

**Saccar Regional Information Project
Workshop**
Gaborone, Botswana
8-11 août 2000

Rapport de mission

Michelle Jeanguyot
Délégation à l'information scientifique et technique

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Le contexte

Le Saccar, Southern African Centre for Co-operation in Agricultural Research and Training, qui était une commission de la Sadc¹, a été transformé en décembre 1998 en une Sector Coordinating Unit. Le fonctionnement de son secrétariat a été confié au Botswana. Dès 1999, pour relancer ses activités, le Saccar s'est engagé dans un processus de planification stratégique².

Alors que ce processus était en cours, le Saccar a fait appel au Cirad pour l'aider à formuler les grandes lignes d'une stratégie pour la troisième des priorités identifiées³ : « promouvoir un système régional d'information et de communication ». Benoît Girardot, de la Dist, a effectué une mission du 10 au 16 octobre 1999, dont l'élément central a été la définition du rôle que le Saccar pouvait jouer dans la formulation et la mise en œuvre d'un système régional d'information fondé sur une analyse des besoins des scientifiques et des utilisateurs des produits de la recherche⁴.

Les conclusions de cette mission ont été amplement utilisées dans le document final « Long-Term Strategy and Five-Year Plan 2000-2004 » (juin 2000) élaboré par le Saccar au terme d'un ensemble de consultations régionales et approuvé par le conseil des ministres de la Sadc. On trouvera en annexe 1, extraite de ce document, la stratégie pour un système régional d'information et de communication. Les quatre objectifs stratégiques retenus sont les suivants :

1. Développer et mettre en place un système d'information interactif.
2. Développer une proposition et rechercher un financement avec les Snra pour faciliter la mise en place d'équipements et d'infrastructures modernes de communication dans la région.
3. Faciliter et promouvoir l'échange de l'information par la publication de résultats de recherche et d'outils de formation.
4. Faciliter la mise en place de ressources humaines dans la région pour développer le système d'information et de communication.

L'atelier qui s'est tenu à Gaborone du 8 au 11 août 2000 avait pour objectif de développer un projet de plan d'action pour la mise en œuvre de ce système régional d'information et de communication.

Le déroulement de l'atelier

Le Saccar avait invité un représentant par pays membre. Les participants étaient majoritairement des bibliothécaires traditionnels – sans toujours être à un niveau de responsabilité –, ce qui a certainement influencé l'apport qu'ils pouvaient avoir dans un contexte de création d'un système régional fondé sur une vision renouvelée de l'IC et sur les nouvelles technologies. Il est difficile de savoir s'ils auraient pu être mieux choisis.

¹ Southern African Development Community.

² Notre collègue Patrick Caron, en poste au Saccar, y a beaucoup contribué. Il a également joué un rôle très actif au cours du présent atelier.

³ Les trois autres priorités stratégiques du Saccar sont les suivantes : promouvoir la coordination et l'intégration de la recherche et des activités de formation ; promouvoir les partenariats dans les domaines de la recherche et de la formation ; renforcer le cadre institutionnel et de management du Saccar.

⁴ Girardot B., 1999. Mission report to Saccar, 10-16 October 1999. 30 p.

Etaient en outre représentés : l'Asareca, le Cabi (Grande-Bretagne et bureau du Kenya), la Fao, et le Cirad. Le Cta et le secrétariat des Snra du Forum mondial pour la recherche agricole, qui avaient été invités, n'étaient pas représentés. Le Coraf devait participer à l'atelier mais ne l'a finalement pas pu (visa disponible à Gaborone mais exigé à Dakar par les services de l'immigration sénégalaise). La liste des participants est en annexe 5.

Le programme de l'atelier (annexe 6) était divisé en trois grandes parties : présentations générales, analyse de la situation régionale, plan d'action.

Présentations générales

Après une introduction par le Saccar des objectifs de l'atelier, du processus de planification stratégique et de la stratégie pour un système régional d'information et de communication, l'Asareca a présenté l'expérience de l'Afrique de l'Est en matière de développement d'un programme régional d'information, le Cabi ses contributions à l'établissement de systèmes d'information dans divers pays et la Fao le système Waicent (ces deux derniers assez peu en rapport avec l'atelier). Pour ma part, j'ai exposé les grandes lignes des résultats de la mission Benoît Girardot (annexe 2), dont le texte complet avait été inclus dans le dossier des participants.

Analyse de la situation régionale

Chaque représentant des pays membres a ensuite présenté une analyse de la situation de l'information et de la communication dans son propre pays. Les présentations ont été très centrées sur les bibliothèques et sur les flux formels, souvent unilatéraux. Le Saccar n'a été mentionné que par le Botswana, le Lesotho et la Tanzanie. Les instituts internationaux de recherche ont fréquemment été cités comme sources d'information. Il a été question de l'offre documentaire mais personne n'a parlé de la demande. Quant aux périodiques scientifiques, seul *The Zimbabwe Journal of Agricultural Research*, moribond, a été évoqué.

Répartis en trois groupes, les participants se sont ensuite livrés à une analyse parallèle de la situation régionale de l'IC en utilisant la « SWOT analysis ». Il s'agit d'une technique d'analyse des forces et faiblesses de l'environnement interne et des opportunités et menaces de l'environnement externe. Cet exercice, qui a occupé près d'une journée, a abouti à une image de l'IC régionale donnant à penser que les participants faisaient parfois preuve d'un optimisme excessif. Après quelques ajustements lors de la mise en commun des résultats des groupes, certaines carences ont malgré tout été mises au jour à l'échelle régionale. On a cherché à en tenir compte dans le plan d'action.

Le plan d'action, produit de l'atelier

Le secrétariat du Saccar avait préparé un document d'une quarantaine de pages « Draft regional Information and Communication System - Plan of Operation » proposant un développement déjà avancé des activités retenues par le plan à cinq ans⁵ pour les quatre objectifs stratégiques en information-communication. Pour chaque activité, un cadre logique était proposé : objectif de l'activité et résultats attendus (logique de l'intervention, indicateurs vérifiables, moyens de vérification, hypothèses) ; plan d'action ; matrice de planification (ressources humaines et financières, partenaires).

Trois groupes ont été constitués pour examiner les activités liées aux quatre objectifs stratégiques (cf. ci-dessus) :

⁵ Long-Term Strategy and Five-Year Plan 2000-2004, cf. annexe 1.

- Groupe 1 : Objectif stratégique 1 ;
- Groupe 2 : Objectifs stratégiques 2 et 4 ;
- Groupe 3 : Objectif stratégique 3.

La règle du jeu était de ne pas rediscuter les objectifs, mais de travailler sur les activités : accepter, rejeter ou créer (si indispensable) des activités ; les hiérarchiser ; rédiger la logique de l'intervention et le plan d'action ; indiquer les ressources humaines nécessaires ainsi qu'un calendrier de réalisation.

Une partie des représentants nationaux a éprouvé des difficultés à participer activement, surtout parce qu'ils ne pensaient pas posséder une expérience suffisante pour se livrer à un tel exercice, qui leur a, de leur aveu même, beaucoup appris. L'apport des participants externes à la région a par conséquent été assez important. Par ailleurs, compte tenu du résultat attendu, le temps imparti (au total un peu plus d'une journée, y compris les restitutions) pouvait sembler insuffisant, surtout parce qu'il ne laissait pas la possibilité de discuter en profondeur d'options intéressantes qui de ce fait se trouvaient simplement abandonnées.

Les activités retenues⁶ et les plans d'action correspondants sont rassemblés en annexe 3. En comparant ce produit de l'atelier au rapport Benoît Girardot, on constate que ce dernier avait fourni l'ossature du projet et que nombre d'activités suggérées ont été adoptées.

Le secrétariat du Saccar doit encore fournir un important travail pourachever le document, qui devrait contenir l'essentiel d'un bon projet.

Dans ce projet, des principes fondamentaux ont été respectés. En particulier, les besoins des utilisateurs, exprimés au travers de leurs demandes, ont été pris en compte et des dispositifs de suivi de la demande sont prévus. Par ailleurs, les systèmes nationaux prennent un rôle actif dans le système régional d'information et de communication tandis que le Saccar assume essentiellement des fonctions de facilitation, de coordination et d'appui.

Perspectives

La contribution possible du Cirad à la mise en œuvre d'actions de ce projet n'a pas été abordée⁷ avec K. Molapong, coordinateur du Saccar, qui, pour raison de santé, a été assez peu présent pendant la période de l'atelier.

Il a pourtant tenu à aborder la question de la newsletter du Saccar, au sujet de laquelle il avait, à plusieurs reprises, manifesté auprès du Cirad son souhait d'obtenir un appui pour la mise en place rapide d'un produit rénové. Définie par le groupe de travail, l'activité relative à la newsletter a pour objectif de la repositionner « pour répondre aux besoins des acteurs et partenaires de la recherche et pour promouvoir le Saccar ». Les discussions sur cette activité n'ont pas permis de sortir d'un schéma classique (trois numéros par an, produit papier et électronique). Cependant, le plan d'action a été modifié, notamment pour introduire la notion de mécanisme de recueil de l'information à partir des pays membres⁸. A mon retour, j'ai développé un projet comportant divers scénarios d'appui à la newsletter (annexe 4) en partant du plan d'action défini par l'atelier. Ce projet sera discuté entre K.J. Molapong

⁶ Certaines activités pourraient encore être ajoutées dans le projet final pour tenir compte de remarques formulées au cours de la dernière séance plénière.

⁷ On peut cependant imaginer que le Cirad pourrait avoir un apport intéressant notamment dans le cadre des objectifs stratégiques 1 et 3.

⁸ La présence dans ce groupe de travail du représentant de l'Asareca, qui a participé à la mise en place de la newsletter de cette organisation régionale, a influencé le plan d'action. Il est en particulier convaincu que des flux d'information doivent être établis pour permettre la remontée de l'information à partir des pays membres.

et Patrick Caron avant le départ de ce dernier du Saccar. Il est possible que des ressources budgétaires limitées n'en rendent difficile une mise en œuvre rapide. Une formule plus modeste, mais qui risque d'être de nature « top-down », pourrait aussi être proposée.

K. Molapong visitera le Cirad en octobre 2000. Ce sera bien entendu l'occasion de discuter la possible contribution du Cirad au plan à cinq ans du Saccar, notamment dans le domaine de l'Ist. Patrick Caron, qui rentre au Cirad après deux années d'appui institutionnel au Saccar, est en possession de tous les arguments sur les conditions, l'intérêt et les risques d'une poursuite de l'engagement du Cirad.

5.6. Strategy for a Regional Information and Communication System

Regional co-operation and integration can only be supported through an efficient and reliable information and communication system.

The SADC protocol states that there will be an ever increasing demand for more reliable information and its rapid cost effective dissemination in order to broaden the access of information to a wide range of stakeholders.

Currently, it is estimated that there are approximately 2,500 professionals in various NARSs in the SADC region. The need for relevant and timely information is one of the aspects that have been singled out for attention by the stakeholders. Servicing this need will bolster regional co-operation and supports SACCAR's strategic thrusts of research and training co-ordination and integration, and scientific and technical partnerships.

SACCAR's past activities had some emphasis on information and communication. These activities have been hampered by the lack of resources and by the recent transformation process. It is widely recognised by stakeholders within the region that inadequate knowledge about sources of information, acquisition procedures as well as the lack of effective information services are the major constraints to accessing information.

Key constraints identified for the region were:

- Poor recognition of the value of information and communication, and inadequate local networking initiatives at national and regional level, resulting in poor dissemination of information within the NARSs;
- Inadequate physical resources and infrastructure (lack of or inadequate modern equipment and facilities for rapid processing and dissemination of information, unreliable postal service and telecommunication system);
- Lack of information technology and communication skills;
- Poorly organised information resources; and,
- Inadequate operational resources to sustain conventional information services.

SACCAR is faced with new challenges and it is imperative that it grasps this opportunity. New frontiers in information and communication technologies provide an unique opportunity to address these challenges and makes it possible to 'leap-frog' from paper and cable based communication systems to interactive electronic systems. This calls for a futuristic strategic approach to the development of a modern information and communication system for the region. Rather than to centralise information system and dissemination at the SACCAR secretariat, the new strategy is to establish an information and communication facility which will serve as a gate-way and a link to networks in and between the NARSs and globally.

The aim of SACCAR's strategy on information and communication is to provide an Information and Communication System that is relevant to, and meets the needs of stakeholders in the SADC region in order to facilitate rapid and continuous exchange and use of scientific and technical information. SACCAR will therefore facilitate the development of a SADC regional knowledge system integrated in and contributing to the emerging FARA and the Global Forum.

The objectives of this strategy are as follows:

Strategic Objective 1: To develop and establish an interactive Information System.

The main purpose is to establish an effective regional hub, which will serve as a gate-way and provide links to information sources in the NARSs, regionally (SADC region and sub-Saharan Africa) and globally.

Strategic Objective 2: To develop a proposal and secure funding in collaboration with NARSs to facilitate the provision of modern communication equipment and infrastructure in the region.

This will involve determining the availability of communication facilities and their state and upgrading them to minimise constraints for the development of an effective regional information and communication system.

Strategic Objective 3: To facilitate and promote information exchange through publication of research and training tools and materials.

It is intended to identify adequate publication tools and mechanisms to publish and disseminate research results and news on scientific activities.

Strategic Objective 4: To facilitate the establishment of regional capacity for an information and communication system.

This objective is meant to strengthen the regional capacity and skills in information technology and communication through training activities for the establishment and maintenance of the regional information and communication system.

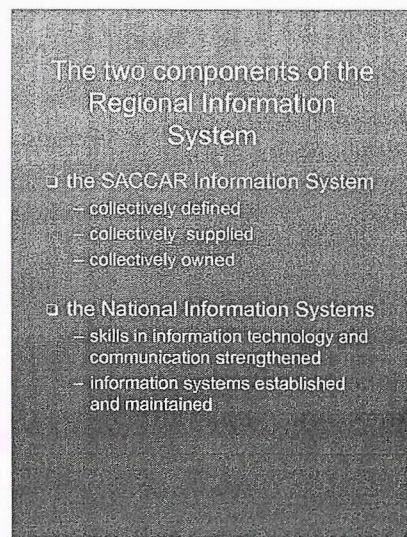
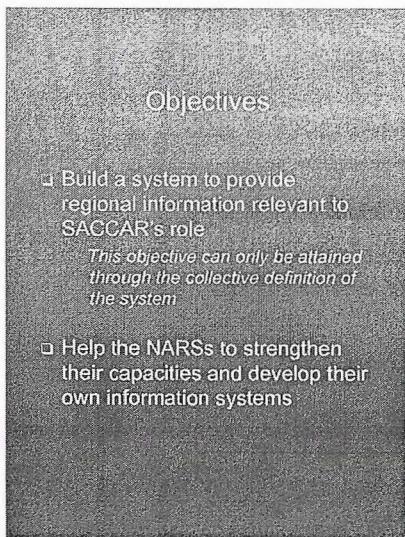
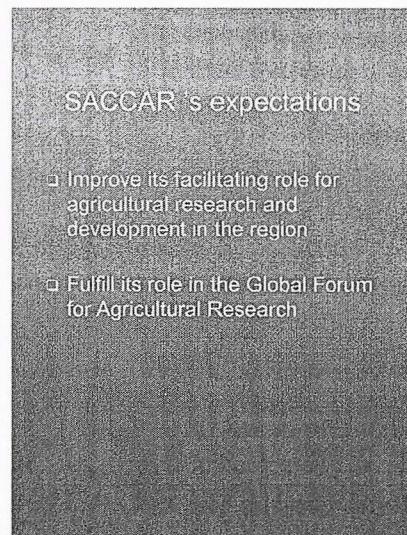
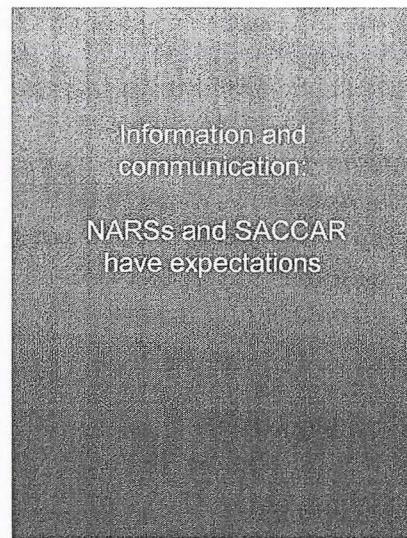
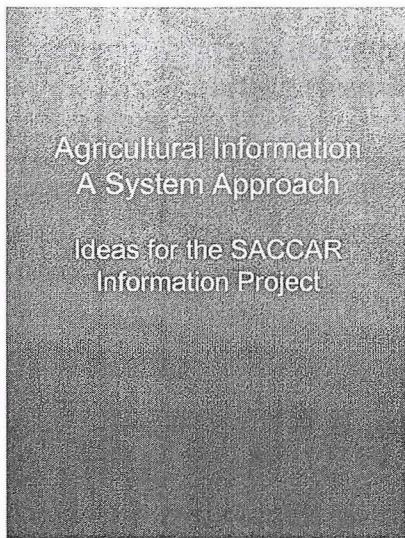
Stakeholders will be consulted during a workshop specially organised to discuss the information and communication strategy and identify concrete actions for implementation. Activities and actions for each strategic objective are proposed in Table 5.6.1

Table 5.6.1. Regional Information and Communication System: Strategic objectives, activities and actions.

Strategic objective	Activities / Actions
1. To develop and establish an interactive Information System.	<p>1.1. Organise and catalogue the current information available at SACCAR to enable its accessibility.</p> <p>1.2. Design an interactive web page to serve as a gate-way and provide links to and between NARSs and other information sources.</p> <p>1.3. Assist National Agricultural Information Focal Points (NAIFP) to set up web pages and databases with a link to SACCAR's home page.</p> <p>1.4. Monitor the development and updating of web pages and databases of collaborating stakeholders.</p> <p>1.5. Develop guidelines and standards for information exchange and knowledge system development at the SADC region, the sub-Saharan and global levels.</p> <p>1.6. Compile and update lists of e-mail addresses of researchers and stakeholders in the region.</p>
2. To develop a proposal and secure funding in collaboration with NARSs to facilitate the provision of modern communication equipment and infrastructure in the region.	<p>2.1. Identify an appropriately qualified consultant to assess the existing information and communication facilities in the NAIFPs, and to produce a proposal to standardise regional information and communication systems.</p> <p>2.2. Set up a proposal to upgrade information and communication facilities at the NARSs.</p>
3. To facilitate and promote information exchange through publication of research and training tools and materials.	<p>3.1. Produce, publish and mail the newsletter regularly.</p> <p>3.2. Expand the circulation of SACCAR's outputs to all relevant stakeholders.</p> <p>3.3. Provide electronic/on-line link to scientific and training publications via SACCAR home page.</p> <p>3.4. Encourage the publication of the proceedings of scientific conferences and workshops electronically/on-line.</p>
4. To facilitate the establishment of regional capacity for an information and communication system.	<p>4.1. Out-source training activities in electronic communication for trainers in the region.</p> <p>4.2. Train national trainers in NAIFPs on information and communication technologies.</p> <p>4.3. Monitor national training at NAIFPs in information and communication systems.</p>

Présentation du rapport Benoît Girardot

(Cliquez sur Affichage puis Page)



The SACCAR Information System

Functions and products

The SACCAR Information System should focus on the following functions and products:

1. Gateway service
2. Information sharing
3. Communication and exchange tools
4. Electronic scientific publications

1. Gateway service

- Gateway to information from donors, international agencies co-operating partners
→ Useful websites
- Gateway to SADC countries' websites
→ SACCAR to include in its website data provided by stakeholders or links to stakeholders

2. Information sharing

Databases

- Agricultural research and training institutions
- Scientists
- Research and training activities

Information sharing

Databases - Two solutions:

- Setting up regional databases supplied with data from national stakeholders
- Developing a multi-database search engine (MDSE) allowing users to request national databases from the SACCAR website

3. Communication and exchange tools

- Paper newsletter still published (new version)
- Newsletter available in electronic form
- News section on the web server
- Information exchange between scientists; between scientists and end-users (e.g. electronic forums)

4. Publications

Phase 1

- Publications provided by the SACCAR website
- NARSs responsible for the selection of research results published on the website

Publications

Phase 2

- The web publication space becomes an electronic journal with peer review committee
- shift from an information system to a knowledge system*

A Collective Experience

Only a strong commitment from each participating NARS will make the SACCAR Information System work for the benefit of all.

Annexe 3
Objectifs stratégiques et activités

SACCAR Regional Information and Communication System

Strategic Objectives and Activities
Developed by the SACCAR Regional Information Project Workshop
Draft 18 August 2000

Strategic Objective C1: To develop and establish an interactive information system

Activity 1.1: Regular information needs assessment for stakeholders

Action Plan

1. National workshops organised by NAIFPs for information needs assessment and communicate results to SACCAR.
2. Regular updating of national needs assessment through interviews conducted by NAIFPs every year and communicate results to SACCAR.
3. Regular compilation by SACCAR of users' information needs at regional level to identify needs to be addressed at national or regional levels.

Activity 1.2: Design an interactive web page to serve as a gateway and provide links to and between NARSs and other information sources

Action Plan

1. Contract a consultant to assess the setting up of a web site at SACCAR.
2. Draft Terms of Reference and engage an expert to design the web site, proof read and return for the final draft.
3. Mount the SACCAR web site on the server of the Service Provider, establish links to other relevant Web sites and register it so that it is available live on the world wide web.
4. Maintain and update regularly the web site.

Activity 1.3: Organise, catalogue and make accessible the currently available information produced by SACCAR

Action Plan

1. Choose an information storage and retrieval software.
2. Catalogue and classify information resources produced by SACCAR and enter the catalogue data sets into a database (outsourced).
3. Continuously update the catalogue and make it accessible on the SACCAR web site.
4. Scan/photocopy and e-mail requested SACCAR documents from the catalogue for clients.

Activity 1.4: Establish and update a directory of scientists and other stakeholders in the region

Action Plan

1. Develop a questionnaire to mail to scientists and other stakeholders to fill in their personal

- details including addresses and e-mail.
2. Develop and mount the database from the information supplied by scientists and other stakeholders.
3. Publish and circulate a hard copy/electronic version of the directory of scientists and other stakeholders including their personal details, addresses and e-mails.
4. Update the directory of scientists and other stakeholders every year to maintain the current information.

Activity 1.5: Assist NARS institutions in the SADC region to develop web pages and databases with a link to SACCAR's home page

Action Plan

1. Develop a protocol for sharing information among NARSs (Refer to C11 for action).
2. Establish and update an inventory of NARSs' web sites in the region and link them to SACCAR's home page.
3. Identify priorities for development of web pages in the region and formulate a strategy to be implemented to support NARSs (see also activity C16).
4. Where necessary provide assistance to NARS institutions in developing and maintaining web pages and databases.
5. Provide refresher training to Information Specialists in NARSs on new web page design techniques and database development.

Activity 1.6: Review existing legal documentation and, if necessary, develop a common Protocol for agricultural research and training information and knowledge exchange in the SADC region

Action Plan

1. Elaborate terms of reference for and identify a consultant to review existing legal documentation regarding information and knowledge exchange at national, regional and global levels and, if necessary, prepare a draft Protocol for SADC.
2. Consultant prepares a draft Protocol (if necessary).
3. Organise a workshop to review the draft Protocol (if necessary).
4. Submit draft Protocol to SADC organs (if necessary).

Strategic Objective C2: To Develop a proposal and secure funding in collaboration with NARSs to facilitate the provision of modern communication equipment and infrastructure in the region

Activity 2.1: Assess the existing ICT infrastructure and develop a project to upgrade capacity

Action Plan

1. SACCAR conducts a questionnaire survey of ICT infrastructure in NARIs.
2. Identify and recruit an ICT infrastructure consultant.
3. Consultant evaluates available equipment and infrastructure in NARIs and produces a project proposal for upgrading capacity where needed.
4. SACCAR markets project proposal to potential financing partners.
5. Implementation of the project according to the project proposal in conjunction with financing partners.

Strategic Objective C3: To facilitate and promote information exchange through publication of research and training tools and materials

Activity 3.1: Prepare, publish and disseminate the newsletter regularly

Action Plan

1. Create an editorial policy for the newsletter.
2. Set up a mechanism to gather contents of the newsletter.
3. Set up and operate the editorial and production system for print and electronic dissemination.
4. Promote and disseminate the newsletter.
5. Stakeholders survey.

Activity 3.2: Facilitate the publication of scientific articles

Action Plan – Phase I

1. Develop editorial policy for scientific articles to be published on the SACCAR web publication space (including copyright and access options).
2. Publicise the opening of the web publication space. Distribute guidelines to NARI and universities. Commission them to publish in the publication space. Agree on a launch date.
3. Manage the publication space.

Action Plan - Phase II

1. Audit of all scientific journals published in the region. Gap analysis.
2. Market analysis.
3. Business plan.
4. TCART to make a decision on the opportunity of creating a SACCAR electronic journal.

Action Plan - Phase III

1. Develop editorial policy for articles to be published in the SACCAR electronic scientific journal.
2. Set up an editorial board.
3. Define the role of the editor, advertise for the position and recruit the editor.
4. Define the peer review process.
5. Establish a document tracking system.
6. Define the editorial process.
7. Launch a promotion and marketing campaign.
8. Submit to core indexing systems.
9. Evaluate after one year against the business plan.

Activity 3.3: Encourage the publication of the proceedings of scientific conferences and workshops in the region electronically/on-line

Action Plan

1. Develop technical guidelines for proceedings of scientific and training meetings to be published on the SACCAR web site.
2. Promote the service and distribute guidelines to all SACCAR stakeholders, inviting them to submit their outputs of scientific and training meetings to be published on the web site.

3. Monitor and ensure that all electronically/on-line proceedings of scientific conferences and workshops from the region are accessible from the SACCAR web site.

Strategic objective C4: To facilitate the establishment of regional capacity for an information and communication system

Activity 4.1: Support training of national trainers in NARSs on information and communication technologies

Action Plan

1. Conduct a questionnaire survey to identify the NARSs ICT training capacity and needs.
2. Develop a regional ICT trainers programme based on the needs assessment survey results.
3. Source financial resources to use for implementation of the regional ICT trainers programme.
4. Identify and appoint an ICT training consultant to implement the programme.
5. Annual regional ICT training courses held.
6. Monitor the regional ICT training programme.
7. Sponsor NARSs to run ICT training courses.
8. Identify/appoint and implement consultancy to evaluate the impact of the ICT trainers programme.

The SACCAR Newsletter

Actions, Tasks and Possible Scenarios for the Launching and Sustainability of the New Formula

During the SACCAR Regional Information Project Workshop held in Gaborone, Botswana, from 8 to 11 August 2000, under strategic objective C3 “To facilitate and promote information exchange through publication of research and training tools and materials”, a group of participants developed Activity C3.1: “Prepare, publish and disseminate the newsletter regularly”.

The intervention logic of this activity is defined as to “Reposition the newsletter to meet the needs of stakeholders and promote SACCAR”. The action plan developed by the working group involves 5 actions, of which Action 2, “Set up a mechanism to gather contents of the newsletter”, was emphasised by the group, who felt that if the stakeholders of agricultural research were to be addressed through the newsletter, they should also participate in the flow of information. Hence the need to set up a mechanism to gather contents from the various stakeholders at national level.

The actions would be implemented by a consultant during the launch period, then by a local editor, under the responsibility of the Information and Communication Officer. The main tasks under each of these actions are described below. A second part suggests various scenarios for the implementation of the actions and related tasks.

Actions and tasks

Action 1: Create an editorial policy for the newsletter.

It is suggested that this action be interactive: the editorial policy, created by the SACCAR Secretariat, would be approved/supplemented/amended by the NAIFPs (see Action 2), so as to develop a sense of ownership.

- 1.1 The newsletter editorial policy is established: objectives of the newsletter, target audiences, nature of the news/articles likely to satisfy the needs of the audiences, periodicity, form and format of the newsletter, dissemination system, management and monitoring issues.
- 1.2 SACCAR Newsletter Specifications are developed to serve as reference.

(Working group estimation: 1 week, Consultant, might be overestimated).

Action 2: Set up a mechanism to gather contents of the newsletter.

This is a major action, upon which the usefulness, the sustainability and ultimately the success of the newsletter depend. The assumption is that an integrated approach is preferred, where the SACCAR Secretariat would provide its own information but also disseminate information from stakeholders in the member countries. It is also assumed that member countries are willing to share information and

that NAIFPs are able to organise national networks with stakeholders. The following action plan is suggested⁹:

- 2.1 A pilot project involves 4 to 6 carefully selected countries, where it is possible to rely on a NAIFP to initiate and maintain a system to gather information (i.e. news/articles) at national level. In addition, NAIFPs and stakeholders contribute to the establishment of the editorial policy. To initiate this pilot project, two options can be considered: either organising a workshop for the NAIFPs or a mission in the selected countries¹⁰.
- 2.2 The other member countries are informed of the whole process and regularly invited to contribute.
- 2.3 A workshop with pilot countries and new countries is organised in the course of the second year of the project. The objectives are to reinforce the existing network, include new members, strengthen capacities in writing for a newsletter.

(Working group estimation for the launch period: 3 weeks, Consultant¹¹).

Action 3: Set up and operate the editorial and production system for print and electronic dissemination.

The objective of Action 3 is to set up a sustainable system for the production and dissemination of the newsletter:

- 3.1 An editor (freelance or part time) is selected: terms of reference prepared and advertised; technical tests devised; candidates tested.
- 3.2 A designer and a printer are selected.
- 3.3 The need for desktop publishing equipment and software¹² suggested by the working group is assessed. If confirmed, the equipment is selected, purchased and installed.
- 3.4 Technicalities involved in posting the newsletter on the SACCAR web page are specified.
- 3.5 A schedule detailing tasks for the production of each issue is prepared.
- 3.6 A budget is developed for the annual production and dissemination of the newsletter.
- 3.7 The first issue of the newsletter (new formula) is prepared and launched.

(Working group estimation for the launch issue: 1 month, Consultant + 1 month, Editor).

Action 4: Promote and disseminate the newsletter.

This action includes the following tasks:

- 4.1 Depending on the present state of the mailing list, a mailing list is created (or reorganised/revised) and maintained (initial sources, software, possible external solutions).
- 4.2 The best mailing rates for bulk mailing of printed materials are sought (Botswana Post Office and, if necessary, abroad).

⁹ It would be possible to reduce Action 3 to a minimum (that is mostly relying on the information available at the Secretariat). The result would be a “top-down” newsletter, which probably wouldn’t match SACCAR’s efforts towards a participatory approach demonstrated by the methodology adopted during the strategic planning process.

¹⁰ The second option might be more efficient because it would allow the Consultant to meet stakeholders, better assess the resources and suggest flexible solutions.

¹¹ The third task (workshop during the second year) has not been included by the working group. In such a project, it would be necessary to held a workshop for the NAIFPs once a year. This could be linked to any NAIFP regular meeting. However, I do not see any such activity/action in the various strategic objectives. Isn’t it a flaw for Strategy C as a whole (follow-up, ownership...) ?

¹² Such an investment is relatively important. Therefore, it should be carefully evaluated against locally available facilities.

- 4.3 The dissemination system is established at the Secretariat or the task entrusted to a local company.
- 4.4 The first issue of the newsletter is disseminated.
- 4.5 The first issue is posted on the SACCAR home page.
- 4.6 The newsletter is promoted among stakeholders (form to readers, electronic links, information to existing newsletters for publication, etc.).
- 4.7 A mechanism using the newsletter as a tool for public awareness through the media in the region is set up.

(Working group estimation: 3 weeks, Staff, might be underestimated. In addition, initial tasks under supervision of Consultant are probably needed).

Action 5: Stakeholder survey.

This action takes place after one year of publication.

- 5.1 A questionnaire to readers is prepared and mailed.
- 5.2 The results of this questionnaire are exploited.

Implementation of the actions and related tasks

Four scenarios are suggested for implementation of the actions/tasks, depending on whether or not a Consultant's mission is required to elaborate on the editorial policy and on the option chosen to set up the mechanism to gather contents (mission to pilot countries or NAIFP workshop). Scenario 1 would probably be the best one, but involves three missions from the Consultant. In Scenarios 2, 3 and 4, major advantages and disadvantages in comparison with Scenario 1 are indicated in the tables.

It is important to note that the assumptions regarding Action 2 (Set up a mechanism to gather information content—see above) are key to the success of the project.

Summary of the scenarios

Scenario	Editorial policy	Mechanism to gather contents	First issue
S1	Mission to SACCAR 1 week	Mission to pilot countries 3.5 weeks	Mission to SACCAR 4 weeks
S2	No mission	Mission to pilot countries 4 weeks	Mission to SACCAR 4 weeks
S3	Mission to SACCAR 1 week	NAIFP workshop Mission to SACCAR 2 weeks	Mission to SACCAR 4 weeks
S4	No mission	NAIFP workshop Mission to SACCAR 2.5 weeks	Mission to SACCAR 4 weeks

Implementation of the Actions/Tasks: Scenario 1

Consultant	Project Leader (assisted by Staff)	Editor
Launching the newsletter		
Year 1 – Mission 1 (1 week) – Editorial policy 1.1 Editorial policy 1.2 Specifications 2.1 Pilot project: identifies countries/NAIFPs for the Pilot project. Prepares mission to pilot countries 3.1 Prepares TORs and technical tests for Editor	2.1 Supports preparation of mission 3.1 Contributes to TORs. Advertises Editor position	
Year 1 – Mission 2 (3.5 weeks) – Mechanism to gather contents in pilot countries 2.1 Visits 4 to 6 Pilot project countries 1.2 Revises editorial policy/specifications according to NAIFPs' input 3.1 Tests and interviews candidates for the position of Editor 3.3 Assesses need for desktop publishing equipment 3.4 Specifies technicalities of posting the newsletter on the SACCAR web page 4.1 Evaluates existing mailing list, suggests improvements	2.2 Informs other countries and invite them to contribute 3.1 Interviews candidates and selects Editor with SACCAR Director and Consultant 3.3 Looks for local DTP facilities. If need for DTP confirmed, purchases equipment/software and has them installed 4.1 Creates/improves mailing list 4.2 Looks for best mailing rates 4.3 Establishes/improves dissemination system	
Year 1 – Mission 3 (4 weeks) – First issue 3.2 Evaluates designers and printers 3.5 Prepares production schedule 3.6 Supports budget development 3.7 Prepares the first issue of the newsletter with the Editor: direct contribution and capacity building (see Editor)	3.2 Looks for designers and printers, asks for quotations, selects designer and printer 3.6 Develops annual budget 3.7 Provides and selects news/articles from the Secretariat and pilot project countries (with Editorial Committee). Checks final layout	3.7 Prepares the first issue of the newsletter with Consultant: Contributes to Editorial Committee

	<p>4.4 Disseminates the first issue 4.5 Posts the first issue on the SACCAR home page 4.6 Implements tasks to promote the newsletter among stakeholders (or Editor?) 4.7 Implements tasks to promote the newsletter as a tool for public awareness (or Editor?)</p>	<p>Writes/rewrites articles Conducts layout designing Gathers photographs Proofreads Checks proofs from the printer</p>
Ensuring the sustainability of the newsletter		
	<p>Year 2 5.1 and 5.2 A questionnaire to readers is prepared, the results are exploited [Added] A workshop gathering together the NAIFPs of pilot countries and NAIFPs of new countries is organised. Objectives: reinforce existing country networks, include new members, strengthen capacities in writing for a newsletter</p>	
	<p>Year 3,4... [Added] The NAIFPs gather together as in Year 2 in order to reinforce the network and improve the newsletter, taking the opportunity of regular NAIFP meetings (1 or 2 days devoted to the newsletter)</p>	

Implementation of the Actions/Tasks: Scenario 2

Consultant	Project Leader (assisted by Staff)	Editor
Launching the newsletter		
Year 1 – Editorial policy Tasks identical to Scenario 1, but Consultant works through e-mail and fax <i>Advantage:</i> less expensive <i>Disadvantage:</i> more difficult, especially for the preparation of the mission to pilot countries	Identical to Scenario 1, communicates with Consultant by e-mail and fax	
Year 1 – Mission 1 (4 weeks) – Mechanism to gather contents in pilot countries Visits 4 to 6 countries of the Pilot project Tasks identical to Scenario 1, but mission begins and ends at the SACCAR Secretariat	Identical to Scenario 1	
Year 1 – Mission 2 (4 weeks) – First issue Tasks identical to Scenario 1	Identical to scenario 1	Identical to scenario 1
Ensuring the sustainability of the newsletter		
	Year 2 Identical to Scenario 1	
	Year 3, 4... Identical to Scenario 1	

Implementation of the Actions/Tasks: Scenario 3

Consultant	Project Leader (assisted by Staff)	Editor
Launching the newsletter		
Year 1 – Mission 1 (1 week) – Editorial policy Tasks identical to Scenario 1, prepares workshop	Identical Scenario 1, prepares workshop	
Year 1 – Mission 2 (2 weeks) – Mechanism to gather contents through a workshop A workshop is organised for the NAIFPs of the Pilot project (3 days) Other tasks identical <i>Advantage:</i> less expensive (to be checked) <i>Disadvantage:</i> the Consultant cannot assess the situation <i>in situ</i> , no immediate application in the countries	Organises the workshops Other tasks identical to Scenario 1	
Year 1 – Mission 3 (4 weeks) – First issue Tasks identical to Scenario 1	Identical to scenario 1	Identical to scenario 1
Ensuring the sustainability of the newsletter		
	Year 2 Identical to Scenario 1	
	Year 3, 4... Identical to Scenario 1	

Implementation of the Actions/Tasks: Scenario 4

Consultant	Project Leader (assisted by Staff)	Editor
Launching the newsletter		
Year 1 – Editorial policy Tasks identical to Scenario 1, but Consultant works through e-mail and fax <i>Advantage:</i> less expensive, <i>Disadvantage:</i> more difficult, especially for the preparation of the workshop	Identical Scenario 1, communicates with Consultant by e-mail and fax, prepares workshop	
Year 1 – Mission 1 (2,5 weeks) – Mechanism to gather contents through a workshop A workshop is organised for the Pilot project NAIFPs (3 days) Other tasks identical <i>Advantage:</i> less expensive (to be checked) <i>Disadvantage:</i> the Consultant cannot assess the situation <i>in situ</i> , no immediate application in the countries	Organises the workshops Other tasks identical to Scenario 1	
Year 1 – Mission 2 (4 weeks) – First issue Tasks identical to Scenario 1	Identical to scenario 1	Identical to scenario 1
Ensuring the sustainability of the newsletter		
	Year 2 Identical to Scenario 1	
	Year 3, 4... Identical to Scenario 1	

Annexe 5
Liste des participants

Représentants des Systèmes nationaux de recherche agricole

Afrique du Sud

E. Prinsloo, ARC, Institute for Soil, Climate and Water, Pretoria

Botswana

L. Ramore, Librarian, Botswana College of Agriculture, Gaborone

Lesotho

T. Sematlane, Assistant Librarian, Agricultural Research Division, Maseru

Malawi

M.L. Katsonga, Head Librarian, Chitedze Research Station, Lilongwe

Mozambique

E.A. Timba, Information Specialist, Ministry of Agriculture and Rural Development, Documentation and Information Centre for Agriculture, Maputo

Namibie

M.E. Ngwira, Librarian, University of Namibia, Faculty of Agriculture and Natural Resources, Windhoek

Seychelles

F. Vinda, Information Officer, Ministry of Agriculture and Marine Resources, Mahé

Swaziland

T.F. Masondo, Senior Library Assistant, (organisation ?), Manziny

Tanzanie

R. Kasuga, Information Specialist, Ministry of Agriculture and Cooperatives, Division of Research and Development, Dar-es-Salaam

Zambie

J. Namangala, Librarian, Mount Makulu Research Station Library, Chilanga

Zimbabwe

A. Masomera, Research Officer, Department of Research and Specialist Services, Harare

Saccar

K. Molapong, Sector Coordinator

P. Caron, Technical Officer

F. Sundstol, Technical Officer

F. Kayumba, Information Officer
J . Scott, Consultant

Autres participants

Asareca

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Cab International

E. Dodsworth, Director, Information and Development, Wallingford, Oxon, UK

J.F. Asaba, Information Scientist, Africa Regional Centre, Nairobi, Kenya

Fao

R. Portegies Zwart, Information Systems Officer, Waicent/Faoinfo Dissemination Management Branch, Rome

Cirad

M. Jeanguyot, Dist

Afrique du Sud

H. Lombard, Assistant Director, University of the Orange Free State, Library and Information Science, Bloemfontein

R. Le Grange, Information Specialist, University of the Orange Free State, Bloemfontein

Annexe 6
Programme de l'atelier

Date:	Time:	Session Activity	Presenter/Session Leader
8 th August	0830 - 0900	Registration	Ms. S. Molale
	0900 - 0915	Official Opening	Dr. L.M. Mazhani Chairman of TCART
	0915 - 0930	Participant Introduction & Outline of the Workshop Agenda/Activities	Dr. Molapong / Mr. J. Scott
	0930 - 1000	The SACCAR Strategic Planning Process – how we got to where we are, and where we go from here.	Dr. K. Molapong / Dr. P. Caron
	1000 – 1015	Tea/Coffee	
	1015 - 1045	A Strategy for a regional Information and Communication System	Mr. Kayumba
	1045 – 1130	Support to development of information systems: CABIs experiences in some developing countries.	Dr. Dodsworth & J. Asaba
	1215 – 1400	Lunch	
	1400 – 1430	The ASERECA ITC Strategy, Description and Functioning	Mr. Kirub
	1430 – 1500	Programme for Agricultural Information Services (PRAIS) – An example of a CTA supported regional information resource. (Presentation of their Information Needs Assessment Survey? To be confirmed)	Ms. R. Le Grange/Lombard
	1500 – 1515	Agricultural Information a Systems Approach. Ideas for the SACCAR Information Project.	Ms. Jeanguyot
	1515 – 1530	Situation Analysis Presentation – Angola	Ms. Goncalves
	1530 – 1545	Situation Analysis Presentation – Botswana	L.Ramore
	1545 – 1600	Situation Analysis Presentation – Lesotho	T. Sematlane
	1600 – 1615	Tea/Coffee	
	1615 – 1630	Situation Analysis Presentation – Malawi	Mr. G. Nyali
	1630 – 1645	Situation Analysis Presentation - Mozambique	Ms. E. Timba
	1645 – 1700	Situation Analysis Presentation – Namibia	Ms. M. Ngwira
	1700 – 1715	Situation Analysis Presentation – Seychelles	Ms. L. Joubert
	1715 – 1730	Situation Analysis Presentation – South Africa	Ms. E.Prinsloo
	1730 – 1740	Wrap-up Session	Mr. J. Scott
9 th August	0830 – 0835	Introduction to the Days Activities	Mr. J. Scott
	0835 – 0850	Situation Analysis Presentation – Swaziland	Ms. F. Tuli
	0850 – 0905	Situation Analysis Presentation – Tanzania	Ms. J. Kaaya
	0905 – 0920	Situation Analysis Presentation – Zambia	J. Namangala
	0920 – 0935	Situation Analysis Presentation - Zimbabwe	Mr. Masomera
	0935 – 1000	Introduction to SWOT Analysis of the Regions Information & Communication Systems in NARSs.	Mr. J.Scott
	1000 – 1015	Tea/Coffee	
	1015 – 1200	SWOT Analysis of the Regional Situation – 3 Countries/Group +/- 5 Participants/Working Group	Group Leaders to be Assigned (maybe International Guests ?)
	1200 - 1330	Lunch	
	1330 – 1345	Group 1 Presentation	
	1345 – 1400	Group 2 Presentation	
	1400 – 1415	Group 3 Presentations	
	1415 – 1515	Plenary Session to Summarise SWOTs	Mr. Kayumba
	1515 – 1530	Tea/Coffee	

	1530 – 1545	Presentation describing development of the Plan of Operations	Dr. P. Caron
	1545 – 1600	Presentation of the Information & Communications System Plan of Operations	Mr. Kayumba
	1600 – 1730	Strategic Objective Working Groups (4 Groups). Review each SO, Activities, Log Frame, Planning Matrix & Prioritisation	
	1730 – 1735	Wrap – up Session	Mr. J. Scott
10 th August	0830 – 0840	Introduction to the days activities	Mr. J. Scott
	0840 – 1030	Strategic Objective Working Groups (4 Groups). Review each SO, Activities, Log Frame, Planning Matrix & Prioritisation	
	1000 – 1015	Tea/Coffee	
	1015 – 1130	Strategic Objective Working Groups (4 Groups). Review each SO, Activities, Log Frame, Planning Matrix & Prioritisation	
	1130 – 1145	Working Group 1 – Presentation of the Proposed Prioritisation of Activities, Implementation Responsibilities and Timelines for SO1	
	1145 – 1200	Working Group 2 – Presentation of the Proposed Prioritisation of Activities, Implementation Responsibilities and Timelines for SO2	
	1200 – 1215	Working Group 3 – Presentation of the Proposed Prioritisation of Activities, Implementation Responsibilities and Timelines for SO3	
	1215 – 1230	Working Group 4 – Presentation of the Proposed Prioritisation of Activities, Implementation Responsibilities and Timelines for SO4	
	1230 – 1400	Lunch	
	1400 – 1530	Plenary Session: Collate Working Groups Results into the Regional Information & Communication System Project for SACCAR.	
	1530 – 1545	Tea/Coffee	
	1545 – 1700	Plenary Session: Collate Working Groups Results into the Regional Information & Communication System Project for SACCAR	
	1700 – 1710	Wrap Up Session	Mr. J. Scott
11 th August	0830 - 0840	Introduction to the days Activities:	Mr. J. Scott
	0840 – 1030	Working groups to produce the first draft of the project document.	
	1030 – 1045	Tea/Coffee	
	1045 - 1230	Working groups to produce the first draft of the project document.	
	1230 - 1400	Lunch	
	1400 - 1500	Presentation of the First Draft of the Regional Information and Communication System Project.	
	1500 - 1515	Tea/Coffee	
	1515 - 1600	Plenary Session: Final Comments/Feedback Session on the Draft Document.	Mr. J. Scott
	1600 - 1630	Closing Remarks and Word of Thanks	Dr. K. Molapong
	1630 - 1700		

