

## ANNUAL REPORT 2008



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#### Cover captions



*Making clean  
cassava available;  
Mikocheni lab in  
Tanzania.*



*'Livestock and  
Fisheries' is one  
of the ASARECA  
Programmes*



*Characterisation  
evaluation site in Sudan*

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# Contents

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<b>Foreword</b>	ii
<b>Executive summary</b>	iv
<b>Introduction</b>	1
<b>Report of progress</b>	3
Result 1. Performance-driven governance and management structures and systems established and operational	4
Result 2. Generation and uptake of demand-driven agricultural technologies and innovations facilitated	8
Result 3. Policy options for enhancing the performance of the agricultural sector in the ECA sub-region facilitated	16
Result 4. Capacity for implementing agricultural research for development in the ECA sub-region strengthened	22
Result 5. Availability of information on agricultural innovation enhanced	26
<b>Lessons learnt and the way forward</b>	28
<b>Annexes</b>	
Annex 1: Auditor's report and financial statements	31
Annex 2: ASARECA Board of Directors and Staff List	40
Annex 3: Publications list	43
Annex 4: Acronyms and abbreviations	45



## Foreword

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**Seyfu Ketema**  
Executive Director  
ASARECA

The year 2008 was a successful year in terms of consolidating the positive changes being made in ASARECA towards realizing the vision of making ASARECA a “*regional leader in agricultural research and development for improved livelihoods in eastern and central Africa.*”

The governance structure of ASARECA was changed to expand the Board of Directors and include members representing various stakeholders; work on the Constitution and Governance Manual progressed well; and changes in the management of research for development were also complete. All the seven programme managers were recruited but three of them would report early in the following year.

Various new organs became functional, and in 2009, these will be further consolidated to enhance efficiency and effectiveness. The ASARECA 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 natural resources in eastern and central Africa.*” This mission reflects the organisation’s commitment to help confront some of the root causes of chronic hunger and poverty in the eastern and central African (ECA) region. ASARECA views improved delivery and impact of scientific knowledge, policy options and technologies as powerful instruments to drive the sub-region towards meeting the Comprehensive African Agricultural Development Programme (CAADP) agenda of New Partnership for African Development (NEPAD) and the Millennium Development Goals (MDGs).

The ten ASARECA member countries have invested and continue to invest in agricultural research, extension and training. While ASARECA mobilises operational finances, the partner National Agricultural Research Systems (NARS) provide the infrastructure, human re-

## ASARECA views improved delivery and impact of scientific knowledge, policy options and technologies as powerful instruments to drive the sub-region towards meeting the Comprehensive African Agricultural Development Programme agenda of New Partnership for African Development and the Millennium Development Goals

sources and even funding to support sustainable implementation of the programme activities that address problems of regional significance. This contribution is much appreciated by ASARECA. Likewise, the support given to ASARECA by the Development Partners adds value to ongoing agricultural development efforts in the sub-region, thereby contributing to the realisation of the CAADP objectives. ASARECA continues to receive indispensable financial and technical support from the Development Partners through both the Multi-Donor Trust Fund (MDTF) and in their individual capacities.



***Dr Seyfu Ketema***

ASARECA would therefore like to take this opportunity to thank all its stakeholders for their continued support in helping the people of the ten countries pursue their dream to realise sustainable economic growth and improved livelihoods.

It is our great pleasure to present the ASARECA Annual Report for 2008 and look forward to an even higher level of performance as we complete and consolidate the change process in ASARECA in 2009.



## Executive summary

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In 2008, some significant milestones in the ASARECA transition process were achieved. Notably, both the ASARECA Board of Directors and development partners endorsed the five-year Operational Plan; all the seven Programme Managers and other heads of units were recruited; expansion of the Board of Directors was almost completed; and the drafting of the new Constitution and Governance Manual progressed very well. Preparation of the Multi-Donor Trust Fund (MDTF) programme document was completed and negotiation for the establishment of the Trust Fund undertaken, culminating in the signing of the Trust Fund administration agreement with the World Bank in November of the same year. However, by the time the MDTF agreement was signed, it was too late for ASARECA to access the funds in the year under review. The activities reported here are therefore those that depended on funds provided by development partners outside of the MDTF.

The report profiles key highlights of achievements based on the five results of ASARECA, as follows:

*Result 1: Performance-driven governance and management structures and systems established and operational*

Under governance, the key achievements were the successful expansion of the Board of Directors (BoD)—by the end of the year, all but two of the new members were on board. Revision of the Association's Constitution and Governance Manual reached an advanced stage, and three successful BoD meetings were held.

Under management, key highlights were: preparation of all the necessary documentation for the establishment of the MDTF and successful negotiation for its establishment; the recruitment for all vacant senior staff positions (although owing to inadequate financing, some staff could not report for duty until ASARECA was able to access the MDTF funds early in 2009) and completion of the Operational Plan along with its endorsement by the BoD and Development Partners.

The Secretariat commissioned the development of two modules of the Programme Management Information System (PMIS)—the Grants MIS and the Project MIS. By the end of the year under review, the prototypes were ready and under review by the Information and Communication Unit (ICU). The Secretariat's Local Area Network (LAN) was expanded from 76 to 130 ports and VSAT from 4.5 GB per month to 12 GB per month to cater to the increasing staff. Through a participatory process involving members of the BoD and Sec-

retariat staff, a brand new logo depicting what ASARECA stands for was designed, and brand applications and publications guidelines developed.

The Secretariat was able to mobilise resources from several development partners, including two new ones. The new donors to ASARECA are UK's Department for International Development (DFID) and the Canadian International Development Agency (CIDA) who, together with the European Commission contribute to the MDTF. These joined the development partners that were already contributing their support directly to ASARECA, including United States Agency for International Development (USAID), Swedish International Development Agency (SIDA), African Development Bank (AfDB), International Fund for Agricultural Development (IFAD), International Centre for Tropical Agriculture (CIAT), and Forum for Agricultural Research in Africa (FARA). However, in addition to contributing through the MDTF, Department for International Development (DFID) also contributed directly.

***Result 2: Generation and uptake of demand-driven agricultural technologies and innovations facilitated***

All programmes except Policy Analysis and Advocacy Programme (PAAP) delivered on this result where a number of projects were identified for implementation. The Agrobiodiversity and Biotechnology programme identified eleven priority projects for implementation out of which four were launched; Staple Crops programme identified six priority projects and three of them were developed and implemented; and under the leadership of the Technology Uptake and Upscaling Initiative (TUUSI), a process of making available demand-driven technologies to uptake pathways begun. Nine proven varieties of Quality Protein Maize (QPM) and seven of Orange Fleshed Sweet Potato (OFSP) were made available to the uptake pathways.

***Result 3: Policy options for enhancing the performance of the agricultural sector in the ECA sub-region facilitated***

This is a result that is principally delivered by the PAAP and its priority areas for the year under review were:

- 1) Rationalization and harmonisation of policies, laws and regulations in key agricultural commodities and inputs sectors;
- 2) Trends analysis on emerging shocks such as climate change and the rising food prices; and
- 3) Analysis of options and opportunities for small-scale agricultural growth.

The Secretariat was able to mobilise resources from several development partners, including two new ones. The new donors to ASARECA are UK's Department for International Development and the Canadian International Development Agency who, together with the European Commission contribute to the MDTF.

Analysis and advocacy activities were conducted on the above priorities and several options recommended for adoption by the relevant institutions and organisations.

***Result 4: Capacity for implementing agricultural research for development in the ECA sub-region strengthened***

Several biotechnology laboratories were refurbished and stocked; and later laboratory work commenced in them. ASARECA initiated its component of a project on Strengthening Capacity for Agricultural Research and Development in Africa (SCARDA). This is a DFID-supported and FARA-sponsored project aimed at building human resources capacity for research and development in Africa.

***Result 5: Availability of information on agricultural innovation enhanced***

The Technology Uptake and Upscaling Initiative developed a database of best-bet practices and approaches and a booklet with a collection of forty proven best-bet agricultural technologies and innovations available for up-scaling written; and a publication on plant genetic resources for food and agriculture (PGRFA) *Analysis of Trends, Emerging Policy Issues and Strategic Priorities* was published and circulated to the Eastern Africa Plant Genetic Resources Network (EAPGREN) partner countries and beyond.

PAAP continued to interact with its stakeholders through the bi-weekly electronic newsletter whose articles are drawn from a range of authors publishing on issues relevant to regional policy. In addition, a stakeholder directory was updated and published as a quick reference guide for sourcing expertise in the region.

ASARECA website was redesigned and enhanced to capture the on-going transformation in the organisation, notably the new programmatic structure and re-branding.

To conclude, the year 2008 was a valuable period, in that it was used to consolidate the reform process in ASARECA. However, the delay in the signing of the MDTF Grant Agreement impacted negatively on the performance of ASARECA. Because of the delay, essential staff could not be recruited on time and some of the targets for the year could not be met. On the other hand, the meticulous planning that went into the development of both the OP and the programme strategies should be viewed as part of the transformational learning process. ASARECA was better able to operationalise the concept of “developing large projects of regional significance.” Likewise, new programme managers went through a steep learning curve in the area of programme development. Undoubtedly, this experience will enhance both efficiency and effectiveness of delivery in the years ahead.





## Introduction

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Partners and friends of ASARECA will be aware of the many changes that have taken place in the Association in the last two to three years. In summary, these include the phasing out of Networks, Programmes and Projects, so-called NPPs; the establishment of seven programmes, each headed by a Programme Manager; the expansion of the Board of Directors to include stakeholders other than National Agricultural Research Institutes (NARIs); the writing of a new Constitution and governance manual; and the establishment of a General Assembly which becomes the supreme governance organ to which the Board of Directors will report.

The seven programmes are Staple crops, Non-Staple crops, Livestock and Fisheries, Agrobiodiversity and Biotechnology, Natural Resources Management and Forestry, Policy Analysis and Advocacy, and Upscaling and Knowledge Management.

The re-organisation also resulted in the creation of several new units that will provide technical support services to the programmes, namely: Planning, Monitoring and Evaluation, Partnership and Capacity Development, and Information and Communication. In recognition of the expanded roles and functions, and portfolio of activities, several new positions were also created, namely: Deputy Executive Director who will both deputise for the Executive Director and also be overall in-charge of programme implementation and coordination, Internal Auditor, a Procurement and Contracting Officer and a Programme Assistant under each of the Programme Managers.

During 2008, the ASARECA Secretariat did all that was necessary to finalise the implementation of these changes, largely building on what had been done in the previous year. By the

Many changes have taken place in the Association in the last two to three years, including the phasing out of NPPs; establishment of seven programmes; the expansion of the Board of Directors to include stakeholders other than NARIs; the writing of a new Constitution and governance manual; and the establishment of a General Assembly...

end of the year, most of the changes and appointments had been effected, save for those for which there were extenuating circumstances as will be discussed in this report.

One event that shaped the year needs special mention at the outset. In 2007, it was reported that the European Commission had decided to channel the remaining funds of its Regional Support Programme to ASARECA through the World Bank by creation of the MDTF. It had been anticipated that the process of creating the MDTF would be completed by early 2008, and that ASARECA would then be able not only to implement its programme for that year, but also to complete the recruitment of new staff. The process did however take much longer in that the Trust Fund did not become a reality until November 2008, and ASARECA could not even access the funds before the end of the year.

This delay had a number of implications on the ASARECA operations. First, most of the planned activities for the year could not be implemented. Only activities funded by sources other than the MDTF were implemented in 2008. Secondly, the recruitment process for the Programme Managers and other staff could also not be completed since there were no funds to support them. Despite the delays, the Association did register some achievements that are presented in this report.

The Board of Directors and Partners of ASARECA have instructed that work plans should henceforth be presented in accordance with their contribution to the Association's five result areas. In that spirit, this report follows a similar format of presenting progress made toward the achievement of the same five result areas.



# Report of progress

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## Overview

As 2008 ended, it was perhaps too early to evaluate the impact of the re-organisation of the ASARECA Secretariat that had gone on during the year, but there were reasons for optimism.

Not only did the Association have an approved five-year Operational Plan, but a Multi-Donor Trust Fund (MDTF) had been established under the administration of the World Bank and some Development Partners either deposited funds into it or pledged to do so.

However, the year itself was a difficult one, principally because of shortage of finances to support the bulk of what had been planned for accomplishment during the year. A case in point, for example, was the failure of some programmes to start because there were no funds to either hire the Programme Managers or to support programme activities.

Nevertheless, the Secretariat is happy to report substantial progress by those programmes and units that were in existence during the year. As reported herein, despite the difficulties and challenges, substantial progress was made on many fronts, thereby laying a strong foundation for the future. Details follow.

Despite the difficulties and challenges, substantial progress was made on many fronts, thereby laying a strong foundation for the future.

## RESULT 1: Performance-driven governance and management structures and systems established and operational

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This result reflects the commitment of ASARECA to transform itself into a more effective and efficient sub-regional organisation. Accordingly, activities of the governance bodies and the Secretariat management deliver on this result. In this section, we report progress of activities undertaken in 2008 that have contributed to the transformation of ASARECA into a more effective and more efficient organisation. These include:

### 1.1. Governance

In the previous year (2007), the Board of Directors (BoD) had recommended its own expansion to include representatives of civil society, private sector, university

During 2008, the process of consultation and nomination continued, culminating in the selection of the representatives at the 5th BoD meeting in September 2008. Effectively, therefore, the constitution of the ASARECA BoD is now complete – full list in Annex 2

faculties of agriculture, farmer organisations, international agricultural research institutes and Common Market for Eastern and Southern Africa (COMESA). By the end of 2007, all but two of these new positions on the BoD had been filled, the two vacant ones being those of the private sector and civil society. During 2008, the process of consultation and nomination continued, culminating in the selection of the representatives at the 5th BoD meeting in September 2008. Effectively, therefore, the constitution of the ASARECA BoD is now complete—full list in Annex 2.

The BoD fulfilled its oversight and stewardship function in 2008 by holding two regular meetings of the Board (in March and September), plus one extraordinary meeting in December 2008. Building on what had been done in 2007, the BoD continued to discuss the new ASARECA Constitution and Governance Manual. Several sessions were held, and progress made incrementally on each sitting.

### 1.2. Management Staff complement

All vacant positions of senior staff were advertised early in the year; but because of funding uncertainties, interviews could not be held until later in the year. With the assistance of KPMG, interviews were conducted in September 2008 and by the end of the year, all but one of the successful candidates had indicated that they would report early in 2009. The candidate for Head of Administration had not indicated his acceptance of the position.

During the year Dr. Clesensio Tizikara resigned his position as the Research Grants Manager. Following an internal review of roles and responsibilities, it was realised that all his hitherto roles and responsibilities could be handled by existing staff. Therefore, the Secretariat proposed to the BoD, and the latter accepted to temporarily freeze the position of Research Grants Manager, but agreed that this would be reviewed in a year's time to determine whether the position should be revived or eliminated altogether from the Secretariat's organogram.

### **Management Manuals and Procedures**

These are documents that lay down the process, policies and procedures for managing the operations of the Secretariat. The ASARECA Grants Management Manual which earlier had been cumbersome and complex was revised and simplified. A draft version was presented at the BoD meeting in September 2008; and following tacit endorsement, the new manual became operational. As the World Bank's condition for managing the Multi-donor Trust Fund (MDTF), ASARECA must prepare a comprehensive Operational Manual (OM) within six months following the establishment of the Trust Fund. Hence, immediately following the signing of the Trust Fund agreement in November 2008, ASARECA announced a call for bids from companies with the capacity to assist in the preparation of the Operational Manual.

### **Programme Management Information System (PMIS)**

The Association started on the development of two Management Information System (MIS) modules of the Programme Management Information System (PMIS). These modules are: the Grants MIS and the Project MIS. Prototypes for two modules

were developed and made available online (at <http://virtualoffice.co.ke/GMIS2008/GMIS2004/main.aspx> and <http://virtualoffice.co.ke/asareca/home.aspx>). The year ended as the prototypes were under review by the Information and Communication Unit (ICU) before they could be introduced to ASARECA staff for comment. Prototyping is the last stage before finalisation and implementation of the two modules.

ICU embarked on expansion of the Secretariat's Local Area Network (LAN) in preparation for accommodating the increasing staff, as well as the additional functionality of the LAN (network points for telephone handsets). The number of active points on the LAN was increased from 76 to 130. The VSAT internet access at the Secretariat offices in Entebbe was upgraded from a volume of 4.5 GB/month to 12 GB/month. In addition, secure wireless hotspots were installed in all offices at the secretariat. Staff and authenticated visitors with wi-fi enabled laptops can access internet and connect to the ASARECA LAN wirelessly.

A new logo that better depicts what ASARECA stands for was conceptualised and designed. This was a participatory process that involved the Board of Directors as well as staff of ASARECA. In addition, the *Brand Applications guidelines* manual and the *ASARECA corporate visual identity and publications guidelines* manual were finalised and copies made available to all staff. Staff and collaborators are expected to apply these guidelines for all publications and communications made on behalf of the organisation. The ASARECA branding



and publications guidelines were applied to the production of the ASARECA Annual Report 2007. The report was distributed at the ASARECA Board of Directors meeting in September and is now available on the ASARECA website.

### **Resource mobilisation**

It will be recalled that as 2008 began, the European Union had maintained its freeze on its grant to ASARECA, pending the development of new modalities for managing the grant. In May 2008, the Executive Director supported by several staff attended a meeting convened by the European Commission (EC) and other Development Partners in Brussels, Belgium, at which the modalities for setting up the World Bank MDTF for ASARECA were discussed. Subsequently, negotiations between the World Bank and ASARECA continued, culminating in signing of the MDTF grant administrative agreement in November 2008.

Development Partners who subscribed to the MDTF in support of the ASARECA 5-years Operational Plan are the following: the EC, the DFID, and the Canadian International Development Agency (CIDA). Both DFID and CIDA are new donors, who joined the ASARECA development partners in 2008 with substantial additional funding support. The funding from EC is an extension of the existing grant, but through the

Negotiations between the World Bank and ASARECA culminated in the signing of the World Bank Multi-donor Trust Fund grant administrative agreement in November 2008

MDTF under World Bank administration instead of direct financing to ASARECA. On the establishment of the MDTF, World Bank and ASARECA signed a trust grant agreement of US\$ 24,000,000.

Other Development Partners who directly provided funding support to ASARECA were: USAID, SIDA, AfDB, DFID, IFAD. Likewise, collaborative project support funds were obtained from CIAT, FARA, HarvestPlus, Biodiversity International and Global Crop Diversity Trust.

The level of funding Development partners who channelled funds directly to ASARECA include the following:

- USAID US \$ 6,000,000 (extension with supplementary funding to 2011).
- SIDA-Sweden SEK. 54,500,000 (approximately US\$ 6,800,000)—New Pledge.
- AfDB (through FARA) UA. 2,700,000 (approx. US\$4,000,000)—Dissemination for New Agricultural Technologies in Africa (DONATA).
- DFID (through FARA) GBP. 1,819,996 (approx. US\$ 3,275,000)—SCARDA.
- DFID GBP 308,000 (approximately US \$ 630,995).

### **Fund utilisation**

In 2008, ASARECA received a grant contribution amount totalling US\$ 7,436,820.

The total expenditure incurred by ASARECA in 2008 (governance, management and research programmes) was US\$ 5,604,527, leaving an unspent balance of US\$ 1,832,293 out of the total funds received. A number of factors negatively influenced funds absorption levels, including:

- i. Owing to the delay in signing the MDTF grant administration agreement, ASARECA could not recruit the Programme Managers for the four programmes and three unit heads;

The challenge of accelerating utilisation levels by the ASARECA implementing partners remains, but a number of initiatives are under way to help address it.

- ii. The three programmes supported by USAID had a slow start in implementing activities since the project commissioning procedures were being revised and therefore could not be applied immediately;
- iii. slow submission of accountabilities by implementing partner institutions.

It is hoped that the MDTF funding arrangement will reduce the accountability burden since ASARECA will now report to the World Bank which in turn will report to individual

donors. The challenge of accelerating utilisation levels by the ASARECA implementing partners remains, but a number of initiatives are under way to help address it.

The Secretariat cash-holding position by the year end on 31 December 2008 decreased to US\$ 4,709,181 from its opening balance of US\$ 5,305,710 at the beginning of the year. The decrease in the cash was largely due to delay in fund release by the World Bank and FARA, which ASARECA had to pre-finance by over US\$ 314,030 in 2008.

***BoD members visit the Kenya Agricultural Research Institute stand at the Kenya Agricultural Show.***



## RESULT 2: Generation and uptake of demand-driven agricultural technologies and innovations facilitated

Save for the PAAP, the delivery of this result is primarily the responsibility of the remaining six programmes. In the period under review, Staple Crops Programme, Agro-biodiversity and Biotechnology Programme and Technology Upscaling and Uptake Support Initiative implemented a limited number of activities.

### 2.1. Technologies, methods and approaches under research

The strategic plans for both the Staple Crops and the Agro-biodiversity and Biotechnology programmes were approved by the BoD in February 2008.

The Agro-Biodiversity and Biotechnology programme identified 11 priority projects for implementation out of which 4 were

launched during the reporting period. These include:

- i. *Establishment of a genetic transformation platform for cassava in the ECA region.* The objective of this project is to enhance utilisation of cassava transformation technologies by research for development professionals in the ECA region. Uganda's NARO, KARI (Kenya) and Mikocheni Agricultural Research Institute (MARI) in Tanzania are developing molecular constructs and embryogenic cultures of cassava accessions in preparation for transformation.
- ii. *Applying tissue culture to improve access to cassava and sweet potato clean planting materials for farmers in the ECA.* The objectives of this project

*Refurbished transformation facility at MARI A) front view of the building and greenhouse B) front view entry doors C) inside view of molecular biology lab, D) a corridor to the molecular lab with side view of the growth rooms.*



A



B



C



D

*Bacteria plate containing agrobacteria strain LBA 4404 at Mikocheni Agricultural Research Institute, Dar es Salaam, Tanzania*





are: (i) to make available clean cassava and sweet potato tissue culture materials to national breeding programmes and other users for rapid multiplication; (ii) strengthen NARS capacity to apply tissue culture in cassava and sweet potato improvement programmes and (iii) to disseminate information on cassava and sweet potato tissue culture to stakeholders. The Biosciences East and Central Africa Region (BeCA) in Nairobi, Kenya, has been commissioned to develop, validate and standardise virus indexing tools and a plant material certification system.

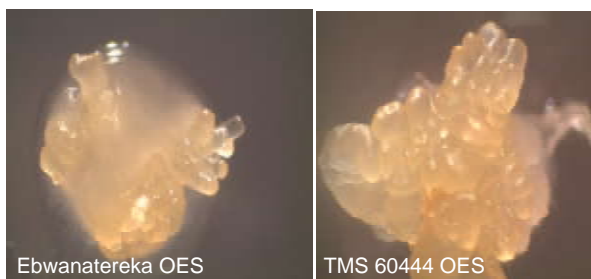
*iii. Conservation for sustainable availability of sweet potato and cassava germplasm through the application of biotechnology in the ECA region.* The objectives of this project are:

- to strengthen the capacity for cassava and sweet potato conservation in the NARS;
- to develop protocols for enhancing access and exchange of cassava and sweet potato information and germplasm;
- to generate information on useful attributes to support the crop improvement efforts that generate disease-free cassava and sweet potato germplasm for research and development.

A sub-grant agreement has been signed with KARI, Muguga, to implement the project.

Activities to be carried out include:

- establishing core collections of cultivated and landrace cassava and sweet potato germplasm;
- characterising and documenting cassava and sweet potato germplasm;
- refurbishing and equipping laboratories for cassava and sweet potato conservation;



**Regenerated embryogenic cells for development of tissue culture plantlets**

- establishing a centralised database system for cassava and sweet potato germplasm conservation;
- training technicians and scientists in cassava and sweet potato conservation;
- creating awareness on benefits of cassava and sweet potato germplasm conservation.

*iv. Genetic engineering of maize for drought tolerance in the ECA region.* The objectives of this project are to identify, isolate and characterise drought tolerance conferring genes for transformation of adapted maize germplasm. In addition, the project aims to build capacity for development and commercialisation of adapted transgenic maize germplasm in the ECA. The activities initiated so far include:

- a search for putative drought conferring genes from the available database;
- screening and isolation of drought-conferring genes from the genetic pool in ECA;

**Cassava plantlets of local varieties at different growth stages in MS Media at Mikocheni Agricultural Research Institute, Dar es Salaam, Tanzania**



(iii) assembling of maize germplasm adapted to ECA conditions and optimisation of protocols for maize transformation.

The Programme also held workshops to review the stalled Competitive Grant Scheme (CGS) projects and to realign them to the new ASARECA and programme strategy and medium term plans. Three CGS projects were reviewed and realigned in this way, namely:

- Integrating agro-biodiversity with conservation to improve livelihood in savannah ecosystem. The main objective is to provide recommendations on sustainable management of common pool resources in the ECA region. A workshop to review and realign the project with ASARECA and the programme strategy and medium term plan was held, a new proposal developed and sub-grant agreements signed for project implementation.
- Diagnostic and control tools and strategies for *Taenia solium* cysticercosis. This project addresses four major obstacles to the prevention and control of *Taenia solium* cysticercosis in the ECA region. The activities include: (i) characterising the disease and its risk factors; (ii) development of capacity for "pen-side" diagnosis of porcine cysticercosis; (iii) testing of a *T. solium* vaccine; (iv) enhancing the availability of information among relevant stakeholders.

A workshop to review the projects and to realign the project with the new ASARECA and programme strategy and medium term plan was conducted and the proposal revised. Grant agreements with implementing partners were drafted for signature.

- Transfer of banana tissue culture technology to small-scale farmers. This is one of the stalled CGS Funding Stream B projects focusing on producing and

providing quality pest and disease-free banana tissue cultured planting material to farmers in Kamuli and Luwero Districts in Uganda. The project intends to train farmers in those selected areas in modern agricultural techniques and practices. A workshop to review the projects and to realign the project with ASARECA and programme medium term plan was conducted and the proposal reviewed. Sub-grant agreements have been signed with Agro-Genetic Technologies (AGT) as the implementing partner and work has commenced. AGT is in the process of identifying and establishing demonstration gardens in Kamuli and Luwero districts respectively in Uganda. Voluntary Efforts for Development Concern (VEDCO) a local non-governmental organisation (NGO) has signed with AGT to train framers in tissue culture banana management.

#### *v) Germplasm characterisation and evaluation by EAPGREN*

The EAPGREN Project supported a number of partners in conducting germplasm characterisation and evaluation to identify the potential genetic values of the accessions/species. Sixty three accessions for over twenty traits were characterised in Eritrea while Sudan multiplied and characterised a total of 1,378 accessions of various crop types including neglected species and orphan crops. These evaluations identified promising traits, which included disease tolerance, yield potential, and useful agronomic traits particularly for drought-prone and low input agriculture. In addition, viability tests of 116 accessions were conducted in Kenya. Likewise, characterisation and taxonomic identification of 63 wild legume species was done in Eritrea.

A stand-alone study to understand the distribution and diversity of farmer-named yam (*Dioscorea* sp.) was initiated in Kenya.



**Characterisation evaluation site in Sudan**

The objectives of the study are:

- to establish an inventory and describe the criteria used by farmers in distinguishing, naming and selecting yam cultivars
- to establish the taxonomy and genetic structure of farmer-named yam cultivars.
- to undertake an eco-geographic study aimed at understanding and mapping the geographical and ecological distribution yam species in Kenya
- to assess genetic variation of yams between and among populations in the country
- to establish an in vitro yam conservation protocol.

**The Staple Crops Programme** identified six priority projects during the strategic planning process. Three of the six priority

projects were developed, and implementation of one project commenced in 2008. The projects developed include:

*i) Integrated management of cassava brown streak disease (CBSD) and cassava mosaic disease (CMD) for enhanced productivity and utilisation of cassava in ECA.*

Implementation of this project commenced in June 2008. The objectives of this project are:

- to develop and disseminate to farmers in ECA varieties resistant to CBSD and CMD and high in beta carotene;
- to determine the mode of survival, spread and factors affecting the development of CBSD; to determine the diversity of CBSD to provide options for management of CBSD and CMD; and
- to promote increased utilisation of cassava in the region. To promote cassava processing and diversification of its products so as to enhance commercialisation of cassava.

The activities of this project will be implemented in Tanzania, Uganda, DR Congo, Madagascar, Rwanda, Burundi and Kenya. For the period January to December 2008, activities were carried out by NARS in Kenya, Uganda, Tanzania and International Institute of Tropical Agriculture (IITA). Sub-grant agreements were signed with Kenya, Tanzania, Uganda and IITA.

**Comparison of CBSD-infected cassava leaves (left) to healthy leaves.**



Achievements to-date include:

- A baseline survey was carried out in 25 districts of Uganda and 1 district in Kenya. The survey is to generate information on the distribution of CBSD (as main focus) and CMD; the severity, prevalence and economic losses due to CBSD; the perception of the farming community. In Uganda, a total of 500 families were interviewed; and 452 farmers' cassava fields were assessed for incidence and severity in Uganda. Collation of data is on-going but preliminary summary of the disease and pest data indicates that CMD is present in all the surveyed districts with incidence ranging from 9.6% in Wakiso to 85.6% in Apac. CBSD is present in 15 out of the 22 districts for which data has been summarised. In Kenya, in Kwale district which was surveyed, it was found that the most severe disease was CBSD followed by CMD.

In 2009, similar surveys will be carried out in the rest of Kenya, Tanzania, Burundi, Rwanda, DR Congo and Madagascar.

- Creation of awareness on the impact of CBSD in cassava production. CBSD is a new disease and in most parts of ECA and there is lack of information as regards the disease. Farmers, extension staff and even some researchers do not know how CBSD expresses itself and its effects. To facilitate the awareness campaign, a consultancy was commissioned to develop communication and training resource materials for the

awareness campaign for CBSD. The consultancy was won by CABI East Africa. The resource includes:

- i. An information resource for the awareness campaign. The information resource document includes fact sheets, posters, photographs, leaflets, participation exercises, radio messages, among others.
- ii. A knowledge-sharing framework for the CBSD document.

In addition, teams from Tanzania and Uganda carried out some awareness campaigns. In Tanzania, a total of 312 persons (72 women and 240 men) comprising policy makers, district agricultural officers, district planning officers, media people, research scientists, NGO representatives, district council chairmen, extension workers and selected farmers were trained on causes of spread, symptoms and management of CBSD and CMD.

- Studies to generate information on epidemiology of CBSD have been initiated in Uganda and Tanzania in collaboration with IITA. The studies focus on infectivity, survival transmission and factors affecting the disease and its patterns of spread. In Uganda, two experiments have been set up—one on spatial and temporal spread; and the other on yield loss associated with CBSD. Three sites —Namulonge, Ngetta and Abii are being used because of their differences in disease (inoculum) pressure. Meanwhile, in Tanzania, experiments to determine temporal and spatial

**Various stages of CBSD root infection.**



**Total loss of cassava harvest due to CBSD**



movement of CBSD were set up at three locations: Kizimbani (Zanzibar), Naliendele (Southern Tanzania) and Chambezi (coastal zone).

- Studies to identify sources of resistant or tolerant varieties to CBSD have been initiated in Kenya, Uganda and Tanzania. In Tanzania, eight clones that showed tolerance to CBSD in the coastal areas are being evaluated for their resistance in three sites—that is, Zanzibar, Lake zone (Mwanza) and Nalyiendele (Mtwara). These clones include ZNZ/05/63, ZNZ/05/79, ZNZ/05/47/K1311/35, Kizumbani, Kaina, Machu and Boma. The other varieties that have shown resistance at the coastal area and are being evaluated at the lake zone are Namukonga (OP), Nachinyaya (OP), Kibaha (OP), Rushula, Liongo Kwinba and Msitu-Zanzibar. In Uganda, local and introduced germplasm in an existing crossing block at National Crops Resources Research Institute (NaCRRI) were assessed for CBSD symptoms on foliar parts and storage roots. Nine clones were selected for screening for CBSD resistance by grafting inoculations in a screen house.

*ii) Integrated management of banana *Xanthomonas wilt* (BXW) for enhanced productivity and utilisation of banana in ECA.*

The project as developed has two components. The first component, funded under Stream A of CGS project, is implemented in Uganda, Kenya and DR Congo. The second component will focus on Rwanda, Tanzania and Burundi. The overall objective of this project is “enhanced sustainable productivity, value addition and competitiveness of the banana sector in ECA”.

The specific objectives include:

- to generate novel and efficient BXW management strategies;
- to refine, validate and scale out BXW management innovations;

- to mobilise and strengthen the capacity of stakeholders and value chain actors to manage BXW;
- to develop new markets that will accommodate increased BXW banana production to reduce poverty among the disadvantaged;
- to facilitate the development and harmonise cross-border supportive BXW management policies.

By the end of the reporting period, this project had been developed, reviewed and was ready for implementation.

*iii) Integration and validation of staple crops management practices to mitigate the effects of drought.*

This project was initiated jointly by the Staple Crops programme and TUUSI in 2008. A study to identify and evaluate available Farmer-Led Seed Enterprises (FLSE) for African Indigenous Vegetables (AIV) and to determine those with potential for validation and up-scaling was completed. The study report documents two promising FLSE from Kenya with the potential for validation and up-scaling in the next phase of the project.

TATRO Farmers Group, a community-based organisation (CBO) was identified for its potential to produce certified seed. The seed producers (individual farmers) are organised into groups and each group has two trained farmer assistants who do the extension follow-up on the producers

A study to identify and evaluate available farmer-led seed enterprises for African Indigenous Vegetables and to determine those with potential for validation and up-scaling was completed.

and facilitate group training. The CBO has established strong linkages with KARI, Kenya Plant Health Inspectorate Service (KEPHIS) and NGOs who buy their seed. They have succeeded in producing and marketing certified seed of beans, groundnuts and Open Pollinated Variety (OPV) maize and quality-declared AIV seed.

Indukusi Farmers' group, another CBO operating under a local NGO called Rural Outreach Program (ROP), was also identified for its potential to produce quality-declared seeds. The group produces AIV

quality-declared seeds which are sold to seed stockists and traders in Nairobi. The CBO has an organised structure for the AIV seed and vegetable production and marketing. The structure consists of resource persons, seed processors and recipe officer with clear responsibilities.

Validation of a promising approach for multiplying and distributing quality planting materials for sweet potato is ongoing through the DONATA OFSP project. The approach being validated for scaling up is the decentralised informal farmer-based seed system (DIFBSS). In this approach, individual farmers and farmer groups are organised to be commercial producers of quality planting materials (vines) in their communities. Primary multiplication plots are being established in four

***Farmers looking at a cassava field devastated by CBSD***



target countries for OFSP. The primary multiplication sites are multiplying the selected OFSP varieties using rapid multiplication techniques to provide adequate materials that will move to the secondary multiplication. The secondary multiplication stage will involve the farmer seed producers.

In addition to the above, an Innovation Platform for Technology Adoption (IPTA) is undergoing validation under DONATA OFSP and QPM projects across five countries. An innovation platform is defined as “a network of partners working on a common theme and using research knowledge in ways it has not been used before to generate goods/services that benefit a target group, for example, the poor”. Twenty IPTA in all (2–3 in each of the four target countries for the QPM project; two in each target country for the OFSP project) have been initiated for dissemination of technologies and lessons learned. The IPTA are established around themes such as seed systems, market access and marketing, processing and value addition depending on country, technology and location. The IPTA actors range from NGOs (for instance, Tanzania Home Economics Association (TAHEA), Catholic Relief Services (CRS), Faraja Trust, Usagara Women), NARI in respective countries, private sector including seed companies (CREADIS in OFSP project, FRESHCO in QPM project in Kenya; and TanSeed International in QPM project in Tanzania), and private enterprises such as SINA Enterprises in OFSP project in Rwanda, and nutrition/orphan children centres. The project has an in-built component for research on upscaling processes (IPTA) and lessons learned.

## **2.2. Demand-driven technologies made available to uptake pathways**

Under the leadership of TUUSI, a process was begun to make available nine proven varieties of QPM and seven of OFSP to uptake pathways. Start-up activities were initiated for making available nine QPM varieties in

An Innovation Platform for Technology Adoption (IPTA) is undergoing validation under DONATA OFSP and QPM projects across five countries.

uptake pathways within the IPTA framework in four countries in ECA. The varieties that have been selected for promotion are: five hybrids (LISHE H-1, LISHE H-2, TAN H611 in Tanzania; KH600Q, KH561Q in Kenya and Ssalongo in Uganda); three OPV (Longe 5 in Uganda, LISHE K-1 in Tanzania, and WS 104 in Kenya). Likewise, start-up activities to make OFSP-based technologies available to uptake pathways were initiated in the five target countries: Ethiopia, Kenya, Tanzania, Rwanda and Uganda. Establishment of primary multiplication plots and tissue-culture laboratories have been initiated in the target OFSP countries. Materials from the primary multiplication sites and tissue-culture labs will be made available to secondary multiplication points within the seed system-based IPTAs for further bulking and distribution. The varieties include Kakamega, NASPOT 9 (VITTA), NASPOT 10 (Kabode), Cacearpedo, Ejumula, Carrot-Dar and Jewel 3.

***Maize demonstration plot at Nananane show grounds, Morogoro, Tanzania***



## RESULT 3: Policy options for enhancing the performance of the agricultural sector in the ECA sub-region facilitated

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The Policy Analysis and Advocacy Programme (PAAP) has the principal responsibility of delivering on this result. PAAP strategic plan 2008–2013 which was developed through a regional stakeholder workshop in September 2007 identified four broad research themes. To guide in the development of projects, the programme's key stakeholders and partners prioritised sub-themes within the research themes in November 2007. The priority areas are:

- rationalisation and harmonisation of policies, laws and regulations in key agricultural commodity and input sectors in ECA;
- trends analysis on emerging shocks such as climate change and the rising food prices in order to provide evidence-based options to decision makers on mitigation measures policy issues for natural resource management;
- options and opportunities for small-scale agricultural growth.

### 3.1. Policy options under analysis

During the period 2008, three projects were initiated. These are: (i) the rationalisation and harmonisation project (informal dairy sector and root crops); (ii) trends analysis on food price crisis; (iii) analysis of the impacts of non-tariff barriers on cross-border trade in eastern Africa.

#### 3.1.1. Rationalisation and harmonisation project

This project brings together four modules that are working towards rationalisation and harmonisation of policies, laws and

regulations. These modules are working in the dairy sector, seeds sector, root crops (cassava and potato) sector, and biosafety sector.

#### Integrating informal milk markets into the formal value chain in ECA

In 2008, PAAP, through the regional resource person based at ILRI, employed the services of two consultants to assess the status of dairy sector policy reforms in Uganda and Tanzania since 2003. Specifically: (i) to assess the policy and institutional reforms that have taken place in the national and regional dairy sector since 2003; (ii) to review progress towards harmonisation of various standards with the involvement of respective dairy boards in each country; (iii) to determine the degree of penetration and use of guidelines on best practices for milk marketing by market actors; and (iv) analyse trends in bilateral trade flows of dairy products.

The study results revealed that both Tanzania and Uganda have undergone significant policy reforms geared towards integrating informal milk traders into the formal milk

The study results revealed that both Tanzania and Uganda have undergone significant policy reforms geared towards integrating informal milk traders into the formal milk value chain.



value chain. In Uganda, the Dairy Development Authority (DDA) estimated that over 90% of the milk traders who operate outlets had been trained (this excludes mobile hawkers) using the East and Central Africa Programme for Agricultural Policy Analysis-ILRI (ECAPAPA-ILRI) dairy training modules. The Tanzania study showed that although there were some improvements in milk trade, more could have been achieved if the dairy training guidelines that had been accepted in principle had been utilised to train and certify informal milk traders.

A study to quantify the impacts of dairy policy reforms on welfare and trade was also initiated in 2008. Efficient estimates of welfare impacts of reduction of tariffs on dairy trade in the region were however, constrained by a paucity of data, including tariff rates on milk, estimates of price elasticity of demand and price elasticity of supply, and estimates of quantities demanded and supplied, especially for Rwanda and Burundi. The preliminary results focus on the impacts of a 100% reduction in tariffs on cross border trade in dairy in Uganda, Kenya and Tanzania as envisioned in the East African Community (EAC) customs union. Uganda would not gain or lose from such a policy. The policy would result in a significant increase in dairy exports from Kenya into Tanzania by up to 35% of current levels. Consumers in Tanzania would gain significantly due to a price reduction while Kenyan producers would also gain. The overall effect on the region is a net welfare gain.

### **Policy reforms for improved performance of root crops sector**

The focus in 2008 was on completion of activities initiated under ECAPAPA to facilitate policy and standards committees in Madagascar (cassava) and Uganda (potato). The standards committee conducted laboratory analysis to validate the cassava and potato standards prepared in the ear-

lier phase. The policy committees finalized the draft policy documents. The draft policy documents and standards were presented in national stakeholder workshops for review and endorsement in August 2008 in Madagascar and in early September 2009 in Uganda.

For Madagascar, the specific outputs were:

- Madagascar draft cassava policy
- Standard on fresh cassava roots; SC1: 15-09-06; 22-09-06; 09-11-06
- Standard on dried cassava roots; SC2: 14-09-06; 19-09-06 (G II); 20-09-06 (G I); 09-11-06
- Standard on composite flours; SC3: 15-09-06; 19-09-06 (G I); 20-09-06 (G II); 10-11-06

For Uganda, the specific outputs were:

- Uganda Draft Potato Policy
- Potato Chips—specification (DUS 702)
- Potato Crisps—specification (DUS 703)
- Fresh Potato—specification (DUS 705)
- Frozen Potato Chips—specification (DUS 708)

### **3.1.2. Impact of non-tariff barriers on cross-border trade in eastern Africa**

This study was initiated by ECAPAPA in collaboration with the Regional Strategic Analysis and Knowledge Support Systems (ReSAKSS) in 2007. The overall objective was to quantify the impact of trade restricting non-tariff barriers (NTBs) as applied in the EAC on cross-border trade in the region with a view to suggesting areas of reform in order to enhance regional trade on beef and maize.

In 2008, collation of data-sets from the key partners was completed. The partners involved were: Economic and Social Research Foundation (ESRF) in Tanzania, Economic Policy Research Centre (EPRC) in Uganda, and the Kenya Institute of Public Policy Research Analysis (KIPPRA). Preliminary

results were presented to an East African Community (EAC) meeting in Arusha from 22–24 April 2008. In-depth analysis of the welfare impacts using spatial equilibrium modelling (SEM) of non-tariff trade barriers to trade was also completed. The SEM results suggest that a reduction or a complete elimination of NTBs within the EAC maize and beef sub-sectors would lead to an improvement in social welfare in the three EAC countries. When the impacts of a complete removal of NTBs within the EAC are summed up, the net effect is a 4% increase in social welfare as indicated by economic surplus, for the entire EAC relative to the base solution. These findings lend credence to the calls to reduce or abolish NTBs within the EAC. Key recommendations include the following:

- There is need to enhance administrative efficiency through: creation of single-check border points across neighbouring countries; upgrading of customs information systems to allow for effective communication on changes in policy related to cross border trade; and decentralise licensing agencies to improve access to required documentation for trade.
- There is need to invest in infrastructure along major trading routes to minimise transport costs occasioned by high costs of vehicle hire and maintenance due to poor road conditions.
- For a significant influence on trade and welfare, NTBs should not be eliminated singly but as a whole.
- A region-wide approach to tackling NTBs is the most cost-effective, given the similarity in NTBs across the EAC states.
- A monitoring system should be designed and implemented to provide feedback to the relevant authorities on the control of unnecessary barriers to trade in the EAC region.

PAAP and ReSAKSS are engaging with EAC to get an opportunity to present these

recommendations for consideration and implementation.

### **3.1.3. Trends analysis: the case of food price crisis in eastern and southern Africa**

This project is a collaborative effort between PAAP, ReSAKSS and the CGIAR Alliance. In 2008, the project focused on providing a regional situational analysis and policy options on the food price crisis that gripped the region from 2007. The analysis began with a regional stakeholder consultation workshop in Entebbe, Uganda from 4–6 June 2008, which generated four main recommendations:

- i. Although rising food prices were contributing to food price inflation in eastern and southern Africa, the changes in global food prices were not completely transmitted to domestic markets.
- ii. A regionally coordinated response would offer an alternative that is potentially more effective in responding to the food price crisis than individual country responses.
- iii. The crisis provided an opportunity to promote agricultural led development through increased domestic production, regional trade and integration in ECA. However, this required commensurate support from governments in major areas that include research, infrastructure, and market development.
- iv. Addressing the harmful effects of the food price surge and volatility would require actions by various stakeholders along the food chain. The welfare of the vulnerable sections of the population must be protected by ensuring access to affordable food supplies. On the other hand, high food prices provide positive incentives for farmers to increase domestic food production and regional trade. Favourable commodity prices also foster innovation that enhances competition along food value chains.

The results were presented in several fora including a workshop organised by the CGIAR Alliance to define a strategic agricultural research agenda on post-crisis/post-shock recovery in highly stressed systems held at International Centre for Research in Agroforestry (ICRAF), 22–23 May 2008; FAO high level food summit in Nairobi, 16–18 June 2008; and at the fifth ASARECA Board of Directors' meeting, 29 September–2 October 2008. The draft report was sent to three international reviewers and will be published and disseminated in 2009. This report will inform the design of a project to address challenges of the food crisis in the region to be developed by PAAP in 2009.

### **3.2. Appropriate policy options recommended to decision makers**

#### *i. Advocacy for dairy policy implementation*

As part of advocacy for policy implementation, PAAP facilitates institutions to build consensus in areas of common interest. For the dairy sector, a memorandum of understanding (MoU) among dairy sector regulators in Kenya, Tanzania and Uganda was signed in 2004 to uphold basic common requirements to rationalise and harmonise dairy policies and standards in the dairy industry in the region. This was facilitated by ECAPAPA and led to the formation of the East Africa Dairy Regulators' Authorities Council (EADRAC), to track progress on the agreement.

In August 2008, PAAP facilitated EADRAC to hold its fifth meeting in Kigali, Rwanda. At this meeting, Rwanda and Burundi were officially admitted to the EADRAC which covered all five EAC countries. Unlike the other three countries, Rwanda and Burundi lack regulatory organs specific to the dairy sector. These functions are housed in departments in the ministries of agriculture, namely the Rwanda Animal Resources De-

velopment Authority and the Provincial Agriculture and Livestock Department in Burundi.

The EAC has a policy on linking with specialised entities that promote regional integration and trade such as EADRAC. The EAC Treaty provides for observer status allowing these organisations to attend council and experts meeting through registration. It was in that spirit that EADRAC officials visited the EAC in Arusha, Tanzania on 16 and 17 October 2008. At this meeting, it was agreed that EADRAC would sign a MoU with EAC. In addition, the respective dairy regulatory bodies would be designated as the competent authorities for implementation of the compulsory dairy standards under EAC Standards, Quality, Metrology and Testing (SQMT) Act 2006.

#### *ii. Advocacy for policy reforms for improved performance of the seeds sector*

Advocacy activities for 2008 started with the presentation of progress on rationalisation and harmonisation of seeds sector at the fifth COMESA Ministers of Agriculture meeting held 10–13 March 2008 in Victoria Mahe, Seychelles. The Victoria Declaration of the meeting stated that: "Member States commit to harmonising, within two years, seed trade regulations in the region and to finalise a regional protocol for the protection of new varieties of plants within the same period." This was a strong endorsement of the work started by ECAPAPA and being followed upon

Advocacy activities for 2008 started with the presentation of progress on rationalisation and harmonisation of seeds sector at the fifth COMESA Ministers of Agriculture meeting.

by PAAP. In light of the recommendations, PAAP facilitated the Fourth Annual General Meeting (AGM) of the Eastern Africa Seed Committee (EASCOM) held from 31 July to 1 August 2008 in Addis Ababa, Ethiopia. EASCOM is charged with implementation of the five common agreements arrived at in 2002 under the rationalisation and harmonisation project. It is made up of representatives from national seed trade associations and public regulators. The AGM developed a matrix detailing progress in implementation of the various components of the harmonisation agreement by country. The AGM and a follow-up meeting of PAAP and EASCOM held on 5 December 2008 led to the development of a work-plan that recognised potential partners, specifically the African Seed Trade Association (AFSTA) and the Eastern and Southern Africa Seed Alliance (ESASA). It was proposed that EASCOM become a Standing Committee of AFSTA. Modalities for this change will be finalised in the next EASCOM AGM scheduled for end of November 2009. Further, it was agreed that all financial support for seed harmonisation from ASARECA or other development partners would be disbursed by AFSTA, through a Tripartite Agreement with the standing committee of AFSTA and national seed trade associations, who would link with regulatory agencies in those countries. The standing committee of AFSTA, ESASA and other partners will work together to facilitate the harmonized seed policies within the COMESA and Southern African Development Community (SADC) countries by 2010.

### *iii. Advocacy for implementation of standards and policy to aid commercialisation of root crops*

In 2008, PAAP facilitated the development of draft standards and policy for cassava and potato in Madagascar and Uganda respectively. The drafts were presented in national stakeholder workshops where both technocrats and administrators in the line ministries, members of the private sector,

and at least two members of the parliamentary committee on agriculture participated. These options were recommended for adoption through the relevant departments in the line ministries.

### *iv. Advocacy towards development of biosafety frameworks in COMESA countries*

Under the Regional Approach to Biosafety in eastern and southern Africa (RABESA) Phase II module, a presentation of progress was made to the COMESA Ministers of Agriculture Meeting, 11–13 March 2008 in Seychelles. The Ministers decided that: “Member States should actively follow the activities of the RABESA II project as it works to finalise a roadmap for harmonisation of biotechnology and biosafety regulations in the region and to put in place a panel of experts and centres of excellence for the region.” They also added that the RABESA II project, “should work with other initiatives in the region that have activities in the area of biotechnology and biosafety”.

Key partners—PAAP, International Food Policy Research Institute (IFPRI), Programme for Biosafety Systems (PBS), International Service for the Acquisition of Agri-Biotech Applications (ISAAA) and USAID – met in Nairobi on 26 March 2008 to deliberate on the Ministers’ decision. It was decided that IFPRI should fast track the process of development of the roadmap; ISAAA develop a communication strategy for the roadmap; and that a panel of experts be finalised to review the roadmap and give guidance on the centres of excellence.

To support the development of the communication strategy, ASARECA commissioned a study through ISAAA on status of biosafety policy in COMESA countries in 2008. A regional stakeholders’ workshop involving delegates from COMESA member countries and participants from South Africa and Egypt with experiences in communicating biosafety was held on 15 August 2008, in Nairobi, to develop the communication strategy. The communication strategy and

the roadmap that are currently being finalised by the PBS team will be reviewed by the panel of experts by end of January 2009. In a related development, a panel of experts comprising of ten eminent persons on biotechnology and biosafety was constituted and approved by COMESA. The inaugural meeting of the panel of experts was held on 3 December 2008 in Nairobi.

The RABESA II implementation team met on 4 December 2008 in Nairobi to discuss modalities for development of biosafety guidelines on commercial planting, trade, emergency food aid, and centres of excellence. In 2009, PAAP and partners will identify the regional experts to undertake these activities. The roadmap will be finalised before the meeting of the COMESA Council of Ministers of Agriculture in March 2009.

### **3.3. Appropriate policy options adopted by key decision makers**

ASARECA has made significant investments towards an enabling policy environ-

ment under its rationalisation and harmonisation project. The year 2008 was marked by several forms of appropriate policy adoption.

- Uganda's National Biotechnology and Biosafety policy, which was approved by the country's Cabinet in April 2008, seeks to address the safe and sustainable development and application of biotechnology in Uganda.

Kenya Seed Bill 2008 was passed by Cabinet in August 2008. These regulations, among other things, provide for agreements of harmonisation, for instance, one season testing, provided breeder's data are available for similar agro-ecological zones in the region.

Kenya Biosafety Bill 2008 was passed by parliament in December 2008. The Bill seeks to bring Kenya's regulatory framework in line with the Cartagena Protocol on Biosafety which it has both signed and ratified.

***Cassava a drought-tolerant crop; note that all the other plants are dry except cassava.***



## RESULT 4: Capacity for implementing agricultural research for development in the ECA sub-region strengthened

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The delivery of this result area is supposed to be coordinated by the Partnerships and Capacity Development Unit. Although the unit was non-existent in 2008, nevertheless programmes and technical support units functional during the year did contribute to this result, as follows:

### 4.1. Capacity strengthening needs identified and updated

Under the DONATA-OFSP and DONATA-QPM projects, higher degree training needs (at MSc level) were identified by each focal point institution. The fields of study identified for OFSP and by country were: human nutrition (Tanzania); post harvest and processing (Rwanda); seed systems (Ethiopia); soil fertility and remote sensing (Kenya); agronomy (Uganda). The fields of study identified for QPM and by country were: socio-economics with a focus on marketing (Kenya); human nutrition (Tanzania); seed systems (Tanzania); processing (Tanzania); extension/technology dissemination (Uganda).

In 2008, the Agro-biodiversity and Biotechnology Programme commissioned two surveys to:

- i. assess the current status of tissue culture applications, constraints and capacity needs in the ECA region;
- ii. analyse the current status of cassava and sweet potato germplasm conservation, constraints and capacity needs in the ECA region.

### 4.2. Identified priority capacity building needs addressed

*Human capacity development in the SCARDA project*

Strengthening Capacity in Agricultural Research and Development in Africa (SCARDA) was approved for funding in 2008 following a detailed analysis of capacity needs in the focal institutions. The strategic objective of SCARDA-ECA is to strengthen the institutional and human capacity of NARS in the ECA region to identify, generate and deliver research outputs that meet the needs of poor people. The strategic objective is to be achieved through three broad thematic/intervention areas: (i) strengthening competencies of NARS staff in management of agricultural research; (ii) enhancing professional skills of research scientists and technicians to design and execute activities that address the contemporary development challenges in their respective countries; and (iii) assessing demand for graduates of agricultural sciences in the region with a view to informing curriculum reform.

ASARECA was responsible for the overall design and management of SCARDA-ECA. The project is implemented through service providers under the supervision of the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM) who is the Lead Service Provider. In addition, the Natural Resources Institute (NRI), UK also plays a backstopping role to the project and is therefore directly involved in the implementation of specific activities. Implementation of activities commenced in August 2008 after the signing of a Grant Agreement between FARA and ASARECA.

In order to demonstrate a unique approach that maximises impact in the shortest possible time, the project focuses on NARS in-

stitutions in countries emerging from conflict namely; Burundi, Rwanda and Sudan. The focal institutions are: ISABU (Burundi); ISAR (Rwanda); and ARC (Sudan). The focus on countries emerging from conflict is also in keeping with one of ASARECA core values of solidarity with the weaker NARIs.

The SCARDA Project is therefore expected to deliver four main outputs:

- **Strengthening agricultural research management competencies and systems.**

Besides the need to enhance technical skills, strengthening the management skills of scientists who lead and manage the national agricultural research systems was identified in the scoping study. It was observed that in most universities and NARIs, promotions to management positions are based on academic training and scientific excellence, often manifested in number of publications in peer-reviewed journals. As a consequence, most of the managers lack the basic skills in the areas such as financial management, human resource management, programme planning and management, and communication and advocacy. This thematic area is designed to strengthen the research management capacity of the three focal NARIs in these specific areas.

- **Strengthening capacity for quality research through professional skills development.**

Two broad intervention areas were identified for this theme: a series of short courses and a mentoring programme. A key design characteristic of this theme is to derive maximum synergies with long-term higher degree training efforts. Accordingly, some of the expected outcomes of this intervention area are well-anchored programmes in the NARI that the MSc fellows can seamlessly fit into on completion of their training.

A series of short courses aim to enhance skills and competencies of research scientists and research technicians in the



(Photo: Courtesy RUFORUM)

**Mr. Gafishi from ISAR, Rwanda, a student, in his experimental maize breeding plot at Namulonge.**

NARS. In the case of research scientists, skills-enhancement courses will focus on crop protection, with special emphasis on molecular diagnosis of diseases, design of experiments, data management, knowledge and information management, grant proposal development and scientific writing. In the case of technicians, the areas for skills development include laboratory operations and management, equipment maintenance, managing experiments and preliminary data processing.

In order to complement the short courses, a mentoring component was designed for young and upcoming scientists in the focal institutions. Although the approach draws heavily from the past and ongoing mentoring programmes in the region that target individual scientists, this particular thrust aims to strengthen the individual's ability to contribute to the objectives of the focal institution. Consequently, as opposed to the traditional approach where the mentor primarily interacts with the mentee, the mentor is also expected to participate in programme development through grant proposal preparation and coaching of staff.

- **Strengthening capacity for quality research through higher degree training.**

The higher degree support is limited to Masters Degree level since the SCARDA project is designed to run for a period of 30 months. Each focal institution was allocated five slots with an additional five reserved for other ASARECA member countries that had

made specific requests for SCARDA support to train their staff in agricultural information and communication management. It is worth noting that the SCARDA initiative is beginning to generate significant spillovers. ARC is able to support ten MSc students from one SCARDA fellowship. Likewise, RUFORUM was able to leverage additional funds from other sources to support the placement of additional MSc students on these programmes (see table). Accordingly, including the original 20, 34 scientists from the ASARECA Member Countries are benefiting from this SCARDA thrust.

- SCARDA approach for capacity strengthening is documented, validated and owned by key stakeholders. The process, experience and lessons learnt are always documented; and it is hoped that by the end of the project, these will have been written up and validated by the key stakeholders, so that they can be applied in future either in the sub-region or elsewhere.

**(i) Human capacity development in the SCARDA project**

**ii) Strengthening capacity for quality research through higher degree training in other ASARECA projects**

#### Placement of SCARDA fellows by country, university and course

Service Provider	Courses	Country	No. of Students
Makerere University	Plant Breeding	Sudan	3
	Plant Breeding	Burundi	2
	Plant Breeding	Rwanda	1
	Soil Science	Rwanda	2
	Agricultural Extension	Rwanda	1
Egerton University	Agricultural Information and Communication Management	Sudan	1
	Agricultural Information and Communication Management	Uganda	2*
	Agricultural Information and Communication Management	Ethiopia	1
	Agricultural Information and Communication Management	Kenya	1
	Agricultural Information and Communication Management	Tanzania	1
	Agricultural Information and Communication Management	DRC	2*
	Animal Breeding	Rwanda	1
	Natural Resource Management	Rwanda	1
Sokoine University	Soil Science	Burundi	1
	Horticulture	Burundi	1
University of Nairobi	Range Management	Sudan	1
	Animal Science	Rwanda	1
Jomo Kenyatta University of Agriculture and Technology (JKUAT)	Research Methods	Burundi	1
ARC	Breeding/Biotechnology	Sudan	4*
	Soil and Water Management	Sudan	4*
	Organic Agriculture	Sudan	2*
Total			34

\*Additional beneficiaries from leveraged resources



In the DONATA Project, 10 candidates (4 women, 6 men) in all were nominated from Ethiopia, Kenya, Rwanda, Tanzania and Uganda for MSc degree training in various aspects related to dissemination of proven and emerging technologies in OFSP and QPM. One candidate from Kenya has secured admission to University of Pretoria in South Africa to start classes in January 2009 in the field of socio-economics (marketing). By the same token, Kenyatta University has identified 5 PhD candidates whose research will contribute to the development of drought tolerant transgenic maize.

Under the EAPGREN Project, five graduates successfully completed their Masters Degree programmes and returned to their respective countries, Burundi, Ethiopia, Rwanda and Sudan, during the period under review. The project is currently supporting three PhD students from Sudan, Kenya, and Uganda and one MSc Student from Eritrea. At the same time, EAPGREN in collaboration with the Swedish Environmental Centre has secured post-graduate fellowships for five other candidates from five partner countries—Burundi, Ethiopia, Kenya, Rwanda and Uganda—for a Masters Degree in Biodiversity Management.

### **iii) Strengthening capacity for quality research through short courses**

During the period under review, ASARECA organized a series of training workshops for the member countries. In collaboration with ILRI/ReSAKSS-ECA, a training workshop on the use of SEMs in the assessment of impacts of NTBs to trade in EAC was held in Entebbe. The workshop was attended by 23 participants who actively engaged in analysing country datasets for estimating regional welfare impacts of non-tariff barriers on trade in beef and maize in EAC. The proceedings of this workshop are available on the ASARECA website.

EAPGREN in collaboration with Institute of Biodiversity Conservation (IBC) organised an in situ conservation training workshop in Ad-

dis Ababa where all partner countries, except one, were represented and a draft training manual was developed to serve as reference material for follow-on in-country training workshops. In addition, the EAPGREN Coordination Unit organised technician trainings in sister institutions in Ethiopia and NordGen (Nordic Genebank) focusing on information and documentation system for genebanks. Three scientists from Sudan and one from Madagascar attended a short course on genebank management and basic genebank operations at IBC in Ethiopia.

### **iv) Strengthening research for development infrastructure**

Three genetic transformation laboratories (NARO, KARI and MARI) were refurbished and equipped for genetic modification research. Each centre has also recruited a technician who is undergoing local training under the scientist in charge of the laboratory to acquire specialised skills of cassava transformation. Likewise, a genetic transformation laboratory for transforming drought tolerant maize is being upgraded at Kenyatta University.

One of the major intervention areas of EAPGREN is to promote a standardised information management system in order to enhance the efficiency of information exchange and effective utilisation of germplasm at regional level. EAPGREN supported ARC to acquire genebank data management software. Following the installation of the software by the staff of the NordGen (formerly Nordic Gene Bank), the necessary training was organised for the scientists and technicians handling the documentation system in the plant genetic resources unit of ARC. Similar hardware and software installations were undertaken in Burundi and Rwanda in the reporting period. Over 20 scientists and technicians were trained in handling the information and documentation system in Rwanda and Burundi.

## RESULT 5. Availability of information on agricultural innovation enhanced

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The delivery of this result area is supposed to be coordinated by the Upscaling and Knowledge Management programme. Although the programme was non-existent in 2008, programmes and technical support units functional during the year did contribute to this result, as follows:

### 5.1. Appropriate information packages addressing identified stakeholder needs prepared

The TUUSI database on best-bet practices and approaches was updated in 2008. Three additional best-bet research outputs have been added: (i) innovative approach for multiplication and distribution of quality seed for potato and sweet potato; (ii) successful model of collective marketing by smallholder potato growers; and (iii) harmonisation of seed policy and standards. In addition, a booklet with a collection of 40 proven best-bet agricultural technologies and innovations that are available for up-scaling in the ASARECA sub-region is ready in draft form awaiting editorial work and publication. The technologies and innovations are organised into nine thematic clusters namely: Crop varieties; Crop management practices; Post-harvest processing and utilisation; Technology uptake approaches and processes; Seed systems; Natural resource management; Credit sys-

tems; Market access and marketing; and Policy. The booklet in draft form has been posted on the ASARECA website.

A publication on PGRFA *Analysis of Trends, Emerging Policy Issues and Strategic Priorities* was published and circulated to EAPGREN partner countries and beyond. The paper tried to explore current status of PGRFA conservation within the ASARECA region, examined the current institutional arrangements, exchange of germplasm and the emerging international legal regimes. The paper does not attempt to provide definite answers to what is generally a complex and continuously evolving issue but aims to create a basis for more focused dialogue on this critical issue with a view to addressing legal, policy and institutional challenges in ECA.

At PAAP, the main form of continuous interaction with its stakeholders has been through a bi-weekly electronic newsletter. The newsletter raises awareness on key policy issues of regional and global importance in agricultural sector. The newsletter articles are drawn from a range of authors publishing on issues relevant to regional policy. The main focus in 2008 was the global food crisis and required policy responses.

In September, the 2008 PAAP Stakeholder directory was updated and published. The

A publication on Plant Genetic Resources for Food and Agriculture (PGRFA) *Analysis of Trends, Emerging Policy Issues and Strategic Priorities* was published and circulated to EAPGREN partner countries and beyond.

In 2008, the ASARECA website was redesigned and enhanced to capture the spirit of the transformation in the organisation, notably the new programmatic structure and re-branding.

2008 edition of the directory has 54 new entrants. The directory is an avenue for identifying and updating contacts of key stakeholders in the agricultural policy arena in the region. It offers a quick reference guide for sourcing expertise in policy issues in the region.

### **5.2. Information delivery pathways identified and used**

In 2008, the ASARECA website was redesigned and enhanced to capture the spirit of the transformation in the organisation, notably the new programmatic structure and re-branding. Additional features were added to the website. Databases and other

resources were brought to the homepage including news, featured items and events. Likewise, interactivity was introduced in the featured articles, news items and frequently asked questions (FAQ) sections.

Under the DONATA Project, IPTA has been identified as an institutional arrangement for disseminating technologies. Each IPTA and its actor composition, when in operation will embody the uptake pathway for a technology or set of technologies. The actors in each IPTA have been identified and preliminary organisational and coordination structures (chairpersons and various committees) established.

*Official launch of DONATA QPM in Tanzania by the Morogoro Regional Secretary (2nd from right)*





## Lessons learnt and the way forward

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The year 2008 witnessed the consolidation of the reform process in ASARECA. The development partners endorsed the five-year Operational Plan, and the ASARECA MDTF became operational in November 2008. Likewise, ASARECA continued to receive additional support from other development partners, outside the MDTF framework. Nonetheless, the delay in the endorsement of the OP and the signing of the MDTF Grant Agreement impacted negatively on the performance of ASARECA. As a consequence, some of the targets for the year 2008 were not met. On the other hand, the meticulous planning that went into the development of both the OP and the programme strategies should be viewed as part of the transformational learning process. ASARECA was better able to operationalise the concept of “developing large projects of regional significance.” Likewise, new programme managers went through a steep learning curve in the area of programme development. Undoubtedly, this experience will enhance both efficiency and effectiveness of delivery in the years ahead.

### **Governance**

The main challenge in this area was the review of ASARECA Constitution and Governance Manual. The need to have an

additional oversight body to the Board of Directors, in keeping with the best practices in corporate governance, necessitated the creation of a General Assembly. However, it took a protracted process of back and forth negotiations to define the detailed role and function of the General Assembly. By the same token, reaching a consensus on the need to transform ASARECA into an Inter-Governmental Organisation and hence the role of the Patron Council of Ministers took a while. Finally, the nomination and confirmation of additional members of the Board of Directors and the process of defining their rights and privileges *vis-à-vis* those of the founder members was another challenge. Nonetheless, the process of reviewing the Constitution proved to be a positive learning experience for the ASARECA fraternity, especially the management entity. By the end of 2008, most of these processes were at advance stages, but still under way.

### **Management**

ASARECA was founded in 1994 with a clear mandate to facilitate research initiatives that address trans-boundary problems affecting the agricultural sector in eastern and central Africa. With its expanded mandate to better respond to the CAADP agenda, ASARECA ceased to be a typical agricultural research

With its expanded mandate to better respond to the CAADP agenda, ASARECA ceased to be a typical agricultural research institution.

institution. Instead, ASARECA is expected to: (i) mobilise resources to help address problems and challenges facing the agricultural sector in the ECA region; (ii) build and optimally utilise the existing capacity to address these challenges; and (iii) act as an innovation platform where knowledge, as software, and technologies, as hardware, are shared to enhance sustainable productivity growth of the agricultural sector in the ECA region. The transformation process that began in the year 2006 was aimed primarily at turning ASARECA into an organisation with the above attributes. Much has been achieved in terms of setting up new management structures. Nevertheless, more needs to be done in establishing the requisite management systems.

### ***Demand articulation and priority setting***

ASARECA adopted a stakeholder-driven approach to demand articulation and priority setting, primarily to ensure that the issues that it responds to, reflect stakeholder priorities. A scoring method based on an agreed set of criteria is employed for priority setting. These approaches were used to develop the programme strategies and priorities. Undeniably, the programme strategies identify the issues of regional significance that ASARECA should respond to. In 2008, the main challenge was that of developing appropriate response in the form of “large projects of regional significance.” In some cases, the stakeholder consultation processes generated a wish list for ASARECA, some of which the national programmes are best placed to address, and others that do not subscribe to the regional significance principle. Despite the challenges, it was generally accepted that the process of demand articulation and priority setting was successful.

### ***Project commissioning***

Prior to 2008, ASARECA employed different approaches to project commissioning, ranging from single sourcing of service provid-

ers to competitive bidding using the strict CGS procedures. On one hand, the process of commissioning projects following the CGS procedures took up to 33 weeks, with the attendant negative impact on funds take-up and stakeholder confidence in ASARECA<sup>1</sup>. On the other hand, although single sourcing and limited degree of competition proved to be a faster approach to project commissioning, the majority of the development partners have strict procurement procedures that discourage this practice. In 2008, ASARECA reviewed the projects commissioning and grants management procedures. To the extent possible, ASARECA will apply the competitive procedures for project commissioning. Only in exceptional circumstances is single sourcing of service providers to be applied. The revised procedures are expected to speed up the project commissioning process with the ultimate impact of enhancing performance. ASARECA will monitor its performance following the reviewed procedures and improve on processes that enhance the commissioning of projects.

### ***Financial management***

Over the years, ASARECA has developed a robust financial management system with adequate checks and balances as evidenced by the numerous external audit reports. This system has served ASARECA well by minimising the fiduciary risks especially given that most of the implementation is by partners, through sub-grant agreements over whom ASARECA does not have direct control. However, the functional scope of the financial management system needs to be expanded to better respond to the expanding portfolio of ASARECA activities and the challenges of low funds take-up. One key development was a decision

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1. 33 weeks from project call to commissioning was considered too long by most of the implementing partners. It was also identified as one of the contributing factors to the low rates of funds take-up in ASARECA.

made in 2008 to de-link the procurement and administration functions from the finance office. In addition, more emphasis should be placed on building capacity of implementing partners to comply with ASARECA financial management procedures. Likewise, both the Procurement and the Internal Audit units should develop or adopt systems that enhance compliance to ASARECA procedures, especially by the sub-grantees.

### **Performance management systems**

The period under review saw additional investments towards the improvement of the monitoring and evaluation system and the management information system. From a technical standpoint, and based on results of piloting with the three programmes in place, these improvements should translate into better performance by the Secretariat. However, since project implementation is primarily the responsibility of partner NARS, these systems need to be rolled out and tested by the project implementers at NARS level, outside the direct control of ASARECA. ASARECA will therefore invest in the institutionalisation of the performance management framework in member

NARS to improve tracking and reporting of outputs and outcomes of its initiatives.

### **Implementation of research for development and other activities**

The greatest challenge to implementation of activities in 2008 was the low take-up of funds by ASARECA implementing partners. Undeniably, the disruption of the CGS projects impacted negatively on the credibility of ASARECA, and some of the key partners continue to question the organisation's commitment to supporting research for investment initiatives in the region. A study commissioned in 2008 provided clear recommendations with specific action points for ASARECA Secretariat and the implementing partners. Following the signing of the MDTF Grant Agreement and additional funding support from other development partners, ASARECA has mobilised sufficient resources to meet both its current and future obligations with the implementing partners. Implementing partners should therefore put the past nasty experience where it belongs, in the past, and together with ASARECA focus on catalysing sustainable agricultural productivity growth in the region.

***A farmer looking at an infected cassava plant***



# **Annex 1: Auditor's report and financial statements**

## **31 December 2008**

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### **Report of the Directors for the year ended 31 December 2008**

#### **Overview of ASARECA**

##### ***Background***

The Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) is a not-for-profit Sub-Regional Organisation (SRO), which was formally established in September 1994 by the Directors of the National Agricultural Research Institutions (NARIs) of the ten countries of the Eastern and Central Africa sub-region. The founding member NARIs of ASARECA are: ISABU of Burundi, INERA of D.R. Congo, NARI of Eritrea, EIAR of Ethiopia, KARI of Kenya, FOFIFA of Madagascar, ISAR of Rwanda, ARC of Sudan, DRD of Tanzania and NARO of Uganda.

The Headquarters of ASARECA is located in Entebbe, Uganda and hosted by the National Agricultural Research Organization (NARO) of Uganda. ASARECA was established by the NARIs following the approval of the "Framework for Action" for agricultural research in eastern and central Africa out of realization to:

- promote efficiency through attainment of economies of scale and scope by polling together and sharing resources for tackling common constraints;
- create common pools of knowledge to avoid duplication and repetition; and,
- facilitate technology and information spillovers and spill-ins among member countries.

#### **Mission, Strategic Objectives and Planned Results**

##### ***Mission***

"To promote economic growth, fighting poverty, eradicating hunger and enhancing sustainable use of resources through regional collaboration in agricultural research for development"

##### ***Strategic Objectives***

Enhanced sustainable productivity, value added and competitiveness of the agricultural research system in the sub-region.

ASARECA is committed to deliver the following planned results/outputs:

- i. Performance driven governance and management structures and systems established and operational

- ii. Generation and uptake of demand driven technologies and innovations facilitated
- iii. Policy options for enhancing the performance of the agricultural sector in the sub-region facilitated
- iv. Capacity for implementing agricultural research in IAR4D paradigm in the sub-region strengthened
- v. Availability of information on agricultural innovations enhanced

### **Operational mode**

ASARECA operates in programme-based and through regional networking by bringing together agricultural research communities from NARIs, Universities, Farmer Organizations, IARCs, NGOs and Private Sector, and work together to achieving demand driven and result oriented agricultural research in the sub-region.

ASARECA has developed a 5-year Operational Plan (2008/09-2013/14) to implement its 10-years Strategic Plan (2006–2015) which shows the direction of what ASARECA intends to deliver over the next ten years. Since 2007 ASARECA has been undergoing restructuring its Secretariat Management and Programmes in conformity with its Operational Plan in order to effectively and efficiently implement its regional projects using Programme approach by collapsing the former 17 NPPs into seven new Technical Programmes based at the Secretariat. The seven programmes are:

- i. Staple Crops
- ii. Non-staple Crops
- iii. Livestock and Fisheries
- iv. Agro-biodiversity and Biotechnology
- v. Natural Resource Management & Forestry
- vi. Policy Analysis and Advocacy
- vii. Up-scaling and Knowledge Management

### **Financing**

ASARECA receives assistance to finance its operations and programmes from contribution of member country institutions and international development partners as detailed in the forgoing. In 2008 the Development Partners established a multi-donor trust fund (MDTF) for ASARECA to be centrally administered on their behalf by the World Bank. The trust fund agreement between ASARECA and the World Bank was signed and came into effect from 4<sup>th</sup> November 2008.

### **Governing body and management structure**

ASARECA is governed by a Board of Directors (BoD) comprising of the ten Director Generals of the National Agricultural Research Institutions (NARIs) of the member countries, which form the founding and standing members. The other members are selected by appointment from stakeholders group representing one each from Farmers Organizations, Universities, COMESA, CGIAR Centres, NGOs and Private Sector. The BoD is the highest organ and has the overall responsibility in the operations of ASARECA.



The BoD elects its Chairman and Vice Chairman from among the founding members, whose term in office rotates on a two-year basis following ASARECA-defined sub-sub-regional groupings. The BoD members are listed in Annex 2.

### **Secretariat Management**

The ASARECA Secretariat is headed by the Executive Director, currently Dr. Seyfu Ketema, who is responsible for the day-to-day management of the Secretariat, supported by the Financial Management, Administration, Information & Communication units as well as the Programme Support Unit comprising of the Planning, M&E, Grant Management and Partnership & Capacity Development Units.

# ASARECA: Financial statements for the year ended 31 December 2008

## ***Statement of Management Representation***

The management of ASARECA is required to prepare financial statements which give a true and fair view of the state of affairs of the Association as at the end of the financial year and of the operating results of ASARECA for that year. Management is also required to ensure that the Association keeps proper accounting records which disclose with reasonable accuracy at any time the financial position of ASARECA. They are also responsible for safeguarding the assets of the Association.

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the accounting policies and guidelines of ASARECA. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error, selecting and applying appropriate accounting policies, and making estimates that are reasonable in the circumstances.

Management accepts responsibility for the financial statements, which has been prepared using appropriate accounting policies supported by reasonable and prudent judgments and estimates, in the manner required by the Association's constitution. Management is of the opinion that the financial statements give a true and fair view of the state of the financial affairs of ASARECA and its operating results. Management further accepts responsibility for the maintenance of accounting records which may be relied upon in the preparation of the financial statements, as well as adequate systems of internal financial control.

Nothing has come to the attention of the directors to indicate that the Association will not remain a going concern for at least the next twelve months from the date of this statement.

The accompanying financial report is based on an audit by the independent audit firm of Deloitte & Touche and signed on behalf of ASARECA by:

**Executive Director**

April 6, 2009

**Finance Officer**

April 6, 2009

# Independent Auditors' Report to the Members of ASARECA

We have audited the financial statements of ASARECA, which comprise the statements of financial position as at 31 December 2008, statements of revenue and expenditure, statements of changes in fund reserves and cash flow statements for the year then ended, together with the summary of significant accounting policies and other explanatory notes, and, have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit.

## **Respective responsibilities of the directors and auditors**

The Association's directors are responsible for the preparation and fair presentation of these financial statements in accordance with ASARECA guidelines. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, selecting and applying appropriate accounting policies, and making accounting estimates that are reasonable in the circumstances. Our responsibility is to express an opinion on these financial statements based on our audit.

## **Basis of opinion**

We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance as to whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment and include an assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we considered internal controls relevant to the association's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by directors, as well as evaluating the overall presentation of the financial statements.

We believe that our audit provides a reasonable basis for our opinion.

## **Opinion**

In our opinion, proper books of account have been kept by the Association and the financial statements, which are in agreement therewith, give a true and fair view of the state of affairs of the Association at 31 December 2008 and of its surplus and cash flows for the year then ended in accordance with the accounting policies described in Note 1 of the financial statements and comply with the ASARECA guidelines.

**Signed by:**  
Deloitte & Touche  
Certified Public Accountants.15 April 2009  
Kampala, Uganda

**STATEMENTS OF FINANCIAL POSITION**  
**AT 31 DECEMBER 2008**

	<u>Notes</u>	<u>2008 US \$</u>	<u>2007 US \$</u>
<b>ASSETS</b>			
<b>Non-current Assets</b>			
Motor vehicles and Equipment	2	121,287	103,642
		<b>121,287</b>	<b>103,642</b>
<b>Current Assets</b>			
Cash at Bank	3	4,709,181	5,305,710
Accounts Receivable - Donors	4 (a)	559,968	847,172
Accounts Receivable - Sub-grants/CGS	4 (b)	820,749	200,771
Accounts Receivable - Others	4 (c)	1,107	5,271
Prepayments	4 (d)	3,039	3,229
		<b>6,094,044</b>	<b>6,362,153</b>
<b>Total assets</b>		<b>6,215,331</b>	<b>6,465,795</b>
<b>RESERVES AND LIABILITIES</b>			
<b>Capital Reserves</b>			
Capital reserve fund		782,451	698,996
Accumulated Operating Surplus		2,835,145	2,457,249
		<b>3,617,596</b>	<b>3,156,245</b>
<b>Liabilities</b>			
Accounts payable - donors	5 (a)	2,183,341	1,985,196
Accounts payable - others	5 (b)	300,375	1,199,225
Accruals and provisions	5 (c)	114,019	125,129
		<b>2,597,735</b>	<b>3,309,550</b>
<b>Total reserves and liabilities</b>		<b>6,215,331</b>	<b>6,465,795</b>

The financial statements were approved by the Board of Directors on **6th April 2009** and were signed on its behalf by:

Techalew Negash, **Finance Officer**

Seyfu Ketema, **Executive Director**

Azhari Abdelazim Hamada, **Chairman Board of Directors**

**STATEMENTS OF REVENUE AND EXPENDITURE  
FOR THE YEAR ENDED 31 DECEMBER 2008**

	<u>Notes</u>	<u>2008 US \$</u>	<u>2007 US \$</u>
<b>REVENUE</b>			
Income from donations	6 (a)	5,604,527	13,113,968
Other earned income	6 (b)	443,706	424,067
		<hr/>	<hr/>
Total revenue		6,048,233	13,538,035
		<hr/>	<hr/>
<b>EXPENDITURE</b>			
Governance & secretariat management	7(a)	1,051,536	436,132
Programme management support	7(b)	740,554	1,194,142
Technical programmes and networks	7(c)	3,812,437	11,433,694
		<hr/>	<hr/>
Total expenditure		5,604,527	13,063,968
		<hr/>	<hr/>
<b>SURPLUS FOR THE YEAR</b>		<b>443,706</b>	<b>474,067</b>
		<hr/> <hr/>	<hr/> <hr/>

**STATEMENTS OF CHANGES IN FUND RESERVES  
FOR THE YEAR ENDED 31 DECEMBER 2008**

	<b>Capital Reserve fund US \$</b>	<b>Accumulated Operating surplus US \$</b>	<b>Total Reserve Fund US \$</b>
At 1 January 2007	638,000	2,040,857	2,678,857
Investment in fixed assets - 2006	(100,321)	-	(100,321)
Surplus for the year	-	474,067	474,067
Capital charge transferred to capital fund	57,675	(57,675)	-
Investment in fixed assets - 2007	103,642	-	103,642
<b>At 31 December 2007</b>	<b>698,996</b>	<b>2,457,249</b>	<b>3,156,245</b>
At 1 January 2008	698,996	2,457,249	3,156,245
Investment in fixed assets - 2007	(103,642)	-	(103,642)
Gain on Disposal of Fixed Assets	8,893	-	8,893
Surplus for the year	-	434,813	434,813
Capital charge transferred to capital fund	56,917	(56,917)	-
Investment in fixed assets - 2008	121,287	-	121,287
<b>At 31 December 2008</b>	<b>782,451</b>	<b>2,835,145</b>	<b>3,617,596</b>

**CASH FLOW STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2008**

	<b>2008</b> <b>US \$</b>	<b>2007</b> <b>US \$</b>
<b>Cash flows from operating activities</b>		
Surplus for the year (net of asset acquisition)	369,144	416,079
<b>(Increase)/decrease in current assets</b>		
Accounts Receivable - Donors	287,204	(679,765)
Accounts Receivable - Sub-grants/CGS	(619,978)	-
Accounts Receivable - Others	4,164	1,247,465
Prepayments	190	(412)
	<u>(328,420)</u>	<u>567,288</u>
<b>(Decrease)/Increase in current liabilities</b>		
Accounts payable - donors	198,145	(3,459,530)
Accounts payable - others	(898,850)	785,507
Accruals and provisions	(11,110)	(137,427)
	<u>(711,815)</u>	<u>(2,811,450)</u>
Net cash flows from operating activities	<u>(671,091)</u>	<u>(1,828,083)</u>
<b>Cash flows from investing activities</b>		
Acquisition of fixed assets	74,562	57,987
Net cash flows from investing activities	<u>74,562</u>	<u>57,987</u>
<b>Net decrease in cash and equivalents</b>	<b><u>(596,529)</u></b>	<b><u>(1,770,096)</u></b>
<b>Reconciliation of movement in cash and equivalents</b>		
Balance as at 1 January	5,305,710	7,075,806
Balance as at 31 December	4,709,181	5,305,710
<b>Net cash outflow</b>	<b><u>(596,529)</u></b>	<b><u>(1,770,096)</u></b>

## Annex 2: ASARECA Board of Directors and Staff list

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### Board of Directors

#### **Ambassador Salvator Ntihabose**

Director General

ISABU

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Director General

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#### **Dr. Mark C. Bagabe**

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#### **Prof. Azhari A. Hamada**

Chairman, ASARECA Board of Directors &

Director General

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## Annex 3: Publications list

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## Annex 4: Acronyms and abbreviations

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AfDB	African Development Bank
AFSTA	The African Seed Trade Association
AGM	Annual General Meeting
AGT	Agro-Genetic Technologies
AIV	African Indigenous Vegetables
ARC	Agriculture Research Corporation
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
BecA	Biosciences East and Central Africa
BoD	Board of Directors
BXW	Banana <i>Xanthomonas</i> Wilt
CAADP	Comprehensive African Agricultural Development Programme
CBO	Community-based Organisation
CBSD	Cassava Brown Streak Disease
CGIAR	Consultative Group for International Agricultural Research
CGS	Competitive Grant Scheme
CIAT	International Centre for Tropical Agriculture
CIDA	Canadian International Development Agency
CMD	Cassava Mosaic Disease
COMESA	Common Market for Eastern and Southern Africa
DDA	Dairy Development Authority
DIFBSS	Decentralised Informal Farmer-based Seed System
DFID	Department for International Development
DONATA	Dissemination for New Agricultural Technologies in Africa
DRC	Democratic Republic of Congo
DRD	Department of Research and Development
EAC	East African Community
EAFF	Eastern Africa Farmers Federation
EADRAC	East Africa Dairy Regulators' Authorities Council
EAPGREN	Eastern Africa Plant Genetic Resources Network
EASCOM	Eastern Africa Seed Committee
EC	European Commission
ECA	Eastern and Central Africa
ECAPAPA	East and Central Africa Programme for Agricultural Policy Analysis

EIAR	Ethiopian Institute of Agricultural Research
EPRC	Economic Policy Research Centre
ESASA	Eastern and Southern Africa Seed Alliance
ESRF	Economic and Social Research Foundation
FAO	Food and Agricultural Organisation
FARA	Forum for Agricultural Research in Africa
FAQs	Frequently Asked Questions
FLSE	Farmer-Led Seed Enterprises
FOFIFA	Centre National de la Recherche Appliqué au Développement Rural
IAR4D	Integrated Agricultural Research for Development
IBC	Institute of Biodiversity Conservation
ICRAF	International Centre for Research in Agroforestry
ICU	Information and Communication Unit
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
IITA	International Institute of Tropical Agriculture
ILRI	International Livestock Research Institute
INERA	Institut National pour l'Etude et la Recherche Agronomiques
INRM	Integrated Natural Resources Management
IPTA	Innovation Platform for Technology Adoption
ISAAA	International Service for the Acquisition for Agri-Biotech Applications
ISABU	Institut des Sciences Agronomiques du Burundi
ISAR	Institut des Sciences Agronomique du Rwanda
JKUAT	Jomo Kenyatta University of Agriculture and Technology
KARI	Kenya Agricultural Research Institute
KIPPRA	Kenya Institute of Public Policy Research and Analysis
KEPHIS	Kenya Plant Health Inspectorate Service
LAN	Local Area Network
MARI	Mikocheni Agricultural Research Institute
MDG	Millennium Development Goals
MDTF	Multi-Donor Trust Fund
MIS	Management Information Systems
MoU	Memorandum of Understanding
NaCRRRI	National Crops Resources Research Institute (NaCRRRI)
NARI	National Agricultural Research Institute

NARO	National Agricultural Research Organisation
NARS	National Agricultural Research Systems
NEPAD	New Partnership for African Development
NGO	Non-Governmental Organisation
NPP	Networks, Programmes and Projects
NRI	Natural Resources Institute
NTBs	Non-Tariff Barriers
OFSP	Orange Fleshed Sweet Potatoes
OP	Operational Plan
OPV	Open Pollinated Variety
PAAP	Policy Analysis and Advocacy Programme
PBS	Programme for Biosafety Systems
PGRFA	Plant Genetic Resources for Food and Agriculture
PMIS	Programme Management Information System
PMU	Programme Management Unit
QPM	Quality Protein Maize
RABESA	Regional Approach to Biotechnology and Biosafety in Eastern and Southern Africa
ReSAKSS	Regional Strategic Analysis and Knowledge Support Systems
ROP	Rural Outreach Programme
RUFORUM	Regional Universities Forum for Capacity Building in Agriculture
SADC	Southern African Development Community
SCARDA	Strengthening Capacity for Agricultural Research and Development in Africa
SDC	Swiss Agency for Development and Cooperation
SEM	Spatial Equilibrium Modelling
SIDA	Swedish International Development Agency
SPIA	Standing Panel on Impact Assessment
SSARTO	Southern Sudan Agriculture Research and Technology Organisation
SQMT	Standards Quality Metrology and Testing
TUUSI	Technology Uptake and Upscaling Support Initiative
UN	United Nations
USAID	United States Agency for International Development
VEDCO	Voluntary Efforts for Development Concern

## About ASARECA

The Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) is a non-political organisation of the National Agricultural Research Institutes (NARIs) of ten countries—Burundi, D. R. Congo, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Sudan, Tanzania and Uganda.

ASARECA **mission** is to enhance regional collective action in agricultural research for development, extension and agricultural training and education to promote economic growth, fight poverty, eradicate hunger and enhance sustainable use of resources in Eastern and Central Africa.

ASARECA **Programmes** include:

- Staple Crops
- Non-staple Crops
- Livestock and Fisheries
- Agro-biodiversity and Biotechnology
- Natural Resource Management and Forestry
- Policy Analysis and Advocacy
- Up-scaling and Knowledge Management

**Partnerships:** Through ASARECA, agricultural scientists in the ten countries work together and in partnership with farmers, extension, private sector, scientists of regional and international institutions and development partners to come up with new innovations that could lead to agricultural-led economic growth, poverty eradication and improved livelihoods.

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