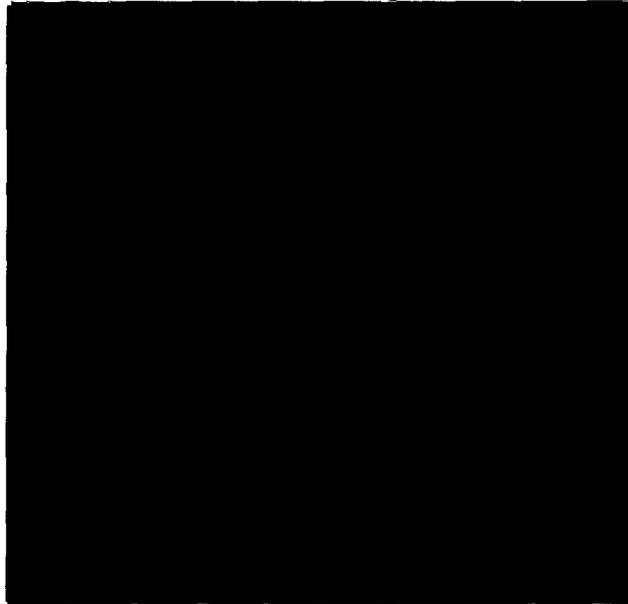


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AGRICULTURAL POLICY ANALYSIS PROJECT, PHASE III

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**TOWARDS A THREE-YEAR
OPERATIONAL FRAMEWORK
FOR THE ASSOCIATION FOR
STRENGTHENING AGRICULTURAL
RESEARCH IN EASTERN AND
CENTRAL AFRICA (ASARECA)**

December 1996

**APAP III
Research Report
No. 1020**

**A Report of Sustainable
Financing Initiative (SFI)**

Prepared for

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Towards a Three-Year Operational Framework for ASARECA

I. Introduction

This assessment focuses on the current situation and functioning of the Association for the Strengthening of Agricultural Research in East and Central Africa (ASARECA) in the face of its current responsibilities, on the challenges that young organization will face over the next two to three years and on how it might respond to those challenges. It attempts to discern how the volume of regional agricultural research and related programs under ASARECA's auspices might grow and considers the implications of that growth for the ASARECA operating system. Based on discussions with the ASARECA Committee of Directors Chairman and the Executive Secretary, it lays out a work program - or Framework for Action - for the preparation of a strategic plan for the long-term ASARECA program and its sustainable funding, the phased strengthening of the Secretariat and the creation of a cost recovery system that can provide a stable financial base and launching pad for ASARECA's pursuit of its long-term sustainable funding strategy.

II. Background

ASARECA was established in August 1994, following some two years of consultations in the context of a SPAAR Framework for Action (FFA) exercise, by the Directors of the national agricultural research institutions (NARIs) of 10 East and Central African countries when they signed a memorandum of understanding. The member countries are Burundi, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Tanzania, Uganda and Zaire. In October 1994 an Interim Executive Secretary was appointed by the Committee of Directors (CD). A constitution and bye-laws were adopted by the CD in March 1995. In November 1995 the present, normally appointed, Executive Director and a Finance Officer assumed their duties, respectively.

The objectives of ASARECA are broadly consistent with those of the FFA for Eastern and Central Africa: "to improve the relevance, quality and cost effectiveness of agricultural research; to establish and support regional mechanisms to reinforce and improve research collaboration by NARS and with international agencies and to improve the delivery of appropriate new information and technology." (ASARECA Secretariat, "Overview of ASARECA and Regional Agricultural Research in Eastern and Central Africa," circa 1996). The goals and objectives spelled out in the ASARECA Constitution include: to establish a regional strategy and implement regional agricultural research programs; to make research programs more responsive to the needs and demands of end-users and markets; to promote access to funds for agricultural research on a sustainable basis; to establish a regional plan for the development and management of human resources; to harmonize and improve members' management information systems; to establish harmonized systems of scientific and technical information and documentation; to publish the results of joint research; to promote the exchange of genetic material; to promote more effective and cheaper mechanisms for linking research, extension, producers and markets; and to disseminate new



technologies and knowledge to end-users.

III. Overview of the Current ASARECA Structure

ASARECA is governed by a **Committee of Directors (CD)** whose members are the directors of the member countries' national agricultural research institutes (NARIs). The chair rotates in alphabetical order, except that the first Chairperson is the NARI of the country which hosts the Secretariat - Uganda. The Secretariat is located in Entebbe which is also the site of the headquarters of Uganda's National Agricultural Research Organization (NARO).

The Secretariat's regional staff consists of an Executive Secretary and a Finance Officer. The Secretary, an Accounting Assistant and a Driver plus custodial staff are locally recruited.

The **CD Chairperson's** term of office is two years, though the CD decided to extend the term of the present (and first) Chairperson as an exceptional measure as provided for in the bye-laws. The Executive Secretary's term of office is four years and may be extended for one additional four year period. The salaries of the regional staff are understood to have been based on those for similar positions within the Kenya Agricultural Research Institute (KARI). The local staff salaries are based on the NARO scale.

The **CD** is the highest organ and manages the Association. All decisions are made by it or in its name. It holds one annual meeting and generally convenes at least one additional meeting each year. A quorum at meetings is 50 percent and decisions are made by a simple majority vote.

The **Executive Secretariat** is responsible for reviewing proposals for collaborative regional research and training programs and for submitting these to the CD for its approval; for monitoring ongoing regional activities and programs; for assuring administration, coordination and general financial management of regional activities and programs, including the "channeling" of their funds; ensuring proper preparation of work plans, budgets and periodic reports for the CD; preparing consolidated administrative and financial reports; organizing regular scientific and annual financial audits of regional programs according to terms of reference accepted by the CD; organize CD meetings and act as their secretariat; make arrangements for regional seminars and other activities of the regional programs; annually compile and summarize progress reports of the regional activities for presentation to the CD; oversee the publication in suitable form of all completed research activities, studies and workshop proceedings; and propose the composition of working groups and technical committees to the CD Chairperson.

The **Executive Secretary**, in addition to assuring that all the above responsibilities are properly met, is charged with providing the CD with quarterly financial reports and a comprehensive annual report of activities and with regular publication of an ASARECA Newsletter.

The vast bulk of ASARECA's analytical, deliberative and planning work is done by Task

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Forces, Working Groups and ad hoc or specialized Technical Committees.

Task Forces (TFs) are defined in the Bye-Laws "as the basic units for planning and conducting collaborative research and other activities approved by the CD." Their membership consists of all the researchers on a specific program of research on a priority constraint. Each TF has a Leader who is competitively selected, based solely on professional competence, from among the staff of collaborating institutions, including IARCs, based on nominations from CD members. In addition to the tasks normally associated with planning and conducting research, the TF Leader and his or her colleagues are expected to perform functions required of program managers such as preparing project proposals, work plans and budgets as well as reports on progress, completed research findings and workshop proceedings. **Note:** It appears that the Steering Committees of Networks incorporated into the ASARECA framework are fulfilling the roles and functions specified above for Task Forces. It also appears that the term "Network" is continuing to be used in place of "Task Force" in the preparations and planning of new regional research programs.

Working Groups and Technical Committees are appointed by the CD to assess and make recommendations concerning a variety of matters. The language governing Specialized Technical Committees in the Bye-Laws calls for them, as requested by the CD, to "provide the CD, in accordance with the terms of reference of each STC, with proposals for regional strategies, priorities, research programs and activities, corresponding human resource development and training plans, as well as budgets, and the setting up of appropriate Task Forces, including their composition; to take steps toward the implementation of proposed activities; conduct evaluations of specified activities and "ensure that the end-users of research results are well considered." Members are appointed according to the procedures used for Task Forces. Working Groups, though not specifically defined, are mentioned in the Constitution and the earlier Memorandum of Understanding in a context that suggests they are equivalent to Technical Committees. They seem to deal with cross-cutting issues rather than research planning.

IV. Current Situation

A. Priorities and Approach

The CD Chairman and the Executive Secretary regard the goals and objectives in the Constitution as long-term targets toward which ASARECA must work in an orderly, phased manner. Likewise they recognize that the many functions of the Secretariat need to be exercised in a priority-conscious manner. Accordingly one emphasis is on constituting and supporting the effective operation of (a) the Task Forces and Networks which coordinate information exchanges and cooperation among researchers and (b) the Working Groups and Technical Committees which are the deliberative instruments which analyze regional cross-cutting issues, trends and technical matters germane to agricultural research. Another emphasis is on supporting CD decisions on program matters. One aspect of this concerns the transition of the IARC-directed, pre-ASARECA research networks to Task Forces/Networks which are directed by ASARECA.

Another element is managing program development issues related to needs of the ASARECA membership as expressed through six Working Groups established by the CD. Program development issues also arise from proposals originating from donors and IARCs.

B. Progress to Date

Since its creation in June 1994, ASARECA has undertaken a large number of activities in pursuit of these broad objectives. Annex I provides a summary of the Association's major accomplishments over the past twenty-nine months. The more important accomplishments include (a) the delivery of reports by five working groups, (b) the incorporation of four existing research networks into ASARECA's on-going operations, and (c) the review and evaluation of other research efforts.

1. Working Groups

The reports of the various working groups have helped to identify both the major commodities that should be the focus of regional research endeavors and the major cross-cutting themes. Working Groups with five different mandates met throughout 1995.

The **Working Group for Regional Agricultural Research Priority Setting** identified nineteen (19) commodities and factors which are most important to the region. In a second phase, it identified seventeen (17) different farming systems prevalent in the ECA region used to produce the priority commodities. The working group produced an Agro-Systems/Commodity Matrix which shows "the frequency of occurrence of each priority commodity program in a particular agro-system of the ASARECA region." This matrix will guide the Association's efforts to develop new research networks and carry out other tasks in conformity with the region's research priorities. Annex II provides a summary of the specific actions that have been taken for each of the nineteen priority commodities and factors identified during the first phase of priority setting.

The **Working Group for Human Resources Development** assessed the region's needs for both regional short-term training and post-graduate academic training as well as the current capacity of existing institutions and programs to meet those needs. Priority needs for post-graduate training were identified by program area: these include sorghum, coffee, soils and water, soil fertility, and socio-economics. Priorities for post-graduate training were also identified by discipline, including plant breeding, animal production, and natural resource management. Priority needs for short-term training include courses in coffee, bean, maize, and potato breeding, sheep and goat production, socio-economics and soil fertility. The working group's report includes strategies for both regional post-graduate training and short-term training, including the designation of centers of specialization. The report recommends steps for ASARECA to follow in order "to enhance and facilitate the capacity for regional training." These include establishing "guidelines for the execution and administration of regional . . . programs, [including] for example, . . . per diem and program protocols."

The **Working Group on Technology Generation and Delivery Systems (TGDS)** set out to determine the constraints to effective technology transfer in the region, to assess the member institutions' needs for training in TGDS and the ability of existing regional institutions to meet those needs, and to recommend appropriate approaches for technology transfer and delivery. The working group's report makes a number of recommendations for improving the region's TGDS, including specific actions for ASARECA. These include the call for ASARECA to "devise a regional strategy which will bring about dynamic collaboration in technology generation and transfer." Following an analysis of the needs for research on and training in TGDS, the working group recommended that "ASARECA and member countries give much greater attention to training agricultural extension workers at BSc and MSc levels." To promote greater collaboration in research and training in TGDS, the report recommends that ASARECA take "initial steps in investigating sources of funds available for regional use" for research on TGDS and regional sources of funding and coordinate training programs at regional institutions "that have capacities for training extension workers in the areas of extension education, research and extension management.

The efforts of the **Working Group on Scientific Information and Documentation** were incorporated into a proposal for an Integrated Information Program for Agricultural and Rural Development in Eastern Africa. The Technical Center for Agriculture and Rural Cooperation (CTA), which has a mandate from the Fourth Lome Convention to assist ACP countries in the area of agricultural information, is coordinating this effort.

The task assigned to the **Working Group on Agricultural Policy Analysis** was "to define a Regional Agricultural Policy Initiative." The working group submitted its initial report to the CD in July 1995. This led to a Consultative Workshop in October at which time other stakeholders, including policy makers, representatives of the IARCs, donors, and researchers were asked to comment. Reinforced with this input, the working group completed and submitted its "Agriculture and Natural Resources Policy Research Initiative (ANARPRI)."

The goal of the initiative is to "help build sustainable capacity for agricultural and natural resource policy research and analysis in the" NARS. Specific objectives spelled out in the document included the "effective integration of agricultural and natural resource policies in the research program planning of NARSs" and the "strengthening of human and institutional capacity for . . . research, analysis, and formulation." Operationally, the report called for the ASARECA Secretariat to provide "administrative, financial, secretarial and other services [to] a regional Coordinator within the Secretariat, an ad hoc Technical Advisory Committee, and National Coordinators." The initiative exists today as the proposal for the Eastern and Central African Program for Agricultural Policy Analysis (ECAPAPA).

2. Research Networks

Four regional research networks that were in operation prior to ASARECA creation now report directly to the Committee of Directors. The four include:

- * Agro-Forestry Research Network in Africa (AFRENA);
- * East African Root Crops Network (EARRNET);
- * Eastern and Central Africa Bean Research Network (ECABREN); and
- * Program Régionale d'Amélioration de la Pomme de Terre et de la Patate Douce en Afrique Centrale et de l'Est (PRAPACE)¹

The operating procedures currently in place call for each network to report to the Committee of Directors at least annually. For example, at the Fifth Committee of Directors Meeting, held in September 1996, the regional coordinators for each of these networks reported on their accomplishments over the past year and outlined activities planned for the coming year.

In addition there are two Interim Steering Committees: one for maize and wheat, which just met for the first time in Nairobi in November 1996, and one for millet and sorghum.

3. Other Activities and Accomplishments

In addition to its on-going involvement with the regional research networks, ASARECA is engaged in a number of other different types of activities. It has completed one series of projects, Seeds of Hope I and II, and has at least three more programmes/projects under development, including:

- * Eastern and Central African Program for Agricultural Policy Analysis (ECAPAPA);
- * Standardizing of Seed Policies and Regulations in Eastern and Central Africa (SSPARECA); and
- * Crop Environment Domains: Crop Variety Adaptation Maps for the Greater Horn of Africa.

C. Assessment of Recent Experience

The rate at which ASARECA decision-making and deliberations have moved over the past two years, and especially during the past year, bears eloquent testimony to the enthusiasm and determination with which the CD, its Chairman and the Executive Secretary have embraced the vision of a collaborative regional program of agricultural research driven by and directed to

¹ Regional Potato and Sweet Potato Improvement Program in Eastern and Central Africa

regionally determined priorities.

As a result ASARECA's own deliberative processes have now produced a substantial volume of information, analysis and programmatic recommendations concerning research priorities and associated cross-cutting needs. These deliberations will continue and even gather momentum, especially as new Networks are formed and the existing regional Networks and Task Forces adjust to and refine the findings of the Priorities Working Group. For the next two years or so, the need to sift through programmatic options and develop sound and responsive programs will demand a great deal of time, attention and resources on the part of ASARECA and its stakeholders.

The Secretariat is operating at an unsustainable level of capacity utilization to stay on top of the momentum of program business that is being generated from within the ASARECA system and by stakeholders with ideas and resources to contribute. So far ASARECA has been able to deal purposefully and promptly with its members and stakeholders. For this to continue and for it to gain the initiative, selective strengthening of the Secretariat will be needed.

Given the difficulty of communications within Africa the CD should consider whether there is a need to delegate increased authority to the Chairman, with the support of the Executive Secretary, to make decisions consistent with the policies adopted by the CD on behalf of the Association. This question will become more acute in two years when the term of the present Chairman expires and that responsibility shifts to the Director of a NARI in a distant country.

Over the past two years ASARECA deliberations and decisions have been guided by the Framework for Action developed in consultation with the NARI Directors and published in the World Bank Technical Paper entitled, *Strengthening National Agricultural Research Systems in Eastern and Central Africa*. There is now a need for an ASARECA Strategic Plan which captures ASARECA's current vision of its purpose and role and takes account of the available information and analysis concerning opportunities and constraints to develop a blueprint for the development of the ASARECA Regional Program.

A great deal of agriculture research capacity exists in the university systems of the ASARECA countries. There are more Ph.D. holders in the agriculture faculties than in the ASARECA NARIs. A dialogue with the Deans of Agriculture of ASARECA member countries has begun in connection with the review of the report of the Human Resources Development Working Group. The Deans want to participate in the ASARECA research programs and in the ASARECA governance structure. For the time being it has been decided that the Chairman of the Committee of Agriculture Faculty Deans will attend CD meetings. This is a good interim solution, but there is a need to continue the search for a good long-term approach to integrating the resources of the Faculties of Agriculture into ASARECA research and, as appropriate, into the ASARECA governance framework.

V. An Operational Framework for the Next Three Years

A. Time Frames

It is useful to think of the future development of ASARECA and its regional program in terms of three periods: the near, medium and the long terms. In rough terms, these comprise respectively the next six months, the next three years and, depending on the time frame chosen for the Strategic Plan, the next ten to twenty years.

This section concerns all three periods, but mainly deals with the operational requirements over the near and medium term to ensure that ASARECA is equipped with a Strategic Plan, with requisite administrative machinery, with the human resources and with the sustained funding necessary to the development and management of a "first generation" regional program. It also deals with decisions that must be made in the near and medium term to ensure that the design of donor assistance packages include needed financial support to the ASARECA structure.

B. Overall Scenario and Requirements

The main task for ASARECA over the next three years is the development of its regional program. This will mainly evolve from the foundation of projects, project ideas and programmatic recommendations that have been generated by ASARECA deliberative processes and dialogues with stakeholders.

The Strategic Plan is needed to provide a conceptual foundation and blueprint helpful to the assignment of priorities among the current stock of programmatic recommendations, proposals and ideas. By its very nature, the strategic planning process will probably yield some new programmatic recommendations. For these reasons the development of the Strategic Plan will proceed as quickly as is consistent with the need for a quality product. This should be accomplished within six months at the latest and sooner if possible.

Meanwhile work is underway on a variety of program proposals. This work need not stop entirely pending the completion of the Strategic Plan. But care should be taken not to commit new resources to the further development of currently pending project proposals that are not clearly going to emerge as significant priorities of the Strategic Plan. This will not pose much of an operational problem since it should be possible to know where the Strategic Planning process is heading within three months even if it is not completed by then. New project proposals - that is those not already approved by the CD - should not be acted upon decisively until the Strategic Plan has been approved. The projects approved by the CD are the Eastern and Central Africa Program for Agricultural Policy Analysis (ECAPAPA); Promoting Seed Cooperation in the Seed Industry in Eastern and Central Africa through Review and Standardization of Seed Policies and Regulations; Crop Environment Domains: Crop Variety Adaptation Maps for the Greater Horn of Africa; and Integrated Information Program for Agricultural and Rural Development in Eastern Africa.

Productive use of the next three years for the development of a first generation of ASARECA regional projects is important to achieving at least an initial stage of sustainable financing of the ASARECA operational system. Over the next three years the operation of ASARECA system will necessarily be dependent on direct donor support through grants specifically for that purpose. By the end of that period a portfolio of donor-funded projects should have been developed and signed. These projects, taken together, should cover those operational costs of the ASARECA regional system which cannot reasonably and realistically be contributed by the member NARIs. Alternatively, specific donor grants to the Secretariat will continue to be required.

For this to happen it is especially important to equip ASARECA with the resources it needs to exercise its role in the process. It is also important that ASARECA and the donors agree on a joint operational framework for common program development action and for the coverage of ASARECA operating costs.

C. The Next Six Months

1. Agreeing on a Joint Operational Framework with the Donors

The main donors interested in contributing within the ASARECA regional program of agricultural research need to agree on a common operational framework for the next three years. One key focus should be financial support for ASARECA operational and program development costs, including those associated with the Strategic Plan process. Estimated ASARECA core and program operating costs for the next three years form Annex III of this document.

2. Developing a Strategic Plan (including Sustainable Funding)

The Action Plan for the Development of a Strategic Plan forms Annex IV of this document. The essential needs are (a) the establishment of the cognizant Reference Group (whose costs will need to be covered) and (b) the retention of international and regional Strategic Planning experts to provide methodological support and facilitation of that body's deliberations and (c) a long-term sustainable financing reconnaissance assessment of potential resources and associated stakeholders relevant to NARI and ASARECA regional sustainable funding strategies.

3. Early Strengthening of the Secretariat

There is already a need for a Technical Specialist to support the Executive Secretary in the work of monitoring and analyzing the work of the Networks as well as sifting and analyzing the programmatic ideas, recommendations and proposals that emerge from deliberative processes and from stakeholders. This person should be a broad-based, seasoned professional with a strong background of education and experience in agricultural research.

He or she should be recruited on a regional basis. ASARECA will also need funding for six regional consultants to constitute the Strategic Planning Reference Group.

D. The Next Three Years

1. Projected Evolution of Programs

a. Project Identification and Selection

The project identification and selection process leading to the development of the first generation ASARECA Regional Program has been underway for some time now. It is fed in large part by the deliberations of the ASARECA Working Groups, Task Forces and Networks/Project Steering Committees. It is intrinsic to the interactions between ASARECA and its stakeholders, particularly the IARCs and the donors. Some project proposals have been submitted by stakeholders entirely at their own initiative. Others arise out of dialogue between ASARECA and the stakeholder in question. Some project ideas will emerge from the Strategic Plan preparation process.

Program recommendations and project proposals received from ASARECA deliberative bodies are screened by the Secretariat and referred to the CD for review. Based on the CD decisions, some of these are referred to stakeholders, such as an appropriate IARC, or to a donor for further consideration and development. In some cases, Working Group products, while useful, need further development before they can provide the basis for project identification. Such was the case with the report of the Human Resources Working Group which was reviewed in a Workshop with the Deans of Agriculture Faculties within the ECA Region. The next step for this project will be either to arrange further development by consultants or a donor. This is the kind of decision that is presently difficult both to reach and to follow up on given the presence of only one substantive expert on the Secretariat staff.

It would probably strengthen the project development process if a practical means could be identified of constituting a panel of seasoned agricultural professionals to review project ideas referred to it by the ES and make recommendations to be taken into account by the ES in deciding whether to recommend that the CD approve their entry into the planning process.

b. Project Planning

In most cases project planning proceeds collaboratively between the national or regional entity and the donor or IARC. The main active input of the African partner predominates in the early provision of the substantive content of the project. As the process advances the contribution of the international stakeholder predominates as the project design process progresses to the more detailed phase. This has a lot to do with the

need of donors to respect their internal policies and procedures. Currently, the ability of the Secretariat to either participate directly in this process or facilitate the required interaction between an international stakeholder and other elements of the ASARECA system is extremely limited. Nevertheless, once a project document has emerged that is judged by the ES to be substantively appropriate, it is referred to the CD for approval as the basis for collaboration with the donor or IARC.

c. Project Implementation

Project implementation arrangements will involve collaboration between an ASARECA system component - such as the Secretariat or a NARI acting for the Association or for a Network/Task Force - and the international stakeholder providing the funding.

There will be two basic kinds of new projects to manage. One type will grow out of the research planning process which started in the Priority Setting Working Group. Presently all ASARECA Network/Task Force-based regional research projects are technically and administratively backstopped on ASARECA's behalf by IARCs. Network Steering Committee Chairmen/Task Force Leaders are nominated by ASARECA on the basis of candidates' professional/technical qualifications. Some of them are regional and some are international. In all the existent cases financial accounting and management is provided by the collaborating IARC. This practice will be continued for the time being, but during the medium term period the ASARECA Secretariat will assume financial management responsibility for one Network. This experience will provide the basis for future decisions of this type.

The other type of project will address cross-cutting issues, such as those dealt with by Working Groups on Technology Generation and Delivery and on Agricultural Policy Analysis. These will involve donor-funded implementing agents in technical coordination and financial management roles. For example, for the Eastern and Central Africa Program for Agricultural Policy Analysis (ECAPAPA) project it appears that a land grant university will be providing technical backstopping.

d. Project Monitoring and Evaluation

Monitoring and evaluation requirements will be built into the design of projects developed in support of the ASARECA regional agricultural research program. Moreover, ECAPAPA will include provision for developing capacities at the NARI level for the conduct of Impact Evaluations.

e. Indicative Program Budget

An informal review with the Secretariat of current programs under implementation

and of discussions underway with Networks, with IARCs and with donors yields a highly indicative estimate of the possible evolution of the ASARECA regional program over the next three years. It appears that the annual flow of donor financing could gradually rise from an estimated current potential level (including non-ASARECA as well as ASARECA Networks) of some \$ 4.5 million to a level of some \$12 million dollars. The donors with which ASARECA is currently in dialogue include Canada (both IDRC and CIDA), DANIDA, the European Union, SIDA and USAID.

2. Strengthening the ASARECA System and Financing its Costs

For discussion purposes, the **"operational"** costs of the ASARECA system can be classified as follows. The expenses of the essential staff of the ASARECA Secretariat (the Executive Secretary, the Financial Officer, the Accountant, the Secretary, the Driver, the cleaner, the gardener, the rent and utilities on the existing building and the cost of two CD meetings per year) are called **"core"** costs. The other two categories are **"operational-program"** and **"operational-project."** The former include the costs of regional and local staff additional to the core staff as well as the costs of Working Groups, Technical Committees and non-project-funded Task Forces. The latter are those costs incurred by the secretariat in support of a specific project.

a. Administrative Structure

Having already augmented the Secretariat by recruiting a Technical Specialist during the initial six month period, during the remaining 30 months the Secretariat will need to add to its staff a second Technical Specialist in 1998, a second Accounting Assistant in 1998, a Technical Specialist in 1999, a second local secretary in 1998 and an Administrative Assistant in 1999. The second Technical Specialist should have advanced training and experience in agricultural research. His or her role will be to support the ES in monitoring and managing the evolution of the regional Network/Task Force Projects. The third Technical Specialist, who would come on board in 1999 would be responsible for Marketing/Sustainable Funding and/or Monitoring and Evaluation.

The ES also needs to be able to call upon regional consultants to aid in analytical and program development tasks. This should start with a provision for twelve person months of such services in 1997 (largely for the Strategic Planning Reference Group) and six person months in 1998 and 1999. These additional staff and their costs would fall into the operations-program category.

During this period several project-funded staff responsible for technical or administrative coordination of ASARECA regional projects will be attached to the Secretariat together with project-funded secretarial and vehicle support. Office space, utilities and housing will be provided by the Secretariat, but must be paid for out of the projects. These latter, reimbursable costs incurred by the Secretariat would constitute the

"operational-project" part of the ASARECA budget.

b. Cost Structure

This means that the operational cost structure of the ASARECA system would evolve in the following fashion over the next three years:

	1997	1998	1999
Core	\$ 259,904	\$ 267,701	\$ 275,732
Program	120,000	182,485	304,271
Project	(10,000)	(20,000)	(30,000)
Totals	\$ 379,904	\$ 450,186	\$ 602,297

See Annex III for the build-up of these cost estimates.

c. Cost Recovery

The discussion which follows presents what seems at this writing the most satisfactory and appropriate approach to assuring the financial stability of the ASARECA Secretariat. It is based on two premises: (a) that it is desirable to arrive at a formula for determining donor support to the ASARECA structure that doesn't have to be negotiated and renegotiated every year among all the contributing donors and the Secretariat and (b) that donors would prefer that the present use of direct grants to support the Secretariat give way to drawing that support on a pro rata basis from the projects comprising the regional program now under development by ASARECA.

It results in the accumulation of a capital reserve that buffers the ASARECA system against uncertainties that would otherwise cause it to be continually "calculating and recalculating the balance of its checkbook" and seeking short-term solutions rather than pursuing its long-term sustainable funding strategy. It would gradually produce an embryonic endowment fund. By demonstrating its ability to manage the financial flows as well as the capital reserves intrinsic to this system, ASARECA would be enhancing its eligibility as a candidate for contributions of larger capital amounts to its endowment.

i. Proposed Model

The model proposed to be progressively implemented over the medium term is the following:

- * Member NARI's progressively increase their contributions approximately as follows: from \$3,000 each in 1996, to \$6,500 in 1997, to \$13,000 in 1998, to \$19,000 in 1999 and, finally, to \$26,000 in 2000. This latter figure will roughly cover ASARECA Core costs. At that point the NARIs will be taking financial responsibility for, as well as ownership of, the essential physical presence of the entity they created.
- * Donor project funding flows contributing to ASARECA operational-program costs reach \$5.5 million in 1999 and gradually grow to \$10 million over four years.
- * Beginning in 1999, 8.5 percent of all donor project funding, as discussed below, is allocated to ASARECA.
- * For 1997, 1998 and 1999 decreasing proportions of ASARECA Core and Development-Program costs will need to be met by direct donor support grants to ASARECA.

ii. Underlying Principles and Assumptions

This is based on the principle that the contributions of member NARIs should progressively increase to cover the Core costs of the Secretariat - thus taking financial responsibility for the essential physical presence of the entity that they chose to create. In 1996 they were each asked to contribute \$3,000 each. There are at least two formulas that could be adopted for calculating each member's contribution. One would be proportional and, for example, could be based on \$260,000 multiplied by each member's country's share of the total agriculture portion of GDP for the ten member countries. The main alternative would be that each member contributes the same amount. The latter alternative is used above for simplicity's sake. One reason for preferring it is that proportional contributions might introduce the issue of weighted voting and, for this as well as other reasons, become a divisive factor.

In selecting the ratio of donor project flows to be contributed to ASARECA's core and operational-program costs, the following factors need to be considered. One is the likely cost structure in 2000. The others are the practical requirements of (a) pursuing a sustainable funding strategy, including the creation of an endowment fund, (b) buffering ASARECA against uncertainties, and (c) the

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likely volume of donor financing from which contributions to ASARECA's operational-program costs can be allocated.

For present illustrative purposes, the ASARECA cost structure is assumed to stabilize in 1999 and, for several years into the next century, continue to grow only because of such factors as salary step increases. This assumption is selected less because it is likely to prove reasonable and desirable, but because there is little reasonable basis for agreeing on another at this point in time.

For operational purposes, ASARECA needs reserves (including a nucleus endowment account) equal to its costs for a period of 12 months. Otherwise ASARECA would be subject to too much risk of its operations being disrupted by financial flow problems. The reserve needs to be large enough to allow program implementation consultations sufficient lead time for decisions on adjustments that may be called for in case the flow of donor financing is lower than anticipated or problems arise with the flow of NARI contributions. (Some of the NARIs will face difficulties in delivering their contributions on time - if for no other reason than that they often face delays in getting their own budgets.)

The projected flow of donor funding is conservative but is meant to be realistically so. It reflects the virtual certainty that some new projects will encounter implementation delays and that there will be some slippage in the process of amending ongoing projects to build in provisions for them to contribute to the operational costs of the ASARECA system.

iii. Application and Results

As Tables 1 and 2 on the next page show, the system begins to produce a surplus in 1999. The first priority is to use these funds to capitalize a working capital fund equivalent to four (4) months operating expenses. As discussed above, this is very important to ASARECA's ability to pursue its long-term strategic plan, including its sustainable funding provisions, without the constant distraction of short-term financial crises. Assuming that the any surplus over and above the association's working capital requirements are invested in an endowment that earns an annual return of 7.5 percent, the association would have a total endowment of almost \$3.2 million by 2005.

iv. Internal Management of the Funds

ASARECA would use the reserves for two purposes. An amount equal to roughly one-third of the annual costs of the system would be allocated to a working capital account. The remainder would form the nucleus of an endowment fund. The endowment fund would be invested in a combination of

Table 1: Projected Costs, Recoveries, and Growth of Reserves: 1997 - 2005

	<u>1997</u>	<u>1988</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
Uses of Funds									
Core	\$259,904	\$267,701	\$275,732	\$284,004	\$292,524	\$301,300	\$310,339	\$319,649	\$329,238
Program	\$120,000	\$182,485	\$304,271	\$318,293	\$327,842	\$337,677	\$347,807	\$358,242	\$368,989
Total Uses	\$379,904	\$450,186	\$580,003	\$602,297	\$620,366	\$638,977	\$658,146	\$677,891	\$698,227
Sources of Funds									
Member Contributions	\$65,000	\$130,000	\$195,000	\$260,000	\$260,000	\$260,000	\$260,000	\$260,000	\$260,000
General Donor Support	\$314,904	\$320,186	\$100,000	\$0					
Assumed Annual Base Flow of Contributing Projects	\$0	\$0	\$5,500,000	\$7,000,000	\$8,500,000	\$10,000,000	\$11,000,000	\$11,500,000	\$12,000,000
Project Contributions (1)	\$0	\$0	\$467,500	\$595,000	\$722,500	\$850,000	\$935,000	\$977,500	\$1,020,000
Total Sources	\$379,904	\$450,186	\$762,500	\$855,000	\$982,500	\$1,110,000	\$1,195,000	\$1,237,500	\$1,280,000
Surplus/(Deficit)	\$0	\$0	\$182,497	\$252,703	\$362,134	\$471,023	\$536,854	\$559,609	\$581,773
Cumulative Reserves		\$0	\$182,497	\$435,200	\$797,334	\$1,268,357	\$1,805,211	\$2,364,820	\$2,946,593

(1) Project Contributions equal 8.50% of annual base flow of contributing projects.

Table 2: Projected Generation and Growth of Endowment

	<u>1997</u>	<u>1988</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
Cumulative Reserves	\$0	\$0	\$182,497	\$435,200	\$797,334	\$1,268,357	\$1,805,211	\$2,364,820	\$2,946,593
Working Capital	\$0	\$0	\$182,479	\$200,766	\$206,789	\$212,992	\$219,382	\$225,963	\$207,930
Endowment (1)	\$0	\$0	\$0	\$234,416	\$608,108	\$1,118,537	\$1,732,891	\$2,415,886	\$3,196,883

(1) Projections assume funds invested in endowment fund grow at a rate of 7.5 percent per annum. For example, endowment of \$608,108 at the end of 2001 is the sum of \$234,416 X 1.075 + \$356,111 (i.e. the year's surplus of \$362,134 less increase in working capital of \$6,023) = \$251,997 + \$356,111 = \$608,108.

earning assets. An amount that, together with the working capital account, would equal one year's costs of the system would be kept in liquid assets. The remainder would be invested in less liquid, higher earning assets.

The World Bank/International Finance Corporation would be consulted concerning an investment program likely to produce good returns without undue risk. If eligible, these funds would be placed in an endowment account managed by the World Bank/IFC.

ASARECA's budget contains provision for annual external audits of its financial operations.

3. Coordination with and among Stakeholders

This operational framework calls for close collaboration between the ASARECA Secretariat and its stakeholders. It also requires agreement and close collaboration among the stakeholders.

The first step is that ASARECA and the donors need to agree on this operational framework and especially its approach to financing ASARECA's costs over the medium and long terms.

Once agreement is reached, provisions for contributing 8.5 percent of ASARECA regional project funding to cover the costs of the ASARECA system will need to be incorporated into the budgets and the implementation arrangements of on-going and new projects.

Once the scheme is in operation, its implementation will need to be monitored and well managed by ASARECA and its stakeholders. The level of the working capital account will provide a barometer of the financial health of the ASARECA system. Should reserves not begin to accumulate in 1999 as expected, there will be a need to determine the reasons and take urgent corrective action. Also, if reserves equivalent to one year's costs don't accumulate on schedule in 2000 appropriate contingency measures will be required to deal with cash flow problems. When the scheme is generating both a dependable reserve and an endowment fund, interest will shift to ASARECA's progress in implementing its long-term strategy for sustainable funding.

ASARECA's stakeholders will have a lively interest in the management of these resources. There will be a need for management reports - probably on a quarterly basis - that will permit stakeholder managers to monitor at least quarterly the evolution of the ASARECA administrative and cost structure, the implementation of the cost recovery process and on the management of the reserve and endowment funds.

ASARECA will need to consider and propose forums and mechanisms for coordination with its stakeholders. One need will be for policy and planning discussions. The other will be for implementation management. The first might call for a yearly meeting with contributing donor and collaborating IARC headquarters representatives. The second need might best be dealt with through meetings with locally based stakeholder representatives convening quarterly, but called as and when necessary by the members.

Annex 1

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

Major Accomplishments

- June 1994 Ten (10) NARI Directors decide to establish ASARECA.
- September 1994 Memorandum of Agreement signed.
- October 1994 Interim Executive Secretary appointed, Executive Secretariat becomes operational.
- March 1995 Constitution and Bylaws formally adopted by Directors; Headquarters Agreement signed; and following Working groups established:
- * Regional Agricultural Priority Setting
 - * Human Resources Development
 - * Scientific Information and Documentation
 - * Agricultural Policy Analysis
 - * Technology Generation and Delivery Systems
 - * Research Management Information Systems
- April 1995 Working Group on Regional Agricultural Priority Setting identifies and ranks nineteen (19) commodities and factor of production.
- July 1995 Meeting of the Committee of Directors and representatives of the IARCs and donor agencies in conjunction with third meeting of the Committee of Directors.
Working Group on Agricultural Policy Analysis submits report to CD.
- August 1995 Working Group on Regional Agricultural Priority Setting completes Phase II matching agrosystems with the priority commodities in the region. (Table 1 - Page 19 of report - is key to setting research priorities.)
- October 1995 Consultative Workshop held to solicit additional comments from policy makers, IARC representatives, donors and researchers on report of Working Group on Agricultural Policy Analysis. Comments incorporated into Agriculture and Natural Resources Policy Research Initiative (ANARPRI)
- November 1995 Executive Secretary and Finance Officer take up posts.

- Working Groups on Regional Human Resource Development and Technology Generation and Delivery Systems meet.
- December 1995 Working Group on Scientific Information and Documentation contributes to draft proposal for An Integrated Information Programme for Agricultural and Rural Development in Eastern and Central Africa
- Special Meeting of Committee of Directors to prepare ASARECA's position on the recommendations tabled at the International Centres Week 95 by the CGIAR Working Group on NARS-CGIAR partnership.
- February 1996 Fourth Meeting of the Committee of Directors
- June 1996 ASARECA and IOC, with support of CTA, submit formal proposal for Integrated Information Programme for Agricultural and Rural Development in Eastern Africa.
- August 1996 Aide-Memoire prepared by multi-donor team (USAID and IDRC) identifies five (5) functions Secretariat is well placed to support, including:
- * regional program development based on regional priorities and strategies;
 - * maintenance of a database on national capacity of member countries and organizations;
 - * provide forums to facilitate information exchange;
 - * create linkages among groups in the region; and
 - * monitor regional program impact.
- September 1996 First Workshop of Deans of Faculties of Agricultural Sciences and Directors of National Agricultural Research Institutes in Eastern and Central Africa held. Workshop reviewed and considered report of Working Group on Human Resources Development.
- Fifth Meeting of the Committee of Directors
- November 1996 First meeting of Interim Steering Committee for Maize and Wheat.

Annex 2

Network Status Update and Overview

Rank	Programme	Status of Networks and Other Program Development
1	Maize	Establishment of a network is under preparation/development. An Interim Steering Committee has been formed and met for the first time in November 1996. CIMMYT implementing several projects with NARS.
2	Beans	EABRN and RESAPAC merged into the Eastern and Central Africa Bean Research Network (ECABREN); CIAT providing technical support. Regional Coordinator appointed to be based in Arusha, Tanzania.
3	Sorghum & Millet	Establishment of a network is under preparation/development. Interim Steering Committee has been formed.
4	Banana	The Banana Research Network for East and Southern Africa (BARNESA) operates with support from INIBAP.
5	Soil and Water	Eastern Africa Agro-Forestry Research Network (E. A. AFRENA) and African Highlands Initiative(AHI) are tackling some aspects of these factors. A more holistic task force/working group, covering hydrology; agricultural engineers, soil scientists, agronomists is being planned and will probably meet in 1997.
6	Soil Fertility	Eastern Africa Agro-Forestry Research Network (E.A. AFRENA) and African Highlands Initiative(AHI) are tackling some aspects of these factors. A more holistic task force/working group, covering hydrology; agricultural engineers, soil scientists, agronomists is being planned and will probably meet in 1997.
7	Dairy	Proposal from Land O'Lakes received in 1996. NARS-ILRI-CRSP will meet in Kampala 25-29 November 1996. Dairy Policy Task Force has been formed and will meet on 18-22 November 1996 in Addis Ababa. An integrated livestock research network covering Dairy/Beef/Small Ruminants is being planned. Meeting of WG/TF is scheduled to be held in Kampala on 25-29 November 1996.
8	Wheat	Establishment of a network is under preparation/development. Interim Steering Committee has been formed. CIMMYT implementing several projects with NARS.

Annex 2

Network Status Update and Overview

9	Beef	The NARS-ILRI Collaborative Research Networks include the Cattle Research Network (CARNET). NARS-ILRI-CRSP will meet in Kampala 25-29 November 1996. An integrated livestock research network covering Dairy/Beef/Small Ruminants is being planned. Meeting of WG/TF is scheduled to be held in Kampala on 25-29 November 1996.
10	Potatoes	The Regional Potato and Sweet Potato Improvement Programme in East and Central Africa (PRAPACE) is an ASARECA collaborative research programme; CIP provides technical back-up.
11	Coffee	-
12	Sheep and Goats	In response to a request from the Small Ruminants CRSP (University of California at Davis) ASARECA and ILRI hosted a regional workshop to identify livestock research priorities in January 1996. The Small Ruminant Research Network (SRNET) is part of the NARS-ILRI Collaborative Research Networks. An integrated livestock research network covering Dairy/Beef/small ruminants is being planned. Meeting of WG/TF is scheduled to be held in Kampala on 25-29 November 1996.
13	Cotton	-
14	Rice	-
15	Forestry	Eastern Africa Agro-Forestry Research Network (E. A. AFRENA) is a collaborative network, which is supported technically by ICRAF. Need to develop something with CIFOR/Forestry Sector.
16	Cassava	ASARECA collaborates with IITA in the East African Root Crops Research Network (EARRNET)
17	Socio-economics	An East and Central Africa Programme for Agricultural Policy Analysis (ECAPAPA) is being launched.
18	Groundnuts	-

Annex 2

Network Status Update and Overview

19	Citrus	
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Eastern Africa Agroforestry Research Network (E.A. AFRENA)

The goal of the Eastern Africa Agroforestry Research Network (E. A. AFRENA) is to carry out agroforestry research in order to learn how farmers can best use trees and shrubs to improve soil fertility and reduce soil erosion, to increase the production of fodder with high nutritive value, and to increase the production of wood and fruits. The ASARECA Committee of Directors (CD) has replaced the former Regional Steering Committee of the Network. Dr. Kwesi ATTA-KRAH, ICRAF, Nairobi serves as the Network Coordinator.

East African Root Crops Research Network (EARRNET)

The goal of the East Africa Root Crops Research Network (EARRNET) is to contribute to food security and socio-economic growth by promoting the production, utilization and commercialization sectors by developing suitable and acceptable technologies for use by different stakeholders. The ASARECA Committee of Directors (CD) is responsible for establishing the network's general policies and priorities. Members of the Steering Committee include the heads of national cassava programs of all collaborating NARIs. Dr. J.B. WHYTE, Namulonge Research Station, Uganda serves as the Network Coordinator.

Eastern and Central Africa Bean Research Network (ECABREN)

The ASARECA Committee of Directors decided to create the Eastern and Central Africa Bean Research Network (ECABREN) in 1994 by gradually merging the Eastern Africa Bean Research Network (EABRN) and le Reseau pour l'Amelioration du Haricot (*Phaseolus*) dans la region de l'Afrique Centrale (RESAPAC). A joint meeting of the steering committees for these two networks resulted in a unified annual plan for 1996/97. A new Network Coordinator, Dr. Pingi MUKISHI, has been named for the fully merged network. He will be based in Arusha, Tanzania and take up this

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Annex 2

Network Status Update and Overview

post in mid-December..

Programme Régionale d'Amélioration de la Pomme de Terre et de Patate Douce en Afrique Centrale et de l'Est (PRAPACE)

The Regional Potato and Sweet Potato Improvement Program in Eastern and Central Africa has evolved from le programme Régionale d'Amélioration de la pomme de terre en Afrique Centrale (PRAPAC) which was created in 1982. PRAPAC's goal was to make available to farmers disease-resistant, high-yielding varieties and other improved technologies. Its strategy was to strengthen research capacity in the national programs of Burundi, Rwanda, Zaire and Uganda through coordinated research training, information exchange, and institutional support. PRAPAC became PRAPACE in 1992 when the NARIs from Ethiopia and Kenya became members and the network's mandate expanded to include sweet potato. The overall goal of PRAPACE is to pool scientific skills and other resources to increase and improve the productivity of potato and sweet potato and contribute to increased output, expanded utilization, and increased farm income, as part of a broader process of agricultural transformation to accelerate economic growth in Eastern and Central Africa. The basic goal of the network is to strengthen the capacity of the national potato and sweet potato programs in technology development and transfer to solve farmers' problems through a collaborative research process. Dr. N. B. Lutaladio is the Network Coordinator.

Annex III

Estimated Core and Program Operating Costs: 1997 - 2000

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

Estimated Core and Program Operating Costs: 1997 - 2000

<u>Line Item</u>	<u>Core</u>	<u>Program</u>	<u>TOTAL</u>
A. Executive Secretariat			
Salaries and Wages	\$369,226	\$325,898	\$695,124
<i>Regional Staff</i>	<i>\$309,003</i>	<i>\$295,036</i>	<i>\$604,039</i>
Executive Secretary	\$180,984	\$0	\$180,984
Financial Officer	\$128,019	\$0	\$128,019
Administrative Officer	\$0	\$60,900	\$60,900
Technical Specialist	\$0	\$110,509	\$110,509
Technical Specialist	\$0	\$77,727	\$77,727
Technical Specialist	\$0	\$45,900	\$45,900
<i>Locally Recruited Staff</i>	<i>\$60,223</i>	<i>\$30,862</i>	<i>\$91,085</i>
Secretary	\$28,616	\$0	\$28,616
Secretary	\$0	\$18,545	\$18,545
Accounting Assistant	\$14,392	\$0	\$14,392
Accounting Assistant	\$0	\$7,680	\$7,680
Driver	\$7,405	\$0	\$7,405
Driver	\$0	\$4,636	\$4,636
Messenger	\$4,907	\$0	\$4,907
Gardener	\$4,903	\$0	\$4,903
Fringe Benefits	\$335,315	\$294,851	\$630,165
Regional Staff	\$278,102	\$265,532	\$543,635
Locally Recruited Staff	\$57,212	\$29,319	\$86,531
Consultants	\$0	\$225,000	\$231,750
Consultant Days	0	750	750
Office Operating Exp.	\$240,559	\$0	\$240,559
Office Rent	\$50,204	\$0	\$50,204
Utilities	\$6,275	\$0	\$6,275
Communications	\$62,754	\$0	\$62,754
Vehicle Op. Exp.	\$41,836	\$0	\$41,836
Repairs & Maint.	\$12,551	\$0	\$12,551
Cleaning and Other	\$16,735	\$0	\$16,735
Office Supplies	\$27,194	\$0	\$27,194
Computer Supplies	\$8,367	\$0	\$8,367
Periodicals	\$6,275	\$0	\$6,275
Bank Charges	\$8,367	\$0	\$8,367
Travel	\$29,285	\$0	\$29,285
International Duty Travel	\$25,102	\$0	\$25,102
Local Travel	\$4,184	\$0	\$4,184
Professional Services	\$25,102	\$0	\$25,102
Audit	\$16,735	\$0	\$16,735
Other Prof. Services	\$8,367	\$0	\$8,367
Capital Equipment	\$0	\$49,000	\$49,000
Vehicle	\$0	\$25,000	\$25,000
Computers	\$0	\$20,000	\$20,000
Office Furniture	\$0	\$4,000	\$4,000
Household Furniture	\$0	\$0	\$0
Other Costs	\$41,836	\$30,300	\$72,136
Recruiting Costs	\$0	\$10,150	\$10,150
Installation Expenses	\$0	\$20,150	\$20,150
Miscellaneous	\$41,836	\$0	\$41,836
Sub-Total Secretariat	\$1,041,323	\$925,048	\$1,973,121
B. Committee of Directors	\$46,020		\$46,020
Meetings	\$46,020		\$46,020
Total Estimated Costs	\$1,087,342	\$925,048	\$2,012,391

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

Estimated Core and Program Operating Costs: 1997

<u>Line Item</u>	<u>Core</u>	<u>Program</u>	<u>TOTAL</u>
A. Executive Secretariat			
Salaries and Wages	\$88,255	\$15,000	\$103,255
<i>Regional Staff</i>	<i>\$73,860</i>	<i>\$15,000</i>	<i>\$88,860</i>
Executive Secretary	\$43,260		\$43,260
Financial Officer	\$30,600		\$30,600
Administrative Officer			\$0
Technical Specialist		\$15,000	\$15,000
Technical Specialist			\$0
Technical Specialist			\$0
<i>Locally Recruited Staff</i>	<i>\$14,395</i>	<i>\$0</i>	<i>\$14,395</i>
Secretary	\$6,840		\$6,840
Secretary			\$0
Accounting Assistant	\$3,440		\$3,440
Accounting Assistant			\$0
Driver	\$1,770		\$1,770
Driver			\$0
Messenger	\$1,173		\$1,173
Gardener	\$1,172		\$1,172
Fringe Benefits	\$80,149	\$13,500	\$93,649
Regional Staff	\$66,474	\$13,500	\$79,974
Locally Recruited Staff	\$13,675	\$0	\$13,675
Consultants	\$0	\$78,000	\$80,340
Consultant Days		260	260
Office Operating Exp.	\$57,500	\$0	\$57,500
Office Rent	\$12,000		\$12,000
Utilities	\$1,500		\$1,500
Communications	\$15,000		\$15,000
Vehicle Op. Exp.	\$10,000		\$10,000
Repairs & Maint.	\$3,000		\$3,000
Cleaning and Other	\$4,000		\$4,000
Office Supplies	\$6,500		\$6,500
Computer Supplies	\$2,000		\$2,000
Periodicals	\$1,500		\$1,500
Bank Charges	\$2,000		\$2,000
Travel	\$7,000	\$0	\$7,000
International Duty Travel	\$6,000		\$6,000
Local Travel	\$1,000		\$1,000
Professional Services	\$6,000	\$0	\$6,000
Audit	\$4,000		\$4,000
Other Prof. Services	\$2,000		\$2,000
Capital Equipment	\$0	\$6,000	\$6,000
Vehicle			\$0
Computers		\$5,000	\$5,000
Office Furniture		\$1,000	\$1,000
Household Furniture			\$0
Other Costs	\$10,000	\$7,500	\$20,000
Recruiting Costs		\$2,500	\$5,000
Installation Expenses		\$5,000	\$5,000
Miscellaneous	\$10,000		\$10,000
Sub-Total Secretariat	\$248,904	\$120,000	\$373,744
B. Committee of Directors			
Meetings	\$11,000		\$11,000
Total Estimated Costs	\$259,904	\$120,000	\$379,904

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

Estimated Core and Program Operating Costs: 1998

<u>Line Item</u>	<u>Core</u>	<u>Program</u>	<u>TOTAL</u>
A. Executive Secretariat			
Salaries and Wages	\$90,903	\$54,900	\$145,803
<i>Regional Staff</i>	<i>\$76,076</i>	<i>\$45,900</i>	<i>\$121,976</i>
Executive Secretary	\$44,558		\$44,558
Financial Officer	\$31,518		\$31,518
Administrative Officer			\$0
Technical Specialist	\$0	\$30,900	\$30,900
Technical Specialist	\$0	\$15,000	\$15,000
Technical Specialist			\$0
<i>Locally Recruited Staff</i>	<i>\$14,827</i>	<i>\$9,000</i>	<i>\$23,827</i>
Secretary	\$7,045		\$7,045
Secretary	\$0	\$6,000	\$6,000
Accounting Assistant	\$3,543		\$3,543
Accounting Assistant		\$1,500	\$1,500
Driver	\$1,823		\$1,823
Driver	\$0	\$1,500	\$1,500
Messenger	\$1,208		\$1,208
Gardener	\$1,207		\$1,207
Fringe Benefits	\$82,554	\$49,860	\$132,414
Regional Staff	\$68,468	\$41,310	\$109,778
Locally Recruited Staff	\$14,086	\$8,550	\$22,636
Consultants	\$0	\$39,000	\$39,000
Consultant Days		130	130
Office Operating Exp.	\$59,225	\$0	\$59,225
Office Rent	\$12,360		\$12,360
Utilities	\$1,545		\$1,545
Communications	\$15,450		\$15,450
Vehicle Op. Exp.	\$10,300		\$10,300
Repairs & Maint.	\$3,090		\$3,090
Cleaning and Other	\$4,120		\$4,120
Office Supplies	\$6,695		\$6,695
Computer Supplies	\$2,060		\$2,060
Periodicals	\$1,545		\$1,545
Bank Charges	\$2,060		\$2,060
Travel	\$7,210	\$0	\$7,210
International Duty Travel	\$6,180		\$6,180
Local Travel	\$1,030		\$1,030
Professional Services	\$6,180	\$0	\$6,180
Audit	\$4,120		\$4,120
Other Prof. Services	\$2,060		\$2,060
Capital Equipment	\$0	\$31,000	\$31,000
Vehicle		\$25,000	\$25,000
Computers		\$5,000	\$5,000
Office Furniture		\$1,000	\$1,000
Household Furniture			\$0
Other Costs	\$10,300	\$7,725	\$18,025
Recruiting Costs	\$0	\$2,575	\$2,575
Installation Expenses	\$0	\$5,150	\$5,150
Miscellaneous	\$10,300	\$0	\$10,300
Sub-Total Secretariat	\$256,371	\$182,485	\$438,856
B. Committee of Directors	\$11,330		\$11,330
Meetings	\$11,330		\$11,330
Total Estimated Costs	\$267,701	\$182,485	\$450,186

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

Estimated Core and Program Operating Costs: 1999

<u>Line Item</u>	<u>Core</u>	<u>Program</u>	<u>TOTAL</u>
A. Executive Secretariat			
Salaries and Wages	\$93,630	\$118,542	\$212,172
<i>Regional Staff</i>	<i>\$78,358</i>	<i>\$107,727</i>	<i>\$186,085</i>
Executive Secretary	\$45,895		\$45,895
Financial Officer	\$32,464		\$32,464
Administrative Officer		\$30,000	\$30,000
Technical Specialist	\$0	\$31,827	\$31,827
Technical Specialist	\$0	\$30,900	\$30,900
Technical Specialist		\$15,000	\$15,000
<i>Locally Recruited Staff</i>	<i>\$15,272</i>	<i>\$10,815</i>	<i>\$26,087</i>
Secretary	\$7,257		\$7,257
Secretary	\$0	\$6,180	\$6,180
Accounting Assistant	\$3,649		\$3,649
Accounting Assistant		\$3,090	\$3,090
Driver	\$1,878		\$1,878
Driver	\$0	\$1,545	\$1,545
Messenger	\$1,244		\$1,244
Gardener	\$1,243		\$1,243
Fringe Benefits	\$85,030	\$107,229	\$192,259
Regional Staff	\$70,522	\$96,954	\$167,477
Locally Recruited Staff	\$14,508	\$10,274	\$24,782
Consultants	\$0	\$54,000	\$55,620
Consultant Days		180	180
Office Operating Exp.	\$61,002	\$0	\$61,002
Office Rent	\$12,731		\$12,731
Utilities	\$1,591		\$1,591
Communications	\$15,914		\$15,914
Vehicle Op. Exp.	\$10,609		\$10,609
Repairs & Maint.	\$3,183		\$3,183
Cleaning and Other	\$4,244		\$4,244
Office Supplies	\$6,896		\$6,896
Computer Supplies	\$2,122		\$2,122
Periodicals	\$1,591		\$1,591
Bank Charges	\$2,122		\$2,122
Travel	\$7,426	\$0	\$7,426
International Duty Travel	\$6,365		\$6,365
Local Travel	\$1,061		\$1,061
Professional Services	\$6,365	\$0	\$6,365
Audit	\$4,244		\$4,244
Other Prof. Services	\$2,122		\$2,122
Capital Equipment	\$0	\$12,000	\$12,000
Vehicle			\$0
Computers		\$10,000	\$10,000
Office Furniture		\$2,000	\$2,000
Household Furniture			\$0
Other Costs	\$10,609	\$12,500	\$23,109
Recruiting Costs	\$0	\$2,500	\$2,500
Installation Expenses		\$10,000	\$10,000
Miscellaneous	\$10,609		\$10,609
Sub-Total Secretariat	\$264,063	\$304,271	\$569,953
B. Committee of Directors	\$11,670		\$11,670
Meetings	\$11,670		\$11,670
Total Estimated Costs	\$275,732	\$304,271	\$580,003

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

Estimated Core and Program Operating Costs: 2000

<u>Line Item</u>	<u>Core</u>	<u>Program</u>	<u>TOTAL</u>
A. Executive Secretariat			
Salaries and Wages	\$96,439	\$137,456	\$233,894
<i>Regional Staff</i>	\$80,709	\$126,409	\$207,118
Executive Secretary	\$47,271		\$47,271
Financial Officer	\$33,437		\$33,437
Administrative Officer	\$0	\$30,900	\$30,900
Technical Specialist		\$32,782	\$32,782
Technical Specialist		\$31,827	\$31,827
Technical Specialist		\$30,900	\$30,900
<i>Locally Recruited Staff</i>	\$15,730	\$11,047	\$26,777
Secretary	\$7,474	\$0	\$7,474
Secretary	\$0	\$6,365	\$6,365
Accounting Assistant	\$3,759	\$0	\$3,759
Accounting Assistant		\$3,090	\$3,090
Driver	\$1,934	\$0	\$1,934
Driver	\$0	\$1,591	\$1,591
Messenger	\$1,282	\$0	\$1,282
Gardener	\$1,281	\$0	\$1,281
Fringe Benefits	\$87,581	\$124,262	\$211,844
Regional Staff	\$72,638	\$113,768	\$186,406
Locally Recruited Staff	\$14,943	\$10,494	\$25,438
Consultants	\$0	\$54,000	\$55,620
Consultant Days		180	180
Office Operating Exp.	\$62,832	\$0	\$62,832
Office Rent	\$13,113		\$13,113
Utilities	\$1,639		\$1,639
Communications	\$16,391		\$16,391
Vehicle Op. Exp.	\$10,927		\$10,927
Repairs & Maint.	\$3,278		\$3,278
Cleaning and Other	\$4,371		\$4,371
Office Supplies	\$7,103		\$7,103
Computer Supplies	\$2,185		\$2,185
Periodicals	\$1,639		\$1,639
Bank Charges	\$2,185		\$2,185
Travel	\$7,649	\$0	\$7,649
International Duty Travel	\$6,556		\$6,556
Local Travel	\$1,093		\$1,093
Professional Services	\$6,556	\$0	\$6,556
Audit	\$4,371		\$4,371
Other Prof. Services	\$2,185		\$2,185
Capital Equipment	\$0	\$0	\$0
Vehicle			\$0
Computers			\$0
Office Furniture			\$0
Household Furniture			\$0
Other Costs	\$10,927	\$2,575	\$13,502
Recruiting Costs	\$0	\$2,575	\$2,575
Installation Expenses	\$0	\$0	\$0
Miscellaneous	\$10,927	\$0	\$10,927
Sub-Total Secretariat	\$271,984	\$318,293	\$591,897
B. Committee of Directors	\$12,020		\$12,020
Meetings	\$12,020		\$12,020
Total Estimated Costs	\$284,004	\$318,293	\$602,297

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Annex IV

Towards a Strategic Plan for ASARECA An Action Plan

Introduction

There is a need to prepare a strategic plan for the ASARECA system of regionally coordinated research to serve as a blueprint for the development of the ASARECA regional program, a framework for the strategic planning of the member NARSs and a basis for a dialogue on future support and collaboration with the IARCs and the donors. The next five years will be a period of considerable change as the NARS continue to develop national strategic plans, as the flow of donor funding of agricultural research within the region continues to shift from bilateral channels to regional channels and as the proportion of donor funding to total funding decreases. The latter change should come about as the ASARECA regional system becomes increasingly user-oriented and demand driven, and as this increases the availability of resources from secure non-donor sources. For these reasons the first ASARECA strategic plan will probably need to be reviewed and revised as appropriate within four to five years.

The Process and the Product

A Strategic Plan (SP) departs from analyses of the interests and needs of the relevant institution's stakeholders (those who provide resources and direction and expect, in return, to results) and of the opportunities and constraints inherent in the environment in which it operates. These factors, considered together with the role and purpose of the institution, feed into the selection of a hierarchical framework of target results. Later when the process comes to the consideration of programs and actions, the first test to be applied to any program proposal is whether it will contribute efficiently and effectively to one or more of the targeted results.

In one approach - that used by USAID - a "strategic objective" (SO) is the highest targeted result deemed realistically achievable through the efforts of the relevant institution and those of its partners (a collaborating external agent) or other agents. Its selection implies that the institution is willing to be held accountable by its stakeholders for achieving it. Targets above the Strategic Objective are called "goals". Lower order, contributory targets are called "intermediate results", "IRs" or result targets. The use of the word "result" is significant to the thought process intrinsic to the effort. Targets are best stated in such a way as to define success. Hence, they reflect intended outcomes, not actions or efforts.

The idea here is to maintain a rigorous separation, or tension, between the questions of what we set out to accomplish and how we go about it. Other terminology can be used, but its choice should be made with a view to not blurring this distinction between outcome and effort.

Monitoring is essential to managing the implementation of the strategic plan. Success consists in achieving the targeted results, not just in expending resources and effort. So it is essential to build into the strategic plan some indicators - called "performance indicators" - that can be measured along the way to gauge progress. Sometimes the achievement of targets can be measured directly, but often it is necessary to use indirect or proxy indicators. These need to be specified in the course of the planning process so that measurement of progress can be a routine part of the implementation process.

Once the hierarchical framework of result targets has been defined, the focus shifts to how they can be achieved. Here the process considers what programmatic measures the institution, its partners or other actors are deploying or could deploy. Some of the targeted results will seem to be assured through efforts already underway or are reliably planned. It will be apparent that additional efforts are required in order to achieve others. It will also be apparent in some cases that more than one programmatic option could plausibly achieve needed results. Part of the process is to assess the competing options in terms of their cost, their ease or difficulty of implementation, the mix of resources they require, their riskiness, etc.

The estimated costs of all programmatic options need to be taken into account and compared to estimated resources available. If resources are insufficient, then the mixture of targeted results and programmatic options needs to be adjusted until balance is achieved.

Sustainable financing is a strategically crucial need of the ASARECA system. Part of the strategic plan should deal systematically with that need.

Out of this process must come a document which captures the conclusions reached as well as the essential facts and analysis on which it is based. This document is an important tool. Its value is utterly dependent on the quality and integrity of the process which it records.

Time Horizon

It is tempting to choose a time horizon that is very long-term since we are dealing with agricultural research, a field in which the full pay-out to near-term efforts can require decades. Hence, it might be appropriate to think in terms of 20 years and, since we are only three years away from the millennium, why not the year 2020? Whatever the objectives, the functional purpose of strategic plan is to guide the deployment of effort and resources in the near to medium term. The strategic objective(s) (which is the highest objective that the institution and its programs can realistically aim for), the available resources and the timeframe should be roughly consistent with one another. If the strategic objective is largely achievable in ten years, a twenty year timeframe is too forgiving. If it is plausible, a ten year timeframe would have the virtue of challenging program managers to make efficient use of their resources. It also challenges those responsible - the program managers first and secondarily the stakeholders - to be diligent in securing and deploying resources.

Focus and Scope

The strategic plan's strategic and subordinate objectives (IRs) will focus on how the contribution of agricultural research to the development of agriculture within the region can be improved through regional level actions and programs by ASARECA as a system and by its partners acting in collaboration. The completed product will guide the development of programs and other actions of the ASARECA regional system. It will not bear directly on the actions that the National Agricultural Research Institutes (NARIs) and member governments undertake in the context of their national programs. However, in complementing the earlier SPAAR Framework for Action document, it will have an indirect, though not necessarily unimportant, influence at the national level. It will contain a sustainable financing component.

Elements of Task

The following are the main elements of the task:

- * Analysis of stakeholder interests as well as opportunities and constraints pertinent to the role and functions of ASARECA.
- * Formulation of strategic objective(s) and subordinate, contributing IRs.
- * Selection of IRs to be addressed by ASARECA, taking account of ASARECA's capacities and areas of comparative advantage as well as those of partners and other actors and their program plans.
- * Formulation and appraisal of program options in light of a variety of criteria, including resource (human and institutional as well as financial) requirements and availabilities. If the resource outlook is difficult to predict, it would be useful to address the impact of alternative resource levels on the program strategy to be followed.
- * Formulation of performance indicators for the IRs to be addressed by the program.
- * Preparation of the Strategic Plan document.

Problems and Issues

One issue is how soon to aim for completion of a strategic plan. There are a number of program initiatives that are in incomplete stages of formulation and the resources picture is far from clear - especially as regards prospects for non-donor resource flows. Should ASARECA wait until more is known or proceed with the development of a strategic plan?

Another problem, given that the process is time-consuming and demanding of sustained

attention on the part of the key participants, is how to organize this effort so that it is firmly based on the knowledge of regional needs and realities of the research scientists from the NARIs.

A related concern is that most of the regional research scientists contributing to the Strategic Plan will have little or no experience with the methodology involved in preparation of a Strategic Plan.

Yet another problem has to do with the multiplicity of stakeholders with an interest in the ASARECA strategic planning process and outcome. It is obviously desirable that the eventual strategic plan be widely acceptable as a guide to program development. These stakeholders include the donors, the IARCs and member governments/NARs. To what extent should they and can they be involved in the process?

There is a lack of concrete information concerning resources and the associated stakeholders potentially relevant to the long-term sustainable funding component of the Strategic Plan.

Proposed Approach

The uncertainties concerning program initiatives and resources are not a reason for putting off the development of a strategic plan. On the contrary, a strategic plan is needed so that it can guide ASARECA's decision-making regarding both program options and resource issues. Also, it should be borne in mind that no strategic plan is perfect or permanent. It is analogous to a blueprint for a house. It should normally be followed in the building process, but if an unforeseen need or problem arises the owners can modify it or decide to improvise. Viewed as a tool and not a constraint, a strategic plan is needed as soon as realistically possible - say within five to six months.

The strategic plan needs to be based on the wisdom available at the NARI level concerning crop and factor as well as cross-cutting regional research and other programmatic opportunities and constraints and the results to be sought. However, it is not practical to rely for this - in most cases - on senior staff currently active in the NARIs since they cannot be made available for the time required. Therefore, the members of the CD should select a representative group of highly experienced and respected retired senior agricultural research scientists to constitute a **Reference Group** of four to six "wisemen" to develop the strategic plan in periodic consultation with the Executive Secretary, the CD Chairman and, when possible, with the members of the CD.

The probable lack of previous experience with strategic planning among the members of the Reference Group can be remedied by obtaining the services of a two experts in strategic planning to work together as methodological advisors and secretaries of the Reference Group. One expert should be an internationally recruited; the other should be recruited from within the ECA Region. This team should be able to contribute as methodological guides, analytical catalysts, rapporteurs and resource persons on presentational matters.

The stakeholders cannot participate in the process itself without damaging its integrity as a truly regional product. Nevertheless, sufficient involvement on their part is required to assure that they view it as methodologically, factually and analytically sound. This can be achieved by vetting this Action Plan and the draft final product with the major stakeholders.

There is a need for a reconnaissance assessment of resources and associated stakeholders potentially relevant to the sustainable financing part of the strategy. This study needs to be carried out in time for its results to feed into the preparation of the Strategic Plan.

Work Program and Schedule

Weeks 1 - 4: Selection of members of Strategic Plan Reference Group; location of work site in Entebbe; arrangements for the sustainable financing assessment; collection and reproduction of materials for their review; preparation of a concept paper by the Executive Secretary to serve as a starting point for their deliberations; selection of strategic planning expert; vetting of the Action Plan for Producing the Strategic Plan to the ASARECA stakeholders.

Weeks 5 - 6: Lead time for assembly of Reference Group.

Weeks 5 - 9: Conduct of the Sustainable Funding Reconnaissance Assessment.

Weeks 7 - 8: Reference Group reviews the assembled documentary materials, receives briefings by the ASARECA Executive Secretary and CD Chairman plus other interested parties and, based on this information, analyzes stakeholder interests and the opportunities and constraints inherent in ASARECA's regional environment.

Weeks 9 - 11: Reference Group develops a draft strategic plan indicating the progress they have made in (a) formulating a Strategic Objective(s) and a hierarchical framework of subordinate, contributory Result Targets, (b) selecting targets to be the focus of a proposed ASARECA strategy and program, (c) formulating programmatic options and selecting among them and (d) identifying additional informational and analytical requirements. This document is presented to the Executive Secretary, the CD Chairman and the CD for their review and comment.

Week 10 - 14: The leader of the Sustainable Funding Reconnaissance Assessment Team debriefs with the Executive Secretary, the CD Chairman and the Reference Group. Thereafter he or she becomes a resource person for the Reference Group.

Week 12 - 13: While the CD reviews the draft SP, the Reference Group works with the Strategic Planning experts to develop performance indicators for the Strategic Objective(s) and result targets addressed by the draft strategy.

Week 14: The Reference Group considers the comments of the CD and decide how they should be addressed.

Week 15 - 16: The full Reference Group recesses. The Strategic Planning experts and the Reference Group Chairman, in consultation with the Executive Secretary and the CD as necessary, prepare the final version of the Strategic Plan.

Weeks 17 - 19: The Secretariat has the document printed and distributed to the stakeholders and invites them to a meeting on the Strategic Plan.

Week 23: Stakeholders (IARCs and donors), the CD and the Executive Secretariat staff meet to review the Strategic Plan and consider its programmatic implications. Members of the Reference Group attend the meeting and participate in the presentations and discussions.

Resources Needed

Item	Amount in U.S. \$:
Reference Group (one chairperson for eleven weeks and four members for nine week, each) travel, per diem, and conference room rental)	\$ 82,555
Strategic Planning Experts (two persons x 11 weeks) consulting fees, travel and per diem	122,610
Sustainable Funding Assessment (Assessment Team Leader for ten weeks, agribusiness specialist for six weeks, regional sustainable funding specialist for six week); consultant fees, interncontinental and regional travel and per diem	146,597
Stationery, office supplies, printing, and publishing costs	<u>12,000</u>
Total	\$363,762

Annex V

Terms of Reference Members of a Reference Group to Formulate the Proposed Substantive Content of an ASARECA Strategic Plan

Background

The Association for Strengthening Agricultural Research in Eastern and Central Africa has its roots in a regional dialogue sponsored by the Special Program for African Agricultural Research (SPAAR). That dialogue began in November 1992 and, over some two years, produced a Framework for Action (FFA) document. ASARECA was established in June 1994 by the Directors of the national agricultural research institutions (NARIs) of 10 East and Central African countries when they signed a memorandum of understanding. The member countries are Burundi, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Sudan, Tanzania, Uganda and Zaire. In October 1994 an Interim Executive Secretary was appointed by the Committee of Directors (CD). A constitution and bye-laws were adopted by the CD in March 1995. In November 1995 the present, formally appointed, Executive Director and a Finance Officer assumed their duties.

The objectives of ASARECA are broadly consistent with those of the FFA for Eastern and Central Africa: "to improve the relevance, quality and cost effectiveness of agricultural research; to establish and support regional mechanisms to reinforce and improve research collaboration by NARS and with international agencies and to improve the delivery of appropriate new information and technology." (ASARECA Secretariat, "Overview of ASARECA and Regional Agricultural Research in Eastern and Central Africa," circa 1996). The goals and objectives spelled out in the ASARECA Constitution include: to establish a regional strategy and implement regional agricultural research programs; to make research programs more responsive to the needs and demands of end-users and markets; to promote access to funds for agricultural research on a sustainable basis; to establish a regional plan for the development and management of human resources; to harmonize and improve members' management information systems; to establish harmonized systems of scientific and technical information and documentation; to publish the results of joint research; to promote the exchange of genetic material; to promote more effective and cheaper mechanisms for linking research, extension, producers and markets; and to disseminate new technologies and knowledge to end-users.

ASARECA is governed by a **Committee of Directors (CD)** whose members are the directors of the member countries' national agricultural research institutes (NARIs). The chair rotates in alphabetical order, except that the first Chairperson is the Director of the NARI of the country which hosts the Secretariat - Uganda. The Secretariat is located in Entebbe which

is also the site of the headquarters of Uganda's National Agricultural Research Organization (NARO).

The Secretariat's regional staff consists of an Executive Secretary and a Finance Officer. The Personal Secretary, an Accounting Assistant and a Driver plus custodial staff are locally recruited.

The CD is the highest organ and manages the Association. All decisions are made by it or in its name. It holds one annual meeting and generally convenes at least one additional meeting each year. A quorum at meetings is 50% and decisions are made by a simple majority vote.

The Executive Secretariat is responsible for reviewing proposals for collaborative regional research and training programs and for submitting these to the CD for its approval; for monitoring ongoing regional activities and programs; for assuring administration, coordination and general financial management of regional activities and programs, including the "channeling" of their funds; ensuring proper preparation of work plans, budgets and periodic reports for the CD; preparing consolidated administrative and financial reports; organizing regular scientific and annual financial audits of regional programs according to terms of reference accepted by the CD; organize CD meetings and act as their secretariat; make arrangements for regional seminars and other activities of the regional programs; annually compile and summarize progress reports of the regional activities form presentation to the CD; oversee the publication in suitable form of all completed research activities, studies and workshop proceedings; and propose the composition of working groups and technical committees to the CD Chairperson.

The Executive Secretary, in addition to assuring that all the above responsibilities are properly met, is charged with providing the CD with quarterly financial reports and a comprehensive annual report of activities and with regular publication of an ASARECA Newsletter.

The vast bulk of ASARECA's analytical, deliberative and planning work is done by Task Forces, Working Groups and ad hoc or specialized Technical Committees.

Task Forces (TFs) are defined in the Bye-Laws "as the basic units for planning and conducting collaborative research and other activities approved by the CD." Their membership consists of all the researchers on a specific program of research on a priority constraint. Each TF has a Leader who is competitively selected, based solely on professional competence, from among the staff of collaborating institutions, including IARCs, based on nominations from CD members. In addition to the tasks normally associated with planning and conducting research, the TF Leader and his or her colleagues are expected to perform functions required of program managers such as preparing project proposals, work plans and budgets as well as reports on progress, completed research findings and workshop proceedings. **Note:** It appears that the Steering Committees of Networks incorporated into the ASARECA framework are fulfilling the roles and functions

specified out above for Task Forces. It also appears that the term "Network" is continuing to be used in place of "Task Force" in the preparations and planning of new regional research programs.

Working Groups and Technical Committees are appointed by the CD to assess and make recommendations concerning a variety of matters. The language governing Specialized Technical Committees in the Bye-Laws calls for them, as requested by the CD, to "provide the CD, in accordance with the terms of reference of each STC, with proposals for regional strategies, priorities, research programs and activities, corresponding human resource development and training plans, as well as budgets, and the setting up of appropriate Task Forces, including their composition; to take steps toward the implementation of proposed activities; conduct evaluations of specified activities and "ensure that the end-users of research results are well considered." Members are appointed according to the procedures used for Task Forces Working Groups, though not specifically defined, are mentioned in the Constitution and the earlier Memorandum of Understanding in a context that suggests they are equivalent to Technical Committees. They seem to deal with cross-cutting issues rather than research planning.

Since its creation in June 1994, ASARECA has undertaken a large number of activities in pursuit of these broad objectives. The more important accomplishments include (a) the delivery of reports by five working groups, (b) the incorporation of four existing research networks into ASARECA's on-going operations, and (c) the review and evaluation of other research efforts.

An informal review with the Secretariat of current programs under implementation and of discussions underway with Networks, with IARCs and with donors yields a highly indicative estimate of the possible evolution of the ASARECA regional program over the next three years. It appears that the annual flow of donor financing could gradually rise from an estimated current potential level (including non-ASARECA as well as ASARECA Networks) of some \$ 4.5 million to a level of some \$12 million dollars. The donors with which ASARECA is currently in dialogue include Canada (both IDRC and CIDA), DANIDA, the European Union, SIDA and USAID.

Task

There is a need to prepare a strategic plan for the ASARECA system of regionally coordinated research to serve as a blueprint for the development of the ASARECA regional program, a framework for the strategic planning of the member NARSs and a basis for a dialogue on future support and collaboration with the IARCs and the donors.

Focus and Scope

The strategic plan's strategic and subordinate objectives, or intermediate result targets (IRs), will focus on how the contribution of agricultural research to the development of agriculture within the region can be improved through regional level actions and programs by ASARECA as a system and by its partners acting in collaboration. The completed product will guide the

development of programs and other actions of the ASARECA regional system. It will not bear directly on the actions that the National Agricultural Research Institutes (NARIs) and member governments undertake in the context of their national programs. However, in complementing the earlier SPAAR Framework for Action document, it will have an indirect, though not necessarily unimportant, influence at the national level. It will contain a sustainable financing component.

Elements of Task

The following are the main elements of the task:

- * Analysis of stakeholder interests as well as opportunities and constraints pertinent to the role and functions of ASARECA.
- * Formulation of strategic objective(s) and subordinate, contributing IRs.
- * Selection of IRs to be addressed by ASARECA, taking account of ASARECA's capacities and areas of comparative advantage as well as those of partners and other actors and their program plans.
- * Formulation and appraisal of program options in light of a variety of criteria, including resource (human and institutional as well as financial) requirements and availabilities. If the resource outlook is difficult to predict, it would be useful to address the impact of alternative resource levels on the program strategy to be followed.
- * Formulation of performance indicators for the IRs to be addressed by the program.
- * Preparation of the Strategic Plan document.

Approach

The strategic plan needs to be based on the wisdom available at the NARI level concerning crop and factor as well as cross-cutting regional research and other programmatic opportunities and constraints and the results to be sought. However, it is not practical to rely for this - in most cases - on senior staff currently active in the NARIs since they cannot be made available for the time required. Therefore, the members of the CD will select a representative group of highly experienced and respected retired senior agricultural research scientists to constitute a **Reference Group** of four to six "wisemen" to develop the strategic plan in periodic consultation with the Executive Secretary, the CD Chairman and, when possible, with the members of the CD.

Rather than making familiarity with strategic planning methodology a criterion for selection of Reference Group members, two experts in strategic planning will work together as methodological advisors, facilitators and

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secretaries to the Reference Group. One expert will be an internationally recruited; the other will be recruited from within the ECA Region. This team will contribute as methodological guides, analytical catalysts, rapporteurs and resource persons on presentational matters.

There is a need for a reconnaissance assessment of resources and associated stakeholders potentially relevant to the sustainable financing part of the strategy. This study will be carried out in time for its results to feed into the preparation of the Strategic Plan.

Work Program and Schedule

Weeks 1 - 4: Selection of members of Strategic Plan Reference Group; location of work site in Entebbe; arrangements for the sustainable financing assessment; collection and reproduction of materials for their review; preparation of a concept paper by the Executive Secretary to serve as a starting point for their deliberations; selection of strategic planning expert; vetting of the Action Plan for Producing the Strategic Plan to the ASARECA stakeholders.

Weeks 5 - 6: Lead time for assembly of Reference Group and Strategic Planning experts.

Weeks 5 - 9: Conduct of the Sustainable Funding Reconnaissance Assessment.

Weeks 7 - 8: Reference Group reviews the assembled documentary materials, receives briefings by the ASARECA Executive Secretary and CD Chairman plus other interested parties and, based on this information, analyzes stakeholder interests and the opportunities and constraints inherent in ASARECA's regional environment.

Weeks 9 - 11: Reference Group proceeds with the following steps (a) formulation of Strategic Objective(s) and a hierarchical framework of subordinate, contributory Result Targets, (b) selection of targets to be the focus of a proposed ASARECA strategy and program, (c) formulation of programmatic options and (d) selection and development of a recommended programmatic strategy. At the end of week 11 a draft strategic plan is presented to the Executive Secretary, the CD Chairman and the CD for their review and comment.

Week 10 - 14: The leader of the Sustainable Funding Reconnaissance Assessment Team debriefs with the Executive Secretary, the CD Chairman and the Reference Group. Thereafter he or she becomes a resource person for the Reference Group.

Week 12 - 13: While the CD reviews the draft SP, the Reference Group works with the Strategic Planning experts to develop performance indicators for the Strategic Objective(s) and result targets addressed by the draft strategy.

Week 14: The Reference Group considers the comments of the CD and decides how they should be addressed.

Week 15 - 16: The full Reference Group recesses. The Strategic Planning experts and the Reference Group Chairman, in consultation with the Executive Secretary and the CD as necessary, prepare the final version of the Strategic Plan.

Weeks 17 - 19: The Secretariat has the document printed and distributed to the stakeholders and invites them to a meeting on the Strategic Plan.

Week 23: Stakeholders (IARCs and donors), the CD and the Executive Secretariat staff meet to review the Strategic Plan and consider its programmatic implications. Members of the Reference Group attend the meeting and participate in the presentations and discussions.

Required Technical Services

In keeping with the above work program and schedule and beginning in Week 7, perform the following:

1. Review assembled background ASARECA documents to obtain a clear picture of its history, mandate and current situation participate in briefings and discussions with the CD Chairman, the Executive Secretary and other interested parties. Based on review of the background documents, the Concept Paper and content of the briefings provided during Week 7, analyze stakeholder interests as well as opportunities and constraints pertinent to ASARECA's role and functions.
2. With a view to providing the strategic planning facilitators with the content of the draft strategic plan, participate in the debriefing of the Sustainable Funding Reconnaissance Assessment Team Leader and carry out the following: (a) formulation of Strategic Objective(s) and a hierarchical framework of subordinate, contributory Result Targets, (b) selection of targets to be the focus of a proposed ASARECA strategy and program, (c) formulation of programmatic options and (d) selection and development of a recommended programmatic strategy.
3. Develop performance indicators for the Strategic Objective(s) and result targets addressed by the draft strategy.
4. Consider the comments of the CD and decide how they should be addressed by the Strategic Plan.
5. The Chairman participates with the Executive Secretary and, as necessary, the CD Chairman and CD in guiding the preparation of the final version of the strategic plan.
6. The Chairman participates in the discussion of the Strategic Plan at the meeting with the stakeholders.

Proposed Team and Level of Effort

Five senior agricultural research scientists with the following qualifications: (a) a record of distinguished service and accomplishment in one or more agricultural research institution or research university in the ASARECA region, (b) successful experience in the planning and coordination agricultural research in a regional context, (c) no longer in the active service of any ASARECA member NARI and (d) citizenship of an ASARECA member country.

A Chairman will be designated by the ASARECA Executive Secretary in consultation with the CD Chairman.

The full team will be required full-time for a period of 9 weeks beginning with week 6 and running through week 14. The Chairman will be required full-time for two additional weeks ending in week 16. In addition, he or she assists at the meeting with the stakeholders at which the strategic plan is presented.

Annex VI

Terms of Reference for Methodological Support and Facilitation of the ASARECA Strategic Planning Process

Background

The Association for Strengthening Agricultural Research in Eastern and Central Africa has its roots in a regional dialogue sponsored by the Special Program for African Agricultural Research (SPAAR). That dialogue began in November 1992 and, over some two years, produced a Framework for Action (FFA) document. ASARECA was established in June 1994 by the Directors of the national agricultural research institutions (NARIs) of 10 East and Central African countries when they signed a memorandum of understanding. The member countries are Burundi, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Sudan, Tanzania, Uganda and Zaire. In October 1994 an Interim Executive Secretary was appointed by the Committee of Directors (CD). A constitution and bye-laws were adopted by the CD in March 1995. In November 1995 the present, formally appointed, Executive Director and a Finance Officer assumed their duties.

The objectives of ASARECA are broadly consistent with those of the FFA for Eastern and Central Africa: "to improve the relevance, quality and cost effectiveness of agricultural research; to establish and support regional mechanisms to reinforce and improve research collaboration by NARS and with international agencies and to improve the delivery of appropriate new information and technology." (ASARECA Secretariat, "Overview of ASARECA and Regional Agricultural Research in Eastern and Central Africa," circa 1996). The goals and objectives spelled out in the ASARECA Constitution include: to establish a regional strategy and implement regional agricultural research programs; to make research programs more responsive to the needs and demands of end-users and markets; to promote access to funds for agricultural research on a sustainable basis; to establish a regional plan for the development and management of human resources; to harmonize and improve members' management information systems; to establish harmonized systems of scientific and technical information and documentation; to publish the results of joint research; to promote the exchange of genetic material; to promote more effective and cheaper mechanisms for linking research, extension, producers and markets; and to disseminate new technologies and knowledge to end-users.

ASARECA is governed by a **Committee of Directors (CD)** whose members are the directors of the member countries' national agricultural research institutes (NARIs). The chair rotates in alphabetical order, except that the first Chairperson is the Director of the NARI of the country which hosts the Secretariat - Uganda. The Secretariat is located in Entebbe which is also the site of the headquarters of Uganda's National Agricultural Research Organization (NARO).

The Secretariat's regional staff consists of an Executive Secretary and a Finance Officer. The Personal Secretary, an Accounting Assistant and a Driver plus custodial staff are locally recruited.

The CD is the highest organ and manages the Association. All decisions are made by it or in its name. It holds one annual meeting and generally convenes at least one additional meeting each year. A quorum at meetings is 50% and decisions are made by a simple majority vote.

The Executive Secretariat is responsible for reviewing proposals for collaborative regional research and training programs and for submitting these to the CD for its approval; for monitoring ongoing regional activities and programs; for assuring administration, coordination and general financial management of regional activities and programs, including the "channeling" of their funds; ensuring proper preparation of work plans, budgets and periodic reports for the CD; preparing consolidated administrative and financial reports; organizing regular scientific and annual financial audits of regional programs according to terms of reference accepted by the CD; organize CD meetings and act as their secretariat; make arrangements for regional seminars and other activities of the regional programs; annually compile and summarize progress reports of the regional activities form presentation to the CD; oversee the publication in suitable form of all completed research activities, studies and workshop proceedings; and propose the composition of working groups and technical committees to the CD Chairperson.

The Executive Secretary, in addition to assuring that all the above responsibilities are properly met, is charged with providing the CD with quarterly financial reports and a comprehensive annual report of activities and with regular publication of an ASARECA Newsletter.

The vast bulk of ASARECA's analytical, deliberative and planning work is done by Task Forces, Working Groups and ad hoc or specialized Technical Committees.

Task Forces (TFs) are defined in the Bye-Laws "as the basic units for planning and conducting collaborative research and other activities approved by the CD." Their membership consists of all the researchers on a specific program of research on a priority constraint. Each TF has a Leader who is competitively selected, based solely on professional competence, from among the staff of collaborating institutions, including IARCs, based on nominations from CD members. In addition to the tasks normally associated with planning and conducting research, the TF Leader and his or her colleagues are expected to perform functions required of program managers such as preparing project proposals, work plans and budgets as well as reports on progress, completed research findings and workshop proceedings. **Note:** It appears that the Steering Committees of Networks incorporated into the ASARECA framework are fulfilling the roles and functions specified out above for Task Forces. It also appears that the term "Network" is continuing to be used in place of "Task Force" in the preparations and planning of new regional research programs.

Working Groups and Technical Committees are appointed by the CD to assess and make recommendations concerning a variety of matters. The language governing Specialized Technical Committees in the Bye-Laws calls for them, as requested by the CD, to "provide the CD, in accordance with the terms of reference of each STC, with proposals for regional strategies, priorities, research programs and activities, corresponding human resource development and training plans, as well as budgets, and the setting up of appropriate Task Forces, including their composition; to take steps toward the implementation of proposed activities; conduct evaluations of specified activities and "ensure that the end-users of research results are well considered." Members are appointed according to the procedures used for Task Forces Working Groups, though not specifically defined, are mentioned in the Constitution and the earlier Memorandum of Understanding in a context that suggests they are equivalent to Technical Committees. They seem to deal with cross-cutting issues rather than research planning.

Since its creation in June 1994, ASARECA has undertaken a large number of activities in pursuit of these broad objectives. The more important accomplishments include (a) the delivery of reports by five working groups, (b) the incorporation of four existing research networks into ASARECA's on-going operations, and (c) the review and evaluation of other research efforts.

An informal review with the Secretariat of current programs under implementation and of discussions underway with Networks, with IARCs and with donors yields a highly indicative estimate of the possible evolution of the ASARECA regional program over the next three years. It appears that the annual flow of donor financing could gradually rise from an estimated current potential level (including non-ASARECA as well as ASARECA Networks) of some \$ 4 million to a level of some \$12 million dollars. The donors with which ASARECA is currently in dialogue include Canada (both IDRC and CIDA), DANIDA, the European Union, SIDA and USAID.

Task

There is a need to prepare a strategic plan for the ASARECA system of regionally coordinated research to serve as a blueprint for the development of the ASARECA regional program, a framework for the strategic planning of the member NARSs and a basis for a dialogue on future support and collaboration with the IARCs and the donors.

Focus and Scope

The strategic plan's strategic and subordinate objectives, or intermediate result targets (IRs), will focus on how the contribution of agricultural research to the development of agriculture within the region can be improved through regional level actions and programs by ASARECA as a system and by its partners acting in collaboration. The completed product will guide the development of programs and other actions of the ASARECA regional system. It will not bear directly on the actions that the National Agricultural Research Institutes (NARIs) and member governments undertake in the context of their national programs. However, in complementing the earlier SPAAR Framework for Action document, it will have an indirect, though not necessarily

unimportant, influence at the national level. It will contain a sustainable financing component.

Elements of Task

The following are the main elements of the task:

- * Analysis of stakeholder interests as well as opportunities and constraints pertinent to the role and functions of ASARECA.
- * Formulation of strategic objective(s) and subordinate, contributing IRs.
- * Selection of IRs to be addressed by ASARECA, taking account of ASARECA's capacities and areas of comparative advantage as well as those of partners and other actors and their program plans.
- * Formulation and appraisal of program options in light of a variety of criteria, including resource (human and institutional as well as financial) requirements and availabilities. If the resource outlook is difficult to predict, it would be useful to address the impact of alternative resource levels on the program strategy to be followed.
- * Formulation of performance indicators for the IRs to be addressed by the program.
- * Preparation of the Strategic Plan document.

Approach

The strategic plan needs to be based on the wisdom available at the NARI level concerning crop and factor as well as cross-cutting regional research and other programmatic opportunities and constraints and the results to be sought. However, it is not practical to rely for this - in most cases - on senior staff currently active in the NARIs since they cannot be made available for the time required. Therefore, the members of the CD will select a representative group of highly experienced and respected retired senior agricultural research scientists to constitute a **Reference Group** of four to six "wisemen" to develop the strategic plan in periodic consultation with the Executive Secretary, the CD Chairman and, when possible, with the members of the CD.

Rather than making familiarity with strategic planning methodology a criterion for selection of Reference Group members, two experts in strategic planning will work together as methodological advisors, facilitators and rapporteurs to the Reference Group. One expert should be an internationally recruited; the other should be recruited from within the ECA Region. This team will contribute as methodological guides, analytical catalysts, rapporteurs and resource persons on presentational matters.

There is a need for a reconnaissance assessment of resources and associated stakeholders potentially relevant to the sustainable financing part of the strategy. This study will be carried out in time for its results to feed into the preparation of the Strategic Plan.

Work Program and Schedule

Weeks 1 - 4: Selection of members of Strategic Plan Reference Group; location of work site in Entebbe; arrangements for the sustainable financing assessment; collection and reproduction of materials for their review; preparation of a concept paper by the Executive Secretary to serve as a starting point for their deliberations; selection of strategic planning expert; vetting of the Action Plan for Producing the Strategic Plan to the ASARECA stakeholders.

Weeks 5 - 6: Lead time for assembly of Reference Group and Strategic Planning experts.

Weeks 5 - 9: Conduct of the Sustainable Funding Reconnaissance Assessment.

Weeks 7 - 8: Reference Group reviews the assembled documentary materials, receives briefings by the ASARECA Executive Secretary and CD Chairman plus other interested parties and, based on this information, analyzes stakeholder interests and the opportunities and constraints inherent in ASARECA's regional environment.

Weeks 9 - 11: Reference Group proceeds with the following steps (a) formulation of Strategic Objective(s) and a hierarchical framework of subordinate, contributory Result Targets, (b) selection of targets to be the focus of a proposed ASARECA strategy and program, (c) formulation of programmatic options and (d) selection and development of a recommended programmatic strategy. At the end of week 11 a draft strategic plan is presented to the Executive Secretary, the CD Chairman and the CD for their review and comment.

Week 10 - 14: The leader of the Sustainable Funding Reconnaissance Assessment Team debriefs with the Executive Secretary, the CD Chairman and the Reference Group. Thereafter he or she becomes a resource person for the Reference Group.

Week 12 - 13: While the CD reviews the draft SP, the Reference Group works with the Strategic Planning experts to develop performance indicators for the Strategic Objective(s) and result targets addressed by the draft strategy.

Week 14: The Reference Group considers the comments of the CD and decides how they should be addressed.

Week 15 - 16: The full Reference Group recesses. The Strategic Planning experts and the Reference Group Chairman, in consultation with the Executive Secretary and the CD as necessary, prepare the final version of the Strategic Plan.

Weeks 17 - 19: The Secretariat has the document printed and distributed to the stakeholders and invites them to a meeting on the Strategic Plan.

Week 23: Stakeholders (IARCs and donors), the CD and the Executive Secretariat staff meet to review the Strategic Plan and consider its programmatic implications. **The Chairman** of the Reference Group attends the meeting and participates in the presentations and discussions.

Required Technical Services

Beginning in Week 6 of the above work program and schedule, perform the following

1. Reconnoiter the work site and review logistics arrangements. Advise ASARECA Secretariat of any last minute needs. Review background ASARECA documents to obtain a clear picture of its history, mandate and current situation. Prepare rough outline of strategic plan document.
2. Provide members of the Reference Group with a brief (one day maximum) orientation briefing on strategic planning precepts, methodologies and applications. Facilitate preparation of a group work schedule consistent with the above Work Program and Schedule.
3. Facilitate the thinking through by the Reference Group of the elements of the task as outlined above. Develop and record consensus positions as outcomes of the first four elements.
4. Prepare the required draft Strategic Plan required at the conclusion of Week 11.
5. Facilitate the development of performance indicators by the Reference Group.
6. Facilitate, as necessary, the development of a consensus by the Reference Group concerning the best means of responding to the CD guidance on the draft strategic plan.
7. Preparation of the final strategic plan.

Proposed Team and level of Effort

Two senior strategic planning specialists. One or both specialists must have each of the following qualifications: (a) familiarity with donor program planning and management policies and practices, (b) citizenship of an ASARECA member country and substantial career experience in its government or private sector services or firms, (c) proficiency in desk top publishing and (d) skills and experience in the development of performance indicators.

The team will be required for a period of 11 week period beginning with week 6 and running



through week 16.

Annex VII

Scope of Work for Sustainable Financing Component of ASARECA Strategic Plan

The purpose of this consultancy is to identify, research, analyze and propose sustainable funding options for ASARECA, for the NARIs that comprise ASARECA's membership, and for the agricultural research networks under the direct supervision of the ASARECA Committee of Directors (CD). Although distinct, the three components are interlinked, and the ability of each to become more financially sustainable will have an impact on the other two. The long-term viability of ASARECA is tied to the ability of the member NARIs to finance a growing portion of the association's overall cost. The findings directly related to ASARECA will be incorporated into the association's first strategic plan.

Tasks

The team selected to develop the sustainable financing component of the ASARECA Strategic Plan will carry out the following tasks:

1. Review Sustainable Financing Initiative literature including the *Background Paper on Sustainable Finance*, *Guidebook on Endowments*, *Handbook on Commercialization*, *Handbook on Check-offs*, *Handbook on Debt Swaps*, *Report of Lessons Learned in Latin America*, and *Synthesis Paper on Maastricht Workshop*, all of which are available through the SPAAR Secretariat¹.
2. Review the efforts of the Inter-American Development Bank (IDB) to promote the sustainable financing of agricultural research. Specifically review the report by Martin Piñeiro and Eduardo Trigo entitled "*Towards a Regional System of Technological Innovation for the Food and Agriculture Sector*" which should be available through the IDB's Department of Social Programs and Sustainable Development or the Secretariat Regional Fund for Agricultural Technology Inter-American Development Bank 1300 New York Avenue, NW Washington, DC 20577 Telephone: (202) 623 3876, Facsimile: (202) 623 3968.
3. Research efforts undertaken by the African Development Bank to promote and support the sustainable financing of agricultural research. Meet with the appropriate bank officials in Abidjan.
4. Identify and contact business trade associations whose membership includes multinational agribusiness firms operating Africa to discern their interest in and

¹ SPAAR Secretariat c/o The World Bank 1818 H Street, NW Washington, DC 20433 Telephone: (202) 473 9008; Facsimile: (202) 473; E-mail: mtoure@worldbank.org

likelihood of supporting the agricultural research undertaken by ASARECA's members. Possible sources include the International Department of the U.S. Chamber of Commerce, and the U.S.-Africa Business Alliance. Another possible source of leads is the International Finance Corporation's (IFC) African Project Development Fund.

5. Determine the potential resources that may be available in the region to contribute financially to agricultural research. These sources include, but are not limited to, P.L. 480 counterpart funds, STABEX funds, and non-performing loans financed by bilateral and multilateral organizations. Document examples how these and similar sources of funds have been used to provide resources for development projects.
6. Review those sections of the strategic plans of ASARECA's members that address sustainable financing, and meet with the officials of those organizations most responsible for making them more financially sustainable. (Five of the member NARIs, in Kenya, Madagascar, Sudan, Tanzania, and Uganda have submitted strategic plans, of sorts. Ethiopia's is in progress.) Analyze the effectiveness of these different approaches. Compile this information into a summary of current initiatives and best practices.
7. Meet with coordinators of those networks² currently under the supervision of the ASARECA CD to discuss alternatives for broadening the networks sources of funding. This is likely to require determining who benefits from the work of the networks, what the value of those benefits are, the likelihood that these beneficiaries will support on-going network activities financially, and the means by which they would do so.
8. Interview beneficiaries identified above to determine a) how they benefit from the research efforts of the regional networks and local NARIs, b) determine the value they assign to those benefits, c) determine their willingness to pay for those benefits, and d) discuss mechanisms through which they could contribute financially to the on-going efforts of the networks and NARIs. Develop a database of private sector firms that benefit from the accomplishments of the regional research networks and which should view themselves as stakeholders in ASARECA.
9. Present findings on sustainable financing options to the Reference Group

² Networks include E A. AFRENA, based at ICRAF in Nairobi; EARRNET, based at IITA in Kampala; ECABREN, which will be based in Arusha, Tanzania by mid-December 1996; and PRAPACE, which is also headquartered at IITA in Kampala.

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developing the ASARECA strategic plan and work with the Reference Group to prepare financial section of strategic plan.

Deliverables

Based on the execution of the tasks described, above, the sustainable financing team will prepare the following deliverables:

1. A report, based on the review of available literature and interviews with knowledgeable authorities, of different approaches that have been used successfully to make agricultural research more financially self-sustaining. This report should provide a foundation of "lessons learned" upon which ASARECA can build its own sustainable financing initiative.
2. A detailed analysis of the efforts currently underway in the ECA region, at the level of both research networks and NARIs, to expand the sources and flow of funds to support agricultural research.
3. Make a presentation to the Reference Group, Chairman of the CD, and ASARECA Executive Secretary on the team's findings and prepare a draft chapter on Financial Sustainability for review and eventual inclusion into the overall Strategic Plan. The presentation should include sections on the current state of the art of sustainable financing, including specific examples from around the world, an assessment of on-going and planned initiatives of ASARECA members and networks under the CD's supervision to diversify and broaden their sources of financial support, and an analysis of how stakeholders, particularly farmers and private sector firms, benefit from the agricultural research undertaken in Eastern and Central Africa, and their willingness to pay for those benefits.

Proposed Team and Level of Effort

A three person team is proposed to carry out this scope of work. The team members should include:

1. A senior level sustainable financing specialist who has had direct experience with some or all of the following sustainable financing techniques: a) debt swaps, b) use of P.L. 480 counterpart funds or similar resources (i.e. STABEX); c) agricultural check-offs; d) creating, managing and sustaining endowments for not-for-profit organizations. African experience preferred. Level of effort: sixty (60) days.
2. A senior agribusiness specialist with extensive Eastern and Central Africa experience. Must be knowledgeable of how agribusiness firms in the region

benefit from donor-supported agricultural research. Level of effort: thirty-six (36) days.

3. Regionally-recruited agribusiness finance/sustainable funding specialist. Must be knowledgeable of the how agribusiness firms in the region benefit from the agricultural research efforts of ASARECA's member NARIs. Level of effort: thirty-six (36) days.

Attachments

Terms of Reference for Strategic Planning Specialist and Reference Group Developing ASARECA Strategic Planning

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Annex VIII

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