

## TAP Work Plan 2016

The TAP Work Plan 2016 is articulated around four main sets of activities. Activities to be carried out in 2016 for each of them are briefly described and then presented in a summary table making reference to their contribution to the outputs of the TAP Action Plan 2013 – 2017 endorsed by the 1<sup>st</sup> Partner Assembly in September 2013. The four sets of activities are:

- Facilitation and Governance
- Outreach, Framework Dissemination and Global Policy Dialogue
- Resource Mobilization
- Country Action

### 1. TAP Facilitation and Governance

The TAP Secretariat will continue to play its facilitation role for TAP, while the TAP Steering Committee (SC) and the TAP Partner Assembly will ensure governance of the Platform. After the virtual Partner Assembly in 2014 and the face-to-face Partner Assembly of January 2016 in Rwanda, another virtual Partner Assembly will most probably be scheduled for December 2016.

The described activities contribute to following outcome / output of the TAP Action Plan:

***Outcome 4: TAP contribution to development of tropical AIS delivered.***

*Output 4.1: TAP governance and secretariat developed.*

### 2. Outreach, Framework Dissemination and Global Policy Dialogue

As laid out in the 2015 Annual Report, the TAP Common Framework on Capacity Development (CD) for Agricultural Innovation Systems (AIS) was developed by a team of consultants with the inputs of experts of TAP Partners, the TAP Global Task Force and the TAP Secretariat. The TAP Global Task Force endorsed the Framework in December 2015 on a non-objection basis. There are three core documents related to the TAP Framework, which will be finalized in early 2016:

- Conceptual Background
- Guidance Note on Operationalization
- Synthesis Document

In addition, learning and outreach material will be produced to further raise awareness of the Framework, advocate for its wide adoption and promote its use. The advocacy material for TAP will be updated. The following outputs will be delivered:

- Toolbox (based on Guidance Note On Operationalization)
- Learning modules (based on Guidance Note On Operationalization)
- Framework Flyer (1 page A5)
- Revised Framework brochure (4 pages A4)
- Revised TAP Flyer (1 page A5)

TAP Partners are encouraged to use the outreach material to advocate for the TAP Framework.

The TAP website in its current form will be discontinued in 2016 due to the fact that separate domains on the FAO server, such as [www.tropagplatform.org](http://www.tropagplatform.org), are no longer supported. The web presence of TAP website will be maintained as follows:

- Basic information on TAP, such as news and key documents, will be moved to a dedicated webpage on the FAO website ([www.fao.org/tropagplatform](http://www.fao.org/tropagplatform)). This page will be created by FAO's IT services in 2016 and comply with FAO's corporate communication requirements. All TAP Partners will be duly acknowledged on the webpage.
- TAPipedia, which will be hosted on the GFAR server, will contain the majority of TAP-related content, i.e. CD for AIS resources of TAP Partners (reports, guidelines, case studies, etc.), contents of the TAP Framework, inventory of tools, etc. AgroKnow, the contracted IT service provider, will continue the development of TAPipedia in 2016 and will transform its current  $\alpha$ -version into a fully operational knowledge sharing hub. The TAP Secretariat will supervise the TAPipedia development and the TAP Steering Committee will review progress at its meetings. TAP Partners will be required to upload and share their CD for AIS material, such as methodologies and approaches, case studies and good practices, etc.

In June 2015, the United States of America and Brazil agreed to jointly promote the implementation of the Post-2015 Development Agenda Sustainable Development Goal on food security, nutrition, and sustainable agriculture by working bilaterally and through the United Nations. To fulfil this pledge, the two countries decided to work together via the FAO-hosted Tropical Agriculture Platform (TAP) on improving nutrition by promoting innovation in agriculture.

Through the organisation of an international e-consultation in April 2016 and subsequent symposium at FAO headquarters in June 2016, the US – Brazil – TAP joint conference will bring together the issues of capacity development, agricultural innovation and food security and nutrition and develop recommendations on a consistent approach for policy-making. The TAP Common Framework on Capacity Development for Agricultural Innovation Systems will be used as the conceptual and methodological basis for the conference and customised material on applying the Framework to Food Security and Nutrition, while promoting sustainable agriculture, will be developed. The proposed action should deliver evidence in how far generic principles of capacity development for agricultural innovation can be applied and in how far tailored solutions are required.

In conjunction with the Partner Assembly in January 2016 a cross-country exchange is organized to share and learn from the initial experiences that have been gained in some of the CDAIS pilot countries, regarding, among other things, the scoping studies, the inception workshops and the use of the principles and tools of the TAP Framework. Opportunities for potential collaboration among the pilot countries and TAP Partner organizations as well as the integration of CD for AIS aspects into national policies can be explored and identified. The outcomes will be useful inputs for the policy roundtables in the eight pilot countries that will happen throughout 2016. TAP Partners are encouraged to participate in the TAP Policy Dialogue activities of 2016 and provide linkages to their ongoing work on CD for AIS policies.

In 2015 collaboration between TAP and the Regional Fora, in particular with the Asia-Pacific

Association of Agricultural Research Institutions, has started on the promotion of the TAP Framework. This collaboration should be intensified in 2016 with other fora being supported financially for their efforts in promoting the CD for AIS principles and approaches developed under TAP. Whenever possible, regional events organized by other institutions will be used to present TAP and the Common Framework and to distribute customized outreach material. Ad hoc specific regional events will be organized when necessary.

The described activities contribute to following outcomes / outputs of the TAP Action Plan:

***Outcome 1: CD needs and supplies of AIS in tropical countries are defined accurately through inclusive country-led multi-stakeholder processes leading to more demand-driven and efficient CD interventions.***

*Output 1.2: TAP Tool Box and application guidelines developed for assessment of capacities, current and future needs in national AIS.*

***Outcome 2: Capacity development interventions in tropical AIS that are better integrated with each other, that are more focused on development of institutional and organizational capacities and that include the private sector.***

*Output 2.1: TAP partners and other stakeholders share a common vision on capacity development in AIS with regard to improving their investment strategies (int. level).*

***Outcome 3: Political mechanisms established in consultation with broader stakeholders to improve coordination between interventions in capacity development in tropical AIS.***

*Output 3.1: TAP Framework supported by G20 and other international mechanisms.*

***Outcome 4: TAP contribution to development of tropical AIS delivered.***

*Output 4.1: TAP governance and secretariat developed.*

### **3. Resource Mobilization**

Resources for TAP have been successfully mobilized in 2014 through the Capacity Development for Agricultural Innovation Systems (CDAIS) project funded by the European Union from 2015 to 2018. While the project provides funding for part of the activities of the TAP Action Plan, the TAP Secretariat and the TAP Chair will explore further opportunities for financing the Action Plan and for TAP-related activities, such as the use of the Framework on CD for AIS beyond the eight pilot countries of the CDAIS project. TAP Partners are encouraged to fund additional activities in 2016 that were identified in the original TAP Action Plan. Fundraising activities can be based on the TAP Trust Fund established by FAO.

The Integrated International Investment Facility for Agricultural Innovation and Growth will be further developed in 2016 by GFAR and IFAD. Once the Facility will be funded, TAP will provide support to its establishment and implementation.

The described activities contribute to following outcomes / outputs of the TAP Action Plan:

***Outcome 4: TAP contribution to development of tropical AIS delivered.***

*Output 4.1: TAP governance and secretariat developed.*

#### **4. Country Action**

The country action foreseen in the 2016 work plan will be financed by the CDAIS project. The project is implemented by AGRINATURA and FAO to support the implementation of the TAP Action Plan, especially the validation of the TAP Framework. For the project, eight pilot countries have been selected: Angola, Burkina Faso, Ethiopia and Rwanda in Africa, Bangladesh and Laos in Asia and Guatemala and Honduras in Latin America.

In four pilot countries inception workshops were held in 2015, another four workshops will be held in early 2016 in order to obtain the buy-in of governments and other stakeholders in the country, to raise awareness about the CDAIS project and to identify possible areas for intervention, such as innovation niches and value chains. Subsequent to the inception workshops, needs assessments will be carried out in the eight CDAIS pilot countries in 2016, which will lead to the formulation of CD intervention plans. In that context, a policy roundtable as well as a marketplace will be organized in each country by the TAP Secretariat in collaboration with FAO country offices to support the development of a national vision for CD for AIS and to bring together organizations with a need for stronger capacities and organizations that can provide capacity development.

The described activities contribute to following outcomes / outputs of the TAP Action Plan:

***Outcome 1: CD needs and supplies of AIS in tropical countries are defined accurately through inclusive country-led multi-stakeholder processes leading to more demand-driven and efficient CD interventions.***

*Output 1.3: Country-led multi-stakeholder assessments of capacities and needs supported, and potential solutions identified.*

***Outcome 2: Capacity development interventions in tropical AIS that are better integrated with each other, that are more focused on development of institutional and organizational capacities and that include the private sector.***

*Output 2.2: Country-based mechanisms and platforms for inclusive advocacy, multi-stakeholder dialogue, coordination, and action on AIS capacity strengthened by TAP (country/sub-regional level).*

***Outcome 3: Political mechanisms established in consultation with broader stakeholders to improve coordination between interventions in capacity development in tropical AIS.***

*Output 3.2: TAP Framework supported and/or adopted by partnering countries*

## Outline of Activities of the TAP Work Plan 2016

<u>Activities</u>	<u>Responsible Party/ies</u>	<u>Proposed timeline</u>	<u>Contribution to TAP Action Plan</u>
<b>1. Facilitation and Governance</b>			
Facilitation of the implementation of the TAP Action Plan	Secretariat	ongoing	Output 4.1
Governance of TAP: Steering Committee meetings	SC <sup>1</sup> , TAP Chair	ongoing	Output 4.1
Governance of TAP: Partner Assembly (virtual)	Secretariat, SC, TAP Chair	Dec. 2016	Output 4.1
<b>2. Outreach, Framework Dissemination and Global Policy Dialogue</b>			
Development of TAP web content on FAO website	Secretariat	Mar. – Jun. 2016	Output 4.1
Full development of TAPipedia (structure)	Secretariat,	Jan. – Jun. 2016	Outputs 2.1 & 2.2
Maintenance of TAP website and TAPipedia	Secretariat	Ongoing	Output 4.1
Provision of content for TAPipedia	TAP Partners	Ongoing	
Finalization of the three core Framework documents	Secretariat	Jan. - Feb. 2016	Outputs 2.1
Design and production of outreach and learning materials	Secretariat	Ongoing	Output 4.1
Advocacy for Framework by GTF members and TAP Partners	GTF <sup>2</sup> , TAP Partners	Feb. – Dec. 2016	Output 3.1
US-Brazil-TAP Initiative - E-Conference on Common Framework	Secretariat, TAP Chair, TAP Partners	Apr. – Jun. 2016	Output 3.1
US-Brazil-TAP Initiative - Joint symposium	Secretariat, TAP Chair, TAP Partners	June 2016	Output 3.1
Promotion of Framework by Regional Fora	Regional Fora, Secretariat, TAP Chair	Ongoing	Output 3.2
<b>3. Resource Mobilization</b>			
Exploration of further fund-raising opportunities for TAP	Secretariat, TAP Chair, TAP Partners	ongoing	Output 4.1
Establishment of the Int. Investment Facility	GFAR, IFAD, TAP Chair, Secretariat	No date yet	Outputs 2.1 & 3.1
<b>4. Country Action</b>			
Conduct of inception workshops in four pilot countries	Secretariat, FAO country offices	Jun. 2016	Outputs 1.3 & 3.2
Assessment of CD for AIS needs in eight pilot countries	AGRINATURA (TAP Partner), FAO	Sep. – Dec. 2016	Output 1.3
Development of CD intervention plans in eight pilot countries	Regional Fora, TAP Chair	No date yet	Output 3.2
Conduct of policy roundtables in eight pilot countries	Secretariat, FAO country offices	Dec. 2016	Output 3.2
Conduct of marketplaces in eight pilot countries	Secretariat, FAO country offices	Dec. 2016	Output 2.2

Note: <sup>1</sup> SC = Steering Committee; <sup>2</sup> GTF = Global Task Force

**TAP ACTION PLAN<sup>1</sup>**  
**(2013-2017)**

<b>KEY ACTION STEPS</b>	<b>RESPONSIBLE PARTY/IES</b>	<b>PROPOSED TIMELINE</b> (SEPTEMBER 2013)	<b>REVISED TIMELINE</b> (DECEMBER 2014)	<b>RESOURCES</b> A. AVAILABLE B. NEEDED	<b>INDICATORS &amp; TARGETS</b>
<b>Goal: Efficient and Sustainable Agricultural Innovation Systems (AIS) in tropical areas</b>					
<b>Constraints:</b> Capacity development (CD) interventions from internal and external actors are not sufficiently targeted to meet the AIS capacity needs of tropical countries.					
<b>Outcome 1: CD needs and supplies of AIS in tropical countries are defined accurately through inclusive country-led multi-stakeholder processes leading to more demand-driven and efficient CD interventions.</b>					
<b>Output 1.1: Regional Assessments of capacities and needs and Synthesis Report completed highlighting gaps and proposing concrete action</b>					TAP Action plan available in October 2013
Conduct initial regional needs assessment in Africa, Asia, Central America and prepare regional reports [TAP Assessments]	FARA, SEARCA, CIAT	Completed	Completed	A. TAP Partners B. Contracts	
Compile synthesis report and TAP Action Plan [TAP Assessments]	TAP Secretariat	Completed	Completed	B. Human Resources	
Conduct further regional assessments in countries/sub-regions	TAP Partners	Year 1 Months 1-3	Not yet completed	A. TAP Partners	
<b>Output 1.2: TAP Tool Box and application guidelines developed for assessment of capacities, current and future needs in national AIS</b>					Assessment Tool Box available in
Establish (virtual) Global Task	TAP Steering	Year 1 Months 1-	Completed	A. TAP Partners	

<sup>1</sup> Updated after TAP SC meeting, 19-20 Feb 2014 and updated with revised timeline, 4 December 2014

Force (TF) and a CD Expert Group to develop CD Tool Box for agricultural innovation (will also serve 2.1) [TAP Framework] <sup>2</sup>	Committee (SC)/TAP Partner Assembly (PA)	3				August 2015 and learning resources available in June 2016
Review tools, benchmarking methods and indicators and adapt/develop a tool box for self-assessment of AIS capacities, and current and future needs [TAP Framework]	Global TF, supported by CD Expert Group	Year 1 Months 2-7	Year 1 Month 11 – Year 2 Month 3	A. TAP Partners Human resources:		
Endorse the AIS capacity self-assessment Tool Box [TAP Framework]	Global TF, TAP-SC and TAP-PA	Year 1 Month 8-9	Year 2 Month 8-12	A. TAP Partners		
Develop learning resources to use the Tool Box for assessment of AIS capacities and needs [TAP Framework]	Global TF, supported by CD Expert Group	Year 1 Months 8-12	Year 3 Months 1-6	A. TAP Partners Human Resources:		
<b>Output 1.3: Country-led multi-stakeholder assessments of capacities and needs supported, and potential solutions identified</b>						
Select ten tropical Least Developed Countries (LDCs) committed to improving capacities in AIS [TAP Framework]	AGRINATURA TAP Secretariat Regional Fora <sup>3</sup>	Year 1 Months 1-3	Completed (for eight countries)	A. TAP Partners: Human Resources		
Support multi-stakeholder assessment of selected AIS capacities and CD needs in	AGRINATURA TAP Secretariat Regional Fora	Year 1 Months 4-12	Year 2 Months 8-12	A. TAP Partners: Human Resources B. Human Resources		

<sup>2</sup> TAP Framework resources will be shared through **TAPipedia**

<sup>3</sup> For implementation arrangement through Regional Fora for Agricultural Research, see Output 2.2

selected countries to develop the baseline data [TAP Framework]	Country TFs <sup>4</sup>			and multi-stakeholder consultations	
Support selected countries in the participatory development of visions and bankable implementation plans on CD for AIS, and promote these to TAP partners and other external actors [TAP Marketplace]	TAP Secretariat AGRINATURA Regional Fora Country TFs	Year 3 Months 1-4	Year 3 Months 1-2	A. Info Resources from TAPipedia, TAP Partners' experiences B. Human Resources and multi-stakeholder consultations	
<b>Constraints:</b> Capacity development interventions are frequently implemented independently from each other, and are often too small in scale, narrow in scope, and neglecting the institutional and organizational capacity dimension					
<b>Outcome 2: Capacity development interventions in tropical AIS that are better integrated with each other, that are more focused on development of institutional and organizational capacities and that include the private sector.</b>					
<b>Output 2.1: TAP partners and other stakeholders share a common vision on capacity development in AIS with regard to improving their investment strategies (international level)</b>					- Number of partners that have adopted TAP Vision Statement and TAP CD Framework - Number of partners increased as other stakeholders adopt TAP Vision and CD
Agree definition of CD, collect existing CD methodologies and tools globally - and compile web-based resource materials for advocacy and learning including evidence and case studies on all types of effective CD	Global TF <sup>6</sup> on CD Framework, supported by CD Expert Group	Year 2, Months 8 - 12 + updating (Priority – for quick result with all partners onboard)	Year 2, Months 8 - 12	A. TAP Partners and other organizations materials B. Human Resources: 6 months; TAPipedia resource person(s) and infrastructure	

<sup>4</sup> For implementation arrangement through Regional Fora for Agricultural Research and establishment of Country TFs, see Output 2.2

<sup>6</sup> For establishment of Global TFs, see Output 1.2



interventions in tropical AIS <sup>5</sup> , with special emphasis on development of institutional and organizational capacities and engagement of the private sector <b>[TAPipedia]</b>					Framework - xx% TAP Partners' and other stakeholders' with CD Framework principles reflected in their investment strategies
Review global CD principles, policies, tools, and methods (including curricula – face-to-face and distance learning) and develop a common framework for CD of AIS to improve decision-making on investments <b>[TAP Framework]</b>	Global TF on CD Framework, supported by CD Expert Group	Year 1 + updating (Priority – for quick result with all partners onboard)	Year 2	A. TAP Partners and other organizations materials, Inter-agency Report to G20, 2012 B. Human Resources: 6 person/months	
Collect existing approaches globally and propose new approaches to enhance entrepreneurship behaviour, in AIS institutions (governance), organizations and individuals – (applied, professional) <b>[TAPipedia]</b>	Global TF on CD Framework, supported by CD Expert Group	Year 1 – 2	Year 2 – 3	(See above)	
Organize, and participate in, face-to-face and virtual events (e-conferences) to advocate for increased investments and	TAP SC, Global TF and TAP Partner(s)	6-9 months preparation – operational end of Year	ongoing	A. TAP Partner documents and other resources B. Human Resources:	

<sup>5</sup> Definition of Agricultural Innovation Systems (AIS): a network of organizations, enterprises and individuals focused on “bringing new products, new processes and new forms of organization into economic use, together with the institutions and policies that affect their behavior and performance” (World Bank 2006). Includes all actors in education, research, training, extension, private sector and business services in agricultural value chains, public-private partnerships and the design of innovation policies and strategies on all levels of governance, and to include internal (national) and external entities. Linked to Output 3.2

effective coordination of CD interventions in tropical AIS. Themes: Development of institutional and organizational capacities (see footnote on scope of AIS); public-private partnerships; South-South and Tripartite collaboration [TAP Policy Dialogue]		1/beginning Year 2		6 person/months; Travel	
<b>Output 2.2. Country-based mechanisms and platforms for inclusive advocacy, multi-stakeholder dialogue, coordination, and action on AIS capacity strengthened by TAP (country/sub-regional level)</b>					- number of functioning inclusive TAP country TFs - number of countries with inclusive CD coordination mechanisms and platforms due to active TAP support - number of value chains with CD coordination mechanisms influenced by TAP - number of TAP partners and TFs contributing to and using TAPipedia content
Commission Regional Fora, establish Country TFs (see Output 1.3) and/or utilize other existing mechanisms in ten selected tropical LDCs to support specific country-based assessments, visioning, planning, and CD interventions. [TAP Marketplace]	TAP-SC and Partners	Year 1 Months 1-9	Year 2 - 4	A. TAP Partners: Human Resources for admin support B. Human Resources: 1 Professional (full-time) for each Task Force	
Work with existing and/or support development of inclusive national or (sub-)regional innovation mechanisms and platforms for ten countries to coordinate and implement CD interventions and engage all AIS actors (see footnote on scope of AIS and actors) and especially private sector in operational partnerships	Regional Fora and Country TFs (voluntary membership - all TAP partners can participate)	Year 1 Months 1-9 preparation – operational last quarter Year 1	Year 2 - 4	A. TAP Partners: Human Resources B. Human Resources: as above for each TF; Travel of resource persons from other countries/regions (one F2F meeting annually)	

<b>[TAP Marketplace]</b>					
Support the organization of country (and regional) innovation fairs and events to articulate demand and offer in CD of AIS and to showcase good policies and practices – including networking of viable solutions and building closer contacts between CD suppliers <b>[TAP Marketplace]</b>	Regional Fora and Country TFs TAP Secretariat	Year 1 Months 1-9 preparation – operational last quarter Year 1	Country Marketplaces Year 3, Month 4  Regional Marketplaces Year 4, Month 7	A. TAP Partners: Human Resources B. TF operations and meetings; Travel of resource persons from other countries/regions	
Develop web-based information system with searchable profiles of supply and demand in CD that consider indicators for M&E – based on a template <b>[TAPipedia] (linked to Output 1.3)</b>	TAP Partners/ Secretariat	Year 2 – 3	Year 2, Months 8 - 12	A. TAP Regional Assessments reports B. TAPipedia resource person(s) and infrastructure	
Create web-based inventories of CD initiatives in selected LDCs, with emphasis on institutional development (see footnote on scope of AIS) and private sector involvement <b>[TAPipedia] (linked to Output 1.3)</b>	TAP Partners/ Secretariat	Year 2 - 3	Year 3	A. Regional Assessments reports B. TAPipedia resource person(s) and infrastructure	
<b>Constraints:</b> Lack of high-level political and operational mechanisms to coordinate interventions for capacity development in tropical AIS					
<b>Outcome 3: Political mechanisms established in consultation with broader stakeholders to improve coordination between interventions in capacity development in tropical AIS.</b>					
<b>Output 3.1: TAP CD Framework supported by G20 and other international mechanisms</b>					Number of

Obtain political agreement and support at G20 level for the common CD Framework in national AIS [TAP Policy Dialogue Space]	TAP-SC	At relevant G20 meetings e.g. MACS, G20 Development Working Group	Initiated	A. TAP-SC B. Travel (for events)	endorsements of TAP (and framework) by G20 leaders and other international mechanisms
Obtain political agreement and support from other international mechanisms and instruments for the common CD Framework in national AIS [TAP Policy Dialogue Space]	TAP-SC and Regional Fora <sup>7</sup>	At relevant international meetings (e.g. FAO Regional Conferences)	Initiated	A. TAP-SC B. Travel (for events)	
<b>Output 3.2: TAP CD Framework supported and/or adopted by partnering countries</b>					Number of ministries, other national stakeholders and regional mechanisms that adopt the TAP CD Framework
Obtain buy-in of country-specific frameworks from ministries and other stakeholders at national level in target countries [TAP Policy Dialogue Space]	Country TFs <sup>8</sup>	At relevant national meetings	Year 2		
Promote mechanisms of policy coordination at regional level using existing regional mechanisms/fora [TAP Policy Dialogue Space]	Regional Fora <sup>9</sup>	At relevant regional meetings	Year 2 - 4		
<b>Outcome 4: TAP contribution to development of tropical AIS delivered</b>					
<b>Output 4.1: TAP governance and secretariat developed</b>					TAP governance
TAP-Governance arrangement	TAP-PA	Completed	Completed		

<sup>7</sup>For implementation arrangement through Regional Fora for Agricultural Research, see Output 2.2

<sup>8</sup>For establishment of Country Task Forces, see Output 2.2

<sup>9</sup>For implementation arrangement through Regional Fora for Agricultural Research, see Output 2.2

established and operational, with appropriate meetings of PA and SC					and secretariat in place as required
TAP Secretariat: Facilitation of the implementation of the TAP Action Plan	FAO	Continuing	Ongoing	A. FAO – offices/facilities B. Human Resources: 1 Professional and 1 Administrative Support (full-time)	
Development and maintenance of TAPipedia	TAP Partners and Secretariat	Continuing	TAP website maint. Ongoing  Development of TAPipedia Year 2, Months 8 - 12		
Formulation and implementation of TAP Communication Strategy	TAP-SC	Year 1 Months 1-3	Completed	A. TAP Website etc. B. Human Resources	
Formulation of TAP fund-raising strategy	TAP-SC	Year 1 Months 1-3	2 project documents developed	A. TAP Website etc. B. Human Resources	
Monitoring and evaluation framework established	TAP-SC	Year 1 Months 1-3	Completed	A. B. Human Resource	
TAP External Review	TAP-SC	Year 3	Year 3	B. Human resources; Travel	