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REVIEW REPORT

**SOUTHERN AFRICA CENTRE FOR CO-OPERATION IN
AGRICULTURAL RESERACH AND TRAINING (SACCAR)**

**A Commission of the Southern African Development
Coordination Conference (SADCC); Food, Agriculture
and Natural Resources Sector**

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October, 1991

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The Review Team would like to thank those persons interviewed in Botswana, Mozambique, Zambia and Zimbabwe for sharing their time and insights with us. Our only regret is that time constraints did not permit us to visit other SADCC member states. Our thanks are also due to the staff of SACCAR who, though burdened with travel and other prior commitments during the Team's fieldwork and report writing period, provided the Team with the necessary logistical support to complete our task.

EXECUTIVE SUMMARY**1. Review Background and Methodology****1.1. Background**

The Southern African Centre for Cooperation in Agricultural Research (SACCAR) was created in 1984 as an integral part of the Food, Agriculture and Natural Resources Sector of SADCC. SACCAR activities have focused on its principal objective, that of promoting cooperation and coordination of agricultural research in the region. Areas of activities include:

- Serving as secretariat of the Agricultural Research and Training sub-sector
- Coordinating regional research projects
- Coordinating regional training activities
- Sponsoring workshops and conferences
- Publishing and promoting publications and documentation
- Administering grants and managing special studies

The coordination of regional projects has absorbed a major part of SACCAR staff energies during Phase I. The Centre is presently coordinating nine projects and sub-projects being implemented by separate executing agencies, in most cases by International Agricultural Research Centres (IARCs).

The present Review, conducted between July 02 - August 02, was an end-of-phase assessment preliminary to donor commitment of funds for Phase II. The Review was to determine the effectiveness and efficiency with which SACCAR carries out its mandate and the impact the Centre has had on agricultural research and training, and regional networking, to help promote these activities in the SADCC region.

1.2. Review Methodology

This consisted primarily of document and data analysis, and structured interviews with persons in the four countries visited: Botswana, Mozambique, Zambia and Zimbabwe. SACCAR staff was asked to complete a short questionnaire. Interview groups included: Key staff of NARS and university Faculties of Agriculture in each country visited; participants in SACCAR training and grant programmes; regional research project staff; donor representatives; SACCAR staff and Board members, and; private sector representatives in areas related to SACCAR's mandate.

2. Principal Conclusions

The overall conclusion that the Review Team has reached is that SACCAR is an efficient organization within the SADCC system, has the support of Member Country governments and is attaining its objectives. This conclusion is grounded in the review of existing documents, interviews with a large number of scientists and other informed persons in the region, and visits to a sample of regional project sites. Based on this conclusion the Review Team recommends that donor funding be extended for another 5-year phase.

Additional conclusions, presented below, are based on analysis of the five chapters in the report where aspects of SACCAR's structure, mandate, management and coordination activities are examined.

2.1. Institutional Structure and Mandate

The mandate of SACCAR has expanded over time from an original focus on coordination of regional research in food crops to coordination of research in agricultural production, including natural resources, and advanced training in agriculture. The pressure to expand this mandate further still, to cover agricultural extension and agricultural policy analysis, derives in part from

SACCAR's ability to get things done. The Review Team feels that any further expansion of the SACCAR mandate should be resisted. Other units of the SADCC system will have to be strengthened to assume these tasks.

The present structure of SACCAR is relatively simple and adequate. The efficiency of this structure is one of the factors that has led to ready support from both donors and Member States. While there is need for greater clarification regarding the powers of the Board of SACCAR, and some refinements regarding attendance and mix of membership, the Review Team feels that the Board plays an important role and should continue to do so.

2.2. Management and Administration

In terms of a strategy of action, SACCAR has focused much energy up to the present on planning and coordinating regional research projects, an area in which it has had considerable success. SACCAR has recently developed a Long-Term Strategy for Training, and a strategy in the area of Agriculture and Natural Resource Research is presently being developed. SACCAR is urged to complete this latter strategy before initiating and new research projects or related new activities.

SACCAR management has operated on the basis on consensus, choosing to get on with the job rather than formalize many management aspects. Given the present size and complexity of SACCAR operations, a number of management areas require strengthening: detailed annual work plans are necessary; delegation of authority by the Director requires clarification; staff travel and the use of staff time generally requires analysis, in order to reduce/distribute staff workload and increase efficiency. With the proposed additions, SACCAR staffing will now be adequate for the foreseeable future, but junior and some senior staff members require more training. A staff appraisal system is needed.

Over the years SACCAR has improved its financial management and reporting. Further strengthening is recommended in this area. Given the different audiences that SACCAR reports to (donors, SADCC, NARS, etc.) and the volume of work involved in preparing different reports, a system of reporting is recommended that reduces duplication to the minimum.

2.3. Research Coordination

SACCAR has made good progress in its roles of identifying regional research projects, seeking donor funding and coordinating the implementation of the projects in collaboration with donors, IARCs and NARS. A number of mechanisms have been put in place to facilitate this coordination. Memoranda of Understanding have now been signed with the executing agencies of all regional projects. Steering Committees have been formed for all projects and guidelines for steering committees, technical advisory panels and sector contact points have been prepared.

During the next five-year phase SACCAR will need to put emphasis on ensuring sustainability of regional research projects. In this endeavour SACCAR should start moving away from the regional research project focus to promotion of regional research networks. SACCAR will need to encourage the IARCs and other project/programme implementation agencies to recruit regional staff for the projects and strengthen NARS to take the lead in operating the regional research networks.

SACCAR has an important role in seeking the political will of Member States to establish a fund for operating the regional research networks. For future sustainability, projects should address natural resources management issues and take a systems, rather than the current commodity, approach in project design and implementation.

2.4. Training Activities

General training activities promoted by SACCAR in the region include workshops, seminars, conferences and meetings. A variety of training, both formal and informal, also takes place in the regional programmes and projects. A specific

research and travel grant programme provides funding for these two activities, on a modest scale. This latter programme presents a number of weaknesses and requires immediate strengthening.

While training is important in human skills development and considerable progress appears to have been made, SACCAR does not have an adequate system for coordinating these various training activities nor for evaluating the impact of training in the region.

Two programmes propose to address specific training needs on a regional scale: In-Service Agricultural Research Management Training (ARMT) and the Regional Programme for Strengthening Agricultural Faculties (REPSAF). Both programmes are important, but have required a great deal of direct SACCAR management input up to the present. As in other cases where SACCAR has become involved in managing as well as coordinating activities, the Review Team encourages SACCAR to turn these management functions over to executing agencies, NARS, etc. as soon as possible.

The Lusophone Issue is particularly acute in the training area, but is present in all regional activities. A study is necessary to access the Portuguese/English language question, and propose action to SACCAR and to the SADCC Member States.

2.5. Other Activities and Issues

SACCAR's initiatives in database development have been welcome, but now require updating and consolidation. This is now being planned, with the assistance of IDRC. Dissemination of information is an important part of SACCAR's mandate. The preparation and publication of documents, newsletters, workshop proceedings, etc. are essential but time consuming. SACCAR is encouraged to continue these activities, but maintain the practise of contracting out certain aspects such as printing, rather than attempt to develop in-house capability which would imply an expansion of both physical space and staff.

With respect to the possibility of South Africa becoming a member of SADCC in the future, SACCAR is encouraged to follow events closely and provide guidance to SADCC in this area.

3. Major Recommendations

The following major recommendations have been selected from a longer list presented initially in the analysis of Chapters II - VI, and in summary form in Chapter VII. A number of suggestions are also presented in the text of each chapter.

3.1. Institutional Structure and Mandate

- The Board of SACCAR should seek clarification from the Council of Ministers concerning its responsibilities with regard to setting of policy concerning terms of employment of senior SACCAR staff and seek approval to amend the Memorandum of Understanding to remove any areas of contradiction or ambiguity.

- The job description of the Programmes Officer should be re-stated to include the appropriate responsibilities of a Deputy Director as part of his tasks. All possible efforts should be made to schedule travel to permit either the Director or the Programmes Officer to be in Gaborone at any given time.

- SACCAR should continue to emphasize its primary role as a facilitating agency, by encouraging national institutions to assume the leadership in regional projects at the earliest possible date.

- SACCAR should address the need to strengthen the important and necessary work of agricultural policy research by working in close cooperation with the Food Security Technical and Administrative Unit in Zimbabwe, in order to assist that unit fulfil its responsibilities in the broad area of agricultural policy research.

3.2. Management and Administration

- The SACCAR Board should maintain a moratorium on initiating new regional projects proposals until regional strategies for research and training are fully in place.
- SACCAR should develop a detailed annual work plan in the quarter immediately before each new fiscal year.
- SACCAR should systematically resist involvement in project management activities and continue to plan its withdrawal from existing commitments of this nature.
- SACCAR should conduct an internal audit of staff travel and time use, and prepare a plan for rationalizing the use of both senior and junior staff resources, by December 31, 1991.
- Analysis of SACCAR's achievements to date and the Team's assessment of the Centre's ability to successfully fulfil its mandate has led the Team to recommend an extension of donor funding for an additional 5-year period.
- SACCAR should seek assistance in revising and strengthening its financial management system so that quarterly and annual financial statements can be produced within 30 days of the close of each period.

3.3. Research Coordination

- Commodity-based projects should take more of a systems approach in their research programmes.
- Member states should contribute towards a fund for running regional projects through the NARS.
- The two CTCs (for extension and training; and planning and marketing) should be revived and strengthened under the Food Security Technical Administrative Unit and joint meetings held with the Board of SACCAR.
- Research in natural resource management should receive priority, either as an additional dimension of existing research projects or as a research topic for future regional research projects.
- As a first step towards moving away from regional projects to regional networks, it is strongly recommended that IARCs recruit more regional scientists as project staff.
- SACCAR, in collaboration with the regional project leaders, must develop methodologies for impact analysis of the research results generated by regional projects.

3.4. Training Activities

- The planned evaluation of the travel grants programme should include analysis of the profile of the beneficiaries, the impact of the travel viz-a-viz the objectives and the cost involved.
- It is recommended that training be one of the major components of all regional programmes/projects.
- SACCAR should act as a clearinghouse and coordination centre for all regional programme/project training, especially in the case of IARCs involvement.
- SACCAR should develop a training impact methodology and systematically track scholars and trainees in regional programmes and projects that it coordinates, in order to evaluate the appropriateness of the training and the success of re-integration of the trained person in her/his field of expertise in the region

- SACCAR should commission a study during 1991/92 to determine the reasons for the differential participation of Lusophone nationals in regional research and training activities, and recommend on the possible need for specialized language services and their probable cost.

- At least the Executive Summary and Chapter VII of this report should be translated into Portuguese.

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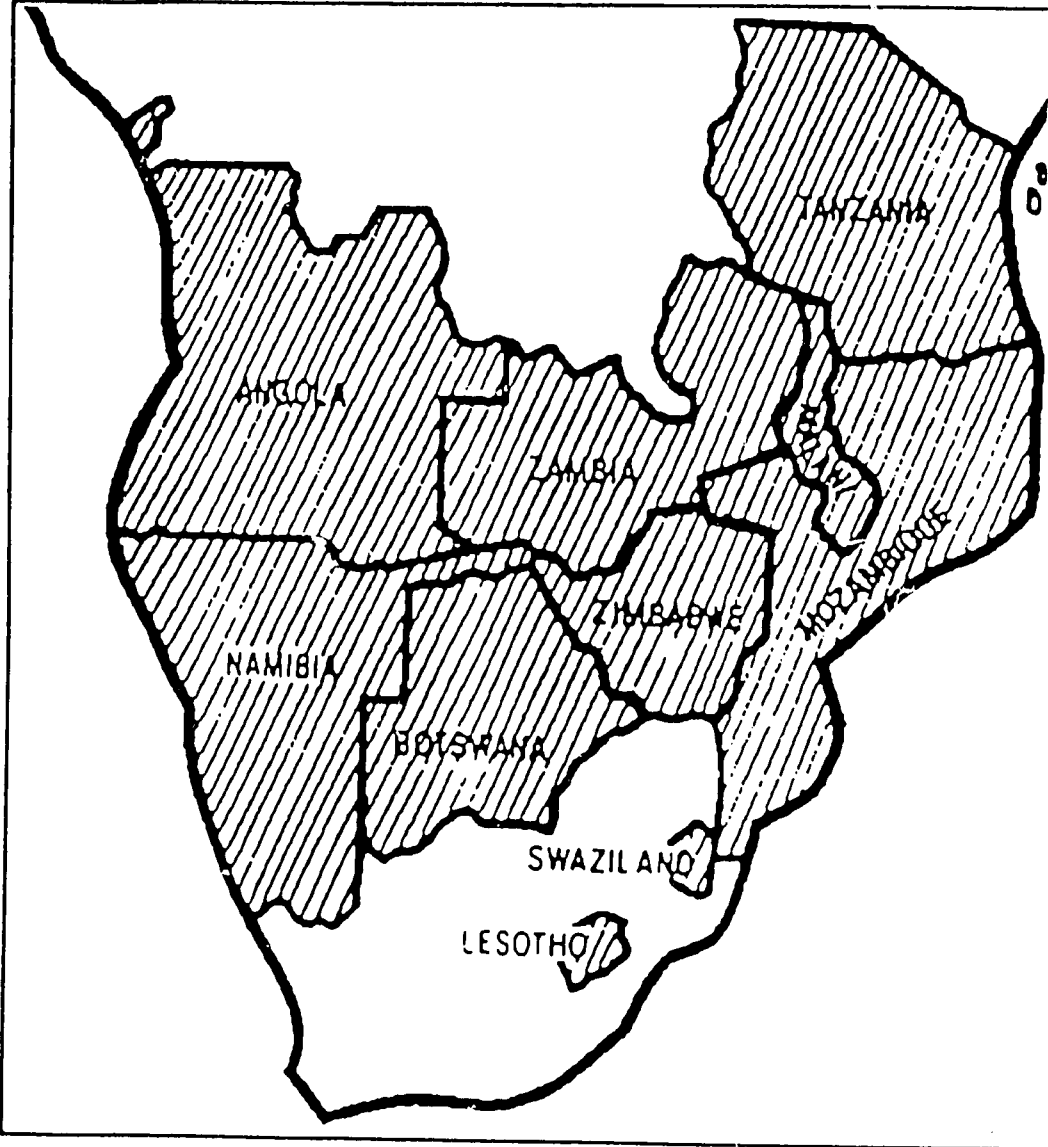
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FIGURE 1.1. MAP OF THE SADCC REGION



LIST OF ACRONYMS

ANRRMT	Agricultural and Natural Resources Research Management Training
ARMT	Agricultural Research Management Training
ARRA	Agricultural Research Resource Assessment
AVRDC	Asian Vegetable Research Development Centre
CGIAR	Consultative Group on International Agricultural Research
CIAT	Centro Internacional de Agricultura Tropical
CIDA	Canadian International Development Agency
CTC	Consultative Technical Committee
EEC	European Economic Community
ESAMI	Eastern and Southern Africa Management Institute
FAO	Food and Agriculture Organization, United Nations
FSTAU	Food Security Technical Administration Unit
GLIP	Grain Legume Improvement Programme
GIZ	German Agency for Technical Cooperation
IARC	International Agricultural Research Centre
ICRAF	International Council for Research in Agroforestry
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
IDM	Institute of Development Management
IDRC	International Development Research Centre
IITA	International Institute for Tropical Agriculture
ISNAR	International Service for National Agricultural Research
NARS	National Agricultural Research Systems
NEST	New and Emerging Sciences and Technologies (Zambia)
NORAD	Norwegian Development Assistance Agency
PSC	Project Steering Committee
REPSAF	Regional Programme for Strengthening Agricultural Faculties
RIARB	Regional Inventory of Agricultural Resource Base
RTC	Regional Training Council, Swaziland
SAAINET	Southern African Agricultural Information Network
SACCAR	Southern African Centre for Cooperation in Agricultural Research and Training
SADCC	Southern African Development Coordination Conference
SAREC	Swedish Agency for Research Cooperation with Developing Countries
SMIP	Sorghum and Millet Improvement Programme
SMS	Subject Matter Specialist
SPAAR	Special Programme for African Agricultural Research
SRGB	SADCC Regional Gene Bank
SUA	Sokoine University of Agriculture, Tanzania
TAP	Technical Advisory Panel
USAID	United States Agency for International Development

FIGURE 1.2. BASIC PROJECT DATA

1. **Project Title:** Southern African Centre for Cooperation in Agricultural Research and Training (SACCAR)
2. **Institutional Relationship:** Created as a Commission of the Southern African Development Coordination Conference (SADCC), within the Food and Agriculture Sector in 1984.
3. **SACCAR Objectives:**
 - a. Promote cooperation in agricultural research among the national agricultural research systems of the Member States;
 - b. Facilitate the exchange of information among the national research systems;
 - c. Promote the development of the human resources necessary to man the agricultural research systems; and
 - d. Promote coordination of SADCC agricultural research activities.
4. **Project Funding:** The 1985-92 funding phase of SACCAR has been comprised of the following grants:

CIDA	US\$ 1,500,000
NORAD	1,500,000
USAID	1,500,000
SAREC	600,000
SADCC	200,000
5. **Project Headquarters:** Sebele Agricultural Research Station, Ministry of Agriculture, Gaborone, Botswana.
6. **Previous Evaluation:** SACCAR Interim Evaluation, September 1988.

CHAPTER I REVIEW METHODOLOGY

1.1. BACKGROUND OF THE REVIEW

At its founding meeting in April 1980 the Southern African Development Coordination Conference (SADCC) gave paramount importance to the development of agriculture in the region, especially self-sufficiency in basic food. As a result, the Southern African Centre for Cooperation in Agricultural Research (SACCAR) was created in 1984 as an integral part of the Food, Agriculture and Natural Resources Sector of SADCC, to promote cooperation in agricultural research among Member States. In 1987 SACCAR's mandate was broadened to include cash/export crops and professional training in agriculture and natural resources.

Funding of US\$5.3 million for Phase I of SACCAR activities, originally to cover the 1985-90 five year period and later extended to seven years (funding now to end in 1992), came principally from four external donors: CIDA Canada, NORAD, USAID and SAREC (Figure 1.2). SADCC also contributes to the SADCC budget. IDRC has also contributed resources to SACCAR. The participation of SADCC as a funding agency in this initial phase, while modest (3.8% of total funding), clearly established the principal that SACCAR belonged to and was at the service of the Region.

After creating the necessary physical infrastructure for its headquarters office on the Sebele Agricultural Research Station in Gaborone, Botswana, SACCAR activities have focused on its principal objective, that of promoting cooperation and coordination of agricultural research in the region. Areas of activities include:

- Serving as secretariat of the Agricultural Research and Training sub-sector
- Coordinating regional research projects
- Coordinating regional training activities
- Sponsoring workshops and conferences
- Publishing and promoting publications and documentation
- Administering grants and managing special studies

The coordination of regional projects has absorbed a major part of SACCAR staff energies during Phase I. The Centre is presently coordinating nine projects and sub-projects being implemented by separate executing agencies, in most cases by International Agricultural Research Centres (IARCs), and has 10 more proposals for regional projects at various stages of preparation.

1.2. METHODOLOGY OF THE REVIEW

The present Review, conducted between July 02 - August 02, was an end-of-phase assessment preliminary to donor commitment of funds for Phase II. An interim evaluation of the first three years of SACCAR activities was carried out in mid-1988.

1.2.1. Objectives and Scope

The Review was to determine the effectiveness and efficiency with which SACCAR carries out its mandate and the impact the Centre has had on agricultural research and training, and regional networking, to help promote these activities in the SADCC region. Analysis of the Review Terms of Reference (Appendix A) provided the following general scope for the Review:

- Institutional structure and mandate of SACCAR,
- SACCAR's management and administration, and
- SACCAR's role and impact in its various service and coordination activities.

The Team also developed a checklist of issues which would be addressed, where possible, in the Review analysis. This is presented as Appendix B in this report.

1.2.2. Methodology of the Review

The review methodology consisted primarily of document and data analysis, and structured interviews with persons in the four countries visited: Botswana, Mozambique, Zambia and Zimbabwe. SACCAR staff was asked to complete a short questionnaire. Interview groups included: Key staff of NARS and university Faculties of Agriculture in each country visited; participants in SACCAR training and grant programmes; regional research project staff; donor representatives; SACCAR staff and Board members, and; private sector representatives in areas related to SACCAR's mandate.

The itinerary of the Review Team was as follows:

July 05-06	Gaborone	Team briefing with SACCAR staff
July 08-12	Harare	Interviews and contacts in Zimbabwe
July 15	Maputo	Interviews and contacts in Mozambique
July 17-20	Lusaka	Interviews and contacts in Zambia
July 22-27	Gaborone	Interviews and contacts in Botswana
July 28-Aug 01		Report writing
Aug 02	Gaborone	Draft report presentation/debriefing

A list of persons contacted during the Review is presented in Appendix C.

The Review Team was comprised of six members, four representing SACCAR and the National Agricultural Research Systems (NARS)¹ and two selected by donors (representing CIDA and USAID). For fieldwork and report preparation purposes the Team was divided into three areas of responsibility: management and administration of SACCAR; coordination and management of research related activities, and; coordination and management of training and manpower development activities. The three sub-teams travelled and worked closely together, meeting frequently to discuss findings. A draft report was presented to SACCAR and donor representatives in Gaborone, for comment, at the end of the evaluation fieldwork. The present report incorporates a number of verbal suggestions provided by the participants at this meeting and written contributions from SACCAR, CIDA and USAID.

¹. As used in this report, NARS is understood to be the national system that conducts research in the areas of agriculture and natural resources.

CHAPTER II INSTITUTIONAL STRUCTURE AND MANDATE

2.1. PRESENT AND FUTURE MANDATE

In 1980 the Heads of State of nine member States in Southern Africa signed a Declaration and created the Southern African Development Coordination Conference (SADCC). Particular emphasis was given to food and agriculture with a lead, coordinating role assigned to Zimbabwe. Among the early steps taken was the establishment of Consultative Technical Committees, one of which was for Agricultural Research (CTC/AR); the Government of Botswana was given the lead responsibility for agricultural research. In 1984, SADCC increased the already high level of importance given agricultural research by establishing the Southern African Centre for Cooperation in Agricultural Research (SACCAR). The CTC/AR has, in effect, evolved into the Board of SACCAR.

The mandate given SACCAR at that time was as follows:

- to promote cooperation in agricultural research among the national agricultural research systems of the Member States;
- to facilitate the exchange of information among the national research systems;
- to promote the development of the human resources necessary to man the agricultural research systems; and
- to promote coordination of SADCC agricultural research activities.

When SADCC reviewed the policies and strategies for the sector of Food, Agriculture and Natural Resources in 1987, it was decided that the mandate of SACCAR should be expanded to include research in cash crops in addition to food crops, and to include training of professional manpower for the agricultural sector as a whole. SACCAR was charged with the responsibility of developing a blueprint to guide the strengthening of higher-level agricultural training in the region. This was in apparent recognition of the critical shortage of trained professional manpower in the agricultural sector, SACCAR's existing mandate to promote the development of human resources in agricultural research, and SACCAR's ability to organize studies of problem areas.

This expanded mandate could easily have placed SACCAR in the position of either being in conflict with or duplicating responsibilities of SADCC's Regional Training Council (RTC) in Swaziland. SACCAR's ability to coordinate the development of the human resource development plan entitled *A Long Term Strategy for Training of Professional Manpower for the Agricultural and Natural Resources Sector in the SADCC Region: 1991-2010*, and the proposed project to implement that plan in coordination with the management of the RTC, speaks well for SACCAR's ability to act as a facilitating unit.

Other proposals to expand SACCAR's mandate exist. Recognizing the need to facilitate the linkage between research and extension, the SACCAR Board has assumed the interface must be addressed. Others see a larger void and encourage SACCAR to consider the regional coordination of all of extension as part of their mandate. Similarly, because SACCAR is active in the area of research policy, there have been suggestions that consideration be given to expanding the mandate to include all agricultural policy research. To date the staff of SACCAR has resisted these two suggestions.

Assessment. The SACCAR mandate currently encompasses a significant, complex area of responsibility. Expansion of their responsibilities will either jeopardize their current performance or increase dramatically the need for more staff. A significant increase in the size of the staff of SACCAR will risk their role as a facilitator or coordinator as contrasted with that of manager or controller of activities. As a multi-national organization, it is the coordinating function which is judged by the Team to be most valuable.

The Team concludes that the current mandate of SACCAR is sufficiently broad. Thus, SACCAR should not expand its mandate in the area of extension beyond the facilitation of linkages between research and extension or expand its policy research responsibility beyond the work necessary for the establishing and implementing agricultural research policy. (See Chapter IV for specific recommendations).

2.2. INSTITUTIONAL STRUCTURE AND FUNCTIONING

As is the case with most multi-national organizations, the institutional structure within which SACCAR operates is complex. In a major part this is because of the existence of boards and committees composed of equals (ie: the Committee of Agricultural Ministers from the ten member countries). In addition, there is concern among some that the lines of communication and authority between commissioned units are blurred. This section presents the teams observations regarding the institutional structure of SACCAR. Figures 2.1 to 2.3 are from SACCAR publications.

2.2.1. The Position of SACCAR Within the SADCC Structure:

The position of SACCAR in the overall structure of SADCC is illustrated by Figure 2.1. SACCAR is the only commissioned unit under the general sectoral heading of Food and Agriculture; the other six sub-sectors remain CTCs, as agricultural research was prior to 1985 (Section 2.1). Figure 2.2 shows the lines of communication and authority relating to SACCAR within the SADCC system.

Figure 2.2 can be clarified by tracing a new project proposal and/or the annual SACCAR Progress Report through the system. A new proposal is prepared by the SACCAR staff with the assistance of participants in workshops, consultants, etc. This proposal is presented to the Board of SACCAR for consideration. If approved, it is presented to a committee of the seven Sector Coordinators.

These individuals are senior government officials who are responsible for making sure their country's commitment to SADCC is fulfilled: agricultural research is the responsibility of the Government of Botswana, forestry is the responsibility of the Government of Malawi, etc. (Figure 2.1). Among their duties is the preparation of the agenda for meetings of the Senior Officials of Agriculture and Natural Resources of the SADCC countries, a committee of Permanent Secretaries of Agriculture or their Deputies.

During these meetings, items are given critical screening for appropriateness for consideration by the Sectoral Committee of the Ministers of Agriculture and Natural Resources. If this committee of Ministers approves of a new action or accepts an annual report, then the SADCC Secretariat will consider it for inclusion on the agenda of a meeting of Sector Coordinators of all sectors, which must judge it appropriate for the agenda of the Standing Committee of Senior Officials (ie: Finance & Planning) which makes the ultimate recommendation to the Council of Ministers.

The process is designed to balance the concerns of member states and ensure that only priority concerns of the region are considered. While the process may seem lengthy, the significant number of regional agricultural research projects developed and approved illustrates that the system works. It is also apparent that the mandate of strengthening the NARS and achieving efficiencies through cooperation between the NARS is beginning to occur (Item 2.1).

Alternatively, there are suggestions in a recent consultant's report to SADCC that efficiencies in decision making would result from a shift upward in terms of the body SACCAR advises; a move away from the current Board which is characterized as "a Committee of Middle-level Civil Servants and Academics" to a coordinating committee comprised of Permanent Secretaries. This same suggestion would clarify the status of SACCAR by having the Director report directly to the Executive Secretary of SADCC (Vision Consult, pp. 20-22, 1991). This report has not yet been considered by the Council of Ministers.

Assessment. It can not be emphasized too much that the mandate of SACCAR is one of a facilitating, coordinating body put in place to help strengthen the National Agricultural Research Systems. This task is not an easy one and it is a long way from being accomplished. To accomplish its work, the staff of SACCAR needs to have their first line of contact with, and significant responsiveness to, the principal representatives of the NARS; this is the current SACCAR Board. Expanding the mandate and/or removing the control from the currently constituted Board may well result in the task never being completed.

There is no evidence that SACCAR does not understand its mandate nor is there evidence of conflict between SACCAR and SADCC.

Recommendation: No change should be made in the current structure of the Board of Governors or in the rank of the people appointed as Governors. The direct relationship between the Board and the Director of SACCAR should be reaffirmed (Rec. #1).

2.2.2. The SACCAR Board Structure:

The Board of Governors was initially constituted of fifteen members: nine National Directors of Agricultural Research; three Deans of Faculties of Agriculture; two recognized experts in the field; and the Director of SACCAR. The Board has chosen to elect the two recognized experts from among the National Directors of Agricultural Extension. The Board was expanded by three additional Deans in 1988 and by one additional Director of Research with the inclusion of Namibia in SADCC. There are currently nineteen members. The chairman is elected from Botswana, the State responsible for coordinating agricultural research. A member may send a substitute to a meeting but the substitute can not take official action on behalf of the member country.

Attendance during the last four Board meetings averaged nine regular members and two substitutes. There is a five member executive committee which can act for the Board on any matter delegated to it. The major recorded activity of the Executive Committee has been as an interviewing or screening committee for regionally-sourced candidates for employment. The area of staffing seemed to be the least understood area of responsibility of the Board.

The Board meets twice a year, generally in April and in November. The April meeting is a major business meeting in preparation for next year's work and for the Ministers meeting in June. The November meeting is devoted to a greater degree to program review and frequently includes a number of invited guests. The November meeting is used to a significant extent as means of information interchange, to supplement business and oversight activities.

Assessment. A major concern is with the need for clarification of the responsibilities of the various parties regarding employment of staff. The Memorandum of Understanding is not very clear and may be slightly contradictory. There are relatively new SADCC employee regulations which some believe apply to all commissions.

There is general agreement that the size of the Board is satisfactory but that the attendance and mix of members may not always be ideal. No one expressed concern that the Board was becoming too large. There is a concern centred around regularity of attendance. There is a feeling that a member unable to attend would be more inclined to send a deputy or an alternative if that person could act for him. While acknowledging that the broad definition of agriculture includes most of natural resources, it was noted that areas like forestry, conservation and wildlife were usually not represented. In some States, the alternate may appropriately be identified from the ranks of Directors of Research in some area of natural resources.

Every Governor interviewed stated that the work of the Board would be enhanced if communications from the staff regarding issues to be discussed during upcoming meetings were distributed earlier and major documents or project proposals had appropriate and brief executive summaries. Subsequent analysis of staff time utilization (Section 3.2) reinforces the belief that SACCAR staff could well

allocate a larger portion of their time in policy development and servicing the Board. Short-changing this activity results in serious restrictions on the ability of the Board to function efficiently.

Recommendations:

The Board of SACCAR should seek clarification from the Council of Ministers concerning its responsibilities with regard to setting of policy concerning terms of employment of senior SACCAR staff and seek approval to amend the Memorandum of Understanding to remove any areas of contradiction or ambiguity (Rec. No. 2).

The Board should actively explore methods of increasing regular representation from every State, including the possibility of amending the Memorandum of Understanding to allow a properly designated alternative the right of act for a member (Rec. No. 3).

The Director of SACCAR should have prepared and delivered to all Governors a packet containing the proposed meeting agenda, executive summaries of all major items of business and, to the extent possible, complete proposal documents no later than ten days prior to the date of the meeting (Rec. No. 4).

2.2.3. SACCAR Organization

The current organizational structure of SACCAR is illustrated in Figure 2.3. It is a small, simple unit without the divisional compartments which frequently become barriers to communication. All senior staff have direct access to the Director; this openness should not change. As will be discussed in the next chapter, there were numerous comments received regarding quantity of travel and the lack of a decision-maker at headquarters. While this is a problem which will always exist for a unit with a clientele and mandate as broad as that of SACCAR, it does open the question of the available, but unfilled, position of Deputy Director. Among the duties which are assumed to be contained in the job description of the Deputy Director are acting with full authority for the Director in his absence and providing the Director with ideas and internal critique in support of his task of developing policy, strategies and long term plans.

Assessment. The existing, uncomplicated structure fits the needs of SACCAR. However, the Director does have an excessive amount of administrative and routine chores to which he personally attends. A number of persons interviewed suggested that the Programmes Officer could appropriately act as the Deputy Director. This is a very attractive proposition and workable if the orderly transition of control of a number of the existing projects to the appropriate NARS can be accomplished. Such a proposal is also in keeping with the concept of a lean working organization which can be maintained, in large part, with regional resources.

Recommendation: The job description of the Programmes Officer should be restated to include the appropriate responsibilities of a Deputy Director as a part of his tasks. All possible efforts should be made to schedule travel to permit either the Director or the Programmes Officer to be in Gaborone at any given time (Rec. No. 5).

2.3. SUSTAINABILITY OF SACCAR

For SACCAR to be sustainable as an organization, there must be a strong perception among decision-makers in the SADCC region that the work done and services provided by SACCAR is sufficiently valuable to justify both moral and financial support to SACCAR. It is not sufficient to say that a unit is valuable and then remain unwilling to pay the bills. Neither is it sufficient to vote to pay the bill, but remain convinced that what is being purchased is worth less than the price paid, for within a short time a better use for the money will appear. The team examined the support for SACCAR in this light.

Assessment. Support exists for maintaining SACCAR as a viable and vibrant institution in the SADCC region. No individual interviewed expressed a negative view regarding the need for SACCAR. There were comments concerning the operation of the unit and suggestions for improvement, but in every instance the response was that such a unit was desirable.

The evidence is clear that decision-makers are willing to cast their vote in favour of increased financial commitments on the part of their countries in support of SACCAR. Last year, Member State payments towards the budget of SACCAR was US\$ 9,000 each for a total of US\$ 81,000 or about eight percent of the budget. A few months ago, the Committee of Agricultural and Natural Resource Ministers recommended that this payment be increased to US\$ 57,000 per State for a total of US\$ 570,000 or 41 percent of SACCAR's next year's budget. This dramatic increase in level of support is interpreted as a clear judgment of confidence about the value of the unit. It should be noted that this payment covers what might be considered the core costs of SACCAR. These would be items such as personal emoluments, maintenance and running expenses, and relatively fixed general expenses.

SACCAR also enjoys strong support across the region. Both the Steering Committee members and the senior staff are regional in origin. The list of consultants used represents countries throughout the region. Workshops are held throughout the region. Decision-making within SACCAR is balanced to address Member State's research and training needs and priorities.

A possible source of concern is the pressure placed upon SACCAR to assume new tasks not clearly assigned to other SADCC units and, in some cases, tasks apparently within the mandate of sister units. Donors and leaders within the region frequently attempt to add new tasks to units that are working efficiently. As discussed above, SACCAR has been very careful not to expand its mandate into the area of responsibility of other units. To be sustainable as a regional institution, this careful balancing of responsiveness to decision-makers and donors requests and respect for other unit mandates must continue.

Recommendations:

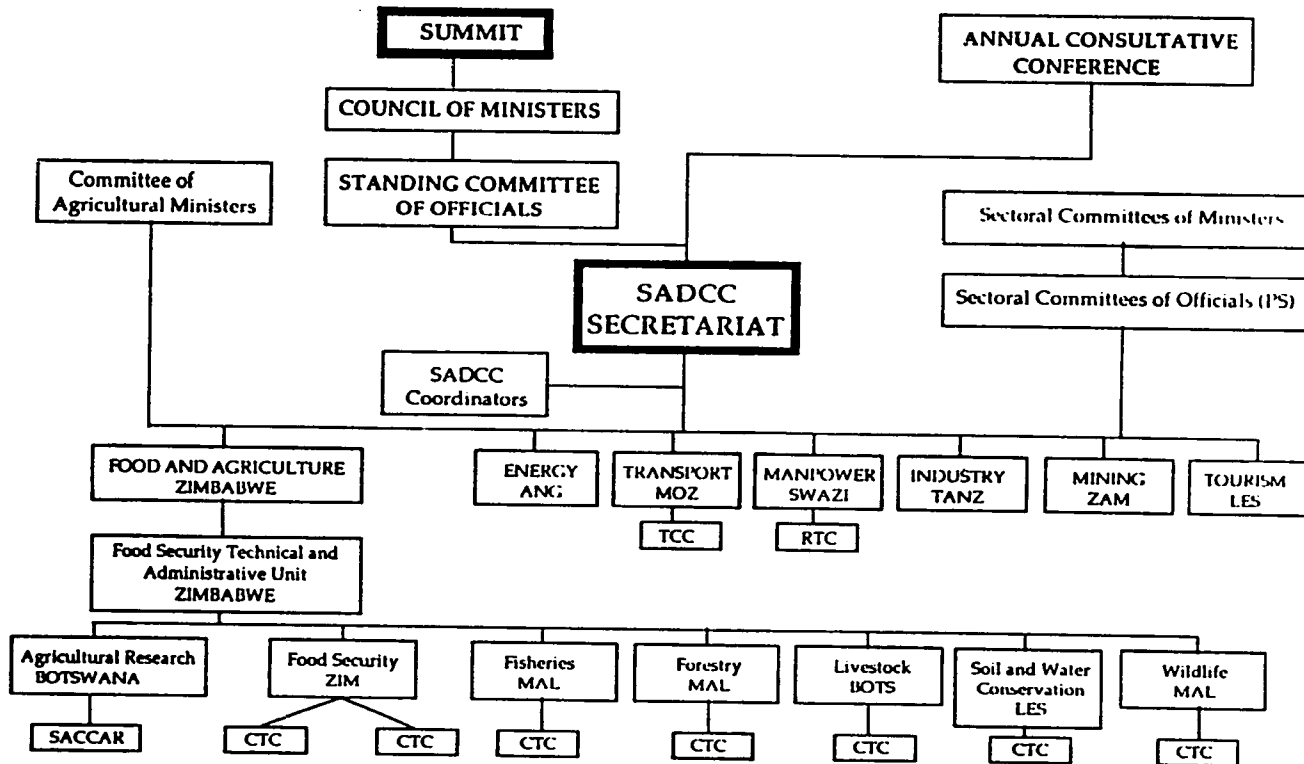
The Ministers of Agriculture of Member States should be commended for their willingness to support SACCAR financially and should be challenged to consider increasing this level of support to 60 percent of the SACCAR budget by the end of the next five year phase (Rec. No. 6).

The donor agencies currently funding SACCAR should note the good work being carried out and broad-based support that SACCAR enjoys, and continue to cover the short fall in the SACCAR budget (Rec. No. 7).

SACCAR should continue to emphasize its primary role as a facilitating agency, by encouraging national institutions to assume the leadership in regional projects at the earliest possible date (Rec. No. 8).

SACCAR should address the need to strengthen the important and necessary work of agricultural policy research by working in close cooperation with the Food Security Technical and Administrative Unit in Zimbabwe, in order to assist that unit fulfil its responsibilities in the broad area of agricultural policy research (Rec. No. 9).

THE SADCC STRUCTURE

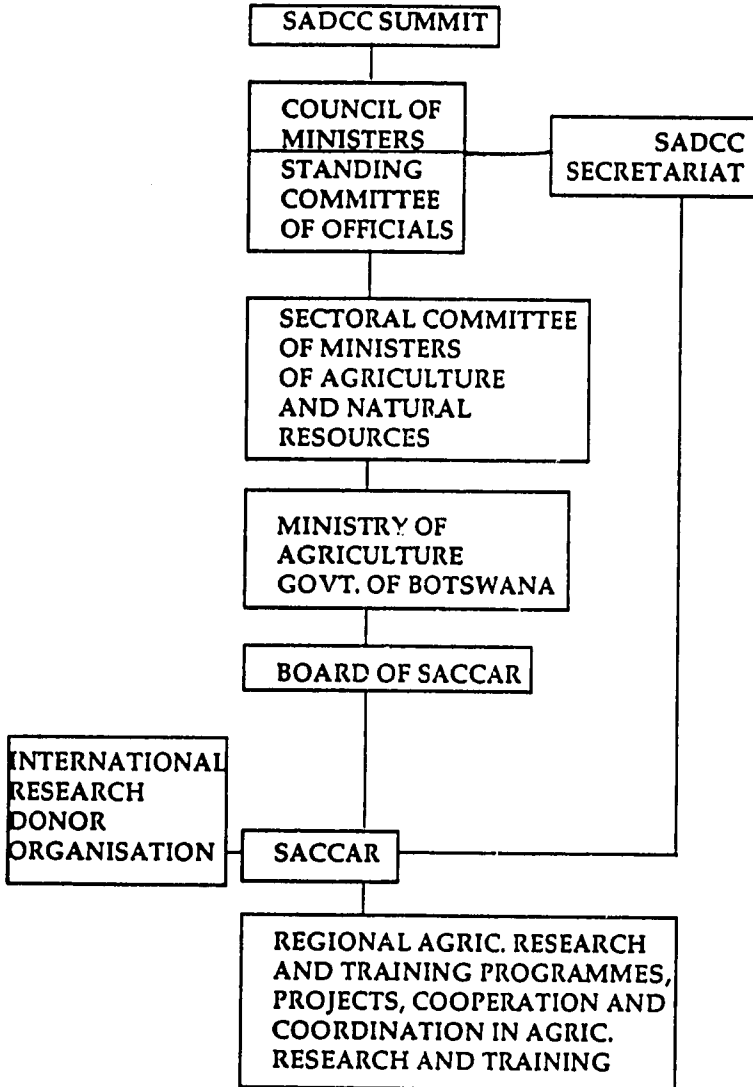


CTC = Consultative Technical Committee or its equivalent.

FIGURE 2.1.

FIGURE 2.2.

**ORGANISATIONAL CHART OF SACCAR
AND SADCC**



ORGANISATION CHART OF SACCAR

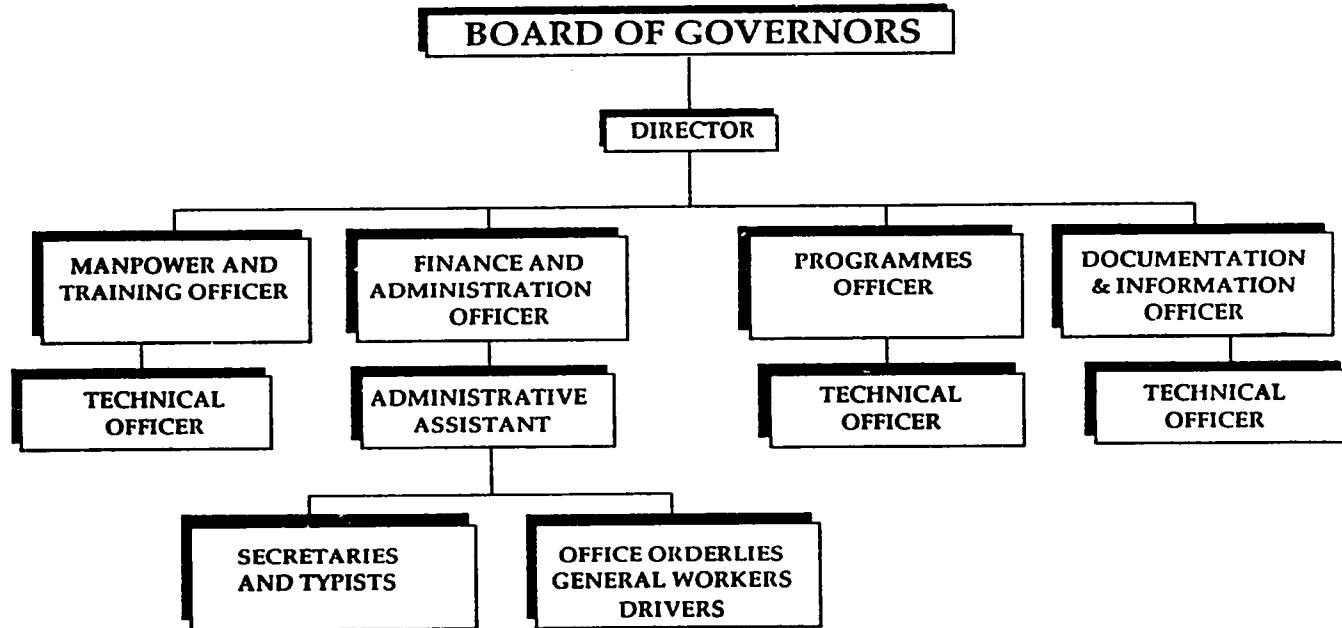


FIGURE 2.3.

10

3.1. STRATEGIES AND PLANNING

3.1.1. Strategy Development

The strategies of action to direct SACCAR operations have evolved over time, depending upon the mandate given SACCAR by the Council of Ministers and the way in which this mandate has been interpreted by the SACCAR Board and staff. SACCAR's mandate has expanded from coordination of crop and livestock research to include graduate training and research in the natural resources sub-sectors (Fisheries, Forestry and Wildlife) as well. Thus the delimitation of the SACCAR mandate and the development of strategies to fulfil it have been moving targets over time.

The 1985 Devres' report on Agricultural Research Resource Assessment in the SADCC Countries, contained some elements of a regional strategy for agricultural research. Finally in September 1990 SACCAR sponsored a conference on research priorities and strategies in agriculture, resulting in the formation of a task force which produced a Framework for Action paper. A committee was subsequently formed to develop a research strategy statement for the SADCC region.

Activities in the training area also started before a regional training strategy for agriculture could be developed. This led to an ad hoc process of project design and management that has proven unsatisfactory. Based on this experience and the need to address training needs in the region on a larger scale, SACCAR commissioned a training strategy document entitled A Long Term Strategy for Training of Professional Manpower for the Agricultural and Natural Resources Sector in the SADCC Region (1990), which resulted in the formulation of a major project proposal for university strengthening and training.

Although these strategy development initiatives have come late in the first six years of SACCAR's existence, they are most welcome and should prove most useful for SACCAR in identifying initiatives and setting priorities. It is recommended, however, that these strategies include relevant policy analysis and clearly identify policy changes and other mechanisms that will permit SACCAR and the Member States to implement the proposed strategies within a framework of sustainability (Rec. No. 10). It must also be recognized that these strategies will require periodic updating, especially given the major political changes that appear to be on the horizon in the region.

An analysis of the interim strategies adopted by SACCAR in developing its administrative, research and training activities is presented in this and subsequent chapters.

3.1.2. Planning

While SACCAR has developed guidelines for action in a number of its activity areas, the initial absence of comprehensive regional strategies in both research and training has made the task of setting planning priorities much more difficult. The proposal document that led to the creation of SACCAR, Cooperation in Agricultural Research (1983), identified a series of activities and targets to be achieved over the first 5-year period, and this general orientation has been supplemented by a process of close consultation with scientists in member states through meetings, workshops and conferences.

Two aspects of planning require special analysis here:

a. **The Role of Regional Projects in SACCAR Activities.** It was frequently expressed to the Team that SACCAR has put too much emphasis on large, donor-funded regional projects. Similar to what was happening elsewhere in the SADCC system, a major part of SACCAR's efforts to date have been directed at identifying, developing and monitoring regional projects funded by international

donors. SACCAR has made commendable progress in involving regional specialists in the design of these projects, through workshops and design missions, but there are growing doubts regarding the appropriateness and sustainability of projects heavily dependent on donor funds for recurrent costs.

SACCAR has responded to this concern by seeking to promote more decentralized project designs, placing project activities within the NARS as much as possible and encouraging the use of a networking concept as opposed to a capital-intensive approach. Despite these positive changes, the large number of project proposals 'in the pipeline' indicates that planning is still focused on a project-intensive approach.

Given the need for greater reflection on this situation, it is recommended that the SACCAR Board maintain a moratorium on initiating new regional projects proposals until regional strategies for research and training are fully in place (Rec. No. 11).

It is further suggested that SACCAR continue to develop its project coordination and monitoring system so as to increase the participation of NARS staff and reduce direct SACCAR staff input.

b. Work Plan Development. The Team reviewed the two most recent examples of the SACCAR annual Work Plan (1991/92 and 1992/93) and found them to be inadequate to securely guide the Centre's US\$1.0m annual budget. The 1991/92 work plan consists of 4.5 pages of proposed activities, including one page containing only the names of the regional projects, plus miscellaneous budget notes. This cursory form of planning is partly explained by the fact that for donor funding and SADCC approval purposes, the budget and the work plan must be prepared one year in advance, when specific activities may not yet be planned in detail.

It is strongly recommended that SACCAR initiate the practise of developing a detailed annual work plan in the quarter immediately before each new fiscal year (Rec. No. 12). This work plan should identify the objective and rationale, inputs planned and outputs expected, and indicators for measurement of success of each activity. The relationship between planned activities, financial budget required and use of staff time should be clearly indicated. A table(s) showing a summary of the annual work plan for each regional project and the proposed coordination activities by SACCAR should be included.

A rapid analysis of SACCAR's new five-year planning document, *Strategy for the Second Five Year Programme, 1992-97*, indicates that the decision to revise this document following the present Review and the upcoming report of the committee on Research Priorities and Strategies is a necessary one.

3.2. MANAGEMENT AND OPERATIONS

A number of management and operations issues have been identified during the review that require analysis here. These include:

3.2.1. Decision-Making and Delegation of Authority

Decision-making in SACCAR is largely through consensus. At the level of senior staff, this is reached through direct contact with the Director or through the somewhat infrequent internal management meetings. This form of decision-making has the advantage of enlisting the voluntary support of staff members for decision implementation and can work well in a small institution such as SACCAR. The major disadvantage is the potential for delays in decision-making when, due to frequent staff travel, there are infrequent opportunity for reaching consensus on issues.

Lack of clear delegation of authority and responsibility was mentioned to the Review Team as a probable cause for the slow response by SACCAR to requests for information or action when the Director and/or other key staff are travelling. The practice has been for the Director to deputize one of the senior staff members to act in his absence. Not all senior staff have fully assumed this

responsibility in the past, partly due to their sense of lack of authority. The present tendency for the Director to delegate authority to the Programmes Officer when the former is absent helps clarify the situation, but requires careful synchronization of travel schedules.

3.2.2. Staff Travel

A perception of excessive travel on the part of SACCAR staff was frequently raised by persons interviewed by the Team. Issues raised included the volume of travel by senior staff members, the frequent absences of the Director and lack of decision-making in his absence, and the presence of several SACCAR staff members at the same meeting.

Given the regional coordinating function of SACCAR, frequent travel and use of other forms of communication must be seen as essential. Senior staff travel over the past 12 months is listed in Appendix D. The frequency of travel outside of SACCAR headquarters during July 01/90 - June 30/91 is as follows:

Director	15
Programmes Officer	11 (Sept-June)
Admin. & Finance Officer	15
Training & Manpower	13
Information & Doc. Officer	07
Total	63 trips

Nearly two-thirds of this travel was related to monitoring existing or planning future regional projects, confirming the predominance of this activity within SACCAR. Other SADCC, SACCAR Board and regional meetings made up the bulk of the remaining travel. There were five trips overseas during the period, one by the Director, three by the Programmes Officer and one by the Information and Documentation officer. After the Programmes Officer was contracted in August 1990, there were six times when both he and the Director were away at the same time.

Analysis of multiple attendance of SACCAR staff at meetings reveals that:

- 3 meetings were attended by 4 staff members
- 3 meetings were attended by 3 staff members
- 6 meetings were attended by 2 staff members

The 12 meetings involved were attended by an average of approximately three staff members each. Four of these meetings were SACCAR Board (2), SADCC Sector (1) and SADCC Council (1) meetings, where more than one staff member might have been expected to attend.

Several conclusions can be drawn from analysis of these travel data:

- Both the Director and the Administration and Finance Officer were travelling approximately one-third of the time.
- The demands of travel detract from the Director's ability to lead policy development and planning at the Centre, as well as provide continuity of direction to SACCAR staff.
- There is nothing in the Administration and Finance Officer's job description that would justify more than occasional travel. This officer's substantial involvement in SACCAR workshops, which accounts for slightly over one-half of his travel, will be analyzed in Item 3.2.3 below.
- The concern expressed to the Team that several staff members are attending many of the same meetings is valid and requires immediate analysis by the Director.

- Frequent absences of the Director and Programmes Officer at the same time is cause for concern, given the need for continuity of leadership and rapid response to inquiries directed to the Centre.

Other concerns regarding staff travel include unrealistic expectations (eg. that SACCAR should attend Steering Committee meetings of all regional projects) and lack of travel planning. SACCAR should prepare a combined travel plan to reduce multiple travel where possible, specify travel objectives and targets, and carry out periodic assessments of the usefulness of time spent travelling. The Team recognizes that frequent travel by SACCAR staff is an essential ingredient in carrying out its mandate, but the volume of travel observed in 1990/91 represents an unnecessarily heavy burden on several of the senior staff.

3.2.3. Use of Staff Time and Upgrading of Human Resources

Senior SACCAR officers interviewed by the Team expressed the concern that they had neither the time nor the support staff to adequately do what was expected of them. At the same time, analysis of senior staff time utilization, based on interviews and a questionnaire, suggests that staff time is being diverted from the central task of SACCAR in several significant ways. On the other hand, support staff report that they are inadequately trained to do their work efficiently.

Coordination versus Management. Direct involvement of the Centre staff in project management, as has been the case in the Strengthening of Faculties of Agriculture project and the SADCC Regional Gene Bank, for example, is not seen as a priority activity. Each such case has its own particular history and rationale, and SACCAR has already taken steps to extricate itself from project management in several cases.

The Team reaffirms the Interim Evaluation finding that coordination and facilitation are the central tasks of SACCAR. It is therefore recommended that SACCAR systematically resist involvement in project management activities and continue to plan its withdrawal from existing commitments of this nature (Rec. No. 13).

Use of Senior Staff Time on SACCAR Activities. SACCAR has done a commendable job of contracting out consultancies to regional specialists, thus encouraging the use and development of regional skills. This is in keeping with the recognition that SACCAR staff has neither the time nor the specialized skills to take leadership in these activities. On the other hand, senior SACCAR staff have become directly involved in operational details of other activities, such as workshop logistics and research and travel grant administration, which represent a questionable use of staff time.

Perhaps the most glaring example of this is the organization of SACCAR workshops. The senior Manpower and Training officer assumes responsibility for the organization of these workshops and generally attends each one. The senior Finance and Administration officer has been made responsible for logistics and financial aspects, frequently visiting the workshop site both before and during activities. The senior Information and Documentation officer then directly assumes responsibility for editing and overseeing the printing of workshop proceedings. Despite the significant SACCAR investment in this activity, dissatisfaction regarding the delay in preparing conference proceedings continues to be expressed.

Suggestions for rationalizing the use of staff time in workshop organization include:

- Training a junior SACCAR officer to administer workshop logistics and finances, or
- Delegating responsibility for individual workshops, together with the necessary financial resources, to organizations with which SACCAR has close contact (university, government agency, regional project), or

- Contracting a responsible individual or firm to organize and manage the workshops.

Analysis of the use of time spent on workshop logistics is but one example of how staff time could be freed up for more important tasks. This question is closely related to the travel issue discussed above. It is therefore recommended that SACCAR conduct an internal audit of staff travel and time use, and prepare a plan for rationalizing the use of both senior and junior staff resources, by December 31, 1991 (Rec. No. 14).

Staff Training. Upgrading skills of junior officers and SACCAR support staff is a present necessity that should become a systematic activity of the organization. Skills such as typing, computer use and data input, document filing and retrieval, proof-reading of documents, collation of copied documents, etc., should be systematically developed and upgraded to strengthen SACCAR's efficiency.

Senior staff can also benefit from focused training in a particular problem area. Training of the Information and Documentation staff in computer applications of database management is an example. The use of senior staff time can also be significantly enhanced by the (already planned) purchase of more personal computers. Inter-office computer linkages and periodic training in computer use are essential to make full use of this investment.

3.2.4. Use of SACCAR Office Space

The SACCAR office is not particularly well designed for efficient use of space. Consideration is periodically given to expanding the present building to accommodate a SACCAR library, for document storage, for printing facilities, etc. Without having time to conduct a thorough analysis of the question of space, the Review Team concluded that a reorganization of present space use would allow greater rationalization of SACCAR activities and permit orderly storage and retrieval of documents.

Consolidation of secretarial and computer services into a single unit to serve the various departments of SACCAR has potential for greatly increasing efficiency, especially once senior staff start using their office computers fully, including tasks such as internal transfer of information, work instructions, etc.

An urgent necessity in SACCAR is a resolution of the 'paper management' problem. Document storage at the present time is precarious and document retrieval slow, time-consuming and not always successful. It is recommended that SACCAR give high priority to the immediate purchase of floor-to-ceiling shelving or other document storage equipment necessary to safely and securely store existing documents (Rec. No. 15).

A reorganization of SACCAR offices can result in free wall space to permit this activity. Consideration should be given to storing copies of documents for future distribution outside of the SACCAR office. SACCAR staff should cull the existing stacks of documents and, if necessary, contract temporary help to move and shelve those to be retained. The Information and Documentation Officer should oversee this task and ensure that a system is put in place to maintain orderly document storage in the Centre.

3.3. STAFFING STRUCTURE, POLICIES AND PERFORMANCE

3.3.1. Staffing Structure

The organization chart of SACCAR, showing the overall structure of staffing, was presented in Figure 2.3. The list of SACCAR staff as of July 15, 1991 is given in Appendix E.

The distribution of staff as of that date is shown in Figure 3.1 below, with new staff positions proposed in the 1992/93 budget (which goes before the Council of Ministers for approval in January 1992) given in italics:

FIGURE 3.1. PLANNED STAFF POSITIONS FOR 1992/93

Directorship				
Director				
Director's Personal Secretary				
Finance and Administration	Programmes	Manpower and	Information & Training	Documentation
Senior Officer	Senior Officer	Senior Officer	Senior Officer	Senior Officer
Admin. Assist.	<i>Tech. Officer</i>	Tech. Officer	Tech. Officer	Tech. Officer
<i>Finance Assist.</i>				
Secretary	<i>Secretary</i>	Secretary	Secretary	Secretary
Other Support Staff				
Reception/Typist	Driver/messenger	Messenger	Gardener	
	Cleaner/messenger			

If approved, the four new positions will conclude SACCAR's present plan for staff expansion. The reference to a new social scientist staff position in the Second Five Year Programme proposal appears predicated on an expansion of the SACCAR mandate to include overall agricultural policy analysis and publication of global commodity market information. The Team strongly suggests that SACCAR not accept this expanded mandate, but rather assist in creating conditions for it to be carried out by the Food Security Technical Administration Unit in Harare. On the other hand, SACCAR may have to periodically contract the services of a consultant in the social sciences area to strengthen strategy development, planning and evaluation.

This above staffing profile is lean, but appears adequate for SACCAR needs, taking into consideration the concept of increasing financial responsibility on the part of Member States. The Team has concluded that a Deputy Director is not necessary if immediate steps are taken to rationalize staff travel, reducing the necessity for the Director to be absent with as great a frequency as observed in the past. Additional training for support staff will also increase their efficiency and should reduce the workload of senior officers.

3.2.2. Staffing Policies and Performance

Staffing Policies. The director and the four senior officers of SACCAR (Figure 3.1) are regionally contracted staff. The senior officers were chosen by a committee of the Board of Directors of SACCAR and given a three year contract. This contract was renewed by the Board for the three original senior officers upon expiry of their first contract period. As explained in Chapter 2, there is some doubt regarding the authority of the Board to manage and terminate these contracts, since the regionally-contracted staff may be seen to be employees of SADCC and therefore subject to terms and conditions of that organization.

The practise at the end of this first three-year contract of the senior officer positions was to review performance and decide on the renewal of these contracts for another three years. The Review Team recommends that a new competition be opened for senior officer positions in SACCAR at the end of the second three-year contract, with the incumbent officer eligible for re-appointment (Rec. No. 16).

Since three of the four senior officers were contracted within a two-month period, it is suggested that the next contracts be fixed, exceptionally, for 2, 3 and 4-years periods, so as to stagger the future renewal of senior staff. Since it is unclear that the Board can determine this process of staff renewal, a request should be sent to SADCC to establish this authority.

All staff below the Senior Officer level are contracted locally, in Botswana. Since the staffing profile of SACCAR is quite horizontal, there are limited opportunities for promotion within local staff positions. The proposed training for local staff should increase job satisfaction, however, and the possibility of promotion from secretary to technical officer should not be ruled out.

As can be seen from analysis of Appendix E, a large proportion of locally contracted staff are women. Qualified women should also be encouraged to apply for regionally-contracted senior staff positions.

Staff Performance and Appraisal. SACCAR staff are loyal to the organization and have accepted demanding workloads. Adequate mechanisms are not in place, however, to permit staff members or their superiors to assess goal achievement in the workplace. There is a generalized feeling that too much is being demanded of the staff, considering the human and financial resources available, but no yardstick is in place against which both the quantity and quality of work performed can be judged.

Present job descriptions are both uneven and inadequate. SACCAR should seek assistance, if necessary, in developing precise job descriptions. Individual annual staff work plans are necessary for both the staff member and her/his superior to have a clear understanding of what will be accomplished during the year. Staff plans should be flexible enough to permit rapid response to an unexpected turn of events, but the overall annual plan of SACCAR should be developed in sufficient detail to minimize disruptive changes in work schedules. Finally, without a formal staff appraisal process, judgements on staff performance can become subjective and a source of potential conflict.

It is thus recommended that SACCAR develop improved staff job descriptions, that an annual staff appraisal plan be implemented, and that the appraisal process require and recognize a work plan prepared by the officer and approved by SACCAR at the beginning of each fiscal year (Rec. No. 17).

3.4 FUNDING, BUDGETING AND FINANCIAL MANAGEMENT

3.4.1. Funding of SACCAR

Funding for the 1985-90 Phase I of SACCAR totalled US \$5.3m, coming partly from four foreign donors (US\$5.1m or 96%) and partly from Member States through SADCC (US\$0.2m or 4%). Because of shortfalls in disbursement in early years, authorization was given in 1988 to spread the original funding over seven years. The final year of this funding is the present fiscal year (1991/92). It is not known whether any funding will still be left over by March 31, 1992, nor whether it will still be available to SACCAR. The 1992/93 budget that will be submitted for approval by the SADCC Council of Ministers in January 1992 will initiate the second phase of funding for SACCAR and will depend on new funding commitments by donors.

Analysis of SACCAR's achievements to date and the Team's assessment of the Centre's ability to successfully fulfil its mandate has led the Team to recommend an extension of donor funding for an additional 5-year period (Rec. No. 18). The Team also commends SADCC and the Member States for their expressed commitment to

progressively increase their funding of SACCAR's activities, and encourages SACCAR and SADCC to establish a timetable for expanding regional funding for SACCAR over the 1992-1997 period.

3.4.2. Budgeting and Financial Management

SACCAR annual budgets are prepared a year in advance, to permit approval by donors and the SADCC system. The 1992/93 budget was published in the June 1991 Annual Progress Report of SACCAR. Information on the evolution of SACCAR budgets and disbursements over time is presented in Table 3.1. Published budget information is presented for the period 1988/89 - 1992/93. Data on expenditures are presented for fiscal years 1988/89 and 1989/90 only; the information for FY 1990/91, ending on March 31/91, was not yet available.

Analysis of Table 3.1 shows that it was estimated that the total annual budget for SACCAR would increase 75% during the four-year period 1988/89 - 1992/93, with three-quarters of that increase occurring between 1990/91 and 1992/93. Examination of budgets for those two years indicates major increases in the line items of personal emoluments (salaries + allowances), conference services, programme services and maintenance. Personal emoluments and programme services account for 33% and 40%, respectively, of the 1992/93 budget.

The increase in maintenance costs is fully expected as buildings and equipment age, and will become an increasingly important item over time, both in terms of annual budgets and as regards the sustainability of SACCAR by the Member States. Since there is no provision for depreciation of buildings in the most recently audited financial statement (1989/90), it is recommended that SACCAR institute a depreciation policy for all of its assets, according to accepted accounting practices, and consider setting up a capital fund to ensure maintenance over time (Rec. No. 19).

The 42.2% increase observed in the estimated cost of personal emoluments between 1990/91 and 1992/93 is due to an increase in salaries of existing staff and the plan to contract new staff. In this two-year period the base 12-month salaries of the Director and the support staff increased 34.0%, while that for the three senior officers increased 39.5%. Part of this increase is due to an 8% overall salary increase given to SADCC employees during 1991/92. Senior salary levels are quite flat in SACCAR, with the Director earning little more than some of the senior staff.

Increases in Conference Services are due to greater costs of publishing workshop proceedings and general cost increases. Programme costs are projected to increase due to an increase in the planned number of SACCAR workshops and the volume of research grants.

SACCAR has experienced some difficulty in maintaining accounts up-to-date. As of August 01 1991, the most recent quarterly financial statement available was for October-December 1990². Thus the annual financial statement for 1990/91 is also not available yet, although the Team was able to consult a draft of this statement. The conclusion drawn is that SACCAR requires assistance in setting up a secure and timely accounting system. It is recommended that SACCAR seek assistance in revising and strengthening its financial management system so that quarterly and annual financial statements can be produced within 30 days of the close of each period (Rec. No. 20).

². The Team has since been informed that the January-March quarterly statement became available during August.

TABLE 3.1
SOUTHERN AFRICAN CENTRE FOR COOPERATION IN AGRICULTURAL RESEARCH AND TRAINING
(S A C C A R)

BUDGETS FOR THE FISCAL YEARS 1988/89 - 1992/93 (US\$)

CODE NO.	DESCRIPTION OF ITEM (1)	1988/89		1989/90		1990/91	1991/92	1992/93		1988/89-92/93 BUDGET CHANGE % ³ [(2-7)/(2)]x100
		BUDGET ¹ (1)	EXPENDITURE (2)	BUDGET ¹ (3)	EXPENDITURE (4)	BUDGET ¹ (5)	BUDGET ¹ (6)	BUDGET ² (7)	% (8)	
01	Personal Emoluments	277,500	226,276	254,626	276,016	324,005	437,346	460,904	33.0	+103.7
02	Travel & Transport	31,700	53,629	79,578	64,411	60,500	82,246	65,300	4.7	+ 21.8
03	Rent Payable	2,800	3,000	6,000	5,862	NIL	NIL	NIL	-	-
04	General Expenses and Supplies	57,900	94,782	65,064	65,300	114,606	90,666	126,700	9.0	+ 33.7
05	Conference Services	37,000	53,960	28,600	128,235	65,300	163,744	107,000	7.7	+ 98.3
06	Programme Services	350,000	320,096	324,750	172,637	350,000	220,440	560,000	40.0	+ 74.9
07	Maintenance and Running Expenses	20,000	14,767	17,388	15,497	15,000	19,789	63,000	4.5	+326.6
08	Capital Expenditure	25,000	32,913	113,900	33,041	NIL	20,000	15,000	1.1	- 54.8
	TOTALS	863,900	799,428	889,898	760,999	947,491	1,034,431	1,397,904	100.0	+ 74.9

¹ APPROVED EXPENDITURES

2

PROPOSED EXPENDITURES

3

MEASURE % CHANGE BETWEEN ACTUAL EXPENDITURE IN 1989/89 AND BUDGET FOR 1992/93

19

3.5. REPORTING

3.5.1. Financial Reporting

SACCAR prepares a quarterly consolidated financial report that is sent to donors. In the case of CIDA and SAREC this statement is for information purposes only, as these three donors provide SACCAR with yearly advances at the beginning of the fiscal year. In the case of USAID and NORAD, this quarterly statement is required before SACCAR is reimbursed for expenses incurred. The annual financial statement is audited and sent to all donors and the SADCC Secretariat.

The delay in producing timely quarterly and annual financial statements, showing disbursements and existing balances, was cited by CIDA officials as an impediment to timely planning of future financial advances for SACCAR. At the same time, SACCAR officials have insufficient information regarding deadlines required by CIDA for providing the necessary information.

It is recommended that CIDA and SACCAR decide on dates and format for financial reporting. In order to minimize the reporting load on SACCAR, a common financial reporting system acceptable to all donors should be devised (Rec. No. 21).

3.5.2. Progress Reporting

Up to three versions of annual progress reports are prepared by SACCAR: for the Ministers of Agriculture, for donors and for the general public. Examination of progress reports for 1989/90 and 1990/91 shows that too little time has been spent on organization and presentation of these reports, and that excessive time has been spent on differentiating between the formats of the various reports in the same year, with little apparent benefit.

It is recommended that SACCAR improve, standardize and simplify its annual progress reporting system so that one well-written and organized report will, with minor changes, serve all its reporting needs (Rec. No. 22).

4.1 REGIONAL RESEARCH MANDATE

4.1.1 Objectives and Functions

SACCAR was established in 1984 with the following objectives which relate specifically to agricultural research:

- (a) Promote cooperation in agricultural research among the national agricultural research systems of the Member States;
- (b) Facilitate the exchange of information among the national research systems; and;
- (c) Promote coordination of SADCC agricultural research activities.

In order to accomplish its objectives SACCAR was required to undertake the following functions:

- (a) Maintenance of up-to-date information on the agricultural research resources in the SADCC region;
- (b) Promotion and/or publication of research materials;
- (c) Convening of workshops, seminars and meetings on topics of regional concern;
- (d) Promotion of effective use of research agencies external to the SADCC countries;
- (e) Coordination of the work of donors in support of agricultural research cum technology-generation within the region; and
- (f) identification of regional research programmes, negotiating their funding and appointing executing agencies. Control of such programmes is vested in SACCAR, which is responsible for monitoring and reporting on their progress and direction to SADCC through the Government of Botswana.

In 1987, based on the experience gained during the first Phase of SACCAR, the mandate was broadened to include cash, export and industrial crops. Subsequently the overall objectives of SACCAR are as follows:

- (a) Promotion and dissemination of available technology;
- (b) Promotion and implementation of studies of problems common to all or to several member States and the initiation of cooperative research to overcome them;
- (c) Generation of new technologies needed by farmers to raise the productivity of food and non-food crops, livestock, fisheries and forestry through regional collaborative projects and inter-country liaison;
- (d) Strengthening of national agricultural research systems and capabilities;
- (e) Promotion of rapid and continuous provision, interchange and utilization of scientific and technical information, both old and new; and
- (f) Provision of such regional support services and functions as may be necessary to assist and inform national and regional research activities.

In 1988 the Mid Term Evaluation Team strongly recommended that "SACCAR be authorized and supported to expand its mandate to include the promotion and coordination of extension linkages and training of subject matter specialists (SMS) in the region."

4.1.2 Strategies and Priorities

SACCAR has developed specific strategies and priorities in order to achieve its objectives. These strategies include:

- (a) Formalization of research project coordination committees,
- (b) Integration of national research systems,

- (c) Assignment of planning and coordination to national working groups,
- (d) Establishment of project management system as a coordinating tool, and
- (e) Use of nationals to operate the coordinating system.

In order to lay the foundation for a science-based agriculture, and address the needed diversification of SADCC's economy, SACCAR has identified priority areas in agricultural research which include plant breeding, agronomy, irrigation, food science, food production, agro-industries and economic policy analysis. SACCAR has also prepared second generation research projects and network proposals, to discuss with its cooperating partners on: irrigation, vegetable crops, small ruminants (sheep and goats), smallholder dairy, pig and poultry production and a maize and wheat research network.

Achievements. The Review Team is satisfied that the strategies and priorities identified by SACCAR, with the exception of economic policy analysis, address the objectives and functions of the Centre's mandate.

Analysis and Recommendations. The Review Team appreciates that although SACCAR's mandate has expanded, SACCAR itself has remained at its original staffing level. The Team also recognizes SADCC's wish of maintaining SACCAR as a small unit. While recognizing the need for SACCAR to be involved in research-extension linkages, as far as is necessary to fulfil its mandate, the Review Team does not recommend the expansion of SACCAR's mandate to include all of extension and general agriculture policy analysis. However, the mandate may include some research extension linkages and agricultural research policy analysis.

4.2 REGIONAL RESEARCH COOPERATION AND COORDINATION SYSTEMS

The original document establishing SACCAR stated that SACCAR would play a facilitating and supporting role, rather than having direct responsibility for the activities. It was created to cooperate with, and assist in, the coordination of activities of a number of institutions within the region. Coordination, in this case, was defined as 'taking a leading role in facilitating and catalyzing interaction to achieve mutually agreeable decisions and programmes.' The main actors in these cooperation and coordination activities are SACCAR, NARS, IARCs and donors.

4.2.1 Role of SACCAR

In order to fulfil its major function of spearheading cooperation and coordination of regional agricultural research, SACCAR has established the following coordination systems:

(a) The Statutory Board of SACCAR.

The Board is essentially a special committee of representatives of leaders of NARS, drawn from national directorates of public agricultural research systems, some Deans of faculties of agriculture, forestry, and veterinary medicine, and some Directors of extension. The Board is an advisory body to the Committee of Officials of the Food, Agriculture and Natural Resources sector.

(b) Project Steering Committees (PSC)

These are to be composed of competent national commodity or discipline coordinators, the programme Team Leader from the executing agency and representatives of SACCAR and donors. They provide fora for monitoring, and evaluation of existing projects or programmes. They review the human resources needed to undertake research and extension at national level and recommend additional training or provision of needed skills. They also provide linkage between national programmes and between projects.

The resources needed to support national programmes are also discussed and agreed upon at PSCs. It is at this level that scientists design or consider research protocols so as to improve the quality of the output. The venue of the meetings

of the PSCs rotate and the national programme coordinator in the country where the meeting is taking place chairs the meeting.

(c) Technical Advisory Panels (TAP)

These are comprised of distinguished scientists from outside and within the region who are recognized authorities in their respective fields. The panel obtains an overview of the direction of the various components of the project or programme, including past performance. The planned work programme and budget are also examined in detail. The role of the project or programme in strengthening the national research systems, generating technologies, and its likely impact at farm level are discussed. Recommendations are made to the management of the project or programme and to the Board of SACCAR regarding needed change of emphasis or direction.

(d) Regional Research Planning Workshops

SACCAR has taken a leadership role in promoting regional agricultural research planning workshops, directed towards common research problems of the region. These planning workshops have been co-sponsored by SACCAR, IARCs and donors. They have involved technical experts from the region, IARCs and representatives from the donor community, and have resulted in the formulation of regional research proposals for funding consideration.

(e) Sector Contact Points

These are the Directors of Agricultural Research and Deans of Faculties of Agriculture, Forestry and Veterinary Medicine - key players in fostering regional collaboration. They oversee activities of the regional collaborative activities located in their countries. The executing agencies are expected to report directly to them on matters relating to the execution of regional research.

4.2.2 The Role of Donors

SACCAR has become a focal point of contact for external funding agencies interested in supporting agricultural research in the region, particularly that of a regional nature. SACCAR plays a leadership role in seeking funding for regional projects and in coordinating donor input, including the activities of the IARCs of CGIAR and other international agencies. In general, SACCAR briefs outside organizations and informs them of research priorities for the region.

It is intended that donors support and work through SACCAR in developing and implementing their research support programme. For this purpose some donors have organized themselves and established coordination systems. One example of such coordination is the Special Programme for African Agricultural Research (SPAAR), which works with NARS and regional organizations like SACCAR. Through this kind of cooperation, the SACCAR/SPAAR Framework for Action in Agricultural Research in the SADCC region has been initiated.

4.2.3 The Role of IARCs

Since the establishment of SADCC, a number of IARCs have become involved in supporting regional agricultural research activities. Many IARCs are presently executing agencies for SACCAR's regional agricultural research projects. Their role as executing agencies has been to coordinate the regional research networks for their particular programme or project, participate in Steering Committees and TAPs, and report progress to SACCAR and the donors.

4.2.4 Role of NARS

NARS are involved in regional cooperation and coordination through membership in the Board of SACCAR, Sector Contact Points and Project Steering Committees. They also participate in planning workshops.

Achievements in Regional Research Coordination:

- Twenty-one SACCAR Board Meetings, involving Directors of NARS, Deans of Faculties of Agriculture and some Directors of Extension, have been held; the 21st was held in April, 1991.

- SACCAR has successfully acted as a focal point for donors in the region and coordinated a number of donors, including USAID, CIDA, EEC, GTZ and SPAAR etc.

- Sixteen planning workshops have been held, involving NARS, programme coordinators and other technical experts, to prepare research project proposals in areas of regional interest (Appendix F).

- Guidelines for the composition and functions of Steering Committees for SADCC's regional research programmes and projects (Appendix G.1) have been prepared. However, the Review Mission was informed that some Steering Committees still require strengthening.

- The composition and functions of the TAPs for regional research programmes and projects have also been drawn up (Appendix G.2). However, in only two of the eight regional projects are TAPs in place and functional (Sorghum and Millet Improvement Programme and SADCC Regional Gene Bank).

- SACCAR has clarified the role of the Sector Contact Points, including their terms of reference for coordinating regional research activities based in their countries (Appendix G.3).

Analysis and Recommendations

Members of Steering Committees from NARS perform SACCAR's function of guiding and monitoring projects. The Mission was informed that some of the Steering Committees are comprised of members that are too timid and/or inexperienced to effectively guide project activities. The Mission recommends, therefore, that Steering Committees be made more effective either by appointing some experienced senior scientists from NARS to guide the Steering Committees, especially those with young and inexperienced coordinators, or by merging the TAPs and Steering Committees (Rec. No. 23). For some smaller programmes presently without a TAP, SACCAR might appoint one or two distinguished scientists to the Steering Committees.

4.3 REGIONAL RESEARCH PROJECTS

SACCAR is coordinating the implementation of eight regional research projects. These are: Land and Water Management, Sorghum and Millet Improvement, Sorghum and Millet Utilization, Grain Legumes Improvement (Beans, Cowpeas and Groundnuts), Agricultural Research and Coordination, In-Service Training in Research Management, Agroforestry, and a Regional Gene Bank. SACCAR has also completed feasibility studies on four other projects: Maize and Wheat Improvement Network, Vegetable Improvement Network, Wool and Mohair Improvement, and Management of Black Cotton Soils.

Project proposals on Small Dairy Production, Small Ruminants (Sheep and Goats) Meat and Milk Production, and Draft Animal Power and Other Forms of Machinery and Equipment require further development. The proposal for Biological Control of Pests of Maize and Cassava requires restructuring, in view of the proposed Maize and Wheat Improvement network.

4.3.1 Project Identification

The basic criterion for selecting regional projects is their potential contribution to furthering the objectives of SADCC as defined in the Lusaka Declaration, 'Southern Africa: Towards Economic Liberation'. Project identification is based on regional priorities. Projects are favoured which have a strong potential contribution to agriculture, the mainstay of the region, and more specifically to self-sufficiency in local food supply. For example, the Lusaka summit noted that since most of the region lies in the semi-arid tropics, priority in agricultural research should be given to the dry areas of the region.

The Sorghum and Millet Improvement project was developed using this rationale. The Land and Water Management, and Grain Legumes Improvement projects were also based on similar orientation.

In 1987 SACCAR's mandate was broadened to include cash, export and industrial crops. In September, 1990, SACCAR convened a multidisciplinary regional scientific conference on research priorities in agriculture and natural resources in SADCC, in order to identify priority areas for research. Those identified and submitted to the Board for consideration and possible further development into regional research activities include:

- Rice Improvement Collaborative Research,
- Institutionalization of Vegetable Research,
- Development of Fruit and Nut Collaborative Research,
- Development of an Irrigation Research Network,
- Identification of Edible and Industrial Oilseeds, for combating malnutrition and/or generating additional incomes of farmers in SADCC,
- Conservation and Planned Use of Animal Germplasm (indigenous breeds of livestock),
- Institutionalization of the Root and Tuber Network for Southern Africa,
- Institutionalization of a Maize and Wheat Improvement Network,
- Institutionalization of the Biological Control of Pests and Diseases Technology,
- Smallholder Dairy Development, including studies of the factors affecting calf mortality and cow productivity,
- Small Ruminant Production, including factors that affect kid lamb survival and dam productivity, and,
- Forage Development and Germplasm Testing Network.

New projects are being identified out of this list. Their planning is based on regional planning workshops or the use of technical experts from the region, working in collaboration with the relevant IARCs.

4.3.2. Project Development

One of the objectives of regional projects is to generate production technology to raise rural incomes and foreign exchange earnings. Another is to develop human resources for agricultural research. These projects are managed by executing agencies (frequently IARCs) and Steering Committees comprising National Programme coordinators from the NARS.

Regional research projects develop technologies which are tested within the NARS. Those found suitable and relevant under local conditions are released through the national extension service. Identification of suitable technologies for dissemination in national systems is done through networking. The travelling workshops, sponsored by the Sorghum and Millet Improvement Project, is one example of such networking. Meetings of Steering Committees and annual workshops are also used to assess suitable technologies.

Achievements. SACCAR has implemented recommendations of the Mid-Term Evaluation Mission, by signing Memoranda of Understanding with all the executing agencies, in order to formalize the management arrangements of regional research projects. Guidelines for Project Team Leaders, Steering Committees and TAPs have also been prepared. SACCAR has also instituted a system of project planning using regional research planning workshops, and of monitoring projects through TAPs and Steering Committees.

The present Review Team assessed projects only from the aspect of SACCAR's mandate of coordination. The technical merits of the projects were not considered. The major achievements of each project are seen to be:

Land and Water Management Research Programme. The project is based in Botswana. During the first phase it has identified the following areas for further

research: water harvesting techniques; movement of water in the soil profile, drought-tolerant crops, and; tillage methods to minimize water loss. Phase I of the project will end in March, 1992. A regional planning workshop was held to work out implementation of Phase II of the project. It recommended that the project be decentralized in order to address location-specific problem areas in the region such as the black cotton soils, acid soils, hydrology and water and land management. Projects have already been developed for Botswana, Tanzania and Zimbabwe. A project on hydrology is being developed for Malawi.

Sorghum and Millet Improvement Programme. The programme is in its Third Phase. Main achievements are:

- The development and release of eleven sorghum varieties (Malawi - 2, Mozambique - 2, Swaziland - 2, Zambia - 3 and Zimbabwe - 2), 3 pearl millet varieties (one each in Namibia, Zambia and Zimbabwe) and one finger millet variety (Zambia);
- More than 5,000 farmers have tested improved varieties from the programme (400 in Namibia, 290 in Zimbabwe and 4675 in Zambia);
- Training of 107 technicians and farm managers and 37 degree scholars (B.Sc, M.Sc and Ph.D levels);
- Construction of a food technology laboratory at Matopos, where food technology research is being conducted, and;
- Development and distribution to more than 100 farmers in Botswana and Zimbabwe of a hybrid type of pearl millet and elephant grass, which out-yields most forages. It has also been sent to NARS in Swaziland, Tanzania and Zambia.

Grain Legume Improvement Programme (GLIP). The groundnut component is based in Malawi. Promising varieties continue to be tested to see if they have comparative advantage in yield, oil content, adaptability (including disease resistance) and acceptability by consumers when compared to existing varieties.

The cowpea component, based in Mozambique, has recently started active implementation. A market study of cowpeas in the SADCC region is being undertaken by two consultants engaged by SACCAR. The information will be used to plan future research and production of cowpeas.

The bean component, based in Tanzania, is presently in Phase I and is expected to start Phase II in March, 1992. The programme has introduced 2,000 accessions to the region since 1987. These have been made available to NARS for research purposes in search of promising material for release or future breeding work. Formal training has been carried out, including post-graduate training (3 M.Sc and 5 Ph.D), technical training at CIAT, in Colombia (14), and a number of short term courses within the region.

Training in Agricultural Research Management (ARMT). The project will end in December, 1991 and the possibility of institutionalizing the project in the region is being worked out. A number of research managers have been trained in the region. It was implemented by ISNAR. This project will be treated in more detail in Chapter V.

Agroforestry Research Programme. The project aims at developing technologies related to sound management of the savannah grass and woodland. It has been active in Malawi, Tanzania and Zambia, and since 1991 in Zimbabwe. The project started in 1986 and was reviewed early 1991. The first phase will end in 1992. This project, implemented by ICRAF, has established indigenous fruit tree trials at Makoka, Malawi (the Project Headquarters); and goat feeding trials and dry-season fodder varieties at Tumbi, Tanzania. The project has trained 6 scholars at the M.Sc level and promoted a number of short courses at ICRAF headquarters.

SADCC Regional Gene Bank (SRGB). The objective of the project is to establish a facility for the long-term storage of crop and forestry seed germplasm for future plant improvement. Each of the SADCC member states have formed National Plant Genetic Resources Committees and the chairpersons of these form the Board of SRGB. The Board has met five times. A newly formed TAP is comprised of two scientists from SADCC and a representative of SACCAR. Two managers of other international gene banks (ICRISAT and Denmark) evaluated the project in 1991. The

major finding was that the project is fulfilling the objectives set out in the project document. A detailed Plan of Operations for Phase I (1989-1993) has been prepared and circulated.

Analysis and Recommendations

The Mission noted that most of the priority areas identified for research are commodity-oriented and recommends that areas in natural resource management be included (Rec. No. 24). It is also recommended that the commodity-based projects take more of a systems approach in their research programmes (Rec. No. 25). In view of limited qualified manpower and the fact that grain legumes in most of the NARS are treated as one programme, the Mission recommends that the GLIP (groundnuts, beans and cowpeas) consider the formation of a single Steering Committee (Rec. No. 26). This will also reduce costs and improve coordination efficiency. As an alternative, the three projects might hold a joint annual meeting/workshop to improve coordination and information exchange.

The Review Team has considered the three options of organizing regional research cooperation which were suggested by the Mid-Term Evaluation. The Review Team agrees that the second option, that of operating the projects through NARS, is the most appropriate. However, the Review Team recommends that member states should contribute towards a fund for running regional projects through the NARS (Rec. No. 27). SACCAR should continue to play the role of coordinating regional research activities.

The Team is satisfied that projects being implemented are regional in nature. However, when developing new regional projects SACCAR should carefully consider national priorities of member states. In addition, as far as possible, projects should be designed to operate as networks and, therefore, address locality-specific problems. Had this methodology been in use earlier, the Land and Water Management Project would have been decentralized from the beginning.

4.4 RESEARCH-EXTENSION LINKAGES

Before the formation of SACCAR the CTC for Agricultural Research, which consisted of national Directors of Agricultural Research, was one of the three advisory committees under the SADCC Food Security Technical Administrative Unit coordinated by Zimbabwe. The other two CTCs were for extension and training, and planning and marketing. The three CTCs used to meet concurrently and also had joint sessions. Therefore, there was close collaboration and interaction between Food Security and Agricultural Research.

After the formation of SACCAR the CTC for agricultural research became the Board of SACCAR, coordinated by Botswana. The other two CTCs have since ceased to function. SACCAR is trying to foster linkages with training and extension, by adding six Deans of Faculties of Agriculture, Forestry and Veterinary Medicine and two Directors of Extension to the Board of SACCAR. It is the Team's assessment that this has not provided adequate linkages, especially in the area of extension. The Mid-Term Evaluation Team "strongly recommended that SACCAR be authorized and supported to expand its mandate to include the promotion and coordination of extension linkages and training of subject matter specialists (SMS) in the region." This Review Team, however, does not recommend the expansion of SACCAR's mandate to include the coordination of extension linkage and the training of SMS.

The Review Team recommends that the two CTCs (for extension and training; and planning and marketing) be revived and strengthened under the Food Security Technical Administrative Unit and that joint meetings be held with the Board of SACCAR in order to improve research-extension linkages at the regional level especially to address issues of policy analysis and develop research strategies (Rec. No. 28).

4.5 Sustainability and the Future of Regional Projects

By sustainability of regional research projects we mean maintaining the projects and allowing them to grow with the changing needs of the region, with limited and decreasing support of donors and executing agencies. At the moment, regional projects are funded by donors and executed by IARCs in collaboration with NARS. Under the present arrangement, projects are mainly staffed by internationally-recruited scientists.

In order to achieve sustainability there is need to identify research topics and priority areas which can benefit most from a regionally-coordinated research approach. Commodity-focused research alone will not solve the sustainability question. What is needed is a systems approach in which crop selection and crop production technology are closely integrated with the management of the natural resource base. In this respect there is need to consider research in natural resource management (including soil and water management, tree/crop/animal interaction, etc.), now widely recognized as a priority area for sustainable development and essential, as a complementary focus, for regional cooperation.

The following recommendations derive from the above analysis:

a. It is recommended that research in natural resource management receive priority, either as an additional dimension of existing research projects or as a research topic for future regional research projects (Rec. No. 29).

b. As a first step towards moving away from regional projects to regional networks, it is strongly recommended that IARCs recruit more regional scientists as project staff (Rec. No. 30).

4.6 SACCAR'S FUTURE ROLE IN RESEARCH COORDINATION

Sustainability of agricultural research in the region will only be achieved if the NARS are strengthened. The roles of SACCAR in this activity will continue to be those of coordination of research networks, strategic planning, information management and coordination of donor support and IARCs. It will be necessary for SACCAR to change its orientation from a project focus, to concentrate on promoting and coordinating research networks. SACCAR should work more intensively with national governments to ensure that funding of agricultural research is kept at an acceptable level. It should also control and coordinate funding of regional research networks. SACCAR should encourage donor support, where this is deemed necessary.

SACCAR should continue to encourage and coordinate the IARCs in the implementation of their mandate of providing technical support, when needed, in the region. The IARCs should be encouraged to work more towards strengthening the NARS through their applied research commodity mandates, especially in technology development and germplasm exchange. SACCAR should also continue with its service role of collecting, storing and disseminating information within and outside the region.

4.6.1 Impact Analysis

As stated in Section 4.3.4, regional research projects tend to develop technologies only, and are not adequately involved in the dissemination of these technologies to the end-users. Dissemination of research results is largely left to the NARS. SACCAR could have a role in promoting assessment of the impact of the technologies which have been developed by regional projects and assist in passing these on to the national programmes for testing and release.

Therefore it is recommended that SACCAR, in collaboration with the regional project leaders, develop methodologies for impact analysis of the research results generated by regional projects (Rec. No. 31). Methodologies proposed should be discussed with the national programme coordinators. Impact analysis

could be undertaken by NARS, in close cooperation with the National Extension Service staff or Farming Systems Research Teams, where these are available.

4.6.2 Private Sector.

During visits to some of the private research institutions the Mission learned that SACCAR has been involving these institutions in the development of regional research strategies especially, the SACCAR/SPAAR initiative. The Review Team also noted that SACCAR has been collaborating with other regional organizations, including the PTA. The Mission commends SACCAR for these initiatives.

Currently, some research in the region is undertaken by the private sector, including the areas of tobacco, tea, sugarcane and hybrid seed production. Some organizations, such as the BCCI Foundation that supports NEST in Zambia, provide research grants to scientists.

The Mission observed that private research institutions are frequently partners and collaborate closely with the NARS. Therefore, the Team recommends that SACCAR continue to develop initiatives for coordination and cooperation with private sector research through the NARS (Rec. No. 32).

CHAPTER V TRAINING ACTIVITIES

5.1. THE REGIONAL TRAINING MANDATE OF SACCAR AND THE RTC

The following were the main training functions under the original mandate of SACCAR:

- a. Promotion of training both within and outside the research programmes of Agricultural Research Systems in consultation with member states responsible for coordinating manpower development;
- b. Convening of Workshops, Seminars and Meetings on topics of regional concern, and;
- c. Provision of travel and research grants. The former were to enable researchers, trainers and planners to travel and learn from each other and to promote collaboration between scientists. The latter were designed to assist new medium-level scientists to acquire skills in development of research management skills and techniques.

When SADCC reviewed the policies and strategies for the Food, Agriculture and Natural Resources Sector in February 1987, the mandate of SACCAR was expanded to include Training of Professional Manpower in Agricultural and Natural Resources, especially at post-graduate levels. In this regard, SACCAR was required to give priority to developing a regional blue print for training, including the phasing-out of overseas training at the B.Sc. level and the strengthening of post-graduate training in the region.

Swaziland has been given the overall mandate for Human Resources Development in all sectors in the SADCC region. These human resources development activities are coordinated at the Regional Training Council (RTC) in Swaziland. The full mandate of the RTC is:

- a. Training to support the activities of the other SADCC sectors;
- b. Training in management and public administration;
- c. Training of sub-professional cadres, especially agricultural and engineering craftsmen, technicians and trainers;
- d. Foundation training in scientific, technical and mathematical subjects at both the elementary and secondary school levels, and;
- e. Language training to ensure that people from all SADCC member states can fully participate in the organizations' activities.

Thus training activities are intended to be complementary and call for close collaboration to avoid duplication of efforts. As analysis in this chapter will show, this division of responsibilities is not always straightforward, and requires a high level of consultation between SACCAR and the RTC to ensure clarity regarding the respective mandates.

5.2. TRAINING AND RELATED ACTIVITIES

5.2.1. Workshops, Seminars, Conferences and Meetings

There are two types of activities in this area:

- (a) Activities organised by SACCAR, and
- (b) Activities organised within SACCAR approved programmes/ projects by executing agencies in collaboration with SACCAR.

Workshop objectives in the two areas are largely similar. They include:

- (a) Provision of fora for the exchange of knowledge and ideas and a mechanism for scientists, trainers, administrators, technicians and

policy-makers in the region to acquire new techniques and special skills;

- (b) Provision of fora to address regional problems;
- (c) Provide fora to define regional research priorities and draw plans and programmes for funding and implementation;
- (d) For programme/project related activities, provide fora for evaluation and monitoring of on-going programmes and projects, and;
- (e) Promote collaboration and coordination between target groups in the region.

Achievements of Workshops to Date. Since 1985 a total of 31 regional workshops, conferences, seminars and related activities have been successfully organised by SACCAR. Over 95% of these have been focused on the identification of new programmes and projects. The remainder addressed issues of regional importance such as integrated pest management and information that comes within SACCAR's mandate. An average of six (6) workshops have been held per year (one every two months).

Workshops, conferences, seminars and meetings specific to programmes/projects are held under the auspices of these programmes and are not expected to be the direct concern of SACCAR. However, projects hold at least one Steering Committee meeting annually, at which SACCAR staff are generally present. Workshops have been instrumental in the identification of priority areas for a majority of the projects.

Analysis. During interviews with scientists and trainers in countries visited, the Team noted that workshops and related activities have been useful as mechanisms for the exchange of information in areas of mutual interest and considerable interaction between target groups has taken place. More scientists, trainers and other target groups know each other now than before SACCAR existed.

Workshops and related activities have to a large extent been effective in identifying researchable regional problems and have had considerable input into the design of programmes and projects. However, as most workshops have been programme specific, they may not have been very effective in training scientists to identify regional priorities beyond their specific areas of interest.

The Mid-Term Review Team implied that five workshops per year, as suggested by the donors, were too much and recommended that a master plan for workshops be developed and that publication of workshop proceedings, which were far behind at the time, be completed as soon as possible. SACCAR has since taken the initiative in publishing a calendar of workshops and related activities for the Centre and for SACCAR-coordinated programmes within the region, but is still behind in printing the workshop proceedings that it has assumed responsibility to edit. SACCAR should carefully monitor its progress in catching up in this area.

Except for ISNAR, executing agents have not submitted workshop proceedings to SACCAR regularly, nor is it clear that participants always receive copies of the proceedings. It is suggested that, if possible, SACCAR make it mandatory that organizations responsible for workshops send copies of proceedings to the Centre's Documentation Centre and to all participants.

The Team endorses the use of workshops and related activities as a strategy of training target groups within the region and encourages SACCAR and SACCAR-coordinated programmes to continue this activity. However, since the organization of workshops has proven quite time-consuming for SACCAR, the Team strongly suggests that the Centre review the number of workshops that it promotes directly each year, and study the possibility of transferring the responsibility of some of these workshops to existing programmes, projects, universities, NARS, etc. In this way SACCAR will more closely conform with the recommendation made in the Mid-Term evaluation.

It is suggested that SACCAR develop a system of follow-up on recommendations made at workshops, including those related to programmes. It is further suggested that SACCAR develop mechanisms to ensure that all workshop proceedings of regional programmes are published in a timely fashion and that copies are made available to SACCAR, NARS and regional libraries. SACCAR should circulate a list of its acquisitions to libraries annually.

5.2.2. SACCAR Research and Travel Grants

A. Research Grants

The objective of the research grant programme is to assist and encourage young and mid-career agricultural scientists in the pursuit of a career in agricultural research. Since the inception of research grants SACCAR has awarded 50 grants on a range of topics in a number of universities and national agricultural research institutions in all SADCC countries except Namibia. A list of research grant recipients is given in Appendix H.1. Summary data, organized by country of origin and by year, is presented in Appendix H.2. Granted awarded represent approximately 55% of those available each year. During the period only 18% of the grants were awarded to women.

A workshop for recipients of SACCAR research grants was conducted in Maseru, Lesotho in 1990, to review the progress and problems of the Research Grant programme. Only 17 research grant recipients (57% of those invited) attended the workshop.

Analysis: As the Mid-Term Review noted, the response to the research grant programme has fallen short of the annual target of 12 - 15 awards. This situation has not changed for the better with time. The reasons for the low level of interest are unknown. However, although efforts have been made to publicize the grant in all SADCC member countries, the publicity may not be reaching the target group. Analysis of Appendix H.2 shows that 66% of the grants were awarded to researchers in four countries: Tanzania (9); Zimbabwe (9); Malawi (8), and; Zambia (7). The two Lusophone countries were recipients of 6 grants or 12% of the total.

During the Review Team's fieldwork it was clear that research grants are useful as *seed money* to:

- (a) Initiate research programmes that could otherwise not be undertaken;
- (b) Assist scientists to undertake research that has been the basis for further post-graduate training, and;
- (c) Train younger recipients in the preparation and execution of a research programme, generating greater confidence in the management of research projects.

It was noted by the Review Team and the participants at the Maseru meeting that it took too long between application and the actual awarding of the grants. SACCAR officials are aware of this weakness and the Team was assured that steps are being taken to address this issue. At the present time there is no mechanism for extension of grants to continue projects that come up with useful results that offer the opportunity of significant follow-up.

A number of other shortcomings in the Project have been identified:

- Out of 35 grantees between 1985 and 1988 only, 8 (23%) have submitted final reports; 12 (34%) are on study leave but the status of the remaining grant recipients (43%) is unclear.
- Research topics are chosen solely by the applicant. SACCAR has not attempted to set research priorities for the grants or guide the grantee in the selection of the research topic.

- No awards have been made to date in the Social Sciences or Natural Resources areas.

- SACCAR has provided inadequate follow-up and monitoring of this project, largely because it as neither the manpower nor the technical expertise on staff to do so.

Given the shortcomings identified above, it is recommended that the upcoming evaluation of this project address the critical issues of:

- Cost of administering the activity.
- Reasons for lack of interest in the grants.
- The impact of the grant on research in the region.

It is suggested that the following modifications to this project be considered:

- Awards be made in the area of natural resources,
- Research be encouraged in areas of regional priority, and
- An effective system of grant monitoring be introduced.

B. Travel Grants

Travel grants have as their objective enabling scientists, planners, trainers, extension officers and policy makers to learn from each other and to promote collaboration between each other.

Achievements to Date. This programme is more popular than research grants. So far over 90 travel grants have been awarded representing over 75% of the total planning target. Only 29 grantees have presented required reports on grant activities. A list of grantees giving their institution, country of origin and country(s) visited are given in Appendix H.3. Statistical analysis of this data is presented in Appendix H.4.

Analysis. The Mid-Term review noted that the travel awards were made largely on responsive basis with the applicant determining the purpose of the visit. This trend has continued. Analysis of Appendix H.4 shows that the programme has been most active during the three most recent years. Botswana and Zimbabwe were the destinations for nearly 70% of the travel grant recipients. The great majority of the trips to Botswana were to visit the SACCAR office. More reflection is required regarding the use being made of these travel grants relative to the original objectives of the programme. At the time of this review, less than one-third of the grantees had submitted their reports.

The travel grant programme appears to have been somewhat beneficial in bringing scientists, planners, administrators and policy-makers together to exchange experiences, but it's efficiency in attaining the goal requires immediate analysis. It is recommended that the planned evaluation of this programme include analysis of the profile of the beneficiaries, the impact of the travel vis-a-viz the objectives and the cost involved (Rec. No. 33).

One possible option for this programme would be to sub-contract management of it to a competent individual or group. It is suggested that SACCAR consider giving a regional priorities focus to the travel grants, immediately institute a system of deadlines for submission of reports and develop ways of ensuring that grants are utilised for their intended purpose. A list of travel grant recipients and a brief account of activities undertaken in the countries visited should be reported systematically in the SACCAR newsletter.

2.2.3. Training in SACCAR Coordinated Programmes/Projects

SACCAR coordinates two projects which specifically address regional training: the ADCC In-service Agricultural Research Management Training (ARMT) project executed by the International Service for National Agricultural Research (ISNAR); and the Regional Programme for strengthening Agriculture Faculties (REPSAF).

A. In-Service Agricultural Research Management Training (ARMT)

Objectives. The overall objective is to strengthen leadership and management in National Agricultural Research Systems in the SADCC region. Phase I has been completed and Phase II is in its final stage of preparation. The objective of Phase II is to consolidate gains made in Phase I.

Achievements to Date. A total of 18 out of 21 (86%) of the planned training workshop were conducted in the SADCC National Agricultural Research Systems (NARS) and a total of 505 NARS managers have participated in the workshops.

Analysis. The project was evaluated during Phase I and the valuation recommendations formed a basis for Phase II planning. Based on these recommendations, a team was engaged to study and identify a suitable institution within SADCC member countries for the establishment of the SADCC regional centre for in-service training in agricultural and natural resources research management.

The present Review Team is of the opinion that the ARMT has been effective in training research managers in agricultural management techniques. For Angola and Mozambique there may be need to provide interpretation facilities during workshops. The use of local resource persons should be encouraged and as most research institutions are government-run, emphasis should be placed on the management of government institutions rather than private sector institutions.

Phase I of this project covered training in agricultural research management only. The team shares the Phase I Review Team's view that subsequent phases should include management of research in natural resources and food. The present Review Team has noted that some aspects of this have already been included in the new project.

The Team is in agreement with the decision to institutionalise the project within the region by identifying a regional institution to act as executing agent. However, it is suggested that such an institution should develop functional links with management institutions in each SADCC member country so that these also develop strong research management sections.

The national management institutions should develop strong functional linkages with national research units. It is envisaged that linkage with ISNAR will be maintained and new ones developed with other specialised institutions in natural resources and food (eg. IFPRI, IUCN, etc.).

ARMT is seen as serving a useful function in the region and it is recommended that it be continued, with widened scope to include management training in the areas of food, agriculture and natural resources (Rec. No. 34). A change of title may be appropriate.

It is suggested that future workshops should be organised on an integrated approach basis, thus involving participants in all agricultural sectors and natural resources in any one workshop.

Follow-up studies, as recommended by the 1989 Evaluation Team, should be undertaken to assess the impact of the project on the target groups.

B. Regional Programme for Strengthening Agricultural Faculties (REPSAF)

Objective. The overall objective is to increase the stock of human capital in scientific fields in order to shift to a more science-based form of agriculture.

Achievements. REPSAF is a relatively new programme and is not yet fully established. It is planned that the GTZ-funded project on Strengthening Agricultural Universities will become a sub-programme of REPSAF. This GTZ project has been operational since 1988, with the objective of strengthening the following M.Sc programmes:

- (a) Agricultural Engineering at SUA, Morogoro, Tanzania.
- (b) Animal Science, Bunda College of Agriculture, Malawi.

- (c) Agricultural Economics, Harare, Zimbabwe.
- (d) Crop Science, U. of Zambia, Lusaka.

The progress of the GTZ-funded project has recently been reviewed by a Review Team. Achievements and shortcomings of the project have been identified. The present Team reviewing SACCAR noted that M.Sc. programmes are fully operational only at Sokoine University of Agriculture (SUA) and the University of Zambia (UNZA). At Bunda College of Agriculture and University of Zimbabwe the courses are still facing some difficulties.

Analysis. The GTZ-funded project is managed jointly by SACCAR and GTZ. Although the project is operational, it is facing a number of problems such as lack of facilities, infrastructure, qualified staff and the high rate of drop-outs in some courses. This highlights the need for careful planning and of criteria for selecting institutions to implement this or any future training programme. The direct involvement of SACCAR in the implementation of this project must also be questioned.

In addition to this project, SACCAR has helped some agricultural faculties to establish B.Sc degree courses in agriculture through the coordination of staff exchange. Experienced visiting lecturers were sent to assist in teaching in the newly developed faculties.

The establishment of REPSAF is a welcome idea and should be implemented as soon as possible. The Review Team supports SACCAR's interest in locating REPSAF in Swaziland and encourages SACCAR to structure the project so that it is closely coordinated with RTC.

It is recommended that before a training programme is established in any given University, a critical assessment of resources and facilities be undertaken and that a points system of rating be developed for this exercise (Rec. No. 35).

It is strongly suggested that the role of SACCAR in the management of REPSAF be reduced by the selection of a competent executing agency(ies). SACCAR still has an important role in mobilizing resources for the programme and in guiding the final planning steps. There should be close collaboration with the RTC-Swaziland in this process. SACCAR should continue to coordinate the exchange of staff between Universities for the time being, but once REPSAF is operational this role should be assumed by that programme.

C. Training Sponsored by Regional Research Projects

The following regional research projects are operational:

Project:	Executing Agency:
1. Sorghum and millet	ICRISAT
2. Beans	CIAT
3. Groundnuts	ICRISAT
4. Cowpeas	IITA
5. Agroforestry	ICRAF
6. Land and Water	IDA, IPC-GMBH
7. Gene Bank	NGB

Some of these have a built-in training programme, which ranges from advanced degree training (M.Sc. and Ph.D) to post-doctoral fellowships, specialised short term courses, training workshops and conferences and undergraduate internship. Steering committee meetings are also considered to be a form of training for younger scientists.

Objectives. The training objective of almost all the research projects is that of creating a minimum critical mass of scientists required by the various NARS, resulting in the strengthening the national systems.

Achievements to Date. Achievements vary between projects. The project with the largest volume of degree level training has been the Sorghum and Millet Improvement Programme (SMIP), partly because it is also one of the oldest regional projects.

Graduate and Post-Graduate Training by Regional Projects

	B.Sc.	M.Sc.	Ph.D.	Post Doctoral Fellowship
SMIP	7	22	15	1
Beans	0	3	5	0
Groundnuts*	0	0	0	0
Cowpeas**	0	0	0	0
Agroforestry***	0	6	0	0
Land and Water	0	0	0	0
Gene Bank*	0	0	0	0

* Project recently established. There is provision for training.

** No provision was made for long-term training in the project.

*** No provision was made for Ph.D training, but 3-12 month post-doctoral fellowships are available.

Several projects also provide short term training at the International Centre for the specific commodity.

Analysis. Since training of scientists is very important for the sustainability of the projects, it is necessary that each has a strong component of staff development built into the project plan. It is a major weakness that this aspect was overlooked in some projects. Although the Land and Water project is one of the oldest and sufficient financial resources appear to have been available, it is surprising that no project staff members were trained at either the graduate or post-graduate level.

The Team has also noted that trainees at the M.Sc. and Ph.D. level have infrequently submitted copies of their theses to the SACCAR Documentation Centre. It is not known whether national libraries have been recipients of these documents. Since SACCAR has concentrated on the coordination of programmes/projects within agricultural research to date, training in natural resources is probably lagging behind at the present time.

The Review Team noted with concern that there is no systematic follow-up on the impact of manpower training, particularly that at the post-graduate levels within programmes and projects. It is important to monitor whether trainees are being retained within programmes/projects, within national agricultural research systems or within the region, or whether the trainees returned to the region at all upon completion of their training. It is only through this exercise that future training activities can be planned rationally, based on past experience.

Conclusion: It is recommended that training be one of the major components of all regional programmes/projects. Those not satisfying this requirement should be reviewed without delay in order to accommodate training if possible (Rec. No. 36). As a general rule, regional programmes and projects without a strong training component should be given a lower level of priority for approval than those that have such a plan.

It is also recommended that SACCAR act as a clearinghouse and coordination centre for all regional programme/project training, especially in the case of projects managed by IARCs (Rec. No. 37).

Finally, it is recommended that SACCAR develop a training impact methodology and systematically track scholars and trainees in regional programmes and projects that it coordinates, in order to evaluate the appropriateness of the training and

the success of re-integration of the trained person in her/his field of expertise in the region (Rec. No. 38).

It is also suggested that a mechanism be identified to ensure that copies of regional graduate student theses for M.Sc. and Ph.D. degrees be deposited in national libraries and at the SACCAR Documentation Centre.

5.3. TRAINING IN LUSOPHONE COUNTRIES

Analysis above has shown that nationals from Angola and Mozambique participate less than proportionately in regional training opportunities. While there are several reasons for this, the Review Team feels that language differences may be a significant barrier to more effective participation.

Since nationals of most SADCC countries use English as the official language for communication, Angola and Mozambique (where Portuguese is the official national language) find themselves at a distinct disadvantage. The Review Team has noted that Swaziland, as part of its mandate, has a project for teaching English to Portuguese-speakers at the Instituto de Linguas, Maputo, Mozambique. There is also a plan to teach Portuguese to English-speaking regional citizens.

It is not known whether researchers, both at the graduate and technical levels, are participating in the English programme. The Team further noted that SACCAR has also undertaken to make arrangements for Portuguese-speaking nationals to study in Brazil, at both the graduate and post-graduate levels, but the programme has apparently not proven very popular.

This is partly because nationals of Angola and Mozambique see studying in English-speaking countries as an opportunity to learn English well and thus be able to communicate easily with other colleagues in the region. At the University of Mozambique, English is compulsory for the first two years of undergraduate studies.

Conclusions. Since there are positive signs that hostilities will soon cease in both Angola and Mozambique, SACCAR has to be prepared to significantly increase the involvement of these two large and agriculturally important countries in regional research and training activities. While it is natural that scientists from these countries want to communicate with their English-speaking colleagues, it is not reasonable to assume that all those in the national agricultural research and training systems will want or be able to learn English in the foreseeable future.

It is recommended that SACCAR commission a study during 1991/92 to determine the reasons for the differential participation of Lusophone nationals in regional research and training activities, and recommend on the possible need for: a. expanding research and training activities for nationals of these countries; b. providing Portuguese interpretation facilities at meetings; c. publishing documents in both English and Portuguese; d. developing training activities in Portuguese, both within and outside the region; e. strengthening English language training in Maputo, and; f. estimating the cost of providing these recommended services (Rec. No. 39).

It is strongly suggested that key senior SACCAR staff be given enough Portuguese language training so as to be able to communicate verbally with colleagues in Angola and Mozambique.

It is further recommended that at least the Executive Summary and Chapter VII of this report be translated into Portuguese (Rec. No. 40).

5.4. TRAINING AND SUSTAINABILITY

One important dimension of sustainability, made possible by a strong training component, is the continuation of regional programme/project activities after donor funds are cut back or terminated. Such sustainability will depend largely on the commitment of co-operating SADCC member countries and the priority they

give to regional training and research programmes. It is strongly suggested that SACCAR identify the process and the steps necessary to ensure sustainability of essential programme/project activities in the future. The Food Security Technical Administration Unit could usefully be involved in this activity.

There are two training programmes which could make a major contribution in strengthening sustainability of research and training activities in the region: These are ARMT and REPSAF. The long-run sustainability of these project must also be a regional concern.

REPSAF. Suggestions to assist sustainability of this project include:

- Fees will play an important role in sustaining the post-graduate programmes.
- Undergraduate programmes should be strengthened to develop the pool for postgraduate studies.
- Governments that do not budget for post-graduate training should do so.
- The possibility of using research specialists presently in the national research systems to lecture and supervise post-graduate students should be explored.

ARMT: The regional management institute to be chosen by SACCAR to manage regional Agricultural and Natural Research Management training, with the assistance of ISNAR, should ensure that National Management Institutes within SADCC member countries create strong section on research management so that they can assume some of the courses at the national level. Use of regional scientists and training specialists should continue to be encouraged.

5.5. FUTURE ROLE OF SACCAR AND DONORS IN TRAINING

The Review Team is concerned that the present SACCAR mandate for coordinating post-graduate training in agriculture at the regional level may be excessively broad. There is clearly a need for SACCAR to provide oversight and coordination of training offered through regional research programmes/projects. It is recommended that the broader SACCAR training mandate be reviewed, however, with the aim of studying alternative ways of ensuring regional coordination of post-graduate training in agriculture, thus reducing the potential workload of the SACCAR staff (Rec. No. 41).

SACCAR should continue to coordinate core activities directly under its mandate and play a major role in monitoring training activities to ensure accountability and progress towards regional training objectives. On the other hand, donors should appreciate that research and training are long-term and continuous processes. The success of the projects in various fields will to a large extent depend on long-term donor commitment. This commitment need not negate the simultaneous search for sustainability that the region must embark on.

CHAPTER VI OTHER ACTIVITIES AND ISSUES

6.1. INFORMATION MANAGEMENT

The charter that established SACCAR in 1984 identified, as one of the Centre's objective, that of facilitating the exchange of information among the NARS. Activities related to this objective include:

- Maintenance of up to date information on agricultural research, training and extension resources in the region, and;
- Promotion and/or production of research materials.

6.1.1. Database Development

Agricultural Research Resource Assessment (ARRA). Efforts to establish a research database started before SACCAR was created, when USAID financed a programme to develop the SADCC ARRA in 1983. This was undertaken by a private consultant, Devres, using scientists from SADCC member states. By 1984, when SACCAR was created, a resource database was available for all the SADCC member states except Angola, where data could not be collected at that time due to security reasons.

The purpose of this activity was to provide a sound basis for assessing capabilities of national and regional research systems, with respect to the available resources and needed inputs to develop the technology required to meet national and regional development targets. It was originally planned to update this database annually. This has not taken place, partly because the computer program on which the database is stored has proven inaccessible for updating purposes.

The Review Team was informed that SACCAR has completed the ARRA for Angola and is currently carrying out one for Namibia. These will be incorporated into the regional database. It is important that the use of this database be assessed and that an improved computer format be developed. Provision must be made to keep the database updated, the frequency of which should be decided between SACCAR and the Member States.

Other Databases. SACCAR has established a number of other databases, covering the following areas:

- a. Current Agricultural Research in SADCC Member States (covering Botswana, Lesotho, Malawi, Swaziland, Tanzania, Zambia and Zimbabwe).
- b. The Special Programme for African Agricultural Research (SPAAR) Information System (lists of donors, numbers of research projects funded and level of funding).
- c. List of Specialists in Agricultural Research and Training (including female researchers and trainers in the SADCC region). Information is available for Botswana, Lesotho, Malawi, Mozambique, Namibia, Swaziland, Zambia and Zimbabwe.
- d. Database on the SADCC Agricultural Manpower Information Systems.
- e. The International Bibliographic Database (useful as a secondary source of information for SADCC researchers and trainers, to assist in accessing international databases).

The Review Team suggests to SACCAR that, with the exception of e, all of the above databases could be consolidated within the ARRA.

Analysis: The Review Team encourages SACCAR to take the necessary measures to update ARRA. The present format should be improved so as to clearly indicate the data collection and processing methodology to be used and specifications of data to be included in it. Currently there seems to be no secure system for collecting

information from the NARS. This should be developed and the NARS information and documentation systems strengthened so that they can collect the required information in an accurate and timely fashion.

It is suggested that the database information available in SACCAR be publicized, so as to encourage use by regional scientists. The Review Team noted that the SACCAR/IDRC planning workshop entitled Establishment of a Southern African Agricultural Information System, recommended the establishment of a Southern African Agricultural Information Network (SAAINET) under the auspices of SACCAR. This is a good suggestion which should be followed up by SACCAR. IDRC has offered assistance in assessing information needs and in assisting SACCAR update the ARRA and put other necessary information systems in place.

6.1.2. The SACCAR Library

The original document proposing the formation of SACCAR (Cooperation in Agricultural Research, 1983.) emphasized that the Centre should not plan to establish a library per se, in its own facilities, but should work out arrangements with the Botswana Agricultural College Library or the University of Botswana for shelf space, cataloguing services, etc. The Review Team was informed that SACCAR has established a library catalogue of the documents which it maintains in its headquarters. Other documents, of no immediate use to SACCAR, are stored at the Department of Agricultural Research.

The Mission suggests that SACCAR continue with the present document storage arrangement with the Department of Agricultural Research.

It would be helpful if SACCAR established a small reading room where some of the important reference documents could be kept for use by staff and visiting scientists.

6.2. PUBLICATIONS: PRODUCTION AND DISSEMINATION

In addition to information management, the Information and Documentation section of SACCAR has the responsibility to:

- a. Publish and disseminate quarterly the SACCAR Newsletter on research programmes;
- b. Compile, edit, publish and disseminate proceedings of SACCAR workshops held in the region;
- c. Participate in co-publishing the Zimbabwe Journal of Agricultural Research which has been designated as the agricultural research journal for the SADCC region, and;
- d. Publish and disseminate other occasional publications.

6.2.1. The SACCAR Newsletter

At the time of this Review, SACCAR had published 14 issues of the Newsletter, including two issues (Nos.13 and 14) during 1990/91. The Review Team was informed that the publisher has been slow in completing Nos. 15 and 16, which should have been published during the year. The response from scientists in the region suggests that the newsletter is read widely.

6.2.2. Workshop Proceedings

By the end of 1989/90, approximately 27 workshops and meetings were held by SACCAR on a variety of subjects. During 1990/91, SACCAR published and disseminated proceedings of three workshops: Vegetable Research; Agricultural Information, and; The Potential for Rice Production in the SADCC region. In collaboration with the Asian Vegetable Research Development Centre (AVRDC),

SACCAR has prepared a project entitled The Network for Improvement of Vegetables, on the basis of the vegetable research workshop.

6.2.3. SACCAR/Zimbabwe Journal of Agricultural Research

Printing of the Journal, now a joint responsibility of SACCAR and the Department of Research and Specialist Services of the Government of Zimbabwe, was finally reactivated after obtaining clearance from the Government of Zimbabwe to use private printers. Three issues were printed in 1990/91. There is still a three-year backlog (1988-1990). More work needs to be done to clear this backlog and restore the former good reputation of the journal.

SACCAR has communicated with NARS leadership encouraging scientists in each Member State to publish in the Journal. SACCAR pays for research articles originating outside of Zimbabwe, as well as all printing costs. Broader regional contribution in the form of journal articles might create pressure for more timely publishing.

The Review Team recommends that SACCAR take the lead in constituting a committee to prepare options for the future of the Journal, including location, name and format, as well as editing, publishing and distribution policies (Rec. No. 42).

6.2.4. Occasional Publications

Three occasional publications have been published by SACCAR: On-going Agricultural Research; Directory of Agricultural Specialists, and; Agricultural Development in SADCC.

6.3. THE PRINTING UNIT

Printing of the SACCAR Newsletter is presently contracted to a private printer. The Review Team was informed that the SADCC Secretariat and SACCAR are investigating the possibility of forming a joint Printing Unit.

Analysis: The proposal that SACCAR house a printing unit needs to be considered carefully. Currently the Information and Documentation section has two officers: the Information and Documentation Officer and a Technical Officer. This staff complement is inadequate to manage and run a printing unit in addition to its present work load. The present SACCAR building would have to be expanded and additional staff would have to be hired.

Part of the rationale for the Printing Unit would be a savings of 5,000 pula per publication of the SACCAR newsletter. The Review Team would have needed to analyze a complete comparative financial analysis of the various printing options, before making an informed recommendation on the need or viability of such a unit. The Team does have serious reservations about the capacity of SACCAR staff to adequately manage and maintain a printing unit.

An activity such as this, which initially appears justified in terms of economics, not infrequently turns out to be a drain on an institution's finances. As a result the Review Team strongly suggests that SACCAR continue its present practise of using desktop publishing for workshop proceedings and the occasional publications, and continue to contract out the publishing of the Newsletter.

6.4. SOUTH AFRICA AND SACCAR

The Review Team was asked to examine the probable impact of South Africa joining SADCC in the future and what action, if any, SACCAR should take in this regard. The Team recognizes that South Africa has a number of technological strengths that could be tapped if South Africa joins SADCC. It is also recognized that there are areas of strengths, among the present SADCC members and South Africa, that could be utilized for mutual benefit.

After much discussion of this topic with regional scientists and decision-makers, the Review Team concluded that it is not opportune for SACCAR to develop unilateral initiatives with South Africa. Information exchange and possibly joint research will become possible once South Africa becomes a member of SADCC, or in the event that the SADCC Secretariat actively encourages SACCAR to undertake such initiatives. SACCAR should, however, closely follow the evolution of political developments in South Africa and advise the Secretariat on implications in the area of agricultural research and possible joint initiatives with that country.

CHAPTER VII CONCLUSIONS AND RECOMMENDATIONS

7.1. CONCLUSIONS

The overall conclusion that the Review Team has reached is that SACCAR is an efficient organization within the SADCC system, has the support of Member Country governments and is attaining its objectives. This conclusion is grounded in the review of existing documents, interviews with a large number of scientists and other informed persons in the region, and visits to a sample of regional project sites. Based on this conclusion the Review Team recommends that donor funding be extended for another 5-year phase.

Additional conclusions, presented below, are based on analysis of the five chapters in the report where aspects of SACCAR's structure, mandate, management and coordination activities are examined.

7.1.1. Institutional Structure and Mandate

The mandate of SACCAR has expanded over time from an original focus on coordination of regional research in food crops to coordination of research in agricultural production, including natural resources, and advanced training in agriculture. The pressure to expand this mandate further still, to cover agricultural extension and agricultural policy analysis, derives in part from SACCAR's ability to get things done. The Review Team feels that any further expansion of the SACCAR mandate should be resisted. Other units of the SADCC system will have to be strengthened to assume these tasks.

The present structure of SACCAR is relatively simple and adequate. The efficiency of this structure is one of the factors that has led to ready support from both donors and Member States. While there is need for greater clarification regarding the powers of the Board of SACCAR, and some refinements regarding attendance and mix of membership, the Review Team feels that the Board plays an important role and should continue to do so.

7.1.2. Management and Administration

In terms of a strategy of action, SACCAR has focussed much energy up to the present on planning and coordinating regional research projects, an area in which it has had considerable success. SACCAR has recently developed a Long-Term Strategy for Training, and a strategy in the area of Agriculture and Natural Resource Research is presently being developed. SACCAR is urged to complete this latter strategy before initiating and new research projects or related new activities.

SACCAR management has operated on the basis on consensus, choosing to get on with the job rather than formalize many management aspects. Given the present size and complexity of SACCAR operations, a number of management areas require strengthening: detailed annual work plans are necessary; delegation of authority by the Director requires clarification; staff travel and the use of staff time generally requires analysis, in order to reduce/distribute staff workload and increase efficiency. With the proposed additions, SACCAR staffing will now be adequate for the foreseeable future, but junior and some senior staff members require more training. A staff appraisal system is needed.

Over the years SACCAR has improved its financial management and reporting. Further strengthening is recommended in this area. Given the different audiences that SACCAR reports to (donors, SADCC, NARS, etc.) and the volume of work involved in preparing different reports, a system of reporting is recommended that reduces duplication to the minimum.

7.1.3. Research Coordination

SACCAR has made good progress in its roles of identifying regional research projects, seeking donor funding and coordinating the implementation of the projects in collaboration with donors, IARCs and NARS. A number of mechanisms have been put in place to facilitate this coordination. Memoranda of Understanding have now been signed with the executing agencies of all regional projects. Steering Committees have been formed for all projects and guidelines for steering committees, technical advisory panels and sector contact points have been prepared.

During the next five-year phase SACCAR will need to put emphasis on ensuring sustainability of regional research projects. In this endeavour SACCAR should start moving away from the regional research project focus to promotion of regional research networks. SACCAR will need to encourage the IARCs and other project/programme implementation agencies to recruit regional staff for the projects and strengthen NARS to take the lead in operating the regional research networks.

SACCAR has an important role in seeking the political will of Member States to establish a fund for operating the regional research networks. For future sustainability, projects should address natural resources management issues and take a systems, rather than the current commodity, approach in project design and implementation.

7.1.4. Training Activities

General training activities promoted by SACCAR in the region include workshops, seminars, conferences and meetings. A variety of training, both formal and informal, also takes place in the regional programmes and projects. A specific research and travel grant programme provides funding for these two activities, on a modest scale. This latter programme presents a number of weaknesses and requires immediate strengthening.

While training is important in human skills development and considerable progress appears to have been made, SACCAR does not have an adequate system for coordinating these various training activities nor for evaluating the impact of training in the region.

Two programmes propose to address specific training needs on a regional scale: In-Service Agricultural Research Management Training (ARMT) and the Regional Programme for Strengthening Agricultural Faculties (REPSAF). Both programmes are important, but have required a great deal of direct SACCAR management input up to the present. As in other cases where SACCAR has become involved in managing as well as coordinating activities, the Review Team encourages SACCAR to turn these management functions over to executing agencies, NARS, etc. as soon as possible.

The Lusophone Issue is particularly acute in the training area, but is present in all regional activities. A study is necessary to assess the Portuguese/English language question, and propose action to SACCAR and to the SADCC Member States.

7.1.5. Other Activities and Issues

SACCAR's initiatives in database development have been welcome, but now require updating and consolidation. This is now being planned, with the assistance of IRDC. Dissemination of information is an important part of SACCAR's mandate. The preparation and publication of documents, newsletters, workshop proceedings, etc. are essential but time consuming. SACCAR is encouraged to continue these activities, but maintain the practise of contracting out certain aspects such as printing, rather than attempt to develop in-house capability which would imply an expansion of both physical space and staff.

With respect to the possibility of South Africa becoming a member of SADCC in the future, SACCAR is encouraged to follow events closely and provide guidance to SADCC in this area.

7.2. RECOMMENDATIONS

The following recommendations have been formulated in the chapters where analysis leading up to the recommendation has been presented. They are grouped by chapter here to facilitate locating the full argument in the text. The number of the recommendation below corresponds to that found in the text. A number of suggestions are also to be found in the text of the report.

Chapter II Institutional Structure and Mandate

1. No change should be made in the current structure of the SACCAR Board of Governors or in the rank of the people appointed as Governors. The direct relationship between the Board and the Director of SACCAR should be reaffirmed.
2. The Board of SACCAR should seek clarification from the Council of Ministers concerning its responsibilities with regard to setting of policy concerning terms of employment of senior SACCAR staff and seek approval to amend the Memorandum of Understanding to remove any areas of contradiction or ambiguity.
3. The Board should actively explore methods of increasing regular representation from every State, including the possibility of amending the Memorandum of Understanding to allow a properly designated alternative the right of act for a member.
4. The Director of SACCAR should have prepared and delivered to all Governors a packet containing the proposed meeting agenda, executive summaries of all major items of business and, to the extent possible complete proposal documents, no later than ten days prior to the date of the meeting.
5. The job description of the Programmes Officer should be re-stated to include the appropriate responsibilities of a Deputy Director as part of his tasks. All possible efforts should be made to schedule travel to permit either the Director or the Programmes Officer to be in Gaborone at any given time.
6. The Ministers of Agriculture of Member States should be commended for their willingness to support SACCAR financially and should be challenged to consider increasing this level of support to 60 percent of the SACCAR budget by the end of the next five year phase.
7. The donor agencies currently funding SACCAR should note the good work being carried out and broad-based support that SACCAR enjoys, and continue to cover the short fall in the SACCAR budget.
8. SACCAR should continue to emphasize its primary role as a facilitating agency, by encouraging national institutions to assume the leadership in regional projects at the earliest possible date.
9. SACCAR should address the need to strengthen the important and necessary work of agricultural policy research by working in close cooperation with the Food Security Technical and Administrative Unit in Zimbabwe, in order to assist that unit fulfil its responsibilities in the broad area of agricultural policy research.

Chapter III Management and Administration

10. Research and training strategies must include relevant policy analysis and clearly identify policy changes and other mechanisms that will permit SACCAR and the Member States to implement the proposed strategies within a framework of sustainability.

11. The SACCAR Board should maintain a moratorium on initiating new regional projects proposals until regional strategies for research and training are fully in place.
12. SACCAR should initiate the practise of developing a detailed annual work plan in the quarter immediately before each new fiscal year.
13. SACCAR should systematically resist involvement in project management activities and continue to plan its withdrawal from existing commitments of this nature.
14. SACCAR should conduct an internal audit of staff travel and time use, and prepare a plan for rationalizing the use of both senior and junior staff resources, by December 31, 1991.
15. SACCAR should give high priority to the immediate purchase of floor-to-ceiling shelving or other document storage equipment necessary to safely and securely store existing documents.
16. A new competition should be opened for senior officer positions in SACCAR at the end of the second three-year contract, with the incumbent officer eligible for re-appointment.
17. SACCAR develop improved staff job descriptions, that an annual staff appraisal plan be implemented, and that the appraisal process require and recognize a work plan prepared by the officer and approved by SACCAR at the beginning of each fiscal year.
18. Analysis of SACCAR's achievements to date and the Team's assessment of the Centre's ability to successfully fulfil its mandate has led the Team to recommend an extension of donor funding for an additional 5-year period.
19. SACCAR should institute a depreciation policy for all of its assets, according to accepted accounting practices, and consider setting up a capital fund to ensure maintenance over time.
20. SACCAR should seek assistance in revising and strengthening its financial management system so that quarterly and annual financial statements can be produced within 30 days of the close of each period.
21. CIDA and SACCAR should decide on dates and format for financial reporting. In order to minimize the reporting load on SACCAR, a common financial reporting system acceptable to all donors should be devised.
22. SACCAR must improve, standardize and simplify its annual progress reporting system so that one well-written and organized report will, with minor changes, serve all its reporting needs.

Chapter VI Research Coordination

23. Steering Committees should be made more effective either by appointing some experienced senior scientists from NARS to guide the Steering Committees, especially those with young and inexperienced coordinators, or by merging the TAPs and Steering Committees.
24. The Review Team noted that most of the priority areas identified for research are commodity-oriented and recommends that areas in natural resource management be included.
25. Commodity-based projects should take more of a systems approach in their research programmes.
26. The GLIP (groundnuts, beans and cowpeas) should consider the formation of a single Steering Committee.

27. Member states should contribute towards a fund for running regional projects through the NARS.

28. The two CTCs (for extension and training; and planning and marketing) should be revived and strengthened under the Food Security Technical Administrative Unit and joint meetings be held with the Board of SACCAR in order to improve research-extension linkages at the regional level, especially to address issues of policy analysis and develop research strategies.

29. Research in natural resource management should receive priority, either as an additional dimension of existing research projects or as a research topic for future regional research projects.

30. As a first step towards moving away from regional projects to regional networks, it is strongly recommended that IARCs recruit more regional scientists as project staff.

31. SACCAR, in collaboration with the regional project leaders, must develop methodologies for impact analysis of the research results generated by regional projects.

32. SACCAR should continue to develop initiatives for coordination and cooperation with private sector research through the NARS.

Chapter V Training Activities

33. The planned evaluation of the travel grants programme should include analysis of the profile of the beneficiaries, the impact of the travel viz-a-viz the objectives and the cost involved.

34. The ARMT project be continued, with widened scope to include management training in the areas of food, agriculture and natural resources.

35. Before a training programme is established in any given University under the new REPSAF project, a critical assessment of resources and facilities should be undertaken, and a points system of rating be developed for this exercise.

36. It is recommended that training be one of the major components of all regional programmes/projects. Those not satisfying this requirement should be reviewed without delay in order to accommodate training if possible.

37. SACCAR should act as a clearinghouse and coordination centre for all regional programme/project training, especially in the case of IARCs involvement.

38. SACCAR should develop a training impact methodology and systematically track scholars and trainees in regional programmes and projects that it coordinates, in order to evaluate the appropriateness of the training and the success of re-integration of the trained person in her/his field of expertise in the region

39. SACCAR should commission a study during 1991/92 to determine the reasons for the differential participation of Lusophone nationals in regional research and training activities, and recommend on the possible need for: a. expanding research and training activities for nationals of these countries; b. providing Portuguese interpretation facilities at meetings; c. publishing documents in both English and Portuguese; d. developing training activities in Portuguese, both within and outside the region; e. strengthening English language training in Maputo, and; f. estimating the cost of providing these recommended services.

40. At least the Executive Summary and Chapter VII of this report should be translated into Portuguese.

41. The broader SACCAR training mandate should be reviewed, with the aim of studying alternative ways of ensuring regional coordination of post-graduate training in agriculture, thus reducing the potential workload of the SACCAR staff.

42. SACCAR ought to take the lead in constituting a committee to prepare options for the future of the Journal of Agricultural Research, including location, name and format, as well as editing, publishing and distribution policies.

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³. ND = no date of publication given.

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APPENDIX A

REVIEW TERMS OF REFERENCE

TERMS OF REFERENCE FOR SACCAR REVIEW

JULY 5 - AUGUST 2, 1991

1. Organisational Structure

- a. Examine and review the functions of SACCAR Board, attendance, meeting frequency, elections, Terms of Service, etc.
- b. Examine and review the structure of the Secretariat and delegation of authorities.
- c. Assess adequacy and technical/professional qualifications of staff in relation to work load, work plans, strategic planning and budgeting with the view to improving/streamlining as appropriate.
- d. Assess the effectiveness of linkages with other organisations, in particular SADCC and FSTAU for FANR policies and activities.

2. Mandate

- a. Examine the mandate of SACCAR as an institution of SADCC, in general and in terms of research, extension linkage.
- b. Examine the effectiveness of dialogue with the private sector research organisations and make suggestions for improvement.
- c. Coordination: Examine the management and coordination systems of regional research and training activities in place with view to assessing adequacy and proposing improvements.
- d. Examine data bases of regional research and researchers, training institutions and trainers, projects etc.
- e. How effective is SACCAR at obtaining funding for identified projects? Are identified projects truly regional in scope?

- f. In view of possible future changes in South Africa what actions could be or have been taken in terms of agricultural research and training.


3. Sustainability

- a. Consider the extent of direct financial contribution by SADCC to general operating costs in terms of institutionalisation and sustainability, and recommend accordingly.
- b. Operational: Review reporting relationships of Executing Agencies to SACCAR and SACCAR to SADCC and the representation of SACCAR at Project Steering Committee's Regional Workshops, Seminars etc.
- c. Review publications in terms of distribution, relevance and impact also inventory and retention/assembly of publications and make recommendations concerning SACCAR's involvement in this area.

4. General

Review the recommendations of the Interim Review to see how they have been implemented and suggest further improvements if any.

FOR SACCAR REVIEW TEAMRECENT ISSUES CONCERNING STRENGTHENING NATIONAL
AGRICULTURAL RESEARCH SYSTEMS IN SUB-SAHARAN AFRICA

1. a. Is the region still committed to regional cooperation in agricultural research?
 - b. If so what mode of cooperation does it want to have?
 - c. What is the role of the International Agric. Research Systems/Institutes (IARCs) in strengthening NARS?
 - d. What is the view of NARS on collaborative networks?
 - e. Should IARCs be playing only a catalytic role?
 - f. What should be their role vis-a-vis that of SACCAR?
 2. In addressing the technologies and germplasm to help resource poor farmers what impact indicators should we be looking for to ascertain if a regional project has achieved its objective?
 3. What should the role of SACCAR be in mounting a network on agricultural policy analysis and in encouraging SADCC member states to set up agricultural policy analysis units? One should bear in mind that there has been a Michigan State University/University of Zimbabwe Food Security Project. But this looked mainly at household food security and has brought about a lot of awareness in this field in SADCC. What about global market and policy trends? Should SACCAR be involved in this?
 4. The Regional Research Priorities might have to be re-oriented once South Africa joins SADCC. What are the scientists views in the region? How will SACCAR look like and operate?
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APPENDIX B

REVIEW ISSUES

A. SACCAR Institutional Structure and Mandate Issues

1. What is the mandate given SACCAR by SADCC and by the member countries? How has this mandate evolved over time and how adequate is it seen to be today? What changes are recommended (from the perspective of SADCC, SACCAR, donors, NARs, regional projects, IARCs, universities).
2. Should the SACCAR mandate be expanded to include aspects of agricultural extension, agricultural policy analysis and global market and policy trends?
3. Review the organizational structure of SACCAR internally and within SADCC. Assess the nature and effectiveness of linkages of SACCAR with SADCC and other SADCC units such as the FSTAU.
4. How is the SACCAR Board structured and how adequate is this structure in support of SACCAR (attendance and turnover of Board members, elections, scope, nature and timeliness of decision-making).
5. Has SACCAR completed its institutionalization process and if not, what remains to be done (staffing, physical plant, organizational structure, formal relationships to SADCC, NARs, IARCs in SADCC region/outside, regional projects, universities).
6. What progress has SACCAR made in terms of sustainability in terms of: staffing, physical plant, recurrent budget, development budget? What future plans does SACCAR have for increased sustainability and how may donor plans modify this?
7. What action has been taken on SACCAR Interim Evaluation recommendations in the area of institutional structure and mandate?

B. SACCAR Management and Administration Issues

1. What is the planning process for both administrative and programme questions and how closely does implementation follow the plan?
2. What is the process of decision-making and delegation of authority within SACCAR?
3. Assess the adequacy of funding, budgeting and financial management/control in SACCAR.
4. Determine the adequacy of SACCAR staffing and staffing policies with respect to: staff job descriptions, contracting and release of staff, work plan development and use of staff time, staff reporting, staff monitoring and evaluation.
5. How appropriate and adequate are SACCAR's reporting requirements and relationships (to the SACCAR Board, member countries, FSTAU, SADCC and donors; from programmes and projects, member countries, grant and other recipients?

C. SACCAR's Macro Regional Coordination Issues

1. How committed is the region (the member countries) to regional cooperation and coordination of agricultural research, training, database development, publications and other possible areas)?
2. What should SACCAR's role be in developing regional research and training priorities?
3. What impact is the inclusion of South Africa in SADCC/SACCAR likely to have in terms of regional research priorities? On the role/nature of SACCAR?

D. Review Issues Regarding Research Coordination Activities

I. Macro Coordination Issues

1. Identify/define overall research coordination objectives of SACCAR. What are SACCAR's achievements/shortcomings in this area? How can this coordination role be strengthened?
2. Is it within SACCAR's mandate to identify/formulate regional research strategies and priorities? What progress has SACCAR achieved in this direction? What remains to be done?
3. Should SACCAR undertake to coordinate agricultural research by the private sector? If yes, how. If no, what type of relationship is ideal/possible.
4. Describe the current linkages between SACCAR and the IARCs within the SADCC region/outside of SADCC? What are the strengths and weakness of this relationship and how can it be improved?
5. Describe the present involvement of IARCs in agricultural research in the region, what is the appropriate long-run involvement and how can SACCAR assist NARs, Universities and IARCs in moving in that direction?
6. What is seen as the appropriate long-run involvement of Donors and Development Banks in agricultural research in the region, and how can SACCAR assist NARs and Donors/Banks in moving in that direction?

II. Programme/Project Coordination Issues

7. How closely do programme/project objectives and priority research areas coincide with national and regional research priorities? To what extent are they truly region in nature; have they contributed to strengthening NARs; have they addressed the problems of poor farmers?

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8. What has been the role of SACCAR in the past and what should the future role of SACCAR be in: identifying projects and possible funding; selecting EAs and participating in project/programme management?

9. Assess SACCAR's objectives and progress in developing and encouraging the adoption of a standard management system for regional projects (MOUs, work plans, PSC, TAP, etc.).

10. What is seen as the probable evolution of the existing regional projects over time and what should the role of SACCAR be in this process? Define networking and describe the role of networks in future regional research activities.

11. How can regional research activities be sustainable over time? What is SACCAR's role in achieving this objective?

12. Assess the role of SACCAR in promoting the publication/dissemination of research results. What should SACCAR's future role be in this area?

13. Assess the role of the SACCAR programmes officer in research coordination.

14. What action has been taken on SACCAR Interim Evaluation recommendations in the area of research coordination?

E. Training Issues

1. Identify/define SACCAR's training objectives. What are SACCAR's achievements/shortcomings in this area? How can this role be strengthened?

2. What has SACCAR achieved in the formulation of regional training strategies and priorities? How should these be implemented and what is SACCAR's role in this process?

3. What is the division of responsibility between the Swaziland SADCC Manpower Development Unit and SACCAR? Do present SACCAR training activities conform to this division? Should any of these be transferred to Swaziland? What guidelines should be used to assist SACCAR in deciding whether or not to assume new or expanded training activities?

4. Describe the various types of training promoted by SACCAR. Assess the role of donors, SACCAR and member countries in this process. Have problems arising in training been adequately addressed by SACCAR?

5. Training and sustainability: The role of training in strengthening NARs and in promoting sustainability, the role of donors in training, the sustainability of training activities and the loss of trained national staff.

6. Assess the role of the SACCAR training officer in training activities.

7. How adequate has the Lusophone question been addressed in training and other activities promoted by SACCAR?

8. What action has been taken on SACCAR Interim Evaluation recommendations in the area of training?

F. Other Coordination Issues

1. Publications: What is the perceived need for regional publications (NARs, universities, IARCs)? What has SACCAR's role been to date (direct publications/ assistance for publications by others/Journal of Agr. Research)? How useful have SACCAR's publications been (technically, readership)? Suggestions for improvement? Should SACCAR go ahead with its plan to develop a Publications Unit? If yes, what are the implications in terms of investment in infrastructure, new staff, potential income (or savings) for SACCAR? What should SACCAR's role be in publications in the future?

2. Data-base Development: How have data-base needs been identified? What already exists in the region? What experience has SACCAR gained/lessons learned from the data-base experience to date? What future plans exist for data-base development in the region (SACCAR/NARs/IARCs/universities)? What should SACCAR's role be in assisting/coordinating/executing this activity?

3. Other possible areas of coordination/cooperation: What should SACCAR's role be in Agricultural Extension? Network development/nature/management? Agricultural Policy Analysis? Agricultural Marketing Analysis/Market Information Networks?

APPENDIX C

PERSONS CONTACTED DURING THE REVIEW

PERSONS CONTACTED DURING THE REVIEW

GABORONE, BOTSWANA

SACCAR

Dr. M. Kyomo Director
Mr. C. Nkwanyana Programmes Officer
Mr. D. Wanchinga Manpower and Training Officer
Mr. C. Namponya Documentation and Information Officer
Mr. C. Kwalombota Finance and Administration Officer

Ministry of Agriculture

Dr. L. Gakale Director of Agricultural
 Research/Chrm. SACCAR Board
Mr. H. Sigwele Chief Agricultural Economist

University of Botswana

Prof G. Mrema Dean of the Faculty of Agriculture

SADCC

Dr. P. Hall Human Resource Economist
Mr. C. Hove Economist - Food and Agriculture

German Agency for Technical Cooperation (GTZ)

Dr. H. Albrecht SADCC/GTZ Training Project

Overseas Development Administration (ODA)

Dr. D. Gollifer Coordinator, SADCC Land and Water Management
 Research Programme

USAID

Mr. R. McColaugh Agriculture/Natural Resources Development Officer

Swedish Embassy

Dr. T. Vigtel Representative

SADCC/FANR Sector Policy Harmonization Team

Dr. M. Carroll Team Leader
Dr. M. Rukuni Member - Training
Ms. S. Faure Member - Management
Dr. B. Phororo Member - Natural Resources

PERSONS CONTACTED DURING THE REVIEW (CONT.)

HARARE, ZIMBABWE

Ministry of Lands, Agriculture Rural Resettlement

Mr. S. Mlambo Deputy Permanent Secretary / Food & Agr. Chairman
Mr. R. Fenner Director of Agricultural
Research / SACCAR Board Member
Mr. C. Keswani Staff Member

CIDA

Ms. V. Sutherland First Secretary (Development)
Mr. B. Morris Financial Officer

International Livestock Centre for Africa (ILCA)

Dr. M. Sall ILCA Director, Government Relations
Dr. J. Kategile ILCA Representative - Zimbabwe

University of Zimbabwe - Faculty of Agriculture

Dr. M. Rukuni Dean

International Maize and Wheat Improvement Centre (CIMMYT)

Dr. B. Gelaw Regional Breeder and Liaison Officer

SEED CO-OP Research Station

Mr. M. Caulfield Maize Breeder

USAID

Dr. R. Armstrong Agriculture/Resources Management Officer

Embassy of Sweden

Ms. Eva Lovgren Regional Research Co-operation Office (SAREC)

Food Security Technical and Administrative Unit (FSTAU)

Ms. P. Bwembya UNIFEM/FSTAU
Mr. J. Chamynorwn Administrative Officer
Dr. M. Walsh Agro-ecologist, RIARB
Dr. H. Kamwendo Land Use Planner, RIARB

PERSONS CONTACTED DURING THE REVIEW (CONT.)

MAPUTO, MOZAMBIQUE

European Economic Community (EEC)

Mr. L. Garuglieri Counsellor, Rural Development
Mr. P. Haftek Volunteer, Socioeconomics

Eduardo Mondlane University - Faculty of Agriculture

Dr. J. Pereira Director, Faculty of Agriculture
Ms. L. Santos Deputy Director / SACCAR grant recipient
Dr. A. Doto Professor/Netherlands Cooperant

National Institute of Agricultural Research (INIA)

Mr. M. Marques Director of INIA / SACCAR Board member
Mr. M. da Silva National Plant Genetic Resource Committee Chairman
Mr. D. de Souza Agro-meteorologist

SACCAR/IITA Cowpea Project

Dr. D. Naik Project Manager (met in Lusaka)

LUSAKA, ZAMBIA

Ministry of Agriculture

Dr. K. Munyinda Assistant Director (Research)
Dr. W. Mwale Maize Breeder, Mt. Makulu Research Station (MRS)
Dr. Verma Sorghum and Millet Breeder, MRS
Mr. C. Malama Soils Specialist / SACCAR grant recipient, MRS
Mr. I. Damaseke Soils Specialist / SACCAR grant recipient, MRS
Dr. S. Muliokela Seed Control and Certification Institute
Mr. R. Chileshe Crop Specialist

SADCC Regional Gene Bank

Dr. G. Mkamanga Director
Dr. A. Wellving Project Manager
Mr. B. Chitambala Finance Officer

ICRAF Agroforestry Project

Dr. Kamara Team Leader

Preferential Trade Area

Dr. J. Ongiro Director - Agriculture

PERSONS CONTACTED DURING THE REVIEW (CONT.)

University of Zambia

Dr. V. Chinene Dean, Faculty of Agriculture
Dr. W. Mwenya Former Dean, SACCAR grant recipient
Dr. D. Mbewe Head of Crop Science Department, grant recipient

Zambia Seed Company Ltd. (ZAMSEED)

Mr. W. Chibasa General Manager

New and Emerging Sciences and Technology (NEST)

Dr. H. Musenge Chief Executive
Mr. Nkhungulu Staff

Swedish Embassy - Development Cooperation Office

Dr. K. Nystrom Head of Development Cooperation Office

APPENDIX D

SACCAR SENIOR STAFF TRAVEL

SACCAR REVIEW

5TH JULY TO 2ND AUGUST 1991

SACCAR STAFF TRAVEL (MOST RECENTLY 12 MONTHS)

DIRECTOR - M. L. KYOMO

June 18-22, 1990	<p>SADCC Minister of Agriculture and Natural Resources Meeting. Maputo, Mozambique.</p> <p>To present Annual Progress Report and Work Programme and Budget. The Blueprint on Training was presented and approved.</p>
July 9-13, 1990	<p>SACCAR workshop on Vegetable Research in SADCC - Arusha, Tanzania.</p> <p>To service the Meeting and interact with Govt. of Tanzania on the subject.</p>
July 23-27, 1990	<p>SACCAR Oil Seeds Workshop. Harare, Zimbabwe.</p> <p>To service the meeting and provide guidelines on the objectives of the workshop.</p>
August 13-22, 1990	<p>SADCC Council of Ministers Meeting Gaborone, Botswana.</p> <p>To present in Annual Progress Report including the Blueprint on Training.</p>
September 17-20, 1990	<p>Attend a SPAAR Brain Storming Meeting on Strengthening Agricultural Research in Sub-Saharan African. World Bank Headquarters. Washington D.C. USA</p> <p>To present a case for SADCC.</p>
September 24-28, 1990	<p>SACCAR conference on Research Priority Setting. Francistown, Botswana.</p> <p>To service and guide the Conference.</p>

- October 20-25, 1990 Attend the Centres week meeting of Director-Generals of International Agricultural Research Centres with their donors.

I went to present the case for Vegetable Research Network for SADCC.
- October 15-18, 1990 Regional Training Workshop organised by the Regional Training Council of Swaziland. This was organised in order to rationalise responsibilities between sectors on training.
- November 12-14, 1990 Food Security Annual Conference.

I went to present a paper on the roles of SACCAR in strengthening National Agricultural Research Systems.
- November 19-24, 1990 SACCAR Conference on Planning and Strengthening Agricultural Research Systems. Gaborone, Botswana.

Second joint meeting of Board of SACCAR, Donors and Team Leaders of Regional Projects and Programmes. Followed by meeting of the Board of SACCAR. Gaborone, Botswana.
- Jan. 22 -Feb 1, 1991 SADCC Council of Ministers' Meeting, including meetings of Sector Coordinators, Senior Officials. These were followed by two-four days of Consultation with Donors supporting SADCC.
- February 11-13, 1991 Attended a Consultation Meeting on: New International Forestry Initiative in Harare, Zimbabwe. It was organised by IDRC.
- March 26-28, 1991 Invited to the ICRISAT Board Meeting at Matopos, Bulawayo, Zimbabwe.
- March 29-30, 1991 Went to present Certificates to SACCAR-CABI Trainees on Pest Identification, run from 17th to 29th March 1991 in Harare, Zimbabwe.

April 10-11, 1991 Attended the meeting of the Board of SACCAR. Victoria Falls, Zimbabwe.

April 15-18, 1991 Chaired the meeting of the SADCC Regional Gene Bank in Zomba, Malawi.

June 12-22, 1991 Food Agriculture and Natural Resources Sector Coordinators Meeting followed by Meeting of Senior Officials and that of the Ministers of Agriculture and Natural Resources of SADCC. Lilongwe, Malawi.

 I went to present the Annual Progress Report, Work Programme and Budget of SACCAR and new project on Silkmoth Studies.

SACCAR STAFF TRAVEL

Name: C. T. NKWANYANA
 Position: PROGRAMMES OFFICER

<u>DATE</u>	<u>DESTINATION</u>	<u>REASONS FOR TRAVEL</u>
1. 24-28 SEPT. 1990	Francistown-Botswana	Attending SACCAR Workshop on Research Priorities for Agriculture, Fisheries, Forestry and Wildlife.
2. 15-20 Oct. 1990	ISNAR-The Haugue NL.	Attending (on behalf of the Director) a Consultation Meeting on "Agricultural Research, Policy, Organisation and Management for Sustainable Agriculture.
3. 19-24 Nov. 1990	Gaborone-Botswana	Attending SACCAR/SPAAR Workshop & SACCAR Board Meeting.
4. 26-30 Nov. 1990	Lusaka-Zambia	Attend SACCAR/IRRI Rice Research Workshop.
5. 3-13 Dec. 1990	Zambia, Malawi Mozambique, Zimb.	Familiarisation visit to Regional Research Projects/Programmes.
6. 21-31 Jan. 1991	Windhoek-Namibia	Attending SADCC Annual Consultation Conference.
7. 5-08 March 1991	Mangochi-Malawi	Attending the Beans Improvement Steering Committee Meeting.

8. 2-09 April 1991 Wageningen-Netherlands
Amsterdam Attending Workshop on SPAAR Information Systems and representing the Director in the debate on "Biotechnology for Small Scale Farmers" Organised by the Free University of Amsterdam.
9. 10-12 April 1991 Victoria Falls, Zim. Attending the SACCAR Board Meeting.
- 10 16-17 April 1991 Lilongwe-Malawi Attending the Groundnut Improvement Steering Committee Meeting.
- 11 27-31 May 1991 Maseru-Lesotho Attending the SADCC Forestry Research Workshop.
- 12 10-12 June 1991 Stockholm-Sweden Representing the Director at the UNCSTD-SAREC Joint Conference on "International Cooperation in Science and Technology for Development".
- 13 2-04 July 1991 Bulawayo-Zimbabwe Preparation of the Terms of Reference for the team to Review the SADCC/ICRISAT Sorghum and Millets Improvement Programme with the Executive Director (SMIP), USAID/Zimbabwe, ADO and PDO.
- 14 14-27 July 1991 DAR-ES-SALAAM Joining the SPAAR/World Bank Mission to work on the Modalities of Implementing the SACCAR/SPAAR Initiative Endowment Fund Scheme to support NARS in Tanzania.

SACCAR DOCUMENTATION /INFORMATION OFFICER

Regional/International Travel, June 1990-July 1991

- 18 June 1990 Mbabane, Swaziland. To direct a Planning Workshop for an agricultural information system
- 13 July 1990 Harare, Zimbabwe. To make arrangements for workshop on Oilseeds.
- 12 Oct. 1990 Ede, Netherlands. To attend meeting at CTA on information .
- 30 Nov 1990 Lilongwe, Malawi. To direct a workshop on micro computer database management for information officers.
- 6 March 1990 Harare, Zimbabwe. To attend CIMMYT open day.
- 9 April 1991 Victoria Falls, Zimbabwe. To attend SACCAR Board Meeting.
- 21 May 1991 Windhoek, Namibia. To collect data and make arrangements for ARRA study.
- 10 June 1991 Francistown, Botswana. To attend meeting on Strategies and perspectives of rural development in the SADCC countries.
- 3 July 1991 To discuss with Food Security possibilities of collaboration in Databases and see the Regional Inventory of Resource Base Database.

TRAVEL SCHEDULE FOR MR. C. L. KWALOMBOTA

PERIOD: JULY 1990 - JULY 1991

<u>COUNTRY/CITY</u>	<u>INSTITUTION CONTACTED</u>	<u>PURPOSE OF VISIT</u>	<u>PERIOD/DATE OF VISIT</u>
1. Tanzania (Arusha)	Arusha International Conference Centre	SACCAR/AVRDC Workshop: Organiser	July 9 - 13, 1990
2. Zimbabwe (Harare)	Jameson Hotel	SACCAR Oil Seeds Workshop: Organiser	July 23-27, 1990
3. Lesotho (Maseru)	Lesotho Sun Cabanas	SACCAR Research Grants Recipients Workshop: Preparations for workshop	July 28-30, 1990
4. Lesotho (Maseru)	Lesotho Sun Cabanas	SACCAR Research Grants Recipients Workshop: Organiser	September 3-6, 1990
5. Botswana (Francistown)	Thapama Lodge	SACCAR Workshop on Research Priorities in Agriculture and Natural Resources: Organiser	September 24-28, 1990
6. Zambia (Lusaka)	SADCC Regional Gene Bank	SRGB Board Meeting: Board Member	October 15-18, 1990
7. Zambia (Lusaka)	Pamodzi Hotel	SACCAR/IRRI Workshop on Rice Research in SADCC: Organiser	November 25-28, 1990

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8.	Zambia(Lusaka)	SRGB	SRGB Monitoring Tour	December 1-16, 1990
9.	Malawi(Lilongwe)	Chitedze and Makoka Agric. Research Stations	SADCC Groundnut Programme: Monitoring Tour	December 1 - 16, 1990
10.	Mozambique	INIA	Cowpea Programme: Monitoring Tour	December 1 - 16, 1990
11.	Zimbabwe (Bulawayo)	ICRISAT	SMIP etc: Monitoring Tour	December 1 - 16, 1990
12.	Namibia	SAPCC National contact	SADCC Annual Consultative Conference: SACCAR Delegate	January 20 - February 3 1991
13.	Zimbabwe (Vic Falls & Bulawayo)	Makasa Sun Hotel and ICRISAT	Preparation & arrangements for SACCAR Board meeting and Interviews for SADCC Groundnut Project Personnel	February 28, 1991 - March 6, 1991
14.	Zimbabwe (Harare)	DRSS	Workshop on Pest Identifi- cation Course: Organiser	March 17 - 19, 1991
15.	Zimbabwe (Vic Falls)	Makasa Sun Hotel	SACCAR Board Meeting: Organiser	April 7 - 11, 1991
16.	Malawi(Zomba)	Government of Malawi	SRGB Board Meeting. Participant as SACCAR Board member	<i>April 15-18</i>
17.	Malawi(Lilongwe)	Malawi Government	Annual meeting of Ministers of Agriculture and Natural Resources: SACCAR Delegate	June 12 - 28, 1991
18.	Lesotho(Maseru)	Lesotho Government	Sector Coordinator's Meeting and Extra Ordinary Meeting of the Standing Committee of Officials: SACCAR Delegate	July 6 - 13, 1991

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TRAVEL SCHEDULE

for

DR. D.M. WANCHINGAJuly 1, 1990 - July 1, 1991.

1. SACCAR/AVRDC workshop on Vegetable Research in SADCC. Arusha, Tanzania. July 9-13, 1990 (Participant/Organiser).
Oilseeds: Research (see Kusumaboti) July 23-27
2. SACCAR workshop for Research Grant Recipients. Maseru, Lesotho. September 3-6, 1990 (Participant/Organiser).
3. SACCAR Conference on Research Priorities in Agriculture and Natural Resources in SADCC. Francistown, Botswana. September 24-28, 1990 (Participant/Organiser).
4. SADCC Regional Genebank, fourth Board Meeting, Lusaka, Zambia. October 15-18, 1990. (Chairman).
5. SACCAR workshop on the African Silkmoth (*Gonometa* spp) in SADCC. Francistown, Botswana. October 22-24, 1990. (Participant/Organiser).
6. Member of the CIDA/SACCAR Design Mission on Strengthening Agricultural Faculties in Universities of the SADCC region. Nov. 18, 1990 - Dec. 4, 1990.
7. SADCC Regional Congress of Entomology, Lusaka, Zambia (Presented keynote paper). December 5-7, 1990.
8. ISNAR/DRSS Training workshop for Research Masterplanning January 1991, Bulawayo, Zimbabwe.
9. SADCC/ISNAR In-Service Project Steering Committee Meeting. February 1991. Maseru, Lesotho.
10. SADCC/GTZ Project - Steering Committee Meeting, Morogoro, Tanzania. March 1991.
11. Member of the CIDA/SACCAR/ISNAR Mission on review of Management Training in the SADCC region preparatory to establishing a leadership of the Agricultural Research Management Training Project in the region. April 6-19, 1991.

12. Member of the Consultants' Team to prepare a framework for the RTC SADC regional bluepring on Manpower Development. April 22-25, 1991. Mbabane, Swaziland.
13. Congress of the Crop Science Society of Zimbabwe. July 2-3, 1991. Harare, Zimbabwe (read keynote paper on behalf of the director of SACCAR).

APPENDIX E

**SACCAR STAFF LIST
(As of July 15, 1991)**

SACCAR STAFF LIST AS ON JULY 15, 1991

NAME	POSITION	DATE STARTED	RESPONSIBILITIES
1. M L Kyomo Ph.D	Director	25.08.85	Overall Administration of the Centre.
2. C. T. Nkwanyana M.Sc.	Programmes	25.08.90	Management and monitorir of the Programmes and Projects.
3. D M Wanchinga Ph.D	Manpower/ Training Off.	10.12.86	Management and monitorir of Training Programmes.
4. C. R. Namponya Mphil FLA	Documentation	15.01.87	Management and Acquisiti of Information and Documentation.
5. C L Kwalombota FFA, ACEA, FACS.	Finance and	04.01.87	Management and monitorin Finance and Administra- trative matters.
6. F. M. Sebeela (Mrs) B.A.	Technical Officer	01.01.86	Responsible to Manpower and Training Officer.
7. M. T. Lefenya (Mrs) B.A.	Technical Officer	01.01.88	Responsible to Documen- tation and Information Officer.
8. R. M. Pholoba (Ms)	Admin.	01.02.91	Responsible to Finance and Admin. Officer.
9. B. T. G. Ntseane	Personal	01.12.85	Responsible to Director.
10. B. Matsetse (Ms)	Secretary Grade I	01.04.86	Finance and Admin.
11. H. Molefi (Ms)	Secretary Grade I	01.04.90	Manpower & Training Officer
12. A. Gabarongwe (Mrs)	Receptionist/ Typist	01.03.87	Registry/Telex/Fax/ Telephone.
13. J Malegase, (Mr)	Driver/ Messenger	20.12.86	General Office Duties and Driving.
14. S. Madisa (Mrs)	Messenger	12.03.90	General Office Duties
15. S. Baliki Mrs)	Cleaner/ Messenger	08.03.90	General Office Cleaning.
16. J. Sonwe (Mr)	Gardner	01.04.87	Cleaning Office Compounds and Gardening

APPENDIX F

**REGIONAL RESEARCH PLANNING WORKSHOPS
ORGANIZED BY SACCAR**

APPENDIX F

REGIONAL RESEARCH PLANNING WORKSHOPS ORGANIZED BY SACCAR

1. Agronomic adjustment to the environment of the 400-600 mm rainfall zone of the Southern Africa region. 1982.
2. SADCC agricultural research conference. February, 1984.
3. Appropriate manpower for agricultural research and extension in the SADCC countries. 25 -26 September, 1985.
4. Smallholder dairy, small ruminant, pig and poultry and rabbit production in the SADCC countries. Lesotho, 26-27 November, 1986.
5. Potential of horticultural production in SADCC countries. Blantyre, Malawi. 23 - 27 March, 1987.
6. Animal traction and agricultural mechanization research in SADCC member countries. August 8 - 12 1987. Maputo, Mozambique.
7. Integration of agricultural research, training and extension. Arusha, Tanzania. 22 - 26 February, 1988.
8. Seed research, certification and movement in SADCC. Lusaka, Zambia. 13 - 15 June, 1988.
9. Strategy for integrated pest management and weed control in SADCC. Mbabane, Swaziland. 1 - 4 August, 1988.
10. Manpower planning and development for agriculture and natural resources in SADCC member countries. Maseru, Lesotho. 22 - 25 August, 1988.
11. Vegetable research and development in SADCC countries. Arusha, Tanzania. 1990.
12. Rice research in SADCC. 25 - 28 November, 1990. Lusaka, Zambia.
13. SACCAR/IDRC Planning Workshop for the establishment of an agricultural information system. 18 - 20 June, 1990. Mbabane, Swaziland.
14. Regional conference on research priorities in agriculture and natural resources in SADCC. 24 - 28 September, 1990. Francistown, Botswana.
15. Workshop on the African silkworm in SADCC countries. Francistown, Botswana. 22 - 24 October, 1990.

APPENDIX G

SACCAR REGIONAL RESEARCH COORDINATION ORIENTATION

G.1. Composition and Functioning of Steering Committees

G.2. Composition and Functioning of Technical Advisory Panels

G.3. Role of Sector Contact Points

APPENDIX G.1

COMPOSITION AND FUNCTIONS OF STEERING COMMITTEES FOR SADCC'S REGIONAL RESEARCH PROGRAMMES AND PROJECTS.

A. Composition

Steering Committees for SADCC's Regional Research Programmes and Projects shall comprise the following:

1. Scientists working as National Commodity Coordinators (one per country, a total of 10)
2. The Team Leader of the Regional Programme/Project (secretary to the committee).
3. Representative of donors
4. Representative of SACCAR
5. In attendance: Regional staff of programme/project
6. Chairmanship of the committee: National Coordinator for the country in which meeting is being held.

B. Functions

1. To receive reports of the regional programme.
2. To plan, approve and guide research and training activities of the Regional Programme/Project.
3. To receive reports of national programmes vis a vis the regional programme/project.
4. To identify research and training needs and support required by national programme/project.
5. To propose and/or allocate regional resources to national programmes for both research and training activities, including technical support, equipment, etc.
6. To act as the basic organizational units for all matters related to the implementation of the regional programme/project.

Frequency of meetings

The Committee shall meet at least two times a year during the first half to monitor progress of commodity projects in the field and during the second half to assess success and to plan research activities, exchange of germplasm, etc. for the following season.

APPENDIX G.2

COMPOSITION AND FUNCTIONS OF TECHNICAL ADVISORY PANELS FOR SADCC'S REGIONAL RESEARCH PROGRAMMES AND PROJECTS.

A. Composition

The Technical Advisory Panel (TAP) for SADCC's Regional Research Programmes and Projects shall comprise the following members:

1. Three internationally recognized research scientists who are specialists in the commodity or commodities being investigated.
2. The Director of SACCAR, who shall be the Chairman of the TAP.
3. Chairman of the Board of SACCAR.
4. The Director of Agricultural Research (DAR) or Chief Agricultural Research Officer where a DAR post does not exist from the host country for the project.
5. Two other DARs from other SADCC member states where the commodity/commodities are very important.
6. One representative per donor.
7. The Team Leader of the Programme/Project.

B. Functions

1. To receive from the Team Leader an overview of the progress of the programme or project and future plans.
2. To receive and examine the works of individual scientists progress/their achievements and plan of work for the coming year.
3. To receive and examine progress on expenditure and budget for the programmes/project.
4. To receive and examine reports on assistance to the NARSSs in research.
5. To receive and examine progress on training professional and technical staff from NARSSs.
6. To make recommendations, on activities of individual scientists and on the direction the programme/project should be taking to the Director General/Director of the Executing Agency.
7. To propose to SADCC through the Board of SACCAR new initiatives or recommend termination of some activities which might not have been foreseen at the launching of the programme.
8. To propose to SADCC through the Board of SACCAR and new administrative responsibilities for the programme/project.

Frequency of Meetings: The Panel shall meet once a year and prior to the meeting, eminent scientists shall be given an opportunity to visit activities of the programme/projects in various member states and at the central location of the programme/project.

APPENDIX G.3.

ROLE OF SECTOR CONTACT POINTS

The SADCC Memorandum of Understanding established agricultural research as one of the sectors in which member states will cooperate in order to enhance agricultural production for the benefit of their citizens. Later training, especially at post-graduate level in agricultural sciences, was added to the sector.

This sector's contact points are the Directorates of Agricultural Research, Offices of Deans or Principals of Faculties or Colleges of Agriculture, Forestry, Wildlife, Fisheries and Veterinary Medicine.

Proposals on how SADCC's Agricultural Research and Training Coordinating Unit, that is SACCAR - the Southern African Centre for Cooperation in Agricultural Research and Training, should relate to the sectoral contact points are as follows:

Objectives of SACCAR. These have been set out in the Charter establishing SACCAR:

- (a) Promote cooperation in agricultural research among the national agricultural research systems of the member States;
- (b) Facilitate the exchange of information among the national research systems; and
- (c) Promote coordination of SADCC agricultural research activities.

The Functions of SACCAR. These have been spelled out in the Charter Establishing SACCAR, and include:

- Maintenance of up to date information on the agricultural research resources in the SADCC region;
- Promotion and/or publication of research materials;
- Convening of workshops, seminars and meetings on topics of regional concern;
- Promotion of training both within and outside the research programs of the various national agricultural research systems, in consultation with the member states responsible for coordinating manpower;
- Promotion of effective use of research agencies external to the SADCC countries;
- Coordination of the work of donors in support of agricultural research cum technology generation within the region; and
- Identification of regional research programmes, negotiating their funding and appointing executing agencies.

Control of such programmes is vested in SACCAR, which is responsible for monitoring and reporting on their progress and direction to SADCC through the Government of Botswana.

The terms of Reference of the Sectoral Contact Point in Agricultural Research and Training shall therefore be:

- Identify agricultural research and training problems of interest to the region for consideration by the Board of SACCAR;
- Monitor and maintain up-to-date records of progress of regional agricultural research and training projects located in the member state and share with SACCAR this information periodically;
- Supply SACCAR information on the status of agricultural research and training to enable this coordinating unit to fulfil its mandate;
- Maintain records of all regional agricultural research and training with the view of facilitating full participation in such activities as identifying candidates for training, conferences, etc. as stipulated in the project documents;
- Participate regularly in meetings/conferences/seminars that may be arranged by SACCAR;
- Using the existing machinery of the government of a member state to inform the policy makers such as Permanent/Principal Secretaries, Ministers etc. the objectives, functions and activities of SACCAR, the progress of regional research projects and training and any issues related to these subjects;
- Maintain all pertinent SADCC reports and publications including those on status of agriculture, agricultural research and training and any others which will facilitate a good understanding of the region's development issues;
- Promote the fast implementation of the agricultural research and training projects located in the member state, including fast processing of memoranda of understanding concerning regional projects.

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APPENDIX H

H.1. SACCAR Small Research Grant Recipients

H.2. Research Grant Awards by Country

H.3. SACCAR Travel Grant Recipients

H.4. Distribution of Travel Grant Awards by Country

APPENDIX H.1 SACCAR SMALL RESEARCH GRANT RECIPIENTS

NAME	CODE	COUNTRY	DATE OF AWARD	TOTAL AWARD	1ST PAYMENT DATE	AMOUNT	2ND PAYMENT DATE	AMOUNT	TOTAL RCBYD	BALANCE	COMMENTS
J.V. Naggogo	SRG-01	Tanzania	March '85	6750	15.06.85	3375	19.09.86	2375	6750	-	Has been on study leave - now back
D.R. Nyirenda	SRG-02	Zambia	March '85	10000	01.07.85	7450	03.12.86	2550	10000	-	Final report overdue - On study leave
Drs Mweu & Lungu	SRG-03	Zambia	March '85	10000	01.06.85	6100	14.04.86	3900	10000	-	Final report submitted
M. Motsani	SRG-04	Lesotho	March '85	10000	29.10.85	7500	09.07.86	2500	10000	-	Final report submitted
A. Rocha	SRG-05	Mozambique	March '85	7800	13.02.86	6350	17.02.90	1450	7800	-	Project completed -awaiting final report
M.V. Mhonta	SRG-06	Swaziland	March '85	7360	-	-	-	-	-	7360	Has been on study leave Now back
E. Nonce	SRG-07	Mozambique	March '85	8000	13.03.87	6000	-	-	6000	2000	Just back from study leave Project continues
M. Mwanjili	SRG-08	Tanzania	March '85	10000	-	-	-	-	-	-	No communication
M.D.S. Muna	SRG-09	Zimbabwe	March '85	10000	27.06.86	7500	-	-	7500	2500	Final report submitted
A.P. Gomes	SRG-10/3	Angola	Aug. '86	10000	-	-	-	-	-	10000	Communication problems
B. Mosisanyana	SRG-11/3	Botswana	Aug. '86	10000	22.01.87	7500	-	-	7500	2500	Requested for suspension of report. On s/leave
A.R. Saka	SRG-12/2	Malawi	Aug. '86	10000	08.06.87	7500	13.01.89	2500	10000	-	Final Report submitted
D.C. Muthali	SRG-13/2	Malawi	Aug. '86	10000	23.02.87	7500	05.09.89	2500	10000	-	Final report submitted
J. Mandwa	SRG-14/2	Malawi	Aug. '86	10000	23.02.87	7500	14.04.89	2500	10000	-	Final Report Overdue
M. Mungoi	SRG-15/3	Mozambique	Aug. '86	9400	06.05.87	7500	21.02.89	2350	9400	-	Final report due
F.L. Guna	SRG-16/2	Swaziland	Aug. '86	5310	23.02.87	4432.5	-	-	4432.5	1477.5	On study leave
F.P. Lchule	SRG-17/2	Tanzania	Aug. '86	9950	20.03.87	7462.5	11.04.89	2487.5	9950	-	Final report submitted

(19)	A. Vassuetus	SRG-18/2 Tanzania	Aug. '86	10000	21.12.87	5500	-	-	5500	4500	On study leave
(20)	Drs Sihonga Kihapi, Makungu	SRG-19/2 Tanzania	Aug. '86	10000	21.03.87	7500	-	-	7500	2500	Requested for extension of project life
(21)	C. Malana	SRG-20/2 Zambia	Aug. '86	5460	24.11.87	4095	13.03.89	1365	5460	-	Final report submitted
(22)	R. Tanyongana	SRG-21/2 Zimbabwe	Aug. '86	10000	-	-	-	-	-	10000	No communication
(23)	L.Z. Ndlovu	SRG-22/2 Zimbabwe	Aug. '86	10000	23.02.87	3500	05.10.88	6973	10473	-	Requested for topping up funds for equipment
(24)	M.S. Kunwanda	SRG-23/3 Malawi	Apr. '88	9320	08.09.88	6990	06.11.89	1434	9320	-	-
(25)	N. Mhabela	SRG-24/3 Swaziland	Apr. '88	10000	02.08.89	7500	-	-	7500	2500	On study leave
(26)	M. Piha	SRG-25/3 Zimbabwe	Apr. '88	10000	08.03.88	7500	08.02.90	2500	10000	-	Final report due
(27)	T. Ngara	SRG-26/3 Zimbabwe	Apr. '88	10000	08.09.88	7500	-	-	7500	3500	Progress report due
(28)	O. Mwandemle	SRG-27/3 Tanzania	Apr. '88	9650	08.09.88	7238	-	-	7238	1412	On sabbatical leave
(29)	A.N. Katule	SRG-28/3 Tanzania	Apr. '88	3470	30.05.89	6352	-	-	6352	2113	-
(30)	R.T. Chabura	SRG-29/4 Tanzania	Sept. '88	10000	17.02.89	7500	12.04.90	2500	10000	-	-
(31)	O. Mhiringe	SRG-30/4 Zimbabwe	Sept. '88	3038	17.02.89	5745	-	-	5745	2953	Progress report due
(32)	B.E. Lubozhya	SRG-31/4 Zambia	Sept. '88	3360	-	-	-	-	-	-	Revised proposal awaited
(33)	P. Banda	SRG-32/4 Malawi	Sept. '88	15000	-	-	-	-	-	-	Was on study leave To submit revised budget
(34)	B. Mbruta	SRG-33/4 Zimbabwe	Sept. '88	10000	27.06.89	7500	-	-	7500	3500	-
(35)	G. Maphanyane	SRG-34/4 Botswana	Sept. '88	9500	-	-	-	-	-	-	On study leave
(36)	M. Mwenya	SRG-35/4 Zambia	Sept. '88	10000	25.10.88	7500	-	2500	10000	-	On sabbatical leave Now back

(35)	Drs Saka, Nsuru	SRG-36/5 Malawi	Dec. '89	10000	09.04.90	7500	-	-	-	-	-
(36)	P. Tongona	SRG-37/5 Zimbabwe	Dec. '89	10000	31.06.90	7500	-	-	-	-	-
(37)	L.M. K. Santos	SRG-38/5 Mozambique	Dec. '89	10000	14.06.90	7500	-	-	-	-	-
(38)	G.F.G. Chigwe	SRG-39/5 Malawi	Dec. '89	10000	26.06.90	7500	-	-	-	-	-
(39)	A.M. Buayolo	SRG-40/5 Zambia	Dec. '89	10000	-	-	-	-	-	-	-
(40)	M.S. Silaula	SRG-41/5 Swaziland	Dec. '89	2193	-	09.05.90	1645	-	-	-	-
(41)	G. Chibiliti	SRG-42/5 Zambia	Dec. '89	10000	-	-	11.04.90	5000	-	-	-
(42)	L.L. Setshwaelo	SRG-43/5 Botswana	Dec. '89	10000	-	-	-	-	-	-	-
(43)	M.H. Shen	SRG-44/5 Tanzania	Dec. '89	10000	-	-	-	-	-	-	-
(44)	H.M. Fidzani	SRG-45/6 Botswana	Nov. '90	3215	-	-	-	-	-	3215	-
(45)	M. Mhobela	SRG-46/6 Lesotho	Nov. '90	10000	-	-	-	-	-	10000	?
											Has changed jobs
(46)	J.P. Mtshuni	SRG-47/6 Malawi	Nov. '90	3333	-	-	-	-	-	3333	?
(47)	M.P. Gomes	SRG-48/6 Mozambique	Nov. '90	10000	-	-	-	-	-	10000	-
(48)	S.J. Shongwe	SRG-49/6 Swaziland	Nov. '90	5000	-	-	-	-	-	5000	?
(49)	C.T. Kadzere	SRG-50/6 Zimbabwe	Nov. '90	10000	-	-	-	-	-	10000	?

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APPENDIX H.2.

REGIONAL DISTRIBUTION OF RESEARCH GRANT AWARDS BY COUNTRY AND YEAR.

COUNTRY	1985 /86	1986 /87	1987 /88	1988 /89	1989 /90	1990 /91	TOTAL	%
Angola	0	1	0	0	0	0	1	2
Botswana	0	1	0	1	1	1	4	8
Lesotho	1	0	0	0	0	1	2	4
Malawi	0	3	1	1	2	1	8	16
Mozambique	2	1	0	0	1	1	5	10
Namibia ¹	0	0	0	0	0	0	0	0
Swaziland	1	1	1	0	1	1	5	10
Tanzania	2	3	2	1	1	0	9	18
Zambia	2	1	0	2	2	0	7	14
Zimbabwe	1	2	2	2	1	1	9	18
TOTAL	9	13	6	7	9	6	50	100

¹. Recent member of SADCC.

APPENDIX H.3 SACCAR TRAVEL GRANT RECIPIENTS

<u>CODE</u>	<u>NAME</u>	<u>HOST COUNTRY</u>	<u>DURATION</u>	<u>STATUS</u>
TG-02/87	K. Phoya-MI	BOTSWANA	01-10/04/87	R
TG-03/87	Dr C. Nyathi-ZW	BOTSWANA, LESOTHO, SWAZILAND	21/04-05/05/87	R
TG-04/87	Dr T. Diteko-BD	TANZANIA MALAWI ZAMBIA ZIMBABWE	04-10/05/87	R
TG-05/87	Mr D. Nkane-BD	ZIMBABWE	04-18/05/87	R
TG-06/87	Dr L. Ndlovu-ZW	BOTSWANA	02-12/06/87	R
TG-07/87	Mr A. Hungwe-ZW	BOTSWANA	02-09/08/87	R
TG-08/87	Mr S. Sarwatt-TZ	MALAWI	26/09-09/10/87	R
TG-09/88	Dr D. Khonje-MI	ZIMBABWE	31/01-07/02/88	R
TG-10/88	Mr W. Kumwenda-MI	BOTSWANA	28/02-11/03/88	R
TG-11/88	Dr C. Xlhone-MO	MALAWI	17-30/06/88	R
TG-12/88	Mr D. Manda-MI	SWAZILAND	APRIL, 1988	-
TG-13/88	Mr R. Fenner-ZW	BOTSWANA	04-08/07/88	-
TG-14/88	Dr C. McLaren-ZW	BOTSWANA	01-08/07/88	-
TG-15/88	Dr J. Haki-TZ	ZAMBIA	09-18/07/88	R
TG-16/88	Dr M. Zimba-MO	ZIMBABWE TANZANIA	12-24/07/88	-
TG-17/88	Mr M. Segonetso-BD	ZIMBABWE	26/09-03/10/88	R
TG-18/88	Mrs E. Njiku-TZ	ZIMBABWE	06-16/08/88	R
TG-19/88	Dr W. Mwenya-EA	LESOTHO	20-29/10/88	R
TG-20/88	Mrs N. Gata-ZW	TANZANIA	25/10-05/11/88	-
TG-21/88	Dr S. Mlambo-ZW	BOTSWANA	19-24/11/88	N/A
TG-22/88	Mr T. Jele-WD	BOTSWANA	19-24/11/88	N/A

TG-23/88	Mr J. Choga-TZ	BOTSWANA	26-27/11/88	N/A
TG-24/88	Mr M. Motsosene-LO	BOTSWANA	23-29/10/88	-
TG-25/88	Mr P. Cweba-LO	BOTSWANA	23-29/10/88	-
TG-26/89	Ms M. Ramadas-MO	ZIMBABWE		
TG-27/89	Mr M. Kumwenda-MI	ZIMBABWE	10-25/02/89	R
TG-28/89	Dr V. Saka-MI	SWAZILAND	19-27/02/89	R
TG-29/89	Mr O. Mapunda-TZ	BOTSWANA ZAMBIA MALAWI	02-15/04/89	R
TG-30/89	Mr J. Mowo-TZ	ZIMBABWE	16-30/04/89	R
TG-31/89	Mr A. Daka-ZA	ZIMBABWE	07-19/05/89	R
TG-32/89	Prof. P. Msolla-TZ	BOTSWANA ZIMBABWE	17/09-01/10/89	-
TG-33/89	Mr W. Titus-TZ	ZIMBABWE MALAWI	25/03-08/04/89	R
TG-34/89	Mr F. Pinto Mr M. Muhats-MO	BOTSWANA		
TG-35/89	Mr P. Banda-MI	ZAMBIA		
TG-36/89	Mr T. Kibani-TZ	ZIMBABWE	16-30/04/89	R
TG-37/89	Ms K. Mokogetle Mr D. Norris-BD	TANZANIA ZIMBABWE	05-15/04/89	R
TG-38/89	Ms K. Mogotsi-BD	ZIMBABWE	15-24/04/89	-
TG-39/89	Mrs T. Matobo-LO	ZIMBABWE	22/04-01/05/89	R
TG-40/89	Dr I. Mariga Mr I. Mharapara Mr O. Mugweni-ZW	BOTSWANA	01-04/05/89	R
TG-41/89	Dr G. Chibiliti-ZA	MALAWI	16-27/09/89	R
TG-42/89	Dr A.M. Bunyolo-ZA	BOTSWANA	09-19/01/1990	R
TG-43/89	Mr R.J. Mbonika-TZ	BOTSWANA	16-23/09/89	R
TG-44/89	Dr P. Tongcona-ZW	TANZANIA	29/08-01/09/89	R

TG-45/89	Mr R. Chileshe-ZA	ZIMBABWE	11-18/02/90	R
TG-46/89	Mr M. Mofolo-LC	BOTSWANA ZIMBABWE	22/07-05/08/89	R
TG-47/89	Dr C. Lungu-ZA	ZIMBABWE	23/08-07/09/89	R
TG-48/89	Mr C.W. Kanyanda-ZW	ZIMBABWE	28/08-07/09/89	-
TG-49/89	Mr M. Lung"wecha-TZ	(SEE FILE)	-	N/A
TG-50/89	Dr J.T. Mtimuni-MI	ZIMBABWE BOTSWANA	24/03-08/04/90	R
TG-51/89	Dr S. Chiyenda-MI	ZIMBABWE	25/03-07/04/90	LINE
TG-52/89	Dr N. Hatibu-TZ	BOTSWANA	20/11-01/12/89	R
TG-53/89	Mr D. Gama-WD	ZIMBABWE	14-21/11/89	R
TG-54/90	Dr A.M. Mbagwa-TZ	ZIMBABWE		
TG-55/90	Ms C. Xavier-MC	ZIMBABWE	13-27/01/90	R
TG-56/90	Mr J. Simuyenda-ZA	BOTSWANA ZIMBABWE		
TG-57/90	Mr J. Woodend-ZI	MALAWI ZAMBIA	02-11/03/90	R
TG-58/90	Dr E. Kasomekera-MI	BOTSWANA	06-20/01/91	-
TG-59/90	Dr B. Kessy-TZ	(SEE FILE)	-	N/A
TG-60/90	Mr V.N. Sebina Mrs F.M. Kintu-BD	TANZANIA ZIMBABWE	03-17/06/90	R
TG-61/90	Mr H. Mahoo-TZ	BOTSWANA	03-22/04/90	R
TG-62/90	Mr P. Lemmert Mr J. Olesitse Mr M.P. Dikgale-BD	SWAZILAND	06-12/05/90	-
TG-63/90	Mr M.I. Damaseke-ZA	BOTSWANA	16-23/07/90	R
TG-64/90	Mr K. Kulube-ZW	MALAWI	02-14/06/91	-
TG-65/90	Mr L.S. Samatebele	BOTSWANA ZIMBABWE	05-15/06/90	R

TG-66/90	Dr S. Muliokela-ZA	BOTSWANA LESOTHO SWAZILAND	19/01-01/02/91	R
TG-67/91	Prof. C. Mrema Dr L.O. Aina-BD	SWAZILAND	23/02-01/03/91	R
TG-68/91	Mr M.N. Mbewe-ZA	TANZANIA		
TG-69/91	Mr B. Maphosa Mr S.G.S. Matutu-ZW	TANZANIA ZAMBIA BOTSWANA	21/05-02/06/91	-
TG-70/91	Dr M.K. Shoo-TZ	BOTSWANA	09-23/07/91	-
TG-71/91	Mr W.C.B. Silwimba	ZAMBIA	12-19/06/91	-
TG-72/91	Dr N.R. Gata-ZW Mr T. Namane-LO	BOTSWANA	23/04-04/05/91	N/A
TG-73/91	Dr J. Isa-BD	ZIMBABWE ZAMBIA TANZANIA	10-23/07/91	-
TG-74/91	Dr L.D.B. Kinabo-TZ	ZIMBABWE BOTSWANA		
TG-75/91	Dr G.T. Masina-WD	ZIMBABWE		
TG-76/91	Mr I. Kiriama-TZ	ZIMBABWE	15-30/09/91	
TG-77/91	Dr A.M. Katule-TZ	ZIMBABWE		
TG-78/91	Dr M. Matli Mr T. Namane Mr E. Mkhleseng-LO	ZIMBABWE MALAWI	20-25/07/91	

KEY:

R - REPORT RECEIVED
N/A - NOT REQUIRED
- REPORT NOT RECEIVED

APPENDIX H.4

REGIONAL DISTRIBUTION OF TRAVEL GRANT AWARDS
BY COUNTRY AND BY YEAR.

COUNTRY	1985 /86	1986 /87	1987 /88	1988 /89	1989 /90	1990 /91	TOTAL	As Host Country
Angola	0	0	0	0	0	0	0	0
Botswana	0	0	2	1	3	8	14	37
Lesotho	0	0	0	2	2	4	8	3
Malawi	0	0	3	3	4	0	10	11
Mozambique	0	0	0	5	1	0	6	0
Namibia	0	0	0	0	0	0	0	0
Swaziland	0	0	0	1	1	1	3	9
Tanzania	0	0	1	7	6	5	19	10
Zambia	0	0	0	2	5	3	10	9
Zimbabwe	0	0	3	4	6	4	17	37
TOTAL	0	1	9	23	38	19	87 ²	116 ³

². Three of 90 travel grants without indication of country of grantee.

³. Host country appears more frequently than number of grants due to visits to several countries by the same grantee.

APPENDIX I

NUMBER OF NARS PARTICIPANTS AT ARMT WORKSHOPS.

COUNTRY	NO. OF SCIENTISTS IN NARS	1987	1988	1989	1990	1991	TOTAL
Angola	28	0	0	0	14	0	14
Botswana	61	0	4	8	0	0	12
Lesotho	18	0	12	9	0	0	21
Malawi	120	30	32	5	31	0	98
Mozambique	15	0	0	4	24	0	0
Swaziland	15	0	5	8	0	0	13
Tanzania	320	20	34	40	0	0	94
Zambia	110	33	26	13	25	0	97
Zimbabwe	150	0	30	15	20	28	93
TOTAL	837	83	143	102	114	28	470