FARA

SCARDA

(Strengthening Capacity for Agricultural Research and Development in Africa)

Annual Report 2008

Contents

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Strengthening Capacity for Agricultural Research and Development in Africa

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Background Information

Title of Research Programme:	Strengthening Capacity for Agricultural Research and Development in Africa
Period covered by report:	January – December, 2008
Name of Organisation and responsible person:	Forum for Agricultural Research In Africa (FARA) / Dr. Monty Jones
Key Implementing partners:	ASARECA, CORAF/WECARD, SADC-FANR, RUFORUM, ANAFE, AGRHYMET, NRI
Countries covered by activities:	Botswana, Burundi, Republic of Congo, Ghana, Gambia, Lesotho, Mali, Rwanda, Sudan, Zambia

	Planned	Actual
Start Date:		14 March 2008
End Date:	30th June, 2010	
Total budget allocated:	£ 7,845,360	£ 7,845,360

1. Summary

The programme for Strengthening Capacity for Agricultural Research and Development in Africa (SCARDA) is coordinated by FARA and implemented by the three sub-Saharan sub regional organisations (SROs); ASARECA, CORAF/WECARD and SADC-FANR and NRI provides technical backstopping.

The overall purpose of SCARDA is '*To strengthen the institutional and human capacity of African agricultural research and development systems to identify, generate and deliver research outputs that meet the needs of poor people*'. This purpose is being achieved through an innovative approach that addresses the whole integrated capacity strengthening needs of 12 national agricultural research and development institutions that are known as Focal Institutions. A wider range of Satellite Institutions is also involved. Firstly to benefit from capacity strengthening events in which they can participate. Secondly so that they can learn about the SCARDA approach and, when convinced of its merit, participate in out and up-scaling it. The Focal Institutions are located in East and Central Africa in Burundi, Rwanda and Sudan, in West Africa in The Gambia, Ghana, Congo Brazzaville and Mali and in Southern Africa in Botswana, Lesotho, and Zambia.

Overall progress towards achieving the programme outputs has been slower than anticipated. This has been mainly due to the delays in signing agreements between the main partner organizations and the resulting re-scheduling of implementation activities. This has had consequences for the development of programme-wide and sub-regional plans for M&E and Learning and Communications. However, a substantial effort was made by programme partners to accelerate the pace of programme implementation during the last quarter of the reporting period. Programme-wide performance management and communications plans are now in place and similar draft plans have been prepared for two of the three sub-regions.

SCARDA implementation was constrained by the speed at which key staff moved away to new positions and new ones came in who had not been involved in the highly participatory inception activities. This proved to be critical for a programme that is not only advocating a wholly new approach to capacity strengthening, but which is also managed strictly in accordance with the Subsidiarity Principle. In response to this a SCARDA Programme-wide Management Team has been formed to bring all the key actors together at least three times a year to share experiences and to ensure that all parties share the same SCARDA goals and approaches.

In spite of the slow overall rate of progress, there have been credible achievements in several areas and these are discussed in the main body of the report. The most notable achievement has been in the design of an innovative approach to strengthening capacity in agricultural research management. The approach takes into account the reasons for the limited impact of previous capacity strengthening initiatives. It also responds directly to the priorities of the Focal Institutions, both in terms of content and intervention mechanisms. This was facilitated through the institutional analyses which enabled the Focal Institutions to reflect on their needs and to identify preferred methods of addressing them. NRI led the development of the capacity strengthening approach in research management in CORAF/WECARD and has supported its implementation through the preparation of resource materials, workshop facilitation and organizational mentoring.

Getting all the agreements signed, and setting up the institutional structures has not gone entirely as planned and has been challenging. The reliance on temporary staff in several key positions, with some of them having SCARDA duties piled upon their normal responsibilities, delayed decisions and actions affecting the Programme. This was complicated further by the priority that had to be given to placing the MSc students because of the length of their training relative to the life of the programme. This proved to be a major source of tension between careful planning of the overall implementation and the stakeholder-driven urgency for intensive time-consuming action on one aspect of the programme.

In February 2009, UK-DFID commissioned an independent mid-term output to purpose review. The review found that delays in getting SCARDA implementation underway had caused the Programme to miss datelines set in the log frame. The review also questioned the appropriateness of the programme's purpose statement and expressed concerns about whether it will be achieved.

The review pointed out that the log frame has some flaws that need to be rectified to make it more realistic and reliable as a tool for monitoring SCARDA's progress. There is an urgent need to develop a logframe that more precisely reflects what SCARDA is about and which will give more reliable indication of its progress and be more useful as a management tool. A start was made to revising the logframe and a new version will be finalised by the end of April 2009.

The assumptions in the logframe were related to the external environment and to the implications for supporting and sustaining institutional change. The attitudes of management and staff, and institutional issues within the focal institutions and their partner organizations, were also built into the assumptions. Institutional arrangements within the programme coordination and implementation were not considered in the assumptions. However, there were some unexpected constraints in putting these institutional arrangements in place. The constraints have been largely overcome but some uncertainties remain which need to be addressed as soon as possible if the programme purpose is to be achieved.

Another finding of the review was that SCARDA's present logframe fails to capture many credible outcomes that have emerged from the organisation, preparation and implementation of SCARDA because they are not restricted to one of the four outputs:

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

Output 2 *The capacity of African NARS to undertake quality agricultural research for development sustainably strengthened.*

Output 3 *Tertiary agricultural teaching and training institutions empowered to match the capacity building they offer to changing market demands.*

Output 4. *SCARDA approach for capacity strengthening is documented, validated with, and owned by key stakeholders.*

It is not clear whether it will be possible or even helpful to change the purpose statement at this stage of the programme. However, the purpose and output-level indicators are being reviewed and will be revised. The aim is to ensure that the performance of the programme can be monitored more effectively and its effectiveness can be evaluated during the end-of-programme review. With more pragmatic and achievable Objectively Verifiable Indicators (OVIs), it is expected that there will be better commitment to deadlines in implementation at all levels; Focal Institutions, SROs and FARA with respect to their roles in capacity strengthening activities.

The mid-term review concluded that the Programme was worthy of continued support provided that certain corrective actions are taken.

Breakout Session at the SCARDA Programme-wide Strategies and Lesson-learning Workshop held at the FARA Secretariat, Accra, Ghana, 27–30 April 2009.

2. Progress towards outputs and outcomes in each Sub-Region

CORAF/WECARD: Output 1

1. Strengthened Agricultural Research Management Systems

The Institutional Analyses of the CORAF/WECARD Focal Institutions identified major weaknesses in managerial competencies which informed the design of a framework for course modules to be delivered through a series of agricultural research management group training courses. Outlines for nine course modules to address the identified weaknesses were developed in preparation for the first agricultural research management training course.

A concept paper was prepared by NRI to set out the course's objectives, facilitation, strategy and approach and the way in which it would be refined based on lessons learnt in its implementation. The authors introduced the idea of 'Participant Action Plans' that would be underpinned by a series of three workshops. The Participant Action Plans define, justify and integrate specific management and professional development activities for each focal institution that will be continued beyond the life of SCARDA. This approach places less emphasis on the delivery of technical content during the first training workshop and focuses more on exposing participants to new thinking and novel ideas on research management and preparing them to develop Participant Action Plans for their own institutions. This will be reinforced by more detailed technical short courses complemented by mentoring and continuing Institutional Analyses.

An Agricultural Research Management Process Engagement and Ownership Meeting was held in Dakar on 8th – 10th October 2008 which brought together representatives from the Lead Service Provider and all the Focal Institutions (except the delegates from Brazzaville who were stranded by a cancelled flight). This meeting contributed to the success of the first CORAF/WECARD Agricultural

Research Management training event in December (1st – 6th) 2008 that involved 20 senior managers and research scientists from the Focal Institutions including the Crop Research Institute, Kumasi in Ghana where the workshop was held. Experience has revealed that strengthening agricultural research management will be pivotal to the overall institutional capacity strengthening and the Focal Persons have made other staff of their respective institutions aware of this.

Another strength of the SCARDA approach to capacity strengthening is the involvement of consultants from different African and non-African institutions to deliver the modules. In CORAF/WECARD it involved the Agricultural Research Management Training Institute (ARMTI) in Nigeria; the Ghana Institute of Management and Public Administration (GIMPA); and the Annai Business Consultancy, UK. The consultants together with NRI experts held a one-week pre-workshop to refine the course approach and materials. The first course consisted of eight modules:

1. *Research approaches and models* by Oladele Windapo, ARMTI,
2. *Research Planning* by Olufemi Oladunni (ARMTI)
3. *Business Winning* by Olufemi Oladunni
4. *Effective Communication* by Oladele Windapo (ARMTI)
5. *Managing People* and
6. *Monitoring and Evaluation* by Joe Taabazung (GIMPA)
7. *Financial Management* by Dr. C. Amoatey (GIMPA)
8. *Change Management* by John Beverly (Annai)

The modules were three-hour units incorporating an overview of the topic, presentations, guided discussions and exercises (including role play and mock scenarios). A set of resource materials and references for further study were provided for each module. The modules are available on CD-ROM for use in other institutions and sub regions. A video was produced as an aide to raising awareness about the course's purpose and outcomes.

The outcome of the initial training workshop was enhanced understanding of the key aspects of research management by senior Focal Institution managers. They also gained a clearer idea of the main areas within their organizations that need to be strengthened and how they can apply their newly-acquired skills to improve the management of their institutions.

The topics for follow up short technical courses have been identified but none have been delivered yet pending redefinition and agreement on the role of the Lead Service Provider following the end of AGRHYMET's contract in December 2008. The Focal Institutions have each developed Participant Action Plans that are being incorporated into their overall strategic planning but they will need continuing guidance and support to help them implement them and review their progress. NRI is providing some support but efforts are being made towards engaging experienced research management specialists from the region who should take the lead role in the design and delivery of the final training workshop.

2. Strengthened capacity for agricultural research for development

Thirteen (13) MSc. students from CORAF focal institutions in Gambia and Ghana have been admitted to Kwame Nkrumah University of Science and Technology (KNUST), Kumasi in Ghana, and one student admitted to University of Ghana, Legon. An agreement has been signed between CORAF and KNUST. The agreement with UG has been prepared and is yet to be signed. Eighteen (18) Francophone candidates have been placed for MSc. training. Seven (7) in Cameroun (Dschang University) and nine (9) in Abomey Calavi (Benin), one (1) in Ouagadougou, Burkina Faso, in irrigation and one (1) in Niamey in Natural Resources Management.

NRI has provided two MSc studentships to students from Gambia and Ghana who registered in February 2009 on an MSc programme in Food Safety and Quality Management. The range of disciplines undertaken by the CORAF students reflects particular capacity deficiencies in biotechnology and plant breeding, production and protection.

Profession and technical training

A total of twenty-two candidates from all four Focal Institutions, have been pre-selected by the LSP (AGRHYMET) for technician training. Final steps are being put in place to select the service providers for the training. CORAF has decided to run only short-term courses for technician training.

No short courses were held in the reporting period.

3. Strengthened capacity to meet training demand.

The terms of reference for engaging consultants for the demand studies are yet to be developed in the CORAF/ WECARD sub-region. However, it is expected that these will relate closely to those developed for the other sub-regions.

4. Management & learning system functional approach for capacity strengthening documented and shared strategically.

Staff shortages and uncertainties over the role of the Lead Service Provider constrained CORAF/ WECARD's implementation of M&E. However, the SCARDA Performance Management Plan provides a common framework for the monitoring and regular review of SCARDA's progress and guidance for regular reflection, documentation, lesson learning and gathering of evidence to inform Programme evaluation. The roles and responsibilities for performance monitoring and management have been defined including documenting and reporting on programme performance. Finally, it outlines a strategy for embedding programme performance related activities in all key levels of programme operation.

The Programme-wide Performance Management plan provides the basis for the preparation of similar plans at the sub-regional level. As indicated above, an M&E and Learning workshop was held in Bamako in late March 2009 which produced a performance management plan for CORAF/ WECARD and the four Focal Institutions. The plan includes indicators and targets which will be finalised during the forthcoming Regional Programme Wide Strategies and Learning Workshop in Accra. A strong feature of the work planning process in the CORAF/WECARD sub-region has been the identification of clear short-term milestones and targets, which are designed to simplify the monitoring of progress with implementation.

CORAF/WECARD's newly appointed Communications and Information Manager (Anatole Kone) has accepted responsibility for SCARDA's communications strategy with some support available on request from NRI's Communications Specialist.

ASARECA : Output 1

1. Strengthened Agricultural Research Management Systems

The focus of strengthening capacity for agricultural research management capacity in the three ASARECA Focal Institutions is on:

- Planning, monitoring and evaluation
- Basics of financial management for non-finance experts

- Human resource management: management of teams, alliances and individuals including conflict management, etc
- Project/programme management
- Information, communication and advocacy

ASARECA has contracted a Service Provider, Pico Team, through a two-stage competitive process. Pico Team adopts a *"Systemic Competency Development approach"* where training will not be done under modular topics, but will engage people in learning processes in how to perform their jobs better. Capacity is more along the notion of *'competencies'* which means the performance for delivery in the job by individuals, teams and organisations. This is much more than qualifications or technical skills; it is the creative and entrepreneurial spirit of doing business and finding innovative solutions to challenges. It requires space for the individuals to develop and the capacity to utilise their space and creativity effectively. They consider strengthening the research management capacity in the NARS much broader than the five areas identified in the call for this Thrust. They have identified 5 core competency areas that research managers require to be able to lead their organisations and their research successfully which are integral to the 5 areas identified in the SCARDA scoping study in the ASARECA sub-region. The competency areas are: i. the foundation competence: ii. facilitation for change; iii. managing research for development and quality science; facilitating partnerships and impact; iv. managing organizations / units / teams; and v. managing self – self-development for leadership**.** They recognize that each of the five topics are very important, but that if they are not integrated they will neither result in sustainable increased capacity nor lead to system change. What is needed (in Pico Team's view) is a more systemic organisational approach to achieve lasting results.

Both the similarities and the contrasts in the approaches adopted for agricultural research management capacity strengthening in the ASARECA and the other sub-regions, the lessons that this will provide and the best practices that will emerge are substantial benefits to be derived from SCARDA's continental perspective.

2.Strengthened capacity for agricultural research for development

By December 2008, 33 students in the ASARECA sub-region were already undertaking training and 1 was due to start in January 2009. Nine students are in Makerere, 10 in Egerton University, 2 in Sokoine University, one in University of Nairobi and one in Jomo Kenyatta University. The range of courses being undertaken demonstrates critical capacity shortages in plant breeding, biotechnology and agricultural information and communications management. RUFORUM, the Lead Service Provider (LSP) has leveraged additional funding from the Alliance for a Green Revolution in Africa (AGRA) and the Development Partnerships in Higher Education (DelPHE) to enable an additional 6 students from Rwanda and 4 from Sudan to be trained. RUFORUM as a lead service provider is ensuring the quality of the services being provided by the Universities. It has developed a monitoring framework for checking progress on the training. These include the progress reports made by students and coordinators every three months, physical visits to the universities and quarterly meetings with the programme coordinators in the various universities

The SCARDA-ECA Programme Management Team meeting in Kigali asked NRI to provide support to new academic programmes in ECA which contribute to SCARDA outputs. Three universities in Kenya are hosting MSc students funded through SCARDA; Egerton University, Jomo Kenyatta University of Agriculture and Technology (JKUAT), and the University of Nairobi. Each of these universities has also launched regional postdoctoral degree programmes

in disciplines of relevance to SCARDA. Discussions took place with with NRI to identify ways to provide support to the universities, including short course development and delivery, co-supervision of students and guest lectures. Highest priority was attached to developing and delivering a short course on agricultural information and communication management.

The programme has benefited enormously from complementary initiatives at Makerere University, particularly the new MSc. in Plant Breeding and Seed Systems sponsored by the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM). The graduates of this program will be colleagues of the SCARDA students when they take up positions in various public and private breeding programs and so the useful interaction will continue. SCARDA students have also benefited from lectures by some of the leading professionals in plant breeding and related fields that are sponsored by RUFORUM. They are also benefitting from mentorships programs and internship attachments to private plant breeding and seed companies organized by RUFORUM with funding from AGRA. Such close and beneficial working relationships will be enhanced to leverage the investment in SCARDA.

Professional and technical training

The Uganda National Crops Resources Research Institute (NACRRI) has been selected to implement of activities on building capacity for quality research through short courses for scientists and technicians. It is anticipated that training activities will begin in June 2009. In the ASARECA sub-region one of the priority areas for short courses identified during the SCARDA-ECA planning meeting held in Bujumbura in August was Crop Protection. NRI was requested by ASARECA and RUFORUM to develop a Concept Note for a short course on Integrated Pest Management for agricultural technicians. The Concept Note was approved and the first course will be delivered in Rwanda in May 2009.

3. Strengthened capacity to meet training demand.

The Programme Management Team has selected Prof. Malcolm Blackie to conduct the agricultural industry (tracer) study and this will be undertaken in April-June 2009.

4. Management & learning system functional approach for capacity strengthening documented and shared strategically.

M&E and Communications

One of the main functions of the SCARDA-ECA Programme Management Team is to serve as a sub-regional learning platform. NRI was requested to draft a learning strategy and this has been shared with other SROs. ASARECA has also advanced plans for SCARDA M&E that is integrated into their existing frameworks. ASARECA is using the results framework that it has developed for its other programmes for SCARDA. This includes linking the generic output performance indicators to specific activity implementation milestones.

SADC-FANR : Output 1

1. Strengthened Agricultural Research Management Systems

In the SADC sub-region institutional analyses were carried out in April 2008 and involved visits by NRI staff to the Focal Institutions. The aim of the visits was to build on progress that had been made in previous discussions in November 2007 so that implementation plans could be finalized before the inaugural programme-wide workshop in late April 2008. This was achieved but subsequent progress was held up until the agreement between SADC and FARA was signed

in October 2008. However, planning had continued in the interim and the SADC implementation plan was finalized at a workshop in Gaborone in November 2008.

During the planning meeting, participants agreed to adopt an approach to capacity strengthening in research management based on adaptations to CORAF/WECARD's *three-step modular approach*. Dates were scheduled for the first agricultural research management course in the SADC sub-region in 2008 but they have been postponed twice because of delays in the tendering process.

2. Strengthened capacity for agricultural research for development

In view of the delayed signing of the FARA- SADC agreement it was not possible for SADC to register students on MSc programmes at the start of the 2008-09 academic year. However, with the assistance of the intended Lead Service Provider (ANAFE), students were registered on programmes in several African universities in early 2009. ANAFE, through its contacts and experience, was able to facilitate fast tracking admission of candidates to begin their MSc. training in January and February 2009 through the relevant university authorities. Currently, 15 candidates have begun their MSc training in SADC. Two students from Natural Resources Development College in Zambia and National University of Lesotho in Lesotho were registered on the NRI MSc programme on Natural Resources, with a focus on M&E. The range of courses undertaken by SADC MSc candidates shows that there is particular need for capacity strengthening in animal science and in M&E.

Professional and technical training

Two short courses in farmer participatory research have been held in Botswana and Lesotho in February 2009 and participants were drawn from a wide range of organizations, including farmers' groups. Staff with relevant expertise from the Focal Institutions made contributions to the courses and this should help to generate and sustain local ownership of future Farmer Participatory Research activities. The Farmer Participatory Research capacity strengthening

Opening Ceremony at the 1st ARM Training Workshop for CORAF/WECARD held at the CSIR-CRI, Kumasi, Ghana, 1–6 December 2008.

activities provide an important opportunity to foster collaboration among different research and development organizations. In doing so, they are helping to catalyse change in the way that research is carried out at a national level. The courses were developed and led by NRI.

In the SADC, the Focal Institutions have submitted candidates names and areas for technical training and ANAFE is in the process of identifying service providers.

3.Strengthened capacity to meet training demand.

In SADC, ANAFE with assistance from the Focal Institutions has identified national consultants for the task and a Lead Consultant but scheduling of the study has been stalled by the delay in signing the SADC-ANAFE agreement.

4. Management & learning system functional approach for capacity strengthening documented and shared strategically.

M&E and Communications

Despite the impediments imposed by the delay in signing agreements between SADC and FARA, and the continued absence of an agreement between SADC and ANAFE, there was substantial progress towards the achievement of this output. FARA facilitated a planning meeting in Gaborone on 25th -27th November, 2008 for the main partner organisations in the SADC sub-region which produced work plans for October 2008 to March 2009 and for October 2008 to June 2010.

During the SADC planning meeting held in Gaborone on 25-27 November 2008 work plans were developed that include some early activities that have short-term milestones. An M&E expert Monica Muratha is backstopping the SADC Focal Person on M&E issues and delivery of SCARDA Output 4. This included the further planning and embedding of M&E through a workshop involving the main partners in the sub-region which was held in Lusaka on 25-28 February 2009. The outputs of the workshop were draft M&E and Communications plans which will be finalised in April 2009.

During the meeting two new innovative activities emerged from the Focal Institutions in Lesotho and Botswana. In both countries the Focal Institutions' plans included strengthening the capacity of selected partner organisations for Farmer Participatory Research. In Lesotho, smaller proposals were also developed to support a twinning arrangement with an overseas university and to support an agricultural journal. However, the latter was not supported because it would not have been sustainable after the end of SCARDA funding. Provision was made for the twinning arrangement and Farmer Participatory Research activities in the work plan.

A Lesson Learning Workshop was held in Gaborone on 27-29 January 2009 and this proved to be an extremely useful event. The findings were documented in a detailed report which is being used to guide programme implementation.

3. Overall progress on each output

Institutional analyses teams were formed, composed of staff of the Focal Institutions, NRI and FARA. A methodology and process for conducting Institutional Analyses was developed and tested with staff of the Focal Institutions as the first step in planning institutional capacity strengthening activities. The first round of institutional analyses of 11 Focal Institutions in 9 countries was completed in time for the SCARDA Inaugural Workshop that was held at the FARA Secretariat from April 28 to 2 May 2008. The analyses reveal the capacity strengths and weaknesses of an institution in all the areas that affect its ability to deliver its mandate for high quality pro-poor agricultural research whether they are in management or in the ability to conduct high quality research. Substantial progress has been made in internalising Institutional Analyses as permanent tools for identifying not only capacity strengthening requirements but also the effectiveness of measures taken to address them.

Institutional analysis is a constant process of organizational and institutional change that will keep the institutions relevant and effective in complex and ever changing external environments. These were facilitated by experts from NRI but subsequent analyses, reflection and action will be led by the Focal Institutions themselves as they mainstream this approach into their change management process. These initial analyses have been followed up with greater attention to institutional learning and deepening the analyses of key aspects of the challenges facing management to inform the design of management training and M&E throughout the life of SCARDA. By the end of December 2008, Institutional Analyses had been conducted on two occasions in each Focal Institution and development of capacity strengthening plan for agricultural research management initiated in four focal institutions in the CORAF/WECARD sub-region. Mentoring is a vital aspect of SCARDA's approach to capacity strengthening to firstly support the trainees consolidate and apply the training they have received. Secondly to help ensure that the Focal Institutions' management and leadership changes their behaviours to be able to make best use of the training that their staff have received collectively and individually.

Outputs	OVIs	Progress	Recommendations/ Comments
Output 1 *Agricultural research management systems and competencies to conduct high quality research strengthened in African NARS.*	By March 2008, each SRO has an agricultural research management capacity strengthening plan. By June 2008 participating Focal Institutions have an IF of 50[1] in developing action plans for strengthening agricultural research management in response to a participatory institutional analysis agreed with the relevant SRO. By September 2008, providers of capacity strengthening services have agreed details[2] of CS interventions with Focal Institutions and SROs. By June 2009, 100% of Focal Institutions have implemented the capacity strengthening action plans for agricultural research management. By January 2010, participating Focal Institutions have an IF of 90 in at least three of the key agricultural research management areas identified in their action plan.	In the CORAF sub-region, Service providers were identified to deliver the first ARM workshop in 1-6th December, 2008 and capacity strengthening interventions had been agreed with FIs and SROs. In ASARECA, the service provider PICO Team, was selected to deliver activities to strengthen agricultural research management. Four Focal institutions have finalised their action plans for agricultural research management. Implementation of the plan for agricultural research management will begin as soon as funds are available.	A number of these OVIs have not been achieved. Following the SCARDA mid-term review, many of the OVIs are being revised. It was agreed in the workshop held in Accra in April 2008 that this indicator would be difficult to measure. It was therefore dropped and will be replaced by a new indicator which will be finalized by April 2009. Due to the unanticipated delay in the start of the implementation phase many of the targets were not met against the time frame set in the OVIs.

1. IF = Implementation (or Impact) Factor derived from a multiple of % of Focal Institutions and the % to which they have implemented the factor under study divided by 100, i.e., total adoption would be indicated by an IF of 100 (100*100)/100. If half the institutions adopt to an average of 75% the IF would be 37.5 i.e., (50*75)/100

2. This could be most effectively achieved through a facilitated workshop process, after Focal Institutions and services providers have been identified using agreed criteria and agreements signed between them and the respective SROs and/or FARA.

Outputs	OVIs	Progress	Recommendations/ Comments
Output 2 *The capacity of African NARS to undertake quality agricultural research for development sustainably strengthened.*	By January 2008, each SRO has a list of "preferred providers" for technical and professional capacity strengthening agreed with FARA. By June 2008 participating Focal Institutions have an IF of 75 in developed action plans for strengthening priority professional and technical competencies in response to an institutional analysis. By June 2009, Focal Institutions have an IF of 90 in implementing their action plans for strengthening priority professional and technical competencies. By January 2010, participating Focal Institutions have an IF of 50 in demonstrated application of gained competencies to their priorities identified in the action plan.	By January 2009, ASARECA had identified service providers for technical and professional capacity strengthening. These organisations will be contracted by June 2009. CORAF/WECARD has identified some providers but final selection has not yet been done. Seventy two candidates selected by the SROs have started MSc training at 17 African Universities and a further four at the University of Greenwich, UK. Their courses were selected to fill capacity gaps in Focal Institutions and in some instances satellite institutions. It has not been possible to reach SCARDA's target of 30% female participants because of the relatively low numbers of females in the staff of the Focal Institutions but there is a female to male ratio of 1 in 3 amongst MSc candidates. The MSc training supported by SCARDA has provided a rare opportunity for combining individual with institutional capacity strengthening but this must be reinforced. In addition to the technical supervisors assigned to students for their research work, the candidates are being assigned supervisors and/or mentors from their home institutions to help them put their training in context and prepare to contribute more effectively on their return. SCARDA MSc training is being complemented with short term professional and technical training so that there will be the required balance of scientists and technicians. By December 2008, short term training in farmer participatory research was being planned in the SADC sub-region and training in M&E and communication was being planned for all sub-regions.	Although the majority of African farmers are women there are comparatively few women in agricultural research, development, extension of training. That is also true of SCARDA's Focal Institutions making it difficult for SCARDA to meet its target of having 30% women participants in its activities. In the CORAF/ WECARD agricultural research management training only one participant out of 20 was a woman. To help counteract that in the future there is generally good participation of women candidates in MSc training (33% for ASARECA candidates and about 32% for candidates in CORAF / WECARD). Continued pro-active measures will have to be taken to increase women participation in other activities.

Outputs	OVIs	Progress	Recommendations/ Comments
Output 3 *Tertiary agricultural teaching and training institutions empowered to match the capacity building they offer to changing market demands.*	Findings of recent relevant studies and remaining gaps identified and proposed methodology for study developed by Feb 2008. Outstanding gaps in competence of agricultural graduates in respect to the employment market identified by June 2008. Analysis of future demand shared with key stakeholders and way forward agreed by Sept 2008.	As a step towards ensuring that there will be the right type and quality of graduates coming out of the universities SCARDA is supporting studies of graduates in employment across the agricultural value chains. That will provide information that the universities can use in reforming and updating their curricula. The demand studies have not yet been implemented but they will begin in ASARECA in April 2009. Studies in CORAF and SADC are expected to begin in June and July 2009. The Terms of Reference for the consultancy and methodology for these studies is to be shared across sub-regions whilst maintaining sub-regional diversity.	
Output 4 *SCARDA approach for capacity strengthening is documented, validated with, and owned by key stakeholders*	SCARDA coordinators (regional and sub-regional) recruited and in office by January 2008.	The Head contract for programme implementation was signed between DFID and FARA on 6th February, 2008. Sub-contracts between CORAF, ASARECA and SADC were signed on 30th March, 2008; 10th June, 2008 and 17th October, 2008, respectively. SRO-LSP contracts for CORAF, and ASARECA were signed on 23rd July, 2008 and 14th May, 2009, respectively. An MOU between ANAFE and RUFORUM has been signed by the respective Boards of ANAFE and ASARECA to support their collaborative activities. A major article of the MOU stipulates that RUFORUM is LSP in ASARECA sub-region and ANAFE the LSP in SADC sub-region. Thus ANAFE will backstop RUFORUM in the implementation of SCARDA-ASARECA and similarly, RUFORUM will backstop ANAFE in SADC. The first committed funds for programme implementation was received from DFID on 31st March 2008 as reimbursement of FARA coordination and NRI activities.	

Outputs	OVIs	Progress	Recommendations/ Comments
		The recruitment processes took a long time to fill the SCARDA vacancies. The substantive FARA SCARDA Programme Officer, Dr. Irene Annor-Frempong, assumed duty on the 1st of September, 2008. The substantive ASARECA SCARDA Focal Person assumed duty in February 2009 but CORAF/WECARD and SADC-FANR still depend on consultants acting as SCARDA Focal Persons (please see Annex 4 for SCARDA personnel and officers in charge). ASARECA developed a programme management team comprising representatives from implementing partners at the sub-regional level (SRO, LSP, Focal Institutions and NRI). Following the success of this model, SADC and more recently CORAF/WECARD sub-regions have formed SCARDA Programme Management Teams. A Programme-Wide Management Team will be established in April 2009.	
Strategy and detailed plan for documentation and lesson learning agreed at FARA and SRO levels by March 2008.		Documentation of SCARDA process The importance of good quality documentation has consistently emerged as a key issue for SCARDA, particularly at FARA and SRO levels. In the ASARECA sub-region the focal institutions have agreed to designate individuals with responsibility for documentation in their institutions. It has also been agreed to provide technical expertise to facilitate and initiate the process of documentation at the Focal Institution level. SCARDA will support the training of data managers at technician level or expertise will be outsourced when needed to improve the documentation process. Upon the request of ASARECA, NRI developed a document on SCARDA Lesson learning which was shared with other SROs.	

Outputs	OVIs	Progress	Recommendations/ Comments
	M&E and reporting system for SCARDA at FARA and SRO levels is operational by June 2008.	**Monitoring and Evaluation**	
		Implementation of the M & E system has been constrained by staffing of FARA and still remains a challenge. Dr. Bocar Diagana took up the postion of M&E specialist at FARA in October, 2008 but will be leaving in April 2009. With his unexpected departure, NRI has been asked to implement the FARA level M&E activities and work with the SROs and Focal Institutions to harmonise their M&E strategies at all levels.	
		A draft Performance Management Plan that incorporates M&E was completed in January 2009. SCARDA's M&E must be fitted into overall systems which differ between the SROs and integrated into learning processes that are linked to the Programme's planning, decision-making and progress reporting systems.	
		A reporting system was developed for all levels of reporting in August 2008. Further efforts are needed to ensure that partners strictly follow the reporting guidelines.	
		The programme partners' M&E capacities may need to be strengthened to build in learning and reflection to capture emerging lessons with clear links with SCARDA's communication activities at all levels. This will be taken up in discussions on Programme-wide M&E, Communications and Learning issues during the Programme wide Strategies and Learning workshop in April 2009.	

Outputs	OVIs	Progress	Recommendations/ Comments
	Knowledge sharing platforms at FARA and SRO levels established and operational by June 2008.	<u>Communications</u> Good communications with stakeholders is essential to validating SCARDA and ensuring ownership by key stakeholders. To that end, FARA organised a side-meeting on communications during the agricultural research management workshop in Kumasi in 1st - 3rd December, 2008 at which a draft FARA SCARDA com-munications plan was developed (Annex 3). This served as the initial step towards harmonisation of SCARDA communications at SRO and Focal Institution levels. **SCARDA Newsletter** The first edition of the FARA level programme-wide newsletter '*SCARDA Outcomes'* has been produced. NRI has produced two editions of an NRI SCARDA Newsletter. ASARECA has SCARDA newsletters posted on the RUFORM website and CORAF has a section in the CORAF newsletter dedicated to news on SCARDA. *Electronic platform (SCARDA Website) and group-mail* The D-groups platform is operational. The membership of the D-groups platform has been extended to include one representative each from all implementing partners. Documents have been posted on the FARA web site www.fara-africa.org in a section dedicated to SCARDA. The documents available on the FARA website and on the SCARDA D-Groups include the full range of reports and programme-wide strategies. The new search engine http:// Melzoo.com provides rapid access to SCARDA documents.	

Outputs	OVIs	Progress	Recommendations/ Comments
	First review and analysis of learning at SRO and FARA levels undertaken by January 2009.	SADC-FANR, held a Learning Platform workshop in Gaborone from 27-29 January 2009 for partners involved in the SADC-SCARDA programme to share lessons learnt, achievements, and challenges on the implementation of the SCARDA programme as well as develop mitigation strategies to address identified challenges.

It was recommended that at future Learning Platform meetings adequate time be allocated to the findings of the Institutional Analyses to allow Focal Institutions to inform their partners and satellite institutions about SCARDA and consult them on their capacity strengthening needs. This was consistent with SCARDA being about strengthening multi-stakeholder partnerships to ensure that the outcomes of the programme lead to stronger NARS and national agricultural innovation systems.

In ASARECA, lesson learning is part of the Programme Management Team meetings.

The Monitoring, Evaluation and Learning Workshop held in Bamako on 30th March to 2nd April included a full day on the preparation of a CORAF/WECARD plan for lesson learning and documentation. This will be used as an input to the development of a draft communications plan which will be developed by CORAF/WECARD staff and NRI's Czech Conroy in Dakar on 16-17 April 2009. Input fr om the Focal Institutions in CORAF/ WECARD will be made at the Regional Programme Wide Strategies and Learning Workshop in Accra and the plan will be finalised by the end of that meeting. | |
| | Second review of learning undertaken and strategy for scaling up developed by October 2009.

Lessons and best practices documented appropriately and shared with key stakeholders by January 2010. | | |

4. Lessons learnt

Working with Partners

Excellent working relationships have been developed and maintained between partner organisations in SCARDA. These relationships build on the good rapport and trust that was established during the inception phase and throughout the year.

On several occasions, NRI staff have responded to requests for inputs at short notice with consistently high levels of commitment and willingness to be flexible. An important lesson for the future is to improve the planning of capacity strengthening activities so that resource persons and participants have adequate time to prepare for them. This will enhance the effectiveness of these activities and improve the learning experience for the participants.

In the ASARECA sub-region, the roles and responsibilities of ASARECA and RUFORUM have been well articulated and the establishment of a programme monitoring team has streamlined decision-making and facilitated interaction among the partner organisations. In CORAF/WECARD and SADC, the absence of agreements with the Lead Service Providers has meant that the SROs have had to accept more responsibility in planning and running capacity strengthening events. This has placed a heavy burden on the Focal Persons at the Focal Institutions, especially where the capacity of the SRO Secretariat is itself limited. The recently established Programme Management Teams in SADC and CORAF/WECARD should improve programme management and communication.

Implementation of capacity strengthening activities

Reflection on the process and outcomes of the rapid Institutional Analyses carried out in November and December 2007 helped to shape the revised methodology for institutional analyses. An important lesson was to place less emphasis on 'expert' analysis and give more prominence to the role of the teams in facilitating enquiry and planning

by both management and staff in the Focal Institutions. It was found that, in view of the relative day to day autonomy of professionals working in research and academic organisations, there is a need for Management to lead and facilitate change, rather than to direct it. The revised methodology also includes a more targeted approach to engaging with external stakeholders during analyses and planning. One consequence of this is a greater focus on intermediaries rather than "end-users" such as farmers' organizations.

The analyses interaction with policy makers found that there were sometimes quite difficult relationships between national agricultural research organizations and their line ministries. In some countries ministries of agriculture considered that research was making little contribution to national agricultural development. This indicated that national agricultural research organizations need to be able to communicate more effectively with policy makers and to provide them evidence of the high returns to investment in agricultural research for development. They also need to establish clear impact pathways for their research programmes and to be better at documenting the beneficial outcomes of their research.

The participants in the first training workshop in agricultural research management held in Kumasi rated it a success. There was strong 'buy-in' from the Focal Institutions both in terms of representation and the commitment of the participants. Several lessons were learned which will be of use to ASARECA and SADC in designing their training workshop in agricultural research management:

- The importance of involving the host Focal Institution fully in the planning and execution of the workshop
- Service providers need sufficient time to absorb the resource material and the more general information about SCARDA before the pre-workshop meeting
- More effort is needed to ensure an appropriate gender balance (only one of the twenty participants was a woman and the facilitators and service providers were all men)
- Interactive group activities should be more effectively integrated into the workshop sessions which relied heavily on presentations and guided discussions
- Fewer modules should be delivered in a one-week programme: 4-5 rather than 8
- Process documentation is essential if maximum value is to be obtained and appropriate human resources need to be allocated to this
- The concept of Participants Action Plans was accepted by participants, but was perhaps not fully understood. Greater efforts need to be made to explaining the purpose of Participant Action Plans and how they should be implemented. How participants will be supported in the development of their Participant Action Plans has not been clearly defined

Programme management and institutional arrangments

The Programme Management Team established in ASARECA offers good potential to act as a sub-regional learning platform, provided adequate time is allocated for discussing lessons learnt during its meetings. Similar models have been adopted for the CORAF and SADC sub-regions. A programme wide managemennt team has now been inaugurated.

In the selection process for Lead Service Providers, it is uncertain what trade-offs were made between the competences of candidate organisations in SCARDA related subject matters and their competences in the identification and evaluation of service providers. Geographical limitations may also have been under estimated in evaluating the potential of the Lead Service Providers to

serve SCARDA purposes. In reviewing the functioning of the Lead Service Providers' consideration in future programmes should be given to options for strengthening the capacities of the Lead Service Providers themselves as an integral capacity strengthening activity.

Communication

Communication among the main partner organisations has been generally good. In particular, communication between FARA and NRI has been efficient and has enabled the two organisations to work together very effectively. One-on-one communication with staff in other partner organisations has also been good.

The experience in implementing SCARDA has demonstrated the importance of effective communication between the partners. It is crucial that reports are shared among partners, as freely as possible but with respect to the confidentiality of specifically institutional information gathered during discussions with individual focal institutions. The partners have to be pro-active in sharing information because SCARDA is a complex programme with many partner organizations operating at regional, sub-regional and national levels to ensure that they all have access to appropriate information and are included in the decision making processes. Differences between the SROs, in terms of their procedures, aspects of their institutional development, and working languages will continue to influence the way that FARA manages its relationship and applies the subsidiarity principle. For example, care must be taken not to try to over-standardise the way that SCARDA will operate because that could stifle innovation and slow down progress. Provided that there is careful documentation of SCARDA's processes the different approaches in programme management and decision making will provide a unique opportunity to evaluate alternative approaches and share best practices.

The D-group website was available but it was not well used. This is an important issue which will be addressed in the preparation for the forthcoming Regional Programme Wide Strategies and Learning Workshop in Accra. It is hoped that, with the interest in common interest groups, where partners can engage in the issues that specifically interest them usage and interactions will improve.

External communication with organizations and individuals interested in agricultural research for development has been quite limited. The main means of external communication has been through presentations on SCARDA by FARA Secretariat staff at regional and international meetings. The newsletter which was launched in March 2009 will improve external communication provided that adequate time is spent by actors in the collaborating institutions in preparing issues on a regular basis and the content is made informative and interesting. Another priority for the coming year is to enhance the programme web site.

Monitoring and Evaluation

SCARDA has a complicated programme structure and operates at several organizational and geographical levels. The Programme seeks to develop and promote new ways of capacity strengthening and to do this within a learning environment. This means that SCARDA's monitoring and evaluation is a multi-faceted and complex activity. Since there are few comparative examples of good practice in M&E in initiatives like SCARDA the M&E system will have to evolve during programme implementation. This presents an additional challenge to the limited M&E capacity of SCARDA partners. Furthermore, organisational learning is a concept that is quite new for most of the participating organisations so it will take time to foster effective learning environments and further support will be needed to support the Focal Institutions to develop their approaches to learning to review progress and inform future action.

The experience of developing M&E plans in the sub-regions has shown that M&E tends to be viewed as a separate activity in operational planning but it should be an integral part of operational planning to help set the parameters for the plan and specify ways in which progress can be monitored. Priority will now be given to finalizing the M&E system and establishing the baselines for the new progress indicators.

Another consequence of the delay in the development of M&E plans in the programme is that inadequate attention has been given to the way in which monitoring data will be collected and collated and the resources that are needed to support this. It is important that the Focal Institutions make adequate provision for this. However, they can benefit from the time and effort put into designing the SCARDA Performance Management Plan to guide them and they have benefitted from the training in M&E and Learning provided as initial SCARDA activities.

Good Practice/Innovation in Capacity Strengthening

SCARDA has developed an innovative approach to capacity strengthening but whether it succeeds depends, to a large extent, on the effectiveness with which it is implemented. Some of the capacity strengthening activities, such as the MSc training, appear to be very conventional. If these are not properly guided by deliberate change management processes they may only make a limited contribution to institutional, as opposed to individual, capacity strengthening. The added value of the SCARDA approach is that the students have been selected based on their expected future contributions to priority programmes of their Focal Institutions. However, this in itself is not sufficient to guarantee benefits for the Focal Institutions and efforts have been made to ensure that students are properly equipped with a wider set of skills that will help them to operate more effectively in multi-disciplinary and multi-institutional teams. RUFORUM has led the way in this endeavour by ensuring that the MSc students in ASARECA receive training in areas such as proposal writing and systems skills.

One of the most innovative features of SCARDA is the approach to capacity strengthening in agricultural research management which is now seen as the entry point for institutional change management. The approach that has been developed comes from the recognition that short-term training in specific areas of management will have limited impact unless it is anchored in a broader process of organisational and institutional change. Supporting key staff within the Focal Institutions to embrace change and to identify priority areas where beneficial change can take place is an important first step which SCARDA has facilitated.

The main instruments for implementing change are the Participant Action Plans. The development of these plans ensures that the capacity strengthening inputs meet the priority needs of the Focal Institutions, whilst enabling them to take ownership of the change process. The experience in CORAF suggests that there is good potential for the implementation of the Participant Action Plans to enhance the performance of the Focal Institutions. Crucially, the Participant Action Plans are embedded in the core strategic and operational plans of the Focal Institutions rather than being 'additional' activities which could be easily sidelined due to lack of time or financial resources.

5. Priorities and milestones for the next 12 months

Please see details of priorities and milestones for the next 12 months in the revised SCARDA Plan of Action to 2010 submitted to DFID on 18th May, 2009.

6. Annexes

Annex 1 : SCARDA Logical Framework

Annex 2. Financial summary for the programme's year

Annex 3. SCARDA Communication Plan

Annex 4. SCARDA Personnel and officers in charge

Annex 1 : SCARDA Logical Framework

NARRATIVE SUMMARY	INDICATORS OF ACHIEVEMENT	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
GOAL			
Poverty is sustainably reduced in sub-Saharan Africa.	These will be derived from relevant higher level indicators (e.g. MD Goal 1 for poverty and hunger and Goal 7 for environmental sustainability)	- Government statistics - FAO, World Bank, ADB and Economic Commission for Africa statistics and reports - ECOWAS , ECCAS, SADC, COMESA, IGAD and other regional organization reports - UN COM-TRADE statistics and reports - UNEP statistics and reports	- National and international context enables benefits (at this level) - Political stability adequate - National and international stakeholders and partners cooperate within current and future frameworks to enable benefits
PURPOSE			
To strengthen the institutional and human capacity of African agricultural research and development systems to identify, generate and deliver research outputs that meet the needs of poor people.	• 70 % of key stakeholders of Focal Institutions express satisfaction and noticeable improvement in the delivery and relevance of research services by 2010. • 25% increase in value of competitive and other funding secured by Focal Institutions by 2010. • 30% increased collaborative participation of relevant stakeholder partners in pro-poor agricultural research initiatives by 2010. • 100% of Focal Institutions evidence specific measures to mainstream gender, HIV/AIDs, pro-poor and other social inclusion issues at both internal policy and implementation levels.	• Programme evaluation reports (including stakeholder surveys). • Annual reports of SROs, target institutions, and capacity strengthening providers.	• Levels of National investment in African Agricultural Research are sustained along with commitments to increase these. • Steps to prevent and mitigate the specific effects of HIV-AIDS, malaria and tuberculosis on human capacity continue and improve. • Regional mechanisms for sharing relevant knowledge and products are sustained and continue to improve.

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 African NARS.	By March 2008 each SRO has an agricultural research management capacity strengthening plan. By June 2008 participating Focal Institutions have an IF of 503 in developing action plans for strengthening agricultural research management in response to a participatory institutional analysis agreed with the relevant SRO. By September 2008, providers of capacity strengthening services have agreed details4 of CS interventions with Focal Institutions and SROs. By June 2009, 100% of Focal Institutions have implemented the capacity strengthening action plans for agricultural research management. By January 2010, participating Focal Institutions have an IF of 90 in at least three of the key agricultural research management areas identified in their action plan.	• Focal Institutions' CS plans • CS Service provider progress reports • CS planning workshop reports • Focal Institutions' annual reports • SRO quarterly and annual reports • FARA quarterly and annual reports	• Senior managers in target institutions actively support an internal change management process5, • Providers of capacity strengthening services agree to operate in a collaborative mode sharing training materials and experiences to generate regional public goods6. • IT infrastructure, and communications in participating organisations continue to function and improve.
Output 2: The capacity of African NARS to undertake quality agricultural research for development strengthened	By January 2008, each SRO has a list of "preferred providers" for technical and professional capacity strengthening agreed with FARA. By June 2008 participating Focal Institutions have an IF of 75 in developed action plans for strengthening priority professional and technical competencies in response to an institutional analysis. By June 2009, Focal Institutions have an IF of 90 in implementing their action plans for strengthening priority professional and technical competencies.	• NARS annual reports • SRO annual reports • Operating Unit annual reports • FARA annual reports • Service provider reports	• Providers of capacity strengthening services agree to operate in a collaborative mode sharing training materials and experiences to generate regional public goods. • IT infrastructure, and communications in participating institutions continue to function and improve.

3. IF = Implementation (or Impact) Factor derived from a multiple of % of Focal Institutions and the % to which they have implemented the factor under study divided by 100, i.e., total adoption would be indicated by an IF of 100 (100*100)/100. If half the institutions adopt to an average of 75% the IF would be 37.5 i.e., (50*75)/100

4. This could be most effectively achieved through a facilitated workshop process, after Focal Institutions and services providers have been identified using agreed criteria and agreements signed between them and the respective SROs and/or FARA.

5. This would cultivated through a two way dialogue which, if well conducted enabling mutual trust to develop, would result in the relevant managers/decision makers signing an agreement of cooperation.

6. This would be underpinned by agreements between the CS service providers and SROs and/or FARA which include the parameters for defining "ownership" of the training products and "good practice lessons" developed.

OUTPUTS	INDICATORS OF ACHIEVEMENT	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
	By January 2010, participating Focal Institutions have an IF of 50 in demonstrated application of gained competencies to their priorities identified in the action plan.		• Participating institutions continue to have conditions required for application of CS activities agreed in their CS plans.
Output 3: Tertiary agricultural education and training institutions empowered to match capacity building offer to changing market demand.	Findings of recent relevant studies and remaining gaps identified and proposed methodology for study developed by Feb 2008. Outstanding gaps in competence of agricultural graduates in respect to the employment market identified by June 2008. Analysis of future demand shared with key stakeholders and way forward agreed by Sept 2008.	• Review of existing studies, • SCARDA "Tracer study" report/s • Workshop presentation/s & related reports	• Involvement of decision-makers in the target institutions in study design and agreement to act on findings is secured. • Other training organizations will accept relevance of findings for their curriculum review process.
Output 4: SCARDA approach for capacity strengthening is documented, validated with, and owned by key stakeholders.	SCARDA coordinators (regional and sub-regional) recruited and in office by January 2008. Strategy and detailed plan for documentation and lesson learning agreed at FARA and SRO levels by March 2008. M&E and reporting system for SCARDA at FARA and SRO levels is operational by June 2008. Knowledge sharing platforms at FARA and SRO levels established and operational by June 2008. First review and analysis of learning at SRO and FARA levels undertaken by January 2009. Second review of learning undertaken and strategy for scaling up developed by October 2009. Lessons and best practices documented appropriately and shared with key stakeholders by January 2010.	• FARA quarterly and annual reports • SRO quarterly and annual reports • Service provider reports • Learning workshop reports • Website and e-groups usage reports, • Strategy document on up-scaling, • Case studies and "policy briefs".	• Existing electronic information sharing platforms and support programmes in FARA and SROs are maintained and continue to improve. • Target Institutions have basic access to internet services. • Continuity of involvement by key managers and professionals in the target and service providing institutions.

ACTIVITIES	MILESTONES	RISK MITIGATION STRATEGIES
Output1: *Agricultural research management systems and competencies to conduct high quality research strengthened in African NARS.*	*Institutional analysis team, methodology and programme agreed by December 2007.*	**Risk 1:** Drop-out and/or passive resistance/token participation by Focal Institutions.
• Formation of team/s and finalisation of methodology for institutional analysis.	*Institutional diagnostic analyses undertaken in all selected Institutions by mid 2008 (applies also to output 2).*	Mitigation strategies: 1a. Rigorous application of agreed criteria in selection of Focal Institutions (FIs).
• Participatory assessment of management capacity strengthening needs in Focal Institutions in relation to management of change and innovation.	*Group training courses covering priority management areas developed and delivered in all sub-regions by December 2008.*	1b. Clear and timely communication of SCARDA objectives and approach to FI.
• Development of management capacity strengthening programme and agreements with Focal Institutions.		1c. Participatory and transparent institutional analysis process.
• Implementation of management capacity strengthening training (group training, application plans & follow-up) in Focal and Satellite Institutions.		1d. Letters of agreement signed by key decision makers responsible for FIs. 1e. Clear plan at FI level for CS developed and agreed jointly with CS service providers.
• Strengthening/development of key management systems and processes in Focal Institutions (mentoring, advisory and facilitation support of planned changes, sharing good practice).		1f. Siting group training in FIs where possible. 1g. Establishment of learning groups with codes of conduct.

ACTIVITIES	MILESTONES	RISK MITIGATION STRATEGIES
Output 2: *The capacity of African NARS to undertake quality agricultural research for development sustainably strengthened.*	*Post-graduate candidates with training application plans identified by April 2008 and placed by Sept 2008.*	**Risk 2.** Marginalisation of women. Younger, older researchers in CS activities
• Participatory and strategic assessment of professional and technical capacity strengthening needs in Focal Institutions (in relation to priority research and innovation opportunities).	*SRO detailed plans for technical and professional training in priority areas by June 2008.*	Mitigation strategies:
• Development of professional and technical capacity strengthening programme and agreements with Focal Institutions & service providers.	*Technical and professional group training courses developed and delivered in all sub-regions by December 2008.*	2a. Agree socially inclusive criteria for selection of participating individuals,
• Implementation of professional and technical (postgraduate attachments, mentoring) capacity strengthening plans in Focal and Satellite Institutions.	*Technical and professional mentoring and follow up activities developed and initiated in all SROs by December 2008.*	1c, 1d and 1e above.
• Implementation of professional and technical capacity strengthening plans (short courses) in Focal and Satellite Institutions		
Output 3: *Tertiary agricultural education and training institutions empowered to match capacity building offer to changing market demand*	*Results of tracer study delivered and discussed with key stakeholders by July 2008.*	**Risk 3.** CS service providers are reluctant to collaborate with each other in development and delivery of training materials and sharing of experiences.
• Review of findings, gaps and methodology lessons from previous studies of demand for and application of agricultural graduate training.		Mitigation strategies:
• Development and implementation of a "tracer study" of future demand from employers of graduates involved in agricultural innovation.		3a. Discuss collaboration and IPR aspects in initial dialogue and include clauses in contracts with service providers.
• Study results shared and implications discussed with key stakeholders at appropriate fora.		3b. Evidence record of the above during selection,
		3c. Joint planning of CS inputs with all main service providers present.
		3d. Include service providers in lesson workshop/s.
		3e. Establish learning group/s for CS trainers.

ACTIVITIES	MILESTONES	RISK MITIGATION STRATEGIES
Output 4: *SCARDA approach for capacity strengthening is documented, validated with, and owned by key stakeholders.*	*SCARDA staff at FARA and SRO level recruited and in post by January 2008.*	**Risk 4.** Sharing and learning will be limited by cultural factors and lack of trust.
• Selection and recruitment of SCARDA coordinators at FARA and SRO level and procurement of related equipment.	*SCARDA M&E and reporting plans at SRO and FARA level developed and agreed by March 2008.*	Mitigation strategies:
	SCARDA communication plans at SRO and FARA level developed and agreed by March 2008.	4a. Participatory development of code of conduct in learning groups.
• Collaborative development of detailed M&E and reporting plan and system for SCARDA at FARA and SRO levels (including strategies for monitoring mainstreaming of cross-cutting issues – gender, HIV/AIDS, age etc).	*Documentation framework, methodology and lesson learning plan developed by March 2008.*	
	Electronic platform (SCARDA website and group-mail) established by April 2008.	
• Collaborative development of detailed plan and systems for communication – including documentation and lesson learning and sharing at FARA and SRO levels by March 2008.	*Process documentation guidance and emerging lessons review events held by August 2008.*	
	Learning groups "Communities of practice" defined and initiated by October 2008.	
• Development of interactive experience and knowledge sharing mechanisms for SCARDA (e.g. learning groups/"communities of practice").		
• Face to face experience sharing and lesson development events to define good practice in institutional capacity strengthening.	*First lesson learning workshops held in all SROs by January 2009.*	
• Development of a scaling up strategy for the SCARDA approach.	*Strategy for up-scaling SCARDA developed and agreed by March 2009.*	
• Documentation and strategic sharing of key lessons with key stakeholders.	*Synthesis lesson learning workshops held in at regional level by October 2009.*	
	Main lessons packaged and delivered to key target audiences by January 2010.	

Annex 2. Financial summary for the programme's year
Strengthening Capacity for Agricultural Research and Development in Africa (SCARDA)
Implementation Phase Budget

Statement of Expenditure for the period 01 January 2008 to 31 March 2009

Activity	Total Program Budget £	Total Program Budget US$	Expenditure Jan-Dec'08 US$	Expenditure Jan-Mar'09 US$	Total Expenditure Jan'08-Mar'09 US$	Budget Balance US$
Institutional Capacity Strengthening						
Institutional Analysis	642,635	1,317,402	346,403	59,481	405,884	911,518
Quality Research	2,048,667	4,199,767	194,040	536,119	730,159	3,469,608
Professional Skills	1,285,567	2,635,412	65,487	69,583	135,070	2,500,342
Research Management	1,251,613	2,565,807	268,151	144,973	413,124	2,152,682
Tracer Studies	235,902	483,599	0	44,750	44,750	438,849
Sub total	**5,464,384**	**11,201,987**	**874,081**	**854,906**	**1,728,987**	**9,473,000**
Lead Service Providers	439,024	900,000	33,048	87,841	120,889	779,112
Programme-wide activities						
M&E	184,146	377,499	65,412	41,870	107,282	270,217
Communications System	255,000	522,750	52,616	0	52,616	470,134
Start-up Workshop	83,341	170,849	123,326	0	123,326	47,523
Mid-term and final Reviews	80,976	166,001	0	0	0	166,001
	603,463	**1,237,099**	**241,355**	**41,870**	**283,225**	**953,874**
Programme Coordination	1,269,220	2,601,901	897,817	188,316	1,086,133	1,515,768
Capital costs	69,269	142,001	3,959	0	3,959	138,042
GRAND TOTAL	**7,845,360**	**16,082,989**	**2,050,260**	**1,172,933**	**3,223,193**	**12,859,796**

Annex 3. SCARDA Communication Plan

February 2009

1. FARA's Overall Communication Strategy and Responsibilities

FARA's mission is to enhance and add value to the effectiveness and efficiency of agricultural research systems in Africa that will contribute to agricultural development, economic growth and sustainable use of natural resources. FARA plays advocacy and coordination roles for agricultural research for development.

The SCARDA programme is part of FARA's Networking Support Function 4, **Capacity strengthening**. NSF4 aims to ensure that Africa has the human and institutional capacity, public and private, to achieve improved broad-based agricultural productivity, competitiveness and markets which will contribute to achieving the African Vision of 6% percent annual growth in agricultural production.

2. FARA's SCARDA Communication Objectives and Main Stakeholders

2.1 SCARDA Communication Objectives

The SCARDA Communication Strategy (CS), which was developed during the inception phase and approved at the inception workshop, provides the framework for this communication plan and also those of the SROs. The CS has the following six objectives.

1. Foster commitment to and ownership of SCARDA among key partners during and beyond the programme period by providing mechanisms through which they can contribute to decision-making

2. Build trust and a shared understanding among SCARDA stakeholders, through enabling transparency in SCARDA processes and decision-making

3. Facilitate efficient functioning of and widespread participation in SCARDA activities by making relevant information accessible to all partners

4. Enable the widespread learning and sharing of programme lessons among programme partners (esp. Target institutions), the policy community and relevant organisations outside of Africa

5. Raise awareness about SCARDA's activities, key stakeholders and achievements among (a) policy-makers with a view to improved policy support that will achieve SCARDA's aims; and (b) current and potential donors, with a view to raising additional resources

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

2.2 SCARDA Stakeholders

There need to be good communication linkages between FARA and its key stakeholders if SCARDA is to function efficiently and effectively. FARA's principal SCARDA stakeholders are:

- SROs (ASARECA, CORAF, SADC-FANR);
- Lead Service Providers (AGHRYMET, ANAFE, RUFORUM):
- the Focal Institutions (Focal Institutions)
- the Natural Resources Institute, UK;
- regional policy makers and bodies (e.g. African Union); and

- DFID and other potential donors.

The key communication linkages between FARA and its SCARDA stakeholders are shown in Figure 1.

There also needs to be effective communication within FARA, among the different staff members who have roles to play in relation to SCARDA. Staff responsibilities are described in section 4.1.

3. FARA's SCARDA Communication Activities

The SCARDA inception plan noted that FARA is "responsible for developing programme-wide internet-based communication structures and mechanisms that support these [SCARDA communication] objectives, including the SCARDA website and groupware, which will enable a variety of SCARDA stakeholder groups to communicate with each other electronically".

In addition, FARA will be the lead agency for the SCARDA communication objective concerned with raising awareness about SCARDA's activities, key stakeholders and achievements among:

(a) **regional policy-makers** (notable the African Union and NEPAD)- with a view to improved policy support that will achieve SCARDA's aims; and

(b) **current and potential donors** - with a view to raising additional resources.

FARA and its SCARDA partners are establishing learning platforms at different levels (e.g. regional, sub-regional) in which different partners can come together to review, reflect on and learn from the experiences of SCARDA and other capacity building initiatives.

FARA's SCARDA communication activities are listed below, grouped in relation to each of these objectives.

Figure 1: Communication Linkages between FARA and its main SCARDA Stakeholders
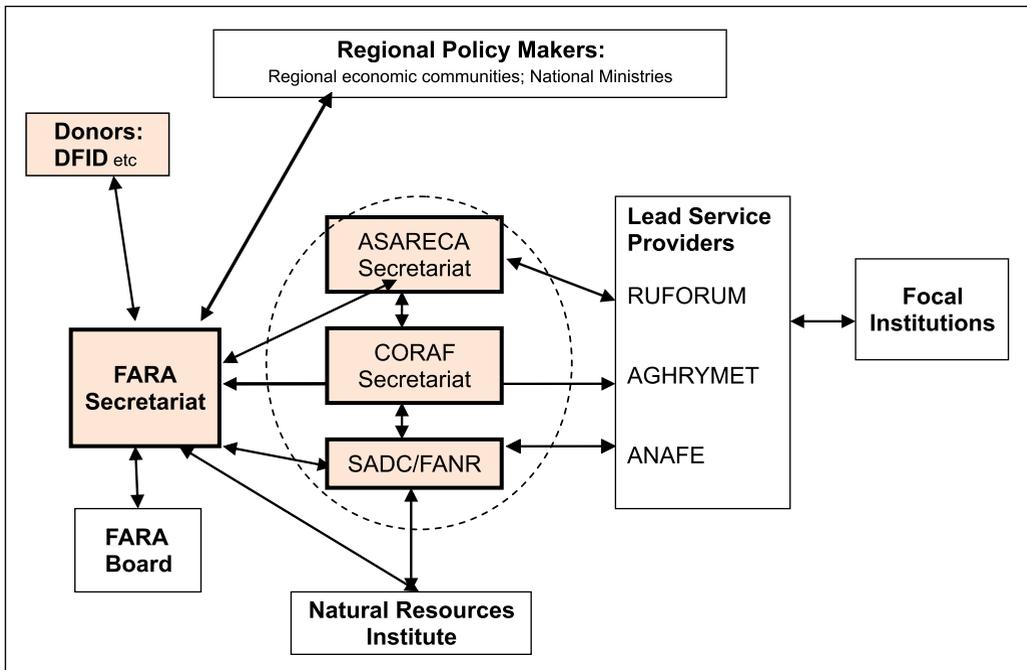
Objective 1. Foster commitment to and ownership of SCARDA among key partners during and beyond the programme period by providing mechanisms through which they can contribute to decision-making

1.1. Provide suggestions for appropriate participatory mechanisms at S-R level (e.g. forum in SADC)

1.2. Organise Inaugural workshop

1.3. Support development of FI institutional analysis

Objective 2. Build trust and a shared understanding among SCARDA stakeholders, through enabling transparency in SCARDA processes and decision-making

2.1. Make visits to the 3 sub-regions to meet all SCARDA stakeholders (SROs, Focal Institutions, LSP) together jointly

2.2. Develop SCARDA operations manual

2.3. Build database of potential service providers and available scholarships (NSF4 or SCARDA?)

2.4. Maintain frequent and regular email contact with SROs

2.5. Hold regular one on one meetings with SRO SCARDA-related staff – focal persons, finance officers

Objective 3. Facilitate efficient functioning of and widespread participation in SCARDA activities by making relevant information accessible to all partners

3.1. Establish the SCARDA webpages as part of the FARA NSF4 website

3.2. Maintain and refine the SCARDA webpages at regional level, and associated internet-based communication structures and mechanisms

3.3. Establish SCARDA D-group

3.4. Maintain and refine the SCARDA groupware

3.5. Develop and/or upload information products/content for use in communication tools (Website, Blog/Vlog, D-group, SCARDA newsletter)

3.6. Develop & publish a SCARDA 'flyer'

3.7. Develop & publish SCARDA newsletter

3.8. Develop SCARDA operations manual

3.9. Maintain frequent and regular email contact with SROs

3.10. Hold regular one on one meetings with SRO SCARDA-related staff – focal persons, finance officers

Objective 4. Enable the widespread learning and sharing of programme lessons among programme partners (esp. Focal Institutions), the policy community and relevant organisations outside of Africa

(a) Among programme partners

    4.1. Develop framework for process documentation by Focal Institutions

    4.2. Post lesson-learning documents and other information products on SCARDA D-group

(b) Among the policy community and organizations outside of Africa

    4.3. Post lesson-learning documents and other information products on SCARDA website - *to guide* the selection of CB themes for the FARA General Assembly in 2010; and *to guide* the selection of CB themes for the FARA Bulletin

4.4. Contribute to on-line discussions relating to CB of African AR4D organisations

Objective 5. **Raise awareness about SCARDA's activities, key stakeholders and achievements among (a) policy-makers with a view to improved policy support that will achieve SCARDA's aims; and (b) current and potential donors, with a view to raising additional resources**

(a) Policy-makers

5.1. Implement various activities to influence/improve/support policy/policy direction of the African Union and its members (e.g. via FARA GA)

5.2. Produce reports and other information products suitable for policy-makers containing lessons and evidence that will improve the effectiveness & efficiency of investments in CB

(b) Current and potential donors

5.3. Provide DFID with quarterly progress reports and other information products describing SCARDA's progress and achievements

5.4. Provide information products to a wide range of international donors describing SCARDA's approach and achievements

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

6.1. Establish and facilitate a learning platform at the regional level

6.2. Support the SROs and Focal Institutions in establishing learning platforms at various levels by:

(a) Providing guidelines/guidance to SROs and Focal Institutions on the composition of the learning platforms

(b) Providing guidelines on the monitoring and documentation of learnings by the learning platforms at various levels.

4. Staff Responsibilities and Communication Products

4.1. Staff responsibilities for FARA's SCARDA communication activities

The FARA SCARDA/ NSF4 staff, and the SCARDA Programme Officer in particular, are responsible for implementing the vast majority of activities. However, for a few of the activities related to Objective 3 (which are shown in the table below) other FARA staff are responsible. SCARDA-related information will need to flow in a timely and transparent manner between all of the staff listed, and also the Executive Secretary.

Table: SCARDA Communication Activities and Staff Responsibilities

General Activities	Staff member	Position
	Ralph von Kaufman	SCARDA Coordinator
	Irene Annor-Frempong	SCARDA Programme officer
Objective 3 Activities		

* Establish the SCARDA website * Maintain and refine the SCARDA website and associated internet-based communication structures and mechanisms	Dady Demby	RAILS Programme Officer
* Establish SCARDA D-group * Maintain and refine the SCARDA groupware	Francois Stepman	FARA Communications Specialist

4.2. Communication tools and products

FARA will use a wide range and combination of communication tools and products in implementing its communication activities. These will use English, and occasionally French, and they include:

• Internet-based structures and tools, including the SCARDA website, SCARDA Dgroup, electronic bulletins/newsletters and email;

• Printed materials, including reports (e.g. the inception report), and a SCARDA booklet, briefing paper, flyer and newsletter;

• Face-to-face interactions, including workshops, learning platforms and one to one meetings;

• Telephonic communication, including cell phone and Skype; and

• CD Roms.

SCARDA web pages have been created on the FARA website, and SCARDA documents uploaded. This is the public or *external* face of SCARDA at the regional level.

SCARDA Official Documents on Website:

1. *Inception Report. SCARDA, Strengthening Capacity for Agricultural Research and Development in Africa*. Volume 1: Main Report

2. *Inception Report. SCARDA, Strengthening Capacity for Agricultural Research and Development in Africa*. Volume 2: Preliminary Institutional Analyses of Focal Institutions

3. *SCARDA briefing papers: Strengthening Capacity for Agricultural Research and Development in Africa*. Volume 3

4. *Agricultural Research Delivery in Africa: An Assessment of the Requirements for Efficient, Effective and Productive National Agricultural Research systems in Africa*. Main Report and Strategic Recommendations.

5. *Agricultural Research Delivery in Africa: An Assessment of the Requirements for Efficient, Effective and Productive National Agricultural Research systems in Africa*. Executive Summary and Strategic Recommendations.

   - Download Brief on SCARDA - (French)

SCARDA Working Documents

1. Report on SCARDA April 2007activities Final

2. Report on Dr Tim Chancellor Visit to Accra-Review final

3. Report on Visit to SADC17 April 2007

4. SADC Implementation Planning Meeting, 8-10 Aug 07

5. SCARDA Ralph Meeting with Prof Mukiibi and Dr Kibwika Entebbe 3 April 2007

6. Scoping Studies Mauritius Table of Content Exec Summary & Abbreviations

NRI

7. SCARDA Project Performance Measurement Framework- Lead Service provider Level

8. SCARDA Project Performance Management Plan January 2009

9. Proposed Process for Developing M&E Framework & Plans at Various Levels of SCARDA operations

10. Developing SCARDA Core Partners' Communication Plans by Czech Conroy

11. NRI SCARDA Quarterly Progress Report Jan-Mar 2008

12. NRI SCARDA Quarterly Progress Report Apr-Jun 2008

13. NRI SCARDA Quarterly Progress Report Jul-Aug 2008

14. NRI SCARDA Quarterly Progress Report Sept-Dec 2008

15. SCARDA Project Performance Measurement Framework at FARA level

SROs' DOCUMENTS

1. SCARDA-CORAF Work Planning Meeting report

2. Proceedings of the CORAF-WECARD Stakeholders Workshop, Dakar-Senegal 11-12 July 2007

3. Participatory Scoping Study for the identification of Priority Capacity Strengthening Needs of the NARS of the CORAF/WECARD sub-region.

4. SCARDA CaSt Action 2008/Niamey Report

5. CORAF/WECARD Work plan June 2008 - 2010

6. CORAF/WECARD Work plan October 2008 - March 2009

7. SCARDA CORAF/WECARD Quarterly report July - September 2008

8. SCARDA CORAF/WECARD Quarterly report October-December 2008

9. SCARDA CORAF/WECARD Quarterly report July-September 2008/ French

10. SCARDA CORAF/WECARD Quarterly report October-December 2008/ French

11. SCARDA Agricultural Research Management (ARM) Course Material

12. SCARDA Agricultural Research Management (ARM) Workshop report/ English

13. SCARDA Agricultural Research Management (ARM) Workshop report/ French

ASARECA

1. Project Documents for SCARDA: The Eastern and Central Africa Component

2. ASARECA Implementation plan for SCARDA

3. Trainer Overview report on the SCARDA-ECA Agricultural Research Management Training course January 2009

4. SCARDA Activity work plan for the ISAR, Kigali-Rwanda

5. SCARDA Activity work plan for the ISABU, Bujumbura-Burundi

SADC

1. SADC Report on the FARA/CORAF/SCARDA ARM workshop Dec 2008
2. SADC-FANR SCARDA Quarterly progress report
3. SADC Work plan July 2008
4. April Institutional Analysis visit to the Natural Resource Development College
5. SADC Workplan developed at the SCARDA Implementation workshop 24-27 November 2008

SCARDA D-group This was established on a pilot basis in May 2008 as a mechanism for supporting *internal communication among programme partners*, with an initial membership of 14 drawn from FARA, the 3 SROs, the 3LSPs and NRI. It can be used to:

• provide a repository of SCARDA-related documents;
• provide a calendar showing all SCARDA events, such as training courses and workshops; and
• as a mechanism for electronic dialoguing.

Now that FI focal persons have been identified there is a case for expanding the membership to include them, and perhaps also some additional staff from the other SCARDA partner organisations.

List of SCARDA documents on D-groups

1. SCARDA Newsletter Dec. 08
2. SCARDA inaugural workshop report
3. English version of the SCARDA Inception reports (Volume 1, 2, & 3)
4. French version of the SCARDA Inception reports. (Volume 1, 2, & 3)
5. SCARDA-CORAF/WECARD Agricultural Research Management (ARM) Workshop program
6. Communication Plan log frame
7. Communication Plan
8. SCARDA Approach to link with other Capacity Strengthening initiatives
9. Managing D-groups emails
10. Power point presentation of D-groups
11. Innovative farmer advisory services using ICT

Printed materials can play a valuable role in marketing SCARDA, profiling its existence and publicising its achievements. Some reports and a booklet *('Brief on SCARDA')* have already been published in both English and French. In addition, there is an urgent need for a *SCARDA 'flyer'* that gives a succinct description of SCARDA's aims, philosophy and approach, and lists all the principal partners of SCARDA. There are also plans to start publishing a SCARDA newsletter in the near future.

Implementation Schedule for FARA's SCARDA Communication Activities

A barchart showing the timetable for implementing the communication activities is presented below. It covers a 2 ¼ year period, from 1 April 2008 to 30 June 20010, the latter being the end point of the first phase of SCARDA. For activities that occur at specific point(s) in time an 'X' indicates the quarter(s) in which the activity takes place; whereas the timing of continuous, ongoing activities is shown by shading of the relevant cells.

Barchart: Communication Activities Schedule

ACTIVITIES	FY 2008 (April-March)				FY 2009				FY 2010
	Q1 (April-June)	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Objective 1									
Provide suggestions for appropriate participatory mechanisms at S-R level		X Coraf	X SADC, Asareca						
Organise Inaugural workshop	X								
Support development of FI institutional analysis									
Objective 2									
Make Visits to the 3 sub-regions to meet all stakeholders jointly		X Coraf	X SADC, Asareca	(Mid-term review)	X SADC, CORAF, Asareca			X SADC, CORAF, Asareca	
Develop SCARDA operations manual			X	X					
Build database of potential service providers									
Maintain email contact with SROs									
Hold regular one on one meetings with SRO SCARDA-related staff		X Coraf	X SADC, Asareca		X SADC, CORAF, Asareca			X SADC, CORAF, Asareca	

ACTIVITIES	FY 2008 (April-March)				FY 2009				FY 2010
	Q1 (April-June)	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Objective 3									
Establish SCARDA web-pages at regional level	X								
Maintain and refine the SCARDA website									
Establish SCARDA D-group	X								
Maintain and refine the SCARDA groupware									
Develop and/or upload information products/content for use in communication tools									
Develop & publish a SCARDA 'flyer'				X					
Develop & publish SCARDA newsletter			X	X	X	X	X	X	X
Develop SCARDA operations manual			X	X					
Maintain email contact with SROs									
Hold regular one on one meetings with SRO SCARDA-related staff		X Coraf	X SADC, Asareca		X SADC, CORAF, Asareca			X SADC, CORAF, Asareca	

ACTIVITIES	FY 2008 (April-March)				FY 2009				FY 2010
	Q1 (April-June)	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Objective 4									
(a) among programme partners									
Develop guidelines & framework for process documentation by FIs				X					
Post lesson-learning documents and other information products on SCARDA D-group									
(b) among policy makers & international community									
Post lesson-learning information products on SCARDA website									
To guide the selection of CB themes for the FARA G A in 2010									
To guide the selection of CB themes for the FARA Bulletin									
Contribute to on-line discussions relating to CB of African AR4D organizations									

ACTIVITIES	FY 2008 (April-March)				FY 2009				FY 2010
	Q1 (April-June)	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Objective 5									
Activities to influence/improve/support policy/policy direction of the AU and its members (e.g. FARA GA)									
Produce reports and other information products containing lessons and evidence that will improve the effectiveness & efficiency of investments in CB									
Provide DFID with quarterly progress reports and other information products describing SCARDA's progress and achievements									
Provide information products to a wide range of international donors describing SCARDA's approach and achievements									
Objective 6									
Establish and facilitate a learning platform at the regional level				1st meeting, March		2nd meeting, October		3rd meeting, March	

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ACTIVITIES	FY 2008 (April-March)				FY 2009				FY 2010
	Q1 (April-June)	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Support the SROs and FIs in establishing learning platforms at various levels by									
(a) Providing guidelines/ guidance to SROs and FIs on the composition of the learning platforms:				X					
(b) Providing guidelines on the monitoring and documentation of learnings by the learning platforms at various levels				X					

Annex 4. SCARDA Personnel and officers in charge

	Position	Name	Date of assumption
FARA	Coordinator	Mr. Ralph von Kaufmann	Since inception
	Programme Officer	Dr. Irene Annor-Frempong	1st Sept 2008
	Interim Programme Officer1	Dr. Aissétou Yayé	_
	Interim Programme Officer2	Prof. Anthony Youdeowei	_
	*M&E Specialist	*Dr. Bocar Diagana	Oct 2008
	Communication Expert	Mr. François Stepman	_
	Gender Officer	_	_
SROs / ASARECA	Focal Person	Dr. Joseph Methu	1st February 2009
	Interim Focal Person	Dr. Patrick Okori	
	M & E Officer and Interim Oversight Responsibility for SCARDA	Dr. Leonard Oruko	from inception
	Gender Officer	Elizabeth Ssendiwala	_
	Communication Officer	Ms. Jacqueline Nyagahima	_
	Contact Person Lead Service Provider	Dr. Wellington N. Ekaya	
			_
	Contact Person **Institut des Sciences Agronomiques du Rwanda (ISAR) Rwanda**	Mr. Laurent Ndiramiye	_
	ISAR M & E Officer	Dr. Karangwa Antoine	_
	ISAR Gender Officer	Ms. Claudine Umukazi	_
	ISAR Communication Officer	Ms. Claudine Umukazi	_
			_
	Contact Person **Institut des Sciences Agronomiques de Burundi (ISABU) - Burundi**	Mr. Pascal Ndayiragije	_
	ISABU M & E Officer	Mr Jean Mugisha Wimana	_
	ISAR Gender Officer	Mrs Bernadette Hakizimana	_
	ISABU Communication Officer	_	_
			_
	Contact Person **Agricultural Economics and Policy Research Center Agricultural Research Coorporation (ARC) - Soudan**	Dr. Abdelmoneim Taha	_
	ARC M & E Officer	Dr. Abdelmoneim Taha	_
	ARC Gender Officer	Ms. Ishtiag Faroug Abdalla	_
	ARC Communication Officer	Prof. Kamal Elsiddig Ahmed	_
			_
SROs / CORAF	Focal Person	Dr. Samba Ly	
	Interim Focal Person	Dr. Marcel Nwalozie	_
	Interim Oversight Responsibility for SCARDA AND M & E Officer	Dr. Vincent Joseph Mama	
	Gender Officer	_	_

	Position	Name	Date of assumption
	Communication Officer	Dr. Yekeminan Anatole Kone	_
	Contact Person Lead Service Provider	Mr. Djibo Hamidou	
			_
	Contact Person **Crops Research Institute (CRI) - Ghana**	Dr. Harrison Dapaah	_
	CRI M & E Officer	Mr. Dankyi Awere Ansong	_
	CRI Gender Officer	Mrs Joyce Haleegoah,	_
	CRI Communication Officer	_	_
			_
	Contact Person **Institut d'Economie Rurale (IER) - Mali**	Mr. Lassine Diarra	_
	IER M & E Officer	Dr Gaoussou Traore	_
	IER Gender Officer	Dr Mohamed N'Diaye	_
	IER Communication Officer	_	_
			_
	Contact Person **National Agricultural Research Institute (NARI) - Gambia**	Mr. Jobe Lamin	_
	NARI M & E Officer	Mr. Jarju Ansumana (Western Gambia); Mr. Sulayman Jallow (Eastern Gambia)	_
	NARI Gender Officer	Mr. Kutubo Joko Sanyang	_
	NARI Communication Officer	_	_
			_
	Contact Person **Centre de Recherches Agronomiques de Loudima (CRAL/ DGRST)**	Mr. Pierre Bandtaba	_
	CRAL/ DGRST M & E Officer	_	_
	CRAL/ DGRST Gender Officer	_	_
	CRAL/ DGRST Communication Officer	_	_
SROs /SADC	Focal Person	Dr. Joyce Macala	
	M & E Officer	Dr. Monica Murata	_
	Gender Officer	_	_
	Communication Officer	Mr. Krishan Bheenick	_
	Contact Person Lead Service Provider	Prof. Paxied W. Chirwa	
			_
	Contact Person **Botswana College of Agriculture (BCA) - Botswana**	Mrs. Boingotlo Sebolai	_
	BCA M & E Officer	Dr Christopher Tsopito	_
	BCA Gender Officer	Mrs M. Monkhei	_
	BCA Communication Officer	_	_
			_
	Contact Person **Department of Agricultural Research (DAR) - Botswana**	Mr. Boitumelo Senyane	_
	DAR M & E Officer	_	_

	Position	Name	Date of assumption
	DAR Gender Officer	Ms Mary Molefe	_
	DAR Communication Officer	_	_
			_
	Contact Person **Natural Resources Development College (NRDC) - Zambia**	Mr. Dennis Musonda Sichula	_
	NRDC M & E Officer	Mr. Emmanuel Akilas Sakala	_
	NRDC Gender Officer	Ms Zizo Sikananu-Nchimuny	_
	NRDC Communication Officer	Mr. Emmanuel Akilas Sakala	_
			_
	Contact Person **University of Zambia (UNZA)**	Dr. Mick Sikaenyi Mwala	_
	UNZA M & E Officer	Mrs. Lubind's	_
	UNZA Gender Officer	_	_
	UNZA Communication Officer	_	_
			_
	Contact Person **National University of lesotho (NUL)**	Dr. Motlatsi nick Mokhothu	_
	NUL M & E Officer	_	_
	NUL Gender Officer	Mrs Nthati Ts'oele	_
	NUL Communication Officer	Mrs Nthati Ts'oele	_

Participants of the 1st ARM Training Workshop for CORAF/WECARD held at the CSIR-CRI, Kumasi, Ghana, 1–6 December 2008.

Abbreviations and acronyms

AGRHYMET	Centre Regional de Formation et d'Application en Agrométèorologie et Hydrologie Opérationnelle
AGRA	Alliance for a Green Revolution in Africa
AICM	Agricultural Information and Communications Management
ANAFE	African Network for Agriculture, Agroforestry and Natural Resources Education
ARM	Agricultural Research Management
ARMTI	Agricultural Research Management Training Institute
ARD	Agricultural Research and Development
ARI	Advanced Research Institute
ASARECA	Association for Strengthening Agricultural Research in East and Central Africa
AWARD	African Women in Agricultural Research and Development
CORAF/WECARD	Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles/ West and Central African Council for Agricultural Research and Development
CSIR-CRI	Council for Scientific and Industrial Research – Crops Research Institute
DELPHE	Development Partnerships in Higher Education
ECA	East and Central Africa
FARA	Forum for Agricultural Research in Africa
FI	Focal Institution
GIMPA	Ghana Institute of Management and Public Administration
JKUAT	Jomo Kenyatta University of Agriculture and Technology
KNUST	Kwame Nkrumah University of Science and Technology
M&E	Monitoring and Evaluation
NACRRI	National Crops Resources Research Institute
NARS	National Agricultural Research System
NARI	National Agricultural Research Institutes
NRDC	Natural Resources Development College, Zambia
NRI	Natural Resources Institute (of Greenwich University, UK)
NUL	National University of Lesotho
OVI	Objectively Verifiable Indicator
PAP	Participant Action Plan
PICO	People, Innovation and Change Organization
RUFORUM	Regional Universities Forum for capacity building in Agriculture
SADC	Southern Africa Development Community
SADC-FANR	SADC Food Agriculture and Natural Resources Directorate
SCARDA	Strengthening Capacity for Agricultural Research and Development in Africa
SRO	Sub Regional Organization
UK-DFID	United Kingdom Department for International Development

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.
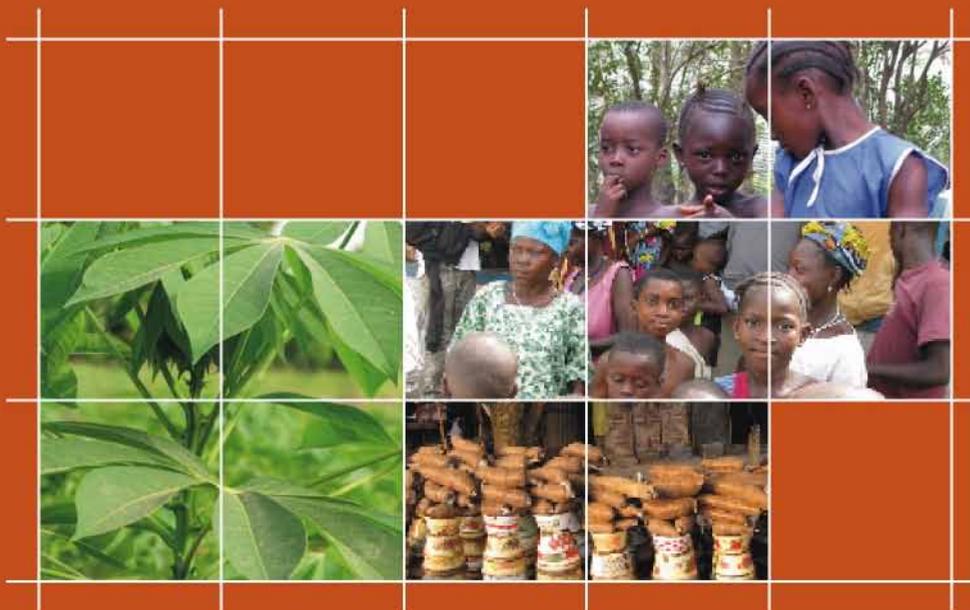5. Support provided for platforms for agricultural innovation.

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.

The programme for Strengthening Capacity for Agricultural Research and Development in Africa (SCARDA) is coordinated by FARA and implemented by the three sub-Saharan sub regional organisations (SROs); ASARECA, CORAF/WECARD and SADC-FANR and NRI provides technical backstopping.

The overall purpose of SCARDA is 'To strengthen the institutional and human capacity of African agricultural research and development systems to identify, generate and deliver research outputs that meet the needs of poor people'. This purpose is being achieved through an innovative approach that addresses the whole integrated capacity strengthening needs of 12 national agricultural research and development institutions that are known as Focal Institutions. A wider range of Satellite Institutions is also involved.