

Report on CTA's Intellectual Legacy Assets



1983  2020


A LEGACY OF
AGRICULTURAL
TRANSFORMATION

December 2020



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Executive summary

The Cotonou Partnership Agreement between the European Union (EU) and the Organisation of the African, Caribbean and Pacific States (OACPS) countries, the legal and financial framework that supported the Technical Centre for Agricultural and Rural Cooperation (CTA), was due to end on 28 February 2020. As a consequence, CTA was also set to close. An orderly closure of the Centre was agreed by the OACPS-EU authorities, with the process to run from March to December 2020. As the negotiations on the future agreement between the OACPS and EU were delayed, the parties agreed on transitional measures to extend the application of the Cotonou Agreement first until December 2020 and later until November 2021. Although the process of closing CTA continued into 2021, the work described in this report was carried out between March and December 2020.

Established in 1983, CTA actively supported agricultural transformation in African, Caribbean and Pacific (ACP) countries for over 35 years, with wide ranging results and uptake of innovative practices in nearly 80 countries. Over the years, CTA adapted its approaches from its original role as a knowledge broker to driving wider investments, promoting innovation exchange on technologies, digital solutions, business models and relationships that have been critical to the sustainable transformation of ACP agriculture and the improvement of food and nutrition security. These decades of investments have yielded impressive results, a strong reputation and a rich intellectual property legacy, most of which is extremely useful to ACP agriculture and the development sector.

Although CTA as an institute will cease to exist, the Centre has made every effort to ensure that its rich portfolio of valuable intellectual assets remain global public goods and continue to be available publicly to those that can benefit from them. As part of the orderly closure process, the Centre's management instituted a process to take stock of its intellectual legacy assets and plan for their responsible transfer, retention or disposal, in close consultation with EU and ACP stakeholders. This included a comprehensive plan for handling these assets, which was approved by the EU and CTA's Executive Board.

In preparing and implementing the plan for handling the intellectual legacy assets, CTA was guided by three principal considerations:

1. Partners' rights are safeguarded, and a fair and transparent process is adopted
2. CTA's intellectual legacy assets remain a public good and are available and accessible to all
3. Any potential legal risks for CTA and its stakeholders are eliminated (or at the very least minimised).

The process was guided by a clear set of criteria and conditions for use of the assets, aimed at safeguarding the interest of all parties and minimising the legal consequences for CTA and its stakeholders. A consolidated list of intellectual legacy assets was generated, mainly consisting of assets that were generated within the framework of the 2017–2020 Action Grant Agreement.

As this report shows, the goal of ensuring that the intellectual legacy assets generated by the Centre and its partners would remain publicly accessible and usable has been achieved through a combination of transferring assets either to strategic partners, who will continue to build on them, or to project partners with whom the assets had been generated, according to

contractual agreements with those partners, and by archiving and freezing all other intellectual legacy assets such as websites and social media accounts and the Centre's administrative systems. In doing so, the Centre's management has ensured that its contractual agreement with the European Commission's Directorate-General for International Cooperation and Development (DEVCO) is honoured, that legal consequences for CTA and its funders are minimised or eliminated, and that global, Dutch and EU regulations on intellectual property rights are adhered to.

CTA may be no more after 2020, but its legacy will live on, for the future benefit of small-scale farmers, fishers and all those engaged in agricultural and rural development in ACP countries and beyond.

Introduction

For 37 years, from 1983 to 2020, CTA was on the frontline of agricultural and rural development, creating, sharing and disseminating information, knowledge and learning products to enrich ACP agriculture. Over this time, CTA demonstrated how documenting, sharing and scaling up agricultural innovation can achieve significant improvements in productivity, incomes and food security. The Centre's approach also evolved, from that of knowledge broker in its early years to driving wider investments and promoting innovation exchange on technologies, digital solutions, business models and relationships. Through these efforts, the Centre actively supported agricultural transformation in ACP countries and contributed to the uptake and spread of innovative practices in 79 countries.

The Centre also introduced pioneering approaches, as demonstrated by its early focus on information and communication technologies (ICTs) and introducing new technologies for delivering information (e.g. CD-ROMs since 1991). In recent years, CTA has been a catalyst in the use of digital technologies that make agriculture more efficient and climate-smart and help farmers access advisory services and market information.

However, with the termination of the Cotonou Partnership Agreement between the EU and the OACPS at the end of February 2020, the financial and legal framework that supported CTA also ceased to exist and the Centre was set to close. The OACPS-EU authorities agreed on an orderly closure of the Centre from March to December 2020. Because negotiations on the future OACPS-EU agreement were delayed, transitional measures were put in place to extend the application of the Cotonou Agreement first until December 2020 and later until November 2021. Although the process of closing CTA continued into 2021, the work described in this report was carried out between March and December 2020.

A key element of the planned orderly closure of the Centre was the requirement to ensure that the rich portfolio of intellectual property assets that the Centre and its partners have generated are preserved and remain publicly available and accessible.

In addition to tangible intellectual legacy assets, CTA prided itself in its rich legacy of human social capital generated over the years across ACP-EU through partnerships. Although not explicitly covered in the report, this legacy of social capital is an important asset that could be harnessed if a new institution were to be established.

The process

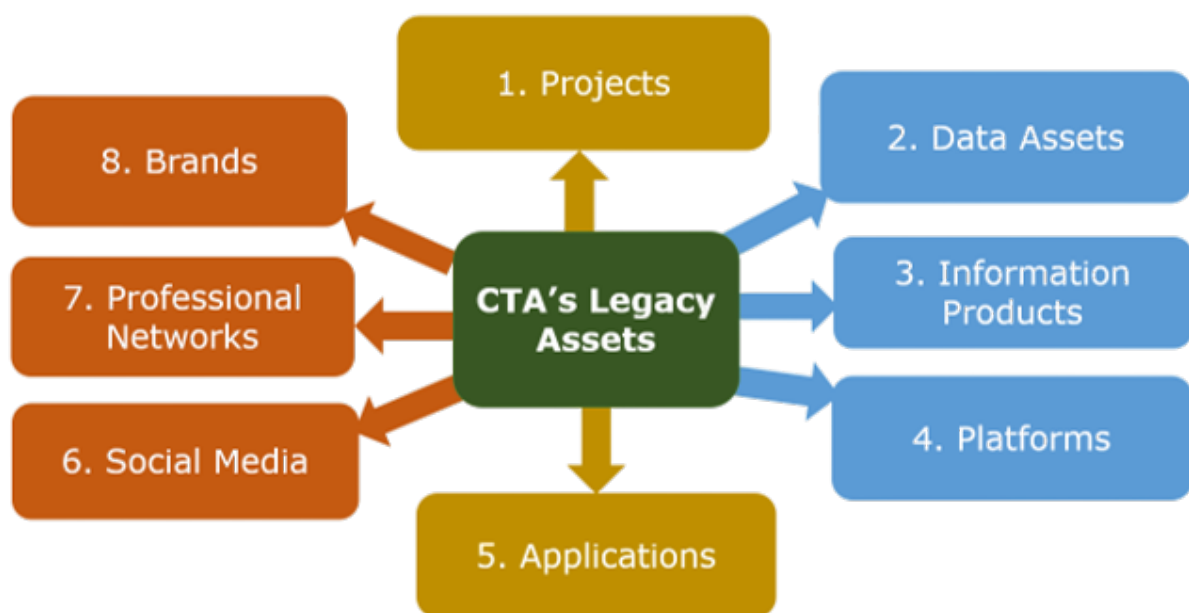
As soon as the decision was taken to close CTA by the end of 2020, the Centre's management instituted a rigorous process to take stock of its intellectual legacy assets and plan for their responsible transfer, retention or disposal, in close consultation with the EU and ACP stakeholders. This process was led by a "legacy cluster" of CTA staff, which consulted extensively with partners and peers around the globe.

Following an in-depth analysis and inventory of the Centre's intellectual legacy assets, the legacy cluster presented a detailed report, *A legacy of agricultural transformation*, to the 39th session of the CTA Executive Board in June 2020. This provided a definition of intellectual legacy assets and presented the different categories of such assets (Box 1), their proprietary status (Box 2), guiding principles (Box 3) and options for their liquidation. The report also proposed criteria for handing over assets and conditions for their future use (Box 4). The

report and its associated implementation plan were approved by the Executive Board and subsequently by the EU and the OACPS. This led to the establishment of an internal CTA legacy committee to implement the agreed action plan.

Box 1: Eight categories of CTA’s intellectual legacy assets

1. Projects and related content, such as reports, articles and blogs
2. Data assets, such as farmer profiles generated by projects and held by CTA as data controller under General Data Protection Regulation rules
3. Information products, such as publications (both physical and electronic), photos and videos
4. Platforms, including CTA websites, online platforms and software and systems such as CTA’s project management system
5. Digital applications created under projects – in all cases, ownership of these resides with the project partner
6. Social media, including CTA’s corporate channels (Facebook, Instagram, Twitter, LinkedIn, Vimeo and YouTube), those associated with CTA information products (e.g. *ICT Update*, *Spore*) and those associated with CTA initiatives (e.g. Web2forDev, ARYDIS and Innov4Ag Pacific)
7. Professional networks, most of which were moderated by CTA staff
8. Brands, such as *Spore*, Brussels Briefing, *ICT Update*, Pitch AgriHack and VALUE4HER and UAV4Ag.



Categories of CTA's intellectual legacy assets

Box 2: Four broad categories of intellectual property rights

1. *CTA holds exclusive intellectual property rights (IPR) on the assets*: this is the case for most publications produced by CTA, including *Spore* (notable exceptions being those co-published with partners, especially commercial publishers).
2. *CTA holds IPR jointly with partners*: examples include digital platforms such as Value4HerConnect, which uses insourced software and data from women agripreneurs to offer trade related services.
3. *Partner holds IPR*: this includes most assets developed in projects, under grants or cost-sharing contracts.
4. *No specific organisation or partner holds IPR*: most professional networks and communities of practice fall under this category.

Box 3: Guiding principles for handling of CTA's intellectual property assets

In preparing and implementing the liquidation plan for the intellectual legacy assets, CTA was guided by three principal considerations:

- Partners' rights are safeguarded, and a fair and transparent process is adopted.
- CTA's intellectual legacy assets remain a public good and are available and accessible to all.
- Any potential legal risks for CTA and its stakeholders are eliminated (or at the very least minimised).

Box 4: Criteria for handing over of CTA assets

- The partner(s) with whom the legacy asset has been created is offered the asset as a first priority, unless capacity is a constraint
- The partner(s) has demonstrated capacity to offer continued services relating to the legacy asset
- The partner(s) has a similar mission and purpose and can provide continuity for the service.

Conditions of use include:

- The asset remains a public good, available and accessible to all
- The legacy asset is not used for commercial purposes, other than those it was established for
- All legal and data privacy rules are adhered to in order to eliminate any legal consequences for CTA and its stakeholders.

The approach

Based on this information, the legacy cluster identified three categories of intellectual legacy assets:

1. Assets that have been archived/frozen
2. Assets that have been transferred within projects as stipulated by the cost-sharing or grant contract and
3. Assets that have been transferred to strategic partners.

Archived assets

The assets archived largely consist of professional networks; brands such as *Spore*, *ICTUpdate* and *ICT4Ag*; websites and social media accounts; and CTA's administrative software and systems, such as its project management platform, DELTA and its financial system, NAVISION. Where applicable, archived assets will remain accessible and available in a static version for 5 years from the date of archiving. They will be handed over and overseen by the OACPS Secretariat after the closure of the Centre.

Professional networks: The majority of these were moderated by CTA staff. Where no organisation has come forward to take over moderation, the network will be archived for 5 years, after which they will be deleted by the hosting service provider.

Brands: CTA's brands, such as *Spore*, *ICTUpdate*, Brussels Briefings and *ICT4AG*, were never registered as trademarks and thus remain available to the public.

Websites and social media accounts: CTA's websites have been converted to static sites and will remain functional and accessible in the public domain until July 2025. All the Centre's corporate and project social media accounts have been frozen since July 2020.

Administrative software and systems: The Centre's software and systems such as the project management platform delta and its financial system NAVISION will be retained for 5 years (under the responsibility of the OACPS Secretariat) to meet the requirements of the DEVCO grant contract and those of the Netherlands authorities.

Assets transferred within projects

Many of CTA's intellectual legacy assets generated through CTA's programme were either built on partners' pre-existing interventions and knowledge, developed further with investments from CTA, or co-created with ACP and EU partners. The latter is especially true of the large-scale, multi-year technical projects the Centre pursued since 2017. Article C.3. of the cost-sharing contracts between CTA and project partners stipulated that equipment, vehicles and material financed by CTA were to be transferred to the contractor (except for commercial organisations) or final beneficiaries of the project at the end of the project, at the very latest. The contract also clearly placed ownership of intellectual assets generated by the project in the hands of the project partners upon project closure. These intellectual legacy assets include project-related knowledge products, such as baseline studies, mid-term evaluations and final project completion reports, and platforms, apps and "communities" such as *Innov4AgPacific*.

Online articles and blogs published on the CTA website have been archived in the static version of the CTA website that will remain online until July 2025.

Examples of some major assets that were developed and transferred within projects include:

- Innov4AgPacific project assets transferred to the Pacific Farmers Organisation Network (PIFON)
- MUIIS assets transferred to the Uganda National Farmers' Federation, Uganda Cooperative Alliance and Ensibuuko Tech Limited and
- the mobile app myAnga, which was transferred to AmfraTech.

All of these applications and digital tools remained in the hands of the implementing partners.

Existing assets that CTA projects invested in include RiceAdvice (with AfricaRice) and Hello Tractor.

Assets transferred to strategic partners

Partnerships have been the cornerstone of CTA from its very beginning and were a central feature of discussions about the future of the Centre's intellectual legacy assets. Following the official announcement of CTA's closure, several key developmental partners across ACP expressed an interest in continuing some of CTA's most interesting work. These included regional institutes such as the Inter-American Institute for Cooperation on Agriculture (IICA), the Alliance for a Green Revolution in Africa (AGRA), Forum for Agricultural Research in Africa (FARA), OACPS Secretariat and the Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA); EU-based organisations such as Wageningen University & Research (WUR); global research and knowledge institutes like CGIAR, the Global Center on Adaptation (Rotterdam) and CABI; NGOs such as the Grameen Foundation and WaterWatch Foundation; and UN organisations such as the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development regional office for the Pacific.

The assets in question were those that need continual attention by committed professionals in order to continue to be of value; assets that require a structure to house them, funds to maintain them and innovation to adapt them to ever-changing circumstances. The CTA legacy committee met frequently both with staff and with partners across ACP-EU. Based on requests received, the committee discussed and corresponded with partners to find the best new home for each asset to ensure their future and keep them in the public domain. Partners were asked to present sustainability plans that would ensure the assets remain available publicly. The committee also asked partners how they planned to further develop the assets in the future. In several cases, such as for the Pitch AgriHack project and the Chefs4Dev platform, partners submitted a concept note presenting plans on how the asset would be integrated into wider programmes. Based on this information, the committee decided which partners would be best placed to maintain and develop the assets. As a final step, the committee, in consultation with legal experts, developed an "intellectual assets transfer agreement" (IATA) to avoid potential legal consequences for CTA and its funders. The IATA was signed by CTA and the partner receiving the asset. The IATA was endorsed by DEVCO legal services.

Key assets transferred

Ideal partners were identified for six key assets over which CTA holds intellectual property rights:

- VALUE4HERConnect – AGRA
- Pitch AgriHack – African Green Revolution Foundation (AGRF)
- Publications – CABI
- D4Ag assets – WUR
- Chefs4Dev platform – IICA
- KM Scan – FARA

The Value4HerConnect platform illustrates the approach taken. The platform was the foundation of the Value4Her project that was set up to train women on how to scale-up their businesses in order to access high-value markets in Eastern, Southern and Western Africa and the Caribbean. The Alliance for a Green Revolution for Africa (AGRA) approached CTA with a proposal to integrate the Value4HerConnect platform into its Women in Agriculture programme, which is very active in this area. AGRA provided details of its planned investment in this programme and the platform, which ensures the sustainability of the platform and its deliverables. This led to the signing of an IATA between CTA and AGRA.

Similarly, the African Green Revolution Forum, the flagship annual summit for African agriculture, is taking over the Pitch AgriHack competition as part of its Go-Getters platform, aimed at boosting investment in digital entrepreneurship in agriculture. IICA is set to continue Pitch AgriHack in the Caribbean region.

Also in the field of digitisation, after extensive discussions and the submission of a detailed proposal, the decision was taken to transfer *The Digitalisation of African Agriculture* (D4Ag) report and the knowledge base from which it was derived to WUR, which plans to use this as the basis for a D4Ag knowledge hub to track trends in digital agriculture across Africa and beyond in support of smallholder agriculture. Partners in the WUR initiative include the Grameen Foundation and NpM, a platform for Dutch inclusive finance investors, committed to expanding access to affordable financial services worldwide. The report and associated data base, the DGroups group used in generating the report and knowledge base and the D4Ag Twitter account were all transferred to WUR.

The biggest group of CTA's intellectual legacy assets are the Centre's publications. Over the 37-year history, the Centre produced more than 2,000 print or electronic publications under its imprint and copyright, including 195 issues of *Spore* and 93 issues of *ICTUpdate*. Ensuring that this vast trove of invaluable knowledge remains not only in the public domain but also readily accessible was crucial.

Two key partners expressed an interest in taking on this task – WUR and CABI. WUR expressed an interest in making the CTA publications available through its library website, while CABI planned to make the CTA publication collection openly accessible, including digitising those publications that are not already in digital form.

While many of CTA's publications are already freely accessible via both Google Books and CGSpace, discussions with WUR and CABI led to a decision to transfer the IPR of CTA's publications to CABI, and to provide support for the digitisation project. This was based on an assessment of the benefits of integrating the collection with CABI's open access knowledge base on agricultural and rural development, the Open Access Global Agricultural Research Archive. CABI will also make the newly digitised publications available to WUR. This way, CTA's publications will be accessible through several key outlets: CABI, one of the world's leading agricultural knowledge brokers, WUR, one of the world's leading agricultural universities, [CGSpace](#), allied with the CGIAR, the world's leading consortium of agricultural research centres, and Google Books – which needs no introduction.

CTA, which started out as a knowledge broker, built a strong reputation in knowledge management over its 37-year history. One of the methodologies developed by CTA was the institutional knowledge management strategy using the KM Tree approach. The KM tools developed have now been transferred to FARA, a leader in knowledge management in agricultural research for development in Africa. These web-based survey instruments and training materials will be used by African institutions to assess the state of institutional knowledge management and design appropriate responses to their needs. These KM tools are an ideal complement to FARA's information management tools and its recently launched FARADDataInformS, a federating portal for agricultural information in Africa.

Media presentation and communication of asset handover

VALUE4HERConnect

The Value4HerConnect platform was formally handed over at a virtual ceremony and webinar on 22 October 2020. The webinar, attended by more than 200 people, included a panel discussion moderated by Vanessa Adams, Vice President for Strategic Partnerships at AGRA; a partner's roundtable featuring Vicki Wilde, Head of Gender in Agriculture at the Bill & Melinda Gates Foundation, Jim Barnhart, Assistant Administrator, USAID Bureau for Resilience and Food Security, and Nidhi Tandon, Socio-economic Advisor at UN Women's office in Nairobi, Kenya; a Women Agripreneurs' Round Table involving Beatrice Gakuba, Executive Director of Africa Women Agribusiness Network (AWAN) Africa, Irene Ochem, Founder and CEO of Africa Women Innovation and Entrepreneurship Forum (AWIEF), and Eva Ndamono Shitaatala, CEO of Zadeva Fisheries, Namibia; and comments from Dr Ibrahim Khadar, CTA Director.

Ibrahim Khadar, CTA Director; and Dr Debisi Araba, Managing Director of AGRF and member of Malabo Montpellier panel of experts. Dr Araba expressed his sadness at the closing of CTA but stressed the commitment of AGRF to carrying forward the legacy of Pitch AgriHack. “I think that it is important that we not just tease out where the next generation of innovators are coming from,” he said, “but we also give them the best chance of success, and we think that the AGRF provides the best platform for this to happen.”

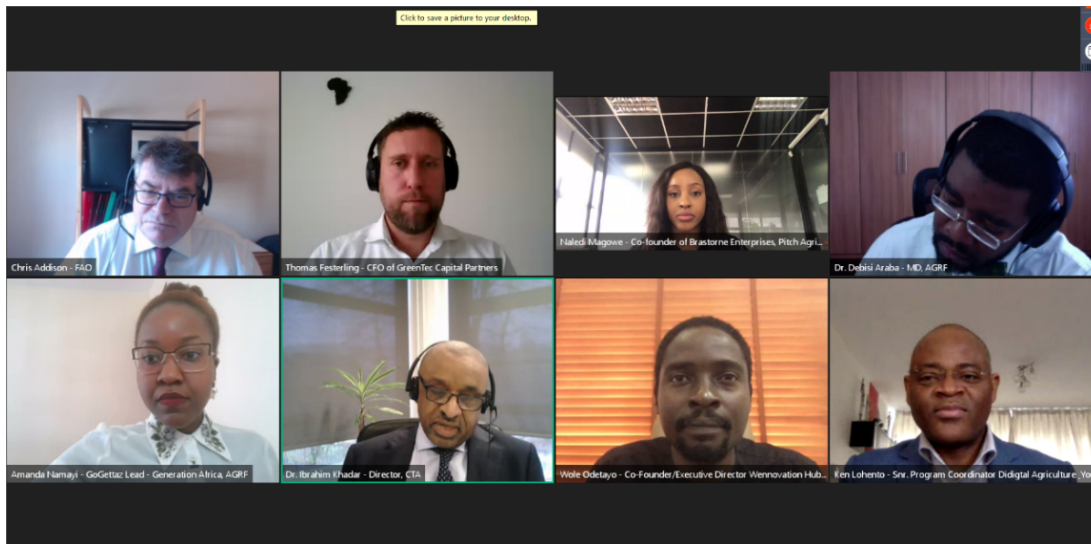


Figure 3: Pitch AgriHack handover webinar

Digital agriculture assets

CTA’s Digital Agriculture Initiative was officially handed over to WUR during a virtual event on Tuesday, 15 December 2020. The webinar was moderated by Ms Jacklyn Bolt, Business Innovator, WUR, and Dr Sander Janssen, Team Leader, Earth Informatics, WUR, and included a panel discussion on the role of digital solutions in agricultural development. The formal handover was made by Dr Ibrahim Khadar, Director of CTA, and the handover was accepted on behalf of WUR by Dr Ir J.A. De Vos, Managing Director of the Environmental Science Group at WUR.

The assets handed over included the foundation laid through its [flagship report](#), *The Digitalisation of African Agriculture Report, 2018–2019*. The report identified nearly 400 different digital agriculture solutions with 33 million registered farmers across the continent but found that the annual turnover represented just a fraction of a potential €2.3 billion market. A key recommendation from the Advisory Council consisting of 16 highly knowledgeable institutions in the sector that guided the production of the report was to ensure that the report is not “one-shot” but sustained and scaled to other regions.

“CTA’s digitalisation report is a vital resource that provides a baseline for the state of digitalisation in African agriculture. We are delighted to receive this report and all the associated intellectual assets to enable us to measure future growth of digital tools and services across the continent and beyond,” said Sander Janssen. Professor Louise O. Fresco, President of WUR stated that WUR’s ambition is to “[extend] the monitoring beyond the African,

Caribbean and Pacific countries, to support the growth of the sector and ultimately improve the livelihoods of smallholder producers across the globe.”

“It is exciting and enormously satisfying to see a flagship CTA initiative continue in the capable hands of Wageningen University,” said Dr Ibrahim Khadar, Director of CTA. “I am proud that CTA drove the agenda for digitalisation in agriculture, which can be a game-changer for sustainably improving productivity and livelihoods, and levelling the playing field for rural families.”



WAGENINGEN
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Webinar
WUR: A New Home for CTA's Digitalisation for Agriculture (D4Ag) Initiative

Date: Tuesday 15th December 2020, @ 15:00 – 16:30 CET

Moderators



Ms. Jaclyn Bolt, Business Innovator, Wageningen Research



Dr Sander Janssen, Team Leader, Earth Informatics, Wageningen Research

Presentation



Dr Benjamin K Addom, Senior Programme Manager, Digital Agricultural Development, Wageningen Research

Panelists



Dr Tomaso Ceccarelli, Senior Researcher, Global Food Security, WUR



Mr. Niek van Dijk, Senior Programme Manager, Bopinc



Mr. Ken Lohent, Senior Programme Coordinator, CTA



Prof. Bedir Tekinerdogan, Chair, Information Technology Group, WUR



Ms. Gigi Gatti, Director, Technology for Development, Grameen Foundation



Mr. Aarno Keijzer, Programme Manager, SME Finance & Geodata, NpM



Mr. Daniele Tricaric, Acting Head, GSMA AgriTech programme

Handover Message



Dr Ibrahim Khadar, Director, CTA

Acceptance Message



Dr.ir. JA (Bram) de Vos, Managing Director, Environmental Science Group, WUR

Concluding Remarks



Mr. Stewart Collis, Senior Program Officer, Digital Solutions, BMGF



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Matchmaking and knowledge transfer

In addition to transferring assets, CTA actively engaged in matchmaking to strengthen future collaboration among its partners and other stakeholders and in knowledge transfer to ensure recipients had the requisite knowledge and skills to make best use of the Centre's intellectual legacy assets.

Matchmaking efforts included putting partners in contact with each other, recommending partners to one another for possible collaboration, putting partners in contact with stakeholders from both public and private sectors that had collaborated with CTA in the past. Support to these matchmaking activities included providing access to project completion reports giving details on how projects were implemented, and results, financial information and lessons learned.

One example of knowledge transfer efforts was the transfer of experience capitalisation knowledge and skills to the African Forum for Agricultural Advisory Services (AFAAS). Experience capitalisation is a process by which a specific project or programme (or an "experience") is described and analysed in detail, and from which lessons are drawn, shared and used to improve development interventions. In recent years CTA has applied this approach extensively in its internal programmes, creating insights that have been appreciated by stakeholders across the agricultural development sector. When AFAAS expressed an interest in experience capitalisation, CTA arranged to train AFAAS staff to use the approach and where to access online material, which AFAAS will use to strengthen the capacity of regional and subregional institutions implementing the CAADP-Malabo Business Plan.

CTA has developed a special landing page in its static website to provide signposts to its publications, platforms and other intellectual legacy assets to ensure that this information is easily retrievable.

Conclusions

As soon as the decision had been taken to close CTA at the end of 2020, the Centre's management put in place a process to ensure that the intellectual legacy assets generated by the Centre and its partners would remain publicly accessible and usable.

This has been achieved through a combination of transferring assets either to strategic partners, who will continue to build on them, or to project partners with whom the assets had been generated, according to contractual agreements with those partners, and by archiving and freezing all other intellectual legacy assets such as websites and social media accounts and the Centre's administrative systems. In doing so, the Centre's management has ensured that its contractual agreement with DEVCO is honoured, that legal consequences for CTA and its funders are minimised or eliminated, and that global, Dutch and EU regulations on intellectual property rights are adhered to.

To ensure accessibility to all the Centre's intellectual assets, information and links to them will be placed on the Centre's static website. Full documentation of this process will be kept as part of CTA's archive, including the full inventory of the intellectual legacy assets.