



**Sub Saharan Africa Challenge
Programme**
Progress Report: First Six Months
November 2004 to April 2005

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Sub Saharan Africa Challenge Programme

Progress Report:1st Six Month

November 2004 to April 2005

Summary

The Sub Saharan Africa Challenge Programme (SSA CP), which was approved for funding at the CGIAR Annual General Meeting in Mexico in November 2004, was the outcome of several years of intense consultations on what was needed for agricultural research to achieve greater impact.

The consultations also concluded that the linear research-extension-adoption mode of inducing change had not been effective and that the complex African smallholder and pastoral production systems required facilitated-mutual learning of the stakeholder communities. This requires partnerships of multiple stakeholders, integrating knowledge from multiple sources. Input would come from interdisciplinary and inter-institutional teams and would require institutional change.

The paradigm developed by the stakeholders was defined as Integrated Agricultural Research for Development (IAR4D). Implementing IAR4D will require the ability of collaborators to function effectively depending on a) knowledge derived from high level competencies in relevant disciplines; b) skill in understanding different disciplinary paradigms and putting them in dynamic systems' context at the same time integrating contributions of different disciplines; and c) mind sets for interdisciplinary team work based on inter-institutional partnerships where functions are determined through joint analysis and planning.

To ensure that the above requirements are met and that the participants understand and internalise the new approaches, the SSA CP starts with an Inception Phase in which the team building, institutional change, capacity building and proposal development activities will occur. This report is concerned with the progress of the SSA CP from approval in October 2004 to the early activities of the inception phase.

FARA received US\$5 million to cover the first 18 months projected expenses from the World Bank-CGIAR grant, the European Commission, The Netherlands and the United Kingdom. This will take the programme through the first review by the CGIAR Science Council which will determine if the programme could continue to full implementation of IAR4D and additional Pilot Learning sites. Current action is confined to the inception phase activities at three Pilot Learning Sites; one in Eastern, Southern and Western Africa.

Progress has been made in forming the SSA CP Programme Steering Committee and the Programme Coordinator was recruited. Agreements were drafted for signature by FARA and the SROs.

A programme implementation workshop was convened by FARA and the three Pilot Learning Teams held inaugural meetings. The Pilot Learning Team Lead Institutions and members of the Pilot Learning Team Management Committees were appointed.

The Facilitation and Mentoring Consortium and the Impact Assessment Services were selected after review. FARA received a very good response to its call for expressions of interest. Most of the respondents participated in the PLS inaugural workshops.

The hypotheses presented in the SSA CP Programme Proposal were carefully reviewed and will be validated with the full range of stakeholder in the communities in the Pilot Learning Sites. Determining the hypotheses to be validated and forming the Validation Teams will be amongst the first acts of the Pilot Learning Team Management Committees.

The inaugural Pilot Learning Site meetings brought out the fact that the Pilot Learning Teams have a lot of learning to do before they will be able to carry out IAR4D as it is intended in the Sub Saharan Africa Challenge Programme. On a positive note it was clear that the PLT members are open to learn new ways of doing business. However, concern was expressed that the pace being set is too fast, with the target of having sufficient evidence of the problems being addressed, the science being applied and the partners involved by the time of the proposed review by the CGIAR Science Council in January/February 2006. The PLT Management Committees and the SSA CP Programme Coordinator will work closely with the Facilitation and Mentoring Consortium to ensure that each aspect of IAR4D is properly conducted and the outcomes properly internalised and that the Task Forces do not undertake tasks for which they are inadequately prepared.

Introduction

The Sub Saharan Africa Challenge Programme (SSA CP), which was approved for funding at the CGIAR Annual General Meeting in Mexico in November 2004, was the outcome of several years of intense consultations on how what was needed for agricultural research to achieve greater impact. These consultations were set against a backdrop of the cumulative failure of many agricultural research and development efforts to stop the decline in living standards in sub Saharan Africa. In the years 2002-2004 evidence was accumulating that Africa was not going to meet the Millennium Development Goals of halving the numbers in poverty by 2015 largely because of disappointing agricultural performance.

The outcome of the consultations was a consensus that a new way of doing agricultural research had to be found that would involve all stakeholders in African agricultural innovation systems in jointly overcoming the constraints to increased productivity and profitability of smallholder and pastoral production systems. Intensification of agricultural production would be addressed concurrently with removing the constraints imposed by inadequate input and output markets, inappropriate policies and natural resource degradation.

The consultations also concluded that the linear research-extension-adoption mode of inducing change had not been effective and that the complex African smallholder and pastoral production systems required facilitated-mutual learning of the stakeholder communities. This acknowledged that innovation is a complex, multifaceted process, which requires balanced partnerships of multiple stakeholders and integrating knowledge from multiple sources. It would require input from interdisciplinary and inter-institutional teams which in turn require institutional change to make it possible.

The organisation and management of the research would require accommodating stakeholders that have different perspectives, interests and power and, new professional roles and capabilities. The necessary joint ownership of the process would be based on clearly defined responsibilities of stakeholders determined and agreed through negotiated compromises. The organising paradigm developed by the stakeholders was defined as Integrated Agricultural Research for Development (IAR4D).

Implementing IAR4D will require the ability of collaborators to function effectively depending on a) knowledge derived from high level competencies in relevant disciplines; b) skill in understanding different disciplinary paradigms and putting them in dynamic systems' context at the same time integrating contributions of different disciplines; and c) mind sets for interdisciplinary team work based on inter-institutional partnerships where functions are determined through joint analysis and planning

Success in collective action-learning will depend on negotiation and conflict management, the integration of scientific and local knowledge and, effective communication and dialogue. Stakeholders' self-monitoring, evaluation, impact assessment will be a vital component of team agendas.

In a break from traditional commodity approaches, IAR4D is focused on problem identified with (not for) the stakeholders followed by determination of sciences and actions needed to overcome the problems, and then the formation of task forces best suited to accomplishing the agreed research tasks.

To ensure that the above requirements are met and that the participants understand and internalise the new approaches, the SSA CP starts with an Inception Phase in which the team building,

institutional change, capacity building and proposal development activities will occur. This report is concerned with the progress of the SSA CP from approval in October 2004 to the early activities of the inception phase.

Accomplishment

FARA received US\$ 5 million to cover the first 18 months projected expenses. These were provided by several donors as shown in Table 1.

Table 1. Funding for SSA CP that FARA received in 2004-2005.

Donor	2004				2005		
	Currency	Value in Original Currency	US\$		Currency	Value in Original Currency	US\$
EU	€	700,000	917,188		€	700,000	917,188
DFID/UK	£	500,000	953,500		£	140,000	266,980
WB	\$	0	-		\$	1,300,000	1,300,000
NL	€	1,200,000	1,586,280		€	1,200,000	1,586,280
ITALY	€	0	-		€	500,000	660,000
Totals			3,456,968				4,730,448

This will take the programme to and just beyond the first review by the CGIAR Science Council. The review will determine if the programme will continue to full implementation of IAR4D and the opening of additional Pilot Learning sites. Presently action is confined to the inception Phase activities at three Pilot Learning Sites; one each in East, Southern and West Africa.

Programme Governance

The Sub Saharan Africa Challenge Programme's governance is based on the principle of subsidiarity with decisions being made at the lowest practical level. Decision making is therefore conducted in the following hierarchy; Task Forces, Pilot Learning Team Management Committees, Sub Regional Organisations, Programme Steering Committee.

Programme Steering Committee

The terms of reference of the steering committee which was endorsed by the stakeholders include the following:

- a. make policies related to the SSA CP;
- b. determine programme objectives and priorities (including scientific priorities);
- c. assist, as required, SROs to conduct independent reviews of concept notes and proposal;
- d. ensure adherence to quality standards in programme activities and assess performance;
- e. jointly with the SROs, develop and issue requests for concept notes and proposals;
- f. oversee the recruitment of the Programme Coordinator;
- g. advise on allocation of financial resources for approved proposals and other programme activities;
- h. maintain links with SROs, NARSs, CGIAR, Challenge and other major Programmes, and constituents and stakeholders generally;
- i. ensure compliance with agreements made with the investors;
- j. mediate conflicts; and

- k. ensure outreach to and communication with stakeholders.

The Programme Steering Committee will ensure that the SSA CP uses the best science and methods in a coherent manner at the Pilot Learning Sites and that there is consistency with value addition throughout the Programme. Together with the SROs, it will develop guidelines and conditions for the proposals and the criteria by which successful proposals will be selected. It will confirm submissions based on the recommendations of the SROs. Resources will be provided for the Steering Committee to engage expertise on a consultancy basis to help SROs review grant proposals and the accomplishments of grantees.

The Programme Steering Committee will be ultimately responsible to the FARA Executive Committee for governance of the Programme, based on clearly defined roles and obligations. In addition to providing professional service to the Committee, the members will also be expected to provide a two-way link between their own constituencies and the SSA CP.

Accomplishments

The SSA CP Programme Steering Committee has been formed by representatives of the principal stakeholders see Annex 1 with the following composition:

FARA (Chair Person): Joseph Mukiibi
Advanced research institutes: Christian Hoste
ASARECA: Seyfu Ketema
CORAF/WECARD: Paco Sereme
SADC/FANR: Keoagile Molapong
Farmer organizations: Leonard Msemakweli
Community-based organizations: Mutizwa Mukute
NGOs: Assetou Kanoute
NEPAD: Richard Mkandawire
Private enterprise: Ajay Manubhai Vashee
CGIAR Centres 1: Dennis Garrity
CGIAR Centres 2: vacant
Ex-officio:

FARA Executive Secretary: Dr. Monty Jones
SSA CP Programme Coordinator: Freddie Kwesiga (Secretary to the PSC)

The first meeting of the SSA CP Programme Committee will be held during the FARA General Assembly on 7 June 2005 in Entebbe, Uganda.

Responsibilities and functions of the SRO Secretariats

The Pilot Learning Teams will be selected, approved and report to the Committee of Directors of the corresponding SRO. In compliance with the principle of subsidiarity, in which decisions will be made at the lowest practical level, the SROs will oversee those components of the SSA CP that are most appropriately dealt with at the subregional level. These will primarily relate to the implementation of activities at the Pilot Learning Sites. Each SRO will devise its own way of providing support and decision making in accordance with its own structures.

Programme-wide functions that will be coordinated by the Programme Coordination Unit will require negotiations and agreement with the SROs as to how they will operate in the subregions. The terms of reference and the modes of operation will be in accordance with those applied to analogous activities carried out under the auspices of the SROs.

Accomplishments

A memorandum of understanding with FARA has been drafted for each SRO which sets out expectations from the SRO and the programmatic resources that will be provided to enable it fulfill its functions (Annex 2). This is based on the outcome of meeting between the FARA and the SROs.

The Programme's relationship to FARA and other FARA responsibilities

FARA has overall responsibility for the conduct of the programme and for accounting to the investors but, recognising that the Sub-Saharan Africa Challenge Programme will be only one of FARA's responsibilities; the Programme is structured to ensure that the SSA CP is clearly separated from other FARA functions and activities. This will assure investors that funds provided for the SSA CP will be used strictly for the intended purposes, with distinct, transparent and traceable records and accounts.

Accomplishments

Through its role in advocacy, promoting partnerships, and facilitating exchange of information and training, FARA is continuing to provide programme-wide back-up for resource mobilisation, as has done in developing the SSA CP proposal. The Secretariat has acted as the Coordinating Unit while awaiting the formation of the Program Steering Committee and appointment of the Coordinator. The foremost activity in this regard during the reporting period was the convening of the SSA Programme Implementation workshop on 13 -14 January 2005 in Accra.

The workshop had seven objectives:

- Objective 1: Achieving a common understanding of the innovation systems approach to research and the application of science to IAR4D
- Objective 2: Roles and relationships between the parties
- Objective 3: Program Governance and Management
- Objective 4: Processes for negotiating and determining the three Pilot Learning Teams with their Lead Institutions and their roles, authorities, responsibilities and modus operandi
- Objective 5: Implementing IAR4D
- Objective 6: Project management
- Objective 7: Determining the way forward

In his concluding remarks, Prof. Joseph Mukiibi said "We have had a busy, successful and productive two-day meeting. As shown in the programme, we set out to achieve seven objectives and we have achieved them all. We were 80 at the opening of the meeting, and we are still 80 at the closing of the meeting. I thank all you for your full and enthusiastic participation. I thank the discussants for presenting to us well-digested material, the panellists for enlightening us, the Chairpersons for keeping us on course, the rapporteurs for recording the nitty gritty, and the translators for fusing what would have been two meetings (French and English) into one. Special thanks go to the donors who have made this meeting possible, and to Dr. Monty Jones and his team at the FARA Secretariat for excellent logistics. Let us all go from here determined to make the SSA CP a big success. Success in this case means improving the livelihoods of the families of African small-holder farmers.

Further information can be obtained from the proceedings which are available from the SSA CP Programme Coordinator.

The FARA Secretariat has also led the process of selecting the SSA CP coordinator. An international panel was invited to assist in the interview of the short-listed candidates. Members of the panel came from the SROs (ASARECA, CORAF, SADC/FANR), NARS and CGIAR. Invited panel members from the private sector and farmer's organization were not able to participate. The interview was aided by an international profile tester from Belbin Company where each candidate was analyzed on his/her fitness to the job description. After intense interview, the panel highly recommended, Dr. Freddie Kwesiga.

Programme Management

The SSA CP Programme Coordinator will manage the Programme Coordinating Unit he will be responsible *inter alia* for:

- a. managing the Programme Coordination Unit;
- b. reporting and accounting to the Programme Steering Committee;
- c. reporting to the SROs;
- d. administrative reporting and accounting to FARA's Executive Secretary;
- e. complying with FARA's and investors' financial and performance audit requirements;
- f. reporting and accounting to investors through the Programme Steering Committee; and
- g. coordinating Programme wide activities and support to the Pilot Learning Teams.

Accomplishments

The position of Programme Coordinator was advertised and the shortlisted candidates for Programme Coordinator was interviewed as described above. The successful candidate is Dr Freddie Kwesiga who is expected to assume his position on 1 June 2005. A copy of his curriculum vitae is provided in Annex 3.

The Programme Coordination Unit will have a small permanent staff that will enable it to function efficiently at any level of funding. At a minimum, the Programme Coordinator will have enough administrative, financial management, accounting, secretarial and logistical support staff for her/him to accept responsibility for the day-to-day coordination of the programme.

The position of Accountant was also advertised and short listed candidates were interviewed. After intense review and discussions, the Accountant position was offered to ;

Pilot Learning Team Management

Lead Agency

Each Pilot Learning Team has a Lead Institution responsible for implementing the Programme at the PLS, which includes planning, programming, upwards reporting of the PLT, technical leadership, partnership facilitation, organizing the various inputs from the facilitation-and-mentoring and impact-assessment groups, and oversight of the management of the Task Force activities.

The Lead Institution is legally responsible for overseeing progress of activities at the site, and for reporting progress and outcomes to the relevant SRO and the Programme Steering committee. It accepts responsibility for compliance with the conditions of its contract with the relevant SRO including accounting for and reporting to the SRO and FARA for the use of funds provided by the Programme.

The Lead Institution has had to show its capacity for due diligence in all financial and other operational aspects of project management and that it is a properly constituted, fully legal institution that maintain accounts to internationally accepted standards, such as, but not necessarily, CGIAR centres.

Other characteristics that were used by the respective SROs in the selection process is that the Lead Institution should demonstrate and recognises that it:

- Does not know it all
- Cannot do it all
- Do everything better than anyone else
- Cannot seek to maximise own income
- operates without dominating partners
- is able to manage demand-driven research to serve end-users
- is able to balance vision and leadership with adaptability
- has demonstrated a vision of and possible strategy for how to implement IAR4D
- is able to manage learning processes in a multi-stakeholder environment
- is able to manage a large international programme
- has the capacity to facilitate, co-ordinate and forge partnerships of various types, including work with private sector and policy-makers
- it respects comparative advantage of others
- It has the capacity to share information
- has the human capacity for all of above
- has a track record in accomplishing multi-institutional and integrated natural-resources management (INRM) projects
- has a location and work experience in or near the PLS.

Accomplishments

The following institutions have been selected as Lead Institutions;

1. Kano-Katsina-Maradi Pilot Learning Sites – The International Institute of Tropical Africa (IITA)

Contact person:

Dr. Stan Blade
IITA
Ibadan, PMB 5320,
Oyo Road, Ibadan, Nigeria
E-mail: s.blade@cgiar.org

2. Malawi-Mozambique-Zimbabwe Pilot Learning Sites

Contact person

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3. Lake Kivu Pilot Learning Site Lead Institution and will be determined following the workshop in Kigali on 29 – 30 April.

Pilot Learning Site Management Committee

Each Pilot Learning Team will have a management committee which will assist the Lead Agency to manage the team with particular responsibility in forming the Validation Teams, issuing calls for Concept and full proposals, issuing contracts to Task Forces and ensuring compliance with the agreement with the Sub Regional Organisations.

Accomplishments

The following PLT Management Committees have been selected:

1. Kano-Katsina-Maradi Pilot Learning Sites

Professor Francis Idachaba – Chairman
Dr Paco Sereme – Executive Secretary of CORAF/WECARD
Leader of Niger Republic NARS
Leader of Nigerian NARS
Lead Institution for the KKM PLS – IITA
SSA-CP Coordinator

2. Malawi-Mozambique-Zimbabwe Pilot Learning Sites - The workshop endorsed the following proposal for members of the SADC PLT Management Committee put forward by SADC-FANR. However, the nominees will need to seek approval from their institutions before final confirmation can be made.

Mr. Duncan Warren
Dr. M. H. Banda
Dr. Glyvyns Chinkhuntha
Dr. Patrick Matakala
Dr. Paula Pimmental
Prof. Sheunesu Mpeperekwi
Dr. Steve Twomlow
Dr. Isiah Mharapara
Observers: SADC/FANR and SSA CP Programme Coordinator

Contact person

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3. The Lake Kivu management Committee will be determined at the workshop in Kigali on 29 – 30 April 2005.

Validation Teams

In the process of selecting the Pilot Learning Sites the SROs task forces identified the problems that the communities in the sites indicated were most constraining their ability to move out of poverty. However, it is fundamental to the IAR4D paradigm that sufficient time is given to working with all stakeholders in agricultural innovations to ensure that the right entry points are selected and that the hypotheses are formulated in ways that will lead to sustainable intensification and the greatest impact in alleviating poverty.

Accomplishments

The Pilot Learning Teams had intensive discussions in their inaugural workshops on the problems and hypotheses set out in the SSA CP Programme proposal and valuable additional information was provided by the participants building on the findings of the SRO Task Forces. The formation of the Validation Teams is amongst the first tasks of the PLT Management Committee.

Task Forces

The work of the Pilot Learning Teams will be performed by Task Forces which will be identified by negotiation between PLT members to address (complementary and value-adding) problems/entry points that have been identified with Pilot Learning Site communities to undertake specific time-bound tasks.

Task Force Leadership will ensure:

- Compliance with contract with the Lead Institution
- Submission of proposals and budgets
- Quality of research and delivering the deliverables
- Submission of accounts and financial documentation to the Lead Institution

Accomplishments

The functions and modes of formation of Task Forces were discussed at the PLS inaugural workshops and significant progress was made. It was also recognised that there must be no short cut in the team building, organisational change and capacity building aspects of the IAR4D inception stage.

Draft agreements have been prepared that set out the relationship between the Lead Agency and the Task Forces Annex 4

Impact Assessment Service

Monitoring and evaluation and impact assessment are fundamental to good project management in general, but are especially important to the SSA CP in that they represent the application of learning principles to the overall execution of the Programme. It will assess Programme progress towards overall goals, signal the need for mid-course adjustments, and document the returns on investment in IAR4D.

Impact assessment and continued documentation and synthesis of methodological developments will be important features of the Programme as it matures. It will be an essential, integral and continuous component of IAR4D. It is fundamental to the work of the research teams, as well as being part of programme management and accountability. In an innovations systems approach, it is essential to have a means of quickly determining and explaining what works and what does not, not only within a team, but also between learning teams so they can avoid pitfalls and benefit from the successes of others. It is also vital to be able to assess both whether the Programme is on track towards achieving sufficient and sustainable impact, as well as the magnitude of that impact on improving livelihoods and natural resource management.

The objective of impact assessment in the SSA CP is to rigorously evaluate the progress, benefits, and obstacles encountered in the execution of IAR4D work. An independent impact assessment process will provide assurance that the goals and objectives of the Programme are being met and, where necessary, will facilitate timely corrective actions. Since this inevitably has an element of performance auditing, the function has to be kept apart from the internal process of monitoring

and self-learning that is an essential component of the IAR4D approach. Thus, the service should be provided by specialists who have no stake in the conduct or outcome of the Programme and whom the investors will regard as wholly objective.

Impact assessment within the SSA CP will be based on systems theory concepts and methods, as appropriate to interventions undertaken in complex circumstances. IAR4D impact assessment must be applicable to a social process in which people overcome constraints by simultaneously modifying their production systems and their use of technology, to reach objectives that contribute to improved livelihoods and sustainability. The complexity and nonlinearity of agricultural change can be dealt with through a two-stage approach: first, by developing a model of how research will achieve impact, using impact pathway analysis to guide project management; and second, by conducting *ex post* impact assessments to determine the wider benefits of the research, including establishing linkages to poverty alleviation. To accomplish this, Programme impact assessment will draw on sustainable livelihoods concepts, simulation modeling, geographical information systems, multi-scale databases, and other decision and negotiation support tools.

Impact assessment specialists will also be expected to work with the Pilot Learning Teams to ascertain how effectively research outputs are being transferred. Their studies should evaluate the impact not only of tangible technologies, but also of information and the way it is delivered, in particular to community-based organisations and individual farmers. Impact assessment will also involve the NARIs in monitoring the transfer of unfamiliar technologies. The specialists' roles will include the training of extension staff; networking with transfer agencies to ensure that emerging constraints to adoption are identified and addressed in time; helping to establish stronger transfer pipelines; and monitoring the adoption and impact process through continuing research.

The Impact Assessment Service will ensure that stakeholders are aware of what impacts research in a specific locality has on local livelihoods, while capturing off-site effects and external drivers of change. Evaluation studies will also address the impact of trade-offs between different interests at different scales, the potential impact of alternatives, and the consequences of tradeoffs and interventions at different scales.

Accomplishments

FARA issued a call for expressions of interest in providing impact assessment services which received 26 responses. After consideration of the qualifications and experience of the respondents, the European Consortium for Agricultural Research in the Tropics-European Economic Interest Grouping (ECART-EEIG) was invited to develop a proposal for providing the impact assessment service.

ECART -EEIG was launched in November 2004 by six European development-orientated agricultural research organizations:

- CIRAD, Centre de Coopération Internationale en Recherche Agronomique pour le Développement (France)
- NRI, Natural Resources Institute (Great Britain)
- IICT, Instituto de Investigação Científica Tropical (Portugal)
- IAO, Istituto Agronomico per l'Oltremare (Italy)
- Wageningen UR, Wageningen University and Research Centre (the Netherlands)
- IRD, Institut de Recherche pour le Développement (France)

ECART-EEIG is hosted by CIRAD in Paris. The President is Dr. Bram Huijsman from The Netherlands, the Vice-President is Dr. Alice Perlini from Italy and the Director is Dr. Christian Hoste from France.

ECART-EEIG builds on the experience gained by ECART over the past twelve years as an informal consortium. ECART-EEIG was founded to offer European research skills and expertise in agricultural research for development (ARD) in an accessible manner and to encourage more effective coordination of research activities within Europe. Three main objectives are assigned to ECART-EEIG:

- To play a pro-active policy advocacy role for agricultural research for development in Europe and worldwide;
- To develop and strengthen strategic alliances and partnerships with the different ARD stakeholders, both in the North and the South;
- To organize, facilitate and implement joint participation in European and international programmes and projects.

All ECART member institutes have a long history of extensive field involvement in addressing ARD issues in developing countries. Through this EEIG, around 4,000 professional staff, covering the whole gamut of agricultural research and development issues, can be easily and effectively mobilised. The added value of the EEIG relies on the complementarity between the fields of excellence of its individual members resulting in building first class teams to address the exact needs of the partners.

In recent years, ECART and ECART members have worked closely with the regional and sub-regional agricultural research fora in sub-Saharan Africa (FARA, CORAF/WECARD, ASARECA, and SADC/FANR) as well as with the national agricultural research systems (NARS) in individual countries responding to their needs and priorities. ECART also has close relations with the institutions of the European Union, aid agencies of the member states and other European organisations. ECART has also been instrumental in the establishment of the European Forum on Agricultural Research for Development (EFARD).

Over the past 2½ years, ECART and individual ECART members have been contributing actively to the FARA-coordinated process that has led to the approval by CGIAR of the Sub-Saharan Africa Challenge Programme.

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Facilitation and Mentoring Consortium

Facilitation and mentoring services will be provided to the teams from the onset to ensure that they work effectively across disciplinary and institutional boundaries and with their multiple constituents, and to foster broader changes in the institutional context. PLT interventions will be driven by local needs, but they will draw on a significant amount of available knowledge and best-bet technologies, even while generating new methodologies and practices that will have relevance for subsequent efforts.

Facilitation and mentoring services will be provided to support and guide capacity building and institutional change from the very first steps in the formation of the IAR4D teams and, to varying extents as required, throughout the project life. Amongst the tasks of the F&M Consortium includes promoting and ensuring adherence to high quality proposals and work plans in which all partners can participate effectively. Another important function of facilitation and mentoring is to develop the teams' capacities for self-monitoring and evaluation. It will use the results of the teams' action learning processes to rapidly transmit experiences about successes and failures between the Pilot Learning Teams so that they can learn from each other. Without this service, each Pilot Learning Team will have to go slowly through every iteration of IAR4D. The provision of the service will accelerate learning and internalisation of the approaches and outcomes so that IAR4D will be progressively taken up independently of the SSA CP and without the need for external expertise.

In addition to up-front training and continual coaching in conducting IAR4D, the Pilot Learning Teams may also identify additional skills or specific areas of expertise that they require but which are not readily available to them, such as gender analysis skills or how to interact effectively with policymakers. The facilitation and mentoring service will assist the Teams to obtain such expertise through either expanded partnerships or capacity building. Outcomes will be rapidly transferred between teams through the facilitation and mentoring service, and a coherent set of research outputs and associated outcomes will be available for out-scaling and up-scaling.

The F&M Consortium will facilitate the involvement of new players and unfamiliar partners in IAR4D through their expertise and experience in advancing integrated projects for agricultural research for development. This will ensure that all stakeholders in the production-to-consumption chain, including women and other disadvantaged groups, can fully participate in the projects.

Accomplishment

The call for expressions of interest in providing facilitation and mentoring services elicited 39 responses. From the respondents the following were invited to form a consortium to provide the service. As indicated below they collectively have an outstanding relevant experience and competencies required in IAR4D.

Table 2. List of qualified respondents for the Facilitation and Mentoring Services.

Institution	Type of Institution	Expertise
CIFOR (Center for International Forestry Research)	IARC-CGIAR	INRM
AHI (African Highlands Initiative)	SRO Network	INRM
CIAT-Africa-Kenyatta University	IARC-CGIAR	rural enterprise
ILRI	IARC-CGIAR	innovation systems
UNU-INTECH - Marc Vleugels	UN	Innovation systems
ILAC	IARC-CGIAR	IAR4D and learning systems
Acosta, Anne	Individual Consultant	promoting participatory demand driven research part of ILAC
IDL Group (Steve Ashley, Peter Bazeley, Taylor Brown, John Sutherland)	Consulting Firm	capacity building, programme planning and impact assessment
ECART-EEIG	ARI	Pilot learning team internal monitoring and evaluation
NR International	ARI	

Dolberg, Frands Otto Cartensen	Individual Consultant	social aspects
ADAF-Gallè-ROCARPA- WECANPAR	African SR-NGO	Organisation of farmers workshop
NDG-Africa (Nature and Development Group of Africa)	African International NGO	Have experience in facilitation and mentoring and management of development projects
Troparg Consultancy Services	African Consulting Firm	empowerment and policy

Of the above the ILAC consortium has chosen to withdraw. Negotiations are continuing amongst the others. In the mean time members of the consortium have participated in each of the PLS inaugural workshops.

NR International was invited and has accepted to manage the consortium.

Contact person

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Inauguration of activities at Pilot Learning Sites (PLS)

Kano-Katsina-Maradi (KKM) PLS first Pilot Learning Team meeting

The first Sub Saharan Africa Pilot Learning Site inaugural/implementation workshop was convened by the West and Central African Council for Agricultural Research and Development (CORAF/WECARD). It was held in Kano, Nigeria from 22 to 24 March 2005 with 105 participants. The report of this workshop is available at the FARA Secretariat.

The workshop's purpose was to formally launch IAR4D activities in the Kano/Katsina/Maradi PLS as described in the SSA CP document. The following output was expected from the meeting:

- Task forces determined
- PLT or consortium formed (with door open for new entries)
- Lead institution for the Kano/Katsina/Maradi PLS identified
- Problems/entry points identified
- Hypotheses with accompanying activities formulated in order to address the problems. The Activities should include the logical framework for the site. The Logical framework should include responsibilities for FARA, CORAF/WECARD, lead institution, facilitation and mentoring teams, capacity building team and impact assessment team.
- Capacity building needs of **all** actors involved in this IAR4D identified.
- Modalities for and formulation of task forces to address specific problems: task forces may comprise two or more institutions and asymmetric relationships should be encouraged
- Priorities on which call for proposals will be based selected
- An acceptable approach on communicating issues developed
- Plan of action for the next 12 months developed.

The action plan (Table 3) was drawn for the Pilot Learning Team for the period March 2005 – February 2006, for the Kano/Katsina/Maradi PLS of the SSA CP

Table 3. West and Central Africa action plan for 2005.

S/No.	Action	Action by whom	Action Deadline
1.	Draw-up a constitution for the PLS Management Committee and launch the Committee	CORAF/WERARD	Mid May, 2005
2.	Draft legal agreement between CORAF/WECARD and Lead Institution (LI) as well as between Lead Institution and task forces (TFs), and set-up accounting system for LI	CORAF and FARA	Mid May, 2005
3.	Draft terms of reference for the Technical Team that would conduct validation studies for constraints and entry points	Lead Institution (LI) with approval by CORAF	End of May, 2005
4.	Constitute the Technical Team for the purposes of validation studies	PLS Management Committee	Mid June, 2005
5.	Launch field activities to validate constraints and entry points with communities	Validation Technical Team	End of June, 2005
6.	End of field activities for first set of validation studies	Technical Team	End of July, 2005
7.	Produce report of first set of validation studies	Technical Team	End of July, 2005
8.	Send report of validation studies to PLT members for noting and feedback	CORAF/WECARD	End of July, 2005
9.	Make a call for competitive development of concept notes to carry out inception stage activities (see section 5.2. of the CP document, vol.1), including development of full proposals to address particular entry points	CORAF/WECARD	Mid August, 2005
10.	Deadline for call of concept notes	CORAF/WECARD	End of September, 2005
11.	Selection of successful concept notes	CORAF/WECARD	Mid October, 2005
12.	Develop full proposals (including capacity development, team building and institutional change)	Successful Task Forces	End of January, 2006

One of the first tasks of the Kano-Katsina-Maradi Pilot Learning Team Management Committee will be to review this action plan with the assistance of the Facilitation and Mentoring Team to ensure that it is do-able and will not force the adoption of unacceptable shortcuts in the team building, organisation change and capacity building aspects of IAR4D.

Malawi-Mozambique-Zimbabwe corridor first Pilot Learning Team meeting

The SSA CP activities in Southern Africa will be guided by the SADC Regional Strategic Development Plan (RISDP) which has the scope and purpose to provide strategic direction with respect to SADC programmes and activities and to align strategic objectives and priorities of SADC with the policies and strategies for achieving its long term goals.

The RISDP overall goal is to ensure the equitable and sustainable use of the environment and natural resources for the benefit of present and future generations. Its overarching priorities are:

- Combating Poverty and Environmental degradation,
- Sustainable Development
- Sustainable Food Security

The priority Intervention Areas Relevant to SSA CP are:

- Technology development
- Strengthening research-farmer-extension linkages
- Promoting Farmers access to key agricultural inputs such as improved seed, fertilizer and credit
- Protecting the environment and promoting sustainable use of natural resources
- Empowering women and small scale farmers to have access to key productive resources including land, credit and training
- Promoting partnerships and effective coordination with other stakeholders
 - Development and implementation of programmes on environment and NR management
 - Harmonisation of environment policies
 - Coordination of subregional action programmes

Sub-Saharan Africa Challenge Programme responds to NEPAD Agenda of:

- Improving agriculture for economic growth
- Revitalising agricultural research
- Recognises the following constraints:
- Failures of agricultural markets
- Inappropriate policies
- Natural resource degradation
- Supports initiatives of the Regional Economic Communities
- It is aligned to the SADC RISDP

A regional implementation meeting was held on 5-7 April in Lilongwe, Malawi with the following objectives:

- Formal constitution of the Pilot Learning Team (PLT) with full recognition of SADC
- Get Common understanding of the SSA CP
- Discussion about the PLT Management Committee
- Get perspectives on Main Stakeholder groups on local constraints to production
- Develop and Refine SSA CP Entry Points with respect to the SADC RISDP
- Discuss the SSA CP Pillars and Agree on the process for inception stage
- Get a feel of the Pilot Learning Site

The meeting developed the action plan (Table 4) for the implementing the SSA CP in the Southern Africa region.

Table 4. Southern Africa Pilot Learning Site action plan for 2005.

S/No.	Action	Action by whom	Action Deadline
1.	Submission of expressions of interest for Lead Institution and supporting documents to Dr. Molapong	PLT members	Friday 22 nd April 2005
2.	Appointment of Lead Agency	SADC	Friday 29 th April 2005
3.	circulation of the report of this meeting	Facilitator	Tuesday 12 th April 2005
4.	Submit hypotheses by email to Dr. Molapong and Dr. Monty Jones cc R von Kaufmann	Workshop participants	29 th April 2005
5.	Date of first meeting of PLT Management Committee (to <i>inter alia</i> refine and ratify constitution and terms of reference for Lead Agency and drafting TOR for Validation Teams)	Interim chair PLT	mid May 2005
6.	Comments on content of TOR of PLT Management Committee to Dr. Monty Jones cc Dr Molapong	Workshop participants	
7.	Report of management committee to PLT members	PLT Management Committee	within 48 hours
8.	Selection of hypotheses to be validated and with whom and where to be validated decided and terms of reference issued to Validation Teams	PLT Management Committee	mid June 2005
9.	Terms of reference issued to Validation Teams by PLT Management Committee	PLT Management Committee	mid June 2005
10.	Completion of reports by Validation Teams	Validation Teams	end July 2005
11.	Joint meeting of PLT Management Committee and Validation Teams	PLT Management Committee	mid August 2005
12.	Call for competitive Concept Notes to implement inception stage activities, including development of full proposals	PLT Management Committee	end August 2005
13.	Deadlines for submitting concept notes	PLT Management Committee	mid September 2005
14.	Approval of grants based on Concept Notes	SADC/FANR	end October 2005
15.	First rough draft full proposals available at time of CGIAR Science Council Review	PLT Management Committee	January/February 2006

Lake Kivu PLS first Pilot Learning Team meeting

The Lake Kivu PIS inaugural workshop will be held in Kigali, Rwanda from 26 to 29 April 2005.

Financial report

The total funds received by FARA so far the SSA CP is US\$3,456,968 which comes from the Netherlands (US\$1.6 million), EU (US\$917,188) and DFID (US\$953,500). The total expenses as at April are US\$579,587. Most of the expenses were on workshops held between January and April in Accra, Ghana, Kano, Nigeria, Lilongwe, Malawi and Uganda that were organized by FARA and the corresponding SROs. The recruitment of the SSA CP Coordinator included international selection panel who were invited to interview the candidate in Accra, Ghana. To ensure efficient office for the coordination unit, capital expenses were also incurred such as vehicle, printers, and photocopier. Table 5 shows the details of the expenses.

Table 5. Financial report of funds received and expenses as of April 2005.

Funds Received	US\$	US\$	Total US\$
Netherlands	3,456,968	-	3,456,968
EU			1,586,280
DFID			917,188
Total	3,456,968	-	3,456,968
Expenses	Expenses up to March 2005	Estimated Expenses in April 05	Total
Salaries	17,502	944	18,446
Recruitments (adverts, Travel, Perdiems)	6,975	30,000	36,975
Workshops	155,767	309,038	464,805
Vehicle	20,466	-	20,466
Other Capital	-	38,894	38,894
Total	200,710	378,877	579,587

NB: No Overhead costs Charged by FARA yet

Sub Saharan Africa Challenge Programme documents

Available at the SSA CP Programme Coordination Office, PMB CT 173 Accra, Ghana. E-mail: info@fara-africa.org; www.fara-africa.org

Pre-approval documents:

- SSA CP Programme Proposal Volumes 1 Programme Proposal: Building Sustainable Livelihoods through Integrated Agricultural Research for Development, Securing the future for Africa's children.
- Building Sustainable Livelihoods through Integrated Agricultural Research for Development, Securing the future for Africa's children. Volume 2 Reference Materials from the Consultative Programme Development Process
- Building Sustainable Livelihoods through Integrated Agricultural Research for Development, Securing the future for Africa's children. Volume 3 Report of the Programme Formulation Workshop, Accra, Ghana. 10–14 March 2003

Documents produced in the reporting period: October 2004 – March 2005:

- P K Thornton, P. K., A Stroud, N Hatibu, C Legg, S Ly, S Twomlow, K Molapong, A Notenbaert, R Kruska and R von Kaufmann, 2005. Site selection to test an integrated approach to agricultural research for development: combining expert knowledge and participatory Geographic Information System methods, DRAFT
- Synthesis of the Sub-Saharan Africa Challenge Programme Implementation Meeting, FARA Secretariat, Accra, Ghana, 13–14 January 2005
- Proceedings of the Sub-Saharan Africa Challenge Programme Implementation Meeting, FARA Secretariat, Accra, Ghana, 13–14 January 2005
- Kano/Katsina/Maradi Pilot Learning Site: The first Pilot Learning Team Meeting Kano March 22 to 24 Summary of Main Achievements
- Challenge Programme, Zero Draft, NE Zimbabwe, South Malawi and Central Mozambique, Pilot Learning Site Workshop Proceedings

Conclusion: Lessons learnt

The inaugural/implementation workshops in most Pilot Learning Site meetings brought out the fact that the Pilot Learning Teams have a lot of learning to do before they will be able to carry out IAR4D as intend in the Sub Saharan Africa Challenge Programme. On a positive note it was clear that the PLT members are open to learn new ways of doing business. However, concern was expressed that the pace set is maybe too fast with the target of having sufficient evidence of the problems addressed, the science applied and the partners involved, by the time of the proposed review by the CGIAR Science Council in January/February 2006.

The PLT Management Committees and the SSA CP Programme Coordinator have to work closely with the Facilitation and Mentoring Consortium to ensure that each aspect of IAR4D is properly conducted and the outcomes properly internalised and that the Task Forces do not undertake tasks for which they are inadequately prepared.

Annex 1. The SSA CP Programme Steering Committee members

	Name	Representation	Qualification	Current position	Nominated by
1	Leonard Msemakweli*	Farmers' organization	MSc, in Agriculture Economics	Director General Uganda Co-operative Alliance	IFAP
2	Assétou Kanoute	NGO	Not indicated	Chairman, WECANPAR	NGO group
3	Ajay Manubhai Vashee*	Private sector	Not indicated	Director, Agricultural Enterprise, Zambia and President of SADC Business Forum	GFAR
4	Christian Henri René HOSTE*	Advanced Research Institute	PhD in Animal Genetics	Director of the European Consortium for Agricultural Research in the Tropics (ECARTA) as an European Economic Interest Group, CIRAD	ECART
5	Dennis Garrity	CGIAR	PhD	DG, ICRAF	CDC, CGIAR
6	Vacant	CGIAR			
7	Eugene Terry	FARA	PhD	Consultant	FARA
8	Richard Mkandawire	NEPAD	PhD	Adviser, Agriculture	NEPAD
9	Seyfu Ketema	ASARECA	PhD	Executive Secretary	ASARECA
10	Paco Sereme	CORAF	PhD	Executive Secretary	CORAF
11	Keogile Molapong	SADC/FANR	PhD	Adviser Agriculture	SADC/FANR
12	Mutizwa Mukute	CBOs			CBO

*Sent their CV summary

Annex 2. Draft FARA-SRO Letter of Agreement

Letter of Agreement

Between

**The Association for Strengthening Agricultural Research
in Eastern and Central Africa**

ASARECA

and

The Forum for Agricultural Research in Africa

FARA

This Letter of Agreement is by and between the **Association for Strengthening Agricultural Research in Eastern and Central Africa** (hereinafter referred to as ASARECA) and the **Forum for Agricultural Research in Africa** (hereinafter referred to as FARA).

In this Letter of Agreement, ASARECA and FARA are occasionally referred to as 'Parties', in singular or plural usage as indicated by context.

Whereas:

- (i) ASARECA and FARA have concluded a Memorandum of Understanding datedto promote and facilitate collaboration based on the Parties similar and complementary interests and capacities;
- (ii) The Memorandum of understanding provides that each collaboration activity between the Parties will be undertaken on the basis of Letter of Agreement supplemental to the MoU;
- (iii) ASARECA and FARA now wish to collaborate in undertaking the Sub-Saharan Africa Challenge Programme in the ASARECA member countries, (hereinafter SSA-CP), the basis on which Parties have entered into this Letter of Agreement (LoA), which is supplemental to the MOU;

Now therefore ASARECA and FARA Agree as follows:

1. Mission and Goal of Sub Saharan Africa Challenge Programme

- 1.1 The SSA-CP's *mission* is to add value to and enhance the impact of ongoing agricultural research for development in sub-Saharan Africa. The Programme aims to transform the way that sectors and institutions at all levels approach agricultural research.
- 1.2 The *goal* of the SSA CP is to bring about improved rural livelihoods, increased food security and sustainable natural resource management throughout sub-Saharan Africa as a result of greater impact from agricultural research for development. It will thereby contribute to meeting the poverty and hunger targets of the Millennium Development Goals, and NEPAD goals as set out in the Comprehensive Africa Agriculture Development Programme (CAADP).
- 1.3 SSA-CP will be characterised by a collaborative effort among researchers (national, regional and international), extension agencies, the private sector and civil society. Following the example of the African Highlands Initiative and Integrated Natural Resources Management, the approach will embrace an institutional innovation process in which participatory, action-oriented methods drive research for development to solve critical problems. The detailed description of the Programme is provided in the Sub Saharan Challenge Programme, Programme Proposal Volume 1 June 2004 (available on www.fara-africa.org).

2. Programme Governance and Management.

- 2.1 The SSA CP Programme Steering Committee. There will be a Programme Steering Committee that will provide overall guidance to the Programme on which both ASARECA and FARA will be represented. The Programme Steering Committee will be ultimately responsible to the FARA Executive Committee for governance of the Programme, based on clearly defined roles and obligations which, once endorsed by the Steering Committee, will be appended to this Letter of Agreement.
- 2.1.1 The SSA CP Steering Committee's terms of reference will *inter alia* clearly delineate the SSA CP Steering Committee's roles and responsibilities and will set out the channels for fulfilling its reporting obligations to the FARA Executive Committee. It is expected, however, that the terms of reference will include the following:
- a. make policies related to the SSA CP;
 - b. determine programme objectives and priorities (including scientific priorities);
 - c. assist, as required, SROs to conduct independent reviews of concept notes and proposals;
 - d. ensure adherence to quality standards in programme activities and assess performance;
 - e. jointly with the SROs develop and issue requests for concept notes and proposals;
 - f. oversee the appointment of the SSA-CP Programme Coordinator;
 - g. advise on allocation of financial resources for approved proposals and other programme activities;
 - h. maintain links with SROs, NARSs, CGIAR, Challenge and other major Programmes, and constituents and stakeholders generally;
 - i. ensure compliance with agreements made with the investors;
 - j. mediate conflicts; and
 - k. ensure outreach to and communication with stakeholders.
- 2.4 The Pilot Learning Team Lead Institution (the "Lead Institution") : The lead institution will be legally responsible for (a) managing and accounting for funds related to activities undertaken in the pilot learning site (PLS), in ASARECA's case this will be in the Lake Kivu PLS, (b) overseeing progress of activities at the Lake Kivu site, and (c) for reporting progress and outcomes to the relevant SRO (in this case ASARECA) and the SSA_CP Programme Steering committee. The Lead Institution will accept responsibility for compliance with the conditions of its contract with the relevant SRO (in this case ASARECA) including accounting for and reporting to the SRO and FARA for the use of funds provided by the Programme for agreed upon activities. Thus, the Lead Institution will need to show its capacity for due diligence in all financial and other operational aspects of project management.
- 2.4.1 The Lead Institutions will be properly constituted, fully legal institutions that maintain accounts to internationally accepted standards, such as, but not necessarily, CGIAR centres.
- 2.5 There will be Pilot Learning Team Management Committee in each PLS which will support the Lead Institution in the management of the Pilot Learning Team which is comprised of all stakeholders in agricultural research and development in the Lake Kivu Pilot Learning Site that express interest in collaborating with other stakeholders in integrated agricultural research for development (IAR4D).
- 2.5.1 Task Forces will be formed from Pilot Learning Team members to conduct specific time-bound tasks specified in agreements with the PLT Lead Institution

3. ASARECA responsibilities

- 3.1 In regard to the Sub Saharan Africa Challenge Programme, ASARECA's responsibilities will include

- a. serving on the SSA CP Programme Steering Committee;
- b. selecting of Pilot Learning Sites;
- c. ensuring appropriate stakeholder representation in Pilot Learning Team Membership;
- d. the selection and appointment and, where necessary, in agreement with the Programme Steering Committee, terminating the appointment of Pilot Learning Team Lead Institutions;
- e. enabling the Sub Saharan Africa Challenge Programme to utilise ASARECA's competitive grants mechanisms;
- f. appointing and where necessary, in agreement with the Programme Steering Committee, terminating the appointment of Pilot Learning Team Lead Institutions;
- g. entering into and enforcing agreements with the Pilot Learning Team Lead Institution that are consistent with ASARECA's established policies and in accordance with the rules, regulations and directions established by the SSA CP Programme Steering Committee; and ensuring that the PLTs activities in the PLS comply with subregional agricultural research priorities and modes of operation. For the period of implementation of this MoU ASARECA will be reimbursed the direct incremental costs of the extra functions it undertakes for and in agreement with the SSA CP Programme Coordinator.
- h. assisting the SSA CP Programme Coordinator in the conduct of her/his duties including assistance with her/his travel and access to relevant authorities in ASARECA member states;
- i. making available to the Sub Saharan Africa Challenge Programme the processes of its grant making arrangements thereby ensuring, transparency, fairness and quality control in grant making.
- j. facilitating the work of the Programme-wide activities including, but not limited to, the Facilitation and Mentoring, and Impact Assessment Services, capacity building and information and knowledge management .
- k. overseeing good partnership and credit sharing practices between participating institutions in their domain
- l. assisting in logistics of major meetings, visits, and with donor relations
- m. developing and ratifying agreements between parties involved in activities in the Pilot Learning Teams.

4. FARA Responsibilities

- 4.1 FARA agrees to reimburse ASARECA for the direct incremental costs of undertaking and administering its responsibilities as set out above in accordance with a budget (from time to time amended as necessary) agreed and signed between the parties.
- 4.2 FARA will grant due credit for the responsibilities undertaken by ASARECA
- 4.3 FARA will respect and facilitate the adherence to ASARECA's sub regional priorities and modes of operation in respect of SSA CP activities carried out in ASARECA member states.
- 4.4 Communication of changes or amendments in the program.
- 4.5 organize calls for expressions of interest and recruitments for pillars and major tasks involved in the SSA-CP
- 4.6 Oversee the Coordinating Unit

5. Budget for undertaking ASARECA's responsibilities

- 5.1 FARA will reimburse ASARECA up to a maximum of US\$ XX,XXX per annum the costs of staff time and office expenses related its role in the SSA CP in ASARECA member states. This shall *inter alia* include the time of ASARECA staff (on secondment or directly employed) involved in advising and assisting the ASARECA Executive Secretary on:

- a. The selection of Pilot Learning Sites
 - b. The Formation and composition of Pilot Learning Teams
 - c. Administering agreements with the Pilot Learning Team Lead Institution
 - d. Reports submitted by the SSA CP Pilot Learning Team Lead Institution
 - e. Advancing SSA CP Pilot Learning Team submissions through ASARECA's Competitive Grants Scheme
 - f. Reports on the progress of the SSA CP Pilot Learning Teams to the SSA CP Programme Steering Committee
 - g. Overseeing the functioning of the Competitive Grant scheme?
- 5.2 Reimbursements will be based on formal invoices and receipted charges against line items to be detailed in a budget annexed hereto.

6. Publications:

6.1 All publications will be jointly agreed upon, and will clearly indicate that they are the outcomes of a collaborative undertaking between FARA, ASARECA and other collaborators. Funding sources will be acknowledged appropriately.

7. Independence of Parties

7.1 This Letter of Agreement does not give either ASARECA or FARA the authority to act as an agent for the other for any purposes whatsoever. Neither ASARECA or FARA has the authority, either expressed or implied, to enter into any agreement, incur any obligations on behalf, or commit the other in any manner whatsoever, except as may be provided in this Letter of Agreement and as may be agreed upon from time to time in writing.

8. Indemnification and Liabilities

8.1 Subject to other provisions in this Letter of Agreement, each Party shall indemnify and hold harmless the other Party's employees, representatives, and executive officers, from and against any liability, damages, costs or expenses, or any claim, action, suit or other proceeding arising out of the execution or implementation of this Letter of Agreement, except to the extent that

- a. such liability, damages, claim, action, suit or other proceeding is caused wilfully by the Party being held liable, or
- b. such liability, damages, costs or expenses, claim, action, suit or other proceeding is caused by or results from negligence on the part of such a Party.

9. Notices

All notices or communications under this Letter of Agreement shall be made in writing and in English and shall be given by delivery to the premises of the Parties or by registered mail, telex, facsimile, or electronic mail. Notices or communications shall be addressed to the following respective addresses.

ASARECA:

Dr. Seyfu Ketema
 The Executive Secretary
 Association for Strengthening Eastern and Central Africa (ASARECA)
 P.O. Box 765
 Entebbe
 Uganda
 E-mail: s.ketema@asareca.org

FARA:

Dr. Monty Jones
The Executive Secretary
Forum for Agricultural Research in Africa (FARA)
PMB CT 173, Accra, Ghana
E-mail: mjones@fara-africa.org

10. Amendment, Duration, Arbitration and Termination

- 10.1 Effective Date: This agreement is effective XX,XX,20XX (“Effective Date”) for duration of five (5) years unless extended by an amendment.
- 10.2 Any amendment to this Agreement shall be made in writing and carry the signature of each of the Parties.
- 10.3 The Parties will endeavour to resolve any dispute related to this Agreement in good faith. If the dispute cannot be resolved, each Party will appoint an arbitrator, and the two arbitrators so appointed will appoint a third arbitrator. The decision of the arbitrators will be final.
- 10.4 A party wishing to terminate this agreement will give twelve (12) months written notice to the other. Such termination shall not affect any supplemental agreement in effect at the time of terminations. Termination of supplemental agreements shall be governed by those agreements.

Agreed:

Association for Strengthening Agricultural research in East and Central Africa

Dr. Seyfu Ketema
Executive Secretary
Date:

Forum for Agricultural Research in Africa

Dr. Monty Jones
Executive Secretary

Date:.....

Annex 3 Dr. Freddie Kwesiga, SSA CP Programme Coordinator

BACKGROUND

Biodata: Ugandan citizen, born 23/02/1956, married with children

Former position: Principal Scientist and Regional Coordinator, World Agroforestry Center Programme for Southern Africa

Languages: English, Swahili, Nyanja/Chichewa, Lunyankole and a bit of French

Academic and professional qualifications: University of Edinburg, Scotland, UK, PhD in Plant Physiology and Makerere University, Kampala, Uganda, BSc. Forestry

EXPERIENCE AND ACCOMPLISHMENTS

- 18 years of a distinguished research and development career with the Consultative Group on International Agricultural research (CGIAR) based with International Centre for Research in Agroforestry (ICRAF), now known as the World Agroforestry Centre.
- An outstanding achievement of my career is the contribution to small holder agriculture with innovative research work that I led on improved fallows. The technology uses indigenous nitrogen fixing trees and shrubs that can sufficiently replenish soil fertility (particularly Nitrogen that is most limiting) after 2-3 years to offer viable options for food security to resource poor farmers of Central and Southern Africa who can no longer afford chemical fertilizers. The innovation has demonstrated its value as an alternative or supplement to chemical fertilizer while at the same time checking or reversing environmental degradation.
- After observing, with a lot of frustration, the slow pace at which good innovations from agricultural research (including improved fallows) were taken up by farmers who needed them, I took an active interest in facilitating their adoption. I have since become a champion for development led research and in particular the scaling up of proven agroforestry and related technologies for poverty reduction and environmental protection. The work led by me and the team of scientists and development facilitators, and farmers, has influenced the ICRAF board to premise the centre's long-term strategy to scaling up and impacting upon million farmers with agroforestry. Thus linking research results with development.
- I initiated a programme to scale up and expand the benefits of a range of agroforestry innovations to hundreds of thousands of farmers in Southern Africa. Over 300,000 farmers are currently using these agroforestry innovations in Southern Africa in partnership with key development partners in Zambia, Malawi, Tanzania, Zimbabwe and Mozambique. The initiative deliberately targets women farmers recognizing their important role in agricultural production. It also targets schools and universities/colleges recognizing the strategic value of introducing natural resource management and income generation options to farmers of the future.
- I have registered noteworthy achievements in mobilizing resources for ICRAF's work in Southern Africa. I led the effort that successfully negotiated for a CAD\$13 million from the Canadian International Development Agency to cover mainly the staff costs of scientists and development workers on my team for five years (from 2001) in Malawi, Zambia, Zimbabwe, Tanzania and Mozambique. I have skillfully used this grant as leverage to secure operational funding for the team. The ICRAF programme in southern Africa is supported by numerous investors including Sida (Sweden), VVOB (Belgium), The Netherlands government, The Rockefeller Foundation, BMZ and DED (Germany), USAID, EU, DFID, DANIDA (Denmark) and governments of our host countries. Resource mobilization has emerged as an increasingly critical responsibility for my current job. Accordingly, I have established extensive and valuable contacts with most of the major funders.
- I have rallied together a network of at least 130 partners in 5 countries with whom I am actively engaged in research and extension of agroforestry options for poverty alleviation, food security and environment protection. Many of the partners have integrated agroforestry in their programmes, complete with budgets. The divestiture of activities to local partners is a key element of our strategy for sustainability of the agroforestry programme in the region.
- After trying several programme management approaches, I settled for results based management (RBM), which I have successfully implemented for programme planning, implementation, monitoring, evaluation and reporting.

The benefits of this approach which focuses on impact and results are now widely acknowledged within ICRAF where it is gradually being adopted center-wide.

- As recognition of my contributions towards efforts at reducing food insecurity, I was appointed to the United Nations millennium task force on reducing hunger, which has the unenviable mission of halving the extent of hunger by 2015.
- I have led several strategy development initiatives for agroforestry, environment and natural resource management, poverty reduction and health (HIV/AIDS mitigation) at national and regional levels; and participated in similar international efforts, notably the millennium strategy to reduce hunger. Through these efforts I have become familiar with strategies of various funders, countries (poverty reduction strategy papers), sub-regional organisation and international agencies.
- I have continuously sought to improve my leadership and project management skills participating in courses on leadership and collaborative advantage, research management (University of New England, Australia), public awareness and negotiation (CTA).

Annex 4 Draft Lead Institution - Task Force letter of agreement

Letter of Agreement

Between

**The Association for Strengthening Agricultural Research
in Eastern and Central Africa
ASARECA**

and

**The Forum for Agricultural Research in Africa
FARA**

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- (iv) ASARECA and FARA have concluded a Memorandum of Understanding datedto promote and facilitate collaboration based on the Parties similar and complementary interests and capacities;
- (v) The Memorandum of understanding provides that each collaboration activity between the Parties will be undertaken on the basis of Letter of Agreement supplemental to the MoU;
- (vi) ASARECA and FARA now wish to collaborate in undertaking the Sub-Saharan Africa Challenge Programme in the ASARECA member countries, (hereinafter SSA-CP), the basis on which Parties have entered into this Letter of Agreement (LoA), which is supplemental to the MOU;

Now therefore ASARECA and FARA Agree as follows:

1. Mission and Goal of Sub Saharan Africa Challenge Programme

- 1.4 The SSA-CP's *mission* is to add value to and enhance the impact of ongoing agricultural research for development in sub-Saharan Africa. The Programme aims to transform the way that sectors and institutions at all levels approach agricultural research.
- 1.5 The *goal* of the SSA CP is to bring about improved rural livelihoods, increased food security and sustainable natural resource management throughout sub-Saharan Africa as a result of greater impact from agricultural research for development. It will thereby contribute to meeting the poverty and hunger targets of the Millennium Development Goals, and NEPAD goals as set out in the Comprehensive Africa Agriculture Development Programme (CAADP).
- 1.6 SSA-CP will be characterised by a collaborative effort among researchers (national, regional and international), extension agencies, the private sector and civil society. Following the example of the African Highlands Initiative and Integrated Natural Resources Management, the approach will embrace an institutional innovation process in which participatory, action-oriented methods drive research for development to solve critical problems. The detailed description of the Programme is

provided in the Sub Saharan Challenge Programme, Programme Proposal Volume 1 June 2004 (available on www.fara-africa.org).

2. Programme Governance and Management.

- 2.2 The SSA CP Programme Steering Committee. There will be a Programme Steering Committee that will provide overall guidance to the Programme on which both ASARECA and FARA will be represented. The Programme Steering Committee will be ultimately responsible to the FARA Executive Committee for governance of the Programme, based on clearly defined roles and obligations which, once endorsed by the Steering Committee, will be appended to this Letter of Agreement.
- 2.2.1 The SSA CP Steering Committee's terms of reference will *inter alia* clearly delineate the SSA CP Steering Committee's roles and responsibilities and will set out the channels for fulfilling its reporting obligations to the FARA Executive Committee. It is expected, however, that the terms of reference will include the following:
- l. make policies related to the SSA CP;
 - m. determine programme objectives and priorities (including scientific priorities);
 - n. assist, as required, SROs to conduct independent reviews of concept notes and proposals;
 - o. ensure adherence to quality standards in programme activities and assess performance;
 - p. jointly with the SROs develop and issue requests for concept notes and proposals;
 - q. oversee the appointment of the SSA-CP Programme Coordinator;
 - r. advise on allocation of financial resources for approved proposals and other programme activities;
 - s. maintain links with SROs, NARSs, CGIAR, Challenge and other major Programmes, and constituents and stakeholders generally;
 - t. ensure compliance with agreements made with the investors;
 - u. mediate conflicts; and
 - v. ensure outreach to and communication with stakeholders.
- 2.6 The Pilot Learning Team Lead Institution (the "Lead Institution"): The lead institution will be legally responsible for (a) managing and accounting for funds related to activities undertaken in the pilot learning site (PLS), in ASARECA's case this will be in the Lake Kivu PLS, (b) overseeing progress of activities at the Lake Kivu site, and (c) for reporting progress and outcomes to the relevant SRO (in this case ASARECA) and the SSA_CP Programme Steering committee. The Lead Institution will accept responsibility for compliance with the conditions of its contract with the relevant SRO (in this case ASARECA) including accounting for and reporting to the SRO and FARA for the use of funds provided by the Programme for agreed upon activities. Thus, the Lead Institution will need to show its capacity for due diligence in all financial and other operational aspects of project management.
- 2.6.1 The Lead Institutions will be properly constituted, fully legal institutions that maintain accounts to internationally accepted standards, such as, but not necessarily, CGIAR centres.
- 2.7 There will be Pilot Learning Team Management Committee in each PLS which will support the Lead Institution in the management of the Pilot Learning Team which is comprised of all stakeholders in agricultural research and development in the Lake Kivu Pilot Learning Site that express interest in collaborating with other stakeholders in integrated agricultural research for development (IAR4D).
- 2.3 Task Forces will be formed from Pilot Learning Team members to conduct specific time-bound tasks specified in agreements with the PLT Lead Institution

3. ASARECA responsibilities

- 3.1 In regard to the Sub Saharan Africa Challenge Programme, ASARECA's responsibilities will include
- n. serving on the SSA CP Programme Steering Committee;
 - o. selecting of Pilot Learning Sites;
 - p. ensuring appropriate stakeholder representation in Pilot Learning Team Membership;
 - q. the selection and appointment and, where necessary, in agreement with the Programme Steering Committee, terminating the appointment of Pilot Learning Team Lead Institutions;
 - r. enabling the Sub Saharan Africa Challenge Programme to utilise ASARECA's competitive grants mechanisms;
 - s. appointing and where necessary, in agreement with the Programme Steering Committee, terminating the appointment of Pilot Learning Team Lead Institutions;
 - t. entering into and enforcing agreements with the Pilot Learning Team Lead Institution that are consistent with ASARECA's established policies and in accordance with the rules, regulations and directions established by the SSA CP Programme Steering Committee; and ensuring that the PLTs activities in the PLS comply with subregional agricultural research priorities and modes of operation. For the period of implementation of this MoU ASARECA will be reimbursed the direct incremental costs of the extra functions it undertakes for and in agreement with the SSA CP Programme Coordinator.
 - u. assisting the SSA CP Programme Coordinator in the conduct of her/his duties including assistance with her/his travel and access to relevant authorities in ASARECA member states;
 - v. making available to the Sub Saharan Africa Challenge Programme the processes of its grant making arrangements thereby ensuring, transparency, fairness and quality control in grant making.
 - w. facilitating the work of the Programme-wide activities including, but not limited to, the Facilitation and Mentoring, and Impact Assessment Services, capacity building and information and knowledge management .
 - x. overseeing good partnership and credit sharing practices between participating institutions in their domain
 - y. assisting in logistics of major meetings, visits, and with donor relations
 - z. developing and ratifying agreements between parties involved in activities in the Pilot Learning Teams.

4. FARA Responsibilities

- 4.7 FARA agrees to reimburse ASARECA for the direct incremental costs of undertaking and administering its responsibilities as set out above in accordance with a budget (from time to time amended as necessary) agreed and signed between the parties.
- 4.8 FARA will grant due credit for the responsibilities undertaken by ASARECA
- 4.9 FARA will respect and facilitate the adherence to ASARECA's sub regional priorities and modes of operation in respect of SSA CP activities carried out in ASARECA member states.
- 4.10 Communication of changes or amendments in the program.
- 4.11 organize calls for expressions of interest and recruitments for pillars and major tasks involved in the SSA-CP
- 4.12 Oversee the Coordinating Unit

5. Budget for undertaking ASARECA's responsibilities

- 5.2 FARA will reimburse ASARECA up to a maximum of US\$ XX,XXX per annum the costs of staff time and office expenses related its role in the SSA CP in ASARECA member states. This shall *inter alia* include the time of ASARECA staff (on secondment or directly employed) involved in advising and assisting the ASARECA Executive Secretary on:
- h. The selection of Pilot Learning Sites
 - i. The Formation and composition of Pilot Learning Teams
 - j. Administering agreements with the Pilot Learning Team Lead Institution
 - k. Reports submitted by the SSA CP Pilot Learning Team Lead Institution
 - l. Advancing SSA CP Pilot Learning Team submissions through ASARECA's Competitive Grants Scheme
 - m. Reports on the progress of the SSA CP Pilot Learning Teams to the SSA CP Programme Steering Committee
 - n. Overseeing the functioning of the Competitive Grant scheme?
- 5.2 Reimbursements will be based on formal invoices and receipted charges against line items to be detailed in a budget annexed hereto.

6. Publications:

All publications will be jointly agreed upon, and will clearly indicate that they are the outcomes of a collaborative undertaking between FARA, ASARECA and other collaborators. Funding sources will be acknowledged appropriately.

7. Independence of Parties

7.1 This Letter of Agreement does not give either ASARECA or FARA the authority to act as an agent for the other for any purposes whatsoever. Neither ASARECA or FARA has the authority, either expressed or implied, to enter into any agreement, incur any obligations on behalf, or commit the other in any manner whatsoever, except as may be provided in this Letter of Agreement and as may be agreed upon from time to time in writing.

8. Indemnification and Liabilities

8.1 Subject to other provisions in this Letter of Agreement, each Party shall indemnify and hold harmless the other Party's employees, representatives, and executive officers, from and against any liability, damages, costs or expenses, or any claim, action, suit or other proceeding arising out of the execution or implementation of this Letter of Agreement, except to the extent that

- c. such liability, damages, claim, action, suit or other proceeding is caused wilfully by the Party being held liable, or
- d. such liability, damages, costs or expenses, claim, action, suit or other proceeding is caused by or results from negligence on the part of such a Party.

9. Notices

All notices or communications under this Letter of Agreement shall be made in writing and in English and shall be given by delivery to the premises of the Parties or by registered mail, telex, facsimile, or electronic mail. Notices or communications shall be addressed to the following respective addresses.

ASARECA:

Dr. Seyfu Ketema
The Executive Secretary
Association for Strengthening Eastern and Central Africa (ASARECA)
P.O. Box 765
Entebbe

Uganda
E-mail: s.ketema@asareca.org

FARA:

Dr. Monty Jones
The Executive Secretary
Forum for Agricultural Research Agricultural Research in Africa (FARA)
PMB CT 173, Accra, Ghana
E-mail: mjones@fara-africa.org

10. Amendment, Duration, Arbitration and Termination

- 10.1 Effective Date: This agreement is effective XX,XX,20XX (“Effective Date”) for duration of five (5) years unless extended by an amendment.
- 10.5 Any amendment to this Agreement shall be made in writing and carry the signature of each of the Parties.
- 10.6 The Parties will endeavour to resolve any dispute related to this Agreement in good faith. If the dispute cannot be resolved, each Party will appoint an arbitrator, and the two arbitrators so appointed will appoint a third arbitrator. The decision of the arbitrators will be final.
- 10.7 A party wishing to terminate this agreement will give twelve (12) months written notice to the other. Such termination shall not affect any supplemental agreement in effect at the time of terminations. Termination of supplemental agreements shall be governed by those agreements.

Agreed:

**Association for Strengthening Agricultural research
in East and Central Africa**

Dr. Seyfu Ketema
Executive Secretary

Date:

Forum for Agricultural Research in Africa

Dr. Monty Jones
Executive Secretary

Date:.....

