Programme for

Strengthening Capacity for Agricultural Research and Development in Africa (SCARDA)

REVISED ACTION PLAN TO JUNE 2010

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submitted to the

United Kingdom Department for International Development (DFID)

by the Forum for Agricultural Research in Africa (FARA)

Forum for Agricultural Research in Africa

12 Anmeda Street, Roman Ridge

PMB CT 173, Cantonments, Accra, Ghana

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Summary

Overview of action since the
SCARDA Mid Term Review in February 2009

Implementation of the DFID-funded programme for Strengthening Capacity for Agricultural Research and Development in Africa (SCARDA) commenced in March 2008, with an end date of June 2010. A Mid Term Review of SCARDA was conducted in February 2009 to provide an overall assessment of the Programme's progress in achieving its purpose and delivering its outputs; to assess the likelihood that the programme will be successful; and, where appropriate, to recommend changes to the programme needed to ensure success. A particular focus of the review was the quality of the training and the overall efficacy of the management and organisation of the programme.

The SCARDA programme adopts an action learning process ('do, learn, reflect and improve') in how it will fulfil its purpose as a means of ensuring application of the lessons learnt and building true ownership by the stakeholders. This applies to both the way in which the programme operates under the principle of subsidiarity as well as the way it conducts capacity strengthening. The benefits of this approach in the long term outweigh the initial costs in terms of the slow take up of activities. However, the evaluation of such a programme against a rigid *ex-ante* log frame, that was developed *a priori* with neither provision for incorporating the lessons that had yet to be learnt nor for capturing the raft of positive spinoffs of changes in collaborating institutions had a major impact on the review. Nevertheless the slow progress is a matter for serious concern which this revised SCARDA Action Plan addresses.

This plan starts from a situation in which many of the performance indicators have been postponed by 6 months or more and only a quarter of the budget had been spent. However, in the 4 months preceding the review 76 MSc students had been enrolled and several short courses had been delivered. Building on that momentum this revised plan projects that spending will rise throughout 2009 to over 90% of the original budget of £8.746 million by the end of June 2010. The revision to the SCARDA Implementation Plan takes into account the general recommendations of the Mid Term Review and the sixteen specific recommendations, which the SCARDA partners have acted quickly to address. The actions taken in response to these recommendations and summarised in Annex A.

Immediate measures taken for the programme to 'step up a gear' included signature by CORAF/WECARD and SADC of agreements with their SCARDA Lead Service Providers. There is now no impediment to the appointment and deployment of service providers for the activities indicated this Action Plan.

A Programme-wide Strategies and Learning Workshop was held in Accra from 27th to 30th April 2009 to:

- Reflect on the Mid-Term Review and review and capture lessons emerging from implementation and develop mechanisms towards improving implementation

- Share experiences and lessons learnt among sub-regions to enrich SCARDA implementation

- Develop harmonised action plans for programme-wide strategies including M&E, gender and mentoring strategies and establish expert groups to guide the implementation of these strategies

- Revise the log-frame and the Programme Performance Management System and M&E framework

The early actions in the programme implementation, noted in the Mid-Term Review, provided lessons that were necessary for understanding and planning the graduation of agriculture research management training into coherent change management strategies for each of the Focal Institutions. A programme-wide change management process has now been articulated with full appreciation of the likely challenges and the level of external support that will be required (see MTR recommendations 7 and 14).

The Mid Term Review evaluated SCARDA's overall progress as poor against what it recognised to be a seriously flawed log frame exacerbated by FARA's difficulty in establishing its Monitoring and Evaluation facility. It recommended that the Programme must have the beginnings of an M&E system

no later than the end of June 2009. Acting on this, especially in regard to the definition of the performance indicators, the logical framework has been overhauled and the Programme's Performance Management System, which incorporates M&E, has been revised and activated. The revised SCARDA log frame is now a simple and robust tool for measuring the delivery of the outputs and the achievement of SCARDA's purpose. A review on SCARDA's programme management system by an NRI management specialist was underway at the time of writing (see MTR recommendation 3).

The revised log frame's objectively verifiable indicators (OVIs) now accommodate the positive outputs and outcomes that the original log frame did not capture and which were therefore not credited in the Mid Term Evaluation. The OVIs have been revised to reflect the Mid Term Review's conclusion that the programme will run for far too short a period to produce evidence of the outcomes of the impact of improved capacity of research management and quality of scientific research. The revised OVIs will enable the programme to demonstrate how it is advancing to achieve its purpose of strengthening capacity to identify, design and implement research that meets the needs of poor people.

This revised action plan for SCARDA is predicated on DFID providing FARA with advance funding on a quarterly basis.

SCARDA activities to June 2010

The goal of SCARDA is to reduce poverty in Sub Saharan Africa by achieving its purpose, which is *The capacity and performance of participating NARS improved in key areas of their Agricultural Research for Development (AR4D) functions.* By June 2010 the capacity and performance of participating NARs (SCARDA Focal Institutions) will have improved in key areas required for them to fulfil

their agricultural research and development mandates.

The indicators for this will be:

- By June 2010, Focal Institutions are confident that performance will improve in response to specific SCARDA initiated change management interventions
- Examples of positive change, improved performance and improved NARS relationships in all participating NARs by June 2010
- In at least 30% of participating NARS, key stakeholder are satisfied that their linkages with FIs arising from SCARDA interventions have improved by June 2010.
- Participating organisations are implementing SCARDA related measures to mainstream gender, HIV/AIDs, pro-poor and other social inclusion issues by June 2010
- Use of graduate demand study by at least 70% of target tertiary education institutions by June 2010
- Endorsement of SCARDA approach by all SRO Boards and 90% of NARS senior management by June 2010

These will be achieved through a set of actions conducted within purposeful Change Management Plans tailored to suit the needs and contexts of each of the Focal Institutions. These actions will be organised to produce SCARDA's four main outputs:

Output 1. Agricultural research management systems and managerial competencies to conduct high quality research strengthened in participating NARS

Output 2. The capacity of participating NARS to undertake quality agricultural research for development strengthened

Output 3. The relevance of training programmes in agricultural universities to current market demand assessed and findings shared with stakeholders

Output 4. SCARDA approach for capacity strengthening is documented, validated and the lessons shared with key stakeholders

The principal actions that will achieve Output 1 are:

- The development of a Strategic Agricultural Research Management Capacity Development plan which will be internalised and in full implementation by the Focal Institutions by March 2010
- Training of key Focal Institution staff in critical management subject areas as required by their level of responsibility, gender, and age group
- Strategic mentoring of Focal Institution staff who have management responsibilities
- Development and implementation of management tools to address key areas of management system improvement in each Focal Institution by June 2010

The principal actions that will achieve Output 2 are:

- Development and implementation of Strategic Plans for Strengthening Capacity for quality agricultural research for development in all Focal Institutions by March 2010
- National scientists given MSc training in selected subjects to address identified weaknesses in national agricultural research systems
- Mentoring of young scientists to enable them to apply the training they have received and to progress professionally within their institutions
- Training of research scientists in subject areas in which their institutions have capacity weaknesses or shortages that constrain them from fulfilling their mandates

- Training of technicians in areas required by their institutions to support priority research activities

The principal actions that will achieve Output 3 are:

- Development and implementation of an approach and methodology for a study of the suitability and quality of training provided by universities in Sub Saharan Africa
- Review and adoption of the results and recommendations of the studies by the Sub Regional Organisations and major tertiary agricultural education networks for consideration by their members

The principal actions that will achieve Output 4 are:

- Revised SCARDA plan of action that responds to the Mid Term Review recommendations and incorporating programme wide issues developed and agreed by end of May 2009
- Review of SCARDA programme management procedures conducted and recommendations considered and implemented by July 2009 and functional to end of programme
- Knowledge management strategy and plan revised by end of May 2009 and functional to end of programme.
- Programme performance management strategy and plan revised and adopted by partners by end of June 2009 and functional to end of programme
- Lessons and best practices derived from SCARDA approach documented and shared with key stakeholders by end of May 2010.

Introduction

The DFID-funded programme for Strengthening Agricultural Research for Development (SCARDA) is piloting a new integrated and holistic approach to institutional and human capacity strengthening involving 12 Focal Institutions and their key NARS partners from 10 African countries spread across the three sub-regions of Sub Saharan Africa. The Programme is coordinated by the secretariat of the Forum for Agricultural Research in Africa (FARA) and implemented by the Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA), Conseil Ouest et Centre Africain pour Recherche et le Development Agricole/West and Central African Council for Agricultural Research and Development (CORAF/WECARD) and the Southern African Development Community Food, Agriculture and Natural Resources Directorate (SADC-FANR) in accordance with the "subsidiarity principle", whereby decision making is delegated to the lowest workable level.

The implementing sub-regional organisations (SROs) are each supported by a Lead Service Provider (LSP). The capacity strengthening is delivered by universities and other providers through a quality assured contracting process. The Natural Resources Institute of Greenwich provides back-stopping and capacity strengthening services on request in the areas of technical training, institutional analysis, M&E, communication and learning, and gender mainstreaming.

SCARDA's implementation phase commenced in March 2008 with a budget of £8.2 million and it is due to end on 30th June 2010. A Mid Term Review was conducted in February 2009 to provide an overall assessment of the Programme's progress in achieving its purpose and delivering its outputs; to assess the likelihood that the programme will be successful; and, where appropriate, to recommend changes to the programme needed to ensure success. A particular focus of the review was the quality of the training and the overall efficacy of the management and organisation of the programme.

The report of the Mid Term Review noted that "*for the project to 'step up a gear', a number of issues need to be addressed. Firstly, the appointment and deployment of service providers by the sub regional research organisations needs to become fully operational. At present only ASARECA has a clear way forward. Neither CORAF nor SADC have made permanent arrangements. Secondly, the graduation from the agriculture research management training through the organisational development of the Focal Institutions needs to start happening. A more explicit*

transition process should be articulated by SCARDA with a sufficient appreciation of the likely change management challenges and the level of external support that will be required. Thirdly, an alternative funding mechanism by DFID needs to be adopted. The present reimbursement method to FARA, with FARA pre-funding SROs, is seriously constrained by FARA's cashflow limits. Pre-funding of project activities by DFID is required either to FARA or to the SROs or some combination of the two.

None of the above is worth doing if SCARDA is unable to monitor, and evaluate and report on its performance. The absence of a working M&E system, over half way through the life of the project, is a serious concern. There are weaknesses with the project logical framework, especially in the definition of the performance indicators, and these need to be resolved as a matter of urgency. SCARDA requires a simple but robust system that enables the delivery of the outputs and the achievement of the purpose to be measured. ASARECA and CORAF have the necessary expertise and, jointly with FARA, the project must have the beginnings of an M&E system no later than the end of June 2009. Work needs to start now.

*The MTR requires an assessment of the likely progress of the programme in delivering the outputs and in achieving the purpose. Adopting the DFID scale of 1 to 4, where 1 is the optimal score, SCARDA is assessed as '3 = likely to be partly achieved' in relation to the delivery of the four outputs. In respect of the purpose level achievement, the scoring is '4 = only likely to be achieved to a very limited extent'. **This low scoring reflects, in part, the delays with implementation but also the very complex and challenging objectives and processes that the project is endeavouring to grapple with**. Finally, the original design, as captured in the project logical framework, was, and is, an overly ambitious. Three years is far too short a period to transform the capacity of research management and the quality of scientific research.*" The Mid Term Review report also had 16 specific recommendations.

This revised action plan reflects the lessons learnt by stakeholders at all levels in implementation and responds to the findings and recommendations of the Mid Term Review. The actions taken in response to the specific recommendations of the Mid Term Review are summarised in Annex A. These are discussed in more detail in the succeeding sections.

Revised logframe

In reviewing SCARDA the Consultant repeatedly stated that it was a good programme with a bad logframe upon which it had to be assessed. The log frame has therefore been comprehensively revised by M&E specialists from NRI, FARA and the SROs and contact persons in each of the partner organisations taking full advantage of the lessons learnt in implementation and the findings of Mid Term Review. The revised logframe, with an explanatory narrative, is attached as Annex B.

Goal, purpose and output statements

In the revised logframe, the original goal and purpose statements were considered to be deficient by the consultant who carried out the mid-term review. Therefore, alternative statements are proposed and these are shown in red type. These give a more realistic indication of what could be achieved by June 2010 (purpose), and about 10 years subsequently (goal).

The output statements have been slightly reworded to make them more specific, but this does not change the essence of what will be delivered. For example, the term 'NARS' has been replaced with 'participating NARS'. The new output statements are as follows:

- Output 1. Agricultural research management systems and managerial competencies to conduct high quality research strengthened in participating NARS
- Output 2. The capacity of participating NARS to undertake quality agricultural research for development strengthened
- Output 3. The relevance of training programmes in agricultural universities to current market demand assessed and findings shared with stakeholders
- Output 4. SCARDA approach for capacity strengthening is documented, validated and the lessons shared with key stakeholders

Objectively verifiable indicators

Three standard indicators have been included at the **goal** level. These are considered to be meaningful measures of longer term impact that the programme might be expected to achieve.

They replace the original ones as these were not directly linked to the capacity strengthening interventions being undertaken in the programme. The indicators are as follows:

- Portfolio of research priorities and strategies aligned to national Poverty Reduction Strategies
- Proportion of research outputs made available to uptake pathways
- Adoption of technologies, methods and policies by intermediate and end users

Six new **purpose** level indicators have been identified to replace those in the original log frame because the previous indicators were difficult to measure and could not be achieved within the remaining period of the programme. The new indicators are more realistic and better address the organizational change process which the programme is promoting. The indicators are:

- By June 2010, Focal Institutions are confident that performance will improve in response to specific SCARDA initiated change management interventions
- Examples of positive change, improved performance and improved NARS relationships in all participating NARs by June 2010.
- In at least 30% of participating NARS, key stakeholder are satisfied that their linkages with FIs arising from SCARDA interventions have improved by June 2010.
- Participating organisations are implementing SCARDA related measures to mainstream gender, HIV/AIDs, pro-poor and other social inclusion issues by June 2010
- Use of graduate demand study by at least 70% of target Tertiary Education Institutions by June 2010
- Endorsement of SCARDA approach by all SRO Boards and 90% of NARS senior management by June 2010

An extensive list of **output** indicators was developed with the programme partners during M&E workshops held in the sub-regions during January to March 2009. These were used as the basis for reformulating the indicators for each of the four outputs. The process used for selecting the output indicators ensures both that they align with the capacity strengthening interventions and that the necessary information can be readily obtained.

Activities

A standard set of descriptors and milestones has been developed for the remaining programme activities and the logframe has a numbering system which enables them to be more easily identified. These numbers and descriptors will be followed in each of the SRO work plans to allow rapid cross-referencing and to facilitate quarterly work planning. The use of this system will allow implementation progress to be tracked through the quarterly technical reports. It will also ensure that programme partners can be held accountable for what they have undertaken to deliver.

Risks and assumptions

Based on experience to date with programme implementation there is now a greatly improved understanding of the key risks and assumptions directly relevant to the achievement of programme purpose. The risks and assumptions at the 'output to purpose' and 'purpose to goal' levels have been revised, drawing on findings from exercises undertaken in sub-regional M&E and communication workshops.

At the activity level, a new column has been included in the log frame. This sets out the key implementation risks and the strategies that will be used to mitigate them. The column was included in response to a suggestion in the PRISM report that a specific output on management would have made it easier

to identify and address issues hindering programme implementation. Persons responsible for programme management at various levels will use the various risk mitigation strategies listed to improve their own performance. Further guidance on how this should be done will be provided in the programme performance management plan.

Targets and baselines

As indicated above, the generic milestones will also be used by each partner for target setting and monitoring. Each SRO has specific targets which contribute to the overall programme performance targets.

For the more qualitative output and purpose level indicators, designed to capture some of the more complex aspects of change management, the Focal Institutions will elaborate their own linked indicators to be used for progress reporting and monitoring. This will be done to accommodate the diversity of capacity strengthening activities relating to agricultural research management and professional and technical agricultural research for development. These lower level indicators will not be used to score progress using the PRISM system. But they will be used to help document how the FIs support organizational change whilst implementing their action plans (see MTR recommendation 7).

The targets agreed by each implementing partner will be used to develop the corresponding baselines. The indicators and associated targets will focus on the delivery of the outputs by June 2010 but will not be oriented towards an assessment of the longer term impact of the programme as this would require a more complex system to be developed. The baselines will be compiled during an M&E workshop which will be held in June 2009. The mechanisms for collecting the baseline data will be fully described in the programme performance management action plan which will be finalized by 30th June 2009.

Programme Performance Management System

Performance Management Plan

Results based management approaches encourage performance-oriented monitoring of programme implementation. FARA's strategic and operational plans are results oriented, and SCARDA is expected to make a significant contribution to FARA's Networking Support Function 4 relating to Capacity Strengthening. Implementation of the programme's performance management plan will enable FARA to track SCARDA's performance in the context of addressing its strategic objectives.

The Plan has four objectives:-

1. To provide a common framework for the monitoring SCARDA's implementation and regular review of progress towards the delivery of the programme outputs,

2. To provide a shared framework for regular reflection, documentation and lesson learning and to gather evidence to inform the evaluation of the programme's outcomes (including its contribution to FARA's strategic objectives and result areas),

3. To define roles and responsibilities for performance monitoring and management, including documenting and reporting on programme performance, and

4. To outline a strategy for embedding programme performance related activities at all key levels of programme operation.

The plan builds on SCARDA's M&E strategy which has 5 main elements:

1. A generic framework of programme performance indicators, including related performance targets and descriptions of indicators

2. A description of the responsibilities for managing and measuring programme performance at FARA and other operational levels

3. A discussion of the focus of programme performance monitoring and its linkages with lesson learning and the SCARDA communication strategy and plan/s

4. A description of the programme performance reporting system and formats

5. A road-map for embedding programme performance management and monitoring at key operational levels

Reporting will be both internal to the programme, and external to the development partner and wider interested audiences. Hence the system for reporting progress and lessons is also integrated, at all levels, with SCARDA's communication and learning strategy and plan.

The Mid Term Review recommended that the Programme Performance Management Plan should be finalized by the end of June 2009, based on the assumption that the log-frame would be completed by the end of April 2009. The intention is that when SCARDA is reviewed again, the reviewer will, together with the programme managers, use this document as a basis for discussing progress with implementation and programme performance. The plan will enable any review of SCARDA to draw conclusions and more easily report progress through DFID's PRISM system.

The latest version of the Plan, which was developed in consultation with programme partners includes the main elements of the M&E system including the revised logframe, details of the purpose and output indicators, and a framework for compiling baselines and monitoring, documenting and reporting progress.

The sources of baseline data and the means for collecting it are shown for each of the standard indicators. Much of the baseline data is being extracted from the outcomes of the institutional analyses conducted with the focal institutions. Methods for measuring progress against baselines will include qualitative assessments captured through stakeholder and employee feedback surveys. Case studies incorporating 'Storylines' will be used to capture the added value provided by SCARDA to the focal institutions. Unexpected positive outcomes will be identified and documented through techniques such as the Most Significant Change method, as suggested in the mid-term review.

Baseline data on the standard indicators is currently being compiled and this will be consolidated during the M&E workshop in June. A set of generic data capture forms and checklists are being drawn up and these will also be finalised at the M&E workshop.

Coordination and implementation arrangements

Coordination

The FARA Secretariat will maintain the SCARDA Coordination Unit under its Capacity Strengthening Networking Support Function 4. It is staffed by the FARA Director for Capacity Strengthening, who also serves as the SCARDA Coordinator, a SCARDA Programme Officer and a bilingual secretary. The Director/Coordinator reports to the FARA Executive Director but will report to the FARA Deputy Executive Director when s/he is appointed.

The Director/Coordinator is responsible for:

- Managing the Coordination Unit at the FARA Secretariat in Accra.
- Supervising the work of the SCARDA Programme Officer.
- Coordinating the programme-wide activities including Monitoring & Evaluation, Communication and the organisation of continental-level workshops.
- Ensuring that Programme activities are implemented in a way that maximises the effectiveness of SCARDA's contribution to the results of FARA's Networking Support Function on Capacity Strengthening and to other relevant FARA activities
- Ensuring that FARA's processes and conditions and commitments to UK-DFID are met in contracting service providers and purchasing capital items to contribute to programme-wide activities and ensuring that services are delivered in accordance with the contract provisions and procurement procedures
- Coordinating the planning and review processes to endure the continuing relevance and effectiveness of programme activities
- Submitting invoices to the FARA Executive Director to authorise the release of funds in a timely manner to service providers following satisfactory completion of the agreed activities
- Fostering strong relations with national and regional authorities and Development Partners and other stakeholders to leverage additional resources for the Programme
- Liaising with the FARA Executive Director to identify issues that can be addressed through FARA's advocacy role and which need to be discussed with key stakeholders in order to ensure the success and sustainability of the Programme

- Holding regular on-line meetings with SRO SCARDA Focal Persons to assess programme progress, share experiences, identify constraints and opportunities and agree appropriate action

- Reviewing quarterly and annual progress reports submitted by the SRO coordinators and the Natural Resources Institute (NRI) coordinator, providing feedback on the technical issues addressed

- Consolidating the quarterly and monthly progress reports and from the SROs and NRI and preparing consolidated progress reports for submission to UK-DFID (and other stakeholders)

- Liaising with the FARA Finance Officer to ensure that financial reporting is in accordance with the agreed requirements and that funds are transferred to the SROs in a timely manner

- Working with the Communication team to identify success stories and other relevant lessons which can be promoted more widely in order to enhance the impact of the Programme

- Promoting programme activities through participation in appropriate conferences and workshops.

- Engaging with the managers of other capacity strengthening initiatives in sub-Saharan Africa to identify areas of complementarity and opportunities for synergy

- Building inter-regional partnerships among SCARDA stakeholders to maximise the scope for scaling-out the Programme approach

- The SCARDA Programme acts for the Coordinator in his/her absence and assists with the above functions

Other units in the FARA Secretariat with SCARDA responsibilities and functions include Monitoring and Evaluation and Finance.

Monitoring and Evaluation

The FARA Monitoring and Evaluation Expert will be responsible for maintaining and implementing the SCARDA M&E system and producing reports on SCARDA's management, progress, achievements and challenges quarterly and annually and whenever required by FARA Secretariat management, the SCARDA Programme Coordinator or DFID. Until such time as s/he has been appointed and is fully functional the SCARDA M&E responsibilities and tasks will be undertaken by NRI. This includes instruction of the Focal Institutions on population of the baselines and instructing the SCARDA Focal Persons at the Focal Institutions on the information and data that must be submitted quarterly, half yearly and annually.

M&E Working Group

Following a recommendation in the Mid Term Review that FARA establish working groups on key issues, an M&E Working Group comprised of 6 M&E practitioners was formally constituted in Mid April 2009. The group revised the logframe in close consultation with SCARDA partner organisations during the programme wide strategies and learning workshop. The M&E Working Group will continue to function as a means of maintaining uniform progress in implementing the M&E strategy, exchanging lessons learnt and implementing improvements (see MTR recommendation 9).

Financial and accounting arrangements

The FARA Secretariat Director for Human Resources, Administration and Finance will ensure the provision of the following services to SCARDA:

The FARA Secretariat Accounts Section will:

- Maintain the separate SCARDA account that the FARA Secretariat has established

for SCARDA and ensure that all SCARDA receipts and payments are made into and out of this account

- Ensure that SCARDA programme accounts details are up-to-date and instantly available to the Programme Coordinator and Programme Officer at their desks

- Assist the Programme Coordinator and Programme Officer with advice and help in budgeting, reporting and cash flow management

- Ensure that receipts and payments are handled promptly in accordance with FARA's Board-approved procedures

- Ensure that FARA's commitments for financial reporting to DFID are fully complied with.

Implementation in the sub-regions

SCARDA is implemented in each of the three sub-regions under the direction of *full time contact persons* based in the Secretariats of ASARECA, CORAF and SADC-FANR (MTR recommendation 5). In ASARECA, the SCARDA contact person is the Director of Partnerships and Development. In CORAF and SADC the contact persons are employed as consultants.

The SROs are assisted by Lead Service Providers whose main functions are to identify appropriate service providers for capacity strengthening interventions; ensure that services delivered are of a suitable quality; report to the SRO contact persons on the progress of programme activities. In each sub-region, an agreement is now in place between the SRO and the LSP until 30 June 2010 (MTR recommendation 5, 12, 13). *A new agreement between CORAF and AGRHYMET was signed in April 2009. An agreement between SADC-FANR and ANAFE was signed on 15 May 2009.*

Sub-regional management teams have been established in order to improve the efficiency of programme implementation (MTR recommendation 13). Each team is chaired by the SRO contact person and includes contact persons from the LSP and the FIs. The NRI contact person is co-opted on a needs basis. These teams meet quarterly to review progress, plan future activities and review and document lessons from programme implementation. In order to reduce costs, the meetings will be linked to scheduled capacity strengthening activities.

A programme-wide management team has been set up and held its first meeting on 30 April 2009 in Accra (MTR recommendation 8). This team, which has representatives from FARA, the SROs, LSPs and NRI, will meet at least within every four months and members will interact electronically on a regular basis through the D-groups platform. This will result in improved communication, planning and documentation of lessons and experiences. The next meetings of the Programme-wide Management Team are scheduled for July and November 2009 and February 2010 and April or May 2010, prior to the end of programme workshop.

Procurement of service providers

ASARECA has contracted single service providers to carry out capacity strengthening activities under Outputs 1 (research management), 2 (quality science) and 3 (demand study). The service providers will take part in an orientation meeting on 10-12 June in Entebbe and activities under Outputs 1 and 2 will start immediately afterwards. Surveys conducted under output 3 began in April 2009 and will be completed in June 2010.

CORAF will appoint service providers from a list of accredited training organisations provided by AGRHYMET. Continued use will be made of the organisations which have already made inputs to research management. Discussions are on going with CTA to deliver selected short courses under Outputs 1 and 2,

whilst AGRHYMET will provide the training of agricultural technicians.

SADC has received bids from organisations tendering services for research management. The bids will be evaluated and a service provider will be appointed by 22 May 2009. Discussions are underway with CTA to deliver selected short courses under Outputs 1 and 2. Service providers for other short courses, technician training and the demand study under Output 3 will be appointed through single tenders

Quality assurance

The Lead Service Providers have primary responsibility for ensuring that capacity strengthening events are delivered in accordance with the agreed procedures and that the services provided meet the specified standards. Criteria have been prepared for the selection of participants for training courses. Revised guidelines will be issued for the Lead Service Providers to evaluate the quality of training services, taking into account lessons learned so far.

Client satisfaction is an important element of the quality a ssurance system. Participants will evaluate the training that they receive, as has been done in all courses and workshops that have been run to date. In addition, the Focal Institutions will contribute to a review of capacity strengthening services that will be done at each of the three-monthly sub-regional management team meetings.

Change Management Strategy

The programme has developed a Change Management Strategy which underpins SCARDA's various capacity strengthening packages. The strategy provides guidance to effectively manage and deliver increased impact from agricultural research and development as envisaged by SCARDA stakeholders and ensure that the lessons and best practices can be replicated by similar capacity strengthening initiatives (see MTR recommendation 7).

The Change Management Strategy will:

- bring clarity and understanding of the meaning of 'Change Management' within the context of SCARDA
- elaborate how the various SCARDA interventions are anchored in the Change Management Strategy
- provide guidance for managing the various performance changes in the Focal Institutions envisaged by SCARDA

The Change Management Strategies has the following components:

1. **Diagnosis and Joint Discovery of Priorities for Change**: The starting point for the change management efforts is to facilitate joint analysis and decisions involving leadership of Focal Institutions and a cross-section of staff. This will lead to joint understanding as to what old ways in the agricultural research system need to be left behind and which new ones to adopt and why.

2. **Managing the process of letting go the old ways**: Managing the process of letting go of the old ways of thinking, managing and conducting agricultural research and adopting new ways in line with innovation systems involves effective communication and facilitation that will lead to internal motivation of the individual or organization to embark on the journey of change.

3. **Sustaining the change momentum**: To minimize the tendency of falling back to the old undesirable ways of managing and conducting agricultural research, it is important to sustaining the change momentum to the desired.

4. **Managing Resistance:** Resistance to the change efforts may come in the form of perceived threats to benefits and rewards; misunderstanding, perceived conflict with other roles and

fear of the unknown. If such resistance is not managed the change process could be derailed. Strategies for managing resistance to change include:

- **Knowing your people**: This involves keeping in touch with staff at all levels of the organization so as to easily get a sense of issues of concerns to be addressed timely

- **Education and Communication**: This is particularly important when the resitance is due to poor understanding of the issues

- **Involvement and Participation**: this will enhance the ownership and commitment ot the change process

- **Facilitation and support**: This strategy is used where the resistance is primarily the result of difficulty in adjusting to change. Facilitation could take the form of counselling to reduce fear and anxiety or support to handle some of the perceived losses.

5. **Managing Conflicts:** Change management may lead to conflicts, particularly in the context of SCARDA where there may be need to involve multiple stakeholders with diverse interests and influences, as envisaged in an innovation systems approach to research.

The entry point for the change management efforts of SCARDA is to identify and build a leadership team in the Focal Institutions or NARS who are committed to drive the change process. The Change leaders so developed are then expected to establish a case for change in agriculture research and management and craft a vision based on an analysis of the organization. The various SCARDA interventions in the Focal Institutions would then be anchored on the change process.

There will be need for the Focal Institutions to identify and empower key change agents (champions) who will sustain enthusiasm about the change. This includes reminding everyone why the change is necessary and the many benefits associated. The change management process should then be cascaded down from the top with the formation of cross functional teams and rolling out an effective communication strategy. Specific indicators and targets to monitor progress of the change management process and draw lessons are being integrated within the programme's M&E system.

Mentoring will be used as a key mechanism for supporting organisational change and the programme's mentoring plan is summarised in the next section. This is followed by a review of the cross-cutting issues of gender and communication.

Mentoring Action Plan

Mentoring was identified at an early stage of programme development as an important capacity strengthening intervention which will make a substantial contribution to the development of personal competencies of selected staff. It will also help to create an enabling environment for the organisational changes that the Focal Institutions seek to implement (see MTR recommendation 6).

ASARECA has appointed a Service Provider, PICO Team, to provide mentoring services in the ECA sub-region and mentoring activities are scheduled to begin in June 2009. PICO Team has developed a methodology for its mentoring inputs and this has provided the basis of the overall SCARDA approach to mentoring. This approach was further shaped by inputs from other mentoring specialists; notably from the Mentoring and Training Coordinator of the programme on African Women in Agricultural Research and Development (AWARD) and it will continue to be refined using guidance from the Mentoring Working Group which was formed in April in response to the Mid Term Review's recommendations.

The SCARDA approach to mentoring

The main features of SCARDA's approach to mentoring are that it will:

- facilitate skills development of individual staff of the Focal Institutions. This will be linked to organisational priorities but will take account of the wider career aspirations of mentees.
- be used to support organisational change arising from other programme interventions.
- reflect the programme guidelines on gender and diversity.
- be primarily aimed at young professionals but depending on the timing of their courses MSc students will also benefit from access to mentoring services. Up to four persons will be selected as mentees in each Focal Institutions.

Focal Institutions will identify a coordinator for mentoring and draw up criteria for selection of the mentees. Service providers will work with Focal Institutions to identify potential mentors and provide them with suitable orientation. Guidelines for selection of mentors will be developed and these will reflect the need for equal opportunities for different groups and gender-related targets for participation.

Mentors will be identified from within the Focal Institutions to enhance sustainability of the approach as well as from outside these organisations to bring a wider range of experiences and opportunities.

Roles and responsibilities of the service providers

Roles and responsibilities of the providers of mentoring services include:

- Backstop mentoring coordinators and help to identify mentors and mentees.
- Develop a mentoring framework to suit the needs of the institutions.
- Organize mentoring orientation workshops - providing guidelines and tools for mentors and mentees.
- Monitor the mentoring process.
- Liaise with SROs and LSPs to review, document and share lessons.

Criteria for the selection of mentors and mentees

Criteria for the selection of mentors include:

- Established reputation in their fields of expertise.
- Familiarity with the discipline of the mentee.

- Willingness to commit time to mentor, encourage and motivate others.
- Willingness to share knowledge and experience with others.
- Location - preference for a mentor based in another country.

Criteria for the selection of mentees:

- Commitment to the development of the institution
- Willingness and ability to share new skills with colleagues
- Preference given to women and young professionals

Action plan for mentoring

A six-point action plan was developed for mentoring which involves:

1. Selection of service providers (May–June)
2. Selection of mentors (July)
3. Selection of mentees (July)
4. Orientation meeting for mentors (training/operational guidelines) and mentees (setting goals and workplan) (June–August)
5. Implementation (August–)
6. Monitoring and Evaluation (Continuous)

Gender Action Plan

SCARDA is committed to ensuring that women have equal opportunities to participate in, and benefit from its activities. A core programme principle is to give priority to strengthening the capacities of women scientists and for that it must proactively encourage women to participate in its capacity development events (see MTR recommendation 9).

SROs will apply the following criteria according to their policies and circumstances.

- At least 20% of female participants should be included in capacity strengthening events. This is considered the minimum; the programme should aspire to 30% (which is currently the policy of some African Countries and SROs)

- This target should be explicitly requested in all invitations to capacity strengthening events from the SROs or Focal Institutions

- In agricultural research management training, improved levels of participation could be achieved by including women from middle and lower levels of management and from satellite institutions

- In training/workshop reports, disaggregate participants by sex, age, position within their organizations, explaining reasons for any shortfall against the target. Achievement against targets should be included in quarterly and annual reports

- In the training/workshop report provide a short analysis of the level of women's active participation in workshop activities

Specific actions on Gender and Diversity

Under each output SCARDA will address specific gender and diversity issues through specific actions.

Gender and diversity issues under Output 1

a) Low women's representation and participation in agricultural research management - Socio-cultural constraints

b) Non conducive agricultural environment - e.g. travel in rural areas, field conditions, competing productive and reproductive roles of women

c) Agricultural Research Management training content does not adequately address gender issues

Corrective actions:

1. Develop criteria for selecting participants for training, capacity strengthening events, meetings etc., make these criteria explicit in the invitations and include assessments of participation against these criteria in the events' reports.

2. Develop strategies and actions for encouraging recruitment of women - ensure information on jobs and vacancy announcements reaches women and that the wording of advertisements will encourage women applicants etc.

3. Identify and support a gender and diversity focal person in each Focal Institution.

4. Engage mentors in gender mainstreaming for senior management.

5. Provide training in gender and diversity analyses in focal institutions and develop actions to be incorporated into their action plans. Link this to M&E and mentoring programmes.

6. Align SCARDA's agenda with national gender & diversity policy and embed this in the Focal Institutions' change management strategies.

7. Integrate gender and diversity issues into agricultural research management training materials, including issues of vulnerable people (disabled and HIV/AIDS) and poverty disaggregation

Gender and diversity issues under Output 2

a) Female representation is low.

b) Low emphasis put on gender issues in training.

c) The content of the training does not value the roles of women in agricultural development, production, processing and marketing.

Corrective actions:

1. Incorporate into training content the value added by women in agricultural research and extension

2. Integrate gender and diversity issues into short course training materials and MSc curricula

Gender and diversity issues under Output 3

a) The gender and diversity content of tertiary education does not meet the requirements for dealing with such issues in employment across the agricultural value chains

Corrective actions:

1. Ensure that the Terms of Reference for the studies include examination of demand for gender and diversity awareness and skills as part of tertiary agricultural education.

Gender and diversity issues under Output 4

a) Absence of disaggregated data/information as a basis of planning gender and diversity inclusive programmes.

b) Insufficient integration of gender and diversity issues in existing platforms for discussion and shared learning

Corrective actions:

1. Integrate issues of gender and diversity into all communications and documentation of experience and ensure effective dissemination

2. Involve gender focal persons in the planning of all meetings to ensure inclusion of gender and diversity issues.

Gender and Diversity Working Group

In response to the Mid Term Review's recommendation that FARA should establish working groups on key issues, a Gender Working Group was formally constituted in Mid April 2009 with two gender specialists and three strategic members from FARA and SCARDA Focal institution. It will be enlarged to ensure that there are more sub-regional representatives. These could be the gender focal persons of the SROs and/or the gender focal points from the Focal Institutions. FARA and the SRO focal persons will take responsibility for ensuring that the group is energised.

Communication Plan

The SCARDA Communication Strategy, which was developed during the inception phase and approved at the inception workshop, provided the framework for an overall programme communication plan which was completed in January 2009. From February to April 2009, communication plans have been developed for each of the SROs with inputs from the Focal Institutions. Each of the communications plans has activities which are structured around six objectives set out in the strategy. The SRO's communication plans are directly linked to the wider SRO activity plans and include specific actions to support their implementation (see recommendation 9).

In mid April 2009 a **Communication Working Group** was set up, with representatives from FARA, SROs, Lead Service Providers and NRI. Members of the Working Group interacted through an electronic Dgroups platform prior to the programme-wide strategies and learning workshop. The Working Group reviewed the SRO communication plans and then met with contact persons from the SROs and Focal Institutions during the workshop.

During the programme-wide strategies and learning workshop, discussions on communication centred on how best to facilitate access to, and sharing of, lessons learned during programme implementation. For example, there was considerable interest among participants in learning how different Focal Institutions are supporting change arising from programme interventions. One of the agreed actions was for the Programme Wide Management Team to select the two most important issues for lesson learning. These issues will then be discussed in detail in a new Dgroup.

Based on discussions with other participants during the programme-wide strategies and learning workshop, the Communication Working Group has also developed milestones, and assigned roles and responsibilities to individuals, for disseminating information and documenting and sharing lessons. A priority action will be to develop guidelines for process documentation. Support from communication specialists will also be given to programme partners to document key lessons for dissemination to policy makers and other interested groups.

Some of the key actions under each of the six strategic objectives are summarised below:

1. Foster commitment to and ownership of SCARDA among key partners
   - Document and disseminate the outcomes of the programme-wide strategies and learning workshop by 22 May 2009.

2. Build trust and a shared understanding among SCARDA stakeholders

   - Involve partner organisations in quarterly programme management team meetings

3. Facilitate awareness raising and widespread participation in SCARDA activities

   - Prepare the second issue of the SCARDA outcomes bulletin by 30 June 2009

4. Enable the widespread learning and sharing of programme lessons

   - Develop a framework for process documentation by FIs by 30 June 2009.

5. Raise awareness about SCARDA's activities, key stakeholders and achievements

   - Identify communication specialists to support preparation of policy briefs.

6. Foster a learning environment that enables diverse stakeholders to interact effectively to bring about innovations

   - Provide guidance in the use of Web 2.0 tools (Blogs) to allow MSc students to share experiences.

Detailed work plans were prepared by the SROs during and immediately following the programme wide strategies and learning workshop in Accra. These work plans list activities under each output with timelines, associated costs and the responsible organisations and persons.

The Table below includes a set of actions in italics which will ensure that programme implementation will proceed on schedule. Actions in normal type are new capacity strengthening activities which will start within the next few weeks. Meanwhile, other previously scheduled activities such as institutional analysis work in Botswana and the ASARECA demand study will continue as planned.

Key actions/events	Week							
	18/5	25/5	1/6	8/6	15/6	22/6	29/6	6/7
Appointment of SP for research management in SADC	■							
SADC call for bids for short courses and demand study		■						
Accreditation of SPs completed in CORAF			■					
Orientation meeting for SPs in ASARECA				■				
Appointment of service providers in CORAF				■				
Appointment of service providers in SADC				■				
Training of trainers for research management in SADC				■				
Research management workshop in SADC					■			
Start of research management activities in ASARECA						■		
Demand study starts in CORAF and SADC						■		
Performance management plan finalised						■		
Start of short courses on quality science in ASARECA							■	
Start of short courses in CORAF and SADC								■

Among the reports and strategies that are currently being finalised are the proceedings of the Programme-wide Strategies and Learning workshop, the Change Management, Gender and Communication Plans. These will be published as a set of companion documents to the Work Plan.

FARA SCARDA staff will shortly visit each of the SRO to be informed about and contribute to the Quarterly Work Programme and Budget for submission to DFID. This is will also provide them with an opportunity to familiarise themselves with the new SCARDA Programme Management System that will have been developed with input from NRI's John Linton and to initiate the implementation of the revised quarterly reporting format.

Annex A:
Responses to the recommendations of
the Mid-Term Review

The following responses to the report of the SCARDA Mid-Term Output to Purpose Review were emerged from discussions, consensuses and commitments made during the SCARDA Programme-Wide Strategies and Learning (PSL) Workshop held at the FARA Secretariat in Accra from 27th to 30th April 2009. The workshop involved FARA, SROs, Lead Service Providers, Focal Institu-tions, and various SCARDA collaborating institutions. The Workshop took an open and frank approach to dealing with the problems highlighted in the Mid Term Review report and all 16 points were on the agenda without reservation. Brief notes on the actions that FARA, SROs and Focal Institutions have agreed to take to respond to the 16 points are set out in Table 1.

SCARDA stakeholder actions to address the issues raised in the report of the SCARDA Mid-Term Output to Purpose Review.

The points highlighted in DFID's letter of 24th April are highlighted at the recommendations to which they most relate.

Action	Responsibility and date	SCARDA April 2009 Activity Plan
1. The Accountable Grant Agreement needs to be amended to reflect a 30 June 2010 end date	DFID, by end June 2009	FARA will provide quarterly work plans and budgets at will be composites of work plans from the SROs, NRI and FARA Secretariat. FARA will ensure that the SCARDA funds are ring fenced for the programme
2. Accountable Grant to include advance payments to FARA and/or SROs by DFID based on agreed annual work plan and budget, disaggregated by quarter. Requires annual and quarterly cash flow forecasts to be produced by FARA and SROs	DFID, by quarter beginning 1 July 2009	Following the present PSL workshop a budgeted plan will be presented to DFID. The plan will be as accurate as possible to June 2009 but it will be precise for each following quarter A spreadsheet has been designed all timed and budgeted activities of SCARDA, which the SROs, NRI and FARA Secretariat will keep up-to-date. It is a tool for keeping cash flow forecasts constantly under review.
3. OVIs in the logframe to be reformulated DFID Highllights: major revision of the logframe to capture clear benchmarks for measuring progress and achievements;	SCARDA coordinators in FARA, CORAF, ASARECA and SADC (with NRI support) by end April 2009	The OVIs have been fully and intensively reviewed by the PSL and will be submitted to DFID for confirmation

4. Performance Management Action Plan (this represents the M&E strategy) to be completed and baselines populated DFID Higlights robust monitoring and evaluation strategy and a set of action plans for turning around the programme.	SCARDA M&E Group comprising M&E officers from FARA, SROs, LSPs and NRI by end June 2009	The PSL will produce a revised M&E action plan extending from FARA through SROs to Focal Institutions. The plans include what, where, who, how and when data will be collected throughout the life of SCARDA
5. CORAF LSP to be appointed until end June 2009 and Programme Management Team established. Permanent coordinator to be appointed	Executive Secretary CORAF, by end March 2009	CORAF has reviewed the performance of the LSP and a new contract with terms of reference has been signed CORAF has an acting SCARDA Focal Person on short term contract but he is employed full time.
6. Sufficiency (quantity and competencies) of mentorship to FI action plans to be kept under review	SCARDA coordinators from FARA and SROs, ongoing	A Mentoring Expert Reference Group has been established with input from the AWARD programme which is dedicated to mentoring. During the PSL Workshop a Mentoring Plan was developed with detailed plans of action for SRO and Focal Institutions
7. FI action plans to be underpinned by explicit change management approaches	SCARDA coordinators from FARA and SROs plus service providers, ongoing	A Change Management Expert Group was established at the PSL workshop and a consultant has been identified to produce a change management Strategy The purpose, methodology and required actions for Change Management were developed at the PSL workshop
8. Organise 6 monthly meetings of coordinators, FI focal persons and service providers to review implementation progress and draft work plans	SCARDA coordinator in FARA, commencing March-April 2009	The first meeting of the Programme Wide Programme Management Team is being held on Thursday 30th April. It will elect a chair and secretary and schedule for regular and if necessary irregular meetings. The PSL indicated that there was need for more than two meetings a year so they will be schedule at 3 – 4 months intervals
9. Establish informal technical working groups (communities of practitioners) for communications, M&E, gender, change management and other cross cutting issues as and when they arise	SCARDA coordinator in FARA, ongoing	Common Interest Groups were established and functioned electronically prior to the PSL Workshop. Each has a dedicated D-Group. The discussions in the D-Groups were followed up during the PSL workshop in the development of action plans. Common Interest Group D-groups, which DFID is welcome to join, have been established for Gender, M&E, Communications, and Change Management
10. Guidelines or a briefing note should be issued to FIs setting out their respective roles and what they should expect from the SRO and service providers - this may be relevant only to the CORAF region	SCARDA coordinator in FARA, by end April 2009	Guidelines for Focal Institutions exist but they had not been disseminated. Revised guidelines will be distributed that take into account feedback from the Focal Institutions received during the PSL Workshop. The experience gained in the early implementation of SCARDA capacity strengthening events has improved the formulation of the guidelines.

11. The programme of short courses needs to evolve into a suite of standard modules that can be adopted in the three regions and become the 'core' programme for strengthening agricultural research management. Some flexibility will need to be retained for optional modules to meet the needs of individual countries/ regions and to meet emerging needs. African training organisations and individual trainers will need to be identified (and supported by SCARDA if needed) to deliver the short course programme on a sustainable basis. An outline approach to achieving this long term objective needs to be drafted	SCARDA coordinators in FARA, CORAF, ASARECA and SADC together with LSPs by end July 2009	The first two, out of three, in the series of agricultural research management courses that have been presented in CORAF/WECARD have been purposely designed as modules and made available on cd-rom so that they can be made available to other sub-regions and non-SCARDA institutions. These can be readily adapted to suit the needs of different institutions. The service providers in ASARECA have been determined through a competitive tendering process. Service Providers for CORAF need to be identified by the Lead Service Provider now that the agreement has been signed. CTA is assisting in this. The identified Lead Service Provider for SADC was advanced with the identification of service providers but stopped temporarily pending the signature of its agreement with SADC. There is a concern that SADC will demand a protracted tendering process for each training event contrary to the arrangement negotiated during the inception phase. In which case alternative plans might be developed with ANAFE, NRI and/or CTA to deliver training packages involving local service providers.
12. SADC to sign agreement with its preferred LSP DFID highlights: concluding key relationships with implementation partners to expedite implementation.	SADC, by end March 2009	A letter is being sent requesting the Executive Secretary of SADC's personal intervention to get the agreement between SADC and the Lead Service Provider signed.
13. CORAF LSP to be appointed until end June 2010 and Programme Management Team established. Permanent coordinator to be appointed DFID Highlights: appointment of key staff involved in the programme implementation.	CORAF, by end April 2009	The performance of the CORAF LSP has been reviewed and a new revised contract has been entered into between CORAF and AGRHYMET
14. The process, to graduate from the IAs, through the training programme and the development of Personal Action Plans and into the FI organisational development/ reform plans, needs to	SCARDA coordinators and NRI, by end May 2009	The Consultant was referring to Participatory Action Plans (PAPs) that are being developed by COARAF/ WECARD and SADC Focal Institutions as an outcome of the Agricultural Management Capacity strengthening modules. These include the actions and indicators set out in the Change Management Action Plans.

be made more explicit through further elaboration and documentation of the approaches and options.		The process to graduate from the IAs to the PAPs has been documented in programme reports and these will be summarised to provide a clear narrative of the process.
		The FIs will be supported through mentorship and guidance from change management expert(s).
		The Focal Institutions in CORAF are incorporating them into their strategic plans of their organisations
15. SCARDA's expectations, in terms of commitment of inputs and desired results, regarding the satellite organisations needs to be communicated to all stakeholders	SCARDA coordinators in FARA, SROs and FIs, by end June 2009	Guidelines for the involvement of satellite institutions will be appended to the guidelines for the Focal Institutions
16. Where training is being delivered at an FI, every endeavour should be made to include the host organisation's training staff as part of the organising and training delivery team, to assist with skills transfer.	All SCARDA coordinators, ongoing	This was the expected procedure and there was unanimity at the PSL Workshop that the Focal Institutions' training staff must be involved in the design and delivery of all courses

Annex B:
Revised programme logframe and narrative

Background to SCARDA Programme Logframe Revision

SCARDA is a three year agricultural research capacity strengthening programme funded by DFID and managed by FARA (Forum for Agricultural Research in Africa) with a budget of £8.2 million. Piloting an integrated and holistic approach to institutional and human capacity strengthening, the programme targets 12 focal institutions (FIs) and their key NARS partners from 10 African countries, and is being implemented in three regions of sub-Saharan Africa. Implementation follows the "subsidiarity principle", whereby decision making is delegated to the lowest workable level.

Two sub-regional research organizations (SROs), ASARECA and CORAF and the Food, Agriculture and Natural Resources programme of the SADC region are implementing the programme, each supported by a "Lead Service Provider" (LSP). In addition, much of the capacity strengthening is delivered by recognised Universities and other service providers through a quality assured contracting process. NRI is a UK partner providing back-stopping and service provision on request in the areas of technical training, institutional analysis, M&E, communication and learning, gender mainstreaming.

Based on a programme proposal with a logframe approved by DFID, the SCARDA programme commenced in mid 2007. An inception phase involved extensive stakeholder consultation, and the final product was a programme inception report submitted to DFID in November 2007. The inception report included a costed programme level work plan supported by a revised logical framework. In January 2008 DFID gave FARA the go ahead for full implementation based on this document. The official programme end date is 30th June 2010.

Reason for Logframe Revision

Starting in late January 2009, just over 12 months into the implementation phase, an output to purpose mid-term review of SCARDA was undertaken by a single consultant over a three week period. His report was critical of the programme logframe construction, noting that the participatory process through which the log-frame was developed, while commendable and valuable, had resulted in a logframe that needed further expert input. His recommendations regarding the logframe were:-

- "Revision of the logframe" at a workshop to be convened for this exercise.
- "The OVIs in the current logframe need to be revised to reflect what is achievable in order to be achievable by the end of the programme and is informed by what baseline data can be readily established with minimum cost. A joint exercise comprising the coordinators of FARA, SROs and FIs should be facilitated by an experienced logframe practitioner" – by the end of April 2009.

The MTR drew related conclusions and made recommendations regarding the programme's M&E system. The PRISM summary notes "the slower than planned adoption of the M&E system limits the evidence base for evaluation and consideration of a future phase." It notes also that the subsidiarity approach, "whilst having its frustrations in terms of delays in mobilization, offers the better longer term potential for SROs and FIs to take ownership", further noting that in the absence of a single focal point for leadership, "there needs to be a recognition that implementation will

take longer and may require a more explicit accountability framework within which each entity agrees to carry out its responsibilities". In relation to this the reviewer noted "Establishing a working M&E system is an essential component of holding partners to account" and recommended:-

• "The current M&E strategy to be translated into an action plan with major efforts to establish baselines and definition of new OVIs at purpose and output levels" (PRISM report summary), and

• "The Performance Management Action Plan (this represents the M&E strategy) to be completed and baselines populated" - by the end of June 2009 (Main report table of recommendations).

DFID and FARA's response to the MTR Report

FARA sent a written response on the MTR report to DFID, acknowledging, among other things, the weaknesses in the programme logframe and agreeing that these weaknesses, along with the M&E system for the programme, would be addressed as a matter of priority. DFID wrote to FARA expressing its deep concern regarding the implementation delays and the absence of an M&E strategy for the programme, and requested that this and related matters should be addressed during the programme's forthcoming Regional Programme Wide Strategies and Learning Workshop scheduled for the end of April 2009.

The letter from DFID noted, among other things, that "The logframe should be ready with all the required changes and approved by all relevant parties within two weeks of the workshop date in Accra."

Following a recommendation in the MTR that FARA establish working groups on key issues, an "M&E expert group" comprised of 6 M&E practitioners was formally constituted with objectives in Mid April 2009.

The M&E Working Group

Through exchange of emails, the M&E group developed a road map for revising the SCARDA logframe, focusing particularly on the output and purpose level OVIs. The group met (minus one member) met twice before the start of the workshop, with FARA SCARDA management present some of the time, working through the logframe purpose and output statements, and then onto the OVIs at this level. Drawing on a basket of more than 100 indicators developed in previous SCARDA sub-regional M&E workshops the group re-formulated OVIs for each of the 4 programme outputs. In response to comments in the MTR, the M&E group also proposed changes to the output statements to render the outputs more realistic and also re-examined the purpose statement.

The M&E group then presented the proposed logframe revisions to a meeting of SRO and LSP representatives focusing on the OVIs, and again to a meeting of the FI representatives. Based on this, the revised output statements were accepted and modifications and additions were proposed to the output level OVIs. Following the arrival of the sixth member, four of the M&E group (the other two members were by this time co-opted into other working groups) then made further refinements to the output level OVIs and statements, reducing them to a manageable number. The revised outputs and OVIs were presented in plenary, discussed and adopted. The M&E working group also started to re-formulate the purpose level indicators during the first two days, but time was not sufficient to complete this task during the workshop.

Post Workshop Logframe Refinement

Purpose level indicators

After the workshop further work was done on these, and the programme purpose and goal statements were revisited again, along

with associated OVIs. The ASARECA M&E member of the working group proposed three standard purpose level indicators to the group. The NRI M&E working group members looked at these and concluded that while they were too ambitious for assessing programme achievement within a 12-15 month period, they would be excellent impact-oriented indicators for a longer-term capacity strengthening programme or programme. They therefore proposed an alternative statement at goal level of the logframe relating to NARs capacity strengthening, and proposed using the three standard indicators as meaningful measures of longer term programme impact, replacing the original ones. It was noted that these which were more suitable at "super-goal" level, but had little if any attributable value to the programme intervention. Purpose level indicators were then developed from the list in the indicator basket which would enable progress towards achievement of purpose to be assessed by the end of programme date of June 2010. In relation to the MTR criticism of the programme purpose statement, the purpose statement was also revised to better reflect what SCARDA might achieve by June 2010.

Revision of risks and assumptions

Based on the current understanding of key risks and assumptions directly relevant to the achievement of programme purpose, and drawing on exercises undertaken in sub-regional M&E and communication workshops, the log-frame risks and assumptions were revised. This was done at the output to purpose, purpose to goal, and goal to super-goal level, based on the revised objectives statements.

Revisiting Output OVIs

Further refinement of the output level OVIs was undertaken in response to revisions made in the SRO work plans since the April PSL workshop. This was necessary in order to ensure that the OVIs would be sufficiently robust to capture the deliverables arising from variety of tailor made capacity strengthening interventions, with differences of emphasis between FIs and sub-regions.

Revised Activity descriptors, milestones and risk mitigation strategies

Further work was then done at the activity level of the logframe. This was essential for two reasons.

Firstly, because each SRO and some FIs had, through the subsidiarity principle, developed particular terms (in some cases translated from French) for describing interventions and milestones and listing them under outputs, there was need to develop a standard numbered set of activity descriptors and linked milestones, so as to bring some uniformity into the programme's work planning and reporting system.

The intention of the M&E system is that all SRO workplans should use the activity descriptors in and numbering system in the logframe, if necessary framing sub-activities using sub-numbers and linked milestones as part of the quarterly work planning process. These can then be used to report on implementation progress, as part of a quarterly technical reporting system that will be required to embed the required degree of partner accountability recommended in the PRISM report.

The second reason for focusing on detail at the activity level was a response to MTR concerns about the slow process of implementation. A suggestion was made in the PRISM report that, with the benefit of hindsight, the logframe would have been a more robust management aide if an output and indicators relating to the programme's complex and decentralised management and implementation structures and processes had been included. In response to this, as in the inception report logframe, a third column at activity level was used to revisit the implementation related risks and propose strategies for mitigating the

effect of these. This was revisited in the light of experience since implementation, when it was found that some of the risks envisaged at the inception phase had been overstated, while other important implementation risks had been overlooked. The intention is that the persons responsible for management at various levels will use this third column as a mechanism to enhance their performance in their particular area of responsibility. This will be further elaborated as part of the M&E system development and internalization during the proposed June workshop to finalize, internalize and adopt the programme wide M&E Plan (elsewhere referred to as the Programme Performance Management Action Plan).

Output, Purpose and Goal Statement Linkage and Coherence

The logframe objective statements have been revisited to construct a more plausible pathway between SCARDA interventions and the expected developmental benefits which align with longer term strategic objectives. This aspect will be further elaborated through a results chain and a fuller explanation of each statement that will be used to guide any future reviews of programme progress and early impact.

In the revised logframe, the original goal statement has been linked to the agricultural sector and elevated to the super goal level. An alternative goal statement more specific to NARS capacity and performance improvement has been provided, with indicators to match. This statement summarises a more realistic view of what might be attributed to this type of programme intervention in 10 years. The revised purpose statement summarises what should be achieved, if the revised output level assumptions hold, by the end of the current programme in June 2010.

The output statements have been slightly reworded to render them more achievable, but without changing their essence.

Targets and Baselines

At the level of activity implementation, the generic milestones will also be linked to specific milestones developed by each partner as part of a nested programme M&E system.

At present some of the output level OVIs start with the word "target". The intention is to replace this word with an actual figures as soon as the SRO workplans have been finalized having undergone a thorough reality check. Each SRO, and in some cases each FI, will then have specific targets which relate and contribute to the overall programme performance targets.

For the more qualitative indicators, designed to capture some of the more complex aspects of change management, FIs also will elaborate their own linked indicators to be used for progress reporting and monitoring. This is in order to accommodate the diversity of capacity strengthening activities relating to agricultural research management and professional and technical agricultural research for development.

These lower level indicators will not be used to score progress using the PRISM system which is essentially geared towards a standard indicator approach to assessing programme performance. They will however provide a rich source of information and insight which a reviewer might use to understand the explicit change management approaches underpinning action plans (MTR recommendation 7).

Regarding baselines, the assumption is that the programme M&E system will measure the programme's performance in terms of the delivery of its outputs and assess the likelihood of achievement of its purpose. Any assessment of the programme's longer term impact would require a much more comprehensive system to be designed by commissioned specialists in assessing capacity development impact.

At the same time that targets are set by each implementing partner in relation to a particular indicator, the corresponding baselines will be compiled for each focal institution, against which performance can be assessed. This will be initiated prior to the June M&E workshop, drawing on the significant amount of background information already gathered during scoping and institutional analysis with the aim of completion in the workshop.

This and other related aspects of the M&E system, including the reporting system and formats, will be elaborated in the Programme Performance Management Action Plan.

Programme Performance Management Action Plan

The MTR recommends that this be finalized by the end of June 2009, based on the assumption that the log-frame would be finalized by the end of April 2009. This will be developed, in consultation with the programme partners, and provide detailed guidance on implementation of the programme M&E system, including guidance for reporting.

The document will include the revised logframe, and detailed descriptions of each OVI. These descriptions are an essential tool both for guiding programme performance management and also for guiding progress reporting.

The intention is that when SCARDA is reviewed again, any reviewer will, together with the programme managers, use this document as a basis for discussing progress on implementation and programme performance.

The intention is that the plan will enable any review of SCARDA to draw conclusions and more easily report progress.

M&E programme wide workshop

As recommended in the MTR, a workshop will be required in order to finalize the design of the programme M&E system and start to "embed" it into management. The plan is for a four day workshop from 22–25 June 2009 attended by all those responsible for reporting SCARDA progress at FARA, SRO, LSP, and FI levels (approx 20 people). A detailed programme for this will follow as part of the Programme Performance Management Action Plan.

NARRATIVE SUMMARY	INDICATORS OF ACHIEVEMENT	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
SUPER GOAL			
Poverty is sustainably reduced in sub-Saharan Africa.	Annual increase in GDP from agricultural sector	Government statistics	
	Increase in proportion of rural population living above the poverty data line,	FAO and World Bank, ADB, Economic Commission for Africa statistics and reports	
	Decline in the proportion of household expenditure on basic food items,	COMESA and other regional organisation reports	
	Improved performance of agriculture sector public–private partnerships	Agricultural Sector Performance Reviews	
GOAL			
NARS contribution to poverty reduction in sub-Saharan Africa (MDGs 1, 3 and 7) substantially and sustainably enhanced	• Portfolio of NARS research priorities and strategies aligned to national Poverty Reduction and Environmental Strategies in 90% of countries by 2015,	NARS reviews and programme evaluations Strategic Plans of NARS actors, SROs. NARS and SRO annual reports,	• Relevant regional and national policies relating to agricultural services, trade an d environmental conservation are implemented
	• Proportion of NARS research outputs made available to uptake pathways increases by at least 50% in 90% of countries by 2020,	National Research Programmes Annual reports and Information products (e.g. "Catalogues") NARS Client feedback and end user adoption surveys.	• Governments continue to support agriculture and poverty reduction as priorities
	• Improved rate of adoption of technologies, methods and policies by intermediate and end users in 90% of countries by 2020	NARS staff satisfaction surveys	• Equitable distribution of benefits from agriculture related innovations occurs
	• NARS staff retention and satisfaction levels improve substantially in 90% of countries by 2020,		• Key actors (public and private) in agricultural innovation work in partnership, responding creatively to emerging opportunities and challenges

NARRATIVE SUMMARY	INDICATORS OF ACHIEVEMENT	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
PURPOSE			
The capacity and performance of participating NARS improved in key areas of their Agricultural Research for Development (AR4D) functions.	• By June 2010, Focal Institutions are confident that performance will improve in response to specific SCARDA initiated change management interventions	SCARDA Learning Workshop reports, mid and end of programme surveys – using recall	• Levels of investment in African NARS are sustained along with commitments to increase these.
	• Examples of positive change, improved performance and improved NARS relationships in all participating NARs by June 2010.	As above	• Steps to prevent and mitigate the specific effects of HIV-AIDS, malaria and tuberculosis on NARS human capacity continue and improve.
	• In at least 30% of participating NARS, key stakeholder are satisfied that their linkages with FIs arising from SCARDA interventions have improved by June 2010.	As above	• Regional mechanisms for sharing relevant knowledge and products are sustained and continue to improve.
	• Participating organisations are implementing SCARDA related measures to mainstream gender, HIV/AIDs, pro-poor and other social inclusion issues by June 2010	As above FI annual reports	• Lessons on capacity strengthening approaches from SCARDA and related initiatives are incorporated into future NARS policies and investments.
	• Use of graduate demand study by at least 70% of target Tertiary Education Institutions by June 2010	As above	• Measures to address the constraints to improving staff recruitment, reward and retention systems, and also wider performance management systems for NARS, are implemented via civil service reform.
	• Endorsement of SCARDA approach by all SRO Boards and 90% of NARS senior management by June 2010	Minutes of SRO board meetings, interviews/ dialogue with NARS management, FI annual reports.	• The agricultural higher education curriculum will be revised to address the demand assessment.

OUTPUTS	INDICATORS OF ACHIEVEMENT	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
Output 1. Agricultural research management systems and managerial competencies to conduct high quality research strengthened in participating NARS.	1.1 Strategic ARM capacity dev. Plan developed and fully implemented by March 2010	Institutional analysis reports ARM CS plans from FI's and SROs	Assumptions:- • Senior managers in participating institutions continue to actively support an internal change management process
	1.2 Target number of people trained by (FI, management subject area, level of responsibility, gender, age group)	Quarterly reports (FARA, SROs, FIs)	• SCARDA trained and mentored managers remain in their institutions,
	1.3 Proportion of FI staff with management responsibilities mentored (level, gender, age group)	ARM Trainer's reports & SRO course attendance records Baseline staffing data & Mentors Reports	• Any new policies, directives and related programmes introduced in next 12 months re-enforce and/or complement improvements introduced,
	1.4 At least 2 management tools developed and implemented to address key areas of management system improvement in each FI by June 2010	Institutional analysis reports ARM CS plans from FI's and SROs	• Contracted providers of ARM capacity strengthening service providers add value by sharing training materials and approaches
	1.5 At least 70% of participants express satisfaction with ARM training and mentorship in the participating NARS by May 2010	Quarterly reports (FARA, SROs, FIs) Lessons reports	• Existing levels of resources, including IT infrastructure, and communications for FIs to implementrelated performance improvements remain constant or improve.
Output 2. The capacity of participating NARS to undertake quality agricultural research for development strengthened	2.1 Strategic CS plan on quality agricultural research for development in all FIs developed and fully implemented by March 2010	Institutional analysis reports CS plans from FI's and SROs Quarterly reports (FARA, SROs, FIs)	
	2.2 Target number of NARS staff completed and number in SCARDA funded M Sc training by End of Programme (subject area, level, gender, age group)	University &LSP M Sc progress reports to student's FIs and SROs	
	2.3 Target proportion of FI Research scientists mentored (level, gender, age group) by May 2010	Baseline staffing data & Mentor's Reports	

OUTPUTS	INDICATORS OF ACHIEVEMENT	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
	2.4 Target proportion of FI research scientists & No of SI staff trained in at least one subject area (level, gender, age group) by March 2010 2.5 Target proportion of FI technicians trained in at least one subject area (level, gender, age group) by March 2010 2.6 At least 70% of participants express satisfaction with training and mentorship in the identified competence areas relating to AR4D in the participating NARS by May 2010	Baseline staffing data & Trainer's reports and SRO course attendance records. Student feedback to SRO and FI, reported in quarterly reports Trainer's reports, training evaluation reports, End of programme participant satisfaction survey	AS ABOVE • SCARDA trained M Sc candidates return to their institutions,
Output 3. The relevance of training programmes in agricultural universities to current market demand assessed and findings shared with stakeholders	3.1 The study approach and methodology developed and agreed upon by each SRO by May 2009 3.2 Results and recommendations reviewed and adopted by the SROs 3.3 Results and recommendation tabled and discussed by the Governance Bodies of the Network of Universities	SRO quarterly reports & study inception report (if available), SRO quarterly reports & Minutes from SRO meetings, SRO quarterly reports & Feedback from governance bodies	• Consultants add value to study by sharing methods and approaches • Universities will accept relevance of findings for their curriculum review process.
Output 4. SCARDA approach for capacity strengthening is documented, validated and the lessons shared with key stakeholders.	4.1 SCARDA implementation plan responding to MTR and incorporating programme wide issues (gender, change management, mentoring) developed and agreed by end of May 2009 4.2 MTR recommended measures to strengthen programme management and improve rate of implementation in place by July 2009 and functional to end of programme.	PSI workshop report Revised work plan submitted to DFID Quarterly reports (FARA, SROs, LSPs, FIs) Minutes from management meetings	• Senior decision makers will sign agreements without further delay, • Continuity of involvement all SCARDA focal persons throughout the remainder of the programme.

OUTPUTS	INDICATORS OF ACHIEVEMENT	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
	4.3 Communication strategy and plan developed by end of May 2009 and functional to end of programme.	Communication strategy and plan documents, Quarterly reports (FARA, SROs, LSPs, FIs)	• Existing electronic information sharing platforms and support programmes in FARA and SROs are maintained and continue to improve and FIs have ready access to internet services.
	4.4 Programme performance management strategy and plan developed and adopted by partners by end of June 2009 and functional to end of programme	Website and e-groups usage reports, Performance management strategy and plan documents, Quarterly reports (FARA, SROs, LSPs, FIs)	• Programme partner designated individuals responsible for M&E and process documentation remain available for, these functions
	4.5 Lessons and best practices derived from SCARDA approach documented and shared with key stakeholders by end of May 2010.	Annual reports (FARA, SROs, LSPs) Lessons sections of; management meeting minutes, quarterly and annual reports, Website and e-groups usage reports, Workshop reports, Strategy document on up- scaling, Case studies and "policy briefs".	

ACTIVITIES	Implementation Milestones/Targets (April 2009 to June 2010)	Implementation Risks and some Strategies proposed to manage these.
Output 1. Agricultural research management systems and managerial competencies to conduct high quality research strengthened in participating NARS.		
1.1 Deepening institutional analysis activities	1.1 Activities for deepening institutional analysis defined by …….. and completed by ……………..	**Risk 1.1:** Senior management are distanced from institutional analysis and related management innovations. Risk Management Strategies: 1.1a. Regular briefing of FI senior managers by SCARDA focal persons – summary of institutional analysis findings 1.1b. Invite senior managers to SCARDA related ARM meetings and activities.
1.2 Agricultural research management (ARM) workshops	1.2 ARM training workshops initiated by …. and completed by …… (with gender participation targets)	**Risk 1.2:** Delays in identification and contracting of local ARM training and mentoring service providers and inappropriate mentors (CORAF & SADC only). Risk Management Strategies 1.2a. Prioritise search for providers and identify and use "fast-track" mechanisms for quality assurance and contracting of these. 1.2b. FARA and SROs ensure guidance on quality assurance is available to LSPs and other decision makers.
1.3 ARM related coaching, mentoring and change facilitation activities,	1.3 ARM related mentoring, gender and diversity, coaching and learning facilitation plans agreed by ……. and completed by ………. (with gender participation targets)	**Risk 1.3:** Minimal participation from staff in agreeing change management priorities and plans. Risk Management Strategy: 1.3a. Arrange meetings in FIs to discuss and endorse plans,
1.4 Change management plan development and implementation,	1.4 ARM related change management plans agreed by ……… and completed by ……….	**Risk 1.4:** Resources and guidance for internal review process not prioritized. Risk Management Strategy: 1.4a. Plan and budget for internal reviews and develop guidance for these as a priority
1.5 Review of ARM capacity strengthening and change management process.	1.5 Internal review of ARM CS change management process undertaken and documented by ……	

ACTIVITIES	Implementation Milestones/Targets (April 2009 to June 2010)	Implementation Risks and some Strategies proposed to manage these.
Output 2. The capacity of participating NARS to undertake quality agricultural research for development strengthened		
2.1 M Sc Training programme for identified researchers	2.1 LSP M Sc Training programme quarterly progress reports submitted to SROs on time from June 2009 to June 2010	**Risk 2.1:** "Provider" Universities don't comply with progress reporting requirements (CORAF & SADC?) .. Risk Management Strategy: 2.1a. LSPs provide reporting formats and get agreement from Universities (e.g. via exchange of emails) on reporting as a priority.
2.2 Short courses for identified technicians	2.2 First technician short course initiated no later than …. and last technician short course completed by ……. (with gender participation targets)	**Risk 2.2:** Delays in identification and contracting of technical and professional training and mentoring service providers (CORAF & SADC only). Risk Management Strategy: 2.2a. As above for 1.2.
2.3 Short courses for identified researchers	2.3 First professional short course initiated no later than …. and last professional short course completed by …… (with gender participation targets)	**Risk 2.3:** Pressure to meet tight deadlines on professional and technical training and mentoring will compromise quality of provision. Risk Management Strategies: 2.3a. Prioritise development of quality assurance mechanisms for planning and monitoring delivery of this service, 2.3b. Prioritise detailed pre-scheduling of all short courses with all involved partners to optimize scope for forward planning. 2.3c. Go for quality over quantity (this relates to budgeted time for course preparation and reporting)

ACTIVITIES	Implementation Milestones/Targets (April 2009 to June 2010)	Implementation Risks and some Strategies proposed to manage these.
2.4 Mentoring for identified researchers	2.4 Mentoring of researchers initiated no later than …. and progress documented and reviewed by ……… (with gender participation targets)	**Risk 2.4.** CS service providers are reluctant to collaborate with each other in development and delivery of training materials and share experiences. Risk Management Strategies: 2.4a. Discuss collaboration and IPR aspects in initial dialogue and include clauses in contracts with service providers, 2.4b. Evidence record of the above during selection, 2.4c. Joint planning of CS inputs with all main service providers present (ASARECA workshop example). 2.4d. Include key service providers in lesson workshop/s, 2.4e. Encourage CS trainers to establish their own learning group/s.
2.5 Activities for strengthening outreach and linkage capacity of FIs	2.5 Outreach and linkage capacity strengthening activities initiated no later than …. and progress documented and reviewed by ……….	2.5 Targeted staff are not available to participate in courses as scheduled Risk Management Strategies: 2.5a. Ensure all FIs and relevant staff are consulted when setting dates for training courses.,
Output 3. The relevance of training programmes in agricultural universities to current market demand assessed and findings shared with stakeholders		
3.1 Development of methodology and approach for study of relevance of agricultural training programmes to market demand,	3.1 Study approach and methodology agreed by end of May 2009	**Risk 3.1** Agricultural training institutions will not "own" the study results. Risk Management Strategy: 3.1a. Involve relevant decision makers in training institutions in study design and give them regular progress reports.
3.2 Implementation of study and documentation of results,	3.2 Study completed and report accepted by SROs by October 2009	
3.3 Sharing of study results with stakeholders.,	3.3 Results and recommendation shared with key stakeholders by March 2010	

ACTIVITIES	Implementation Milestones/Targets (April 2009 to June 2010)	Implementation Risks and some Strategies proposed to manage these.
Output 4. (SCARDA management system is fully functional and) SCARDA approach for capacity strengthening is documented, validated and the lessons shared with key stakeholders.		
4.1 Management and Coordination of programme implementation process	4.1.1 SCARDA management teams at Programme and SRO level formed by …… and meet at least every 4 months to the end of the programme 4.1.2 All agreements with LSPs signed by …….. 4.1.3 All agreements/contracts with other all other service providers signed no later than ………………..	4.1.1 Resources for regular meetings will be limiting. Risk Management Strategy: 4.1a. Budget for meetings and dovetail programme management meetings with planning & learning workshops and sub-regional training events 4.1.2/3. Further delays in signing of agreements Risk Management Strategy: 4.1.2/3a. Build and maintain good working relationships with LSPs and other service providers, develop trust. In fast-tracking ensure terms are clear and agreed in advance and payments are made for services without undue delays.
4.2 Embedding programme planning, performance monitoring and reporting activities into programme management.	4.2.1 Programme log-frame fully revised and submitted to DFID by 15th May 2009. 4.2.2 Harmonised revised costed work-plan submitted to DFID by 15th May 2009. 4.2.3 Programme Performance Management Strategy and Plan submitted to DFID by 15th June 2009. 4.2.4 Programme Performance Management System training & validation workshop completed by 26th June 2009. 4.2.5 From July 2010 quarterly reporting system used by all partners and used for programme management to end of programme,	4.2 Programme Management and partners will not fully "own" and use the M&E system developed Risk Management Strategies 4.2a. Single workshop ASAP with all involved in programme management and reporting to refine and endorse the proposed M&E system and plans for reporting and programme performance management, 4.2b. Support/mentoring from M&E practitioners on embedding the M&E system for all individuals involved in programme reporting and decision-making,

ACTIVITIES	Implementation Milestones/Targets (April 2009 to June 2010)	Implementation Risks and some Strategies proposed to manage these.
4.3 Embedding communication activities into programme management and learning.	4.3.1 SCARDA communication action plans at SRO and FARA level agreed by .... 4.3.2 Relevant Websites and D-groups are functional and accessible to all programme partners by	4.3 Programme Management and partners will not fully "own" and use the Communication Plans developed Risk Management Strategy: 4.3a. Support/mentoring from communication practitioners on embedding the communication system for all individuals involved in programme reporting, decision-making and sharing of lessons,
4.4 Main-streaming cross-cutting issues into the programme process,	4.4.1 Action plans for mainstreaming gender, mentoring and change management submitted to FARA by 8 May 2009 and incorporated into overall programme work-plan by 14th May 2009.	4.4 Programme Management and partners will not fully "own" and use the Cross-cutting Plans for gender (marginalisation of women. Younger, older researchers in CS activities), mentoring and change management Risk Management Strategies: 4.4a. Agree socially inclusive criteria for selection of participating individuals and communicate these to all parties making decisions regarding workshop design and invitations and nominations to participate. 4.4b. support/mentoring ("On-line"?) from gender, mentoring and change management practitioners on mainstreaming the plans for all individuals involved in programme decision-making and service provision
4.5 Documentation and Lesson Learning, validation and sharing activities.	4.5.1 Process documentation support and training provided to key focal individuals by .... 4.5.2 Lesson learning framework and mechanisms developed and in place by July 2009............. 4.5.3 2nd Lesson learning and validation workshop/s held and documented by .... 4.5.4 Lesson sharing and dissemination activities completed by June 2010.	4.5 Sharing and learning will be limited by "success and/or blame culture" and lack of trust. Risk Management Strategies 4.5a. Incorporate trust building and monitoring tools with learning and sharing processes. 4.5b. Establish informal learning groups with codes of conduct.

About FARA

FARA is the Forum for Agricultural Research in Africa, the apex organization bringing together and forming coalitions of major stakeholders in agricultural research and development in Africa.

FARA is the technical arm of the African Union Commission (AUC) on rural economy and agricultural development and the lead agency of the AU's New Partnership for Africa's Development (NEPAD) to implement the fourth pillar of the Comprehensive African Agricultural Development Programme (CAADP), involving agricultural research, technology dissemination and uptake.

FARA's **vision**: reduced poverty in Africa as a result of sustainable broad-based agricultural growth and improved livelihoods, particularly of smallholder and pastoral enterprises.

FARA's **mission**: creation of broad-based improvements in agricultural productivity, competitiveness and markets by supporting Africa's sub-regional organizations in strengthening capacity for agricultural innovation.

FARA's Value Proposition: to provide a strategic platform to foster continental and global networking that reinforces the capacities of Africa's national agricultural research systems and sub-regional organizations.

FARA will make this contribution by achieving its *Specific Objective* of **sustainable improvements to broad-based agricultural productivity, competitiveness and markets**.

Key to this is the delivery of five *Results,* which respond to the priorities expressed by FARA's clients.

These are:

1. Establishment of appropriate institutional and organizational arrangements for regional agricultural research and development.
2. Broad-based stakeholders provided access to the knowledge and technology necessary for innovation.
3. Development of strategic decision-making options for policy, institutions and markets.
4. Development of human and institutional capacity for innovation.
5. Support provided for platforms for agricultural innovation.

FARA will deliver these results through the provision of networking support to the SROs, i.e.

1. Advocacy and resource mobilization

2. Access to knowledge and technologies

3. Regional policies and markets

4. Capacity strengthening

5. Partnerships and strategic alliances

FARA's major donors are The African Development Bank, The Canadian International Development Agency, European Commission, the Governments of the Netherlands, United Kingdom, Italy, Ireland, Germany and France, the Consultative Group on International Agricultural Research, the Rockefeller Foundation, Bill and Melinda Gates Foundation, the World Bank, and the United States of America Agency for International Development.