically. Essentially, what is envisaged is a system implemented within CTA to make it easy both to capture and access information and data. Such a system should ensure that the tagging (indexing) and documenting of assets to be added to the system can be done quickly and efficiently, and with minimal training.

Activity 1 Identify and/or develop tools and methodologies for formulating ICM policies and strategies at the institutional level		
Core data / information required	Sources	Refer
PP1-1-1a Literature on ICM policy development	CTA's own reports, databases	
	Bibliographic databases e.g. AGRIS, CAB Abstracts, LISA	
PP1-1-1b Tools and methodologies for formulating ICM policies & strategies	CTA RBOs	
PP1-1-1c Examples of well-formulated ICM policies and strategies	CTA partner institutions at the international level, e.g. CGIAR, FAO	
PP1-1-1d Examples (stories) of successful outcomes achieved through effective ICM policy and strategies	CTA partner institutions at the international level, e.g. CGIAR, FAO	
PP1-1-1e Availability of resource personnel in ACP/EU countries, plus contact details, considered experts in this field	CTA's own expert register	

Activity 2. Organise one workshop in each participating country to promote the idea of effective ICM policies and strategies.

17. This activity will be undertaken in participating countries in the Caribbean and Pacific. The intent is to raise awareness of the role that an effective ICM policy and strategy can play in helping institutions meet their stated organisational and strategic objectives. Therefore, this activity is as much a marketing exercise as it is educational.

Activity 2 Organise one workshop in each participating country to promote the idea of effective ICM policies and strategies		
Core data / information required	Sources	Refer⁶
PP1-1-2a Basic data on each country	Country Report Annex 2	CR2
PP1-1-2b Basic data and information on active R & D institutions in the agriculture/natural resources sector in each country	Country Report Annex 3	CR3
PP1-1-2c Names and contact details of heads of institutions and responsible officers from those institutions to be invited	RBOs, CTA's own staff, resource personnel	
PP1-1-2d Information on previous policy-type workshops and meetings, whether sponsored by CTA or not	CTA's own reports, databases, RBOs, lead institutions	
PP1-1-2e Policies or plans relating to ICM in institutional documents	Institutional policies and plans	CR
PP1-1-2f Information on national capacity and institutional ICM capacity (numbers of staff, qualifications, experience, budget allocations, brief overview of information activities by each institution)	Country Report Annex 3	CR3
PP1-1-2g Information on possible venues (and the technical capacity), workshop organisers, transport and accommodation options	RBOs, CTA's own staff, resource personnel	

Activity 3. Follow-up workshops with those institutions which express an interest in and are willing to follow the process to develop ICM policies and strategies.

18. This activity will deliver the tools and methodologies necessary to enable each participating institution to articulate ICM policy and determine appropriate strategies to implement the policy. The workshop/s could be implemented at the national, sub-national or institutional level, depending on numbers expected and the most appropriate solution.

Activity 3 Follow-up workshops with those institutions which express an interest in and are willing to follow the process to develop ICM policies and strategies		
Core data / information required	Sources	Refer
PP1-1-3a Confirmation of an institution's willingness to participate	Letter of confirmation	
PP1-1-3b Up to date list of people to attend, including their title, and information on their responsibilities, educational qualifications and experience	Participating institution	

⁶ The 'Country Reports' referred to here are those contained in the reports of the agricultural information needs assessments in the Caribbean and Pacific, 2004 to 2005. See **Annex 3, References**, for a complete listing.

PP1-1-3c At the institutional level, information on ICM budgets and resources, overall institutional objectives, ICM outputs (e.g. libraries, publications, radio broadcasts, farmer field days)	Participating institution	
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Activity 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.*

19. This activity will take place over a period of time. In the first instance, changes to the policy environment will be monitored by staff at CTA based on information supplied by the participating institutions (see below). It would be good to encourage the development of a framework for monitoring and evaluation at the institutional level. Secondly, changes to inputs and outputs in relation to ICM will be monitored, and the impact of these changes will be assessed in terms of results. Again, this monitoring will be encouraged at the institutional level as much as to satisfy CTA project assessment requirements.

Activity 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		
Core data / information required	Sources	Refer
PP1-1-4a Information on policy related to ICM	Participating institution – policy document	
PP1-1-4b Data on budget and resource allocation within each participating institution	Participating institution – budget, staffing, infrastructure	
PP1-1-4c Information and communication services and products	Participating institution – ICM outputs	
PP1-1-4d Information on the impact of ICM activities on target audiences; in particular, stories of positive change that results in an improvement in practice, wellbeing or income generation	Rapid rural appraisals, 'stories' from beneficiaries, sectoral studies	

3.1.2 Monitoring and evaluation – core data & information required; sources

20. Monitoring and evaluating the interventions places as much focus on project implementation as it does on results being achieved. It is useful to note that monitoring and evaluation takes place continuously from the point the intervention is launched until at least the last workshop, visit or product is completed. It serves two main purposes: to ensure that the intervention is 'on track'; and to begin to assess the extent to which the results have been or are being achieved. If there is any slippage between activity and result, then knowing about this earlier is more useful than finding out later. Thus, in addition to the data and information acquired during the project implementation stage, the following data and information will be collected to determine the progress made.

Result 1. *Well-formulated, articulated ICM policies and plans among stakeholders.*

Suggested indicators	Sources	Refer
PP1-2-1a ICM policy and plan	Participating institution	

Result 2. Better supported and well-resourced ICM capacity among stakeholders.

Suggested indicators	Sources	Refer
PP1-2-2a Staffing levels (technical capacity, number of staff, suitability for task)	Participating institution	
PP1-2-2b Availability of resources (capacity of physical to meet operational objectives; availability of operational budgets)	Participating institution – survey staff, accounts	

Result 3. Improved access by stakeholders to timely, relevant and appropriate information.

Suggested indicators	Sources	Refer
PP1-2-3a User feedback on information received using specially designed response cards	Participating institution – feedback forms	
PP1-2-3b Anecdotes which illustrate the degree of timeliness, appropriateness and relevance of information received by the user	Participating institution – anecdotal records	
PP1-2-3b Increased client interaction and information exchange	Participating institution – records	

3.1.3 Impact assessment – core data & information required; sources

21. Assessing impact is done at the level of project purpose, to assess the extent to which the project purpose has been achieved by comparing the project purpose to the project results. Specifically, what is being sought is confirmation that the project purpose has been achieved. However, it is not uncommon that along the way, other outcomes, equally beneficial, have been achieved. This is also a time to reflect on the background to the project intervention, and to assess the extent to which the situation described has been ameliorated. Capturing data and information on all results will be very useful to CTA.

Project purpose: *Appropriate, strategic and relevant ICM policies and plans formulated and adopted by stakeholders in the agriculture sector.*

Suggested indicators	Sources	Refer
PP1-3a Appropriate, strategic and relevant ICM policies and plans formulated	Participating institution – policies, plans and strategic documents, surveys (to assess relevance), annual reports	
PP1-3b Improvement in the amount of funds and resources allocated to ICM activities, as a percentage of the whole.	Participating institution – budget documents	
PP1-3c Information on the impact of strategic interventions on target audiences by the participating institutions – for example, new or amended practices adopted, increase in income, improvement in farming practices	Rapid rural appraisal, production surveys, household income surveys	

3.2 Project Profile 2: Audit of information resources and ICM/ICT capacity (Annex 2.2)

Project purpose	With a focus on existing, usable information resources and institutional capacity, institutions are encouraged to develop collaborative partnerships to provide better access to and use of agricultural information resources
Results	<ol style="list-style-type: none"> 1. Increased knowledge among stakeholders about ICM/ICT capacity, and of its limitations/needs [A3] 2. Increased awareness among stakeholders of opportunities for sharing and exchanging information and data [A5] 3. Increased ability to conduct information and data audits [A1, A2, A4]
Activities	<ol style="list-style-type: none"> 1. Develop tools and methodologies for surveying, quantifying and evaluating information and data resources [link CTA KM] [R3] 2. Organise one workshop in each participating country to develop skills and roll out methodologies [R3] 3. Implement audit [R1, R3] 4. Collate data and information within institutions [link CTA KM] [R3] 5. Organise follow-up debriefing/strategising session to discuss findings, identify activities and products (e.g. directories, web sites) [R2] 6. Develop marketing plan for products and services [R2]

3.2.1 Project implementation – core data & information required; sources

Activity 1. *Develop tools and methodologies for surveying, quantifying and evaluating information and data resources.*

22. This activity will take place at CTA Headquarters and will be undertaken by CTA officers. Although, given that this is essentially a desk study, it could be carried out anywhere. The intent is to find out exactly what tools and methodologies are already available which could be deployed (or amended then deployed) to support the workshop under Activity 2 and audit implementation (Activity 3). All documents and evidence gathered, documented and tagged, then stored electronically. Essentially, what is envisaged is a system implemented within CTA to make it easy both to capture and access information and data. Such a system should ensure that the tagging (indexing) and documenting of assets to be added to the system can be done quickly and efficiently, and with minimal training.

Activity 1 Develop tools and methodologies for surveying, quantifying and evaluating information and data resources		
Core data / information required	Sources	Refer
PP2-1-1a Literature on surveying, quantifying and evaluating data and information resources	CTA's own reports, databases	
	Bibliographic databases e.g. AGRIS, CAB Abstracts, LISA	
PP2-1-1b Tools and methodologies for information auditing	CTA	
PP2-1-1c Examples (stories) of successful outcomes achieved by auditing data and information resources	CTA partner institutions at the international level, e.g. CGIAR, FAO	

PP2-1-1d Availability of resource personnel in ACP/EU countries, plus contact details, considered experts in this field	CTA's own expert register	
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Activity 2. *Organise one workshop in each participating country to develop skills and roll out methodologies.*

23. This activity will be undertaken in participating countries in the Caribbean and Pacific. The intent is to raise awareness of the fact that many data and information resources exist in various institutions throughout the country but outside a few people, are largely unknown or inaccessible. Therefore, this activity is as much a marketing exercise as it is educational. On the educational front, it will be necessary to ensure that no matter the capacity of staff, they have the confidence and skills necessary to conduct the audits, and, critically, management support for this to happen (otherwise access will be denied).

Activity 2 Organise one workshop in each participating country to develop skills and roll out methodologies		
Core data / information required	Sources	Refer⁷
PP2-1-2a Basic data on each country	Country Report Annex 2	CR2
PP2-1-2b Basic data and information on active R & D institutions in the agriculture/natural resources sector in each country	Country Report Annex 3	CR3
PP2-1-2c Names and contact details of institutions to be invited	RBOs, CTA's own staff, resource personnel	
PP2-1-2d Information on previous information audits, ICM workshops and meetings, whether sponsored by CTA or not	CTA's own reports, databases, RBOs, lead institutions	
PP2-1-2e Information on national capacity and institutional ICM capacity (numbers of staff, qualifications, experience, budget allocations, brief overview of information activities by each institution)	Country Report Annex 3	CR3
PP2-1-2f Information on possible venues (and the technical capacity), workshop organisers, transport and accommodation options	RBOs, CTA's own staff, resource personnel	

Activity 3. *Implement audit.*

24. This activity will undertake the actual audit, and will take place over a period of time. In the first instance, CTA will work with one or two institutions as a pilot, and to ensure that the methodology and approach are appropriate. An essential feature of this activity is that whilst staff of each institution is responsible for carrying out the audit, they will be supported by one or more 'mentors' at national or international level, including CTA staff; the mentors are individuals with good experience in information auditing and, preferably, are keenly aware of the environment in which the audit will take place. When problems are encountered, the staff implementing the audit should feel that they can call on the mentors for help.

⁷ The 'Country Reports' referred to here are those contained in the reports of the agricultural information needs assessments in the Caribbean and Pacific, 2004 to 2005. See **Annex 3, References**, for a complete listing.

Activity 3 Implement audit		
Core data / information required	Sources	Refer
PP2-1-3a An initial idea of where data and information resources reside within institutions, and access issues	Participating institution – staff, internal reports	

Activity 4. *Collate data and information within institutions.*

25. This activity will take place over a period of time, the end result of which will be a report that discusses comprehensively the findings such that other participating institutions can appreciate the discoveries.

Activity 4 Collate data and information within institutions		
Core data / information required	Sources	Refer
PP2-1-4a Guidelines on report writing	CTA	
PP2-1-4b Resultant reports	Participating institutions	

Activity 5. *Organise follow-up debriefing/strategising session to discuss findings, identify activities and products (e.g. directories, web sites).*

26. This activity will take place once the audits have been completed and the information collated. This is a very good opportunity not only to look at the findings, but also to think ahead, to determine what resources can be made available and in what form, as well as to consider how the currency of the data and information can be maintained. As a national workshop, it is also, probably, the first time multiple institutions will have considered collectively just what they could do as a group or network, to improve access to information for all target groups as well as their own staff.

Activity 5 Organise follow-up debriefing/strategising session to discuss findings, identify activities and products (e.g. directories, web sites)		
Core data / information required	Sources	Refer
PP2-1-5a Information on attendees	Participating institution	

Activity 6. *Develop marketing plan for products and services.*

27. This activity will take place at the same time as Activity 5. To ensure that the findings of the audit do not simply lie, lifeless, in a report, it will be essential to consider how the resources that have been identified can be put to work. In other words, the marketing plan is about determining audiences, levels of access, form of access. Some data and information will not be accessible outside of an institution. However, it is essential that those data and information that are sharable are identified and a strategy (marketing plan) is formulated for their use, both within institutions and between institutions. This activity is very much linked to the previous one, Activity 5.

Activity 6 Develop marketing plan for products and services		
Core data / information required	Sources	Refer
PP2-1-6a Marketing plan	Participating institutions	
PP2-1-6b Promotional material	Participating institutions	

3.2.2 Monitoring and evaluation – core data & information required; sources

28. Monitoring and evaluating the interventions places as much focus on project implementation as it does on results being achieved. It is useful to note that monitoring and evaluation takes place continuously from the point the intervention is launched until at least the last workshop, visit or product is completed. It serves two main purposes: to ensure that the intervention is ‘on track’; and to begin to assess the extent to which the results have been or are being achieved. If there is any slippage between activity and result, then knowing about this earlier is more useful than finding out later. Thus, in addition to the data and information acquired during the project implementation stage, the following data and information will be collected to determine the progress made.

Result 1. *Increased knowledge among stakeholders about ICM/ICT capacity, and of its limitations/needs.*

Suggested indicators	Sources	Refer
PP2-2-1a Knowledge about ICM/ICT capacity at the institutional level	Participating institution – survey, report of ICM/ICT capacity and strategies for improvement	

Result 2. *Increased awareness among stakeholders of opportunities for sharing and exchanging information and data.*

Suggested indicators	Sources	Refer
PP2-2-2a Increased awareness of information and data at other institutions	Participating institution – survey	
PP2-2-2b Meetings held and decisions reached at the multiple institutional level	Participating institution – reports of meetings	
PP2-2-2c Sharing arrangements and exchange of data	Participating institutions – agreements between institutions, records	

Result 3. *Increased ability to conduct information and data audits.*

Suggested indicators	Sources	Refer
PP2-2-3a Audits completed	Participating institution – information audit reports	
PP2-2-3b Assessment of conduct of the audits and subsequent reports	Independent observers, mentors’ reports	

3.2.3 Impact assessment – core data & information required; sources

29. Assessing impact is done at the level of project purpose, to assess the extent to which the project purpose has been achieved by comparing the project purpose to the project results. However, it is not uncommon that along the way, other results, equally beneficial, have been achieved. This is also a time to reflect on the background to the project intervention, and to assess the extent to which the situation described has been ameliorated. Capturing data and information on all outcomes will be very useful to CTA.

Project purpose: *With the focus on existing, usable information resources and institutional capacity, institutions are encouraged to develop collaborative partnerships to provide better access to and use of agricultural information resources.*

Suggested indicators	Sources	Refer
PP2-3a Development of a collaborative partnership between institutions	Document outlining partnership arrangements (e.g. networks), promotional material	

3.3 Project Profile 3: Training in ICM and ICT (Annex 2.3)

Project purpose	To strengthen the capacity of service providers and to upgrade their knowledge in the use of new ICTs in disseminating information to farmers and rural communities
Results	<ol style="list-style-type: none"> 1. Increased technical knowledge among line staff about the application of ICM and ICTs for the generation of improved information products and services [A1] 2. A cadre of personnel trained in the writing, production and dissemination of extension material for specific target groups [A2] 3. A written memorandum of understanding committing the group of institutions which participated in the national/regional workshops to initiate and/or strengthen existing national networks for the provision of information products and services to rural communities [A3]
Activities	<ol style="list-style-type: none"> 1. Organise national workshops that will educate personnel in ICM principles and in the application of ICTs in the collection, organization, management and dissemination of agricultural data and information [R1] 2. Organise regional workshops for personnel responsible for the preparation of different types 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 [R2] 3. CTA to host/facilitate follow-up inaugural national meetings of stakeholder organizations which participated in the above workshops [R3]

3.3.1 Project implementation – core data & information required; sources

Activity 1. *Organise national workshops that will educate personnel in ICM principles and in the application of ICTs in the collection, organisation, management and dissemination of agricultural data and information.*

Activity 1 Organise national workshops that will educate personnel in ICM principles and in the application of ICTs in the collection, organisation, management and dissemination of agricultural data and information		
Core data / information required	Sources	Refer⁸
PP3-1-1a Basic data on each country	Country Report Annex 2	CR2
PP3-1-1b Basic data and information on active R & D institutions in the agriculture/natural resources sector in each country	Country Report Annex 3	CR3
PP3-1-1c Courses offered in ICM and ICT in Caribbean and Pacific regions within the previous three years	RBO, CTA	
PP3-1-1d Resource personnel in EU and ACP countries with education and experience in ICM and ICT training	CTA's own database of experts	
PP3-1-1e National agricultural institutions with established departments responsible for information management	Country Report Annexes 2 and 3, and RBO and partner institutions (for updated information)	CR2 CR3

⁸ The 'Country Reports' referred to here are those contained in the reports of the agricultural information needs assessments in the Caribbean and Pacific, 2004 to 2005. See **Annex 3, References**, for a complete listing.

Activity 2. Organise regional workshops for personnel responsible for the preparation of different types of audio-visual material for different target groups, to be followed by hands-on sessions at the national level incorporating other resource personnel, e.g. graphic artists, copy editors and printers.

Activity 2 Organise regional workshops for personnel responsible for the preparation of different types of audio-visual material for different target groups, to be followed by hands-on sessions at the national level incorporating other resource personnel, e.g. graphic artists, copy editors and printers		
Core data / information required	Sources	Refer
PP3-1-2a Information on target audiences for AV presentation (incl. level of education, age structure, and current activities and mandates)	Participants	
PP3-1-2b Prior attendance at training courses and/or workshops on preparation of AV materials (title of course/workshop)	Participants, CTA's own database	
PP3-1-2c AV resources i.e. equipment available to participants	Participants	
PP3-1-2d Titles and sponsors of writing workshops held at the national level	Participants	
PP3-1-2e Experience of prospective participants in writing scripts, use of AV equipment	Participants	
PP3-1-2f Names and contact addresses of AV firms in the region that are willing to facilitate practical demonstrations or visits during the workshop	RBO	
PP3-1-2g Resource personnel at the national and regional levels who could participate in the planning, preparation and delivery of course material	RBO	
PP3-1-2h Portfolio of best practices in ACP countries for use in demonstrations	CTA	

Activity 3. CTA to host/facilitate follow-up inaugural national meetings of stakeholder organizations which participated in the above workshops.

Activity 3 CTA to host/facilitate follow-up inaugural national meetings of stakeholder organizations which participated in the above workshops		
Core data / information required	Sources	Refer
PP3-1-3a Names and contact addresses of organisations and attendees at national and regional workshops	Partners institutions, RBO	
PP3-1-3b Names and contact addresses of partner organisations / ministries of agriculture in each territory to facilitate 'on the ground' arrangements for national workshops	Partner institutions, RBO	

3.3.2 Monitoring and evaluation – core data & information required; sources

30. Monitoring and evaluating the interventions places as much focus on project implementation as it does on results being achieved. It is useful to note that monitoring and evaluation takes place continuously from the point the intervention is launched until at least the last workshop, visit or product is completed. It serves two main purposes: to ensure that the intervention is 'on track'; and to begin to assess the extent to which the results have been

or are being achieved. If there is any slippage between activity and result, then knowing about this earlier is more useful than finding out later. Thus, in addition to the data and information acquired during the project implementation stage, the following data and information will be collected to determine the progress made.

Result 1. *Increased technical knowledge among line staff about the application of ICM and ICTs for the generation of improved information products and services.*

Suggested indicators	Sources	Refer
PP3-2-1a Number and profile description of new information products and/or services introduced after exposure to course content	Participating institution	
PP3-2-1b Number of existing information products and services which have been improved as a result of new knowledge gained during ICM/ICT workshops. Description of improvements made	Participating institution	
PP3-2-1c Number and description of new methods and procedures which have been introduced to improve the management of information within the information unit	Participating institution	
PP3-2-1d Percentage of participants who have been able to train other line staff in some aspect of ICM and ICTs	Participating institution	
PP3-2-1e Statistics on web use, in particular CTA's web site among others	Participating institution, CTA	

Result 2. *A cadre of personnel trained in the writing, production and dissemination of extension material for specific target groups.*

Suggested indicators	Sources	Refer
PP3-2-2a Number and samples of audiovisual material produced after exposure to course content incorporating national or regional applied research results to local crops and livestock	Participating institution	
PP3-2-2b Percentage of farming community reached after use made of new ICTs for the dissemination of information	Participating institution	
PP3-2-2c Identification of improvements in farming techniques or the introduction of new crops by farmers as a result of new audiovisual material produced by extension workers after exposure to updates in audiovisual production and techniques and/or networking with other professionals working in graphic arts in other countries in the region	Participating institution	
PP3-2-2d Percentage of participants who have been able to train others in some aspect of writing, production and dissemination of extension material	Participating institution	

Result 3. *A written memorandum of understanding committing the group of institutions which participated in the national/regional workshops, to initiate and/or strengthen existing national networks for the provision of information products and services to rural communities.*

Suggested indicators	Sources	Refer
PP3-2-3a Memorandum of Understanding signed	Signed memorandum	

3.3.3 Impact assessment – core data & information required; sources

31. Assessing impact is done at the level of project purpose, to assess the extent to which the project purpose has been achieved by comparing the project purpose to the project results. However, it is not uncommon that along the way, other results, equally beneficial, have been achieved. This is also a time to reflect on the background to the project intervention, and to assess the extent to which the situation described has been ameliorated. Capturing data and information on all outcomes will be very useful to CTA.

Project purpose: *To strengthen the capacity of service providers and to upgrade their knowledge in the use of new ICTs in disseminating information to farmers and rural communities.*

Suggested indicators	Sources	Refer
PP3-3a Improved ICT capacity of institutions	Partner institutions – reports	
PP3-3b Use of ICTs in disseminating information to farmers and rural communities	Partner institutions – surveys, reports, information products	

3.4 Project Profile 4: Marketing CTA in the Caribbean and Pacific (Annex 2.4)

Project purpose	Repositioning of CTA at the national and regional levels to create an impact as a visible and dynamic institution that is proactive and responsive to agricultural information needs
Results	<ol style="list-style-type: none"> 1. Increased knowledge and up-to-date information about the focus of planned agricultural programmes in each region [A1] 2. Increased direct association by CTA with national agricultural partners and beneficiaries [A1] 3. Increased knowledge by CTA of relevant work programmes of other donor organisations in the regions [A1] 4. A marketing plan [A2]
Activities	<ol style="list-style-type: none"> 1. Establish a CTA presence at national and regional agricultural planning meetings in order to forge strong collaborative links with planners and donors operating in the regions [R1, R2 & R3] 2. Formulate and implement a strategic marketing plan for each region [R4]

3.4.1 Project implementation – core data & information required; sources

Activity 1. *Establish a CTA presence at national and regional agricultural planning meetings in order to forge strong collaborative links with planners and donors operating in the Caribbean and Pacific regions.*

Activity 1 Establish a CTA presence at national and regional agricultural planning meetings in order to forge strong collaborative links with planners and donors operating in the Caribbean and Pacific regions		
Core data / information required	Sources	Refer
PP4-1-1a Dates and agenda for regional agricultural planning meetings	Web sites of hosting institutions, RBOs	
PP4-1-1b Titles of proposals and titles of ongoing projects and prospective funders	Web sites of donor agencies, partner institutions, RBOs	

Activity 2. *Formulate and implement a strategic marketing plan for each region.*

Activity 2 Formulate and implement a strategic marketing plan for each region		
Core data / information required	Sources	Refer
PP4-1-2a Results (data and information) of an internal marketing audit	CTA	
PP4-1-2b Descriptive analysis of the salient features of planned national and regional agricultural programmes	Regional agricultural planning organisations – reports; partner institutions; RBOs	
PP4-1-2c Descriptive analysis of the policies of competing donors operating in the regions	Web sites of donor organisations	
PP4-1-2d Results of a portfolio analysis of CTA's products and services	CTA – internal reports and strategic planning documents	
PP4-1-2e Critical success factors	CTA – strategic planning documents	

3.4.2 Monitoring and evaluation – core data & information required; sources

32. Monitoring and evaluating the interventions places as much focus on project implementation as it does on results being achieved. It is useful to note that monitoring and evaluation takes place continuously from the point the intervention is launched until at least the last workshop, visit or product is completed. It serves two main purposes: to ensure that the intervention is 'on track'; and to begin to assess the extent to which the results have been or are being achieved. If there is any slippage between activity and result, then knowing about this earlier is more useful than finding out later. Thus, in addition to the data and information acquired during the project implementation stage, the following data and information will be collected to determine the progress made.

Result 1. *Increased knowledge and up-to-date information about the focus of planned agricultural programmes in each region.*

Suggested indicators	Sources	Refer
PP4-2-1a Inclusion of selected current regional programmes in work plans of CTA's divisions/departments	CTA	
PP4-2-1b Expansion of CTA's in-house databases to include data and information on current work programmes of national and regional institutions	CTA	

Result 2. *Increased direct association by CTA with national agricultural partners and beneficiaries.*

Suggested indicators	Sources	Refer
PP4-2-2a Percentage increase of national partners in the execution of joint project activities	CTA	
PP4-2-2b Percentage increase of national and regional documents and websites which carry a statement of acknowledgement of CTA's financial support	Web sites of CTA partner institutions	
PP4-2-2c Increased participation through physical presence or representation of CTA at significant national or regional agricultural meetings and events	Web sites of hosting institutions	

Result 3. *Increased knowledge by CTA of relevant work programmes of other donor organizations in the Region.*

Suggested indicators	Sources	Refer
PP4-2-3a Percentage increase of joint project activity with other donors in the regions evidenced by the written acknowledgement of CTA's inputs	Donor annual reports, CTA	
PP4-2-3b Expansion of CTA's databases to include fields for providing and updating information on other donors	CTA	

Result 4. A marketing plan.

Suggested indicators	Sources	Refer
PP4-2-4a A comprehensive document outlining CTA's marketing strategy for the Caribbean and Pacific Regions	CTA marketing strategy	
PP4-2-4b Percentage increase in the demand for CTA's products and services	CTA records	
PP4-2-4c Percentage increase in the use of CTA's website	CTA records	
PP4-2-4d Percentage increased awareness among national stakeholders about the capabilities, products and services offered by CTA	Partner institutions – surveys	

3.4.3 Impact assessment – core data & information required; sources

33. Impact is assessed by comparing the project purpose to the project results. Specifically, what is being sought is confirmation that the project purpose has been achieved. However, it is not uncommon that along the way, other results, equally beneficial, have been achieved. This is also a time to reflect on the background to the project intervention, and to assess the extent to which the situation described has been ameliorated. Capturing data and information on all results will be very useful to CTA.

Project purpose: *To reposition CTA at the national and regional levels to create an impact as a visible and dynamic institution that is proactive and responsive to agricultural information needs.*

Suggested indicators	Sources	Refer
PP4-3a Number of new products/services or revised formats of existing products/services which are introduced as a result of identified needs in the regions	Quarterly/Annual reports from CTA departments	
PP4-3b Comparison of time taken to respond to requests from institutions and regional organisations	CTA records and client evaluation forms	

4. Updating

34. In order to encourage continuity and currency of data and information, mechanisms which are manageable are of utmost importance. Consideration should be given to extending the collaboration with the RBOs for the supply of up-to-date baseline information required for country and institutional interventions. Collection of data should in any event be a priority for the work programmes of institutions that perform the functions as CTA's RBOs.

35. In terms of updating or maintaining the currency of core data and information as outlined in **Section 2, Project Development**, some information changes more rapidly than other information. For example, information on the contribution of agriculture and natural resources to the economy changes more frequently than does the location of the farming and rural community; geographical information changes very infrequently.

36. In terms of updating or maintaining the currency of data and information as outlined in **Section 3, Project Profiles**, the key data and information must be updated in order to effectively monitor and evaluate project results. Data acquired under **Sections 3.1.2, 3.2.2, 3.3.2 and 3.4.2, Monitoring & Evaluation**, are data that will need to be updated continually. In principle, the responsibility for collecting the data and information rests with the participating institution, and for updating the CTA system, the responsibility rests with the CTA project officer in liaison with staff of the participating institutions. Data and information to be acquired falls into six main categories: CTA internal reports; RBO reports and records; CTA contacts database; stories; CTA technical resources; and CTA records. To appreciate the extent of these resources, the following table lists each category and identifies the links to sources used for the activities and results under the four Project Profiles.

CTA internal reports	Refer
PP1 – ICM policy & planning	PP1-1-1a, PP1-1-2d
PP2 – Audit of info resources & ICM/ICT capacity	PP2-1-1a, PP1-1b, PP2-1-2d
PP3 – Training in ICM & ICT	PP3-1-1c
PP4 – Marketing CTA in the Caribbean & Pacific	PP4-1-2a, PP4-1-2d, PP4-1-2e, PP4-3a, PP4-3b

RBO reports and records	Refer
PP1 – ICM policy & planning	PP1-1-1b, PP1-1-2d
PP2 – Audit of info resources & ICM/ICT capacity	PP2-1-2c, PP2-1-2d, PP2-1-2f
PP3 – Training in ICM & ICT	PP3-1-1c, PP3-1-2f, PP3-1-2g, PP3-1-3a, PP3-1-3b
PP4 – Marketing CTA in the Caribbean & Pacific	PP4-1-1a, PP4-1-1b, PP4-1-2b

CTA contacts database	Refer
PP1 – ICM policy & planning	PP1-1-1e, PP1-1-2c, PP1-1-2g
PP2 – Audit of info resources & ICM/ICT capacity	PP2-1-1d, PP2-1-2f
PP3 – Training in ICM & ICT	PP3-1-1d, PP3-1-2b
PP4 – Marketing CTA in the Caribbean & Pacific	

'Stories'	Refer
PP1 – ICM policy & planning	PP1-1-4d, PP1-3c
PP2 – Audit of info resources & ICM/ICT capacity	PP2-1-1c
PP3 – Training in ICM & ICT	PP3-1-2h, PP3-3b
PP4 – Marketing CTA in the Caribbean & Pacific	

CTA technical resources⁹	Refer
PP1 – ICM policy & planning	PP1-1-1a, PP1-1-1b
PP2 – Audit of info resources & ICM/ICT capacity	PP2-1-1a, PP2-1-1b, PP2-1-4a
PP3 – Training in ICM & ICT	
PP4 – Marketing CTA in the Caribbean & Pacific	PP4-2-3a

CTA records	Refer
PP1 – ICM policy & planning	
PP2 – Audit of info resources & ICM/ICT capacity	
PP3 – Training in ICM & ICT	PP3-2-1e
PP4 – Marketing CTA in the Caribbean & Pacific	PP4-2-1a, PP4-2-2b, PP4-2-3a, PP4-2-3b, PP4-2-4b, PP4-2-4c

37. The collection of data and information required for the assessment of the impact of training courses should be the collective responsibility of the partner institutions and CTA. Parent institutions of participants attending training workshops must accept responsibility for submitting quarterly reports over the period of one year based on the indicators presented in Section 3. National partner institutions could be entrusted with the collection and submission to CTA. The responsibility of CTA ought to lie with the design of a concise form incorporating the use of the indicators outlined in **Section 3**. This form ought to be made available to the parent institution of participants prior to the start of the workshop/course. It could form part of a package which would include the request that baseline data (**Section 2**) be reviewed by participating institutions, and that this is made as a condition for participating in CTA interventions.

38. Current information on the initiation and/or strengthening of national networks for the provision of information products and services could be determined through CTA's hosting of online sessions and supplemented by the submission of semi-annual reports to the RBOs or directly to CTA.

39. Specifically with respect to marketing CTA, there is an ongoing need to determine the extent to which CTA's marketing strategy is functioning and yielding the desired outcomes. Surveys are time consuming and costly, and could be done in three-year cycles to test the pulse of CTA's target groups. However, a more manageable way of keeping in touch with the response of the target groups is for information to be presented in mid-year reports prepared by CTA's departments/divisions. These reports could focus on specific targets achieved in the execution of the Centre's or Department's marketing strategy based on the Centre's marketing plan.

⁹ The technical resources referred to here are those created by CTA, principally guidelines and toolkits.

ANNEXES

Annex 1. Terms of Reference (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 Regional Coordinators

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

A. Table of contents

The Regional Coordinators 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.

Phase 1

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 applies¹⁰;
- ii. based on the analysis, prepare jargon-free strategic option statements that take into account the ICM weaknesses, opportunities and strengths and internal threats;

¹⁰ Chapter, section and paragraph number should be indicated for easy reference.

- 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).

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.

Phase 2

D. Prepare a framework (template) for capturing information and data in support of the implementation, monitoring and evaluation of CTA interventions with reference to identified priority needs

In response to the three priority needs identified per country, and considering data collected as Annex 2 of the country reports, the consultants will prepare a document for CTA outlining the framework for collection and management of data and information needed to assist CTA officers implement, monitor and evaluate the interventions. Particular emphasis should be given to data which can be used to assess impact. This task will be further defined / refined with CTA once the results of B. and C above are known.

Annex 2. Project profiles

Project profile 1

Project title	Information and communication management policy and planning	Date first approved by CTA: Last update:
Project No.		
Linked projects	Project profile 2; Project profile 3	
CTA Depts/Coordinators		
Regions for activity	Caribbean, Pacific	
Proposing organisation	CTA	
Background	<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 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. The lack of ICM policies and plans is a fundamental concern and is one of the main reasons for the lack of appropriate human and other resources, and the poor formulation and implementation of ICM activities. A better understanding of the role of effective ICM among administrators and planners, and the consequent development of ICM policies and plans will likely lead to better resource allocation and utilisation, for the ultimate benefit of researchers and farmers alike.</p>	
Problems	<ul style="list-style-type: none"> • Lack of resources (staff, equipment and operational) allocated to ICM activities • Poor access to information within institutions in the agriculture sector and the farmers and rural dwellers they serve • Poorly constructed, badly implemented and inadequately resourced ICM activities which do not address needs in a strategic way 	
Beneficiaries	Institutions in the agriculture and natural resources sector – direct beneficiaries; farmers in the rural areas – indirect beneficiaries	
Overall objective	To contribute to improving rural livelihoods in the Caribbean and Pacific	
Project purpose	Appropriate, strategic and relevant ICM policies and plans formulated and adopted by stakeholders in the agriculture sector	
Results	<ol style="list-style-type: none"> 1. Well-formulated, articulated ICM policies and plans among stakeholders [A1, A2, A3, A4] 2. Better supported and well-resourced ICM capacity among stakeholders [A1, A4] 3. Improved access by stakeholders to timely, relevant and appropriate information [A4] 	
Activities	<ol style="list-style-type: none"> 1. Identify and/or develop tools and methodologies for formulating ICM policies and strategies at the institutional level [R1, R2] 2. Organise one workshop in each participating country to promote the idea of effective ICM policies and strategies [R1] 3. Follow-up workshops with those institutions which express interest in and are willing to follow the process to develop ICM policies and strategies [R1] 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 [R1, R2, R3] 	

Project profile 2

Project title	Audit of information resources and ICM/ICT capacity	Date first approved by CTA: Last update:
Project No.		
Linked projects	Project profile 1; Project profile 3	
CTA Depts/Coordinators		
Regions for activity	Caribbean, Pacific	
Proposing organisation	CTA	
Background	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. What made this activity attractive to collaborators was that a) its basis was identifying and better using existing resources; b) its capacity to encourage or support co-operation and collaboration between agencies (sharing data etc). Improved awareness about available resources, and the human and institutional capacity to manage those resources, is likely to lead to a renewed sense of purpose as well as focus.	
Problems	<ul style="list-style-type: none"> • Limited awareness of information resources and data availability in agricultural institutions • Limited knowledge about ICM/ICT capacity in agricultural institutions to manage information and data • Limited basis for information and data sharing and exchange at the national level 	
Beneficiaries	Institutions in the agriculture and natural resources sector – direct beneficiaries; farmers in the rural areas – indirect beneficiaries	
Overall objective	To contribute to improving rural livelihoods in the Caribbean and Pacific	
Project purpose	With a focus on existing, usable information resources and institutional capacity, institutions are encouraged to develop collaborative partnerships to provide better access to and use of agricultural information resources	
Results	<ol style="list-style-type: none"> 1. Increased knowledge among stakeholders about ICM/ICT capacity, and of its limitations/needs [A3] 2. Increased awareness among stakeholders of opportunities for sharing and exchanging information and data [A5] 3. Increased ability to conduct information and data audits [A1, A2, A4] 	
Activities	<ol style="list-style-type: none"> 1. Develop tools and methodologies for surveying, quantifying and evaluating information and data resources [link CTA KM] [R3] 2. Organise one workshop in each participating country to develop skills and roll out methodologies [R3] 3. Implement audit [R1, R3] 4. Collate data and information within institutions [link CTA KM] [R3] 5. Organise follow-up debriefing/strategising session to discuss findings, identify activities and products (e.g. directories, web sites) [R2] 6. Develop marketing plan for products and services [R2] 	

Project profile 3

Project title	Training in ICM and ICT	Date first approved by CTA:
		Last update:
Project No.		
Linked projects		
CTA Depts/Coordinators		
Regions for activity	Caribbean, Pacific	
Proposing organisation	CTA	
Background	<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>	
Problems	<ul style="list-style-type: none"> • 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 • Limited current information on new application of ICTs in the organisation, management and dissemination of agricultural data and information • 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 	
Beneficiaries	Farmers, senior technical advisors in relevant ministries, information managers and agricultural extension personnel – direct beneficiaries; rural population and NGOs – indirect beneficiaries	
Overall objective	To contribute to improving rural livelihoods in the Caribbean and Pacific	
Project purpose	To strengthen the capacity of service providers and to upgrade their knowledge in the use of new ICTs in disseminating information to farmers and rural communities	
Results	<ol style="list-style-type: none"> 1. Increased technical knowledge among line staff about the application of ICM and ICTs for the generation of improved information products and services [A1] 2. A cadre of personnel trained in the writing, production and dissemination of extension material for specific target groups [A2] 3. A written memorandum of understanding committing the group of institutions which participated in the national/regional workshops to initiate and/or strengthen existing national networks for the provision of information products and services to rural communities [A3] 	

Activities	<ol style="list-style-type: none">1. Organise national workshops that will educate personnel in ICM principles and in the application of ICTs in the collection, organization, management and dissemination of agricultural data and information [R1]2. Organise regional workshops for personnel responsible for the preparation of different types 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 [R2]3. CTA to host/facilitate follow-up inaugural national meetings of stakeholder organizations which participated in the above workshops [R3]
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Project profile 4

Project title	Marketing CTA in the Caribbean and Pacific	Date first approved by CTA: Last update:
Project No.		
Linked projects		
CTA Depts/Coordinators		
Regions for activity	Caribbean, Pacific	
Proposing organisation	CTA	
Collaborating agencies	RBOs and identified national partners	
Background	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.	
Problems	<ol style="list-style-type: none"> 1. Limited awareness by national institutions of CTA and its activities 2. Minimal CTA physical presence at the national level 3. Weak linkages with institutions and other programmes in the regions 	
Beneficiaries	CTA and national institutions – direct beneficiaries; extension personnel and rural communities in countries – indirect beneficiaries	
Overall objective	To contribute to improving rural livelihoods in the Caribbean and Pacific	
Project purpose	Repositioning of CTA at the national and regional levels to create an impact as a visible and dynamic institution that is proactive and responsive to agricultural information needs	
Results	<ol style="list-style-type: none"> 1. Increased knowledge and up-to-date information about the focus of planned agricultural programmes in each region [A1] 2. Increased direct association by CTA with national agricultural partners and beneficiaries [A1] 3. Increased knowledge by CTA of relevant work programmes of other donor organisations in the regions [A1] 4. A marketing plan [A2] 	
Activities	<ol style="list-style-type: none"> 1. Establish a CTA presence at national and regional agricultural planning meetings in order to forge strong collaborative links with planners and donors operating in the regions [R1, R2 & R3] 2. Formulate and implement a strategic marketing plan for each region [R4] 	

Annex 3. References

Caribbean

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