

AFRICA BUREAU

SENIOR AGRICULTURAL AND RURAL DEVELOPMENT OFFICERS WORKSHOP:

SUMMARY OF PROCEEDINGS

IBADAN, NIGERIA - May 10-13, 1982

Africa Bureau

Office of Technical Resources

Agriculture and Rural Development Division.

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SUMMARY

In May, 1982, the Africa Bureau sponsored a workshop for senior agricultural and rural development officers. Sixty-nine delegates attended the workshop at the International Institute of Tropical Agriculture (IITA) in Ibadan, Nigeria.

The primary purpose of the workshop was to build consensus on the implementation of the Africa Bureau Food (Agriculture) Sector Assistance Strategy. The workshop provided a forum for senior AID officials, field personnel and representatives of international agricultural research organizations to discuss problems, exchange information and establish priorities in African agricultural development. Participants also discussed activities that complement agriculture, such as nutrition, population, and rural development.

Workshop discussions focused on the three components of the Africa Bureau Food (Agriculture) Sector Assistance Strategy: Planning and Policy Analysis, Institutional Development and Farmer Participation. Major recommendations arising from these discussions are briefly summarized below.

In programming, workshop participants recommended:

- o priority support for national agricultural research and extension systems;
- o the posting of qualified S&T or Africa Bureau liaison officers at selected international research centers, to facilitate the provision of services to regional and country programs in Africa;
- o the development of specific mechanisms for research linkages at national, regional and international levels;
- o priority attention to building basic institutions, including institutions for education/training, planning/policy and research/extension;
- o endorsement of the farming systems approach to research and extension;
- o policy reform to reinforce agricultural and rural growth with equity;

- o careful examination of the issue of recurrent costs, during the country development strategy formulation and through the critical stages of project design and implementation;
- o clarification of the concept and proposed implementation strategies of the CDA agricultural research initiative;
- o continued support for population activities through policy and funding resources;
- o priority attention to eight common themes (and, within each, to manpower training). The common themes (selected from a list of 25) are: 1) farming systems approach to research/extension; 2) commodity research; 3) agricultural sector planning/policy analysis (including land use planning); 4) agricultural business development; 5) water management; 6) pest management; 7) agro-forestry; and 8) livestock development (including disease, feeding and draft power).

In management, workshop participants recommended:

- o a review of agricultural and rural development positions with a view to increasing direct hire staff and/or streamlining procedures;
- o a review of current AID commodity procurement regulations and procedures and the preparation of a project commodities purchasing handbook for project managers in field missions;
- o priority action in filling the currently vacant position of AID/W PM Agricultural Personnel Career Development Officer;
- o caution in undertaking the proposed Joint Career Corps, until the role and potential of the program are fully developed;
- o a comprehensive review of AID's participant training program;
- o sabbatical leave for AID agricultural officers after seven years of overseas service.

AFRICA BUREAU SENIOR AGRICULTURAL AND RURAL DEVELOPMENT
OFFICERS WORKSHOP: SUMMARY OF PROCEEDINGS

I. INTRODUCTION

The Africa Bureau Senior Agricultural and Rural Development Officers Workshop was held at the International Institute of Tropical Agriculture (IITA) in Ibadan, Nigeria on May 10-13, 1982. The workshop was attended by 69 delegates, including Africa Bureau senior agricultural and rural development officers from field missions and Washington, Bureau for Science and Technology and USDA senior officials, senior representatives of principal international research centers concerned with African agriculture, and a limited number of USAID project team leaders.

The workshop commenced with a welcome statement from Dr. David Schaer, Chief, Africa Bureau Agriculture and Rural Development Division (AFR/TR/ARD). Mr. Lane Holdcroft, Director, Africa Bureau Office of Technical Resources, introduced the principal objective of the workshop -- to reach a consensus on means of implementing the Africa Bureau Food (Agriculture) Sector Assistance Strategy.

Welcome statements were also delivered by Dr. E. H. Hartmans, Director General of IITA and by Mr. Chris Olumese, Director of Planning of the Nigerian Ministry of Agriculture. Dr. Hartmans briefed the workshop participants on training programs at IITA and on research developments in the genetic improvement of food crops and in better land management. Mr. Olumese discussed food

production trends in Nigeria and developments in Nigerian agriculture. He emphasized the need for government commitment and popular support in launching successful agricultural production programs.

Dr. Nyle Brady, Senior Assistant Administrator of the Bureau for Science and Technology, Agency for International Development, delivered the keynote address. Dr. Brady underscored the urgency of strengthening African agricultural systems, particularly in Sub-Saharan Africa. The Agency's response to this challenge is a strategy that encourages the development and strengthening of institutional, scientific and human capabilities. This strategy, if fostered by public policies that encourage the use of new and proven technologies, is envisioned to enable African nations to overcome their food problems on a permanent and self-reliant basis. Recent organizational changes within the Agency are intended to reestablish a stronger and more central role for science, technology and institution-building within AID's overall development assistance efforts.

II. THE AFRICAN BUREAU FOOD (AGRICULTURE) SECTOR ASSISTANCE STRATEGY:

WORKSHOP DISCUSSIONS

Mr. Lane Holderoft discussed the genesis and the evolution of the African Bureau Food (Agriculture) Sector Assistance Strategy, and the importance to agricultural development of each of the three strategy components, planning and policy analysis, institutional development, and farmer participation. Mr. Holderoft noted that a reasonably good approach has been developed for the planning and policy analysis component. However, refinements of this approach require discussions with individual missions, because of the sensitive nature of this component and the variability of the policy environment from country to country.

The farmer participation component also requires further refinement. Mr. McDroft recommended that the workshop give extra focus to institutional development, because institution-building interventions require extensive, long-term effort.

Relevant issues and alternative approaches to implementing the Africa Bureau Food (Agriculture) Sector Assistance Strategy were discussed in plenary sessions and group discussions. The highlights of these discussions are outlined below. Subsequently, workshop recommendations are presented.

A. Planning and Policy Analysis

Mr. Donald Brown, Deputy Chief, AFR/TR/ARD, reported that AID and other donors such as the World Bank, recognize the need for a favorable policy environment in development efforts. Although a favorable policy is not, by itself, sufficient in improving agricultural development, it is nevertheless a necessary element. Major policy variables include producer prices, consumer subsidies, input subsidies, credit and the role of parastatals. Mr. Brown suggested two approaches to improving the policy environment of host countries: 1) initiating policy dialogues with pertinent host government officials; and 2) developing the indigenous capacity for policy analysis within host countries.

Dr. Shirley Pryor of the Bureau for Science and Technology discussed the proposed S&T project on agricultural policy and analysis. She observed the apparent lack of host country demand for assistance in acquiring improved skills in policy analysis and the shortage of suitable U.S. technical experts in the area of LDC policy analysis. The proposed S&T project on policy and analysis is designed to increase knowledge of major agricultural policy issues at mission and country levels.

Other problems encountered in attempts to improve the policy environment in host countries include: 1) lack of leverage among USAIDs, particularly those with small programs, in initiating policy dialogues with host country officials; 2) lack of sufficient and reliable data on which to base policy recommendations; 3) inadequate mission knowledge of appropriate host government personnel with whom to make contacts in order to initiate policy dialogues and reforms; and 4) lack of the necessary manpower and material resources in host countries to undertake policy analysis interventions.

B. Institutional Development

Several speakers discussed topics relevant to institutional development.

1. The CDA Initiative in Agricultural Research

Dr. William Judy of AFR/TR/ARD described the CDA approach to strengthening agricultural research in Africa. The CDA initiative in agricultural research is supported by seven major donor nations to Africa (Belgium, Canada, France, Italy, U.K., U.S. and West Germany), that have agreed to coordinate their development programs according to common principles and guidelines. They are working jointly with African research scientists in planning research and in facilitating the sharing of results among African countries within each of the five major agro-climatic zones. Complementing this research effort is an increased emphasis on education and training.

The five major agro-climatic zones, with lead donors assigned for each zone, are:

<u>Zone</u>	<u>Donor Countries</u>
Sahelian-Sudanic Zone	
- West	United States, assisted by France
- Sudan (East)	United Kingdom, assisted by U.S. and Italy

<u>Zone</u>	<u>Donor Countries</u>
West Africa Coastal Zone	West Germany, assisted by France and U.S.
Zaire Basin Zone	Belgium, assisted by U.S. and France
East African Zone	Canada, assisted by U.S., France, West Germany, Belgium, and Italy
Southern Africa Plateau	United States, assisted by France and West Germany

No CDA superstructure for administration and management is envisioned. Rather, the CDA will encourage planning and networking through existing donor, African regional and host country organizations. Since activities cannot be initiated immediately in all of Sub-Saharan Africa, eleven countries were proposed for Phase I programs (Senegal, Upper Volta, Sudan, Ivory Coast, Cameroon, Kenya, Rwanda, Zimbabwe, Botswana, Malawi, and Zaire).

Recent developments include the initiation of dialogue with African regional and national research organizations in order to ensure involvement of national scientists in CDA's research activities. The International Service for National Agricultural Research (ISNAR) has agreed to develop a training program for African research administrators and managers.

2. Cropping Systems Research Networks

Dr. Nyle Brady characterized cropping systems research as largely field-based and farmer-oriented. An interdisciplinary approach to cropping systems is highly essential, because farmers' production systems are affected by physical, biological, and socio-economic factors.

Drawing from the International Rice Research Institute's (IRRI) experience in Southeast Asia, Dr. Brady identified the various elements of cropping systems research methodology, which include: 1) site characterization; 2) selection and improvement of appropriate production systems through on-farm research; 3)

continuous modification of packages of technology, as necessary; 4) continuous interaction between researchers and farmers; 5) pilot testing; and 6) incorporation of improved farming systems technologies into regional and national programs.

Dr. Brady emphasized the importance of networking among research scientists involved in cropping systems research, citing the following factors as essential in successful networking: 1) national commitment to an interdisciplinary approach to cropping systems research; 2) designation of a research institute to take the lead in conducting research on methodology and on component technology; 3) provision of training on cropping systems research at all levels, commencing with political leaders and research administrators; 4) network coordination of various on-going research programs; and 5) conducting of workshops on a regular basis.

3. Livestock Research and Development

Dr. C. deHaan, Deputy Director General of the International Livestock Center for Africa (ILCA), provided an overview of the status of livestock research in Africa. Currently, livestock research receives inadequate attention -- only 1.4 percent of the total investment in agricultural research. The lack of understanding of the complex relationships among biological, economic, and social components of the livestock production system, provides a major constraint to the development of effective livestock technical packages. Dr. deHaan recommended support for systems research to complement efforts in component research.

Dr. deHaan highlighted the need for national and regional networking among livestock research scientists. In establishing network systems, it is important to identify common problems or topics for research. Pertinent topics for live-

stock research in Africa include forage legumes, animal traction, and reproductive and post-natal losses.

4. Farming Systems Research Methodology

Dr. David Norman, Professor at Kansas State University, indicated that considerable confusion exists in the definition of farming systems and the farming systems approach to research (FSAR). Because FSAR is still evolving, complex issues of methodology and implementation remain unresolved. Some general guidelines, however, are emerging. They are likely to be modified further by additional experience in FSAR.

Dr. Norman indicated that the primary aim of FSAR is to increase the overall productivity of farming systems, by taking into account the entire range of private and societal goals and the constraints and potentials imposed by the determinants of existing farming systems. Increased productivity can be achieved through two types of developmental strategies, farming systems research (FSR) and farming systems perspective (FSP). Farming systems research (FSR) involves the development and dissemination of relevant improved technologies. FSP involves efforts to influence the development of relevant agricultural policies and support systems. The location and linkages between research and planning/implementation institutions often determine whether the focus of an FSAR program is on FSR or FSP. However, some mix between the two is possible.

Although FSAR activities are not a panacea, they complement and help integrate and improve the payoffs from other research activities by providing a bottom-up approach to technology development.

5. Agricultural Extension

Dr. Douglas Jones, Agricultural Development Officer of USAID/Botswana and Mr. August Hartman of AFR/TR/ARD reviewed the various types of extension systems in Africa, i.e., public, private, and parastatal-run extension networks.

Dr. Jones discussed differences in approach and operations between the private and public sector extension systems. The coverage of public-run extension systems and services generally conforms to government administrative geographic boundaries. In principle, although not necessarily in practice, these services are accessible to all farmers. Private extension systems tend to have a historical territorial coverage and usually extend across government-set administrative boundaries. The clientele of private extension agents is more limited than that of government agents, because the private network is usually targeted at specific types of farmers.

Mr. Hartman described the parastatal-run extension services that predominate in Francophone Africa. Parastatal-run extension activities are generally concentrated on specific crops, usually export commodities. Because parastatal organizations are semi-autonomous and usually not attached to any specific government ministry, coordination with the public sector extension system is often a problem. Other problems associated with the parastatal extension systems are the lack of adequately trained extension agents and the rigidity and non-participatory nature of the extension approach.

6. Manpower Development

Dr. Jiryis Oweis, Agricultural Specialist of the Board for International Food and Agricultural Development (BIFAD), discussed the role of training and education in agricultural development. A critical recurring constraint to food production in Africa has been the shortage of trained manpower. This inadequacy is prevalent at all critical levels in the agriculture sector, ranging from top management (central government offices) to the farm level. Allocation of resources to develop a cadre of trained farmers, extension agents, local government officials, planners and policy-makers, is therefore a necessary condition for improving the agricultural situation in the region.

In planning education for development, a major policy problem is the difficulty of achieving a balance in the allocation of resources among the four levels of education -- primary, secondary, higher education, adult education. Dr. Oweis identified relevant issues in the education sector, including: 1) high education cost per student; 2) educational disparities and inequalities; and 3) issues in planning and managing education in the context of technological, social, economic, and political changes.

7. Policy/Planning/Inputs/Services

Dr. Hadley Smith, Economist of REDSO/West Africa, discussed the implications of AID policies and strategies in Africa, particularly as they affect food production. Although the Africa Bureau's strategies emphasize programs with long-term payoffs, recurrent cost implications of these long-term activities have not been adequately addressed. Dr. Smith indicated that information used in developing the Africa Bureau Food (Agriculture) Sector Assistance Strategy, has concentrated on the macro aspects of development. A number of micro-level issues deserve attention as well: 1) agricultural inputs; 2) major changes in yields; 3) rural-urban migration; 4) effects of economic growth in the rural areas; and 5) elasticities of demand for major food crops.

While supportive of the concept of the proposed network approach, Dr. Smith expressed his concern regarding the complexities of networking. He emphasized the need to focus attention on national research and extension institutions which, in the final analysis, are the critical institutions in implementing the outcome of AID's efforts in networking.

C. Farmer Participation

Mr. Don Brown reviewed the proposed Africa Bureau statement on increasing farmer participation in the development process. This statement outlines what

participation means, why it is desirable, what greater farmer participation implies with respect to the way USAID approaches development, and how it can be operationally included in USAID project and program activities. Workshop participants discussed the contents of the paper in small groups.

D. Related Topics

In addition to the primary purpose of building consensus on the implementation of the Africa Bureau Food (Agriculture) Sector Assistance Strategy, the workshop provided a forum for discussing a number of related topics.

1. Common Themes

Workshop participants discussed the concept, implementation and priority of common themes in African agricultural development. Working from a suggested list of 25 themes, participants selected eight themes for priority attention. With each theme, the need for manpower training is inherent. The themes selected are:

- o Farming systems approach to research/extension;
- o Commodity research;
- o Agricultural sector planning/policy analysis (including land use planning);
- o Agricultural business development;
- o Water management;
- o Pest management;
- o Agro-forestry; and
- o Livestock development (including disease, feeding and draft power).

2. Role of Private Enterprise

Mr. Lane Holderoft noted that the Agency attaches importance and priority to host country and U.S. private sector involvement in AID's development

interventions. To foster private enterprise development and involvement in African agriculture, Mr. Holdcroft offered the following suggestions:

- o Encourage host governments to deregulate inhibitive restrictions on private enterprises;
- o Channel CIP and PL 480-generated local currencies into the hands of small investors;
- o Encourage host country training on business skills for small entrepreneurs;
- o Encourage the creation of opportunities for off-farm employment;
- o Encourage private sector manufacture and/or distribution of agricultural inputs; and
- o Encourage the development of farmer-led cooperatives.

3. Agro-Climatic Zones

Dr. E. A. Higgins, FAO Project Coordinator for Land Resource Appraisals, discussed FAO's activities in the assessment of physical land resource potentials. These activities draw upon three studies: agro-ecological zones study; potential population-supporting capacity study; and assessment of food self-sufficiency based on land resource availability and potentials. In his discussion of these activities, Dr. Higgins presented the Kenya land resource data.

4. Crop Yield Dynamics

Dr. Darrell McCloud, Professor and Chief of Party of the USAID/University of Florida project on agricultural research in Malawi discussed:

- o Aspects of yield determination for most crops;
- o Ecological factors affecting agricultural yields;
- o Crop yield variability; and
- o A simplified method for calculating potential crop yields.

5. Communication and Exchange of Information

Senior AID officials briefed field mission personnel on AID personnel/organization matters, including:

- o Reorganization plan for the African Bureau;
- o Personnel composition of the Africa Bureau Agriculture and Rural Development (ARD) division;
- o Bureau for Science and Technology Sector Councils;
- o Joint Career Corps.

With regard to the Joint Career Corps proposal, field personnel expressed several concerns. More information is required on the effect of the proposal on direct hire personnel/ceilings, and on procedures for assignment of AID personnel to universities.

The workshop facilitated interaction and exchange of information between senior representatives of international agricultural research centers (IARCs) and AID personnel. Presentations were made by the IARC representatives on research developments related to African agriculture in IITA, Centro Internacional de Agricultura Tropical (CIAT), International Maize and Wheat Improvement Center (CIMMYT), and International Crops Research Institute for the Semi-Arid Tropics (ICRISAT).

The workshop provided a forum for the briefing of field mission personnel on support resources available from S&T/Food and Agriculture, BIFAD, and USDA/Office of International Cooperation and Development.

AID/W solicited field input into the development of sub-strategies related to livestock, food aid, and nutrition. Mr. Holdcroft requested mission representatives to transmit their comments on the draft nutrition strategy to the Africa Bureau within two months.

Field personnel expressed specific mission concerns with respect to:

- o Policy (extension of projects, delegation of authority, recurrent costs of projects, private sector involvement, and budget allocation for the poorest and non-strategic countries);

- o Operations (inadequacy of direct-hire agriculture positions, limitations in the recruitment of technical assistance due to costly contracting modes, and problems with financial management and commodity procurement);
- o Personnel (changes in the Personnel Evaluation Report (PER) criteria and evaluation points);
- o Exterior Relationships (lack of coordination with international research centers and proliferation of seemingly duplicative efforts in crop research and farming systems research); and
- o Training (need for long/short term training opportunities AID personnel, problems related to U.S. university rejection of host country participant trainees, and management/monitoring of returning participants).

Workshop participants also discussed activities that complement agriculture, such as nutrition, population, and rural development.

Recommendations arising from workshop discussion are presented in Section III, below.

III. WORKSHOP RECOMMENDATIONS

On the last day of the workshop, participants met in groups to review and refine the substance and language of an initial compilation of workshop recommendations. Subsequently, in a plenary session, participants reached a consensus on the priority and presentation of the recommendations. The workshop recommendations, as endorsed by the participants, are listed below.

In June 1982, the major workshop recommendations were transmitted to the Assistant Administrator, other senior AID Officials and field mission directors of the Africa Bureau.

As suggested by the participants, the document includes a preamble that relates major workshop recommendations to the Africa Bureau Food (Agriculture) Sector Assistance Strategy.

A. Major Program Recommendations

1. National Agricultural Research and Extension Systems

Given the serious paucity of food production technology in Sub-Saharan Africa, we recommend that the Africa Bureau field missions place high priority within their country assistance programs on supporting national agricultural research and extension systems. This recommendation assumes continuing AID support for regional and international institutes. It is further recommended that a qualified S&T or Africa Bureau liaison officer be posted at selected international research centers, commencing with IITA, to facilitate the provision of their services to regional and country programs in Africa. AID should develop specific mechanisms for research linkages at national, regional and international levels.

2. Basic Institutions

We recommend that the Africa Bureau and its field missions place top priority on building basic institutions that include education/training, planning/policy and research/extension. This institution-building effort will require a long-term commitment to the training of host country personnel, as well as long-term technical and financial assistance.

3. Farming Systems Approach

We recommend that AID endorse the farming systems approach to research and extension, particularly in Africa, as defined at this workshop. Notwithstanding this endorsement, continued effort should be made to achieve a more complete and common understanding of farming systems among agricultural and rural development officers, and other practitioners in the field.

4. Agricultural and Rural Growth with Equity

To the extent possible, we recommend that the Africa Bureau and its field missions support projects and other initiatives directed at policy reforms that

reinforce agricultural and rural growth with equity. This will require the building up of a larger core of U.S. and host country policy analysts. AID efforts in this area can be facilitated by linkages with food and agricultural policy research institutions, such as IFPRI, and through the documentation and dissemination to the field of lessons learned in previous and ongoing AID efforts at policy reform. AID should support an appropriate mix of policy reform and other types of projects or activities within each country.

5. Recurrent Costs

We recommend that AID more widely acknowledge the seriousness of the recurrent cost issue in Africa. Careful examination of this issue should be initiated during country development strategy formulation and should continue through the critical stages of the project design and implementation cycle. It is desirable that projects attract/generate sufficient local currency to meet their recurrent costs over the long term. Their inability to do so, however, should not, in and of itself, preclude continued AID participation or support of such projects. In such cases, innovative ways of generating local currency for project support through programs such as CIP and PL 480 should be encouraged.

6. The CDA Agricultural Research Initiative

Workshop participants are concerned with the lack of information about the CDA agricultural research initiative and request further clarification by the Africa Bureau Washington staff of the concept and proposed implementation strategies. Of particular interest is the relationship of CDA to mission programs and host country, regional, and other international institutions.

7. Population Activities

In order to improve per capita food availability in Africa, it is imperative the Agency continue to support population activities, through policy and funding resources. Without significant progress in limiting population growth,

the gains to be achieved in food production over the next decade will not keep pace with the food needs of the increased population. The Africa Bureau's Senior Agricultural and Rural Development Officers are deeply concerned with the implications of this potentiality and its impact on development, the quality of life and political stability in Sub-Saharan Africa.

8. Common Themes

The following list of common themes reflects the consensus of the workshop participants and should provide guidance to AID/W, particularly the AFR and S&T Bureaus, in developing central and regional programs and projects. In all of these common themes, primary attention should be given to manpower training:

- o Farming Systems Approach to Research/Extension
- o Commodity Research
- o Agricultural Sector Planning/Policy Analysis (including Land Use Planning)
- o Agricultural Business Development
- o Water Management
- o Pest Management
- o Agro-forestry
- o Livestock Development (including Disease, Feeding and Draft Power)

B. Major Management Recommendations

The Senior Agricultural and Rural Development Officers made the following major recommendations on AID management and operations related to agriculture and rural development.

1. Agricultural and Rural Development Positions

AID and Africa Bureau management should recognize that, under present operating procedures, additional full time direct hire agricultural and rural

development personnel are needed to successfully achieve country program objectives. AID is requested to analyze agricultural and rural development positions, vis-a-vis workload and project preparation/implementation procedures, with the view to either increasing direct hire staff and/or streamlining procedures.

2. Project Commodities Purchasing Handbook

We recommend that AID prepare a project commodities purchasing handbook for project managers in field missions. Development of this handbook should be preceded by a rigorous review of current AID commodity procurement regulations and procedures, for the purpose of overhauling and streamlining the commodity procurement process.

3. AID/W PM Agricultural Personnel Career Development Officer

AID should recognize the valuable professional services provided by the AID/W PM Agricultural Personnel Career Development Officer. We strongly recommend that priority action be given to filling this currently vacant position with an experienced and qualified senior agricultural officer

4. Joint Career Corps

The workshop participants note with a great deal of interest the new proposal for the Joint Career Corps. It is not clear whether the technical personnel to be provided under this proposal will be additional to the present and projected number of direct hire technical officers. For this reason, we recommend that the Joint Career Corps be undertaken cautiously and modestly, and expanded only as the role and potential of the program are fully developed. It is further noted that if this proposal is to result in a truly joint program, procedures for assignment of AID personnel to universities should be included.

5. AID's Participant Training Program

We recommend that a comprehensive review of AID's participant training program be initiated to: address and resolve the growing problem of U.S. educational institution rejection of host country students (particularly at the graduate level); and devise improved methods for more effective management/monitoring of individual participant training programs in U.S. or Third country training institutions.

6. Sabbatical Leave for AID Agricultural Officers

We recommend that after seven years of overseas service, AID agricultural officers should be allowed sabbatical leave at an international agricultural research center or university to update competence in the latest developments in his/her technical field.

C. Other Recommendations

Other program and management recommendations are listed below.

1. Effecting Policy Reforms

Several representatives of USAID missions expressed difficulty, due to limited leverage, in engaging host governments in policy dialogues or in effecting policy reforms. Recognizing this constraint, we recommend that USAID missions, particularly those with small country programs, should try to effect policy reforms within the context of development projects and through interventions designed in collaboration with other donors. In addition, where appropriate, USAID missions should initiate policy reforms in agriculture through less politicized policy topics, such as food or nutrition policies.

Finally, we recommend that missions utilize more fully the opportunity of effecting policy reforms through continuous contact with second echelon host

country policy analysts who wield influence on decision-makers. This strategy assumes that AID will provide adequate training for the policy analysts.

2. Private of Public Institutions

AID should recognize that the management of specific types of institutions may vary, depending upon an institution's functions. Education/training, planning/policy institutions and research organizations are generally the responsibility of the public sector. Some research activities may be undertaken by the private sector if the economy is appropriately developed. Marketing and processing are primarily a private sector concern. Expansion activities can be carried out through a range of funding and management methods.

3. Strengthening Agricultural Institutions

In providing assistance to strengthen existing agricultural institutions, we recommend that primary attention be given to:

- o Ensuring that the new or redefined institutional objectives are consistent with relevant development goals and with the needs of potential clients;
- o Adoption of a reward system to ensure staff motivation (this could be achieved by encouraging and assisting host governments to establish competitive salary structures and mechanisms for staff improvement through training);
- o Improvement of internal evaluation systems;
- o Ensuring government support through the provision of assistance in policy analysis; and
- o Provision of assistance in formulating a clear-cut strategy to achieve redefined or modified institutional objectives.

4. Farming Systems Research

Recognizing the growing number of FSR projects supported by AID and the evolving nature of the FSR methodology, we recommend that a network of FSR practitioners and persons responsible for project implementation be established

to facilitate the development of cost-effective FSR methodologies and the exchange of information on lessons learned.

We recommend that FSR training opportunities be made available to policymakers, research administrators and to the field-level research personnel and extension agents. In addition, AID should encourage the development of FSR content in U.S. and local university curricula.

We recommend that AID financial assistance be provided to establish linkages between technical and social science departments of U.S. and local universities.

Recognizing the long-term nature of FSR and host countries' budgetary constraints, AID should be prepared to make a long-term commitment to financing FSR activities.

5. Livestock Research

In view of the important role of livestock in supplementing rural incomes and increasing food production in Sub-Saharan Africa, we recommend increased attention to livestock research. This recommendation includes the establishment of stronger linkages between research in crops and livestock, and the incorporation of livestock research in FSR.

6. Farmer Participation

Cognizant of the critical importance of farmer participation in the development process, we recommend the adoption by the Africa Bureau field missions of participatory measures in project conceptualization, design and implementation. A better perception of farmers' needs and socioeconomic circumstances is required. This could be obtained through various means, including: 1) continuous and direct contact with farmers and appropriate host country/local-level officials during project design and implementation; 2) the development of good

social soundness analyses; and 3) the development of social/ institutional profiles.

The farming systems approach to research is clearly an effective means of understanding farmers' needs and constraints and soliciting farmer participation in the development of technological packages that are superior to traditional production methods. Increased host country and beneficiary participation in project design is an effective method of ensuring local participation in project implementation. Local training in project design methodologies may be required for this purpose, and should be made available by missions when necessary. In addition, we recommend the following:

- o Implementation of income-generating interventions, a strategy that has been proven to provide motivation for farmer participation;
- o Initiation of interventions through local institutions and farmers' groups, and where appropriate, encouragement of farmer representation in AID-assisted institutions;
- o Provision of increased opportunities for farmer training and education in order to enhance their effective involvement in project conceptualization and implementation;
- o Documentation and exchange of information on proven methodologies for increasing farmer participation; and
- o Provision of assistance to improve host country capability for formulating policies favorable to farmers.

Designing and implementing participatory projects will require additional funding and a longer project design phase. We therefore recommend that additional funds, to be made available immediately upon PID approval, be allocated for project design. We further recommend that AID recognize and make provisions for additional flexibility in project implementation.

7. Personnel Evaluation Reports

We recommend that examples of good Personnel Evaluation Reports (PERs) be collected and circulated (without names) by AFR/TR/ARD to field missions in

order to assist senior agricultural and rural development officers in preparing PERs.

8. Participant of Training Programs

We recommend that field missions be given authority by AID/W to allow participant trainees to complete their training program, notwithstanding time limitations set by the Project Assistance Completion Date (PACD).

IV. LIST OF MAJOR WORKSHOP DOCUMENTS

1. List of Workshop Delegates
2. Keynote Address (Dr. Nyle Brady)
3. Livestock Research in Sub-Saharan Africa (Dr. C. deHaan)
4. Institutionalizing the Farming Systems Approach to Research
(Dr. David Norman)
5. Manpower Development Relative to Institutional Development
(Mr. Jiryis Oweis)
6. Increasing Farmer Participation in the Development Process
7. Crop Yield Dynamics (Dr. Darrell McCloud)
8. Current Projects of the Office of Nutrition for Bureau of
Science and Technology
9. Program Overview - Office of Multisectoral Development,
Bureau for Science and Technology
10. A Joint Resolution of AID and BIFAD
11. Process of Selection: Title XII University Contractors
12. BIFAD Registry of Institutional Resources, Institutional
Profile
13. A Profile of the USDA Office of International Cooperation
and Development
14. Nutrition in Agriculture
15. Statement on Population

(NOTE: Copies of individual conference papers can be obtained from AFR/TR/ARD)