



FARA

**Report of the
Joint Planning Workshop on
FARA's Strategic Actions
for Capacity Strengthening**



FARA Secretariat, 4–6 May 2011



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Forum for Agricultural Research in Africa
12 Anmeda Street, Roman Ridge,
PMB CT 173, Accra, Ghana

2011

Citation: Forum for Agricultural Research in Africa (FARA) 2011. *Joint Planning Workshop on FARA's Strategic Actions for Capacity Strengthening*, FARA Secretariat, 4–6 May 2011. Accra, Ghana.

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ISBN 978-9988-9373-0- 5 (print)

ISBN 978-9988-9373-1- 6 (pdf)

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Design: www.bluepencil.in / Print: www.pragati.com

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Summary



A three-day inaugural Joint Planning Workshop with key stakeholders was hosted by FARA's NSF4 on Capacity Strengthening at the FARA Secretariat from 4th to 6th May 2011. The workshop intended to elaborate key elements to operationalize the NSF4 Strategy (2010 – 2014) and to seek consensus with stakeholders on intended projects and operational frameworks. The workshop attracted 16 participants and was facilitated based on a three-tier process involving background presentations, breakaway group discussions, and plenary synthesis of group reports. Immediate achievements and outputs from the workshop included:

1. Critique on the NSF4 Strategy components that provided insights for improvement
2. Elaboration of activities, risks and mitigation strategies, and performance metrics for strategic themes
3. An understanding of an operational framework for implementing the Strategy
4. Reflections on how to leverage best practices from completed NSF4 projects to enrich the capacity development components of the African agricultural productivity programmes
5. An outline of next steps

Based on these workshop outputs, an Operational Plan for implementing the NSF4 Strategy (2010 – 2014) will be completed. Follow-up engagements with stakeholders on next steps will also be pursued.

Introduction



The Forum for Agricultural Research in Africa (FARA) is the apex organization for agricultural research for development in Africa and the AUC/NEPAD mandated institution to lead implementation of Pillar IV of the Comprehensive Africa Agriculture Development Programme (CAADP) focusing on generation, dissemination and adoption of agricultural innovations. The mission of FARA is to create broad-based improvements in agricultural productivity, competitiveness and markets by supporting Africa's sub-regional organizations and networks in strengthening the capacity of the NARS for agricultural innovation.

FARA operates through four mutually-reinforcing Networking Support Functions (NSFs), namely: Advocacy and Policy (NSF 1/3); Access to Knowledge and Technologies (NSF 2); Capacity Strengthening (NSF 4); and Partnerships and Strategic Alliances (NSF 5). The NSFs mobilize and support FARA's constituents and partners to undertake activities that generate continental spillovers and public goods. FARA's principal operational partners are the four sub regional agricultural research organizations, viz.: ASARECA, CORAF/WE CARD, CCARDESA and NASRO. Networks of tertiary educational institutions (e.g. RUFORUM, ANAFE, REESAO and AAU), private sector organizations (e.g. PanAAC) and farmer-based groups are also important operational constituents of FARA.

FARA pursues a demand-driven agenda and embraces the innovation systems concept in the delivery of its

mandate. This entails wide consultation with stakeholders to establish their evolving priorities and, as far as possible, involvement of all key actors in agricultural research and development in its planning, decision making and implementation of activities.

The NSF4 on Capacity Strengthening adopted such a participatory approach, involving the major FARA partners and agricultural research capacity strengthening agencies in Africa, to develop a strategy that will guide its operations and activities over a five-year horizon (2010 – 2014). The Draft Strategy document was validated at a workshop involving a representative group of stakeholders and subsequently endorsed by the FARA Governing Board in 2010.

The Operational Plan has also been drafted and now needs to be finalized, published and disseminated. In addition, FARA needs to consolidate the gains from implementation of its time-bound programmes by up- and out-scaling of lessons learned and best practices.

Consequently, a three-day Joint Planning Workshop with key stakeholders was held at the FARA Secretariat from 4th – 6th May 2011 to:

1. Finalize the Operational Plan for the capacity strengthening strategy to ensure alignment and inclusion of activities that add value to stakeholders
2. Develop associated M&E components of the Operational Plan to track progress
3. Formalize a way forward for up- and out-scaling of lessons and best practices from completed capacity strengthening projects

Process and outputs



Facilitation and methodology

The workshop was facilitated by Mr. Steve Ashley, Principal Consultant, the IDL Group, UK, and the process consisted of:

- Background presentations by key speakers
- Plenary discussions and reports
- Breakaway group discussions by participants

The background presentations were meant to underpin subsequent breakaway group activities on key issues pertinent to the objectives of the workshop. This was followed by a plenary discussion to synthesize issues around the capacity strengthening strategies of FARA, the SROs and regional tertiary educational networks as a basis for subsequent group discussions. The main issues for discussion by the groups included:

- Review and updating of Strategic Themes for each NSF4 Result Areas
- Review and elaboration of activities for each Strategic Theme
- Strategic Theme risk assessment and mitigation
- Elaboration of key performance indicators, targets and milestones for each Strategic Theme

The groups subsequently presented the outcomes of their discussions in plenary sessions moderated by the facilitator and received feedback and reactions from the other participants. Key points arising from the interactions were captured by a rapporteur.

Box 1: Workshop process outline by facilitator

FARA, the Lead Institution for CAADP Pillar 4 implementation has various NSFs. The NSF 4 on Capacity Strengthening recently produced a Strategy and Draft Operational Plan (OP). Today we'll be looking at the Strategy against the background of challenges associated with building capacity for agricultural research in Africa. We need to implement the strategy through the OP.

The Objectives of the Workshop are to:

1. Review and update the NSF4 Strategy taking into account recent developments
2. Review the OP to ready it as basis for annual plans and budgets

Expected Outputs include:

1. Strategic results and themes revised and updated; need to be framed in the right way to deliver the results, taking into account recent lessons
2. OP activities – to reflect what needs to be done
3. Risks and risk mitigation
4. M&E requirements for the OP
5. Others

Post-workshop deliverables include:

- Revised OP developed and circulated; normal process for consultation

The Workshop programme will be subject to change as the process develops. A summary of daily activities is as follows:

Day 1 – has background presentations to peg our discussions; based on these presentations – there will be discussions on the NSF4 Strategic Plan; group discussions will follow in the afternoon to follow-up on the strategic themes; participants are free to interact as and when necessary as the workshop progresses; an evaluation will be done in the evening.

Day 2 – the process will focus more on strategic themes and associated risks and their mitigation.

Day 3 – will mainly be on development of some M&E components; knowing what success looks like and what we did right or wrong. There will also be a session on sustainability and scaling up of lessons from previous capacity strengthening projects by FARA.

Workshop style – informal with a facilitator; a number of presentations; opportunities for discussions and interactions; 3 days to work on this and produce a substantial product; subject ; we'll be starting from 9.00 a.m. to 5 p.m. in the next two days; group discussions will be around tables; kindly put your mobiles off.

Question:

What will be the pickup time from the hotels in the morning and – for those travelling back on Friday evening – shall we need to bring along our luggage on Friday morning?

Answer:

The agreed pickup time will be 8.30 hrs from Airport West Hotel to arrive at the FARA Offices around 9.00 p. m. Those travelling back on Friday evening do not need to bring along their bags as we shall endeavor to finish early enough, allowing you to go back to the hotel for your belongings.

Outputs

Day 1: Introduction and overview of strategic directions

Opening remarks - Dr. Ramadjita Tabo

The Deputy Executive Director of FARA, Dr. Ramadjita Tabo, delivered the opening speech touching on the following points:

1. The importance of capacity in agricultural innovation:
 - a. For AIS to function and enhance innovation capacity in the agricultural sector, there is need for:
 - i. Shared visions
 - ii. Well-established linkages
 - iii. Information flows among different actors
 - iv. Conducive institutional incentives
 - v. Well-developed human capital
 - b. Enormous capacity required for implementation of CAADP
 - i. Capacity for process – pre and post-compact country CAADP engagements e.g. building capacity of CAADP Country and Regional Teams and Pillar IV Expert Groups; other development partners involved include Feed-the-Future (USAID), INWENT
 - ii. Capacity for implementation – post-compact and post-investment plan capacity requirements
2. Scope of FARA's capacity strengthening mandate:
 - a. Broadly, FARA plays a boundary-spanning or intermediary role and sits between and connect different actors involved in agricultural innovation in Africa. In this regard, FARA acts as a systemic intermediary providing innovation brokerage through building appropriate linkages in AIS and facilitating multi-stakeholder interaction in innovation.
 - b. Together with key stakeholders, FARA – through NSF4 - is also expected to lead the development of requisite capacity for implementation of the CAADP
 - c. FARA also strengthens the capacities of SROs (e.g. CCARDESA & NASRO) and regional networks (i.e. ANAFE, RUFORUM, PanAAC, AFAAS)
3. Need for Joint Planning:
 - a. FARA pursues a demand-driven agenda and embraces the innovation systems concept in the delivery of its mandate. This entails wide consultation with stakeholders to establish their evolving priorities and, as far as possible, involvement of all key actors in agricultural research and development in its planning, decision making and implementation of activities.
 - b. For innovations to be effective there is need for shared visions and well-established linkages. Therefore, this Joint Planning Workshop is also meant to forge innovation configurations and coalitions with partners.

4. Need for an Operational Plan:
 - a. To provide short-term business strategy for NSF4
 - b. To explain how a strategic plan will be put into operation
 - c. Provides the basis for annual operating budget requests
5. Expected outcomes of the workshop:
 - a. All necessary inputs to finalize an Operational Plan for the capacity strengthening strategy to ensure alignment and inclusion of activities that add value to stakeholders
 - b. Associated M&E components of the Operational Plan to track and report progress developed
 - c. Way forward for up- and out-scaling of lessons and best practices from completed capacity strengthening projects
6. Conclusions:
 - a. I wish you a very successful three-day operational planning workshop

Background presentation 1: FARA's Capacity strengthening strategy - Dr. Irene Annor-Frempong

An overview of FARA's NSF4 Strategy was presented under the title: FARA's Networking Support Function for Capacity Strengthening (NSF4) - supporting continental networking amongst capacity strengthening providers to raise their cumulative impact (2010 – 2014). The following points emerged from her presentation:

1. FARA is the apex organization for coordinating and facilitating agricultural research for development (ARfD) in Africa
2. FARA is mandated by the Africa Union Commission (AUC) to serve as its technical arm on ARfD
3. FARA is mandated by the AUC-NEPAD to serve as the Lead Institution for agricultural research, technology dissemination and adoption (CAADP Pillar IV)
4. The FARA constituents consist of the four SROs (Fig. 1) and the wider assortment of stakeholders as indicated in Fig. 2.

Adopting the definition of capacity as “the process by which individuals, groups, organizations, institutions and societies *increase their abilities*: to perform functions, solve problems and achieve objectives; to understand and deal with their development need in a broader context and in a sustainable manner” (UNDP 1997), three key dimensions of capacity were identified thus: individual, organizational, and policy enabling environment.

Figure 1: The Four Sub-regional Organizations of Africa



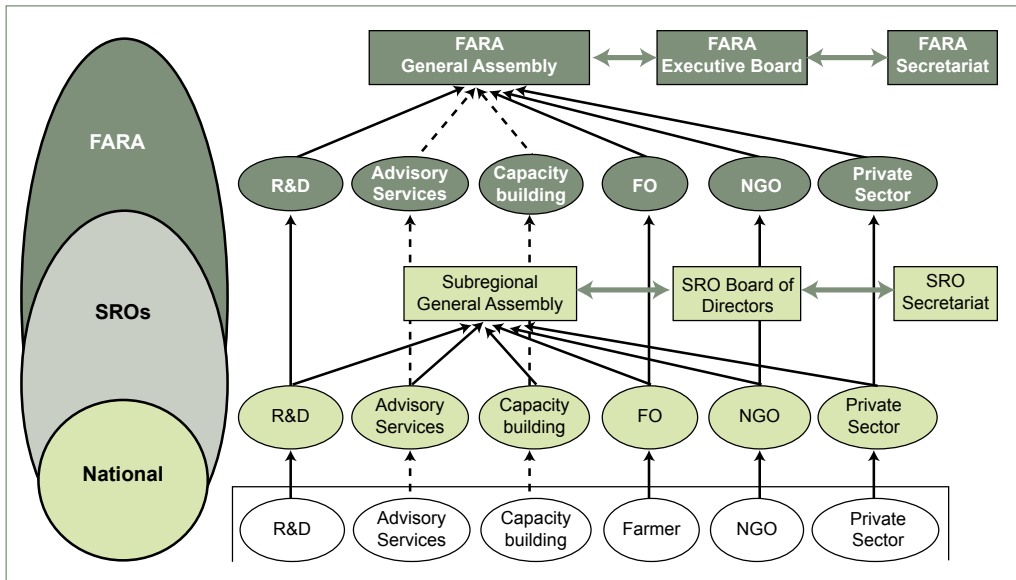


Figure 2: Members of the Wider FARA Forum

Capacity strengthening (or development) has been defined in various ways by various agencies depending on their development focus. In the case of FARA, capacity strengthening is “expanding the human, organizational and institutional abilities and options for key stakeholders in African agricultural innovation systems at national, sub regional and regional levels, to sustainably increase agricultural productivity through networking, coordination and harnessing of indigenous knowledge and agricultural technologies”.

The NSF4 value proposition is to “promote continental networking amongst African and non-African capacity strengthening providers to create critical mass, avoid duplications and fill critical gaps to maximize the cumulative impact of strengthening Africa’s capacity for agricultural innovation, with particular reference to building the human and institutional capacity for implementing CAADP”.

NSF4 Strategic objectives are:

- To ensure that the critical mass of scientists, managers and technicians are in place for agricultural innovation
- To ensure the appropriate support systems and enabling environment are in place

The NSF4 Strategic Directions (SD) that contribute to FARA’s 4th Results Area on “Human, institutional and organizational capacity for agricultural innovations developed” are two-fold as given in Fig. 3. The objective of SD1 is to provide sound basis and demand-driven rationale for the design and implementation of capacity strengthening activities, while that for SD2 is to design and implement demand-led capacity strengthening activities. A total of 8 strategic themes were unveiled to deliver on the dual Strategic Directions.

For SD1, the Strategic Themes were outlined as follows:

1. Needs for undertaking innovative research

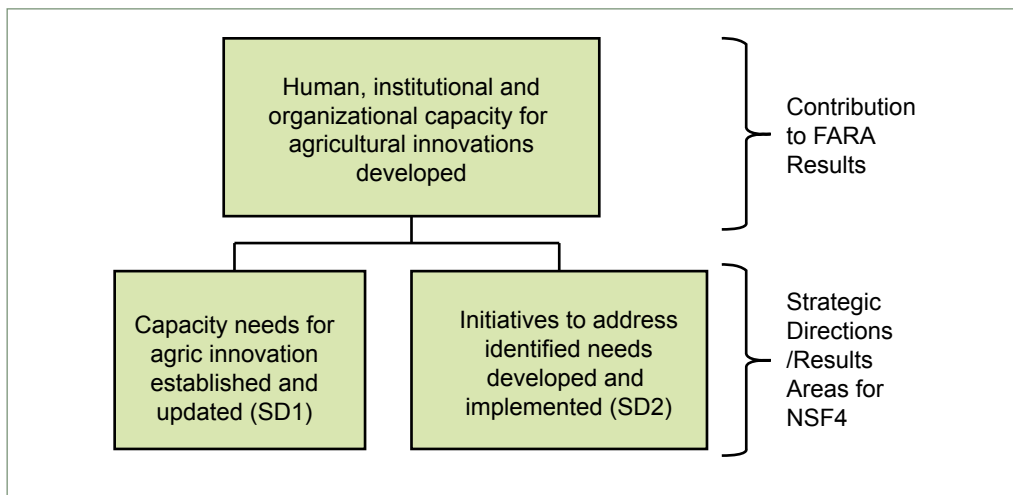


Figure 3: NSF4 Strategic Directions contributing to the 4th FARA Result Area

2. Visibility for capacity strengthening for research, extension and AET
3. Needs for sustaining capacity pools and capacity strengthening knowledge hub

Similarly, the Strategic Themes for SD2 were outlined as follows:

1. Strengthening institutional capacity to enhance agricultural research and innovation
2. Strengthening capacity to build capacity for agricultural research and innovation
3. Improving efficiency of capacity strengthening in agricultural research and innovation
4. Empowering rural communities and individuals with learning opportunities
5. Promoting the choice of agricultural careers by young Africans and women

The presentation also outlined some suggested activities for each of the Strategic Themes. For the implementation of the Strategy:

- Areas for collaborative engagements with the other FARA NSFs were identified
- Monitoring & evaluation of NSF4 activities will follow the framework outlined by FARA's M&E Unit as integrated with the M&E units of collaborating partners and constituents
- Progress and M&E reports will be produced biennially (mid-year and end-year) in accordance with FARA's programme reporting requirements

The NSF4 contribution to FARA Results was as presented in Fig. 4.

Background presentation 2: CORAF/WECARD Capacity strengthening strategy - Dr. Sidi Sanyang

The main strategic directions of the Knowledge Management and Capacity Strengthening Unit of CORAF/WECARD were outlined as follows:

1. Capacity strengthening is a change process and the change management model by Burke & Litwin underpins the strategic directions of the Knowledge Management and Capacity Strengthening Unit of CORAF/WECARD.

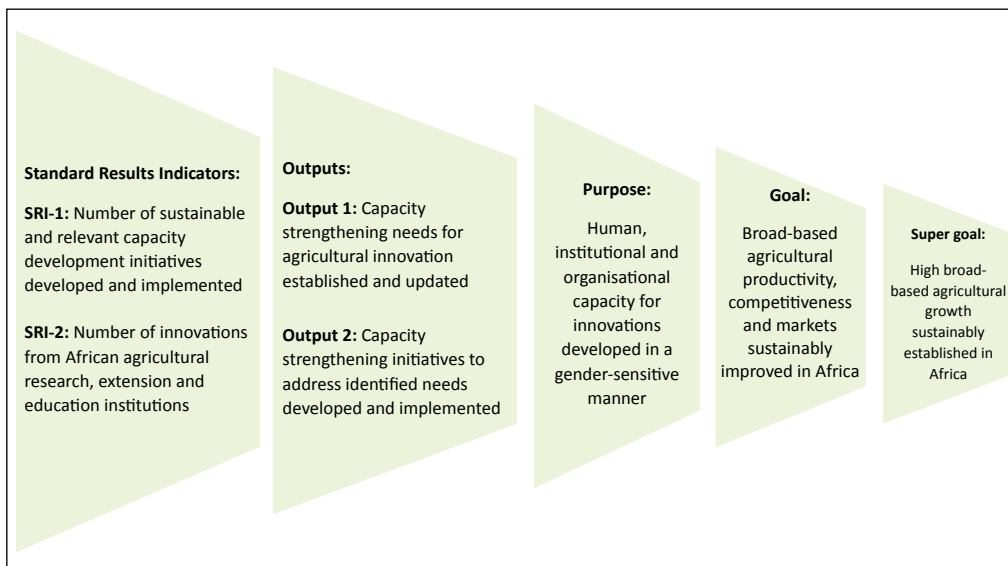
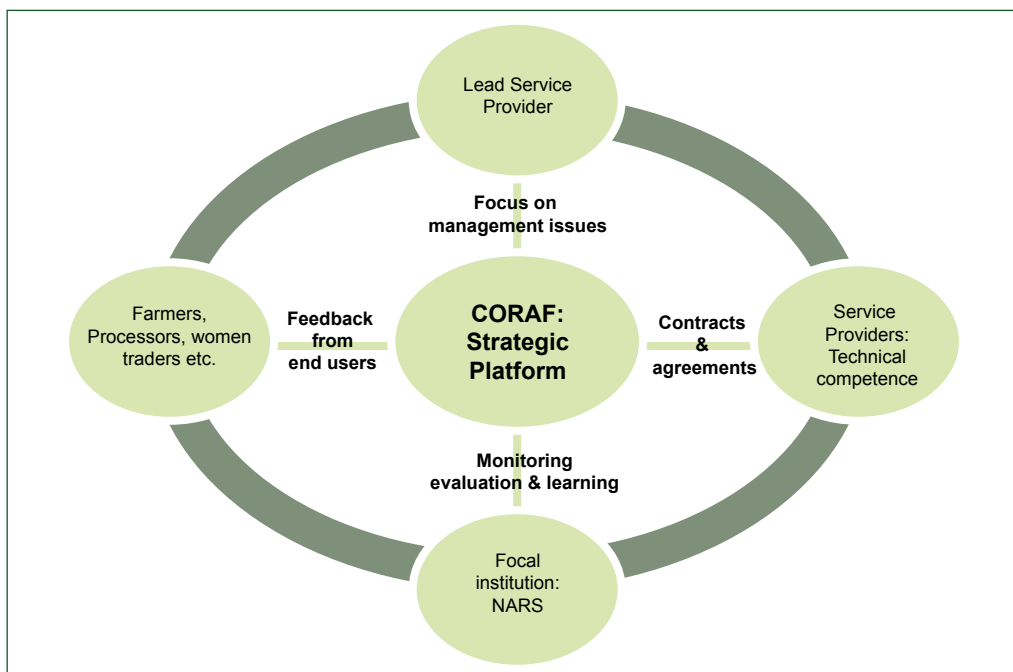


Figure 4: Indicators and Results Chain for NSF4

2. The key entry points for CORAF Knowledge Management & Capacity Strengthening Strategy were identified as:
 - a. Organizations i.e. R&D organizations (NARIs, Extension); CSO -- farmer organizations, agribusiness/private sector, NGOs active in agriculture; Agricultural training institutions -- University and College, and Polytechnics.
 - b. Innovation Platform (IP) i.e. diverse social and economic actors; knowledge flows; interactions and relationships; information, communication and facilitation; and context and specificity.
3. The Key impediments to IPs and organizational change in multi-stakeholder processes were identified as:
 - a. Perceptions among ARD actors
 - b. Competing interests of the actors
 - c. Risks associated with the IP
 - d. Access to available resources
 - e. Lack of incentives
4. The Strategy recognizes two methods of effecting institutional and organizational changes namely: transactional (fixing technical and organizational weaknesses) and transformational (systemic experiential learning and sharing on norms, values, practices to improve performance); and that permanent & fundamental change results when quality of leadership, organizational culture, external environment are addressed
5. Transactional approach to Organizational change involves strengthening:
 - a. Technical competence to conduct quality research for development
 - b. Efficient Financial management systems

- c. Rules and procedures for the smooth operations of organizations
 - d. These are characterized by: higher degree training; strengthening technical skills e.g. biotechnology tools, stewardship, IPR, IPM, maintenance of ICT & Lab equipment, etc.; participatory & market led approaches in agricultural best bet generation and dissemination; and administrative and financial procedures.
6. Transformational approach to institutional change involves positively changing attitudes, mindsets and targets by influencing leadership, organizational culture, and external environment thus:
- a. Leadership - managerial skills to efficiently manage agricultural research and development to deliver quality services and products for the poor
 - b. Organizational culture - norms, values, rules and practices that are constraining organizational performance to deliver agricultural research and development services and products; catalyzing positive interactions & relationships among staff and ARD actors
 - c. External environment - managing stakeholder interactions and relationships; managing perceptions, competing interests, risks, access to resources, and lack of incentives
 - d. Peer review & pressure; maintaining stakeholder trust and confidence.
7. The CORAF Knowledge Management & Capacity Strengthening Strategy also embeds cross-cutting issues e.g. gender mainstreaming (Analyze gender roles in organizations and value chains; identify entry points/niches for their involvement; analyze their knowledge/

Figure 5: Complex institutional arrangement



capacity needs, resources, access to technologies & best bet practice; strengthen the capacity of actors; plan activities, set targets, and outputs/outcomes; create enabling conditions; and monitor, learn and share experiences).

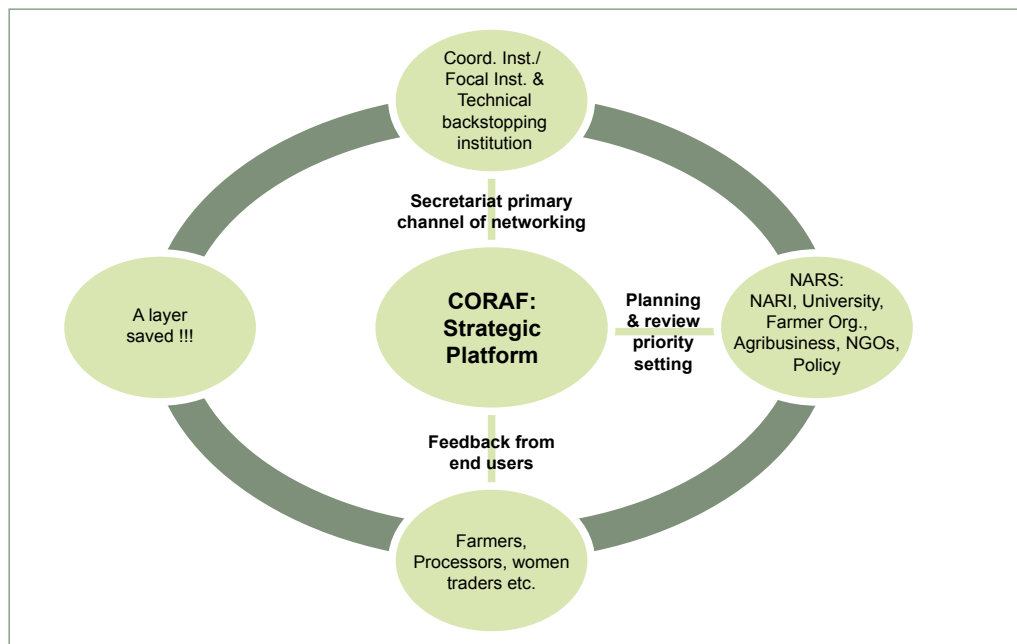
8. In implementing the Knowledge Management and Capacity Strengthening activities CORAF/WECARD recognizes two modes of institutional arrangements: simple and complex (see Figs. 5 and 6).

Background presentation 3: CCARDESA Capacity strengthening overview - Dr. Kaogile Molapong

The newly formed SRO for Southern Africa, CCARDESA, is scheduled to be launched on 23rd June 2011. The capacity strengthening directions for CCARDESA as given in the Strategic Plan are as follows:

1. Human, organizational and institutional capacity development for research – there is high turnover of researchers in the SRO hence the need to focus on MSc and PhD training, curriculum review, and updating of teaching models
2. Capacity for resource mobilization – limited capacity to write competitive proposals in SADC institutions, low capacity for building partnerships and financial management and reporting hence the need to mobilize resources for collaborative research and to strengthen research management capacity
3. Farmer empowerment – farmer is at the center of SADC agricultural research endeavors and should be empowered and capacitated to take up technologies and to acquire needed information about markets.

Figure 6: Simple institutional arrangement



4. Institutionalization of agricultural innovation systems approach in SADC e.g. through agricultural commodity value chain analysis and establishment of innovation platforms
5. Support to the various CAADP process – roundtable, pre-compact and post-compact processes
6. Coordination to enhance partnerships, networking and promotion of strategic alliances within CCARDESA
7. Facilitate capacity development for information exchange and knowledge flows
8. Promote policy development and support as well as awareness creation and advocacy on policy issues
9. Promote priority setting and technology development
10. Develop monitoring & evaluation capacity and institutionalization of M&E in the NARS in SADC and wider stakeholder engagement
11. Support bio-safety issues e.g. implementation of the Catagena Protocol; promoting legislation, institutional structures for conducting risk assessment and capacity development on bio-safety & biotechnology.

Background presentation 4: ASARECA Capacity development strategy - Ms. Doris Akishule

An overview of ASARECA's Partnerships and Capacity Development (PCD) Strategy (2009- 2014) was presented. The goal and purpose of the Strategy were identified as:

1. Goal: Enhanced sustainable productivity, value added and competitiveness of the sub regional agricultural systems
2. Purpose: Enhanced utilization of effective partnership and capacity for agricultural research for development innovation in Eastern and Central Africa

The strategic framework revolves around four functional areas (objectives) of the PCD, viz.:

1. To explore, establish and manage effective partnerships for the implementation of agricultural research innovations in the ECA sub-region
2. To develop, manage and coordinate strategic interventions on capacity development in the ASARECA sub-region
3. To strategize, coordinate and manage ASARECA's interventions in implementation of CAADP and other continental initiatives
4. To contribute to resource mobilization for PCD core activities in the ASARECA

Three thematic areas are identified in the Strategy thus:

1. Development and management of effective and efficient partnerships to carry out AR4D innovations in the sub-region with the following intervention areas:
 - a. Analysis and lessons learnt of success and failure of partnership
 - b. Development of a mechanism of getting potential partners together, enable them build confidence and cement relationships
 - c. Development and managing information and communication system on partnerships

2. Development, management and coordination of innovative interventions on capacity development in the sub-region with the following intervention areas:
 - a. Capacity needs assessment and identification of gaps and opportunities. Table 1 shows some of the capacity needs of the sub-regional countries.
 - b. Design and implement capacity development interventions based on capacity needs.
3. Support to CAADP country and sub-regional processes with the following intervention area:
 - a. Work with AU/NEPAD, COMESA and FARA to support the country Round Table processes in ECA

On-going projects/activities in ASARECA's PCD Unit were identified as:

1. Strengthening the Capacity for Agricultural Research and Development in Africa (SCARDA) – The project focuses on strengthening human and institutional capacity of focal institutions in participating countries of Rwanda (ISAR) , Burundi (ISABU), and Sudan (ARC). The main components of the project are: change management and learning workshops for senior and middle level managers; mentorship of young researchers; MSc training component; and Short courses (laboratory management for research technicians, IPM, M&E etc). Although the project has officially ended, discussions with DFID for a new capacity strengthening initiative to build on SCARDA are in progress.
2. The East African Agricultural Productivity Programme (EAAPP) – this is a World Bank funded project. The countries currently participating are Kenya, Uganda, Tanzania, and Ethiopia. The project focuses on establishing four agricultural commodity-based regional centers of excellence (cassava - Uganda, dairy - Kenya, rice – Tanzania and wheat – Ethiopia, respectively) to provide leadership in generation of technologies, training and dissemination. The major roles of ASARECA in this project include:
 - a. Developing format and inventory for disseminating existing technologies
 - b. Convening role to develop operational frameworks

Table 1: Capacity of ASARECA Sub-regional Countries

Country (NARI)	Total Research Staff	PhD holders	MSc holders	BSc holders	Total Sub-grants (US\$)	Total ASARECA Sub-grants (%)
Kenya	549	149	284	116	7,446,628	33.9
Uganda	270	67	123	77	5,751,217	26.2
Tanzania	294	53	165	76	3,550,300	16.2
Ethiopia	572	95	233	244	1,754,378	8.0
Rwanda	85	6	34	45	1,016,806	4.6
D.R. Congo	0	0	0	0	874,568	4.0
Burundi	68	2	49	17	562,642	2.6
Sudan	614	135	270	209	433,540	2.0
Madagascar	118	20	81	17	343,880	1.6
Eritrea	78	1	22	55	206,104	0.9
Totals	2,648	528	1,261	856	21,940,063	100

- c. Inventory of proven technologies, innovations & best practices
 - d. Provide guidance to ensure regional spill over of technologies
 - e. Harmonization of policies to regulate cross border spillover effects
 - f. Offer technical backstopping in M&E including development of standardized planning and reporting formats
 - g. Capacity building
3. Universities, Businesses and Research in Agricultural INnovations (UniBRAIN) – this project focuses on establishing agricultural innovation incubators to accelerate agribusiness growth and education in the ASARECA Danida priority countries of Kenya, Uganda and Tanzania. The major role of ASARECA in this project is sensitizing the NARIs and other organizations engaged in agricultural research to participate in formation of consortia to develop agribusiness incubators. Six of the 12 pre-selected UniBRAIN concept notes from across Africa for development into concrete business plans are from consortia in the ASARECA sub-region: 3 from Kenya and 3 from Uganda.
 4. The Comprehensive African Agricultural Development Programme (CAADP) – the focus here is on CAADP Pillar 4 on agricultural research, technology dissemination and adoption. ASARECA's major role include:
 - a. Sensitizing NARIs on CAADP Pillar IV
 - b. Reviewing of national and regional investment plans
 - c. Participation in CAADP Round Table processes
 - d. Supporting research based on national priorities in the 10 ECA countries
 5. Internal capacity building in the ASARECA Secretariat and other management capacity training for participating NARIs in various demand driven areas, e.g. procurement and financial management

Background presentation 5: Briefs by Regional tertiary educational networks

ANAFE – is a network of universities and colleges all over Africa. Regional chapters comprised by lecturers constitute the ANAFE Board. Currently, the major activity is postgraduate training in agro-forestry and establishment of demonstration facilities in member institutions, review of curriculum (78 reviewed to-date), holding regular symposia attended by lecturers. ANAFE is currently engaged in both SCARDA and UniBRAIN projects.

RUFORUM – is a network of universities in the East, Central and Southern African sub-region. RUFORUM is currently involved in two major projects: 1) Competitive Grant Schemes (CGS) for small grants to university faculty to train MSc students; and 2) regional programs for MSc and PhD trainings, a specific niche area to support the CAADP process hosted by various universities in the sub-region. Academic staff from other countries and universities comes to teach at the universities hosting RUFORUM programs. RUFORUM is also involved in other reinforcing activities such as skills development and enhancement for staff as well as leadership and management training.

Plenary synthesis on background presentations

FARA Strategy: Based on questions and comments posed by the participants, it was noted that:

1. The other FARA Pillars also have capacity strengthening activities and there are consultations between NSF4 and the other NSFs to deliver on a cross-cutting activities e.g. the SLARI-KARI initiative.
2. The Strategy as presented captured only broad themes; baseline data will be added for each strategic theme.
3. There is an underlying logic model for delivery of NSF4 results; indeed, NSF4 has a structured performance management framework to deliver on time-bound and MDTF results.
4. NSF4 is not necessarily a quality control unit for FARA, but the various NSFs are mutually dependent in their operations. Coordination roles will be spelt out during implementation depending on the nature of the program or activity.
5. The networks are involved in FARA's strategic statements (Mission and Vision); probably the presentation did not clearly bring out their role in the Strategy.
6. The FARA NARS Assessment Report brought out relevant issues but sampling size was not representative. NSF4 is currently working together with ASTI to improve on this by undertaking a more detailed and representative NARS re-assessment.
7. The indicators for tracking NSF4 Results at the FARA level are given in the FARA M&E Framework. FARA has control over the outputs, but not the higher order results along the entire results chains.

CORAF/WECARD and CCARDESA strategies: Based on questions and comments posed by the participants, the following points came forth:

1. Focus on innovation platforms even in the SADC we need to focus on revolutionizing agriculture, bringing on all stakeholders – but lack of incentives is a risk in innovation platforms. Stakeholders are drawn in by the potential benefits they can derive e.g. along value chains – this provides the incentive. If stakeholders see something of benefit they will automatically join in. Innovation goes beyond individuals; it is a linkage system typified by a success scenario in Burkina Faso where some level of confidence in access to rural areas was facilitated by a policy framework that has helped develop the platform. The incentive structures responsible for success here are due to favorable broader policy environment – enhanced by a government parastatal which provided a market to help products and services to move. Government involvement can be very necessary in some cases.
2. CORAF Strategy should flag some of the key thematic areas in the FARA strategy – the areas that need support from FARA. The CORAF/WECARD Strategy is implemented through time bound projects like SCARDA at the focal institution level; but some key institutions may be left out. Everybody needs to be an actor; other research institutions (e.g. satellite institutions) should also be brought in. This is an area that needs to be flagged; in the case of SCARDA, focal institution (FI) concept was in the validation stage of the project. FI intended to draw other satellite institutions in later stages of the SCARDA programme.

ASARECA Strategy: Based on questions and comments posed by the participants, the following points came forth:

1. The figures on number of MSC and PhD (Table 1) were not disaggregated by disciplines. This is a case which could be taken up by ASTI; CORAF is also currently doing this with CTA to populate the numbers according to disciplines.
2. Availability of capacity data disaggregated by gender and disciplines was not very clear; but ASTI data on African women in development is available. This is disaggregated in terms of discipline and age structure including data on research focus on specific commodities. ASTI is currently organizing a conference featuring case studies on capacity indices.

General comments/questions to all background presentations:

1. It may be necessary for SROs to contribute to FARA's strategy to ensure synergy for resource mobilization and implementation of projects. However, an overarching strategy to be observed by FARA and stakeholders is not easy to formulate.
2. Alignment of SRO strategic directions between FARA and the SROs was not very clear i.e. there was no apparent nesting. It was noted that nesting if not carefully done may lead to other points being lost and everybody will be doing the same things. The idea is to have minimum frameworks to act on and identify at what levels to act and have oversight responsibilities. Various levels of responsibilities are implied for SROs and FARA. During implementation, it necessary to know who is doing what and where? For nesting, the roles must be clearly specified at every level to avoid duplication of roles and duties. However, lots of similarities were also observed between the SRO strategic themes and those of FARA e.g. for ASARECA.
3. CORAF's transformational approach to capacity strengthening was laudable. We have to change how we develop our strategies bearing in mind that capacity strengthening is a change process. In this context, the issue of change or transformation implies that we have to manage some conflicts. Capacity strengthening to improve agricultural research will bring competitiveness and address the food security issue. Concomitant coalition building with the private sector should be pursued. The challenge is not to question the line of accountability but to acknowledge what the line of accountability entails and to find a framework for coherence amongst players.
4. SROs should be addressing similarities, while FARA coordinates; lower levels should also be doing similar things; if different, it becomes difficult to compare what everyone is doing; FARA should ensure some degree of uniformity and basis for comparability amongst the SROs.
5. It was noted that disconnect exists in FARA and SRO M&Es; there was no synergy, hence the need to come up with clear activities common to all sub-regions even in M&E.
6. Joint planning of activities between FARA, SROs and networks is indicated in the Pillar 4 Strategy. This provides the opportunity to forge synergy and a coordinated approach to tackling regional agricultural research issues.

Group reports on strategic themes

The participants were divided into two working groups and tasked with "Review and updating of Strategic Themes for each Result Area" guided by specific questions as detailed in Annex 4.

Group 1: This group was tasked with the review of Strategic Themes under Result Area (Output) 1. A summary of their deliberation is given in Box 2.

Box 2: Assessment of strategic themes by Group 1 (with plenary comments)

Capacity strengthening needs established and updated over time:

- Key assumptions:
 - CAADP be guiding principle in agricultural development
 - Foresight needed for training
 - Vision, mission and value proposition of FARA should guide

Results Areas and Themes:

- No link was apparent between results area and strategic themes as proposed
- No conclusion on what should be done
- Assistance needed on trying to understand what the result is trying to get
- Results Area should have been formulated at a higher level

The thematic areas were three thus:

- Needs that will support innovative research
- Evidence to support increased investments
- Sustaining capacity pools (database to generate capacity deficits at any time)

Concerns raised by the Group: The issue is with the linkage between Result Area and Strategic Themes; are they representative? What would be the result area if we were to establish capacity needs? It was also felt that the flow of the logic was not apparent; needs assessment come down at intervention NOT strategic level. It appears that the situational and stakeholder assessments did not clearly bring out the key strategic issues. The Strategy needs to capture what exactly is to be done; the captions may not be very appropriate.

Response by NSF4 Director: The Result Area on needs assessment is not a one-off needs assessment; but a systematic way of elucidating needs; this will entail development of the matrix to identify capacity deficits. Deficit analysis at any time is meant to be able to direct investment focus. This theme ensures continuous identification of capacity strengthening needs on a rolling basis and at any given time – as reflected in the database. Institutional analysis has not been systematic; this Strategic Theme introduces a systematic analysis of gaps for undertaking interventions. In addition, improving the visibility means evidence-based proof of importance of capacity strengthening activities so as to attract investments.

Conclusion: It would be necessary to undertake a re-analysis to establish the logic in Result Area 1

Group 2: This group was tasked with review of the Strategic Themes under Results Area 2. The output is summarized in Box 3.

Box 3: Assessment of strategic themes by Group 2

All questions were followed in assessing the Strategic Themes. All Strategic Themes were judged necessary, except the 3rd one, which may have to be crafted anew. In addition, the themes in Results Area 2 (RA2) depend on what comes out of RA1 as they are not fundamental issues but responses to identified needs. Indeed, to cluster the themes, it was suggested that some could be subsumed in the other themes in RA1. Generally, Group 2 agreed that the Strategic Themes were largely necessary (except for Strategic Theme 2), sufficient to deliver on the results and pitched at the right level. The group members also agreed that the Strategic Themes took due account of recent changes in the agricultural sector e.g. CAADP and investment trends in AET. The group however did not recommend any changes.

Presentation on elements of operational plan - Dr. Nelson Ojijo Olang'o

This presentation was meant to inform the participants on the functional and operational arrangements by FARA's NSF4 needed for implementation of the Operational Plan. Key points from the presentation were as follows:

7. FARA Secretariat structure for implementation of mandate:
 - a. Based on four Networking Support Functions (NSFs)
 - b. The NSFs mobilize and support FARA's constituents and partners to undertake activities that generate continental spillovers and public goods
 - c. NSF4 supports capacity development for sustainable improvements in broad-based agricultural productivity, competitiveness and markets in Africa established
8. NSF 4 helps African agricultural research, training and development organizations and agencies to strengthen their capacity to implement their mandates. NSF4 provides networking support for strengthening the human and institutional capacity of national and regional institutions and aims to ensure that such work is sustained by also strengthening Africa's capacity to build capacity.
9. Support by NSF4 is rendered through:
 - a. Core activities implemented directly by Secretariat staff or partners (mainly through MDTF funding but with prospects that Governments of African countries will soon join in)
 - b. Time-bound activities implemented as projects and programs by partners (through bilateral donor funding). In this case, the FARA Secretariat plays regional coordinating role, M&E, lessons, and management of positive contagion effects & spillovers
10. The major stakeholders and partners that implement NSF4 programs include:
 - a. SRO Secretariats
 - b. The Commission of the African Union
 - c. African Ministers responsible for education science and agricultural research
 - d. African public and private agricultural research and extension services and civil society organizations
 - e. African (e.g. ANAFE, RUFORUM, AAU) and non-African tertiary education networks (APLU, AgriNATURA)
 - f. Other existing capacity strengthening networks – AAU, ACBF, AICAD, AAAE, FORAGRI
 - g. Specially sourced African and no-African organizations and consultants
11. In implementing its programs and activities, NSF4 actively embeds cross-cutting issues as follows:
 - a. Engendering agricultural research – through advocacy and deliberate project design features
 - b. Environmental issues – promoting trade-offs between ARD activities that generate income and environmental considerations; development & dissemination of environmental best practices; and climate change factors

- c. Health issues – promotion of adaptive skills and tools e.g. labor-saving technologies and nutritional considerations to facilitate participation and self-reliance of, for example, HIV/AIDS infected stakeholders
 - d. Developing and installing M&E frameworks and effective communication strategies in both essential continuing functions and time-bound programs
 - e. Farmer empowerment – encouraging smallholder farmer participation in agricultural value chains
 - f. Subsidiarity:
 - i. A principle for stakeholder engagement in program implementation; delegated authority with responsibility
 - ii. Aims to increase stakeholder buy-in, ownership; improve efficiency and reduce costs
 - iii. Devolves operational accountability and decision-making to lowest level
 - iv. Exercised in light of existing incentive structures
12. Stakeholder collaborative arrangements include:
- a. Collaborative planning and coordination with stakeholders – Secretariat staff serving in steering committees and task forces of stakeholder organizations
 - b. Human resource, time demands be commensurate with expected mutual advantage of the collaboration to NSF4
 - c. Stakeholder hosting arrangements (hosting projects initiated by stakeholders e.g. AGRA, JICA, Agricultural Biotechnology Support Project II (ABSPII); AFAAS)
 - d. Stakeholders and NSF4 staff are given support to attend conferences, meetings and workshops.
 - e. NSF4 convenes and hosts meetings on identified priority topics
13. As shown in Fig. 7, the NSF4 structure and organization consists of:
- a. FARA: The Secretariat & FARA: The Forum
 - b. Provide basis for NSF4 primary & collaborative structure for delivery of mandate
 - c. Support structures:
 - i. Resource Persons – for advisory on strategic and program issues
 - ii. Staff from other FARA NSFs
 - iii. Human resources, accounting and administrative functions are carried out centrally by the relevant Secretariat staff in the Human Resources, Finance and Administration Department
 - d. Effective and efficient implementation of FARA's priorities requires institutional structures, and human and technical capacity that entail significant expenditures over the medium to long-term
 - e. The Secretariat maintains a lean staff and relies on expert pools and stakeholder (The Forum members) capacity to implement projects, which later are devolved to SROs and NARS

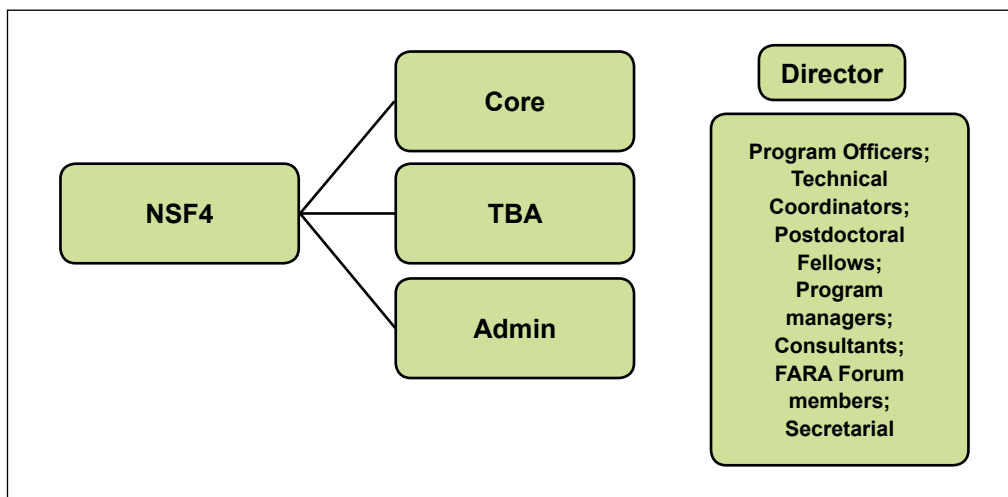


Figure 7: NSF4 Functional Structure and Organization

Plenary synthesis on elements of the operational plan

The presentation elicited the following comments/questions:

1. There was concern that the Joint Planning Workshop did not involve CTA, REESAO and other relevant stakeholders. However, invitation letters were sent out to representatives from these organizations (CTA and REESAO), but both of them were unable to attend due to prior commitments.
2. On whether the roles of FARA and FAO are competing or complimentary, it was observed that FARA was actually hosted within the FAO Regional Offices in Accra, Ghana, in its formative years. Indeed, the roles of FARA and FAO were complementary; however, there are key differences in their mandates, focus as well as how they engage with stakeholders. FARA is constituted as an apex regional body of hierarchical regional layers (NARS, SROs, networks) eventually linking up with the Global Forum on Agricultural Research (GFAR). This is a global phenomenon with parallel institutions like FARA in other continents e.g. AARINENA, CACAARI, APAARI, FORAGRO and EFARD. A Suggestion was made that FARA should play quality control and peer review roles amongst stakeholders in Africa's agricultural research and development.
3. Responding to a question by a participant, the workshop was informed that FARA evaluates successes, failures and future operations through M&E, donor-dependent reviews, resource person review, and stakeholder feedback.
4. Some participants expressed concern that the budget for implementing the Strategy was not provided in the Strategy document, but it was observed that details of financial resources for implementing the Strategy will be worked out after completing the operational components. The specific roles and responsibilities of collaborating partners will be assigned on a rolling basis and depending on the program.
5. On the concern that there would be duplication of efforts if FARA had a SP and an OP and the NSFs also had theirs, it was reiterated that the fact that the various NSFs have

elaborated their own SPs and OPs does not entail duplication of efforts; rather, the FARA corporate SP is implemented as discrete or sub-component NSF SPs. However, failure of one NSF may entail failure of the whole because the NSFs are mutually supporting in realizing the corporate FARA mandate. Further, where similarity exists across NSFs, collaborative efforts are forged aimed at efficient use of resources.

Group reports on activities for the strategic themes

The participants were divided into two working groups and tasked with “Review and elaboration of Activities for each Strategic Theme” guided by specific questions as detailed in Annex 5.

Group 1: This group was tasked with elaboration of activities for Strategic Themes under Results Area 1. The following assumptions were deemed necessary for the exercise by the group members:

1. Three year time-frame for the OP until 2014
2. Resources will be available at the right time
3. The partnerships are available and willing to contribute
4. The three SROs are involved in implementing the OP

The outcomes from Group 1 discussions are presented in Tables 2 and 3.

Comments and Recommendations from Group 1:

1. Planning on a yearly period (instead of the suggested 6 monthly) could be much better due to lag-time factors
2. The way Strategic Theme 1.3 (ST1.3) is captured is at a lower level and sounds more like an activity. Can come under ST1.1. Current activities under ST1.3 appear as tasks. Activities are not properly mapped according to the Theme. No 1 under ST1.3 is the same as No 2 under ST1.1.
3. No 6 under ST1.2 should be moved to Result area 2.
4. RECs should be included as actors under economic development
5. The strategic theme statement on “improving visibility” could be reworded to read “increasing investments”
6. Need for concept notes to delineate proper course of implementation of specified activities

Group 2: This group was tasked with elaboration of activities for Strategic Themes under Results Area 2. The approach adopted by the group was as follows:

1. Based on identified activities, are we (SROs and partners) already doing it?
2. How are the stakeholders and partners doing it and to what extent is it being done?
3. What value addition, including resource issues, will NSF4 contribute to it? (E.g. what tools, institutionalisation?)
4. Spend less time on semantics in order to advance with the group tasks
5. FARA would have specific roles such as promoting, mobilising, information exchange, resource mobilisation, strengthening partnerships, lesson learning & sharing

Table 2: Suggested activities under Strategic Theme 1

Strategic Theme 1 - Identification and Analysis of Capacity Strengthening Needs for Agricultural Innovation								
Suggested Activities	Modification/ Reasons	Actors	Time frame (months)					
			6	12	18	24	30	36
Identification, compilation and analysis of needs and opportunities on CS initiatives.	Combined 1 & 2 activities	NS4, SROs, RUFORUM, ANAFE, ASTI-IFPRI, REESAO, CTA, PanAAC, AAU, AGRA, FAO						
Preparation of a range of briefs, working papers and reports on capacity gaps, lessons learned and best practice	Lag period of 6 months to compile information and to allow for approval procedures	NS4, SROs, RUFORUM, ANAFE, ASTI-IFPRI, REESAO, CTA, PanAAC, AAU, AGRA, FAO, NEPAD, AUC						
Developing and maintaining interactive matrix of CS activities and initiatives	Moved from Subtheme 1.3 to an activity	NSF4, NSF2, SROs, Development Partners, RUFORUM						

Table 3: Suggested activities under Strategic Theme 2

Strategic Theme 2 - Improving the Visibility for Capacity Strengthening for Research, Extension and AET Institutions								
Suggested Activities	Modification/ Reasons	Actors	Time frame (months)					
			6	12	18	24	30	36
Position capacity strengthening as a core to national investments for agricultural and economic development (particularly under the CAADP country, regional and continental compacts)	Reconstituted activity	NS4, SROs, RECs, National Governments, CAADP country teams, RUFORUM, ANAFE, REESAO, CTA, PanAAC, AAU, AGRA, NEPAD, AUC						
Provide evidence to attract increased investment for capacity strengthening initiatives	Reconstituted activity	NS4, SROs, RUFORUM, ANAFE, REESAO, CTA, AAU, AGRA, NEPAD, APLU, Agri-NATURA, ASTI-IFPRI						
Provide evidence for required policy changes to enable Africa tertiary AET institutions to be more effective in producing the required type and quality of human capacity	Reconstituted activity	NS4, SROs, RUFORUM, ANAFE, REESAO, CTA, AAU, AGRA, NEPAD, APLU, Agri-NATURA, ASTI-IFPRI						
Mobilize partnerships to attract increased investment and enhancing quality in AET	Added further activity	NS4, SROs, RUFORUM, ANAFE, REESAO, Agri-NATURA, CTA, AAU, AGRA, NEPAD, AUC APLU, ASTI-IFPRI, AFAAS						

Time was a constraint and the group did not manage to respond to all the tasks; activities were elaborated for some Strategic Themes, but the actors and timeframe for implementation were not specified. A summary of the group results is given in Table 4.

Comments and recommendations from Group 2:

- No timeframe attached to activities – many factors that weigh in setting the timeframe; left to the owners to set timelines; some of the activities are either new or on-going – schedule has to be aligned; discretionary exercise may not be helpful
- ST2.2 there are tasks that should be coalesced into activities
- Peer review mechanism missing
- Technicians should be brought on board (technical vocation level should be included; graduates cannot function alone)
- Issues of curricula review, curricula delivery, institutional management could be grouped under one activity; grouping is important considering timeframes; some level of prioritization also need to be done; some level of accountability would be required

Presentation on human capacity trends in African ARD - Dr. Nienke Bientema

This presentation was intended to give an overview of ASTI/IFPRI work in Africa and some status report of agricultural research capacity and investment indices for selected African countries. The following key points emerged from the presentation:

1. Relevance of Agricultural Science & Technology Indicators:
 - a. Important to measure and monitor inputs, outputs, and performance of agricultural S&T systems
 - b. Useful tool to assess the contribution of agricultural S&T to agricultural and overall economic growth
 - c. But national S&T indicators are still scarce in developing countries and, when available, difficult to extract agricultural S&T indicators
 - d. *"You can't manage what you don't measure"*
2. Agricultural Science and Technology Indicators (ASTI) Initiative:
 - a. Mission: To provide up-to-date quantitative and qualitative data sets and subsequent analyses on investment, capacity, and institutional trends in agricultural R&D in low- and middle-income countries that will assist R&D managers and policymakers in improved policy formulation and decision-making at national, regional, and international levels.
 - b. Background to ASTI - Collects national-level investment and capacity data on agricultural R&D based on institutional survey rounds (primary data). Focuses on developing countries and aims to provide trends over time at country and regional level and comparisons across countries and regions. ASTI relies on collaborative network with a large number of national, regional and international partners; led by IFPRI.
 - c. How Data is Collected - Typically in close collaboration with the main agricultural research institutes or, in a few cases, with consultants; national partners coordinate

Table 4: Suggested activities for strategic themes under Results Area 2

Strategic Theme	Suggested Activities
ST2.1: Strengthening institutional capacity to enhance agricultural research and innovation	<ol style="list-style-type: none"> 1. Strengthening agricultural research management systems and managerial competencies, including change management and institutional analysis skills; 2. Support initiatives aimed at ensuring alignment of TAE institutions to market demands; 3. Improving quality of research; 4. Strengthen capacity of value chain partners (capacity for facilitation-institutionalisation of these approaches) Gender should be mainstreamed in all activities (may need to re-position); Development of soft skills and mentoring; 5. Promoting capacity to learn (reword); and, 6. Generating and validation of new approaches.
ST2.2: Strengthening capacity to build capacity for agricultural research and innovation Broader than AET	<ol style="list-style-type: none"> 1. Development and validation of new approaches and processes for building Africa's scientific and institutional capacity for agricultural innovation 2. Use of ICT in course delivery and learning 3. Engendering AET 4. Strategic Planning in AET and aligning of strategic directions to stakeholder needs prevailing national, regional and global development frameworks 5. Curricula reviews and updating 6. Exploring alternative sources of funding 7. Performance tracking (M&E) 8. Internalizing approaches that will promote problem solving, system skills and entrepreneurship in male and female African graduates and postgraduates 9. Networking of AET with regional and global institutions 10. Joint academic courses at sub-regional level 11. Sandwich scholarships and student exchange programs
ST2.3: Improving efficiency and effectiveness of agricultural research and innovation	<ol style="list-style-type: none"> 1. Supporting integration among capacity strengthening initiatives within FARA (coordination between FARA's NSF's); 2. Converging capacity strengthening for agricultural innovations to build synergies and promote efficiencies and effectiveness amongst stakeholders
ST2.4: Strengthening capacities of advisory service providers to empower rural communities for improved adoption of agricultural innovations	<ol style="list-style-type: none"> 1. Comparative evaluation of learning methods and approaches to agro-technology introduction among farmer organizations and communities and their service providers; 2. Support documentation and learning (inculcate relevant skills) among service providers including farmer organisations;
ST2.5: Engage in initiatives and activities aimed at promoting agricultural careers by youth and women	<ol style="list-style-type: none"> 1. System of tracking and monitoring where graduates are going 2. Exposing/ mentoring (networking with youth focused groups promoting careers in agriculture e.g. YPARD) 3. Identify opportunities for promoting engagement of youth in agricultural careers

survey implementation, and coauthor/co-publish country notes; three different survey forms: one for government agencies/nonprofit institutions, one for higher education agencies, one for the private sector; survey forms are constantly being improved/revised

- d. Portfolio of ASTI data involves time-series data across countries, regions and globally, including the government, higher education non-profit sectors, as well as private business where possible. The specific categories of data include: ARD investment and human resources capacity, institutional arrangements and changes affecting ARD, funding sources of ARD, degree qualifications of agricultural researchers, female participation in ARD, and focus of ARD in terms of crop. Livestock and other commodities.
- e. ASTI-AWARD conducted a benchmarking study between 2007 and 2009 and came up with a gender disaggregated capacity data collected on male and female scientists by age group, discipline, seniority (to address leadership), years of service at the organization (to address experience), that have departed or started at organization in recent years (to address retention), and that have been promoted in recent years; male and female students in tertiary agricultural sciences enrollments by degree level and graduates by degree level; and coverage of main agricultural and higher education agencies in 15 countries.
- f. ASTI recently conducted a survey round in Sub-Saharan Africa in collaboration with SROs and national ARD organizations. About 370 such organizations (government, higher-education, and nonprofit involved in agricultural research) participated in the survey. A total of 32 countries participated - *East Africa* (8): Burundi, Eritrea, Ethiopia, Kenya, Rwanda, Sudan, Tanzania, Uganda; *Southern Africa* (9): Botswana, Madagascar, Malawi, Mauritius, Mozambique, Namibia, South Africa, Zambia, Zimbabwe; *West Africa* (15): Benin, Burkina Faso, Congo (Republic of), Côte d'Ivoire, Gabon, the Gambia, Ghana, Guinea, Mali, Mauritania, Niger, Nigeria, Senegal, Sierra Leone, Togo.
- g. Country notes, regional reports, benchmarks across countries; institutional details like addresses and websites – are available on ASTI website on PDF; ASTI country papers are also available online dataset. Also links to R&D are available on the website.
- h. Regarding the pool of public ARD staff obtained in the 2008 study, a large variation existed across countries with small countries having modicum capacity e.g. The Gambia - 2 PhDs; Eritrea - 8 PhDs, Namibia & Rwanda - 11 PhDs each; many do not even have PhD programs. Systemic differences in capacity between the smaller (weaker) and larger (stronger) NARS was apparent.
- i. Overall, agricultural R&D investments (spending) and capacity (staffing) increased by 20% between 2001 and 2008. Nigeria increase accounted for 1/3 of total African increase in spending; but this was mostly in terms in salaries and equipment. The increase in spending in Ghana, Tanzania and Uganda were also largely due to salaries and not investments in research per se.

- j. About 13 of 32 countries surveyed registered decline in spending, especially in Francophone Africa. This low level of support is not sustainable for their agriculture.
 - k. The role of the higher education sector in agricultural research continued to increase between 1991 (15%) and 2008 (24%), indicating enhanced university involvement in the changing R&D composition. There has been an increase in university researchers; additional faculty and universities have contributed to this in the Sudan. The role of women has also increased from about 18% in 2001 to about 22% in 2008. On the average, Anglophone countries have higher female/male ratio in research than Francophone countries. In some countries, a career in agriculture is not valued by men, hence higher number of women in agricultural research.
 - l. The share of qualified staff with BSc and PhD has also increased in many countries since 2000 - BSc (from 24% in 2001 to 27% in 2008); PhD (from 29% in 2001 to 30% in 2008).
 - m. The capacity challenges identified in the survey report include: large influx of young scientists with BSc degrees who need adequate training opportunities and mentoring; high staff turnover where many researchers have left agencies due to low salaries/ conditions of service, many have retired and more will retire in coming years.
3. In the future, ASTI hopes to transform from an ad hoc activity to a sustainable data collection system as follows:
- a. More decentralized data collection system by establishing a set of national and regional focal points. This will allow for closer linkages with national stakeholders, and it will link the ASTI team with specialists at regional organizations, other CGIAR centers, and other partner institutions. Such a system will promote ownership of the datasets by the national partners, and ultimately stimulate the use of the datasets for further advocacy and analysis, and secure the continuity of data collection activities.
 - b. More In-Depth Assessments of Capacity Trends is also envisaged through:
 - i. ASTI/IFPRI-FARA conference in December 2011: Human Resource Developments in one of four key themes
 - ii. Case studies on staff turnover, aging, retention strategies.
 - iii. Case studies on role of agricultural faculties
 - iv. Collaborate with FARA, SROs in developing a plan for additional in-depth assessments and analytical activities

Plenary synthesis on human capacity trends in African ARD

The presentation elicited the following comments/questions:

1. On the usability of collected data, Dr. Nienke observed that funds allowing, ASTI would work with NARIs, engage in seminars; provide data for presentations by policy makers e.g. links with FARA for the Executive Director to make a case using presentations from the datasets; provide information for advocacy based on identified capacity gaps; and engage various networks for support in needs assessments.
2. There was evident lack of datasets from Northern Africa. This was due to the fact that ASTI is currently bounded by donor funding focus on sub-Saharan Africa.

3. On how the indicators relate to population size of the countries and how they are standardized for comparability across countries, Dr. Nienke confirmed that ASTI used intensity ratios for comparability and that the data e.g. for number of researchers was presented by population and ratio of GDP versus ARD spending.
4. On inclusion of data from private sector due to their significant innovations in Africa, it was observed that innovations and research are not a direct correlation; more study needs to be done to clarify if those innovations emanate from R&D spending in agricultural research by the private sector in sub-Saharan Africa.
5. In terms of strengthening capacity in Africa, the ASTI data can be used to define the agenda for capacity strengthening and, it was reported, this is one of the aims of the forthcoming IFPRI-FARA conference in Accra, Ghana.

Day 3: Risk assessment, tracking of results and next steps

Group reports on risk assessment and mitigation for the strategic themes

The participants were divided into two working groups and tasked with “Strategic Theme risk assessment and mitigation”. The group discussion was guided by specific questions as detailed in Annex 6.

Group 1: This group was tasked with risk assessment and mitigation for Strategic Themes under Results Area 1. The group discussion produced the results presented in Table 5.

Table 5: Identified risks and mitigation measures for strategic themes under Results Area 1

ST1.1: Identification and analysis of capacity strengthening needs for agricultural innovation		
Identified risks	Likelihood	Mitigation measures
Non-representativeness of data generated (affects all activities)	M- H	Design should be representative
Un-sustained funding over the OP period	M	Seek alternative sources (institutionalizing this in CAADP country framework)
Timeliness & validity (obsolescence)	H	Adequate expertise, utilizing existing expertise, linking up with strategic partners
Limited awareness & usability of data	M- H	User friendly platforms, utilization of a range of media
Limited participation of key stakeholders	M	Create awareness, incentives to encourage S/H participation, utilizing existing platforms
ST1.2: Improving visibility for capacity strengthening of research		
Identified risks	Likelihood	Mitigation measures
Government & donor policy shifts	M	Advocacy, awareness, policy dialogue
Institutions not willing to change	M	Enhance capacity to initiate & manage change
Lack of political stability and will	M- H	Advocacy
Lack of absorptive capacity & favorable environment	H	Enhance capacity to manage , advocacy
Inadequate funding	H	Explore new funding, advocacy, provide evidence
Failure to provide convincing evidence	M	Undertake case studies, enhance

ST2.3: Identification and analysis of capacity strengthening needs for agricultural innovation			
Identified risks	Mitigation measure	Residual risk	Categorization
Non-representativeness of data generated (affects all activities)	Design should be representative	Inadequate reading of materials	M
Un-sustained funding over the OP period	Seek alternative sources (institutionalizing this in CAADP country framework)	Failure to secure alternative funding	M
Timeliness & validity (obsolescence)	Adequate expertise, utilizing existing expertise, linking up with strategic partners	Reaching some areas/ countries	L
Limited awareness & usability	User friendly platforms, utilization of a range of media	Partners may not adequately cooperate	M
Limited participation of key stakeholders	Create awareness, incentives to encourage S/H participation, utilizing existing platforms	Limited participation	L
ST2.4: Improving visibility for capacity strengthening of research			
Identified risks	Mitigation measure	Residual risk	Categorization
Government & donor policy shifts	Advocacy, awareness, policy dialogue	Policy shifts	M
Institutions not willing to change	Enhance capacity to initiate & manage change	Limited capacity to innovate	M
Lack of political stability and will	Advocacy	Lack of political stability and will	M
Lack of absorptive capacity & favorable environment	Enhance capacity to manage , advocacy	Brain drain, political, environmental changes	M
Inadequate funding	Explore new funding, advocacy, provide evidence	Failure to secure sufficient funding, inadequate targeting of secured resources	M
Failure to provide convincing evidence	Undertake case studies	Change in priorities because of institutional factors e.g. attitudes	M

Group 2: This group was tasked with risk assessment and mitigation for Strategic Themes under Results Area 2. The group discussion produced the results presented in Table 6.

Table 6: Identified risks and mitigation measures for strategic themes under Results Area 2

ST2.1: Strengthening institutional capacity to enhance agricultural research and innovation				
Identified risks	Likelihood (L/M/H)	Impact (L/M/H)	Mitigation strategy	Residual risk likelihood
Attrition - capacitated staff will not remain in target institutions	H	M	Advocacy	H
Proper allocation of roles and resp. (Activities assigned above the right subsidiary level)	M	M	More participatory planning to identify roles and res. Clearly; proper instit. Analysis	L
Timeframe to establish necessary infrastructure too long may derail the process	M	M	Participatory planning, build in realistic milestones	L

Partners fail to agree on roles and responsibilities	L	H	Institutional analysis/ consultation and negotiation/ clarify of mandates	L
A partner does not deliver	L	L	Due diligence (track record)/ compensation/ clear institutional guidelines for partnership	L
Inadequate ownership/ prioritization of agreed initiatives	L	H	Participatory planning/ embedded in partners own strategy	L
Inadequate incentives	H	M	Policy advocacy	M
Poor/lack of continuity of leadership at various levels	M	H	Depends on level; anticipate and recapture institutional memory; synchronizing; succession planning; advocacy for policies	M
Inadequate support of major players in the chain	M	H	Full knowledge of landscape; capturing who is doing what where; stakeholder analysis; seek buy-in	L
Expectations	L	M	Manage expectations; prioritization of activities; improved planning of activities	L
ST2.2: Strengthening capacity to build capacity for agricultural research and innovation				
Identified risks	Likelihood (L/M/H)	Impact (L/M/H)	Mitigation strategy	Residual risk likelihood
Timely fund disbursement and justification	H	M	Better planning to ensure replenishment on time	L
Pledges are not timely honored by donors	M	H	finance units harmonize systems	M
Committed funds do not cover agreed tasks	H	M	Prioritization	L
Sustainability of funding over the period	H	H	Prioritization and scale-back	M
Risk of business as usual	M	M	Advocacy for Change of mindset	M
ST2.3: Improving efficiency and effectiveness of agricultural research and innovation				
Identified risks	Likelihood (L/M/H)	Impact (L/M/H)	Mitigation strategy	Residual risk likelihood
Ineffective coordination activities within and outside FARA	L	H	Identify roles and responsibilities; Agree on rules of the game	L
Misalignment of FARA and stakeholder activities	M	H	Systematic reporting requirements; Improving effectiveness of coordination	M
Delays in reporting	H	H	Standardize reporting; improve M&E; regular visits	H
Difficulty of capturing qualitative aspect	H	H	Better articulate indicators	L
ST2.4: Strengthening capacities of advisory service providers to empower rural communities for improved adoption of agricultural innovations				
Identified risks	Likelihood (L/M/H)	Impact (L/M/H)	Mitigation strategy	Residual risk likelihood
Poor attribution of impact to activities/ funds	H	H	Better articulate indicators	L

ST2.5: Engage in initiatives and activities aimed at promoting agricultural careers by youth and women				
Identified risks	Likelihood (L/M/H)	Impact (L/M/H)	Mitigation strategy	Residual risk likelihood
Lack of awareness of gender	M	M	Awareness building; gender mainstreaming strategies	L
Cultural and institutional environment in conducive	H/L	M	Awareness building; gender mainstreaming strategies; policy advocacy	M/L

General comments on risks and mitigation measures

Suggested risks and their mitigation measures elicited the following general comments:

1. A lot of the constraints/risks are cross-cutting across themes; some of the risks are mere constraints that could be mitigated easily.
2. Under financial constraints – prioritization provides opportunities to scale back immediately.
3. On retention of staff as a risk, advocacy may not be the only mitigating factor; enabling environment and appropriate incentive structures can also help.
4. Mitigation is focused within the institutions – institutional strengthening depends on entire stakeholders and not just FARA; allocation of planning roles to stakeholders fosters ownership; FARA does not manage, but is part of the team.
5. One concern was that if the residual risk is high even after mitigation (e.g. for brain drain), does it mean that this constraint/risk is insurmountable? Further, if – in the case of brain drain - all factors affecting job mobility are catered for, why should the residual risk be high within the project timeframe? The response was given thus: Timeframe for risk mitigation may be beyond the lifespan of the program; in the short timeframe, it is the institutional arrangements that make it difficult to address the incentive regime; there may be no leverage to address all the risks due to institutional factors. Residual risk refers to other factors that may occur that were not previously identified; i.e. other unforeseen factors. If the risk factors were sufficiently catered for, the risk should normally be downgraded after mitigation, unless the obtaining circumstances are wholly beyond the control of the stakeholders.

Presentation on Managing for capacity results - Dr. Apollinaire Ndurukwigira, ACBF

The aim of this presentation was to expand the participants view on the emerging aspects of capacity development and performance metrics for capacity development interventions. Key points outlined in the presentation were as follows:

1. Managing for Development Results (MfDR): means managing and implementing aid in a way that focuses on the desired results and information to improve decision making
2. MfDR seeks to promote a performance culture i.e. shifting away from tracking inputs, activities towards a focus on measurable and concrete results. Results-based management (RBM) provides an operational framework for MfDR.

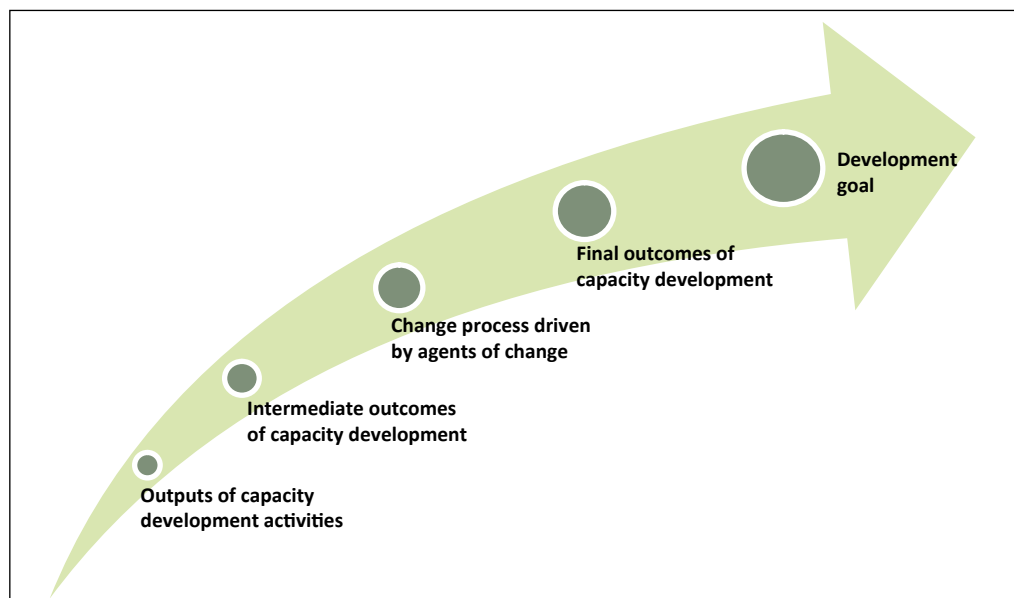
3. The capacity development strategic framework unveiled by NEPAD gives an important guide to effective capacity development interventions. There are six pillars to be considered under the CDSF: transformational leadership at all levels of society or organization; empowered civil society – acknowledging a number of stakeholders into the system; how to leverage knowledge and evidence to move forward development; capacity utilization; retention of capacity; and needs assessments to reveal existing capacity assets before adding on new ones.
4. The CDSF recognizes the role of capacity development institutions – building capacity of capacity builders and integrated planning and implementation for results. The Framework is available to inform development of capacity strengthening strategic plans of any organization. To what extent is the NSF4 Strategy embedding this framework, particularly with regard to operationalizing and design of interventions based on the CDSF concepts?
5. Capacity development is usually looked at piecemeal rather than holistically; should address all the three levels in the CDSF - individual, organizational and environmental.
6. Based on the theme of the workshop, RBM should provide a framework – FARA and constituents should have a framework for thinking and terminology.
7. The performance indicators to support program management include: inputs, outputs, outcomes and impact. Input and outputs are factors under the international control of the organization. Outcomes and impact are external factors. Results start from the outcome and impact levels. To demonstrate relevance, we need to move from tracking activities and outputs to results zone. This is being encouraged by donors.
8. Organizational performance is looked at in terms of effectiveness, efficiency, relevance and financial viability. These depend on the external environment (administrative and legal, socio-cultural, stakeholders, economic, cultural and political), organizational motivation (history, mission, culture, incentives and rewards), and organizational capacity (strategic Leadership, human resources, organizational process, management, infrastructure, and inter-institutional linkages). If FARA did not exist, what will not happen? What will the sector lose? This has to do with relevance of the organization.
9. For capacity development, donors would like to see process related outputs. Capacity entails change/transformation. The emphasis on results has implications on programme design, monitoring and evaluation.
10. Project level results framework includes:
 - a. Identification and needs assessment – problem analysis, assessment of capacity factors, identification of capacity constraints
 - b. Project design – statement of objectives and elaboration of project activities, and identification of change agent
 - c. Implementation, monitoring and self-assessment – self-assessment, outcome monitoring, outcomes and outputs
11. The change process and results in a typical capacity development endeavor is illustrated in Fig. 8. The intermediate outcomes include – raised awareness, enhanced skills, improved consensus, fostered coalitions and networks, formulated policy or strategy, and implemented strategy or plan. Final outcomes may include – strength of stakeholder ownership, efficiency of policy instruments, and effectiveness of organizational arrangements.

Plenary synthesis on Managing for capacity results

This presentation elicited the following comments:

- a. When you are looking at capacity results, the RBM framework is the political angle and it adds the impact by the organization
- b. The challenge is product versus process. The focus always comes back to products instead of process; the M&E does not allow for learning and the things we stand for e.g. innovation; we should narrow down more on this issue through the process of iterative learning.
- c. The RBM framework – starts from what kind of change on to outcomes. However, the log frame is usually limiting in that there are usually many unintended results that are not captured in the traditional log frame. The concern is that capacity issues are long term issues; no space in terms of time to track these changes. In trying to satisfy your beneficiaries and partners, no time is available to show results i.e. no time to get to second level outcome.
- d. Capacity development is a process with a lot of unpredictability. However, for intermediate results, the path is not linear. Some intermediate results can be achieved though, depending on where you pin the change process. By identifying the capacity factors to track, change can be evidenced.
- e. The donors acknowledge the need to redefine M&E for capacity; the exit strategy that the donors are looking for is the change in certain factors since capacity is about influencing processes. The upcoming Bushan Conference will be a forum to explore some of these issues.
- f. The framework outlined here should not be used in a narrow sense; there are many practical approaches to development results elucidation e.g. the outcome mapping for IDRC.

Figure 8: Results chain in capacity development



Group reports on Indicators, targets and milestones

The participants were divided into two working groups and tasked with “Measuring the achievements of the NSF4 Operational Plan”. The group discussion was guided by specific questions as detailed in Annex 7.

Group 1: This group was tasked with assigning milestones, targets and key performance indicators for Strategic Themes under Results Area 1. The group discussion produced the results presented in Table 7.

Table 7: Indicators, milestones and targets for strategic themes under Results Area 1

ST1.1: Identification and analysis of capacity strengthening needs for Agric innovations for R, AAS, and AET		
Indicators	Milestones	Targets
<ul style="list-style-type: none"> No. of sub regional/ national database on CS needs for R, AAS, AET available No. of sub regional organizations covered in the matrix (extent of coverage in regions, subsectors etc) No. and type of stakeholder groups utilizing the database 	<ul style="list-style-type: none"> Database of existing capacities (who is where doing what) Tools and approaches to determine needs Working papers, briefs, reports produced 	Multidimensional living matrix (regularly updated on current status of needs of research, AET & AAS)
ST1.2: Improving investment for capacity strengthening for R, AAS, and AET		
Indicators	Milestones	Targets
<ul style="list-style-type: none"> No. of compacts incorporating R, AAS and AET Increased government budgetary allocation to R, AAS & AET Increased flow of funds to Agric R, AAS& AET 	<ul style="list-style-type: none"> AET incorporated in CAADP processes by 2014 Analysis of trends in investments for capacity strengthening in R, AAS, AET shared with policy & decision makers New funding/ partnership agreements for R, AAS, AET 	Agric R, AAS & AET attracting 10% increase in investment by 2014

Group 2: This group was tasked with assigning milestones, targets and key performance indicators for Strategic Themes under Results Area 2. The group discussion produced the results presented in Table 8. The group however did not complete the tasks.

Table 8: Indicators, milestones and targets for strategic themes under Results Area 2

ST2.1: Strengthening institutional capacity to enhance agricultural research and innovation		
Indicators	Milestones	Targets
<ul style="list-style-type: none"> No. of functional innovation platforms No. of functional partnerships No. of institutions whose research management systems enhanced/ strengthened No. of institutions whose managerial competencies enhanced/ strengthened- leadership; strategic planning tools; identification of champions; (list no. of management components strengthened; and of competencies) 		

ST2.2: Strengthening capacity to build capacity for agricultural research and innovation		
Indicators	Milestones	Targets
<ul style="list-style-type: none"> • Number of training institutions and networks with platforms to enable • Number of TAE networks and platforms strengthened [knowledge management; number and variety of actors in platform (partnerships); resource mobilisation] • Quantity of funds mobilised for networks • Number of strategic plans 		
ST2.3: Improving efficiency and effectiveness of agricultural research and innovation		
Indicators	Milestones	Targets
ST2.4: Strengthening capacities of advisory service providers to empower rural communities for improved adoption of agricultural innovations		
Indicators	Milestones	Targets
ST2.5: Engage in initiatives and activities aimed at promoting agricultural careers by youth and women		
Indicators	Milestones	Targets

General comments on group reports on indicators, milestones, and targets for strategic themes

The report for Group 1 elicited the following comments/questions:

1. On the indicators and targets for Strategic Theme 1.1, the activities under this Theme do not pertain to mere data compilation but is expected to outlay the demand, supply, pipeline and hence deficit components of capacity in order to peg intervention. This is the basis for the capacity strengthening matrix.
2. Concern is promoting a change process through stocktaking; therefore it is necessary to build on the momentum and discuss with stakeholders to determine what steps to do with the identified needs.
3. On the indicators and targets for Strategic Theme 1.2, the 10% increase in investment suggested by Group 1 reflects the 10% of GDP commitment to fund agricultural development by African governments under the Maputo Declaration; probably the group had this in mind to suggest such a target.
4. Exacting some institutional change indicators would help FARA and the stakeholders track results at the outcome level as indicators for 1st Strategic Theme.

Plenary synthesis on operational relationships amongst stakeholders

As suggested during earlier discussion, the operational relationships between actors in the system are an important issue that the FARA Operational Plan must clarify. Discussion on this issue raised the following points:

1. Operational issues involve financing, reporting, attribution of impacts, implementation, how the strategy will be evaluated, facilitating design, and where the roles start and end i.e. where roles sit based on emphasis on tasks in terms of project cycle management.
2. The OP should clearly specify the respective roles of partners.
3. Multiple relationships are inevitably needed during implementation. Multilayered fund disbursements were a problem e.g. in the SCARDA model. The model changed in the twilight implementation period of SCARDA where the donor transferred funds directly to implementers, but coordinating responsibility still rested with FARA. The 2nd SCARDA model of fund transfer relieved tensions and suspicions between the implementing partners.
4. Distinction should be made between acknowledgement and attribution. Attribution is usually problematic; but can be addressed when successes are shared equitably by partners, there is flow of M&E information, suitable indicators are applied at all levels (need for robust indicators to help in attribution of benefits accrued from implementation, onion skin impact attribution), there is recognition at all levels, and roles are clearly distinguished and agreed upon.
5. The concept of “onion-skin impact attribution” - a layered approach to apportioning impacts arising from collaborative interventions - was suggested as a means for addressing the attribution issue, but problems would possibly arise in reporting and data flow.
6. There should be a system of aggregation through the levels of implementation; design an aggregation system for achievements. There is need for clear elaboration of incidental and peculiar benefits accruing to implementing organizations to avoid duplicative reporting of benefits.
7. The problem of attribution could also be addressed through contribution analysis i.e. look at the key players and their respective contributory ingredients that goes into the delivery of an output. This method is currently being applied in ASARECA and development partners seem to be shifting to contribution rather attribution.
8. For FARA to demonstrate relevance to donors it should report on amount of resources mobilized and projects implemented effectively; attribution of output delivery on such projects could then be left to the implementing partners. FARA should be more of facilitating the processes and consequently set its performance indicators at that level. FARA's role is very clearly stated as catalyzing and initiating and should be sustained at that point. However, to leverage more funds for projects it is necessary to show impacts, hence the need for process monitoring indicators not output indicators and telling the story rather than focusing on attributions.
9. The role of FARA in strengthening RUFORUM and other stakeholders is significant, but should be reflected in reports/stories
10. On evaluation of FARA's Strategy, a corporate mechanism for evaluating operations exists but may not be exhaustive.

This presentation was delivered with two things in mind: leveraging best practices and lessons from completed FARA capacity strengthening projects to enrich the capacity development components of the sub-Saharan African agricultural productivity programs (with particular reference to SCARDA and the WAAPP) and promoting efficiencies in the implementation of regional capacity development programs.

Key points in the presentation included:

1. Efficiency is expected to be achieved through effective collaboration and strategic regional clustering of capacity strengthening initiatives
2. The strategic clustering of capacity strengthening initiatives/efforts ensures synergy, efficiency, optimal use of scarce resources, and high impact
3. Clustering for efficiency and added value is also clearly conceptualized in the PAD of WAAPP-1
4. Geographically-mediated knowledge diffusion through institutional clustering ensures innovative efficiency
5. The three major components of the WAAPP are:
 - a. Component I – Enabling conditions for regional cooperation in agro-tech generation & dissemination
 - b. Component II – Establishment of the NCOS; mainly capacity strengthening
 - c. Component III – CARGS
6. Stakeholder-recommended best practices of The SCARDA Approach include:
 - a. Institutional analysis to inform dynamic targeting of CaSt interventions
 - b. Change management strategy for improved agricultural research management of agricultural research organizations
 - c. Combination of tailor-made MSc & professional trainings with organizational development
 - d. Mentoring and use of team-based approaches to problem solving
 - e. Continued lesson-learning through established learning platforms and space for reflection
7. The suggested areas of convergence between SCARDA and WAAPP are:
 - a. Component I of WAAPP – info on research skills in the region to facilitate networking
Institutional analysis as an entry point best practice for documenting existent capacity and indentifying capacity gaps
 - b. Component II of WAAPP – upgrading core research facilities, building capacity of researchers, research fellowships, targeted MSc & PhD training, technician training, professional short courses, mentorships
 - c. Component II of WAAPP – establishment of NCOS, could also benefit from SCARDA change management strategy & institutional mentoring to strengthen agricultural research managerial competency

8. Suggested outputs from the SCARDA-WAAPP convergence programme:
 - a. Human, organizational & institutional research capacity gaps of the NCOS identified
 - b. Ability of the NCOS to conduct quality of research strengthened
 - c. Organizational & institutional research management capacity of the NCOS strengthened
 - d. Graduate associate programs established
9. Pertinent activities, milestones, budgets, funding provisions and FARA role were outlined for the convergence proposal
10. Implications for the other agricultural productivity programs e.g. EAAPP and SADC-MAPP were outlined

Comments on the Presentation on SCARDA-WAAPP convergence

WAAPP is a loan and engagement should be directly with the countries. The proposal needs a lot of thinking and should be pursued further. Sharing with the other stakeholders is still needed; CRI, Ghana, has already incorporated this in their WAAPP NCOS.

Next steps



The following next steps were suggested by the workshop participants:

1. That the joint planning workshop be instituted as a regular forum for engaging with NSF4 partners. The workshops would be held at the convenience of the partners and details of deliberations be published in workshop reports.
2. Suggested roles for key players in the emerging “Mechanism to Mainstream Tertiary Agricultural Education in the CAADP Processes” would be shared for consideration by stakeholders. The Mechanism seeks to mobilize the universities to re-engineer into the CAADP and will be steered by both RUFORUM and ANAFE. SROs will also initiate screening of activities to associate with in the Mechanism.
3. ANAFE had started mobilizing its constituents and sent a note to CORAF requesting them to develop a concept note to mainstream TAE into the CAADP Process.
4. Elements of the mechanism that FARA needs to take on board due to budgetary concerns would also be considered. In this regard, they would be need for alignment between the strategies for FARA and RUFORUM. Appropriate guidelines would be needed to facilitate this course of action, probably before the FARA Board meeting towards the end of May 2011.
5. The Workshop Report and NSF4 OP to be completed using outputs from the Joint Planning Workshop and sent to stakeholders within two weeks. Of key importance would be the linking of budgets to actions in the OP.

Annex 1:

Concept note for the Joint Planning Workshop

Concept note

Title

Joint Planning Workshop with stakeholders to operationalize the NSF4 Strategy

Background information

The Forum for Agricultural Research in Africa (FARA) is the apex organization for agricultural research for development in Africa and the AUC/NEPAD mandated institution to lead implementation of Pillar IV of the Comprehensive Africa Agriculture Development Programme (CAADP) focusing on generation, dissemination and adoption of agricultural innovations. The mission of FARA is to create broad-based improvements in agricultural productivity, competitiveness and markets by supporting Africa's sub-regional organizations in strengthening the capacity of the NARS for agricultural innovation.

FARA operates through four mutually-reinforcing Networking Support Functions (NSFs) concerned with advocacy and policy analysis (NSF 1/3); knowledge sharing and dissemination (NSF 2); capacity strengthening (NSF 4); and development of partnerships and strategic alliances (NSF 5). The NSFs mobilize and support FARA's constituents and partners to undertake activities that generate continental spillovers and public goods. FARA's principal operational partners are the four sub regional agricultural research organizations, viz.: ASARECA, CORAF/ WECARD, CCARDESA and NASRO.

FARA pursues a demand-driven agenda and embraces the innovation systems concept in the delivery of its mandate. This entails wide consultation with stakeholders to establish their evolving priorities and, as far as possible, involvement of all key actors in agricultural research and development in its planning, decision making and implementation of activities.

The NSF4 on Capacity Strengthening adopted such a participatory approach, involving the major FARA partners and agricultural research capacity strengthening agencies in Africa, to develop a strategy that will guide its operations and activities over a five-year horizon (2010 – 2014). The draft strategy document was validated at a workshop involving a representative group of stakeholders and subsequently endorsed by the FARA Governing Board in 2010.

The Operational Plan has also been developed and now needs to be finalized, published and disseminated. In addition, FARA needs to consolidate the gains from implementation of its time-bound programmes by up- and out-scaling of lessons learned and best practices.

Purpose and objectives

To hold a two-day joint planning workshop with stakeholders in order to:

- Finalize the Operational Plan for the capacity strengthening strategy to ensure alignment and inclusion of activities that add value to stakeholders

- Develop associated M&E components of the Operational Plan to track progress
- Formalize a way forward for up- and out-scaling of lessons and best practices from completed capacity strengthening projects

Outputs and milestones

By 3rd May 2011 the workshop is expected to furnish all necessary information to help finalize:

- An operational plan complete with log frame and other M&E features
- A project concept for up- and out-scaling of best practices

The facilitator, working with NSF4, will then draft the operational plan by Friday, 6th May 2011.

NSF4 will draft a project proposal for up- and out-scaling of best practices, based on information gained from the workshop, by 30 June 2011

Approach and activities

Representatives from stakeholder organization with strategic planning programme design and M&E expertise will be identified for the exercise.

The NSF4 Strategy document and draft operational plan will be availed to the stakeholders in good time with specific requests on areas requiring their input

The stakeholders will be invited to a three-day workshop at the FARA Secretariat to deliberate on the documents

The workshop will have plenary sessions, breakaway group discussions and syntheses of key issues.

Comments from stakeholders will be incorporated into the documents and ratified in the final stages of the workshop

After the workshop, Revised Operational Plan will be produced, printed and disseminated

Key ideas for up- and out-scaling of best practices from completed projects will also be consolidated based on a draft proposal

Location

FARA Secretariat, Accra, Ghana

Stakeholders

FARA, ASARECA, CORAF/WECARD, CCARDESA, AAU, RUFORUM, ANAFE, REESAO

Date

4– 6 May 2011

Annex 2: Workshop programme

Tuesday, 3rd May 2011

TIME (HRS)	ITEM
Whole Day	ARRIVAL OF WORKSHOP PARTICIPANTS

DAY 1, Wednesday, 4th May 2011

TIME (HRS)	ITEM
	REGISTRATION & OPERATIONALIZING THE STRATEGY
	SESSION 1: REGISTRATION & INTRODUCTION
7.30 – 8.00	Registration of participants
8.00 – 8.15	Welcome address by Executive Director (or Deputy Executive Director), FARA
8.15 – 8.30	Introduction by participants
8.30 – 9.00	Remarks & workshop outline/Reactions to workshop outline (Facilitator)
	SESSION II: BACKGROUND PRESENTATIONS
9.00 – 9.30	Overview of the NSF4 Strategy – Dr. Irene Annor-Frempong, FARA
	TEA/COFFEE BREAK
9.30 – 10.00	Overview of capacity strengthening strategic directions for ASARECA – Dr. Joseph Methu
10.00 – 10.30	Overview of capacity strengthening strategic directions for CCARDESA – Dr. Molapong
10.30 – 11.00	Overview of capacity strengthening strategic directions for CORAF/WECARD – Dr. Sidi Sanyang
	SESSION III: GROUP DISCUSSION - 1
11.00 – 12.00	Discussion on background presentations: <ul style="list-style-type: none"> To ensure correspondence of NSF4 Strategy with stakeholder focus To ensure the NSF4 Strategy adequately addresses FARA's capacity strengthening mandate and continental capacity strengthening agenda To recommend any necessary changes e.g. to strategic directions
	PLENARY 1: REPORTS ON GROUP DISCUSSION
12.00 – 13.00	Group reports on their reactions to Background Presentations
	LUNCH BREAK
14.00 – 14.30	Overview of the NSF4 Draft Operational Plan – Dr. Nelson Ojijo/Facilitator
	SESSION III: GROUP DISCUSSION – 2 (NSF4 Strategic Themes & Activities)
14.30 – 16.00	Group discussions on Strategic Themes (All groups): <ul style="list-style-type: none"> SWOT analysis of each strategic theme Suggestions on activities/programs for strategic themes
	COFFEE/TEA BREAK
	PLENARY - II
16.15 – 17.00	Group reports: SWOT on & Programs/activities for Strategic Themes
17.00 – 17.30	Day 1: Evaluation, summary & review (Facilitator)

DAY 2, Thursday, 5th May 2011

TIME (HRS)	ITEM
	SESSION IV: GROUP DISCUSSION – 1 (NSF4 Strategic Themes & Activities)
8.00 – 10.00	Group discussions on Strategic Themes (All groups): <ul style="list-style-type: none"> • Risk assessment and mitigation for each strategic theme (Risk identification & categorization, risk response, risk level, risk owner)
	COFFEE/TEA BREAK
10.30 – 12.00	Group discussions on Strategic Themes (All Groups) <ul style="list-style-type: none"> • Assignment of activities to strategic directions • Annual allotment of activities
	SESSION V: PLENARY – III: Group Reports
12.00 – 13.00	Group reports on risks and activities
	LUNCH BREAK
	SESSION VI: PLENARY – II – Tracking Capacity Strengthening Results
14.00 – 14.30	Managing for Capacity Results – Janet Awimbo/Apollinaire Ndurukwigira (LenCD)
14.30 – 15.00	Reactions to “Managing for Capacity Results”
	SESSION VII: GROUP DISCUSSION – 2 on M&E Outline
15.00 – 16.00	Group Discussions on the M&E components of the OP <ul style="list-style-type: none"> • M&E, Performance measurement and Logical framework matrix – indicators, milestones & timelines
	COFFEE/TEA BREAK
	PLENARY – IV: Group Reports on M&E & allied components
16.15 – 17.00	Group reports on the M&E components
16.00 – 17.00	Day 2: Evaluation, summary & review (Facilitator)

DAY 3, Friday 6th May, 2011

TIME (HRS)	ITEM
	SESSION V: GROUP DISCUSSIONS (On themes & activities)
8.00 – 9.00	<ul style="list-style-type: none"> • Outline for the implementation plan • Implementation capacity requirements • Sustainability & exit strategies
	DAY 3: UP- & OUT-SCALING OF CAPACITY STRENGTHENING BEST PRACTICES & LESSONS
9.00 – 10.00	Overview of lessons & best practices from capacity strengthening projects – Dr. Nelson Ojijo
	TEA/COFFEE BREAK
	SESSION V: GROUP DISCUSSIONS (On Lessons & Best Practices)
10.30 – 13.00	Applying best practices and lessons from completed FARA capacity strengthening projects to enrich on-going and new capacity strengthening projects for agricultural innovation in Africa (All Groups)
	LUNCH
	SESSION VI: PLENARY DISCUSSION (Way Forward)
14.00 – 16.00	Reactions from group discussions with particular attention to the following (All Group Leaders): <ul style="list-style-type: none"> • Identified projects/programmes where lessons and best practices from completed capacity strengthening projects could add value • How to include best practices and lessons into the projects/programs (design, scope) • Implementation framework • Funding
	LUNCH
	SESSION VII: EPILOGUE & CLOSING
16.00 – 17.00	RECAP FOR DAY 2: Facilitator & Organizers
	TEA/COFFEE

Annex 3: List of participants

	Name	Affiliation	Contacts
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13	Dr. Irene Annor-Frempong	Director, NSF4, FARA	FARA
14	Mr. Ralph von Kaufmann	Technical Coordinator for UniBRAIN, NSF4	FARA
15	Dr. Nelson Ojjo	Program Officer, NSF4, FARA	FARA
16	Dr. Mike Forster	AFAAS Consultant	FARA

Annex 4:

Group tasks for review and updating of strategic themes for each result area



Group work – Session 10: Review and updating of strategic themes for each result area

Purpose

The purpose of this Group work is to review the current Strategic Themes under each of the Results in the NSF4 Strategic Plan, and to update and improve them if necessary. Each group will be asked to review one of the two Results

Group work – 1 ½ hours

1. Select a *Chairperson* and *Rapporteur* for the session.
2. Review the Strategic Themes under the Result you have been asked to analyze
3. Work through the following questions:
 - a. Is each of the Strategic Themes necessary to deliver the Result?
 - b. Are all of the Strategic Themes together sufficient to deliver the Result?
 - c. Are they pitched at the right level?
 - d. Do they take into account all wider considerations and recent changes?
 - e. Are any changes needed?
4. Prepare a revised set of Strategic Themes for your Result
5. Please prepare a presentation for plenary which gives a clear summary of your analysis and conclusions – max 10 minutes

Annex 5:

Group tasks for review and elaboration of activities for each strategic theme



Group work – Session 14: Review and elaboration of activities for each strategic theme

Purpose

The purpose of this Groupwork is to develop the Operational Plan Activities in more detail. This is achieved by reviewing the Activities under each Strategic Theme, allocating responsibility for each Activity, and scheduling the timeframe for each Activity. Each group will be asked to review one of the two Results.

Group Work – 2 ½ hours

1. Select a *Chairperson* and *Rapporteur* for the session.
2. You have been provided a format with revised Strategic Themes and a number of proposed Activities under each Strategic Theme, alongside proposals for responsible parties, and a place to indicate the timeframe.
3. On this format, study the Activities for each of the Strategic Themes under the Result you have been asked to analyse and revise, add or remove as necessary [you may find it helpful to write answers on cards and organise them on the wall]
4. Then, for each Activity, fill in the appropriate timeframe for its implementation
5. Finally amend if necessary the actors responsible for each Activity, bearing in mind roles at different levels and the need to articulate the Regional, sub-regional, and national implementation
6. Please prepare a presentation for plenary which gives a clear summary of your analysis and findings

Annex 6: Group tasks for strategic theme risk assessment and mitigation



Group work – Session 16: Strategic theme risk assessment and mitigation

Purpose

The purpose of this Groupwork is to conduct a risk assessment for each of the Strategic Themes, and propose mitigation measures to manage the risk. Each group will be asked to review one of the two Results.

Group work – 2 hours

1. Select a *Chairperson* and *Rapporteur* for the session.
2. For each Strategic Theme in your Result area:
 - a. Identify likely risks that threaten implementation of the Strategic Theme
 - b. Categorise **likelihood** and then **impact** of the risk occurring as Low, Medium or High
 - c. Identify and list measures that may mitigate the specified risk
 - d. Re-categorise the **likelihood** and **impact** of the 'residual risk' occurring after the mitigation measures as Low, Medium or High
3. Please prepare a presentation for plenary which gives a clear summary of your analysis and findings

Annex 7:

Group tasks for measuring the achievements of the NSF4 Operational Plan



Group work – Session 20: Measuring the achievements of the NSF4 Operational Plan

Purpose

The purpose of this Groupwork is to develop the measures required to assess performance of the NSF4 Operational Plan. It does this by completing the indicators section of the emerging Operational Plan logframe, assuming a 3-year timeframe. Each group will be asked to do this for one of the two Results.

Group Work – 2 hours

1. Select a *Chairperson* and *Rapporteur* for the session.
2. For each Strategic Theme in your Result area:
 - a. Identify **indicators** required to assess progress: what it is that we need to measure?
 - b. Identify the **target** by the end of the Operational Plan period for each indicator developed: what we will be able to see by the end of 2014?
 - c. Identify **milestones** for each indicator for 2012 and 2013: interim steps towards the target that we will be able to see at end 2012 and 2013 respectively
3. Please prepare a presentation for plenary which gives a clear summary of your analysis and findings

Annex 8:

Raw record of workshop proceedings

DAY 1, WEDNESDAY, 4TH MAY 2011

Welcome and introduction

The workshop was officially opened at around 9.20 a.m. by Dr. Ramadjita Tabo, the DED, FARA who made the following remarks: (SEE SPEECH BY RAMADJITA)

Facilitator's remarks inviting participants to introduce themselves (introduction by participants followed)

Remarks by Facilitator, Steve Ashley

FARA's mandate as lead institution for Pillar 4

NSF 4 – Capacity building; Irene's director; recent work produced the strategy and draft operational plan; today we'll be looking at the strategy; challenges associated with building capacity around agric research; we need to implement the strategy through the OP

Objectives:

- Review and update the NSF4 Strategy taking into account recent developments
- Review the OP to ready it as basis for annual plans and budgets

Outputs:

- Strategic results and themes revised and updated; need to be framed in the right way to deliver the results, taking into account recent lessons
- OP activities – to reflect what needs to be done
- Risks and risk mitigation
- M&E requirements for the OP
- Others

Post-workshop:

Revised OP developed and circulated; normal process for consultation

Workshop programme subject to change as we go along

Day 1 – has background presentations to peg our discussions; based on these presentations – there will be discussions on the NSF4 Strategic Plan; group discussions will follow in the afternoon to follow-up on the strategic themes; participants are free to interact as and when necessary as the workshop progresses; an evaluation will be done in the evening

Day 2 – more into STs and risks

Day 3 – M&E; knowing what success looks like and what we did right or wrong; sustainability and scaling up of lessons from Cast experiences

Workshop style – informal with a facilitator; a number of presentations; opportunities for discussions and interactions; 3 days to work on this and produce a substantial product; subject ; we'll be starting from 9.00 a.m. to 5 p.m. in the next two days; group discussions will be around tables; kindly put your mobiles off.

Questions:

1. What will be the pick up 8.30 from Airport West to arrive at around 9.00 p. m.
2. Travel back on Friday so better we finish earlier on Friday; do people need to come with their bags?

PRESENTATIONS

Dr. Irene Annor Frempong

FARA'S mandate and value proposition – key challenges on climate change, bio-fuels, food prices, poverty; attempts in Africa to deal with these issues; lots of initiatives to support African's institutions have been to do with capacity; project and their implementations – each project or program must find a way to embed cast aspects to functionalize our programs; many approaches tried on cast; capacity is not only training; paradigms in the last two decades to look at different methods and tools for Africa to develop its own capacity to deal with emerging issues; Africa has come out with a plan – CAADP to rejuvenate Africa's agriculture; CAADP – harmonizing resources and how to deal with development partners; FARA – coordinates and facilitates agric research; mandated by AU-NEPAD as lead pillar institution for CAADP Pillar 4; FARA's role is also as a technical arm to the AU; stakeholders of FARA as a Forum of FARA – SROs; Secretariat only coordinates the activities.

FARA stakeholders depicted on the slide (see slide); cast building institutions at SRO an continental levels; FARA coordinates to reinforce the capacities of these stakeholders

Definitions and scope

What is capacity? – ability to perform functions to meet goals and aspirations; at individual level – ability for self-motivation; at organizational level – to ensure a critical mass of capacity – capacity to meet goals and demands of institutions

Cast – capacity building and capacity development/strengthening; adopted UNDP definition (see Strategy); WB definition – investment in human capital, institutions and practices; According to FARA – share of Africa AIS at national & sub-regional levels.

Elements of the strategy

Vision, mission statements – correspond to those of FARA (See Strategy); value proposition

[Question – what is the idea of value proposition? Answer – what an organization sets forth as a niche area; Pillar 4 Strategy – stakeholders implementing aspects of Pillar 4].

Key objectives to promote Agric development (see presentation)

Value proposition of ND4 rooted in FARA's value proposition (see Strategy) – this identifies whether FARA is adding value or not

What should cast be for FARA? – expanding the human and organizational and institutional abilities and options, opening up more avenues to better perform functions; through NSF and harnessing indigenous knowledge and technologies

Strategy development process – E-consultation and key informant interviews; info gathered went into a draft strategy that was approved by the Board last year to implement immediately; OP development was also part of the implementation process

P4 Strategy also brings to bear issues that the cast strategy should bring on board; the FAAP – the strategy should also provide for operationalization of the FAAP.

Results of Stakeholder analysis (see Strategy) – obsolete facilities and resources in AET institutions,

Objectives – ensure critical mass of managers and technicians in place; ensure appropriate support systems to provide and enabling environment

Strategic directions – 2-fold; capacity needs of agric innovation is established; initiatives to address the identified needs and ensure that they are implemented

Strategic themes –

SD1: to provide demand driven rationale for cast interventions:

- Needs for innovative research
- Visibility for research & extension
- Sustaining capacity pools and capacity strengthening knowledge management

Needs for agric innovation – resource availability; info on approaches to identify opportunities and gaps

Visibility – awareness; training (see Irene's presentation)

SD2: five key areas (see Strategy); to design and implement demand-led activities; strengthening agric res and innovation; capacity to build capacity; empowering rural communities ..; promoting the choice of careers by young Africans

Capacity to build capacity – the link to AET suppliers; how to bring the institutions in strategic alliances to deliver; new opportunities and engagement pathways; linkages to policy, business, & private sector

Efficiency in cast for agricultural innovation

Inter-NSF collaboration (see presentation by Irene); NSF4 provides content and learning systems for NSF2

Empowering rural communities with learning opportunities – learning approaches by farmers; to make the farmer part of the research agenda; best way of reaching the farmer; help the communities to adjust to global issues;

Promoting the choice of agricultural careers – gender sensitive approaches

Implementation and monitoring

[Remark: NARS assessment brought out issues but – sampling size was not representative; working together with ASTI to improve on this]

Tracking of results through SROs and partners

Networks and individual organizations – what kind of performance metrics to monitor

NSF4 and overall FARA results framework (indicators in the FARA M&E Framework, see presentation by Irene)

Questions:

1. The other FARA Pillars, don't they have capacity strengthening activities and how does NSF4 work with them? Answer – there are consultations between NSF4 and the other NSFs to deliver on a cross-cutting activity e.g. the SLARI-KARI initiative
2. On Results 1 – there is no activity addressing the baseline issues? On Results 2 – how are they addressing the baseline activities under Results 1? Answer – this is just the Strategy that captures broad themes.
3. Trying to understand the whole logic that drives the Strategy – used to Strategies that are embedded in a logic model. How is FARA going to achieve the results? Say, under a structured results framework this might come out better; what is the budget to implement the strategy? NSF4 is a quality assurance unit for the other NSFs? The coordination role is not clear; what is NSF4 and others responsible for?

Comments: We have control over the outputs, but the higher order results are not; along the entire results chains it might not be easy to get rid of output as a terminology; used by stakeholders

Observation of FARA Mission and Vision – does not take into account other partners like networks; only taking care of SROs; these could be articulated in the FARA one.

Sidi, CORAF

Overview of cast of CORAF: Knowledge management & Capacity strengthening

- 8 programmes; As you move into implementation, the programs should merge and fuse
- Challenges in collaboration and implementation
- To bring about institutional change – relationships between people, organizations, actors, to enhance performance; e.g. on SCARDA – focus on organizational weaknesses
- Weak on transformational approaches – must be addressed to improve performance; systemic – on best practices... emphasis depends on context and specific circumstances
- Two entry points – organizations and innovation platforms; orgs – R&D, NARIS, CSOs, FBOs, private sector, agribusiness, AET; Innov. platforms – multi-stakeholder processes; different knowledge base; managing interactions and relationships; value chains.
- One good area – organizational capacity – technical competencies; efficient financial management systems; rules and procedures for orgs; new skills; stewardships; admin and financial procedures
- Challenge – positively changing attitudes and mindsets; leadership and enhance managerial skills of actors; org cultures, norms values, practices; how they impinge on performance; external environment – perceptions, competing interests, peer review and peer pressure (validating of issues in the FARA Strategy – naming and shaming – validation issues); confidence and trust amongst stakeholders – critical lubricants for performance – a good FARA niche! Brokerage and boundary spanning function!
- Gender – affirmative action in gender mainstreaming
- Creating conducive environment

- Functional learning of strategy
- Impediments in multi-stakeholder processes – risks, competing interests, incentive regimes, ... for orgs, policy, relationships

Implementation:

Complex structure – CORAF as a strategic platform for ARD

1. Lead service provider – focus on management
2. Service providers – technical competencies
3. Coordination of focal institutions – M&E and learning
4. Feedback from stakeholders e.g. farmers

Lean structure – coordination and focal inst and technical backstopping institutions; primary channel for networking of secretariat

Planning, review and priority setting together; beneficiaries

Questions/comments:

1. Focus on innovation platforms even in the SADC we need to focus on to revolutionize agric, bringing on all stakeholders – but lack of incentives as a risk in innovation platforms? Stakeholders come in to benefit e.g. along value chains – this provides the incentive; do you need any additional incentive? If they see something of benefit they will automatically come in. **Answer** – goes beyond individuals, a linkage system e.g. in Burkina Faso some level of confidence in access to rural areas, some response to policy etc may help develop the platform; incentive structures responsible for success here due to favorable broader policy environment – enhanced by a government parastatal which provided a market to help products and services to move. Government involvement very necessary.
2. Women traders? What of the men traders? Are they excluded? – **Answer** – men are included
3. The slide in red – I expected you to propose the mitigating factors, but it was left hanging? – being addressed in the strategy; competitive projects
4. To flag some of the key thematic areas in the FARA strategy – the areas that need support from FARA
5. Is the strategy already embedded in the projects? How do you implement your strategy? – **Answer** - On focal institutions, not helpful to the CAADP; a couple of focal institutions needed e.g. NARI focus leaving out others; everybody needs to be an actor; minimum of two focal institutions and other research institutions; satellite institutions; **Comment** – an area that needs to be flagged; highlighted points reveal constraints; in SCARDA, FI concept was in the validation stage of the project. FI intended to draw other satellite institutions

Dr. Molapong - CCARDESA

CCARDESA to be launched in 23rd June 2011; SADC guided by the SRO strategic Plan; developed the SADC-MAPP to guide CCARDESA on some activities:

- Human, org cast – high turnover of researchers; focus on MSc and PhD training; need for curriculum review; updating teaching models; capacity to write competitive proposals; low capacity among SADC institutions for partnerships and poor leadership; low capacity for financial management; need to strengthen research management capacity
- Farmer empowerment – farmer is at center and should be empowered; capacitated to take up technologies; strengthened to acquire needed information; the AIS approach should be institutionalized in SADC e.g. value chain analysis and innovation platforms promising success in SADC
- CAADP process – roundtable and pre-compact processes; CCARDESA will enhance partnerships; policy dev and support; awareness
- Technology development – new institutional
- Wider stakeholder engagement
- Strengthening of partnerships and networking
- Capacity for info exchange
- Capacity for tech development
- Developing M&E capacity and institutionalization in the NARS
- Bio-safety – potential conflicts; legislation; institutional structures for conducting risk assessment and facilitate bio-safety issues – capacity needed in this area.

CCARDESA will learn lessons form on-going projects

Questions/Comments:

1. To all SROs – how they feed into the FARA framework. Do we have our own agenda on cast on which FARA can build on to solicit for resources to give to the SROs. **Answer** – FARA to facilitate the strategic directions; we are here as SROs to contribute to FARAs strategy to ensure synergy for resource mobilization and implementation of projects by the SROs. **Answer 2** – All SROs including FARA are building on lessons – the reality is that an overarching strategy is not easy to formulate;
2. The alignment of SRO strategic directions not very clear; there is no nesting – **Answer**; Nesting may lead to other points being lost; if you are not careful with nesting everybody will be doing the same things; minimum frameworks to act on ; indentify at what levels to act and have oversight responsibilities – actions and implementations; who is doing what and where? Nesting yes and what do we nest? **Answer** on how do we get in working on the ground – for CORAF only two projects; mechanisms – competitive and commissioned projects; these are the minimum set of information needed. For nesting, the roles must be clearly specified at every level to avoid duplication of roles and duties.
3. Various levels of responsibilities for SROs and FARA – the SRO presentations are bringing in good points e.g. CORAF moving into the transformational approach to capacity strengthening. In this context, the issue of change or transformation implies that we have to manage some conflicts. Agric research will bring competitiveness and address the food security issue; building coalitions to do business, how are we bringing in the private sector into play? We have to change how we develop our strategies. The challenge is not to

question the line of accountability but to acknowledge what the line of accountability entails; to find a framework for coherence amongst players.

4. Lots of similarities e.g. in ASARECA has similar things; what is in the ECA region may fit into the FARA Strategy; thematic areas in ASARECA supports what FARA is doing
5. The profile of a varsity different from a college – SROs should be addressing similarities, while FARA coordinates; lower level should also be doing similar things; if different, it becomes difficult to compare what everyone is doing; FARA should ensure some degree of uniformity and basis for comparability?
6. Disconnect in FARA and SRO M&Es, no synergy; need to come up with clear activities common to all sub-regions even in M&E.
7. In the Pillar 4 Strategy – need for joint planning; activities put together to have a common basis

AFTERNOON SESSION

INTRODUCTIONS

By new coming participants

ASARECA – Doris Akishule

Goal – (See presentations)

Purpose – (See presentations)

Brief on ASARECA – (See presentations)

- 10 NARIS – Uganda, Kenya, DRC, Eritrea, Sudan,...
- Managed by a Board of 18 members; each of the members of the NARIS, universities, FBOs and NGOs sit on the Board
- Crops programmes
- Policy analysis and advocacy

Supports research in the 10 countries – partnerships, Capacity, M&E, Finance; Secretariat is in Entebbe

Strategic Framework of PCB has four functions:

- Effective partnerships – 3 main intervention areas; 1) analysis and lessons learnt on partnerships; reasons for success and failure and build into future partnerships; 2) dev of mechanisms to enable sustainable partnerships – competitive grant systems; issues for proposals; 3) dev and managing communication systems on partnerships
- Capacity development – capacity needs assessment, identify gaps and opportunities, scoping studies in NARS; done capacity needs assessment on NARIs to determine quality of research scientists; Kenya has highest nu of research scientists, Ethiopia, Uganda... some countries like Rwanda and Burundi have very low capacity. No of scientists directly linked to grant funding for the NARIs; data used to design a capacity building for weaker NARS

- Eritrea, Burundi and Rwanda; 2) design and implement various capacity development interventions
- Support to CAADP country processes – with AU/NAPED to support country round table processes
- Resource mobilization for Capacity development
- Capacity building programs currently underway in ASARECA – 1) **SCARDA** (Rwanda, Burundi, Sudan) – developed into identifying capacity needs for innovation platforms in the new phase by DFID; 2) **EAAPP** – in Uganda (cassava), Kenya (dairy), Tanzania and Ethiopia (wheat) - ASARECA's role is convening together the RCOEs, developing format for disseminating existing technologies (an inventory); provides guidance for regional spillover effects; harmonization of policies; backstopping on M&E; capacity building role; 3) **UniBRAIN** – agric innovation incubators; ASARECA sensitizes the NARIs and formation of the consortia; 4) **CAADP** – Pillar 4 focus; to sensitize NARIs under Pillar 4 articulating issues in country roundtable processes & developing regional CAADP compacts; supports research-based regional priorities; 5) internal capacity building for ASARECA Secretariat (Training in IAR4D)
- CGS is a potential area for PCB

ANAFE - Chakedreza

Varsities and colleges over Africa; regional chapters comprised by lecturers; constitute ABAFE Board; regular meetings of the Board; major activity is postgraduate in agro-forestry; demonstrating facilities in member institutions; review of curriculum – 78 reviewed to-date; regular symposia chosen by lecturers; involved in UniBRAIN

RUFORUM – Moses Osiru

Two major projects – CGS small grants to varsity faculty to train 2 MSc students; 2) regional programs for MSc and PhD trainings – specific niche areas to support the CAADP process domiciled in specific varsities; staff from other countries and varsities come to teach; reinforcing activities – skills development for staff and skills enhancement; leadership and management training

Questions on SRO, network presentations

Questions – specific window under PCB unit? Are these directly under PCB or ASARECA as a whole?

The figures on number of MSC and PhD, but what are their disciplines? A case for ASTI; CORAF is currently doing this with CTA to populate the numbers according to disciplines.

How expansive is the database in terms of gender and disciplines?

ASTI – data on African women in development; discipline and age structure; data on research focus on specific commodities; organizing a conference featuring case studies. To be discussed later.

GROUP DISCUSSIONS & PRESENTATIONS

Group 1

Capacity strengthening needs established and updated over time:

- Key assumptions – CAADP be guiding principle in agric dev
- Foresight needed for training
- Vision, mission and value proposition of FARA should guide

Results Areas and Themes:

- No link in results areas and themes as proposed
- No conclusion on what should be done
- Assistance needed on trying to understand what the result is trying to get

The thematic areas were three thus:

- Needs that will support innovative research
- Evidence to support increased investments
- Sustain capacity needs (database to generate capacity pools)

The issue is with the linkage with the results areas; are they representative; what would be the result area if we were to establish capacity needs?

It was also felt that the flow of the logic; needs assessment come down at intervention NOT at strategic level; the situational and stakeholder assessments did not bring out the key strategic issues.

Deficit analysis at any time to be able to direct investments; a theme that ensures on a rolling basis identification of needs at any time

Institutional analysis is not systematic; this introduces a systematic analysis of gaps for undertaking interventions

Visibility to prove importance; evidence based; linkage with NSF policy; evidence-based to support investments in agriculture

Concern: Need to capture what is it that we are doing; the captions may not be very appropriate.

Reply: Not a one-off needs assessment; but a systematic way of elucidating needs; development of the matrix to identify capacity deficits

Conclusion: A re-analysis to establish the logic in the Result Area 1

Group 2

From page 5 & 6 on the themes:

- All questions were followed
- Summarized out of the PowerPoint but looked into the Strategy
- Looking at the themes - all were necessary; but the 3rd one was not; may have to craft a new title; summary were not clearly articulated on specific actions

- The themes in RA2 depends on what comes out of RA1; not fundamental issues; response to identified needs
- If it is mobilizing or clustering themes – shouldn't they be subsumed in the other themes in RA1?

AI necessary? – yes, except 2

Sufficient to deliver on results? – yes

Pitched at the right level? – yes

Do they take into account all recent changes? – yes, CAADP, investment trends in TAE, etc.

Are any changes needed? – Not unless we know what is in RA1

Details will be adduced at the operational level

DAY TWO – THURSDAY, 5TH MAY 2011

Presentations

Facilitator

Recapped on yesterday's proceedings and main gains: opening speech, introductions, presentations, group discussions, outputs from groups

Discussion:

Nelson – NSF4 Functions

Presentation on the way NSF4 Functions: (see Nelson presentation)

Comments arising:

- Involvement of CTA, REESAO and other relevant stakeholders
- FARA vs. FAO, competing or complimentary roles
- How does FARA evaluate successes, failures and future operations? M&E, donor-dependent reviews, resource person review; stakeholder feedback
- What are the required resources for implementation? Scope and risks
- Roles and responsibilities of FARA and partners in OP implementation
- If FARA has an SP and OP, and other NSFs also have the same, is it not a duplication of efforts? If one NSF fails, does it mean that FARA has failed? Failure of one may entail failure of the whole because the NSFs are mutually supporting in realizing FARA's mandate;
- We should focus on the added value of SPs and OPs within SPs and OPs; not just mere duplication of efforts
- The NSF SPs and OPs are in fact companion documents of the FARA SP and OP and are necessary
- Are the STs in the OP organized as programs across NSFs for implementation?

- Coaching, entry points and nesting for strategic themes for efficiency and effectiveness
– implications on programming and monitoring of success and underlying change model

Group discussions

Group 1, Sebastian

RA1:

Assumptions – resource availability; span of three years,

Key activities

ST1.1

1 & 2 merged to form 1 activity area; actors specified; continuous activity

No 1 actors specified, lag of 6 months out of phase with Activity 1

No 3 subsumed from demoted ST3, 12 months to complete, actors identified

ST1.2

Activities reconstituted; activities split so much that track was lost; actors specified; continuous

2nd activity generated by Group; actors defined; continuous

3rd activity from the initial No. 8

4th on partnership added; key actors to include NSF5; continuous

Comments:

1. Planning on yearly period would be better due to lag
2. Theme 1.3 was at a lower level and was demoted
3. Activity 1 & 3 combined
4. RECs to be included as partners and stakeholders; NSF5 to be included as partner

Reactions:

Adjusting the strategic theme statement (improving visibility as opposed to increased investments)

Need for concept notes to delineate proper course of implementation of specified activities

Group 2

RA2:

ST2.1

Approach (see presentation)

Activities (see presentation)

Comments

- No timeframe attached to activities – many factors that weigh in in setting the timeframe; left to the owners to set timelines; some of the activities are either new or on-going – schedule has to be aligned; discretionary exercise may not be helpful
- ST2.2 there are tasks that should be coalesced into activities
- Peer review mechanism missing
- Technicians should be brought on board (technical vocation level should be included; graduates cannot function alone)
- Issues of curricula review, curricula delivery, institutional management could be grouped under one activity; grouping is important considering timeframes; some level of prioritization also need to be done; some level of accountability would be required

Presentation by Nienke

‘Human capacity and investment trends in African ARD’

About ASTI

Performance and outputs in agric, assess overall performance; indicators are scarce and where ASTI comes in; started at ISNAR 30 yrs ago; data collection going on; to provide data sets and analysis of trends towards investments in capacity and performance for local and international decisions; govts, fac of agric, ngos; comparisons against time and countries; closely with NARIs of countries – through country nodes; different types of forms for collecting data; collect agric R&D spending; no of researchers by degree and gender; technical staff; admin and other staff; section on research focus on various commodities; thematic focus – crop improvement, etc;

One-time study in 15 countries covering >100 NARIs and agric faculties; discipline, seniority, position, years of service; info on how many staff retired; female and male students; a month ago a summary of work in 52 countries; started in 38 countries; in SADC countries with local funding – Congo and Angola – problems in data acquisition; Malawi included; country notes, regional reports, benchmarks across countries; institutional details like addresses and websites – available on ASTI website on PDF; ASTI country papers available online dataset; links to R&D

Recent trends

Pool of agric R&D staff in SROs, etc ... large variations across countries (see presentation); Gambia only 2 PhDs, not adequate; smaller NARS vs weaker NARS; systemic differences in capacity; spending growth 8 countries drive the trends – Nigeria increased accounted 1/3 of total African increase; mostly in increase in salaries and equipment; Ghana, Tanzania and Uganda – large part due to salaries not research

About 13 of 32 countries had decline in spending; in Francophone Africa – low level of support and not sustainable in their agriculture; the role of varsities is increasing – increase in university researchers has gone up; in Sudan additional faculty and universities have contributed to this; share of women is increasing; Anglophone have higher female/male ratio in research than Francophone; career in agric is not valued by men in some countries hence higher number of women; share of researchers by degree 24% (2001), 27% (2008); general increase; in Ethiopia

high growth of researcher with lower degrees; Ethiopia has higher degree holders on the average

Increase in number of young scientists in some countries but age is an issue e.g. in Senegal – 60% of researchers >50 years; also in Kenya

AWARD studies reveal the female/male ratios; studies by degree and age and gender

Follow-up activities

In the last 30 years, funding has been erratic for ASTI; Gates Foundation boosted funds last year; they will continue funding – hence a monetary system for in-depth analysis; network of national collaborators to work with; more ownership at the country level. SROs and FARA also involved; working towards institutionalizing the system; more analysis of the data sets; a conference with FARA in Dec 2011. Commissioned case studies of countries in Africa; retention strategies in Kenya; Makerere varsity also involved – to be presented at the Conference.

Questions

What do we do with the data? – funds allowing now working with NARI, engage in seminars; presentations for policy makers; links with FARA for the ED to make a case using presentations from the datasets; provide info for advocacy; gap in what is provided; engaging various networks for support in needs assessments

Is there a reason for Northern Africa's absence? – Yes, bounded by donor funding focusing on sub-Saharan Africa

Do you develop the indicators in relation to population size of the countries? – How do you standardize for comparability? – Yes, we use intensity ratios for comparability; also no of researchers by population; ratio of GDP vs ARD spending – Nigeria is 0.6% (fig. 1 in the report)

Most significant innovations in Africa are from private sector, yet they are not included? - a new study in South Africa...

Innovations vs research is not a direct correlation – more study need to be done

What about Malawi? – will go back to Malawi; enough data for time series including Malawi; Senegal, Burkina Faso, Senegal and South Africa.

How much is spent in developing capacity and performance of capacity? – some findings of a study of forthcoming; M&E of SROs may help

Players like FARA should take this forward; what is the story that these numbers are telling in terms of strengthening capacity in Africa? Defining an agenda for capacity strengthening – this is one of the aims of the forthcoming IFPRI-FARA conference; no sustainable funding

Group work – Risk Assessment

DAY 3: FRIDAY, 6TH MAY 2011

Facilitator

Recap – programme changes: feedback from risk analysis; M&E and results; group work – developing indicators; operational relationships

CN development

Next steps session

Closing

Group reports

Group 1 – Risk assessment and mitigation

ST1.1 :

- Non-representativeness of data generation taking care of all the language–phones; medium to high; design to be representative; residual – difficulty in accessing some areas and countries – medium (is the risk ‘poor design’?)
- Uncertain funding - Seek alternative sources of funding; institutionalize in the CAADP country framework; residual – failure to secure viable funding
- Timeliness and Validity; not used immediately and data becomes obsolete; high; mitigated by use of high expertise in the organization or outsource or link up with strategic partners; residual – partners may not adequately cooperate
-make use of partnerships or platforms and use a wide range of media; residual – poor reading culture - medium
- Limited participation by stakeholder, medium; stimulate awareness and use existing platforms; residual – limited participation, low

ST1.2:

- Govt and donor policy shifts; medium; awareness creation; residual – policy shifts, medium
- No attitude to change; -- limited capacity to innovate
- Lack of political stability, medium to high; evidence-based advocacy; residual – the risk remains, medium
- Lack of absorptive capacity and favorable environment; enhance capacity; high risk; new funding mechanisms; residual – brain drain; medium
- Funding residual – failure to secure sufficient funding, medium
- Failure to provide convincing evidence; medium; undertake case studies;

Group 2:

ST2.1: (see presentation)

Comments

Orgs mandate as part of stakeholders; look at roles and not roles of the stakeholders; a lot of the constraints are cross-cutting across themes; some of the risks are mere constraints that could be mitigated easily; under financial constraints – prioritization provides opportunities to scale back immediately; retention of staff – is advocacy the only mitigating factor; enabling environment and incentive structures also

Mitigation is focused within the institutions – inst strengthening depends on entire stakeholders not FARA; allocation of planning fosters ownership; FARA does not manage, but is part of the team; residuals not mentioned

The risk is high after the mitigation, residual still high; are some constraints insurmountable? – Brain drain; we know that certain factors affect job mobility – if all these holes are blocked, why should the residual risk be high within the project timeframe? Timeframe for risk mitigation may be beyond the lifespan of the program; in the short timeframe, it is the institutional arrangements that make it difficult to address the incentive regime; no leverage to address all the risks due to institutional factors.

Residual risk – other factors that may occur that were not previously identified; other unforeseen factors; if the risk factors were sufficiently catered for, the risk should be downgraded after mitigation.

Investment and visibility needed to be addressed during implementation – only on collecting evidence; this has some risks and need to be identified and mitigated. May fit into one of the themes; but does not appear clearly

Presentation – Dr. Apollinaire

Managing for Capacity Results

Cast should go beyond fixing things thro training to results; capacity is not well understood hence non-achievement of MDGs

Improving effectiveness of aid management – cast has to go beyond technical consideration to consideration of soft aspects; to promote a culture of performance in whatever we do in any sector, activity to results demonstration – evidence

Operational framework is RBM

- Common way of looking at cast issues
- 3 acknowledged contributions by NEPAD e.g. Cadev strategic framework (CDSF); a number of pillars to be considered – 6 pillars: transformational leadership at all levels of society or organization; empowered civil society – acknowledging a number of stakeholders into the system; how to leverage knowledge and evidence to move forward development; capacity utilization – retention of capacity – needs assessments to reveal existing capacity assets before adding on new ones
- CDSF recognizes the role of cadev institutions – building capacity of capacity builders

Integrated planning and implementation for results

- Developing strategic planning of any organization
- To what extent is the NSF4 Strategy recognizing in terms of embedding this framework; operationalizing the CDSF concepts and design of interventions

Cadev usually looked at piecemeal rather than holistic approach; should address all the three levels in the CDSF

Based on the theme of the workshop; talk about results within the framework; RBM as a framework – FARA and constituents should have a framework for thinking and terminology

Cadev as an ingredient for development; issue of results

Activities and outputs are inputs; results start from the outcome and impact levels; to demonstrate relevance, we have to move to results zone; this is being influenced by donors

Products and services – if used or if there is a learning process, yields outcomes;

Process related outputs - donors have to recognize that in reporting these are revealed

If FARA did not exist, what will not happen? What will the sector lose? This has to do with relevance of the organization.

3 levels of capacity – all interventions seek to influence the constraint factors

Comments/Questions:

- When you are looking at capacity results, the RBM framework is the political angle and it adds the impact by the organization
- A lot more negotiation in the framework
- The importance of intermediate results – the value (as an iterative process) – these feedback in to the process

Process output – relates to policy; unfortunately, in the SRO work – the challenge is product vs process; the focus always come back to products instead of process; the M&E does not allow for learning and the things we stand for e.g. innovation; we should narrow down more on this issues thro' the process of iterative learning.

The RBM framework – starts from what kind of change on to outcomes; the log frame is limiting; many unintended results that are not captured in the traditional log frame; but the concern is that capacity issues are long term issues; no space in terms of time to track these changes; in tacking to satisfy your beneficiaries, no time to show results – no time to get to second level outcome. Do we have examples where this has been tested that give examples and ideas in regard to timeframe? How long do we have to go to go beyond outputs?

Reply:

Change is a process with a lot of unpredictability; however, for intermediate results; path is not linear; however long, some intermediate results can be achieved, depending on where you pin the change process. Identifying the capacity factors to track, change can be evidenced;

The donors acknowledge the need to redefine M&E for capacity; the exit strategy that the donors are looking for is the change in certain factors; The Bushan process will be a forum to explore some of these issues; the framework should not be used in a narrow sense; many approaches e.g. outcome mapping for IDRC.

Measuring the capacity increase for change may be a problem, where are the reference points? What are the indicators? Looks like a moving target?

Capacity is about influencing and process – capacity building tools – interested and challenging dimension.

Group work

M&E, Indicators, Milestones

Reports from Group Work

Group 1:

2 themes

ST1.1:

Comments – is it possible to be a bit more ambitious? To merely have data is not enough; can one aim towards promoting development of capacity action plans? Other players to act on the priorities to develop initiatives. Answer – demand, supply, pipeline and hence deficit to peg intervention.

No of SR databases or no of NARS? The NARS level may be appropriate.

Concern is promoting a change process through stocktaking; therefore necessary to build on the momentum and discuss with stakeholders to determine what steps to do with the identified needs. An intervening step to aid stakeholder planning.....

The matrix is supposed to be owned by the stakeholders; the operational system should be part of the milestones

ST1.2:

The 10% increase in investments: why the figure? Has there been some thinking on this? The level of investments allocated to the sector in the weaker NARS, what is the level in real terms? Answer – already within the CAADP there is a commitment of 10%. Why change the theme title?

Group 2: (Did not finish their tasks)

ST2.1:

Indicators for 1st theme; exacting some institutional change; indicators would help FARA and the stakeholders – outcome level.

Plenary operational relationships – the issues:

- We are here at FARA, but the roles and relationships differ at every level; what are the respective responsibilities? What are the deliverables for each organization? The OP should specify the respective roles of partners
- Financing, reporting, attribution of impacts, implementation, how the strategy will be evaluated, facilitating design and then where does the role start and end – where roles sit based on emphasis on tasks in terms of project cycle management.
- Many layers of fund disbursements was a problem in the SCARDA model; fiduciary relationships; donors providing funds directly to the implementers
- The model changed in the twilight moments of SCARDA; donor transferred funds directly to implementers; but coordinating responsibility still rested with FARA – what was the success?
- All about multiple layers, multiple relationships are needed for implementation; tensions and suspicions have been removed with the 2nd model of direct fund transfer to implementers

- Let us make distinction between acknowledgement and attribution; attribution problematic – shared by partners, flow of M&E info, indicators at all levels, recognition at all levels, agreement-based, clear roles; need for robust indicators to help in attribution of benefits accrued from implementation (onion skin impact attribution); a system of aggregation through the levels; design an aggregation system for achievements; need for clear elaboration of incidental and peculiar benefits accruing to implementing organizations could avoid repeated reporting of benefits.
- How to address attribution through contribution analysis – look at the key players, what are the ingredients that goes into the delivery of an output; donors are shifting to contribution rather attribution.
- For FARA to demonstrate relevance to donors – demonstrate resources mobilized by FARA and projects implemented effectively; achievement of output delivery could be left to the implementers.
- What are FARA's deliverables? In the eyes of FARA, what is the value addition in all these? FARA should be more of facilitating the processes and set the indicators at that level.
- FARA's role is very clearly stated as catalyzing and initiating and should be sustained at that point; to leverage more funds for projects it is necessary to show impacts; need for process monitoring indicators not output indicators; telling the story rather than focusing on attributions.
- The role of FARA in strengthening RUFORUM is significant, but should be reflected in reports/stories
- Evaluation of FARA's Strategy – cooperate mechanism for evaluating operations should assist; but not exhaustive; a clear SP with good results and indicators, agreement with partners; qualitative monitoring dimensions to support the quantitative dimensions; what is the system of doing it?

Overlapping mandates:

Presentation - Nelson Ojijo

Presented for consideration by SROs

Comments – WAAPP is a loan and engagement should be directly with the countries; needs a lot of thinking and should be pursued further; sharing with stakeholders still needed; CRI, Ghana, has already incorporated this in their WAAPP NCOS

Next steps

We want to institutionalize this joint planning workshop at the convenience of the partners

Efforts made will be captured into the workshop report

Roles for stakeholders in the emerging TAE mechanism would be shared for consideration; elements that FARA need to take on board due to budgetary concerns; alignment of RUFORUM strategy and FARA's; guidelines for in-puting this is when? Before the FARA Board; maximum two weeks to generate the OP and send to stakeholders

Concept note from ANAFE to CORAF to mainstream TAE into the CAADP Process; different levels of this AET – to mobilize the universities to re-engineer into the CAADP; RUFORUM to host this initiative; ANAFE has started mobilizing its constituents. SROs will screen the activities to associate with in the TAE and CAADP.

The inputs from this meeting will go in finalizing the OP; of key importance is linking the budget with actions

Acronyms and abbreviations

AARINENA	Association of Agricultural Research Institutions in the Near East and North Africa
AAU	Association of African Universities
ACBF	African Capacity Building Foundation
AET	Agricultural Education and Training
AFAAS	African Forum on Agricultural Advisory Services
AgriNATURA	The European Alliance on Agricultural Knowledge for Development
ANAFE	African Network for Agriculture, Agroforestry and Natural Resources Education
APAARI	Asia-Pacific Association of Agricultural Research Institutions
APLU	Association of Public and Land-grant Universities
ARC	Agricultural Research Corporation, Sudan
ARD	Agricultural Research and Development
ARfD	Agricultural Research for Development
ASARECA	Association for Strengthening Agricultural Research in East and Central Africa
ASTI	Agricultural Science and Technology Indicators (of IFPRI)
AUC	African Union Commission
CAADP	Comprehensive Africa Agriculture Development Programme
CACAARI	Central Asia and the Caucasus Association of Agricultural Research Institutions
CCARDESA	Coordinating Center for Agricultural Research and Development in Southern Africa
CDSF	Capacity Development Strategic Framework (of NEPAD)
COMESA	Common Market for Eastern and Southern Africa
CORAF/WECARD	West and Central African Council for Agricultural Research and Development
CTA	The Technical Centre for Agricultural and Rural Co-operation ACP-EU
Danida	Danish International Development Agency
EAAPP	East African Agricultural Productivity Programme
EFARD	European Forum on Agricultural Research for Development
FARA	Forum for Agricultural Research in Africa
FORAGRO	Forum for the Americas on Agricultural Research and Technology Development
ICT	Information and Communication Technology
IFPRI	International Food Policy Research Institute
INWENT	Internationale Weiterbildung und Entwicklung/Capacity Building International (since renamed “Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)”)
IP	Innovation Platform
IPM	Integrated Pest Management

ISABU	Institut des Sciences Agronomique du Burundi /Institute of Agronomic Sciences of Burundi
ISAR	Institut des Science Agronomique du Rwanda/ Institute of Agricultural Sciences of Rwanda
M&E	Monitoring and Evaluation
MAPP	Multi-Country Agricultural Productivity Programme
MfDR	Managing for Development Results
NARI	National Agricultural Research Institute
NASRO	North Africa Sub-Regional Organization
NCOS	National Center of Specialization
NEPAD	New partnership for Africa's Development
NGOs	Non-Governmental Organizations
NSF	Networking Support Function (of FARA)
OP	Operational Plan
PAD	Project Appraisal Document
PanAAC	Pan-African Agribusiness Consortium
PCD	Partnership and Capacity Development (Unit of ASARECA)
R&D	Research and Development
REESAO	Réseau pour l'Excellence de l'Enseignement Supérieur de l'Afrique de l'Ouest/ Network for Excellence in Higher Education in West Africa
RUFORUM	Regional Universities Forum
S&T	Science & Technology
SADC/FANR	Southern African Development Community/Food Agriculture and Natural Resources Directorate
SCARDA	Strengthening Capacity for Agricultural Research and Development in Africa
SCARDA	Strengthening Capacity for Agricultural Research and Development in Africa
SD	Strategic Direction
SP	Strategic Plan
SRO	Sub-regional Research Organizations
ST	Strategic Theme
TAE	Tertiary Agricultural Education
UniBRAIN	Universities, Business and Research in Agricultural Innovation
USAID	United States Agency for International Development
WAAPP	West African Agricultural Productivity Programme



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