



# **CORAF/WECARD COMMUNICATION STRATEGY**

**April 2010**

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## Acronyms and Abbreviations

ANB	National Biosecurity Agency
ARSDIS	African Regional Strategic Decision-making Information System
CIRAD	The French Centre for International Cooperation in Agricultural Research for Development (CIRAD)
CMA-AOC	Conference of West and Central African Ministers of Agriculture
CORAF/WECARD	West and Central African Council for Agricultural research and Development
CTA	Technical Centre for Agricultural and Rural Cooperation
ECOWAS	Economic Community for West African States
ES	Executive Secretariat
FAO	Food and Agriculture Organization of the United Nations
FNRSIT	National Forum for Scientific Research and Technological Innovation
FO	Farmer Organisation
IDR	Rural Development Institute
IGO	Intergovernmental Organisation
INERA	National Institute for Agronomic Study and Research
NARS	National Agricultural Research System
NGO	Non Governmental Organisation
PO	Producer Organisation
ROPFA	Network of Farmers' and Agricultural Producers' Organisations of West Africa
TFP	Technical and Financial Partners
VOA	Voice Of America
WAEMU	West African Economic and Monetary Union
WCA	West and Central Africa

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The very important role played by the Cabinet KORY CONCEPT, the selected organisation for the development of the CORAF/WECARD communication strategy, on the one hand, and on the other hand, by the staff of the ES in providing the information for the study, the facilitation of the contacts with the persons to be met nationally and regionally for the study and each one's engagements has been very useful.

## Foreword

From 2006 to 2007, numerous consultations among various stakeholders representing the whole West and Central African agricultural research system facilitated the development of a 2007 – 2016 Strategic Plan for CORAF/WECARD that should be implemented through two (2) Operational Plans.

With its new tools that are going to be CORAF/WECARD's dashboards for one decade, structural and organisational changes have been undertaken in order to facilitate the delivery of strategic results specific to the main subregional geographic and/or agro-ecological units. A new paradigm has then been adopted; the Integrated Agricultural Research for Development built on the rationale of the intersectoral approach which involves all the various stakeholders ranging from the political decision-makers to the providers of development services.

To sum up, since 2007, various changes have occurred in CORAF/WECARD ; the network approach has been replaced by the programme approach for the management of research activities. The governance structure includes internal mechanisms for monitoring and evaluation and responsibility to ensure the regular operation of programmes while the main capacity strengthening, coordination and knowledge management functions are being strengthened in order to introduce and manage change.

In order to achieve these changes, communication between the various stakeholders is necessary in order to not only inform them on the new options of CORAF/WECARD, but also to involve them in this change.

The executive secretariat has therefore decided to develop a communication strategy to facilitate the implementation of the Strategic Plan and its Operational Plans. This strategy has been drafted after consultation and exchanges with the numerous partners of CORAF/WECARD. We think that this communication strategy, as well as other tools, will help us to implement the 2007 – 2016 Strategic Plan and Operational Plans derived from it.

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## Executive Summary

In the implementation of the CORAF/WECARD Strategic and Operational Plans aimed at achieving the CAADP pillar IV's objectives : *improve research systems and ensure the dissemination and adoption of agricultural technology in the context of the Framework for African Agricultural Productivity (FAAP)*, CORAF/WECARD commissioned a study to identify the main information and communication problems in order to propose a strategy that will support the successful implementation of the Strategic and Operational Plans.

The development of a communication strategy for CORAF/WECARD required a methodological approach which included desk study at the Executive Secretariat of CORAF/WECARD and some NARS, a participatory field study and the analysis of the collected data.

An analysis of the information and communication situation prevailing in the ES of CORAF/WECARD and in the NARS revealed the existence of advantages associated with communication activities and on the other hand the numerous constraints connected with the weak allocation of financial and technical resources, in the NARS, in particular.

Based on the opportunities and constraints, the communication strategy developed aims at contributing to the improvement of agricultural productivity in the subregion, of markets and competitiveness. It focuses on the following four main axes:

- the establishment and operationalisation of effective partnerships for the sharing, exchange and development of appropriate agricultural information and knowledge
- the development and operationalisation of systems for information storage, documentation and management
- the development of appropriate capacities/systems at the level of the stakeholders to enable them to articulate their demand
- the development and operationalisation of effective systems for information upscaling and outscaling.

Its *General Objective* is as follows : Broad-based agricultural productivity, competitiveness and markets sustainably improved in WCA and the *Specific Objective* is : demand for agricultural knowledge from targeted clients facilitated and met.

The four results are : (1) Sub-regional/international partnerships enabling [information and] knowledge exchange are established, (2) Information systems are developed and operationalised, (3) Capacity of stakeholders to articulate demand for knowledge is strengthened, (4) Mechanisms for information upscaling and outscaling are operationalised.

The target groups comprise : decision-makers ; development partners, research managers (directors of research institutions and centres, agricultural training institutions, universities, scientific partners) ; development agents (support and extension organisations, development agencies and NGOs), producers (operators, individual or family producers) ; agribusinessmen (agri-food, agri-industries) and consumers.

The logframe developed from the study facilitates the understanding and the implementation of the communication strategy.

The modalities for the implementation of this strategy emphasize the operational framework which comprises the communication approaches, a few themes and the main messages ; the communication actions and a few channels and supports to use according to the targeted audience.

The institutional arrangements are a useful condition that facilitates the implementation of this communication strategy. These arrangements are concerned with institutional positioning with regard to communication at the ES of CORAF/WECARD and in NARS, management mechanisms and, above all, support measures in terms of strengthening human, technical and financial resources.

Stakeholders' involvement is crucial for the success of the implementation of the communication strategy. Each stakeholder must have a very precise role and clearly defined activities as well.

Without financial resources, no communication strategy is viable. Funds must be found for the funding of the annually planned activities in order to facilitate their implementation.

Monitoring and evaluation will be done using various techniques: reports, press documents, evaluation forms, field visits, focus groups and questionnaires. Monitoring and evaluation will be internally conducted by the Information and Communication Unit in collaboration with CORAF/WECARD's planning and Monitoring/Evaluation Unit.

## Introduction

### Background

The seminar-workshop on the organisation and the management of scientific and technical information within CORAF/WECARD held from 17<sup>th</sup> to 20<sup>th</sup> October, 1995, in Dakar, provided a forum for the assessment of the scientific and technical information activities, the review of the priorities and needs and the identification of communication activities to be conducted. The Bamako seminar, held from 16<sup>th</sup> to 20<sup>th</sup> September 1996, covered policies for information management in African agricultural research institutions provided an opportunity to assess information and communication in agricultural research institutions in West and Central Africa.

On the basis of these workshops and given the importance of communication in our organisations, a study was commissioned in 1998, by CORAF/WECARD, for the implementation of an integrated information strategy on agricultural research in West and Central Africa.

This communication strategy aimed at accompanying the implementation of the 1999 – 2014 Strategic Plan of the organization.

In 2000, the communication strategy was updated to reflect various transformations and changes that had taken place in agricultural research and development in the region.

In 2003, another policy and information and communication strategy were developed on the ground of the existing situation and CORAF/WECARD's willingness to put the Information and Communication Technologies at the heart of its activities at the Executive Secretariat as well as at the level of the West and Central African National Agricultural Research Systems.

From 2006 onwards, considering the numerous constraints and challenges in the agricultural sector in the West and Central African sub region (producers' poverty, the decrease in agricultural production and productivity, the under-selling of agricultural productions, food insecurity ...), CORAF/WECARD availed itself with a new Strategic Plan (2007 – 2016) and a new Operational one (2008 -2013) as an important guide that would help in addressing these challenges.

Given this new framework, how to communicate ? Which types of communication to use? And with which tools?

To answer these questions, a new CORAF/WECARD information and communication strategy is imperative.

The present document deals with the communication strategy which aims at contributing to the improvement of the subregional agricultural productivity, markets and competitiveness. The communication strategy assists CORAF/WECARD in achieving its mission and its objectives by improving information and communication aspects.



## Links with the Strategic and Operational Plans

The development of the Strategic and Operational Plans has been conducted on the basis of the needs and expectations of the agricultural research stakeholders and partners and also from their information and communication needs which is the rationale for the implementation of the knowledge management programme.

The communication activities to be conducted are outlined in these documents. The communication strategy is in line with the Strategic Plan. It derives from it and therefore facilitates its implementation as far as information and communication issues are concerned. The 2008 – 2013 Operational Plan states that *a comprehensive strategy of the communication and knowledge management systems will be operated in the framework of the Operational Plan in order to harmonize and develop procedures that should support and stimulate the change process.*

The logframe for CORAF/WECARD's communication strategy is based on both its General and Specific Objectives and on the Operational Plan's results with a view to propose activities in line with that of the Operational Plan and to facilitate their implementation, mainly as far as information and communication are concerned.

## Methodology

The development of a communication strategy was based on a methodological approach that includes desk study at the level of CORAF/WECARD's Executive Secretariat and partners, a participatory field research and the analysis of collected data.

- Desk research at the level of CORAF/WECARD's ES and partners

A desk study was done to acquire a better understanding of CORAF/WECARD including the constituent NARS and to diagnose their communication situation.

- Field participatory research

Field visits were done in Dakar, Thiès (Senegal), Ouagadougou and Bobo-Dioulasso (Burkina Faso) during which stakeholders and partners were interviewed in relation to the communication issues that are the rationale of the study.

The conclusions derived from this participatory research in countries visited facilitated the review of the existing situation: information/communication needs and capacity strengthening needs. The exchanges with some stakeholders and partners provided the opportunity to discover the sectoral communication strategies and plans ; to measure the level of understanding of the new CORAF/WECARD vision and partners' level of involvement in CORAF/WECARD's Strategic and Operational plans.

Proposals have been collected from stakeholders and partners with a view to improve CORAF/WECARD's communication strategy with regard to their involvement in CORAF/WECARD's activities.

- Analysis of collected data

Data collected were synthesized and analysed. CORAF/WECARD's information and communication situation and the constraints and opportunities were thus reviewed. The analysis of the data facilitated the identification of the axes and orientations of the communication strategy.

## I- REVIEW OF THE SITUATION

### 1-1- Analysis of the situation

Information and Communication have been integrated into CORAF/WECARD's activities through the Communication unit set up in 1997. The main function of this unit is to assist the organisation in achieving its mission by conducting the activities related to information, internal communication, and public relations.

The review of the information and communication situation facilitated the assessment of the main communication activities conducted at the level of the ES and directed towards CORAF/WECARD's members and partners. These activity axes can be divided into five groups: relation-strengthening within CORAF/WECARD; database and information technologies management; support to programmes and projects, publications and the enhancement of the relations with partners and the media.

The following main activities are conducted under each axis:

- **Relation-strengthening within CORAF/WECARD :** coordinate CORAF/WECARD information and communication activities ; regularly communicate to the organisation's bodies, the Executive Secretariat first, any useful information in relationship with its activities ;
- **Database and information technology management :** organize and manage the Executive Secretariat documents and records, implement and develop a subregional integrated information system, articulate demands for agricultural knowledge from users and encourage them ; ensure the maintenance and the regular update of the regional website's data ; explore and advise on the possibilities for the implementation of distance trainings at the level of NARS and other agricultural research and rural development institutions in Africa.
- **Support to programmes and projects :** support programmes and projects through information systems that facilitate exchanges between the organisation's programmes and the dissemination of information on technology in the subregion ;
- **Publications :** draft and implement the various partnership agreements, particularly, the ones on the scientific publications like The African Agronomy regional bilingual journal (French – English), ensure the consolidation and the regular release of the information bulletins, prepare the publication of the bilingual annual report (French-English), oversee the production of any written, audio and/or visual, digital or in any other format material.
- **Relation-strengthening with partners and the media:** participate in resource mobilization efforts through the formulation and the drafting of project proposals and funding requests; organize media coverage for all CORAF/WECARD's activities.

The analysis of the communication situation at the level of partners and of some NARS shows that communication actions and activities effectively exist but they do not form part of a strategy.

What are then the opportunities and constraints at the level of the ES and NARS ?

## 1-2- Opportunities and Constraints

### ***At the level of the ES***

In terms of opportunities and constraints at the level of the ES, as far as the **opportunities** are concerned, one can note that there exists a communication department in the ES which is run by three (3) experts in communication and information and communication technology experts who conceive, develop and implement communication plans and activities as well as quality graphics. CORAF/WECARD has a good institutional image and maintains good relations with its partners. At the beginning of each year, a budget is allocated to the Information and Communication Unit which is also equipped with multimedia tools. There also exist a multi-institutional, scientific and financial partnerships. CORAF/WECARD's partners trust the organisation with regard to financial and programme management. It therefore benefits from remarkable external supports.

Among the **constraints** which impede the development of agricultural research in WCA, one can note the important information and communication problems. Agriculture does not really interest the key stakeholders (governments, businessmen, public interest groups, the media.. .); the various gains are not well-known, neither are the Comprehensive African Agriculture Development Programme (CAADP) and its pillars. One can also remark that CORAF/WECARD's new Operational and Strategic plans are not sufficiently known by the NARS and the other partners. Many African Governments are reluctant to implement the Maputo Agreement thereby having an impact on on the grant to national research organizations. There is lack of space for the promotion of agricultural technology (exhibitions, fairs, meetings, ...). The low participation of Central African countries in CORAF/WECARD activities and projects must also be stressed.

### ***At the level of NARS and Partners***

At the level of NARS and partners, one can note that **in terms of opportunities**, there are numerous communication activities. The importance of communication is acknowledged and people really want to communicate. Various communication multimedia means are used and there exist Internet websites in many NARS.

With regard to the **constraints**, one can note that many Internet websites are not updated ; there is a lack of proper equipment and functional computer network which impacts on the connectivity in some institutes.

The budget allocated to communication is low and there is a lack of a specialized staff. This analysis shows that research gains and results are hardly visible and that communication activities are not planned.

Communication and information exchanges at the level of NARS and between them and the rest of the agricultural and international community are low; publishing possibilities are increasingly being restricted due to the insufficient means.

The results of agricultural institutions often remain the researchers' properties and are even sometimes confidential.

In view of the analysis of the communication situation in CORAF/WECARD's NARS and ES, communication at the level of CORAF/WECARD and that of NARS needs to be strengthened.

## II- THE COMMUNICATION STRATEGY

### 2-1- Strategic Orientations

Two aspects led the development of the communication strategy based on the nature of the Global and Specific objectives and their relationships with the four *Results*, namely :

1. internal communication within CORAF/WECARD's Executive Secretariat and between the ES and the NARS
2. external communication, this is to say between CORAF/WECARD and its partners.

### 2-2- Objectives of the strategy

The strategy aims to contribute to the improvement of the subregional agricultural productivity, markets and competitiveness. It will achieve it through ensuring that the demands for information and knowledge emanating from clients and relating to all the aspects of the agricultural value chain are fully met. In this regard the strategy will focus on four key areas:

- the implementation and the operationalisation of effective partnerships for sharing , exchanging and developing appropriate agricultural information and knowledge sharing
- the development and the operationalisation of systems for information's storage, documentation and managements
- the development of appropriate capacity/systems amongst stakeholders to allow them to articulate their demands
- the development and operationalisation of effective systems for information upscaling and outscaling.

This approach is summed up in the logframe which identifies a hierarchy of objectives. The *General Objective* to which the Strategy will contribute is the following:

**Broad-based agricultural productivity, competitiveness and markets  
sustainably improved in WCA**

This contribution will be made possible through the achievement of the *Specific Objective* namely:

**Demand for agricultural knowledge from targeted clients facilitated and met**

### 2-3- Operational framework

This follows the Strategic Logframe (see Annex 2).

It constitutes the operational component of the strategy relating to the 2007-2016 Strategic Plan, particularly to the Operational Plan. It will be spread over the period covering 2008-2013 and will be made up of 5 sections:

- Strategic orientation

- Activities
- Target groups or thematic beneficiaries (messages or ideas of message)
- Responsibility for implementation
- General timetable for execution.

The operational framework is spread over 5 years, corresponding to the period of implementation of the Operational plan. The communication activities, target groups are likely to be enriched in the course of the implementation of the communication plan.

It is important that, at the end of the third year, a mid-term review is done by an external evaluator.

#### Communication approach

The over-riding approach to the implementation of this Strategy is to ensure, as far as possible, that it is fully integrated into, and supportive of, the general activities of CORAF/WECARD as an organisation. Some aspects will require specific technical input, but others will be adopted, by programmes, and the administration, as part of their activities.

The implementation of CORAF/WECARD's communication strategy is done through annual communication plans.

Oversight for the implementation of the Strategy will be with the Communications Unit.

#### Communication themes and main messages

The themes and the main messages are strongly linked to the domains of *Results* of the strategy, in particular :

- technology and innovation to inform target groups on knowledge and technology that would sustainably improve agricultural market productivity and competitiveness are disseminated ;
- information and support to decision-making in favour of the various stakeholders (political decision-makers, institutions) are effective;
- capacities to support and coordinate research are strengthened ;
- the demand in information is met and lessons learnt from research are successfully used.

#### Communication actions

Several broad areas of activity are identified in the implementation of this Strategy. These are listed below.

- **Media activities**

- *Print media* – publication of the CORAF/WECARD bulletins; publication in specialized journals of the NARS and partners; production of articles on extension, of newspapers and magazines.
- *Radio* – interactive programmes, reports, press conferences
- *Television* – reporting, debates, production of documentaries, of commercials.
  
- **Activities outside the media**
  - *Modular courses* – in the form of workshops and seminars, exhibitions within the context of promotions (fairs, forums like the FRSIT in Burkina Faso)
  - *Open days* - CORAF/WECARD days organized on a rotational basis,
  - *Conferences*
  - *Guided visits*
  - *Awareness raising outings*
  - *Plays* – production and dissemination of plays-forums
  - *Messages* – banners, posters, brochures, leaflets
  - *Various meetings are organised by CORAF/WECARD.*
  
- **ICTs Activities**
  - *Electronic forums*
  - *CD-ROMS* – production of CD ROMs
  - *Information Systems* – via a website
  - *Internet* – feeding and operation of the website, internet operation

#### Choice of channels and support

In terms of impact and value for money, the following are the focus for the implementation of the communication elements of this strategy:

- the national and rural radio, as well as community and local radios. CORAF/WECARD's radio coverage area is particularly rich today within the context of the marked democratic liberalization where the citizens have a good level of freedom of speech
- National and private television stations as well as the inter-African stations such as Africable or LC2 or international such as TV5 will be used
- ICTs (websites, the internet, intranets, email)
- Internal and specialized publications of the partners and stakeholders
- Public, private and specialized press
- Channels and tools of central farmers' organizations, confederations and networks. By their internal structuring (groups, unions, federations,



confederations), the FOs constitute multiple channels of dissemination and appropriation of the messages as frameworks for training in the acquisition of knowledge and know-how.

Table 1 shows some of the key channels according to stakeholder grouping.

**Table 1: Communication Options by group of stakeholders**

Stakeholder group	Channels and Supports
Decision-makers	The Internet, CD ROMs, television, radio, newspapers, leaflets, brochures, documents
Research managers	The Internet, CD ROMs, specialized journals, television, radio
Researchers	The Internet, scientific journals, CD ROMs
Development partners	The Internet, reports, television, radio, journals, brochures, reports
Developers	The Internet, CD ROMs, technical journals, radio, television, magazines, training workshops
Producers	The Internet, television, rural and local radio, mobile telephones, plays forums, newspapers in local languages, information and training workshops, village assemblies, markets, fairs, mobile phones ...
Agribusinessmen	The Internet, CD ROMs, television, radio, technical journals, fairs, exhibitions, mobile phones.
Consumers	Radio, television, newspapers, fairs, exhibitions...

## 2-4- Results of the strategy

The Specific Objective, in turn, will be reached through the achievement of four results that are all compulsory and which, together, will facilitate its implementation.

These results are:

- 1. Sub-regional/international partnerships enabling [information and] knowledge exchange are established**
- 2. Information systems are developed and operationalised**
- 3. Stakeholders' capacity to articulate demand for knowledge is strengthened**
- 4. Mechanisms for knowledge upscaling and outscaling are operationalised.**

## 2-5- The target groups

Generally, they are varied and can be identified according to the following list:

- Decision makers
- Development partners
- Research managers (heads of research institutions and centres, agricultural training institutions, universities, scientific partners)
- Developers (organisations for extension and support to the organisations, development agencies, NGOs)

- Producers (operators, individual or family producers)
- Agri-businessmen (agri-food, agri-industries)
- Consumers.

By linking the four results to be achieved within the framework of the implementation of the Operational Plan, the target groups will be represented as in Table 2.

**Table 2 Results and target groups**

<b>Partnerships</b> [Result 1]	<b>Information Systems</b> [Result 2]	<b>Stakeholder Capacity</b> [Result 3]	<b>Upscaling Outscaling systems</b> [Result 4]
<ul style="list-style-type: none"> <li>• Policy makers (governments, national representation, nationally and locally elected representatives)</li> <li>• Private sector</li> <li>• Socio-economic institutions</li> <li>• International Organisations</li> <li>• Farmer Organisations</li> <li>• Communicators (the media)</li> <li>• Community opinion leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Heads of research institutions</li> <li>• Research networks</li> <li>• Training schools and universities</li> <li>• Scientific partners</li> <li>• Developers (organisations for extension and support to extension);</li> <li>• Coordinators of input markets</li> <li>• Agricultural entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>• Smallscale farmers</li> <li>• Women and Youth associations</li> <li>• Farmer Organisations</li> <li>• Chambers of agriculture</li> <li>• Central unions and platforms</li> <li>• Consumers</li> </ul>	<ul style="list-style-type: none"> <li>• Government extension services</li> <li>• Agricultural producers and Farmer Organisations;</li> <li>• Chambers of agriculture;</li> <li>• Farmer networks and platforms;</li> <li>• Youth Associations;</li> <li>• Farmer associations</li> </ul>

#### Result 1

*Sub-regional/international partnerships enabling [information and] knowledge exchange are established*

The core target group comprises the managers or national, regional or international agricultural research and development organisations because of their capacity to mobilise partners.

#### Result 2

*Information systems are developed and operationalised*

The core target group will comprise political decision-makers because of their capacity to make decisions.

#### Result 3

*Stakeholders' capacity to articulate demand for knowledge is strengthened*

The core target groups are made up of small farmers because of their needs in information, extension and innovative technologies, know-how, and of their social status.

#### Result 4

##### *Mechanisms for knowledge upscaling and outscaling are operationalised*

The target group, in the framework of this result, comprises the people in charge of information and communication in the subregional and national research organisations because of their capacity to implement the mechanisms for information upscaling.

## **2-6- The strategy's logframe**

The logframe fully complies with CORAF/WECARD's Operational Plan. It is based on a narrative summary which presents the General Objective, the Specific Objective and the Results. It also specifies the objectively verifiable indicators and the means of verification.

### **III- MODALITIES FOR THE IMPLEMENTATION OF THE STRATEGY**

#### **3-1- Institutional Arrangements**

Several issues are internalised within the implementation of this Strategy.

##### *Institutional Positioning of Communication*

The implementation of the strategy requires the strengthening of CORAF/WECARD's Information and Communication Unit (ICU), in terms of human resources and budget.

##### *Management mechanisms*

The strengthened ICU is the cornerstone of the communication system responsible for linking up CORAF/WECARD, the NARS and the different scientific partners to form a network. It gives technical support to information management and also supports information management between and within the NARS and the partner networks.

The *Communication Network*, as a computer-based system, will have its own server, as will the NARS; together these will function in a wider network.

##### *Support measures*

To avoid duplication and ensure synergy and mutual benefit, the electronic network will create dynamic links with the different information servers (UEMOA, FIDAFRICA, ARSDIS, ECOWAS, CAM, WCA...), as well as with the servers of external research centres (CIRAD, ORSTON, FAO, ATC).

A regular supply of reliable information is essential as is the development of a regional approach which is based on the comparative advantages of CORAF/WECARD's sub-regional orientation, multilingual context and medium and long-term capacity analysis.

Another important support measure is the motivation of national stakeholders at the focal points and including those responsible for the management of the national sites, which feed the main site. This motivation includes training, equipment, funding and support for preparing sector communication plans (NARS), where appropriate.

##### *Conditions or factors for sustainability*

There are three key areas relating to sustainability, namely:

- capacity in human and technical resources
- decentralisation and giving the sense of responsibility [subsidiarity]
- development of partnership and mutual benefit from resources.

*Human resources* adequate and appropriately trained, local, human resources (technical) are an important factor for sustainability.

*Decentralization* the participation of the NARS institutions in the implementation of this plan is essential. This is an approach that focuses on decentralisation, in line with the CORAF/WECARD Strategic Plan, and FAAP, which identifies this as subsidiarity. Subsidiarity is defined as the delegation of responsibility down to the lowest level at which it remains effective, balanced by keeping it at a high enough level to gain maximum benefit from activities.

*Partnerships* emphasis is laid on support to partnerships. Such an approach is all the more effective today as the issues of food security and agricultural research constitute a vital target for all.

### **3-2- The role of stakeholders**

CORAF/WECARD's communication system puts the ICU in contact with many stakeholders and partners. Table 3 illustrates some of the ICU's key partners and their roles and the tools that they use and the ones to which they contribute.

**Table 3 Roles, contributions and tools of partners**

Organisation	Nature of role or contribution	Tools and channels
Communication Unit of CORAF/WECARD	<ul style="list-style-type: none"> <li>• Gathering and handling of information</li> <li>• Creation and operation of database</li> <li>• Managing the website</li> <li>• Managing production of publications</li> <li>• Advice, expertise, training, advocacy</li> <li>• Preparation of media activities</li> <li>• Preparation of media action plan</li> <li>• Organisation and coordination of networks</li> </ul>	<ul style="list-style-type: none"> <li>• Publications</li> <li>• Website</li> <li>• Training</li> <li>• Radio and TV programmes</li> </ul>
Programme Managers	<ul style="list-style-type: none"> <li>• Dissemination of information</li> <li>• Promotion and visibility of results</li> <li>• Participation in the visibility of CORAF/WECARD</li> <li>• Conversion of knowledge to the service of coordination work and apprenticeship through practice</li> <li>• Feeding of websites and CORAF Action</li> </ul>	<ul style="list-style-type: none"> <li>- Notes</li> <li>• Website</li> <li>• Publications</li> <li>• Radio, TV, print media editorial advertisings...</li> </ul>

Continued...

**Table 3 Roles, contributions and tools of partners [continued]**

Structure	Nature of role or contribution	Tools and channels
National research institutions	<ul style="list-style-type: none"> <li>• Feeding of CORAF website</li> <li>• Distribution of internal publications</li> <li>• Dissemination of lessons from experiments</li> <li>• Technical contributions to publications</li> </ul>	<ul style="list-style-type: none"> <li>• Publications</li> <li>• Conferences</li> <li>• Training</li> <li>• Radio, TV, print media editorial advertisings</li> </ul>
Focal points	<ul style="list-style-type: none"> <li>• Ensure information gathering</li> <li>• Guarantee the quality of the information gathered</li> <li>• Reproduce amalgamated information for the sub-regional organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Articles in newspapers</li> <li>• Notes and announcements</li> </ul>
Researchers	<ul style="list-style-type: none"> <li>• Feed the website</li> <li>• Collaborate in the publications</li> <li>• Popularise research results</li> </ul>	<ul style="list-style-type: none"> <li>• The Internet</li> <li>• Website</li> <li>• Specialised journals</li> <li>• Documentary film</li> <li>• Public lectures</li> <li>• Radio and TV programmes</li> </ul>
Farmer Organisations	<ul style="list-style-type: none"> <li>• Participate in radio and TV programmes on the Strategic Plan</li> <li>• Popularise the Strategic Plan</li> <li>• Capitalise the results of the Operational Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Training workshops</li> <li>• Information meetings</li> <li>• Website</li> <li>• Popularisation organs</li> </ul>
NGOs, associations	<ul style="list-style-type: none"> <li>• Contribute towards equipping with means of communication (ITC)</li> <li>• Capitalise the results of the Operational Plan</li> <li>• Contribute to the promotion of the plan</li> <li>• Disseminate success stories</li> </ul>	<ul style="list-style-type: none"> <li>• Information meetings</li> <li>• Publications</li> <li>• Training workshops</li> <li>• Internal publications</li> </ul>
TFP	<ul style="list-style-type: none"> <li>• Contribute to the functioning of the communication plan</li> <li>• Supply expertise to build communication capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Training (funding)</li> </ul>
IGO	<ul style="list-style-type: none"> <li>• Contribute to feed the information system</li> </ul>	<ul style="list-style-type: none"> <li>• Website</li> </ul>
The Media	<ul style="list-style-type: none"> <li>• Promote the objectives and results of the Strategic and Operational Plans</li> </ul>	<ul style="list-style-type: none"> <li>• Print media articles</li> <li>• Radio and TV programmes</li> </ul>



### **3-3- Funding the communication strategy**

The functioning of the communication strategy, particularly the information system , requires financial contributions and other types of support from partners.

The implementation of this present communication strategy will be conducted on an annual basis through an annual workplan with a appropriate budget. The funding sources will depend on the types of activities mainly concerning the programmes and projects. The institutional aspects are in line with the activities of coordination and advocacy conducted by the ES.

### **3-4- The Monitoring and Evaluation System**

Monitoring and Evaluation are built around the indicators in the logframe, and are concerned with the delivery of the results and the achievement of the Specific Objective.

Monitoring and Evaluation are done using several techniques including reports, press documents, statistics forms, broadcasts, field trips, focal groups and questionnaires. They require regular data collection for the indicators and the timely submission of appropriate reports.

Monitoring and evaluation of the communication activities is the responsibility, in the first instance, of the ICU Manager. The outcomes from his monitoring activities feed into the wider activities of the Monitoring-Evaluation and Impact Unit (MEIU) which uses them within the general context of monitoring and evaluation of CORAF/WECARD.

Provision is made for an annual internal evaluation, a mid-term evaluation (third year), and an evaluation at the end of the Operational plan.

## CONCLUSION

CORAF/WECARD's communication strategy plans and enables the coordination of all the communication activities aimed at supporting the implementation of the Strategic and Operational Plans.

It uses the logframe as a management and planning tool with a general objective, a specific objective, results and activities in accordance with that of the Operational Plan.

CORAF/WECARD's communication strategy, based on the present information and communication situation, constraints, and above all, the logframe of the Operational Plan, proposes a certain number of activities and actions for CORAF/WECARD's visibility, for a better promotion of the programmes' activities and for a better gathering and dissemination of agricultural knowledge and information.

Monitoring and evaluation play a significant part in the present strategy and will be synchronized with that of CORAF/WECARD through the use of similar approaches and methodologies.

The efficient implementation of the communication strategy will support the effective implementation of the Operational Plan that will facilitate the achievement of CORAF/WECARD's specific objective which is : « ... *Broad-based agricultural productivity, competitiveness and markets sustainably improved in WCA through the commitment of all stakeholders* » and to contribute to its general objective which is: "to foster sustainable development in the agricultural sector through the fair involvement of stakeholders".

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## ANNEXES

### Annex 1

#### The Communication Strategy's logframe

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
<b>General objective</b>  Broad-based agricultural productivity, competitiveness and markets sustainably improved in WCA	1. At least 40% increase in agricultural production for priority crops, livestock and fisheries per unit of input by 2013 <sup>1</sup> 2. At least 20% of commodities and products <sup>2</sup> conform to specific national, sub-regional and/or international standards by 2013 <sup>3</sup> 3. At least 10% increase in the inter- and intra-regional market share of agricultural products by 2013 <sup>4</sup>	<ul style="list-style-type: none"> <li>Government statistics</li> <li>The Economic Commission for Africa's statistics and reports</li> <li>Reports from RECs</li> <li>Selected CGIAR reports and publications</li> <li>External evaluation and impact assessment</li> </ul>	<ul style="list-style-type: none"> <li>The countries communication and information systems are implemented and maintained.</li> <li>There exist strong relations of cooperation between the members and partners of national and regional R&amp;D systems that can accelerate growth</li> <li>Social and political stability is maintained at the national and regional levels to facilitate the good circulation of resources and information.</li> </ul>

Narrative Summary	Objectively Verifiable Indicators	Means of	Assumptions
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<sup>1</sup> Baseline of 2.5% growth rate from 1998 to 2004 (IFPRI, 2006), Regional Strategic Alternatives for Agriculture-led Growth and Poverty Reduction in West Africa

<sup>2</sup> Crop, livestock and fisheries including processed goods

<sup>3</sup> Derived from baseline information on commodities and products conforming to these standards

<sup>4</sup> Baseline data of IFPRI 2003, Exploring Regional Dynamics in Sub-Saharan African Agriculture, DSGD Discussion Paper No. 2, pp 44

Specific Objective		Verification	
<p>Demand for agricultural knowledge from targeted clients facilitated and met</p>	<ol style="list-style-type: none"> <li>1. At least <b>40%</b> increase in met demand for appropriate knowledge, information and requested technology by 2013</li> <li>2. At least <b>40%</b> increase in the numbers of stakeholder groups forming alliances for joint learning, knowledge and information sharing by 2013</li> <li>3. At least 30% increase in the numbers of users, including vulnerable/disadvantaged stakeholders, able to successfully access relevant knowledge and information by 2013</li> </ol>	<ul style="list-style-type: none"> <li>• NARS annual reports</li> <li>• CORAF/WECARD annual reports</li> <li>• The Operating Unit's annual reports</li> <li>• The Sub-regional organisation's annual reports</li> </ul>	<p>[Specific to the General Objective]</p> <ul style="list-style-type: none"> <li>• The IAR4D paradigm is an effective approach for ensuring <i>business unusual</i></li> <li>• Governments meet or exceed the <i>Maputo Declaration</i> commitment of 10% contribution to agriculture R&amp;D</li> <li>• Adequate infrastructure exists and is maintained</li> <li>• National policies and unfair competition do not compromise gains</li> <li>• Enabling policies and conducive environment exist and are sustained</li> <li>• Effective platforms for consultation exist</li> <li>• Adequate resources and an enabling environment exist</li> <li>• The private sector and the youth accept agriculture as a positive opportunity</li> <li>• Civil society, especially producer organisations, are adequately resourced to operate efficiently</li> <li>• Regional and International markets support gains</li> <li>• Harmonization of processes and alignment of resources serve to reinforce strategy efforts</li> <li>• The political/economic environment does not negate gains</li> </ul>

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
<b>Results</b> 1. Sub-regional/international partnerships enabling information and knowledge exchange established	1.1 At least 5 new regional/international effective partnerships to facilitate information and knowledge exchange exist and are operational by 2013	<ul style="list-style-type: none"> <li>The Sub-regional organisation's annual reports</li> <li>NARS annual reports</li> <li>The Operating Unit's annual reports</li> </ul>	[From the Results to the Specific Objective] <ul style="list-style-type: none"> <li>The design and the implementation of activities successfully follow the approach of the IAR4D paradigm</li> <li>Governments exhibit and maintain political will with respect to relevant declarations</li> <li>Good/effective extension services are functional in the sub-region</li> <li>Staffing and resource levels are maintained</li> <li>Good relationships with political stakeholders exist</li> <li>Coordination brings added value</li> <li>Good print media and other media organisations exist Policy research, at the sub-regional level, is appropriated at the national level</li> </ul>
2. Information systems developed and operationalised	2.1 At least 2 knowledge and information systems are developed by 2013		

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
3. Stakeholders' capacity to articulate demand for knowledge and information strengthened	3.1 At least half of the WCA 22 NARS communication managers and 100 researchers are trained to articulate their demands for information	<ul style="list-style-type: none"> <li>• Training reports</li> <li>• Available journals</li> <li>• Available database system</li> </ul>	<ul style="list-style-type: none"> <li>• The financial and physical resource commitments of stakeholders are maintained</li> <li>• Improved infrastructure is in place and effective</li> <li>• A clear and shared vision and commitment exist/are adopted amongst stakeholders</li> <li>• Compatible organisational structures exist</li> </ul>
4. Mechanisms for upscaling and outscaling knowledge operationalised	4.1 At least 2 regional scientific journals are created to enable researchers to publish their results by 2012  4.2 At least 1 dynamic regional database system is set up by 2012		

Narrative Summary	Assumptions
<p><b>Activities</b></p> <p>1.1 Identify the constraints, the needs and the opportunities for the development of information and communication systems in the subregion</p> <p>1.2 Establish relations with regional and subregional information management systems and formulate operational mechanisms</p> <p>2.1 Develop a regional database on research gains and results</p> <p>2.2 Develop, at the national and subregional, level information systems on the market for priority products</p> <p>2.3 Support the dissemination of and the exchange on technological innovations</p> <p>3.1 Support the NARS and partners in gathering agricultural information and exchanging on it.</p> <p>4.1 Diversify the channels for information distribution and dissemination</p> <p>4.2 Use a large selection of mechanisms and means to promote the results of the activities conducted by WCA stakeholders including in the framework of the IAR4D paradigm : technologies and innovations ; commercial products, such as business opportunities ; decision-making tools ; political options</p>	<p>[Activities to Result]</p>

## Annex 2



## The Communication Strategy's operational framework

Strategic Axes	Activities	Targets beneficiaries	or	Indicative themes	Implementing organisation	Implementation schedule				
						An 1	2	3	4	5
<p>A1 : Institutional and internal communication</p> <p>A1.1- CORAF/WECARD's headquarters</p> <p>A1.2- CORAF/WECARD NARS</p>	<p>-Promote the Intranet</p> <p>- Set up an Extranet</p> <p>- Strengthen the liaison bulletin</p> <p>- Develop the Internet</p> <p>- Promote the website</p> <p>-Disseminate CORAF/WECARD publications</p>	<p>Staff members</p> <p>NARS</p>		<p>-Administrative data processing</p> <p>- Information on the organisation's life</p> <p>-Institutional, scientific and technical information</p>	<p>-ES/CORAF/WECARD</p> <p>-Communication Officer</p>	-	-	-	-	-
A1.3 : Projects and programmes' communication	<p>-Develop and implement a sectoral communication plan</p> <p>-Design brochures, leaflets, posters</p> <p>-Organise open days</p> <p>-Develop databases</p> <p>-Produce radio</p>	<p>-Political decision-makers</p> <p>-Members of Parliament</p> <p>-Civil Society</p> <p>-Farmer organisations</p> <p>-Consumers</p> <p>-Agro businessmen</p>		<p>-Objectives and contents, projects results and programmes</p>	CORAF/WECARD's Programmes Managers and Communication Unit	-				

	<p>programmes (in French, English and in local languages)</p> <p>-Release print media editorial advertisings</p> <p>-Produce TV commercials and documentaries (institutional and information/sensitizing)</p> <p>-Participate in promotional activities (forums like the FRSIT)</p>	<p>-Producers</p> <p>-Breeders</p> <p>-Fishermen</p>							
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<p>A1.4 : Promotion of the Strategic Plan</p> <p>A1.4.1- Technology or Technological Innovations' extension or dissemination</p>	<ul style="list-style-type: none"> <li>-Produce leaflets and brochures ;</li> <li>-Produce posters ;</li> <li>-Produce editorial advertisings ;</li> <li>-Broadcast radio programmes (rural, local, national, private)</li> <li>-Produce documentaries ;</li> <li>-Produce CDROMS ;</li> <li>-Produce a play forum ;</li> <li>-Elaborate SMS messages</li> <li>-Organise exhibitions</li> <li>-Organise open days on a rotational basis</li> <li>-Participate in agricultural fairs</li> <li>-Organise visits to asses the programmes' achievements</li> <li>-Produce CD-ROMs</li> <li>-Produce a documentary</li> <li>-Produce publi-</li> </ul>	<ul style="list-style-type: none"> <li>-Farmer Organisations (agriculture, livestock, fisheries)</li> <li>-Family producers</li> <li>-Agrobusiness men</li> <li>-Agricultural services</li> <li>-Associations, NGOs</li> <li>-Consumers</li> <li>-Members of Parliament</li> <li>-Ministry departments</li> <li>-IGO</li> <li>-PTF</li> </ul>	<ul style="list-style-type: none"> <li>-Simplified explanation of the results of technology and innovations: advantages, social and economic impacts</li> <li>-See. The themes listed in computer technology needs</li> <li>- Presentation of CORAF/WECARD</li> <li>-Presentation of the Strategic and Operational Plans</li> <li>-Presentation of research results and gains</li> <li>-Knowledge of the political and socio-economic environment</li> </ul>	<ul style="list-style-type: none"> <li>-SC</li> <li>-Programme</li> <li>-ES</li> <li>-Communication Manager</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> <li>-</li> </ul>
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A1.4.2-Information and support to decision-making	<p>reportages</p> <ul style="list-style-type: none"> <li>-Undertake advocacy and lobbying actions at the level of the decision-makers</li> <li>-Conduct information missions and hold press conferences</li> </ul>	<ul style="list-style-type: none"> <li>- CORAF/WECARD headquarters/NARS</li> <li>-Various users</li> <li>-Consumers</li> <li>-The media</li> </ul>	<ul style="list-style-type: none"> <li>-General and processing scientific information from the NARS</li> <li>-NARS's life and operation</li> <li>-Research results in the NARS</li> </ul>	CORAF/WECARD's communication manager, NARS focal points and/or Communication Manager					
A1.4.3-Capacity strengthening to support and coordinate subregional agricultural research	<ul style="list-style-type: none"> <li>-Promote ICT training in the NARS</li> <li>-Equip the NARS with communication tools</li> <li>-Materially and financially support</li> </ul>	<ul style="list-style-type: none"> <li>-NARS</li> <li>-Institution –Research centres</li> <li>-Universities</li> <li>-Scientific partners ;</li> </ul>	<ul style="list-style-type: none"> <li>-Training modules</li> <li>-CORAF/WECARD objectives and missions</li> <li>-Inventory of</li> </ul>	<ul style="list-style-type: none"> <li>- CORAF/WECARD ES</li> <li>-NARS focal points</li> </ul>	-	-	-	-	-

	<p>NARS equipment projects</p> <p>-Systematize training and concertation workshops</p>	<p>-Developers ;</p> <p>-Input market facilitators</p> <p>-Extension and support organisations</p> <p>- PTF</p>	<p>regional research</p> <p>-Assessment of programmes implementation</p> <p>-Strategic and Operational plans ...</p>						
<p>A2 :External communication</p> <p>A2.1 : Inform and sensitize partners</p>	<p>- Produce CD-ROMS,</p> <p>- Produce and disseminate an institutional TV film</p> <p>- Promote the website</p> <p>- Produce and release editorial advertisings</p> <p>- Ensure the media coverage of regional meetings</p> <p>- Regularly send the scientific productions to the various partners</p> <p>- Produce TV documentaries on the programmes</p>								

A.2.2- Partnership strengthening and coordination of the subregional agricultural research system	<ul style="list-style-type: none"> <li>-Disseminate and exchange publications</li> <li>-Feed CORAF/WE CARD website from the NARS</li> <li>-Organise information gathering and dissemination through CORAF/WE CARD web server and the NARS web servers</li> </ul>								
A2.3-The needs for information and capitalization of successful experiences are met	<ul style="list-style-type: none"> <li>-Disseminate information through the website, CD-Roms, specialised and general publications</li> <li>-Produce TV documentaries on successful experiences</li> <li>-Organise open days on CORAF/WE CARD, its Strategic and Operational Plans, the achievements of its programmes on a</li> </ul>	<ul style="list-style-type: none"> <li>-Political decision-makers</li> <li>-Farmer Organisations</li> <li>-The various family producers</li> <li>-Fishermen</li> <li>-Breeders</li> <li>-Consumers</li> </ul>	<ul style="list-style-type: none"> <li>-State of implementation of the Strategic and Operational Plans</li> <li>-See the themes listed in the needs for computer technology</li> </ul>	-CORAF/WE CARD ES Communication Manager	-	-	-	-	-

	<p>rotational basis</p> <ul style="list-style-type: none"><li>-Publish editorial advertisings in newspapers</li><li>-Public radio broadcasts and interactive programmes on rural, local and national radios</li><li>-Organise information seminars with farmer organisations ...</li></ul>								
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## Annex 3

### Information and capacity strengthening needs

Organisation	Information needs	Capacity strengthening needs and activities
CORAF/WECARD	<ul style="list-style-type: none"> <li>- Information on regulatory, political and agricultural texts;</li> <li>- Strategic institutional information (on CORAF/WECARD, its objectives, its values, its activities, its results and its perspectives) ;</li> <li>- Incentive and social information (bonus for overtime, encouragement bonus and acknowledgement of the social dimension of the staff in that they are all members of the CORAF/WECARD family and that they also have extra-professional preoccupations)°;</li> <li>- Knowledge of CORAF/WECARD's objectives, missions and values.</li> </ul>	<ul style="list-style-type: none"> <li>- ICTs training, public relations (how to approach the audience ; how to inform and mobilize it around CORAF/WECARD's objectives) ;</li> <li>- Translation of documents and support material ;</li> <li>- Development of themes on the regional markets.</li> </ul>
Universities and Research Centres	<ul style="list-style-type: none"> <li>- Strategic institutional information (on universities, research centres, research sectors and results) ;</li> <li>- Information on the rural world and on rural health</li> <li>- Information on poultry, pork and beef production ;</li> <li>- Information on fruit production;</li> <li>- Information on fruit production techniques ;</li> <li>- Information on farmer economy ;</li> <li>- The results of the Integrated Research for Development ;</li> <li>- Information on the Integrated Research for Development concept ;</li> <li>- Scientific information directed towards the National Agricultural Research Systems ;</li> </ul>	<ul style="list-style-type: none"> <li>- Training to communication and facilitation techniques ;</li> <li>- Training to the operation of multimedia tools ;</li> <li>- Staffing the communication team ;</li> <li>- Strengthening farmer organisations' technical capacity in information ;</li> <li>- Training to drought-resistant techniques and methods ;</li> <li>- Training to drought-resistant techniques.</li> </ul>



	<ul style="list-style-type: none"> <li>-Information on the appropriation modes of the Strategic Plan by National Systems ;</li> <li>-Information on plant – production techniques ;</li> <li>-Information on the objectives and results of the workshop organised by CORAF/WECARD and which dealt with the donors' sectors of intervention</li> <li>-Information on soil sciences (pedology) ;</li> <li>-Information on seafood production;</li> <li>-Information on farmer economy;</li> <li>-Information on phytopathology ;</li> <li>-Information on seed physiology ;</li> <li>-Information on technology.</li> </ul>	
Farmer organisations	<ul style="list-style-type: none"> <li>-Strategic institutional information (on CORAF/WECARD, its objectives, its values, its activities, its results and its perspectives);</li> <li>-Solutions to problems ;</li> <li>-Institutional and macro-economic environment</li> </ul>	<ul style="list-style-type: none"> <li>-Translate the documents into a language which can be understood by everyone;</li> <li>-Training to the techniques of communication, facilitation, negotiation and advocacy.</li> </ul>
Scientific partners	<ul style="list-style-type: none"> <li>-Strategic institutional training on CORAF/WECARD, its objectives, its values, its activities, its results and its perspectives ;</li> <li>-Information on political and agricultural analyses.</li> </ul>	<ul style="list-style-type: none"> <li>-Support to projects implementation ;</li> <li>-Drafting of a framework-agreement ;</li> <li>-Hosting of research websites ;</li> <li>-Political analysis ;</li> <li>-Market competitiveness ;</li> <li>-Agricultural training ;</li> <li>-Bio-energy ;</li> <li>-Adaptation to climate change;</li> <li>-Sectors ;</li> </ul>

		-Funding ; -Land.
OIG	-Strategic Institutional Information ; -Information on CORAF/WECARD's activities and results ; -Identification of research programmes in order to enhance productivity ; -Translate research results into a simplified language which can be understood by everyone.	