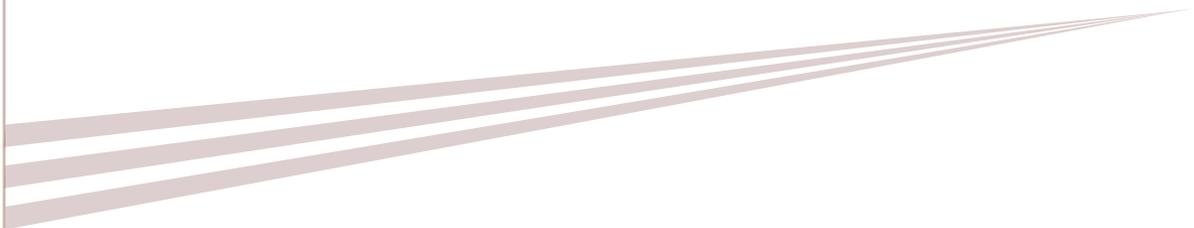




Partnerships and Capacity Development (PCD) Unit

Strategic Plan 2009–2014

November 2009



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Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA)

PO Box 765, Plot 5, Mpigi Rd
Entebbe, Uganda

Tel: +256 41 4320212 / 4320556 / 4321885

Tel: +256 41 4321126 / 4322593

Email: asareca@asareca.org

Website: www.asareca.org

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Foreword

The Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) was established in September 1994 and comprises ten member countries: Burundi, Democratic Republic of Congo, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Sudan, Tanzania and Uganda.

ASARECA is a sub-regional, not-for-profit organization whose mission is: *To enhance regional collective action in agricultural research for development, extension, training and education to promote economic growth, fight poverty, eradicate hunger and enhance sustainable use of resources in Eastern and Central Africa (ECA).*

This mission is a commitment to overcome poverty and hunger in the ECA region. ASARECA sees improved delivery and impact of scientific knowledge, policy options and technologies as a powerful instrument to drive the sub-region towards meeting the Comprehensive African Agricultural Development Program (CAADP) which is the agricultural agenda of the New Partnership for African Development (NEPAD) and the Millennium Development Goals (MDGs).

The ten ASARECA countries have been and are currently investing in agricultural research, extension, education, and training. While ASARECA mobilises operational finances for sub-regionally planned agricultural innovation activities, the partner national agricultural research systems (NARS) contribute their infrastructure, personnel and some funding towards the sustainable implementation of the programmes. As one of the goals of CAADP, the Heads of State of the ten countries, along with all their counterparts in Africa, have committed themselves to increase the share of their national budgets for agriculture to ten percent. The support provided to ASARECA by the development partners adds value to ongoing agricultural development efforts in the sub-region to achieve the goals of CAADP.

Over the past two years, ASARECA accomplished major works that reviewed the past performance, current status and future projections of agricultural performance in ECA and laid out strategic directions and priorities for ASARECA (2007–2016). It also laid out the strategic directions and priorities for agricultural development in the region in the context of CAADP and MDGs.

ASARECA serves as a forum for promoting regional agricultural research and strengthening relations between NARS, in ECA including the Consultative Group for International Agricultural Research (CGIAR). Aiming to strengthen NARS and link them regionally, ASARECA has expanded its initiatives and leadership in linking agricultural research to the political dialogue possible in the Common Market for Eastern and Southern Africa (COMESA), Forum for Agricultural Research in Africa (FARA) and African Union/NEPAD (AU/NEPAD). ASARECA monitors political and institutional change in the global research environment and provides to its member countries representation in such fora.

ASARECA adds value to the work of NARS in the sub-region through:

- The identification of shared goals and the promotion of economies of scale and scope through collaboration, specialisation and sharing of results
- The identification of sub-regional public goods that would be under-produced in the absence of shared goals and a regional mechanism
- Sharing of knowledge and experiences with institutional innovation for more effective agricultural research for development (AR4D), extension and agricultural training and education. Central to the vision and mission of ASARECA is the recognition of the value of regional collaboration and the need for regional collective action among member countries and their partners. Also central to the organisation's vision and mission is the notion that agricultural research, convened and facilitated by ASARECA, furthers development aims such as broad-based economic growth, poverty eradication and improved livelihood.

ASARECA has seven new programmes and two major units. These are:

1. Staple Crops Programme
2. High Value Non-Staple Crops Programme
3. Livestock and Fisheries Programme
4. Agro-Biodiversity and Biotechnology Programme
5. Natural Resource Management and Biodiversity Programme
6. Policy Analysis and Advocacy Programme
7. Knowledge Management and Upscaling Programme
8. Partnerships and Capacity Development Unit
9. Information and Communication Unit

What is presented in this document is the strategy and priorities developed for the ASARECA Partnerships and Capacity Development Unit through collective action of all the ASARECA member National Agricultural Research Institutes (NARIs) and all major ASARECA stakeholders. I would like to thank Dr. Joseph Methu, Head of Partnerships and Capacity Development Unit, and all our stakeholders, for having worked hard and enabled ASARECA define its future direction and priorities in the context of the sub-regional partnerships and capacity-development needs and initiatives.



Seyfu Ketema

Executive Director, ASARECA



Executive Summary

The Partnerships and Capacity Development (PCD) unit has been created in ASARECA to manage partnerships and capacity development initiatives of the organisation. In order to implement its functions, PCD has developed a strategy which defines the strategic areas where it will focus its efforts in partnerships and capacity development in the sub-region and how this will be done during the short- and medium-term periods. The strategy also identifies the challenges and constraints in partnerships and capacity development in the ECA sub-region. These challenges include how to realign the mindsets of most current agricultural research actors towards development impact; how to identify, build and manage successful partnerships; the strategies, capacity and skills to do these; and the systems, procedures and approaches for implementing programmes. How to institutionalise and catalyse partnerships, resource mobilisation for implementing partnership programmes, and mechanisms for bringing potential partners together are also challenges.

In capacity development, the strategy identifies the need to: (a) develop skills of individuals to enable them undertake innovative AR4D; (b) strengthen the organisational capacity of NARS to enable them support and undertake effective AR4D; (c) support NARS and partners to undertake capacity-development initiatives for implementing AR4D; (d) strengthen institutional capacity of NARS and create an enabling environment for AR4D in the sub-region; and (e) learn from past and existing capacity-development initiatives in the sub-region.

ASARECA is also expected to support CAADP implementation in the sub-region. The challenges in this regard include: (a) how to effectively partner with FARA and other similar organisations to manage implementation of FAAP and CAADP Pillar Four; (b) how to partner with COMESA, NEPAD/CAADP and other similar bodies to organise, manage and deliver information, knowledge and skills to support CAADP Round Table (RT) processes, investment programme design and implementation; and (c) how to link and coordinate sub-regional efforts in implementing CAADP and other similar initiatives in order to enhance synergies and impact.

The implications of the above challenges are that ASARECA should build skills of its staff and NARS on partnership development and management; put in place a mechanism of getting potential partners together; propose systems and procedures on how to build and manage partnerships at all levels and support NARS in mainstreaming partnership and capacity development in their organisations. The organisation should also support the development of individual skills and capacity in critical areas to enable effective AR4D; support the strengthening of organisational and institutional capacity of NARS; develop and make available to NARS systems and tools to guide implementation of capacity-development initiatives.

This PCD strategy aims to address these challenges and in doing so it has been guided by the overall strategic direction as provided in the organisation's vision, mission goal and operational plan. The purpose of the PCD Unit and the strategy therefore is to enhance capacity and partnerships in ASARECA and partners so as to support the impact of agricultural research innovations and CAADP implementation in the ECA sub-region. Implementation of the strategy will be guided by principles derived from the organisation's core principles namely: subsidiarity, holistic approach, delivery, continuity, transparency and conservation. Its strategic focus is to ensure that the capacity of NARS and partnerships among key stakeholders are effectively developed and sustainably managed and utilised to bring about increased economic growth and improved livelihoods in ECA. The strategic objectives are to: (a) explore, establish and manage effective partnerships for the implementation and impact of agric-research innovations in the ECA sub-region; (b) develop, manage and coordinate strategic interventions on capacity development in ASARECA sub-region; (c) strategise, coordinate and manage the interventions of ASARECA in the implementation of CAADP and other continental initiatives; and (d) contribute to resource mobilisation for PCD core activities in the ASARECA sub-region.

This partnership and capacity development initiative shall be organised and implemented through three key thematic areas, each with sub-themes and key intervention areas. The thematic areas are:

Theme 1: Effective and efficient partnerships developed and managed to carry out AR4D innovations in the ECA sub-region. This theme involves developing and updating systems, approaches and methods for partnership management and supporting ASARECA programmes and NARS in implementing them and; strengthening the capacity of ASARECA programmes and NARS to develop and manage successful partnerships for AR4D innovations. The goal is to ensure strong, effective and efficient NARS, able to successfully develop and manage successful partnerships and AR4D in ECA. Its main objectives are to: (a) ensure that systems, approaches, methods and databases are in place and used to enhance the efficiency and effectiveness of partnership development and management efforts in ASARECA and the sub-region; (b) support NARS and ASARECA programmes in building and managing successful partnerships; (c) strengthen individual, organisational and institutional capacity of NARS to manage successful partnerships for AR4D; and (d) developing a pool of experts and institutional platforms to support partnership development in the sub-region.

Theme 2: Development, management and coordination of innovative interventions on capacity development in the ASARECA sub-region. This theme involves continuous assessment of capacity-development needs of NARS in ECA, scouting for opportunities, and designing and implementing activities to address needs. The goal of the theme is

to ensure effective capacity for implementing AR4D in the ECA sub-region. The main objectives are to: (a) design and implement innovative capacity development interventions to build the capacity of NARS to implement AR4D in the ECA sub-region; (b) improve our understanding of successes and failures in capacity development and partnerships projects; (c) document and disseminate best practices in capacity development in the sub-region; and (d) build skills for conducting partnerships and organisational analysis within ASARECA and NARS in the sub-region.

Theme 3: CAADP country processes and other sub-regional and continental processes supported through knowledge and skills. This theme is about support in implementation of CAADP and other similar initiatives. The goal of the theme is to ensure that the design and implementation of country and sub-regional CAADP investment programmes and other similar initiatives are relevant, effective and fully address the needs of the countries and the sub-region. Its main objectives are to: (a) ensure that Pillar Four issues are well articulated in the country RT processes and investment programmes; (b) ensure that expert information, knowledge and skills are effectively coordinated, managed and brought in to support CAADP implementation at country and sub-regional levels; (c) link with and coordinate efforts with regional and sub-regional bodies in implementing CAADP and other similar initiatives; and (d) work with Programme Managers and Heads of Units in ASARECA to coordinate the organisation's inputs into Africa-wide NEPAD programmes and other similar initiatives.

The implementation of the strategy will follow the overall management and government systems in ASARECA and shall be guided by decisions and actions of the General Assembly, ASARECA Board of Directors, the ASARECA management, the PCD and its Technical Advisory Committee (TAC). The TAC shall advise, guide and provide technical support to the Head of Unit in the design, implementation, and monitoring of PCD's activities. A monitoring and evaluation (M&E) framework based on the logframe approach has been prepared to guide implementation of the strategy. PCD shall develop a detailed plan and budget for the implementation of the strategy.



Introduction

1.1. ASARECA

The Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) is a not-for-profit sub-regional organisation of the NARS of ten countries namely Burundi, DR Congo, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Sudan, Tanzania and Uganda. The sub-region is rich in agricultural and natural resources and supports a population of over 300 million people most of whom are poor and depend on agriculture for a livelihood. ASARECA intends to significantly contribute to improved livelihoods of these people and economic growth of the sub-region through leadership and regional collective action in AR4D.

ASARECA aims to achieve this mission and goal by pursuing its ten core functions (annex 1). These core functions, particularly that of coordinating collective action, contributing to improving networking, strengthening capacity for AR4D, and making NARS operate as a true system, direct ASARECA to support NARS to develop and manage partnerships and to strengthen their capacity in AR4D. Result area 4 (capacity for implementing agricultural research in the ECA sub-region strengthened) in ASARECA's operational plan (ASARECA 2007) addresses these aspects specifically.

In pursuance of its mission and goals, ASARECA has developed a ten-year Strategic Plan (2006–2017) which is aligned with CAADP Pillar Four (agricultural research and technology adoption; FARA 2006) and lays out the scope and scale of the ASARECA mandate in research, and possible roles in analysis and advocacy as laid out in Framework for African Agricultural Productivity (FAAP; FARA 2006). The strategic plan also shows how the Association will contribute to enhanced sustainable productivity, value addition and competitiveness of the ECA agricultural system. This new strategic plan addresses the technical, organisational and institutional issues that are required to deliver results and impacts. The strategy also links the mission of ASARECA to the MDGs of the United Nations (UN), and CAADP of AU-NEPAD, in line with the principles of FAAP that were developed by FARA.

To implement the strategy, ASARECA developed the Operational Plan for 2008–2014. The plan sets forth new structures, systems and directions necessary and sufficient for the conduct and management of sub-regional agricultural research, extension and training and education, mainly through greater involvement by stakeholders to help focus research on needs and opportunities of sub-regional importance, enhancing scientific rigour, and promoting a greater sense of stakeholder ownership in the institution and its work. A management structure with seven programmes and several support units were created. Amongst the new support units created is PCD.

1.2 Partnerships and Capacity Development Unit (PCD)

PCD enables ASARECA to build strategic partnerships with key organisations and NARS in ECA. Through the unit, ASARECA will also work with COMESA and FARA to strengthen its collaboration in the implementation of CAADP. PCD is also responsible for establishing partnerships, collaboration and joint activities with relevant organisations such as Regional Universities Forum for Capacity Building in Agriculture (RUFORUM), African Network for Agriculture, Agroforestry and Natural Resources Education (ANAFE) and Africa Forum for Agricultural Advisory Services (AFAAS). Modalities for the partnerships will be spelt out in Memoranda of Understanding (MoU) between ASARECA and the respective organisations.

In addition to fostering strategic partnerships for ASARECA, PCD is responsible for the management of the ASARECA capacity-building initiatives on issues that cut across the seven research programmes, the various management units and NARS.

In order to implement its functions, PCD has developed this strategy and implementation plan. The plan defines the strategic areas where ASARECA will focus its partnership and capacity-development initiatives for the short- and medium-term periods; defines how this will be done and the investments needed to realise the contribution of the unit to the achievements of the Association's goal and mission. The strategy development has benefited immensely from the full engagement of a wide range of stakeholders, ASARECA Secretariat, Board of Directors, expert review teams, project leaders, and engagement in wide-ranging and iterative consultations with national and international partners.

As a first step in developing this strategy, a two-day consultation meeting with ASARECA management staff and programme managers was held in Entebbe on 11 and 12 June 2009. The meeting aimed to understand, among other things, expectations for services from the different units of ASARECA; agree on the core functions of the unit and ways to put these in place; and to launch a strategic planning process for PCD. The meeting also identified the unit's internal and external clients who should be involved in the planning process and whose demands and challenges should be addressed. Comprehensive stakeholder consultations were later held in Uganda, Kenya, Tanzania and Burundi, and with NEPAD/CAADP, COMESA and FARA, leading to the development of a background paper to guide the strategy development process.

A three-day workshop was held in Nairobi, Kenya 2–4 November 2009. The main objective of the workshop was to validate the draft strategy of PCD and to discuss the position of the ASARECA member countries in the CAADP RT processes and the roles that ASARECA could play in supporting the processes.

The specific objectives were to:

1. Reach a common understanding on the strategy and obtain from participants feedback and ideas to improve it
2. Reach consensus and clarity on the role of ASARECA in the CAADP process
3. Achieve consensus on strategic objectives and prioritise the key result areas/activities in the strategy
4. Agree on possible project ideas on the basis of the priorities and activities identified
5. Discuss and validate the draft PCD strategy

Key participants in the workshop were: CAADP focal points in the ASARECA countries; representatives from NARIs, COMESA, NEPAD; development partners, United States Agency for International Development (USAID) and International Foundation for Science (IFS) of Sweden; CGIAR— World Agroforestry Center (ICRAF) and International Livestock Research Institute (ILRI); ASARECA senior management, Programme Managers and Heads of Units of ASARECA secretariat; and other regional bodies such as ANAFE.

The workshop discussed and agreed on the role of ASARECA in CAADP country processes; received and discussed in detail the draft strategy document; agreed on strategic objectives, themes and sub-themes and key intervention areas for the strategy. It further set criteria and prioritised key activities and possible projects for PCD and agreed on the structure and content of the strategy and the next steps for taking it forward.

This strategy is written using the ASARECA standard strategic planning framework. Chapters one and two cover introduction, situational analysis covering current situation, challenges, opportunities, experiences and lessons learned in partnership and capacity development in the ECA sub-region; chapters three and four outline the strategic framework and operationalisation of the strategy including activities and budgets, followed by references and annexes.



Situational analysis

This section provides the context on which the strategy is based; the justification of the choices made; the framework on which PCD will pursue its mission in the short- to medium-term period and brings an understanding of the environment in which the strategy will operate. The strategy drew heavily on the background paper undertaken by ASARECA in the preparation for the strategy process (ASARECA 2009). The implementation of the PCD strategy will be very much guided and influenced by the socioeconomic context, the policy environment and the institutional context in the sub-region in which ASARECA operates.

2.1 Socioeconomic context

The ASARECA member countries cover a total area of about 8.5 million km¹, inhabited by about 300 million people; about 80% of whom derive their livelihoods directly from agriculture. Average population growth rate ranges from about 2% in Burundi, Eritrea, Ethiopia, Kenya, Rwanda, Sudan and Tanzania to 3% in DR Congo, Madagascar and Uganda. Life expectancy is low (40–50 years); there is high incidence of poverty (20–60%), hunger, malnutrition and infant mortality. Of the nine “hunger hotspots²” in Africa, four are located in ECA¹.

The economic performance over the last decade has been poor. Most of the countries registered an annual gross domestic product (GDP) growth rate of 3% and income per capita for nearly all the countries has been on the decline since 1990. Agriculture remains the dominant player in the economy; it contributes at least 38% to the GDP of most countries.

In addition, major policy and structural weaknesses continue to create macro-level barriers to accelerated economic and agricultural growth and poverty reduction. These barriers include: poor infrastructure severely limiting access to markets for both inputs and outputs;

¹ The highland temperate farming systems of Southern Eritrea, and Northern and Central Ethiopia; the highland perennial systems in Rwanda and Burundi; the root-crop based systems in Southern Tanzania; and the cereal-root crop system in Madagascar (Inter-Academy Council 2004).

² Number of children under 5 years of age per square kilometre who are underweight

inadequate financing of agriculture-based enterprises; limited information on markets, prices and technologies; market imperfections at various levels; and unfavourable trade policies and frameworks.

Rapid population growth and the need to feed this population and improve their livelihoods; slow economic growth, low agricultural performance and environmental degradation and the impacts of climate change will continue to exert increasing demand and urgency in agricultural research systems to impact the development agenda, and to reshape the way they do things. Consequently, ASARECA is expected to position itself with other development actors in order to bring about accelerated impact. These issues pose great challenges to development actors and the research community. Through the PCD unit ASARECA aims to develop and manage effective capacity and partnerships with research and development actors in order to contribute to improved agricultural performance and better livelihoods of the people in the sub-region.

2.2 Policy and institutional context

At the global level the MDG 1 remains the most significant policy framework to guide and direct implementation of ASARECA programmes and its partnerships and capacity development initiatives. The MDG calls for halving of poverty, hunger and food insecurity and malnutrition, and improving environmental sustainability by 2015. To significantly contribute to the achievement of these goals, ASARECA must effectively partner with other development actors, and build its capacity and that of its partners to effectively address these challenges.

At the continent level, the CAADP framework of AU/NEPAD (CAADP 2003) is another major policy framework impacting on ASARECA and its agenda. CAADP was established by the Heads of States and Governments of the AU in July 2003 as a strategy to accelerate growth and eliminate poverty and hunger among African countries as well as leading to the achievement of the MDG 1 by 2015. CAADP pursues a 6% average annual agricultural growth and the allocation of 10% national budgets to the agricultural sector.

The achievement of the CAADP goals are pursued through four pillars: (1) extending the area under sustainable land management and reliable water control systems; (2) improving rural infrastructure and trade-related capacities for market access; (3) increasing food supply, reducing hunger, and improving responses to food emergency crises; and (4) improving agricultural research, technology dissemination and adoption. The implementation of CAADP has necessitated ASARECA to reorganise and reposition itself to effectively contribute to the achievement of the 6% annual agricultural growth.

The CAADP Pillar 4 has direct impact on the ASARECA agenda and how it does its business. FARA is responsible for the implementation of this pillar together with sub-regional organizations (SROs) such as ASARECA, among others. FARA has therefore developed FAAP for the implementation of the pillar. FAAP addresses challenges and weaknesses in agriculture research and technology adoption. One of its main objectives is to reform agricultural service institutions to make them more client driven; enhance farmer improvement, making extension delivery more facilitatory, developing stronger and more development-oriented NARS and training institutions in order to strengthen Africa's capacity for AR4D (FARA 2006). It also aims to link national, sub-regional and regional programmes and networks with strong international partnerships and to strengthen

capacities of African NARS and increasing investments in agricultural research and technology adoption. Based on these frameworks ASARECA realigned its agenda to enable it to contribute to development challenges. PCD will have to effectively contribute to the realisation of the aspirations of ASARECA and to a wider continental development agenda.

There is an increasing move towards regional integration in the continent. Regional economic communities such as COMESA, East African Community (EAC) and Inter-Governmental Authority on Drought and Development (IGAAD) are increasingly playing greater roles in development. Through an MoU COMESA has developed special relationships with ASARECA and regards ASARECA as its scientific arm in agricultural science. It also looks to ASARECA at providing technical backstopping to CAADP country RT processes in the ECA sub-region. Similarly IGAAD and the EAC have developed sub-regional development frameworks with greater relevance to the ASARECA agenda which the Association can leverage.

Most of the ASARECA countries have in place national economic and agricultural development frameworks, all aimed at accelerating economic and social development; achieving accelerated agricultural growth, poverty reduction, nutrition and food security. They call for capacity development and partnerships with development actors. Some of them, e.g. Agricultural Sector Development Programme (ASDP) of Tanzania; The Plan for Modernisation of Agriculture (PMA) of Uganda and the Strategy for Revitalisation of Agriculture (SRA) Sector of Kenya), call for a new way of doing business so as to accelerate agricultural growth and development. The PCD strategy has been well informed by these frameworks.

Finally, this strategy has been aligned and will be implemented in the context of ASARECA strategy 2006–2017 (ASARECA 2006) and its operational plan 2008–2014 (ASARECA 2007). The ASARECA strategy addresses technical, organisational and institutional issues that are required to deliver results and impacts. It also links the mission of ASARECA to MDG, CAADP and FAAP. The PCD strategy has fully complied with and operationalised these documents.

2.3 Capacity and capacity development in the context of ASARECA

2.3.1 Capacity and capacity development

Capacity, i.e., the ability of individuals, organisations and societies to perform functions, solve problems, and set and achieve goals to the satisfaction of its stakeholders (Horton et al. 2003), is important in the execution of tasks and the achievement of the goals of ASARECA, CAADP, and the MDGs. This capacity is required at individual, organisational and institutional levels (Horton et al. 2003). At the individual level, it refers to knowledge, skills, and attitudes that make an individual to perform; while at the organisational level, it is the base, management capacity and external relations an organisation uses to execute its mission and achieve its goals.

The capacity of an organisation can be gauged by the number and quality of its staff members; the infrastructure, technologies and financial resources available; the quality and extent of its strategic leadership, programmes and process management; and the extent and quality of its networks and linkages. Horton et al. (2003) groups these into operational capacities (the capacities that an organisation needs to carry out its day-to-day activities)

and adaptive capacities (the capacities needed for the organisation to learn and change in response to changing circumstances). At the institutional level capacity refers to the overall incentive environment, the rules and norms under which people and organisations operate, the broader political and cultural environment, the civil engagement of societal actors and the ability of societies as a whole to allow and support the use and growth of individual people's capacities and to prevent loss of skills or brain drain.

Consequently, development is the sustainable creation, utilisation and retention of that capacity to enable individuals, organisations and societies, to effectively execute their tasks, set and achieve goals to the satisfaction of their stakeholders. It involves building of individual skills, institutional capacities and social capital as well as the development of opportunities to put these skills and networks into productive use (Horton et al. 2003). It includes human resource development, organisational development and institutional development. This strategy addresses issues of capacity for AR4D in the context of ASARECA and partners.

2.3.2 Why capacity development?

The emergence of a consensus on the world's development targets, the MDGs, and the aspiration to achieve these targets by 2015, has led to a shift towards considering impact in developmental rather than scientific terms. Consequently, researchers have suffered mounting criticism about lack of development impact and that volumes of potentially useful research outputs are piled up in files and laboratories un-adopted. This is always associated with the so-called neoclassical approaches to research and development which assume a linear relationship between investment in research, the development of agricultural technology, its subsequent adoption by farmers, and finally its ultimate impact on economic production. In practice, this meant that disciplinary and commodity-focussed research would produce a stream of technologies (mainly improved varieties) that could be passed on to a separate public sector extension system for transfer to farmers.

The world development communities have argued that this approach is inappropriate for agricultural development and that because of this, most of the farmers have continued to rely on traditional methods that lead to low levels of productivity, depletion of the natural resource base and escalating poverty. They argue that agricultural production is a complex system and successful technology development is a complex process that requires a much more holistic approach and partnerships with different kinds of institutions, including those from outside the formal research community. They further argue that such approach would then tackle research, technology development and promotion holistically through strong linkages with and interventions from a diverse set of partners in order to create a significant development impact. This thinking has led to the emergence of new approaches to agricultural research for development such as innovation systems, integrated agricultural research for development (IAR4D), and value-chain approaches as possible ways to accelerated development impact of agricultural research undertakings. Other terminologies such as Research into Use approach, the Agricultural Innovation Systems (AIS) and Centers of Excellence (CoE) have also appeared. AIS and IAR4D are briefly explained below.

2.3.2.1 Innovation system perspective

AIS involves "a network of organisations, enterprises, and individuals focused on bringing new products, new processes, and new forms of organisation into social and economic use,

together with the institutions and policies that affect their behaviour and performance” (World Bank 2007). In this system, an innovation forms the centerpiece, rather than technology or the research. The research agenda is negotiated through a coalition of interests; the role of partners is flexible, determined by the nature of the tasks, the national institutional context and skills, as well as by the resources available.

2.3.2.2 Integrated agricultural research for development

The IAR4D concept is used to ensure that research leads to improved livelihoods. It looks at agricultural research from a holistic point of view and has been lauded as a possible option for bringing about development impact. Five principles guide its implementation. These are:

1. A systems perspective based on levels of needs: availability of tools, capacities of individuals, but also organisational capacities and institutional and policy capacity needs (Potter and Brough 2004).
2. Interactive learning through partnerships and multi-stakeholder interaction, based on balanced power relations thus allowing a level playing field.
3. Individual competency development, which is based on the proper mix of knowledge, skills and attitudes (KSA).
4. Learning-by-doing and action-research (for example, making use of the Competitive Grant System at ASARECA).
5. Capacity strengthening as a participatory learning process, requiring facilitation, mentoring and process coaching.

The ideas behind IAR4D are similar to those in agricultural research for development (ARD) developed by the International Centre for development oriented Research in Agriculture (ICRA); the sustainable livelihoods approach (SLA), developed by Department for International Development (DFID); and the integrated natural resources management (INRM) approach, developed by CGIAR. Being a new approach, IAR4D as concept and practice is less well known. In such a challenging environment, research and development organisations need to build skills and necessary capacity to enable them implement the approach.

The shifts in thinking, the growing concern for relevance and more development impact, the greater emphasis on the capacity of people and organisations to learn, adapt and change, all require a shift in mindset from the neoclassical and conventional to a more holistic approach to research for development. Further, researchers must view themselves not just as knowledge generators but as development workers operating in partnership with other development actors. It also means that researchers must open up and learn to work with new actors under complex, diverse and dynamic organisational and institutional arrangements. In order to undertake these challenges, new capacities will be required. Consequently, research and development organisations need to develop new skills and capacities to enable effective performance and delivery on goals and missions. It also means that managers must go beyond managing an organisation as an isolated entity to managing complex programmes, partnerships, alliances, and networks of individuals in several organisations. Finally, there is increasing emphasis on the capacity of people and organisations to learn from experience and innovate to adapt to changing conditions in ways that will enhance their performance. These issues challenge managers to operate

more flexibly and creatively. It therefore calls for new skills, flexible organisational systems and institutional arrangements. Effective capacity is therefore needed to undertake these functions, pursue the organisation's mission and deliver on goals.

2.4 Current capacity and capacity development needs for AR4D in ECA sub-region

The background paper (ASARECA 2009) undertook an in-depth review of and consultations on capacity needs of ASARECA and its partners. The consultations revealed that NARS are at different stages of evolutionary development in implementing AR4D in the ECA sub-region; some are advanced while others are behind in capacity, and the rest are in-between regarding capacity for implementing AR4D. Capacity can be considered in terms of individual, organisational and institutional contexts as described below.

2.4.1 Individual capacity

There are substantial human resource skills for AR4D in the ECA sub-region especially in Kenya, Ethiopia, Uganda and Tanzania as a result of various capacity-building training initiatives. These skills can be harnessed to mount an effective capacity-building programme in the sub-region.

Stakeholders expressed needs in individual capacity development in several areas. These include support in skills development in research management and leadership, research planning, monitoring and evaluation, and capacity building on climate-change research. Skills are also required in areas such as proposal development and resource mobilisation, scientific writing and communication of research results; interpersonal skills; organisational capacity assessment and development; policy and institutional analysis; and in human resource and financial management at all levels. Staff exchange, attachments and twinning between countries are also needed. Stronger NARS can be used to build capacity of weaker ones.

Higher degree of training is needed in critical areas such as climate science, molecular biology, biotechnology, genomics and informatics, intellectual property rights management, animal genetics and breeding, biometrics and agricultural research methods, forestry and agroforestry, aquaculture and fisheries, food science and technology, agricultural economics and policy analysis, information and communication technology. Targeting women to increase the number of women scientists is necessary.

There is special need for building capacity of needier NARS. These NARS have a critical shortage of staff and research facilities: for example, a breeder is also a pathologist, a socioeconomist, and so on. Out of about 60 scientists in Institut des Sciences Agronomiques du Burundi (ISABU), only two (who are about to retire) have PhDs. There are four PhD students, about 10 MSc graduates and the rest (34) are BSc graduates. Such capacity cannot impact effectively on development. Capacity is needed in MSc and PhD in various disciplines, skills on various areas including IAR4D and partnerships. Special support is needed to help the Government of Burundi build an effective research infrastructure and human capacity. Capacity is also needed in skills required for research management, Planning, monitoring and evaluation (PM and E), human and financial resource management, information and communication technology. Similar efforts will also be needed for countries like Rwanda, DR Congo, and Southern Sudan.

2.4.2 Organisational capacity

Stakeholders require support in organisational capacity development in several areas. Support is needed for development of infrastructure and facilities at NARS especially for the more needy NARS; strengthening communications capacity of NARS especially through web-based approaches that link and support communication among NARS and for skills enhancement and facilities for climate science and climate research. Stakeholders feel that NARS should be assisted to develop their own capacity by addressing critical gaps which national governments cannot handle. The creation of CoEs to serve the region was particularly emphasised. They feel that ASARECA should support the creation of more CoEs in strategic areas, borrowing experience from ILRI on Biosciences East and Central Africa (BeCA) hubs. The CoE should serve the region more than the country hosting it. A key need is for a CoE on climate change research and small-scale irrigation technology. ASARECA should support NARS to develop capacity on organisational performance assessment, learning and change.

Stakeholders further pointed out that serious consideration should be given to retention of trained capacity through improving the terms and conditions of service, incentives and reward systems. Laboratory analytical capacity in strategic areas such as chemical analysis, detection of genetically modified organisms (GMO) products is critical in the sub-region. They emphasised that funds to support NARS capacity development are needed. ASARECA should develop proposals and seek funding to fund key strategic facilities for use in the regional context, for example for establishing CoEs. Strategic alliance with the CGIAR Centers or other CoEs may be necessary. For instance, ILRI has used strategic alliance as a mechanism to implement its programmes. It developed a strategic alliance with ASARECA and NARS through the Animal Agriculture Research Network (AARNET), which was recognised as the most successful among the ASARECA networks. Through AARNET, ILRI received three big grants and contributed significantly in building capacity of NARS.

2.4.3 Institutional capacity

Stakeholders feel that institutional capacity development should address areas such as creation of enabling environment for research; institutionalisation of new research approaches and encouraging harmonisation of policies on movement and exchange of research personnel. Scientists from different countries could do research in other countries; encouraging and supporting harmonisation of intellectual property rights (IPR) policies and facilitating Materials Transfer Agreements (MTA) to accelerate transfer of technologies among NARS and support local institutions to develop capacities on IPR and knowledge management. They recommended that ASARECA should establish a forum on climate change research and innovations.

2.5 Partnerships development and management in agricultural research

2.5.1 Partnerships in the regional agricultural research context

Partnerships happen when “two or more organisations with complementary areas of expertise commit resources and work together to achieve a mutually beneficial outcome (TRG 2001). They have become an important strategy for research programme implementation because of their ability to bring together complementary skills and institutional synergy in

addressing the complex challenges in AR4D. A partnership reflects the realities associated with successful technology development since, as stated in section 2.3.2, agricultural production is a complex system, and successful technology development is a complex process requiring a much more holistic approach and partnerships with different kinds of institutions, including those from outside the formal research community, in order to create a significant development impact.

This implies that ASARECA and its NARS partners must forge and successfully manage partnerships with diverse institutions and other actors in order to effectively achieve its goal and contribute to development impact such as achieving the goals of CAADP and MDGs.

2.5.2 Enabling environment for partnerships

Policies and institutional frameworks from a number of countries and NARS institutions consulted provide a favourable environment for partnership development. In Uganda, the NARS Policy and NARS Act 2005 liberalises research service provision to both public and private service providers and provides and calls for demand-led and market-oriented research in agriculture involving the participation of beneficiaries, intermediary organisations and the private sector. In Kenya, the strategy of Kenya Agricultural Research Institute (KARI) is aligned to the development of value chains and brings on board partnerships with other researchers, service providers, the private sector and farmers. In Tanzania, the Agricultural Sector Development Programme (ASDP) requires researchers to change their mindsets and become development workers operating in partnership with other development actors—nongovernmental organisations (NGOs), extension, and other stakeholders—as a mechanism to strengthen linkages. Similar aspirations are reported in Ethiopia and Rwanda. Despite this positive situation, no specific policy on partnership development and management was available at the NARIS visited. Similarly, a formal incentive or reward system for partnership was not apparent in any of the organisations visited.

2.5.3 Types of partnerships in the sub-region

Partnerships have been categorised in several ways (ILRI 2007). On the basis of the purpose of the relationships, four types of partnerships have been implemented in the sub-region. These are: project-based partnerships; strategic partnerships; networks; and contractual partnerships. They involve local, regional or international partners such as researchers, universities, government ministries and bodies, development agencies, extension or NGO agents, farmers and/or private sector companies.

2.5.3.1 Project-based partnerships

This is the most common form of partnership where a number of institutions come together to implement a project. Such partnerships are specific, time bound, focusing on implementation of specific activities described in a project document. Its duration has always been determined by the length of the project. Such partnerships have been initiated individually by a potential lead partner, by a donor representative or during meetings, conferences or training events. The main mechanisms used in managing these partnerships have been through an MoU, a contract or a grant or a sub-grant agreement.

2.5.3.2 Strategic partnerships

This type of partnership is common in all the NARS visited. It is long term and of strategic nature and is forged to achieve significant complementary roles and greater impact. The main purpose of this relationship has been to undertake research on mutually agreed areas of commodity development, capacity development and information exchange and networking. The NARS' relationships with CGIAR centers and advanced research institutes have operated in this way.

In National Agricultural Research Organization (NARO), Uganda, the relationship with the International Institute of Tropical Agriculture (IITA), International Centre for Tropical Agriculture (CIAT), International Potato Center (CIP), Natural Resources Institute (NRI), University of Greenwich, UK, and Danforth Center in USA all started with personal contact by a member of staff having met either in a training event, conference or visited the institute. This was followed by series of communications to explore possibility and building of trust between the two, subsequently leading to commitments for long-term partnership to jointly undertake research and capacity building and information exchange to develop commodities relevant to their mandate. Similar experiences have been found in the other countries visited, Kenya, Burundi and Tanzania, and are likely to be the same in majority of the ASARECA countries.

These relationships have been implemented through either an MoU, headquarters agreements or a legal agreement. The instruments define the nature of the partnership, the terms of reference, roles and responsibilities of the partners and other administrative and management issues. The international or regional partner works in the country in partnership with the national programme, develops and implements complementary research and capacity-building activities and knowledge sharing and management. A fully fledged coordinating unit and full-time scientists from the regional or international partners are deployed to implement partnership projects. In addition, scientists in the partner organisations may jointly develop and implement projects. In some cases national governments have allocated budgets and provided funds to support agreed projects. For instance, Uganda decided that its annual contribution to the CGIAR be used to implement projects on banana biotechnology research and development. The Government of Kenya also contributes to the CGIAR.

2.5.3.3 Networks

Networks are another form of partnership arrangement in the sub-region which have operated more at the programme levels. This arrangement involves a number of research programmes in the region which come together to implement a set of agreed activities. The structure of most of the networks has national programme members, a coordinating unit and a steering committee (SC). The members are loosely held together by a common interest and implement agreed activities on behalf of its members. Most of the networks were developed and implemented by ASARECA in partnership with the CGIAR centers. Through this, ASARECA entered into partnership with International Agricultural Research Centers (IARCs) and implemented the activities through networking arrangements with NARS with the technical backstopping provided by IARCs.

Of the seventeen ASARECA networks, thirteen were located in the IARCs or Advanced Research Institutes (ARIs). For the thirteen networks, ASARECA sub-contracted IARCs or ARIs to provide scientific partnership service mainly to coordinate and manage the networks

and to provide scientific and administrative backstopping, guidance and institutional support and to oversee the network operations. The networks implemented their portfolios through collaborative links with NARS, IARCs and ARIs.

The Regional Network Coordinator, who worked under the guidance and scientific leadership of the network SC, was also backstopped by the scientific partner (an IARC or ARI). The ASARECA secretariat developed mechanisms, procedures, strategic plans and facilitates the implementation of the network's regional research for development programme. The coordination units staff were legally employed by the IARCs. For the execution of the partnership, ASARECA made available, on advance basis, funds to the IARC for the execution of the partnership agreement. These arrangements continued until 2006/7 when the concept of networks in ASARECA was phased out and absorbed into seven programmes.

2.5.3.4 Contractual partnerships

This type of partnership is less common in research implementation. It has been applied in few instances where a NARI, its institute and programme won a research project and had to sub-contract certain activities to partners. It is however common in linking research institutes and programmes with local service providers such as extension agent and NGOs. Most of the projects funded by Zonal Agricultural Research and Development Fund, Tanzania (ZARDEF) were being implemented in this way. Similar arrangements were common in NARO, Uganda. The Agricultural Technology and Information Response Initiative (ATIRI) programme of KARI, Kenya operated a lot in this way to link NGOs and community-based organisations (CBOs) in technology dissemination. Private sector companies also contracted researchers to test their agrochemicals and potential varieties in this way.

2.6 Partnerships at the Secretariat: Consultations with the ASARECA management and programme managers

A two-day consultation meeting with ASARECA management staff and programme managers was held in Entebbe, 11–12 June 2009. The meeting aimed to understand, among other things, expectations for services from the different units of ASARECA. ASARECA has been implementing partnerships and capacity-building activities with different organisations, programmes and projects. Most of its partnerships have been institutional or strategic partnerships, project-based partnerships and networks. The main challenges which faced ASARECA have been how to manage and implement institutional partnerships; how to establish systems for capacity building and partnership management in the secretariat; how to manage capacity-development initiatives and implement them regionally; how to support programmes in designing and managing capacity-building initiatives; and finally how to support CAADP Round Table processes through knowledge and skills. Given these challenges PCD will have to look for ways and means to address these concerns.

2.7 Challenges and constraints in partnerships development management in ECA sub-region

2.7.1 Mindset and institutional change is a major challenge

The greatest challenge to agricultural development in the sub-region is how to change the current mindsets of most agricultural research leaders, managers and researchers from the

current so-called neoclassical approaches to research to that where their mindsets are tuned to acting beyond the narrow spheres of research to that of a wider community in which researchers act as development and change agents and operate with other development actors in personal, professional and institutional relationships that change and evolve (often rapidly) over time (ASARECA 2009). The background paper has revealed that research institutions, their leaders, managers and researchers are at different stages of evolution towards understanding their roles in agricultural development. Many still undertake research along the so-called neoclassical approach, while others have started or have moved some distance away from it.

As already pointed out, agricultural production is a complex system. Successful technology development, use and impact require a much more holistic approach and forging successful partnerships with different institutions. Bringing accelerated agricultural development to the sub-region will therefore require a change in mindset and a completely new approach to AR4D. Institutions should therefore be framed on the basis of their roles in development and not on science. All research leaders, managers, researchers and other development actors should undergo a carefully and well thought-out process of mindsets changes in favour of new research paradigm for accelerated agricultural development. These should be integrated with policies, institutional arrangements, cultures and norms, systems and procedures that help to glue these processes together in an organisation. Similarly the university curricula, institutions, leaders and managers and staff need to be similarly trained and oriented in order to turn out development practitioners (ASARECA 2009).

2.7.2 How to form and manage successful partnerships

Both ASARECA and partners, especially the NARS have engaged in different types of partnerships as outlined earlier (Section 2.5.3). Many of these have been successful but others have had varying degrees of success. Key to success has included the following factors among others: clear definition and complementarities of roles and responsibilities and “the rules of the game” spelt out in a well-articulated MoU; building commitment and trust among partners; good interpersonal relationships, effective communications, coordination and governance systems; regular planning and review meetings; and enabling environments and support from the partner institutions. In some instances, confidence-building mechanisms were put in place and involved members of each partner institution spending some time with the other partners as a strategy for confidence building. This bonded relationships and improved partnerships.

Nevertheless, evidence obtained from the consultations reported in the background paper (ASARECA 2009) indicated that many members of staff of NARS have had difficulties in developing and managing partnerships. Many of them admitted having had little exposure to the skills required in developing and managing effective partnerships. The consultations also revealed that many partnership arrangements had conflicting goals and aspirations; competitions and conflicting interest have been common. The background paper further reports that other NARS partners, particularly some local NGOs and CBOs, were difficult to work with, entered the partnership only to get funds, and were reluctant to commit their own resources. Others did not want to be drawn into formal relationships and contracts while some partners never got feedback from public extension, NGOs and other partners due to communication problems. The greatest challenges experienced by many NARI staff have therefore been on how to identify, build and manage successful partnerships. Strategies,

capacity and skills on how to do these would be necessary. A database of potential partners and mechanisms of bringing these people together is necessary. Procedures and approaches for implementing partnership programmes should be put in place in the sub-region.

2.7.3 How to institutionalise and catalyse partnerships

At both strategic and project levels, most partnerships have been initiated on the basis of individual personal contact and trust. Sometimes, when the person leaves the relationship collapses. In some cases, personalities have interfered with partnerships, especially between some NARS and some CGIAR centers, and too often conflicts have emerged which have tended to undermine the relationship. Duplication of duties between international and national programmes have often occurred especially between NARS and some CGIAR centers. In a few cases, it was reported that CGIAR partnership with the NARS flourished when capacity at the national level was low but when national capacity developed both began seeing each other as competitors especially in sharing of research credit and seeking funding. In other cases, some partners pulled out prematurely and sometimes with all the information; in yet others, senior officers were delegating work to very junior and inexperienced persons. The biggest challenge has therefore been on how to institutionalise and catalyse partnerships.

For effective relationships to flourish, partnerships should be based on institutions, especially at NARS levels. The institutionalisation should be based on participation of teams. This gives room for others to take over and ensure continuity once the principal contacts depart. Every effort should ensure ownership by other partners from the beginning. Institutional policies, strategies, systems and procedures should be put in place to manage partnerships. Formal mechanisms/arrangements and how to ensure institutional commitment of partners are needed. Legal issues related to partnership development and management should be covered in the MoU or related agreements and should among others, address issues like commitments, delivering of results, benefit sharing and conflict resolution mechanisms. Incentives and reward system could be a major factor in encouraging partnership development and management. Results of stakeholders' consultations (ASARECA 2009) did not identify any formal incentive system at the national level. However, in Tanzania zonal policy encourages rewarding of scientists whose articles appear in zonal publications on adaptive research, technology dissemination and adoption. Such a mechanism is needed at national and institute levels to catalyse partnership efforts in the sub-region.

2.7.4 Resources for implementing partnership programmes

Resources for implementing partnerships are big constraints in the sub-region. Most partnerships in the sub-region were based on short-term projects funded by donors and very few were based on long-term strategic considerations. The implication of this is that partnerships will therefore be donor-dependant and will be formed and disbanded as projects are formed and concluded. At the national level, flows of funds have been slow in some cases; they stopped prematurely in others and affected implementation of partnership activities. Sharing resources, for instance, finances, with other partners has been difficult sometimes; some partners are reluctant to do so once the project is funded. In some cases bureaucratic procedures at the national levels have affected the participation of other stakeholders in partnerships. Some accounting procedures in some countries prohibit other non-research partners to use funds from a government institution to implement

partnership activities. This has restricted the participation of outside actors in partnership projects. Consequently, special efforts will be needed to mobilise resources for partnership development and management in the sub-region and appropriate systems, policies and procedures are needed to enhance transparency and accountability.

2.8 Implications of partnership and capacity-development challenges for ASARECA

2.8.1 Partnership development and management

As its very name suggests, ASARECA is responsible for strengthening agricultural research in Eastern and Central Africa. It is therefore entirely appropriate that it has put in place a Partnership and Capacity Development Unit to further its activities in these areas. The implications of the above challenges are that ASARECA should have a mechanism of getting potential partners together; enable them build trust, confidence and cement relationships among them. The Association should help NARS in the sub-region improve communications among themselves; facilitate institutional readiness for partnerships; and should help NARS institutionalise partnerships in their organisations. The Association should bring about a common understanding regarding definitions, approaches and practices for partnerships—IAR4D, value chain, innovations systems—and how to translate these concepts into economic impact. This is an area where serious capacity building is needed. Further, ASARECA should build skills and propose systems and procedures on how to identify, manage and monitor partnerships implementations at all levels (managers, researchers, and other partners) and undertake research on partnerships and capacity development in the sub-region. Further, ASARECA should support NARS in mainstreaming partnership and capacity development in their organisations. Finally, the organisation should develop and implement a special programme to support infrastructure and facilities which national governments have been unable to fund, especially in countries emerging from conflicts and disasters.

2.8.2 Capacity development

2.8.2.1 Support the development of individual skills and capacity for effective AR4D

ASARECA should support individual capacity in skills development in research management and leadership, research planning, monitoring and evaluations and capacity building on climate change research. It should also support skills enhancement in areas such as proposal development and resource mobilisation, scientific writing and communication of research results; interpersonal skills; organisational capacity assessment and development; policy and institutional analysis; and in human resource and financial management at all levels. The organisation should also encourage staff exchange, attachments and twinning between countries.

There is growing need for higher degree training in several areas, the most critical of which are climate science, molecular biology, biotechnology, genomics and informatics, intellectual property rights management, animal genetics and breeding, biometrics and agricultural research methods, forestry and agroforestry, aquaculture and fisheries, food science and technology, agricultural economics and policy analysis, information and

communication technology. Special training is needed for women scientists. ASARECA should run a scholarship programme to address these needs.

2.8.2.2 Support to the strengthening of organisational and institutional capacity of NARS

The Association should support NARS by strengthening the infrastructure and facilities especially of the more needy NARS; it should also strengthen communications capacity of NARS especially through web-based approaches that link and support communication among NARS. ASARECA should provide special support for skills enhancement and facilities for climate science and climate research. ASARECA should assist NARS to develop their own capacity by addressing critical gaps which national governments cannot handle. The creation of more CoEs in strategic areas such as climate change research and small-scale irrigation technology is vital and should borrow experience from ILRI on BeCA Bioscience hubs. ASARECA should also support NARS to develop capacity on organisational performance assessment, learning and change.

Working together with FARA and other development actors, ASARECA should encourage policy change to support NARS retain trained capacity through improving the terms and conditions of service, incentives and reward systems. It should also support strengthening laboratory analytical capacity in strategic areas such as chemical analysis, and detection of GMO products in the sub-region. Strategic alliance with the CGIAR centers or other CoEs may be an opportunity.

ASARECA should support institutional capacity development of NARS in areas such as creation of enabling environment for research; institutionalisation of new research approaches and encouraging harmonisation of policies on movement and exchange of research personnel among NARS in member countries. It should encourage and support harmonisation of IPR policies and facilitating MTA among NARS to accelerate transfer of technologies. It should support local institutions to develop capacities on IPR and knowledge management and should establish a forum on climate change research and innovations.

2.8.2.3 Develop and make available to NARS, systems and tools to guide implementation of capacity-development initiatives

System and tools will be required for implementing capacity development activities. ASARECA will therefore develop or support the development of systems, strategies and plans, guidelines, manuals, procedures and best practices for implementing, monitoring and evaluating capacity-development initiatives. Advocacy tools and mechanisms for promoting capacity development should be put in place and implemented.

2.8.2.4 Undertake research on capacity development

There are considerable constraints on and challenges to capacity development in the sub-region. Many of these challenges and constraints require new knowledge, approaches and tools. Further, why certain capacity development initiatives succeed while others fail, calls for a deeper analysis and knowledge on these outcomes. Such knowledge will be fundamentally important in designing new approaches, tools for capacity development. Research will therefore be needed to address these issues.

2.8.2.5 Special support for the needier NARS

ASARECA should mount a special programme to build capacity of more needy NARS such as in Burundi, Rwanda, Southern Sudan and DR Congo. These countries are experiencing

critical shortage of staff. It should support training in MSc and PhD in various disciplines; and in skills on various areas including IAR4D and partnerships. The organisation should also provide support to build an effective research infrastructure and facilities in these NARS. Capacity is also needed in skills required for research management, PM and E, human and financial resource management, and information and communication technology.

2.8.2.6. Support for the implementation of IAR4D approach in the sub-region

ASARECA should support NARS to: (a) develop skills of individuals to undertake IAR4D; (b) put in place systems and tools to guide implementation of IAR4D; (c) NARS and partners to implement IAR4D; (d) create enabling environment for IAR4D implementation; (e) institutionalise IAR4D in the sub-region; and (f) mobilise resources and funding to accelerate application of IAR4D approaches.



Strategic framework of PCD

3.1 Strategic direction

The strategic plan of ASARECA (2007–2016) and its operational plan 2008–2014 (ASARECA 2006, 2007) have, through the ASARECA vision, mission and goal, positioned the organisation to contribute effectively to the achievement of the CAADP and MDG goals, namely the achievement of 6% annual Agricultural Domestic Product (AgDP) growth and reduction of poverty, hunger and food insecurity by half by 2015 respectively. Further, the plans have brought in new actors such as agricultural extension, education and training, and the empowerment of farmers. They also seek to enhance productivity through innovative approaches such as collaborative undertakings, specialisation and sharing of results, knowledge and experiential learning. This new direction has set in motion the reorganisation and reform of ASARECA, leading to the move from the concept of networks to programmes and therefore the reorganisation of the seventeen NPPS into seven programmes and two technical support units, to enable ASARECA deliver on its goal and mission. The PCD Unit will be guided by this strategic direction and shall seek to contribute to the ASARECA mission and goals through strengthening capacity of ASARECA programmes and NARS, enhancing effective partnerships for AR4D innovations, and supporting ASARECA and member countries to implement CAADP and other sub-regional initiatives.

3.2 Vision, mission, guiding principles and core values

The vision and mission of PCD have been derived from those of ASARECA and are as follows:

Vision: Improved livelihoods in ECA through utilisation of effective partnerships and capacity for agricultural research for development innovations

Mission: To facilitate the development of more effective and efficient partnerships and capacity for agricultural research for development innovations for improved livelihoods in ECA

Guiding principles. In managing PCD initiatives, the unit has set out core principles which will guide it in the implementation of its strategy. These principles are:

- 1. Subsidiarity:** Positive capacity development and partnerships require local initiatives. *Therefore, ASARECA will support NARS and partners to lead their own capacity development initiatives, and build and manage sustainable and effective partnerships.*
- 2. Holistic approach:** The capacity of an organisation as a whole and its partnership with other institutions is greater than the sum of the capacities of itself or individuals parts. *Therefore ASARECA will support NARS and partners to focus on the needs and priorities of the organisation as a whole and for developing effective and sustainable partnerships with other institutions.*
- 3. Delivery:** The processes employed to develop capacities and partnerships are as important as the goals, and these need to be mastered and managed. *Therefore ASARECA will support NARS and partners in the processes of capacity development and for building and managing effective and sustainable partnerships.*
- 4. Continuity:** The development of sustainable partnerships and of an organisation's capacity is more than a one-off event; it is a process that evolves over a number of years and it requires resources. *Therefore ASARECA will support NARS and partners to view partnerships and capacity development as continuous events and a special programme is needed to realise this.*
- 5. Transparency:** Stakeholder involvement is an essential part of the success of any partnership and capacity-development effort. *Therefore ASARECA will encourage and support NARS and partners to effectively engage stakeholders in partnership and capacity-development processes.*
- 6. Conservation:** Disruptive changes in the external environment can pose serious problems for organisations. *Therefore ASARECA will encourage and support NARS and partners to establish an environment that is conducive to learning and change.*

Core values. To support the above principles, PCD will embrace a set of core values listed below in order to further shape its behaviour and actions and those of its partners while implementing the strategy. The core values are:

- *Performance enhancement as the driver* for both partnerships and capacity development. They are a means to this end and not an end in themselves.
- *Partnerships as a means to perform better and achieve better and more results*, but only when focussing on the right people at the right time for the right task. Partnerships are therefore dynamic and flexible and task oriented. It is the quality of partnerships which matters, not the quantity.
- Management is the key issue to performance of research organisations – we believe *in organisational capacity as the core driver*, which needs to be underpinned by individual competence. The 'soft' part of the capacity is critical at both individual and corporate levels.
- We see *partnerships and capacity development systemically linked*. We address the deeper systemic issues through a competence-development approach where the real and emerging issues are being dealt with once they show, rather than purely deal with pre-planned activities. It is about making the system perform better.

- *Partnerships are the foundation for capacity development.* The two are part of one process of mutual learning and competence development: capacity development helps to make partnerships exploit and deliver their benefits.
- *Competence rather than qualifications* is the driver in our efforts in capacity development. Human resource development should therefore develop the potential people have rather than a few training events.
- *Complementarity not substitution:* PCD recognizes that there are efforts already initiated by the NARS to enhance partnerships and build capacity at national levels. This strategy aims to complement rather than substitute such initiatives.
- *Collaborative relationships are the driver of good work,* rather than just rules and regulations which form a basis. Therefore partnerships need to be of mutual benefits and integrity.
- *Efficiency, effectiveness and innovativeness in whatever we do* in partnerships and capacity development.

3.3 Goal and purpose

The PCD unit strategic focus is to ensure that the capacity of NARS and partnerships among key stakeholders are effectively developed and sustainably managed and utilised to bring about increased economic growth and improved livelihoods in ECA. Consequently, the PCD super goal, and goal have been adopted from those of ASARECA. The purpose is aligned to result area 4 of the ASARECA result framework. In this regard the super goal, goal, purpose, core functions and key result areas for PCD are:

Super goal. To contribute to increased economic growth and improved livelihoods in the ECA while enhancing the quality of the environment

Goal. Enhanced sustainable productivity, value added and competitiveness of the sub-regional agricultural system

Purpose. Capacity and partnerships in ASARECA and partners enhanced to support the impact of agricultural research innovations and CAADP implementation in the ECA sub-region

Strategic objectives. The strategic objectives of PCD are:

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

3.4 Thematic and sub-thematic focus

The preceding sections describe the current situation, challenges and opportunities for partnership and capacity development in ECA. They clearly bring out key areas where the efforts of ASARECA are needed in order for the organisation to effectively pursue its vision and mission and to achieve its goal. Consequently this partnership and capacity-development

Table 3.1 Summary of thematic and sub-thematic areas

Thematic area 1	Thematic area 2	Thematic area 3
Development and management of effective and efficient partnerships to carry out AR4D innovations in the ECA sub-region	Development, management and coordination of innovative interventions on capacity development in the sub-region	Support to the CAADP country and sub-regional processes through knowledge and skills
Sub-theme 1.1 Development and operationalization of procedures, processes and instruments for the management of partnerships	Sub-theme 2.1 Design and implementation of innovative capacity development interventions to respond to the needs of the ASARECA programmes and other partners	Sub-theme 3.1 Mobilisation and utilization of knowledge and skills of ASARECA and other knowledge resources for CAADP implementation at country and sub-regional levels
Sub-theme 1.2 Development of an information system for effective and efficient partnerships Sub-theme 1.3 Support to NARS and ASARECA programmes in building, managing and strengthening partnerships	Sub-theme 2.2 Success factors and best practices for partnerships and capacity development in innovation projects deeply understood and used to improve project design and management.	Sub-theme 3.2 Coordination of regional and sub-regional efforts in implementing CAADP to ensure impacts and synergies with other initiatives

initiative has been organised and implemented through three key thematic areas, each with sub-themes as shown in table 3.1.

Thematic areas. These are the focal investment areas of PCD. They support, enhance and or contribute to the organisation’s key results (ASARECA 2007). The key thematic areas are:

1. Development and management of effective and efficient partnerships carry out AR4D innovations in the sub-region
2. Develop, manage and coordinate innovative interventions on capacity development in the sub-region
3. Support to CAADP country and sub-regional processes

Sub-thematic areas are key intervention areas which will lead to the achievement of the thematic area results. They serve to set boundaries for operations; lay emphasis on these core areas; provide long-term strategic agenda to be operationalised and guide project development and implementation. The sub-themes were developed and prioritised in a stakeholder’s workshop using the criteria and the process described in annex 2.

3.4.1 Thematic area 1: Development and management of effective and efficient partnerships to carry out AR4D innovations in ECA sub-region

What this thematic area involves

Partnership has become an important strategy for research programme implementation because of its ability to bring together complementary skills and institutional synergy in addressing the complex challenges in AR4D. It reflects the realities associated with successful technology development since agricultural production is a complex system; and successful

technology development is a complex process requiring a much more holistic approach and partnerships with different kinds of institutions, including those from outside the formal research community, in order to create a significant development impact.

The implication is that ASARECA and its NARS partners must forge and successfully manage partnerships with a diversity of institutions and other actors in order to effectively achieve its goal and contribute to development impact such as achieving the goals of CAADP and the MDG. Both ASARECA and partners, especially the NARS, have engaged in different types of partnerships as outlined earlier (section 2.5.3). Many of these have been successful but others have had varying degrees of success. The factors behind the success and failures of such partnerships have been outlined in section 2.7.

Nevertheless, many NARS and some ASARECA staff have had little exposure to the skills required for developing and managing effective partnerships. Further there have been no systems, procedures and approaches which they can use to build and manage partnerships. The greatest challenges experienced by ASARECA and many NARS have therefore been on how to identify, build and manage successful partnerships; the strategies, capacity and skills to do these and the systems, procedures and approaches for implementing partnership programmes. A database of potential partners and mechanisms of bringing these people together would also be useful.

This thematic area will involve developing and updating systems, approaches and methods for partnership management and supporting ASARECA programmes and NARS in implementing them; and strengthening the capacity of ASARECA programmes and NARS to develop and manage successful partnerships for AR4D innovations. PCD will deliver this through three sub-themes: (1) procedures, processes and instruments for the management of partnerships in ASARECA programmes and NARS developed, operational and continuously improved; (2) information systems for effective and efficient partnerships developed, efficiently managed and shared; and (3) support to NARS and ASARECA programmes in building, managing and strengthening successful partnerships.

What we want to achieve under this thematic area

Goal. The goal of this thematic area is to ensure strong, effective and efficient NARS able to successfully develop and manage successful partnerships and AR4D in ECA.

Objectives. The main objectives are:

1. To ensure that systems, approaches, methods and databases are in place and used to enhance the efficiency and effectiveness of partnership development and management efforts in ASARECA
2. To support NARS and ASARECA programmes in building and managing successful partnerships
3. To strengthening individual, the organisational and institutional capacity of NARS to manage successful partnerships for AR4D
4. To develop a pool of experts and institutional platforms to support partnership development in the sub-region

The main challenges

One of the challenges faced by ASARECA has been how to bring about change of mindset of most agricultural research leaders, managers and researchers from the current so-called neoclassical research approaches to that where their minds are tuned to acting in a wider community setting in which researchers act as development and change agents and operate

in partnerships with other development actors in personal, professional and institutional relationships that change and evolve (often rapidly) over time. Both ASARECA and partners, especially the NARS staff have always engaged in different types of partnerships. At both strategic and project levels, most partnerships have been initiated on the basis of individual personal contact and trust. Sometimes when the person leaves the relationship collapses. In some cases, personalities have interfered with partnerships and too often conflicts have emerged which have tended to undermine the relationship. The other challenges experienced by many NARS and some ASARECA programmes have been: absence of procedures, processes, instruments and databases for efficient and effective partnership development and management; how to identify, build and manage successful partnerships; and how to institutionalise and catalyse partnerships and resources for implementing partnership programmes.

Strategies to address the issues/challenges from a regional perspective

To deliver on sub-theme 1, PCD will develop both dynamic and adaptive policies, systems, tools and guidelines for partnerships management using a guided internal team approach with support from a facilitator. The systems, tools and guidelines will be mainstreamed into ASARECA-wide management policies and procedures. One of the outputs for this key result area will therefore be a partnership policy, systems, guideline and approaches in place and used.

To deliver on sub-theme 2, a web-based partners database (partner intelligence database) will be developed and will include current and potential partners. This will be accessible to all ASARECA staff and partners. To develop the database, existing information on each partner will be assessed, and then entered into the database. The database will be linked to the Programme Management and Information Systems (PMIS) database that has been developed in the Information and Communication unit (ICU). Briefs and trip reports from programme managers will be used to continuously update the database.

To deliver on sub-theme 3, PCD will put in place a mechanism of getting potential partners together; enable them build trust, confidence and cement relationships among them. ASARECA will help NARS in the sub-region to improve communications between them; facilitate institutional readiness for partnerships; and to institutionalise partnerships in their organisations. A common understanding will be developed regarding definitions, approaches and practices for partnership (IAR4D, value chain, innovations systems and the like) and how to translate these concepts into development impact. Further, ASARECA will build skills and propose systems and procedures on how to identify, manage and monitor partnerships at all levels (managers, researchers, and other partners).

A partnership needs assessment for ASARECA programme staff and NARS will be undertaken through a process of facilitating self assessments. PCD will then develop and nurture the capacity and quality assurance of a pool of experts on partnership development and management. The experts will be deployed to provide coaching and mentoring support to NARS. A partnership platform will be facilitated.

Further, PCD will also organise annual meetings of ASARECA programme managers, unit heads and key NARS partners to analyze and document experiences in partnership management. This will help in continuous development and improvement of the organisation's approaches and methodologies for partnerships management through learning and systematisation. The unit will also develop the capacity (external or internal/

peer) for coaching and mentorship in partnerships management by organising advisory, backstopping, or trouble-shooting programmes and projects in partnership management, thus setting up a system of support and quality assurance.

Sub-thematic areas and possible areas of intervention

Sub-thematic area 1. Development and operationalisation of procedures, processes and instruments for the management of partnerships. Possible key areas of intervention under this sub-theme are:

- a) develop and systematise policies, strategies and approaches for effective and efficient partnerships
- b) analysis and lesson learning of success and failures of partnerships
- c) develop a system to track progress and commitments stated in the partnership agreements and follow up rigorously

Sub-thematic area 2. Development of an information system for effective and efficient partnerships. The following will be the possible key areas of intervention under this sub-thematic area:

- a) develop and manage a database system for partners and experts for knowledge management and sharing
- b) develop a mechanism for getting potential partners together, enable them build trust, confidence and cement relationships among them
- c) develop and manage information and communication system on partnerships

Sub-thematic area 3. Support to NARS and ASARECA programmes in building, managing and strengthening partnerships. The following will be the possible key areas of intervention under this sub-thematic area:

- a) provide backstopping, coaching and mentoring support to programmes and NARS
- b) identify needs and requirements for successful partnerships among ASARECA and NARS
- c) deploy experts to support NARS in their partnership development efforts
- d) facilitate annual regular meetings across NARS on partnerships and innovative institutional approaches and arrangements

3.4.2. Thematic area 2: Development, management and coordination of innovative interventions on capacity development in ASARECA sub-region

What this thematic area involves

Under this thematic area, PCD will continuously assess the capacity development needs of NARS in ECA, scout for opportunities related to the needs identified, and design and implement projects to address these needs.

There has been little documented evidence of the elements of success and challenges of capacity development in the ECA context. Studies that have been done have focused on the progress or results of projects and programmes, and are carried out to meet the external accountability requirements of funding bodies. Further, understanding how partnerships and capacity-development processes and outcomes relate to particular settings is necessary if we are to obtain information about how and why partnership and capacity development may work in a given situation and why it may or may not work elsewhere.

This thematic area will provide new knowledge on success factors and best practices on how to improve the effectiveness of capacity development and partnership management programmes and/or projects. In particular it will provide information on what works and what does not work and why, and under what circumstances or conditions. Lessons learnt and success factors and approaches will be synthesised into guidelines, principles, approaches and best practices for capacity development and partnership management in ECA. Policies and interventions to adequately support change towards the application of these tools shall be formulated and disseminated.

The theme will be delivered through two main sub-themes: (1) innovative capacity-development interventions to respond to the needs of the ASARECA programmes and other partners are designed, and successfully implemented; and (2) success factors and best practices for partnerships and capacity development in innovation projects deeply understood and used to improve project design and management.

What we want to achieve under this thematic area

Goal. The goal of this thematic area is to ensure effective capacity for implementing AR4D in the ECA sub-region.

Objectives. The main objectives are:

1. Design and implement innovative capacity development interventions to build the capacity of NARS to implement AR4D in the ECA sub-region.
2. To improve our understanding on the processes and how successful partnerships and capacity development in research and development projects and organisations take place, the issues that drive success or failure, and best practices that can be adopted and scaled up for improving performance and impact.
3. To document, disseminate and out-scale best practices in capacity development in the sub-region.
4. Build skills for conducting partnerships and organisational analysis within ASARECA and NARS in the sub-region.

The main challenges

Findings and conclusions of studies carried out by several authors (ASARECA 2009) on capacity needs in the sub-region since 2005 highlight the needs and challenges for capacity development in AR4D. The challenges are individual, organisational, and institutional capacity weaknesses. They can be summarised as how to: (a) develop skills of individuals to enable them undertake innovative AR4D; (b) strengthen the organisational capacity of NARS to enable them support and undertake effective AR4D; (c) support NARS and partners to undertake capacity development initiatives for implementing AR4D; (d) strengthen institutional capacity of NARS and create an enabling environment for AR4D in the sub-region; and (e) learn from past and existing capacity development initiatives in the sub-region.

For individual capacity, skills development is needed in the areas of research management and leadership, research planning, monitoring and evaluations and capacity building on climate change research. Skills are also required in areas such as proposal development and resource mobilisation, scientific writing and communication of research results; interpersonal skills; organisational capacity assessment and development; policy and

institutional analysis; and in human resource and financial management at all levels. Staff exchange, attachments and twinning between countries are also needed. In addition, higher degree training is needed in priority critical areas to be determined after a comprehensive needs assessment. Special training is needed for women scientists. There is need for special support for more needy NARS such as Burundi, Rwanda, and DR Congo.

Support in organisational capacity development is needed in several areas such as strengthening communications capacity of NARS; especially through web-based approaches that link and support communication among NARS; support in enhancement of facilities for climate science and climate research, the creation of CoEs in strategic areas, including climate change and small-scale irrigation technology; and development of capacity on organisational performance assessment, development, learning and change.

At the institutional level capacity challenges are in the areas such as creation of enabling environment for research; institutionalisation of new research approaches and encouraging harmonisation of policies on movement and exchange of research personnel. Scientists from different countries could do research in other countries; supporting NARS to develop capacities on IPR and knowledge management. A forum on climate change research and innovations is also needed.

The other main challenges facing this theme has been lack of knowledge and understanding on why some innovations projects succeed so well while others fail so miserably, and the absence of any alternative approaches and strategies that can be adopted to improve efficiency and effectiveness of capacity-development projects. The changing global, regional and national environments necessitate that agricultural innovation systems must be dynamic and evolve with the changing circumstances. Nevertheless, lack of capacity to understand these changes and to innovate has hindered the development of institutional and organisational arrangements for effective agricultural research service delivery and for providing future perspectives of regional agricultural research systems on which to base future policies and alternative options.

Strategies to address the issues/challenges from a regional perspective

To deliver on sub-thematic area 1, the unit will continuously assess, in an action-research mode, the capacity-development needs for ASARECA programmes and NARS; scout for opportunities for funding; and design innovative capacity development projects to address the identified priority needs and demands. PCD will implement innovative capacity-development projects to address the capacity challenges and needs of NARS in the areas identified in 1 above. Through PCD, ASARECA shall support individual and organisational capacity in key priority areas that shall be identified in due course.

ASARECA will also provide special support to NARS to strengthen their capacity in organisational performance assessment, and organisational learning and change. Where necessary, ASARECA will support strengthening research facilities in strategic areas in the sub-region, and may enter into strategic alliance with CGIAR centers or other CoEs to deliver on these capacities. Continuous implementation of ongoing projects such as Strengthening Capacity for Agricultural Research and Development in Africa (SCARDA), IAR4D, East African Agricultural Productivity Programme (EAAPP), and others will be a core activity of this sub-thematic area.

In institutionalising new approaches such as IAR4D and AIS, ASARECA will support NARS to: (a) develop skills of individuals to undertake IAR4D and other approaches;

(b) put in place systems and tools to guide implementation of such approaches; and (c) mobilise resources and funding to accelerate application of such approaches.

EAAPP. The sub-region has developed and will implement the CoE concept in Uganda, Tanzania, Kenya and Ethiopia for cassava, rice, livestock dairy, and wheat value-chains development respectively. EAAP activities will focus on strengthening of CoEs, technology generation and dissemination, support to improve availability of seeds and livestock germplasms, and coordination at national and regional levels for policy-related research and advocacy. ASARECA will play a great coordinating and supporting role through the PCD unit in the implementation of EAAPP.

Linkages with Capacity-development organisations. Capacity-development organisations play a crucial role in the achieving ASARECA goals and mission. These include local, regional and overseas universities and institutions such as RUFORUM.

For implementing sub-thematic area 2, action research, participatory approaches and self assessment workshops, use of case studies and scenario analysis will be used to improve our understanding of how successful partnerships and capacity development in research and development projects fail miserably or succeed very well and the issues that drive success or failures. Action research in which NARS participants undertake the studies while they develop their capacity will be used to build skills for conducting partnerships and organisational analysis within ASARECA and NARS in the sub-region. Process analysis and analysis of information and communication flows among actors and institutions will be undertaken to identify the factors, processes, challenges, lessons learnt and best practices.

Sub-thematic areas and possible areas of intervention

Sub-thematic area 1. Design and implementation of innovative capacity-development interventions to respond to the needs of ASARECA programmes and other partners (individuals, organisations and institutions). The following are the possible key areas of intervention under this sub-thematic area:

- a) assess capacity needs and identify gaps and opportunities
- b) establish and manage a needs-based database on capacity development
- c) design and implement capacity-development interventions

Sub-thematic area 2. Success factors and best practices for partnerships and capacity development in innovation projects deeply understood and used to improve project design and management. The following are the possible key intervention areas under this sub-thematic area:

- a) in-depth analysis of a number of cases of successful or failed of projects and approaches for capacity development and partnerships and development of alternative approaches based on lessons learnt
- b) documentation and dissemination of best practices for scaling up

3.4.3 Thematic area 3: Support to CAADP country and sub-regional processes through knowledge and skills

What this theme involves

This theme is about support to implementation of CAADP and other similar initiatives. Two sub-themes will deliver the theme. These are (1) knowledge and skills of ASARECA

and other knowledge resources are mobilised and utilised in CAADP implementation at country and sub-regional levels, and (2) regional and sub-regional efforts in implementing CAADP in ECA and other similar initiatives are coordinated to ensure synergies and impact.

CAADP is a strategic framework to guide country-development efforts and partnerships in the agricultural sector. CAADP directs investment to four mutually reinforcing and interlinked “pillars”, each with a framework that guides policy alignment and suggests actions for countries to consider in designing their CAADP compacts, policy alignment, programme design, investments and monitoring and evaluation post compact. The Pillar frameworks are:

- *Pillar I, Framework for Sustainable Land and Water Management*, seeks to extend the area under sustainable land management and reliable water control systems
- *Pillar II, Framework for Improving Market Access (FIMA)*, to improve rural infrastructure and trade-related capacities for market access
- *Pillar III, Framework for African Food Security (FAFS)*, to improve risk management, increase food supply, improve incomes for the poor and reduce hunger and malnutrition, and
- *Pillar IV, Framework for African Agricultural Productivity (FAAP)*, seeks to improve agricultural research, technology dissemination and adoption through strengthened agricultural knowledge systems to deliver profitable and sustainable technologies that are widely adopted by farmers resulting in sustained agricultural growth.

Core strategies in the implementation of CAADP. The implementation of CAADP is organised around five strategies and these are: (a) the RT process for better investment programmes; (b) mobilising partnerships for investment programmes; (c) pushing for commitments for 10% budget allocation to the agricultural sector; (d) lobbying and advocacy for policy change and (e) strategic knowledge to support implementation (figure 3.1)

CAADP country process. The country-level implementation of CAADP involves four key steps: (a) engagement with the government and stakeholders; (b) evidence-based planning; (c) building alliances with investors and implementation agencies; and (d) M&E, and peer review and lesson learning. The roundtable process is the main instrument for implementation and results into a national CAADP compact and investment priorities.

Figure 3.2. illustrates the CAADP core country process for aligning country policies, strategies and programmes to achieving 6% growth in agriculture. The CAADP core country team manages all the processes in the country, including doing the right things, getting the right people, ensuring quality and ensuring that policy is linked with the right processes. At this stage the capacity to deliver is very important. The CAADP resource group has the function of supporting country teams in managing the process and linking the inputs from different actors to the country teams.

CAADP Pillar 4 and FAAP. The CAADP pillar 4 constitutes the strategy of NEPAD for strengthening agricultural knowledge systems by revitalising, expanding and reforming Africa’s agricultural research systems, and technology dissemination and adoption efforts, with the main emphasis on policy and institutional reform as well as capacity building. FARA is the lead institution and implements the pillar through SROs such as ASARECA and Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricole (CORAF). To implement the pillar, FARA developed FAAP to address challenges and weaknesses in agriculture research and technology adoption. These challenges and weaknesses are: capacity weaknesses, insufficient involvement of end users of research outputs, ineffective

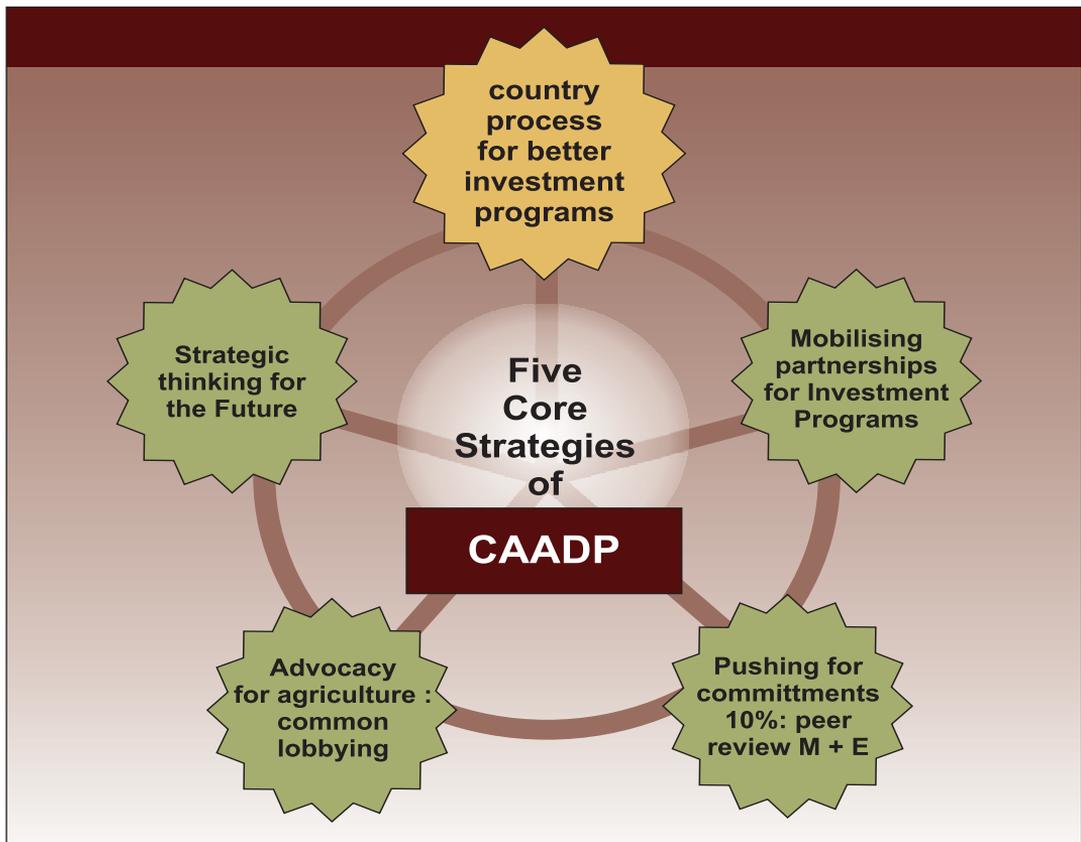


Figure 3.1. The five core strategies of CAADP implementation

farmer-support systems, and fragmentation and compartmentalisation of the different elements of research and technology adoption, that is, into research, extension, farmers organisation, private sector, and so on. FAAP aims to address these weaknesses and challenges in order to improve agricultural productivity, profitability and sustainability. The main elements of FAAP are: (a) institutional reforms and capacity strengthening; (b) increased investment, and (c) harmonised funding and resource realignment (FARA 2006). Its main objectives are to reform agricultural service institutions to make them more client driven; enhance farmer improvement, making extension delivery more facilitatory, and develop stronger and more development-oriented NARS and training institutions in order to strengthen Africa’s capacity for AR4D.

COMESA. The responsibility of supporting the member countries in the ECA sub-region in implementing CAADP rests with COMESA, a Regional Economic Community with 19 member countries. Eight of the nineteen are ASARECA member countries. Through its agricultural unit COMESA has a fully fledged CAADP team. The team supports member countries implement the country Round Tables processes and coordinate implementation of other CAADP regional projects. COMESA has a special relationship with ASARECA through an MoU. Through this arrangement COMESA is represented on the ASARECA Board and expects the Association to fulfill the role of its scientific arm in implementing CAADP and similar issues.

What we want to achieve under this thematic area

Goal. The goal of this thematic area is to ensure that the design and implementation of country and sub-regional CAADP investment programmes and other similar initiatives are relevant, effective and fully address the needs of the countries and the sub-region.

Objectives. The main objectives are:

1. To ensure that Pillar 4 issues are well articulated in the country RT processes and investment programmes in the ECA sub-region
2. To ensure that expert information, knowledge and skills are effectively coordinated, managed and brought in to support CAADP implementation at country and sub-regional levels
3. To link with and coordinate efforts with regional and sub-regional bodies in implementing CAADP and other similar initiatives such as the NEPAD Pan-African Cassava Initiative (NPACI), and the like
4. To work with ASARECA's programme managers and heads of units to coordinate the organisation's inputs into Africa-wide NEPAD programmes and other similar initiatives.

The main challenges

The challenges facing ASARECA are: (a) how to effectively partner with FARA and other similar organisations to manage implementation of FAAP and CAADP Pillar Four related regional projects within the sub-region; and (b) how to partner with COMESA, NEPAD/CAADP and other similar bodies to organise, manage and deliver information, knowledge and skills, to support CAADP RT processes, investment design and programme implementation, and how to link and coordinate sub-regional efforts in implementing CAADP and other similar initiatives to enhance synergies and impact.

Strategies to address the issues/challenges from a regional perspective

ASARECA operates within the frameworks outlined above. Through the PCD unit ASARECA will work with AU/NEPAD, COMESA, FARA and other similar institutions to ensure that Pillar 4 issues are well reflected in the analytical work of the country process and in the investment programme designs of CAADP; it will also ensure that expert information, knowledge and skills are organised, managed and brought in to support CAADP implementation; and that regional and sub-regional efforts in implementing CAADP and other similar efforts in the sub-region are linked and coordinated to enhance synergies and impact. The RT processes are one of the key steps for implementing CAADP at the country and regional levels and are one of the key areas requiring significant contribution from ASARECA.

The Round Table processes. There are five possible entry points for ASARECA to support CAADP implementation and the country RT Process in the sub-region. These are:

1. Developing and nurturing a pool of experts who can be deployed to support country teams in implementing country RT processes.
2. Providing information and brokering knowledge and skills to support country teams and stakeholders in public dialogues to influence government's and stakeholders' buy-in and support for CAADP; and to influence formulation of opinions on key constraints and challenges limiting agricultural growth and poverty reduction in a country. This

would involve challenging and strengthening capacity of country CAADP teams and institutions to engage in public opinions dialogue. It will also involve bringing in additional knowledge on emerging issues that may not be in the domain of those in the debate. Finally, it would involve empowering civil society and the private sector for lobbying and advocacy.

3. Providing information and brokering knowledge and skills to support specialised analytical work and identification of priorities. ASARECA would work with FARA and Regional Strategic Analysis and Knowledge Support System (ReSAKSS) to bring knowledge and skills to facilitate and stimulate deeper and broader thinking during the stock taking and analytical work; generate and make available tools and methodological guides to facilitate specialised/priority working groups to improve skills and strategies for stock taking and priority identification.
4. Brokering and bringing in knowledge and skills to support investment programme design. This would involve finding ways and means to stimulate new ideas, options and strategies for designing investment programmes, and
5. Brokering and bringing in knowledge and skills to support M&E, shared learning, reviews and knowledge management. Working with FARA and other knowledge institutions, ASARECA will provide ongoing support for monitoring and policy analysis, M&E systems; collate and share updates on new issues, global science and technology and innovations.

Sub-thematic areas and possible areas of intervention

Sub-theme 1: Mobilisation and utilisation of knowledge and skills of ASARECA and other knowledge-resources, for CAADP implementation at the country and sub-regional levels. The following will be the possible key intervention areas under this sub-theme:

- a) identify and address CAADP requirements at country and sub-regional level
- b) create awareness of CAADP implementation issues in the sub-region
- c) develop and nurture a network of experts for CAADP Pillar 4 and relevant areas based on experts within ASARECA and elsewhere in the sub-region
- d) broker and deploy experts to support country RT processes and investment programme design, implementation, monitoring, evaluation and lesson learning
- e) develop a database and community of practice to link individuals together to share knowledge and information
- f) CAADP knowledge management and sharing within the sub-region

Sub-theme 2: Coordination of regional and sub-regional efforts in implementing CAADP to ensure impacts and synergies with other initiatives. The following will be the possible key areas of intervention under this sub-thematic area:

- a) Coordinating the participation of ASARECA and other knowledge resources in the review of draft country and regional compacts
- b) Coordinating the participation of ASARECA in the Round Table meetings
- c) Coordinate the participation of ASARECA in designing investment programmes
- d) Maintaining regular contact with country teams, CAADP secretariat and coordinate participation of ASARECA at regional and sub-regional meetings



Operationalisation of the strategy

4.1 Implementation approach

4.1.1 Governance and management structure

The implementation of this strategy will fit squarely within the ASARECA overall management and government systems. It will be guided by decisions and actions of the General Assembly, ASARECA Board of Directors, the ASARECA management, the PCD unit and its TAC.

The General Assembly is the highest policy- and decision-making organ of ASARECA. It is supported by the Board of Directors and the Secretariat. Through the Secretariat, the Board of Directors shall provide overall policy direction, approve workplans and budgets and ensure implementation of the PCD strategic plan. The Programmes Committee of the Board will provide the necessary policy guidance required to implement PCD impact-oriented projects.

PCD will appoint a TAC to support the unit. TAC will advise, guide and provide technical support to the Head of the unit in the design, implementation, and monitoring PCD activities. The TAC team will be made up of carefully selected experts in the field of PCD, the composition of which will be representative of the NARS in the sub-region. They will also be responsible for mentoring, supervision, oversight and technical direction of the unit and its activities. The TAC will:

- assist the PCD unit in the implementation of the strategy and projects
- serve as a resource pool of experts to advise on priorities, strategic directions and new initiatives and projects supported, promoted or implemented by it
- represent the stakeholders' interests in managing PCD
- provide technical guidance and backstopping to PCD whenever the need arises
- guide the design of regional projects necessary to meet the objectives of the PCD strategy
- serve as primary resource persons to advise and make recommendations on new initiatives of a strategic or emergency nature set by NARS, the Secretariat and donors.

The ASARECA top management will provide oversight and strategic direction and policy guidance. The implementation of the strategy will be guided by the principles and core values outlined in section 3.1.

The PCD unit, to be headed and led by the Head of unit, shall be the immediate organ responsible for day to day management and implementation issues of the strategy. Specifically, it will

- oversee the development and implementation of the strategic plan and projects and will
- provide a mechanism for regional coordination to harmonise projects and activities
- develop and implement fund-raising strategies and activities for implementing the strategy.

4.1.2 Relationship between PCD and ASARECA programmes

The relationship between PCD and programmes is shown in the organogram below (figure 4.1) of the ASARECA secretariat. PCD is a support arm of the secretariat and will provide support service to the programmes and other units of the secretariat. In this regard, the unit will liaise and work closely with the programmes regarding capacity development and partnerships management and coordinating the organisation's input into CAADP processes. Specifically, it will:

- act as the organisation's competent authority on partnerships and capacity development
- identify needs and challenges of programmes and other units in capacity development
- develop interventions to address the needs and challenges
- put in place systems and procedures for capacity development and partnership management
- provide technical backstopping to programmes on partnerships and ensure quality of capacity development and partnership activities
- play a catalytic role in partnership management and capacity development in ASARECA
- support programmes in managing capacity development and in building and managing successful partnerships
- work with programmes to develop capacity of NARS in AR4D
- work with programmes in helping NARS build and manage successful partnerships
- manage the organisation's internal operations of partnerships and capacity development activities.

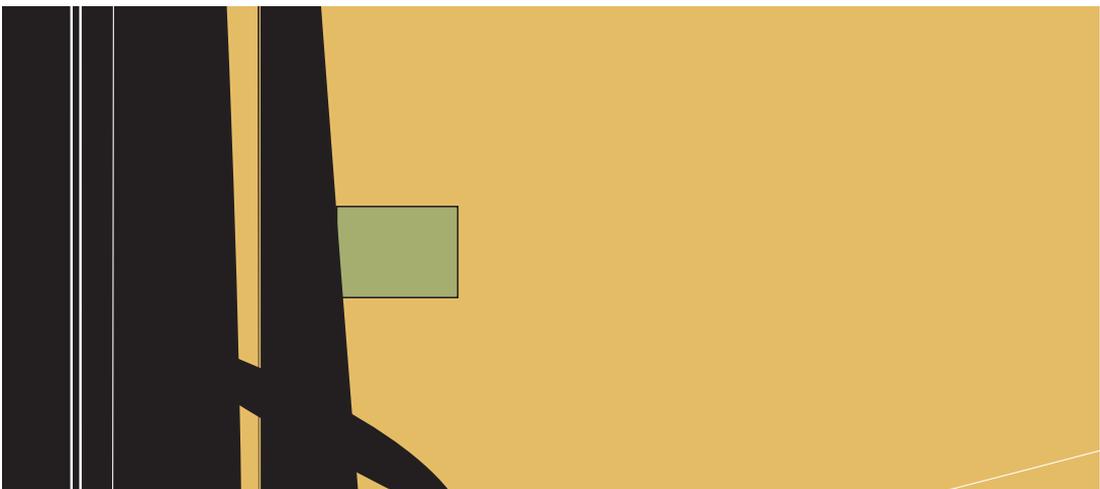


Figure 4.1. The ASARECA Organogram

4.2 Prioritisation of themes and sub-themes and possible projects or key activities

A three-day workshop was held in Nairobi, Kenya, 2–4 November 2009. Key participants in the workshop were CAADP focal points in the ASARECA countries, representatives from COMESA, NEPAD, programme managers and heads of units of ASARECA secretariat and representatives of USAID, ICRAF, and ILRI. The aim of the workshop was, among other things, to discuss and validate the draft strategy of PCD.

4.3 Implementation of activities

In line with the principle of regionalism, all PCD activities will involve at least three NARS countries, one of which must be a stronger NARI, the second one a weaker one and the third one can be in any of the categories. Showcase studies will be undertaken in one or two countries to demonstrate quick successes and impact.

The design and implementation of projects under PCD will be based on project teams that bring together all the necessary expertise required to deliver results. The unit will create, where necessary, platforms that bring together interest groups on partnerships and capacity or organisational development to create opportunities for collaboration. The unit will, whenever possible, collaborate with the regional and international CoEs on partnerships and capacity to benefit from the specialised knowledge, expertise and facilities where appropriate.

4.4 Funding of activities

Funds for implementing the strategy will come from four sources. These are: (a) the Multi-donor Trust Funds; (b) regional projects directly supported by donors, for example, SCARDA and EAAPP; (c) bilateral projects developed by ASARECA and PCD, and funded directly by individual development partners; and (d) direct and in-kind contributions from NARS as a part of implementing their own partner initiatives.

The ASARECA operational plan 2008–2014 allocated USD 5.14 million for partnership and capacity development activities over the five years beginning 2008. More than 50% of that funding will support the SCARDA project which ends in 2010. It will be necessary for ASARECA to look for more funding to support full implementation of activities under the PCD unit.

4.5 Monitoring, evaluation and learning

Monitoring and evaluation (M&E) will follow a uniform monitoring system based on the current ASARECA Performance Management Framework. A learning approach, participatory and interactive M&E system will be used to monitor progress and improve performance and competency. To enable the programme to measure the effects and impacts of the interventions, baseline surveys will be carried out and impact pathways mapped out at the onset of projects. An M&E framework based on the logframe approach has been prepared to guide implementation of the strategy and is provided in annex 3.

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Annexes

Annex 1. ASARECA core functions

Box 1.1 Core functions of ASARECA

1. Develop a shared vision and regional goals
2. Coordinate collective action at the regional level
3. Contribute to improving networking in the region
4. Contribute to the development of appropriate knowledge, methodologies, information and technologies
5. Facilitate transfer of knowledge, information and technology
6. Mobilise and allocate resources for research through its various mechanisms
7. Strengthen capacity for AR4D
8. Make NARS operate as a true system at the national level
9. Facilitate the sharing of research outputs and benefits among NARS
10. Enhance the reputation of ECA in regional and international fora as a desirable place to invest in research.

(Source: ASARECA 2007)

Annex 2. Development of criteria and priority setting of sub-themes

A consensus was reached among key stakeholders that due to the non-agricultural-science related (technical) nature of PCD, the usual ASARECA priority-setting process and its criteria were not applicable in this case. Consequently, a threshold-based process involving set criteria were developed and used to cluster the sub-themes into high, medium and low priority areas. Six criteria, based on key impact areas, were developed and assigned maximum scores based on their perceived importance. This is shown in table 1. Using the score-sheets method, the above criteria was used to evaluate and prioritise all the 13 sub-themes as shown in table 2.

The outputs generated above were reviewed and clustered to form sub-themes of the three thematic areas namely capacity building, partnership, and support to CAADP. Outputs and activities for each sub-theme were developed to complete the implementation plan.

Table 1. Criteria for priority setting

Criteria for deciding priorities for sub-themes	Mean score
Enhance efficiency and effectiveness within ASARECA <ul style="list-style-type: none"> Enhancing the efficiency of ASARECA secretariat Comparative advantage from within and without Extent of promoting programme integration or collaboration Resource use efficiency 	23
Number of beneficiaries <ul style="list-style-type: none"> Number of stakeholders and beneficiaries Number of countries to benefit directly Number of institutions to participate or to be involved 	10
Deliver quick wins <ul style="list-style-type: none"> Take time to deliver impact/bring change 	15
Regionality and spillover <ul style="list-style-type: none"> Extent or possibility of spillover Regionality 	17
Build capacity of weaker NARS <ul style="list-style-type: none"> Enhance the capacity of weaker NARS 	14
Enhance impact of NARS <ul style="list-style-type: none"> Enhance the effectiveness and impact of NARS 	21
Total	100

Table 2. Results of priority setting based on criteria developed during the workshop¹

Sub-thematic area	Total score	Theme
1. Innovative capacity development interventions to respond to the needs of the ASARECA programmes and other partners (individuals, organisations and institutions) designed and successfully implemented	83.4	Capacity building
2. Existing and emerging opportunities for capacity building identified in collaboration with ASARECA programmes and other units	78.3	Capacity building
3. Support to NARS in building and managing successful partnerships	74.9	Partnership
4. Systems and processes for managing and strengthening partnerships developed and operational	73.8	Partnership
5. Identify strategic partners and their potential contribution to ASARECA (including managing partners database)	72.5	Partnership
6. Knowledge and skills of ASARECA programmes mobilised for CAADP implementation	71.9	CAADP
7. Develop systems, processes and instruments for managing strategic partnerships	71.6	Partnership
8. A regional pool of experts co-ordinated and nurtured	71.5	CAADP
9. Regional and sub-regional efforts in implementing CAADP coordinated	70.8	CAADP
10. Information system for effective and efficient partnership identification and management developed	67.2	Partnership
11. M&E systems (database, backstopping, tracking, application of knowledge /skills acquired) in relation to capacity development established	66.1	Capacity building
12. Donor intelligence and information management and sharing	59.7	crosscutting
13. Developing successful proposals	58.1	crosscutting

1. The 25 key areas of intervention described in sections 3.4.1 (10 areas of intervention), 3.4.2 (5 areas of intervention) and 3.4.3 (10 areas of intervention) were consolidated and reduced to 13 in a plenary session, then prioritised as described above.

Annex 3. Partnerships and Capacity Development Unit: Logical Framework Matrix (2008/09–2012/13)

Objective statement	Verifiable indicators	Sources of verification	Assumptions
<p>Super Goal</p> <p>To contribute to increased economic growth and improved livelihoods in the ECA while enhancing the quality of the environment</p>	<p>6% annual increase in GDP from agricultural sector by 2015</p> <p>50% increase in people living on more than 1\$ per day by 2015</p> <p>10% increase in biodiversity and forest cover by 2015</p> <p>These indicators will be tracked by NEPAD and UN</p>	<ul style="list-style-type: none"> – Government statistics – FAO and World Bank, ADB, Economic Commission for Africa statistics and reports – COMESA and other regional organisation reports – UN COM-TRADE statistics and reports – UNEP statistics and reports 	
<p>Goal</p> <p>Enhanced sustainable productivity, value added and competitiveness of the sub-regional agricultural system</p>	<p>% increase in yield of selected crops</p> <p>% increase in labor productivity</p> <p>% decrease in production costs of selected commodities</p> <p>% increase in volume of processed agricultural products</p> <p>% increase in value of agricultural output</p> <p>4% annual growth rate in total factor productivity (TFP; FAAP target)</p> <p>ASARECA will not track this set of indicators: Instead we will rely on activities of partner organisations such as COMESA and NEPAD</p>	<ul style="list-style-type: none"> – Government statistics – Economic Commission for Africa statistics and reports – FAO statistics – COMESA and other regional organisation reports – Selected CGIAR reports and publications – External evaluation and impact assessment – Appropriate UN organisations 	<ul style="list-style-type: none"> – Relevant regional and national policies are implemented – Governments continue to support agriculture and poverty reduction as priorities – Equitable distribution of benefits occurs – Agricultural transformation occurs in the ECA region occasioned by technical change

PCD Unit Logical Framework (2008/09 – 2012/13)

Objective statement	Verifiable indicators	Sources of verification	Assumptions
Purpose			
Capacity and partnerships in ASARECA and partners enhanced to support gender responsive impact of agric-research innovations and CAADP implementation in the ECA sub-region	<ol style="list-style-type: none"> 1. Number of institutions participating in strategic partnerships with ASARECA and/or the NARS in the ECA sub-region 2. Number of programmes/ institutions reporting improvement in management systems such as HR, finance, procurement, research processes, new knowledge, gender mainstreaming and new technologies as a result of the partnerships 3. At least five ASARECA member countries satisfied with Association's support into country CAADP processes and investment programmes by 2014 	<ul style="list-style-type: none"> – ASARECA impact evaluation reports – COMESA reports – PCD and NARS reports and publications – Strategy document 	<ul style="list-style-type: none"> – NARS and other partners are willing to participate effectively in partnership and capacity-development initiatives – There is enabling environment for partnerships and capacity development to flourish – Adequate financial and other resources available for implementing partnerships and capacity-development programmes
Effective and efficient partnerships developed and managed to carry out AR4D	<ul style="list-style-type: none"> – A manual on partnerships management developed and utilised by ASARECA programmes and NARS by end of 2010 and updated annually – A database of current and potential partners is in place by end of year 1 and is being used to develop and cement relationships among them – Number of partnership agreements being successfully implemented and progress tracked and reported annually – At least one project analysed for successes or failures of partnerships and lessons learnt used in building and managing new partnerships as well as integration of gender 	<ul style="list-style-type: none"> – ASARECA annual reports – Client satisfaction survey reports – NARS annual reports – ASARECA evaluation reports – Special studies reports – ASARECA annual reports – Annual and periodic reports from partners 	<ul style="list-style-type: none"> – Adequate human, financial and physical resources are maintained within the NARS and other partner organisations – Partners are willing to effectively participate in capacity development and partnership programmes – Agricultural innovations paradigm is adopted by ASARECA member countries – Adequate stewardship and oversight provided by the governance body, ASARECA management, and PCD – There is enabling environment and incentive system in support of partnership and capacity development.

Objective statement	Verifiable indicators	Sources of verification	Assumptions
Innovative and gender - sensitive capacity-development intervention to respond to the needs of ASARECA and partners (individuals, groups, or organisations) designed and implemented	<ul style="list-style-type: none"> - Capacity-development needs of ASARECA programmes, projects and NARS identified by end of year 1 - An operational plan to address priority capacity gaps – in place by end of year 1 - At least one gender-sensitive capacity-development project designed and implemented effectively annually 	<ul style="list-style-type: none"> - ASARECA annual reports - NARS annual reports - ASARECA evaluation reports - Special studies reports - ASARECA annual reports - Annual and periodic reports from partners 	<ul style="list-style-type: none"> - Adequate human, financial and physical resources are maintained within the NARS and other partner organisations - Donors willing to support new capacity building and partnership programmes. - Partners are willing to effectively participate in capacity development and partnership programmes - Adequate stewardship and oversight provided by the governance body, ASARECA management, and PCDU - There is enabling environment and incentive system in support of partnership and capacity development.
CAADP country and sub-regional processes supported	<ul style="list-style-type: none"> - Information, knowledge and skills requirements for CAADP implementation in ASARECA member countries are identified and document by end of year 1 - At least one expert deployed to provide support to at least one country team in CAADP implementation processes annually - Pillar 4 issues and FAAP principles are well reflected in the national compacts of at least one member country and investment programme of at least one member country - The participation of ASARECA in the review of at least one draft national or regional compact, and participation in at least one country RT meeting 	<ul style="list-style-type: none"> - ASARECA annual reports - NARS annual reports - ASARECA evaluation reports - Special studies reports - ASARECA annual reports - Annual and periodic reports from partners - COMESA and CAADP reports - CAADP national compacts, investment programmes and M&E reports 	<ul style="list-style-type: none"> - Required experts are available to constitute the pool of experts - Adequate human, financial and physical resources are maintained within the NARS and other partner organisations - COMESA member countries are willing to ask for services from the pool of experts

Acronyms and abbreviations

AARNET	Animal Agriculture Research Network
AFAAS	Africa Forum for Agricultural Advisory Services
AgDP	Agricultural Domestic Product
ATIRI	Agricultural Technology and Information Response Initiative
AICM	Agricultural Information and Communication Management
AIS	Agricultural Innovation System
ARIs	Advanced Research Institutes
ANAFE	African Network for Agriculture, Agroforestry and Natural Resources Education
AR4D	Agricultural Research for Development
AARENET	Animal Agriculture Research Network
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
ASDP	Agricultural Sector Development Programme
AU	African Union
BecA	Biosciences East and Central Africa
CAADP	Comprehensive African Agricultural Development Programme
CBOs	community-based organisations
CGIAR	Consultative Group for International Agricultural Research
CGS	Competitive Grant System
CIAT	International Centre for Tropical Agriculture
CIP	International Potato Center
COMESA	Common Market for Eastern and Southern Africa
CoE	Center of excellence
CORAF	Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricole
DC	Direct Commissioning of projects
DFID	Department for International Development
ECA	Eastern and Central Africa
EAC	East African Community
EAAPP	East African Agricultural Productivity Programme
EMF	Environmental Management Framework
FAAP	Framework for African Agricultural Productivity
FAO	Food and Agriculture Organization
FARA	Forum for Agricultural Research in Africa
FAFS	Framework for African Food Security
FIMA	Framework for Market Access
GDP	Gross Domestic Product
GMO	Genetically modified organism

FO	Farmers Organisations
IAR4D	integrated agricultural research for development
IARCs	International Agricultural Research Centers
ICRA	International Centre for development oriented Research in Agriculture
ICRAF	World Agroforestry Center
ICU	Information and Communication Unit
IFPRI	International Food Policy Research Institute
IFS	International Foundation for Science
IGAAD	Inter-Governmental Authority on Drought and Development
IITA	International Institute of Tropical Agriculture
ILRI	International Livestock Research Institute
INRM	Integrated Natural Resource Management
IPR	intellectual property rights
ISABU	Institut des Sciences Agronomiques du Burundi
ISAR	Institut des Sciences Agronomiques du Rwanda
ISNAR	International Service for National Agricultural Research
KARI	Kenya Agricultural Research Institute
KSA	knowledge, skills and attitudes
MDGs	Millennium Development Goals
M&E	monitoring and evaluation
MoU	Memorandum of Understanding
MTA	Materials Transfer Agreement
NARI	national agricultural research institute
NARO	National Agricultural Research Organisation
NARS	national agricultural research systems
NEPAD	New Partnership for African Development
NGO	Nongovernmental organisation
NPACI	NEPAD Pan-African Cassava Initiative
NRI	Natural Resources Institute
NPPS	Networks, Programmes and Projects
PCD	Partnership and Capacity Development Unit
PMA	The Plan for Modernisation of Agriculture
PM and E	Planning, monitoring and evaluation
PMIS	Programme Management and Information Systems
R4D	Research for development

ReSAKSS	Regional Strategic Analysis and Knowledge Support System
RIU	research into use
RUFORUM	Regional Universities Forum for Capacity Building in Agriculture
SCARDA	Strengthening Capacity for Agricultural Research and Development in Africa
SC	Steering Committee
SSA	Sub-Saharan Africa
SLA	sustainable livelihoods approach
SSA-CP	Sub-Saharan Africa Challenge Programme
SRA	Strategy for Revitalisation of Agriculture
SROs	sub-regional organizations
TAC	Technical Advisory Committee
TFP	total factor productivity
TRG	Training Resources Group, USA
RT	CAADP Round Table Processes
UK	United Kingdom
UN	United Nations
USA	United States of America
USAID	United States Agency for International Development
ZARDEF	Zonal Agricultural Research and Development Fund, Tanzania

