



Food, Agriculture and
Natural Resources (FANR)
Directorate
SADC Secretariat

Implementation and Coordination of Agricultural Research and Training in the SADC Region (ICART)



European Commission
9th EDF

Notes of the ICART Briefing Workshop on the Situation Analysis of Agricultural Research and Training in the SADC Region

**Kopanong Hotel and Conference Centre, Johannesburg, SA
5-6 Nov 2007**

**Proposed agenda for the ICART Briefing workshop on the Situation
Analysis of Agricultural Research and Training in the SADC Region
Kopanong Hotel and Conference Centre, Johannesburg, South
Africa
5-6th November 2007**

(Sunday 4th November – Arrival of participants; Receipt of information packs in evening, meeting of the Process Steering Group 8.30 pm)

Monday 5th November -DAY 1

Session 1: Welcome and Introduction

- 08:00** Registration
08:30 Welcome remarks – SADC Chair and SADC Secretariat
08:45 Introductions; Adoption of the agenda

Session 2: ‘Setting the scene’

- 09:00** Presentation of the ICART Situation Analysis (Process so far, context of the complementary Phase 3; Contractual context and conditions; time frame, information packs) (KB)
10:20 TEA BREAK

Session 3: ‘What information do we want?’

- 10:45** Presentation of information requirements for the Situation Analysis (20 points). Followed by discussions (general, not country-specific) (KB&AA)
12:30 Preparation for Country-wise group discussions in afternoon
13:00 LUNCH

Session 4: ‘Making sense of it all – Grabbing the bull by the horn’

- 14:00** Group work country-wise: Review of materials already gathered, Identify gaps, additional information required and availability, general approach & work plan) (National Focal Point and National Consultant)
15.45 TEA BREAK

Session 5: ‘I know what I want, but do you?’

- 16:00** Plenary discussion on ‘issues’ noted during group work.
Presentation of proposed format for the report
17:00 Presentation of plan for Day 2; Closing remarks for Day 1

Evening Programme: Dinner at the hotel
Meeting of the Process Steering Group (18:30)

Tuesday 6th November -DAY 2

- Session 6:** ***'Carpe diem – seize the day!'***
08:00 Adoption of plan of work for Day 2
08:15 Plenary discussion on remaining 'issues' from Day 1
09:15 Group work:
Group 1: National Consultants producing a harmonised Report Format
Group 2: National Focal Points on their responsibilities in supervising the assignment (ICART Steering Committee members to join in)
10:30 TEA BREAK
- Session 7:** ***'I have a Dream...!'***
10:45 Presentation of the two groups on their deliberations. Plenary discussions to finalise approach
11:30 Group work, country-wise: Workplan, format and contents of report, validation
13:00 LUNCH
- Session 8:** ***'You have a Dream? We have a plan!'***
14:00 Brief oral presentations by National Focal Points and Consultants on scope of work, work plan, expected outcomes. How confident are we to gather and process the required information?
15:30 TEA BREAK
- Session 9:** ***'It's a wrap!'***
16:00 **Any Other Business/ Information Sharing session**
16.30 Closing remarks by SADC Secretariat and SADC Chair
17.00 *Contracts issues to be discussed with ICART PCU*

De-briefing meeting of the Process Steering Group (18:30)

Evening Programme: Dinner at the hotel

(Preparations for Steering Committee Meeting the following day)

NOTES OF THE MEETING

DAY 1:

SESSION 1 – WELCOME AND INTRODUCTION

(a) Welcoming Remarks - Dr Molapong

Dr Molapong opened the meeting by welcoming all participants and briefly explained the rationale for workshop why Situation Analysis was conducted

- It is the duty of SADC Secretariat to create an environment for synergy of Regional interventions; therefore SADC Secretariat views the Situation analysis study as a tool to facilitate this initiative. We are trying to get all the necessary information from the region so that we can assist you in identifying potential partners for networking.
- ICART has already initiated work on the situation analysis, but this was not sufficient to give us a holistic picture of the current situation in the region
- Other initiatives on Situation analysis have been undertaken by other projects: SCARDA; MAPP preparatory team. This information will be availed to consultants as additional reference material for the proposed study
- “On behalf of SADC Secretariat, welcome, lets all participate actively, SADC Sec believes in consultative process to address priorities we want to work on together as a region”.

(b) Welcoming Remarks – Mr Akayombokwa (Zambia)

- Welcome all participants to the consultative process
 - Welcome new people to ICART family
 - Let us discuss issues affecting our region. As Africans, we should begin to take issues in our own hands in order to gain economic independence from the west. We can afford to do things on our own
- Self introductions by participants

SESSION 2 – “SETTING THE SCENE”

- **Presentation of the ICART Situation Analysis (Process so far, context of the complementary Phase 3; Contractual context and conditions; time frame, information packs) (KB)**

Situation Analysis of Agricultural Research, Training in the SADC Region

An introduction and review of progress

ICART Briefing Workshop
Johannesburg
5-6 Nov 2007



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Background

- The FANR R&D Unit relies on information about activities in the agricultural sector & the active participation of all major stakeholders in agriculture (agricultural research, extension, agricultural education, farmer organisations, agricultural NGOs and the private sector).
- **Problem:** availability of information has weakened at the level of the Unit over the past few years, due to its limited human resources and its capacity to engage in a dialogue with its stakeholders in the region.



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Background

- This lack of information is being remedied through the intervention of projects & their activities to strengthen the capacity of the SADC Secretariat and to improve information and communication management.
- The FANR has started, through the ICART project, the process of a situation analysis of Agricultural Research & Training in the region
- An initial stage in the process was undertaken in all 14 SADC MS between Jan and Feb 2007, with the assistance of consultants visiting MS to meet with stakeholders



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Purpose of the Situation Analysis

1. To build up knowledge base at SADC Secretariat on Agricultural Research in the region
2. Establish an electronic information system on Agricultural research and training in the region for use by SADC and member states (to be continuously consolidated thereafter)
3. Start the process of analysis of RDT interventions in the region to facilitate dialogue on these issues
4. Provide background material for the development of a strategy to support networking in Agricultural research and training in the region



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The Process- Phase 1

- Desk research and web search for information on Agricultural Research and Training Institutions in the SADC region
- Carried out by the Botswana College of Agriculture, with the help of university graduates (August 2006)
- Country reports vary in quality and extent of coverage, depending mostly on how much information is already available and referenced on the web
- Reports would feed into the Phase 2 of the Situation Analysis
- (Phase 1 reports included in electronic format on CD)



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The Process- Phase 2

- The mission was undertaken by 4 consultants, who visited all 14 SADC member states over the period January 24 to February 13, 2007.
- The schedule of visits in each country was arranged by national scientists in each country, who had been nominated as focal points for the ICART project
- The consultants were tasked to collect information from each country in the form of:
 - lists of institutions conducting research and in-service training
 - lists of research managers and scientists, with their contact details



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The Process- Phase 2

- Information collected (contd.):
 - lists of research publications and reviews of research systems
 - lists of institutions involved with alliances and the numbers of researchers concerned.
- In addition, the consultants were required to **assess**:
 - coordination mechanisms in place to share activities among research stakeholders
 - mechanisms for planning and managing research agendas.
- Time provided in each country was limited



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Phase 2 - Data Collection Methods

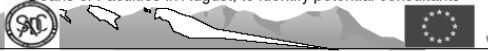
- The information was collected in two ways:
 1. By visiting with policy makers, research managers, scientists and users of research outputs to discuss research activity, modes of operation and funding sources.
 2. By distributing a formal questionnaire to as many research scientists as possible (through institution heads)
 - Questionnaire asked for information on each researcher about:
 - their qualification and status
 - their current research projects
 - any alliances/networks they were involved with
 - recent publications



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Phase 2 – Reporting & follow up

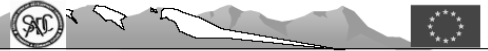
- Draft report received in April, followed by lengthy comments made from SADC
- Revised report at end of May
- Realised that limited time in country could not produce the required level of analysis
- Consultants suggest that ICART project should supplement information
- Meanwhile, Directors of Research, Focal Points and Steering Committee strongly suggested that ICART should use (have used) national consultants
- Other projects within SADC and elsewhere also carrying out studies in some countries in the region e.g. SCARDA, SADC-MAPP, CTA-Information Needs Assessment
- Briefing note, based on comments on report, circulated to Deans of Faculties in August, to identify potential consultants



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Phase 3 – Administrative context

- Window left to carry out Phase 3 until end of Jan 2008
- EDF procedures allow the ICART project to contract consultants without a formal tendering process for amounts less than Euro 5000. Funds identified to carry out Phase 3
- Each national study requires a contract vetted and signed by consultant and two within SADC – work does not start until signed!
- Payment only made at the end – when report accepted
- Workshops would require a contract each (with 3 quotations for each item of expenditure) – no time



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Phase 3 – Getting started

- National consultants identified
- Briefing workshop for National Consultants and Focal Points (and ICART) to :
 - Define information requirements (we are all doing it for ourselves – in the region)
 - Determine and agree scope of work
 - Agree on responsibilities of each
 - Draft a work plan and timeframe
 - Finalise contents of the contract
 - Leave the workshop enthusiastic about the task ahead!



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Phase 3 – Timeframe

- Consultant and Focal Point have a plan of work by end of workshop
- Consultants signed contracts ASAP and SADC signed before 15th Nov
- Consultants start work anytime (officially 15th Nov)
- Periodic feedback to Focal Point and ICART (visits?)
- Data collection to be completed before mid December
- Draft report submitted to FP by 10th January 2008 (cc. ICART?)
- 'Reading Panel' reviews Draft report (feedback at meeting with consultant)
- Draft Final Report submitted to Focal Point at latest 18th Jan 2008
- ICART receives reports by 25th January with approval of NFP
- ICART PCU prepares material for synthesis (last week Jan 08)

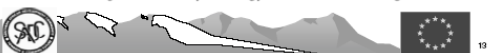
Phase 4 consultants arrive 3rd February to prepare regional synthesis report and draft Networks Support Strategy



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Phase 3 – Strategy to develop contents

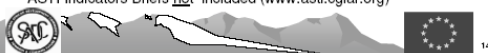
- Agree that what ICART wants is not irrational
- Understand (with ICART) what information is essential for Phase 4 (internalise objectives)
- Review information already gathered/available, information gaps, sources of information, options to gather additional information (NC/NFP)
- Agree on the scope of work possible in each country
- Harmonise the format of the report (and other aspects that will enable a regional perspective to emerge more easily)
- Agree on general implementation approaches and specific activities in each country, esp. validation procedures
- Present agreed country strategy to others in the regional team



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Phase 3 – Information Packs

- Final Report of Phase 2 (Hard and soft copy)
- Comments on Draft Phase 2 report (soft); Phase 1 report (soft)
- Copy of SCARDA and/or MAPP report (hard and soft)
- Photocopies of covers of policy or other documents available in country
- CD: background documents such as reports from stakeholders at ICART Assembly, policy reports downloaded
- Email providing location of upcoming reports on Agric Information Needs Assessment by the CTA in 8 SADC MS (www.anancy.net)
- Excel spreadsheet containing contact details of policy, research and training institutions in MS (to be updated by consultants and annexed)
- Word document presenting profiles of policy, research and training institutions in MS (to be updated and annexed)
- ASTI Indicators Briefs not included (www.asti.cgjar.org)



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Phase 3 – Preliminary discussion

- Objective of presentation was to provide an overview of where we are with the process and why
- Trying not to focus on past mistakes but to learn from them to better inform future action
- Next steps:
 - Issues on the Information requirement to be addressed in a separate session
 - Country-wise analysis of complementary action
 - Develop harmonised format for the report
 - Help each other achieve the regional objective



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Thank You



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Questions/Comments

1. *Pre-financing of the consultancy:* We are expected to carry out all this work without pre-financing. In the event that our Institutions cannot advance funds, then we may not be able to meet the deadlines because of financial constraints. Secondly, the quality of work may be compromised because people might try to cut corners in order to meet the deadlines. Is it the requirement of the sponsor that you cannot advance the money?
**Request:* there should be some advance for operational costs of this exercise; otherwise the work will be compromised.
 - *Solution:* FIRCOP is proposing to assist with an additional 2000 euro per country to beef up the national consultancy budget. In this regard, FIRCOP will address the issue of pre-financing by advancing €1000 to the consultants. The other €1000 will be paid when the work is completed. A contract to this effect has to be worked out at Secretariat.
2. *The 20 points:*
 - a. Is it the intention of this meeting to identify which of the 20 points can be addressed?
 - b. The 20 points are actually ToR, if the consultant fails to address them, then it is a big risk because there will be no payment
3. *Value of the Consultancy contract:*
 - a. The allocated budget for this exercise is too low – does it include the cost of bringing the panel reviewers together.
 - b. The concept of “one size fits all” employed to allocate the money for the consultancy does not work because of the differences in country situations
4. *Background documents:* only one set of documents was sent, how are we going to work with that as a team? Does the CD sent contain all info collected to date?
5. *Harmonising the scope of the study:* This is an important consultancy, can we try to come up with a harmonised format at this meeting i.e. discuss and agree on the methodology of data collection and level of analysis of the data obtained.

SESSION 3: WHAT INFORMATION DO WE WANT?

- **Presentation of information requirements for the Situation Analysis (20 points). Followed by discussions (general, not country-specific) (KB&AA)**

The presentation clarified that the information gaps are stratified into five themes, namely:

- (i) Policy – point 1
- (ii) Institutions – points 2- 4
- (iii) NARS - points 5 – 10
- (iv) Research & Training programme outputs – points 11-15
- (v) Ongoing and potential cooperation – points 16-20

Situation Analysis of Agricultural Research, Training in the SADC Region

An overview of information required in the context of the Situation Analysis

ICART Briefing Workshop
Johannesburg
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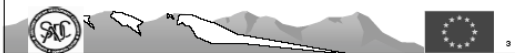
Background

- The consultancy will conduct a search for information on and an appraisal of agricultural research *systems* (research AND related basic and in-service professional training) and their *programmes*, covering the following five domains:
 - agricultural economics, policies, trade analysis;
 - production-to-consumption chains, for example agri-business and agro-processing;
 - social issues in agriculture (for example land rights, food security, migrations, impact of health on agriculture, rural credit, extension and education, social capital, farmers' organisations);



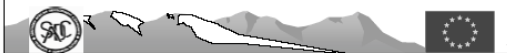
Background

- biodiversity in agriculture (for example variety selection and breeding, and biotechnologies);
- farming systems (including mechanisation; risk management; pest and disease management; input use; innovative systems that lead to improved productivity per unit of labour, water and land; and the relationship between land and water use, agriculture & the environment).



Information needs on 20 specific issues

- Identify relevant Ministries and policies for Agricultural Research and Training
- Identify relevant private sector organizations, their research needs and their role in Research and Training
- Establish the list of registered institutions/ organizations delivering agricultural research
- Establish the list of registered Institutions/ organizations delivering high level training and in-service professional training in agriculture



Information needs on 20 specific issues

- Assess with the Ministries the formal existence of NARS and the monitoring mechanisms, the contribution of research stakeholders
- Provide charts indicating institutional structures and relationships
- Provide a description of action plans (programs) and planning mechanisms within the list of 5 domains mentioned above
- Document the sources of funding for research and comparison of budgets among the 5 domains



Information needs on 20 specific issues

- Compile a list of research managers and scientists
- Document the working methodologies for research
- Document the evaluation of impact from research programs
- Identify and collect major agricultural research publications
- Document existing appraisal of research per country/ institution



Information needs on 20 specific issues

- Appraise on-going training programmes
- Identify major training publications
- Identify actual and potential demand for cooperative relationships between research & training institutions; farmers' organizations & private sector
- Appraise in country research alliances
- Appraise research alliances across the SADC region
- Appraise cooperation with foreign/ international research institutions
- Identify the needs for research networks serving SADC Priorities



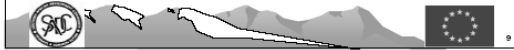
Detailed activities to cover each issue (Pt1)

- Point 1 - Assessing with the relevant Ministries the policies for research and training in agriculture**
 - Establish the availability of policy and strategy documents on agricultural development and rural development in the Member States
 - Analyze priority setting for agricultural research and how it is developed into an agricultural research policy and corresponding strategy per country.
 - Eventually lead to common priorities identified, but also ranked; these elements are essential for the design of the strategy to support research networks.



Detailed activities to cover each issue (Pt 1.)

- **Point 1 - Assessing with the relevant Ministries the policies for research and training in agriculture**
 - Establish the training policies and strategies in agriculture.
 - Identifying the usefulness for support to networking among training courses
 - Eventually lead to identification of priorities for supporting existing training programmes at country level.



Detailed activities to cover each issue (Pt 2)

- **Point 2- Private sector organizations, their research needs and their role in Research and Training**
- Establish relationships between the various stakeholders in agriculture: research institutions in the one hand and the farmers' organizations, the private sector and the NGOs operating in agriculture.
- Visit relevant institutions of the civil society to appraise the issue.
- Establish the readiness of those partners to participate in the design and monitoring of the research programs and of the management of the research institutions at NARS level.
- Establish the readiness of those partners to participate in the design of in service training to satisfy their needs.
- Identify their analysis of the impact of research on agriculture and rural development Identify with them what should be improved, particularly through different ways of implementing research networking.



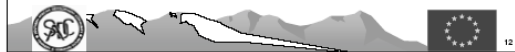
Detailed activities to cover each issue (Pt 3)

- **Point 3 - Establish the list of registered institutions/ organizations delivering agricultural research**
- Provide full list of agricultural research institutions and other institutions providing agricultural research and their administrative relationships to ministries and other bodies (Association of Farmers' Organizations, Association of Industries or servicing firms, Association of NGOs)
- List with short description of mandates



Detailed activities to cover each issue (Pt 4)

- **Point 4 - Establish the list of registered Institutions/organizations delivering high level training and in service professional training in agriculture**
- Provide full list of agricultural Training institutions and other institutions providing agricultural research and their administrative relationships to ministries and other bodies (Association of Farmers' Organizations, Association of Industries or servicing firms, Association of NGOs)
- List with short description of mandates



Detailed activities to cover each issue (Pt 5)

- **Point 5 - Address with the Ministries the formal existence of NARS and the monitoring mechanisms, the contribution of research stakeholders.**
- A NARS is an **operational system** established for enhancing the scientific and technical delivery of research in agriculture within which effective coordination between all research institutions or research implementing institutions is organized through monitoring bodies representing the research stakeholders.



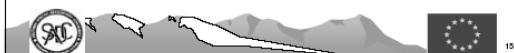
Detailed activities to cover each issue (Pt 5.)

- **Point 5 - Address with the Ministries the formal existence of NARS and the monitoring mechanisms, the contribution of research stakeholders** What are the existing coordination systems
- Establish the existence and monitoring methods for the NARS.
- Identify those monitoring bodies in the country that designate responsibilities and cooperation for research programs and arbitrate the provision of public funding to the programs.
- Document examples of evaluation of the programs of the research institutions and their aggregation for policy decisions
- Document views and recommendations on the institutional creation or development of a NARS so that every relevant institution or organisation could be accommodated within it



Detailed activities to cover each issue (Pt 5..)

- **Point 5 - Address with the Ministries the formal existence of NARS and the monitoring mechanisms, the contribution of research stakeholders.**
- Eventually enables policy makers to address the development of human resource in the participating institutions in order to support the implementation of the programmes
- Eventually a compilation of this analysis at SADC level would indicate need for support to programme planning and supervision, in particular through the promotion of national and regional networks.



Detailed activities to cover each issue (Pt 6)

- **Point 6 - Provide charts indicating institutional structures and relationships**
- Establish a chart describing the interactions between institutions in the research system and the training
- An analysis of the research institutional framework in the Member State on the efficiency, focus and effectiveness of agricultural research in general
- Eventually establish potential for regional cooperation on agricultural research.



Detailed activities to cover each issue (Pt 7)

- **Point 7 - Provide a description of action plans (programs) and planning mechanisms using the list of 5 domains**
- *Those five domains reflect the need to review the NARS from a system-wise basis; that the review should put emphasis on the economic and social evaluation of the running research programs. The review of the programs should study organizations and systems and their relationships to natural resource and markets rather than commodities in terms of yields and quality only.*
- The analysis to focus on farmers and farming, and on the improvement of production to consumption chains.



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Detailed activities to cover each issue (Pt 7)

- **Point 7 - Provide a description of action plans (programs) and planning mechanisms using the list of 5 domains**
- Describe relationships between production systems and natural resources and the environment.
- Eventually compare what is under development in all Member States for the 5 domains of research, and how further development was planned.
- Such analysis will guide support action for on-going developments in line with promotion of social chains of stakeholders, improved risk management, improvement of the productivity of labour and income; improvement of the competitiveness, supporting production systems and decision making processes.
- Eventually indicate how the development of cooperation between similar research programs in the Member States could be facilitated.



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Detailed activities to cover each issue (Pt 8)

- **Point 8 - Document the sources of funding for research and comparison of budgets among the 5 domains**
- *Currently, Governments pay for the core costs of public research institutions (buildings and recurrent costs, administration costs) and for the implementation of programs which are serving their expectations for research outputs. The private sector is also supporting core budgets for private research institutions. In addition, governments and other sponsors (donors) pay for research programs, and are also partly contributing to core budgets for infrastructures and equipments.*



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Detailed activities to cover each issue (Pt 8)

- **Point 8 - Document the sources of funding for research and comparison of budgets among the 5 domains**
- Identify the relative importance of government funding to the financial support of the different research programs;
- What kinds of programs the private sector, the donors and eventually the stakeholder are supporting.
- The distribution of the support from government, donors and other stakeholders for programs as they vary from country to country.
- Eventual analysis enables identification of what counterpart funds could supplement cooperative programmes.



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Detailed activities to cover each issue (Pt 9)

- **Point 9 - Compile a list of research managers and scientists**
- Document on-going research programmes and their managers
- Eventually identify how the critical mass of researchers could be reinforced through joint programs and support through networking.
- Eventually identify the urgent need for reinforcing capacity for important programs.



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Detailed activities to cover each issue (Pt 10 & 11)

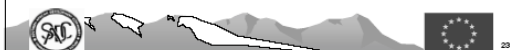
- **Point 10 - Document the working methodologies for research**
- Priority setting
- Funding mechanisms
- Collaboration
- **Point 11 - Document the evaluation of impact from research programs**
- Document effective participation of stakeholders for all kinds of programs generating innovations.
- Appraise the degree of partnership developed in the research programs.



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Detailed activities to cover each issue (Pt 12)

- **Point 12 - Identify and collect major agricultural research publications**
- Programs generate major publications, while individuals generate basic publications within the programmes; SADC more interested in the former.
- The publications will help to further analyze the efficacy of the programmes and the potentials for networking those national programmes.



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Detailed activities to cover each issue (Pt 13)

- **Point 13 - Document existing appraisal of research per country/ institution**
- All research programs, all research institutions and National agricultural research systems should be regularly evaluated as part of the planning process
- Document these evaluation procedures and results
- Eventually to analyze the on-going process for such evaluation in every Member State and identification areas where improvement can be supported to generate a common evaluation framework for the region



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Detailed activities to cover each issue (Pt 14)

- **Point 14 - Appraise on going training programmes**
- Document existing BSc, MSc and PhD in the various training institutions of Member States, and a brief presentation of the content of such training
- Identification of existing partnerships
- Eventual analysis of convergences and differences of training policies between the Member States on which integration could be built
- The compilation of Higher education training can be carried out via a web search of Universities in the region.



Detailed activities to cover each issue (Pt 14 & 15)

- **Point 14 - Appraise on going training programmes**
- Document existing BSc, MSc and PhD in the various training institutions of Member States, and a brief presentation of the content of such training
- Identification of existing partnerships
- Eventual analysis of convergences and differences of training policies between the Member States on which integration could be built
- The compilation of Higher education training can be carried out via a web search of Universities in the region.
- **Point 15 - Identify major training publications**
- Document publications on the organisation of Training (Priority setting; needs analysis etc.)



Detailed activities to cover each issue (Pt 16)

- **Point 16 - Identify actual and potential demand for cooperative relationships between research and training institutions and the farmers' organizations and private sector**
- Use of research findings in the curricula for high level training in agriculture, and researchers' involvement in training seem to be rather poor. We consider that the Document examples of involvement of high level professionals from the private sector and from farmers' organizations (from public administration as well) in training and research institutions
- Document their involvement in providing practical experience on decision making, planning and implementation of development and production programs.
- Eventually identify best practices for cooperative relationships between stakeholders for developing training in agriculture that could be further spread through SADC.



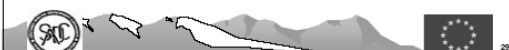
Detailed activities to cover each issue (Pt 17)

- **Point 17 - Appraise in - country research alliances**
- The joint contribution of several institutions and partners on a research program is crucial for success.
- Document and analyse in- country research alliance in the domains of research described above
- *Research within production to consumption chains involving all stakeholders (the innovation chains approach)*
- *Promotion of research on social issues in agriculture that should be developed through effective partnership (involving farmers' organizations, service sectors in agriculture and particularly the banking sector and NGOs)*
- *Eventually develop proposals for linking existing in-country cooperation at regional level*



Detailed activities to cover each issue (Pt 17.)

- *Biodiversity in agriculture. Issues of land use planning, maintenance of natural or artificial habitats, conservation areas, the introduction of GMOs are all important tools for maintaining the required biodiversity in agriculture.*
- *Eventually, develop proposals for developing or reinforcing cooperation at regional level on the issue.*
- *Research on farming systems and livelihoods, which should systematically include an analysis of relationships between those farming systems and those livelihoods in the one hand and the natural resources and the environment in the other*
- *Eventually identify successful in-country cooperation that can be up- scaled at regional level.*



Detailed activities to cover each issue (Pt 18)

- **Point 18 - Appraise research alliances developed across the SADC region**
- Identification of existing alliances, describing the rationale and subject matter, the source of funding, institutions and number of researchers involved
- Assess if the alliances constitute a mature existing and functional network, or a non-performing network
- Identification of expectations for new alliances



Detailed activities to cover each issue (Pt 19)

- **Point 19 - Appraise cooperation with foreign international research institutions**
- Generally, cooperation ties exists between national research institutions and foreign research institutions in Europe, America, Canada, Australia, China, India etc.
- Document and appraise the relevance and effectiveness of networks developed in the region.



Detailed activities to cover each issue (Pt 19)

- **Point 20 - Identify the needs for research networks serving SADC priorities**
- Propose research networks that would encompass existing research programmes and facilitate regional integration.



Questions/Comments/Clarifications

- Extension involvement in the whole process is not coming out clear, there is need for clarity
- Point 6: Provision of charts indicating Institutional structures and relationships. Is it possible to have an example or template so that we don't end up having complicated designs?
- Are we going to narrow down our descriptions to commodities or address themes?
- Under the 5 domains, can we make deliberate mention on effect of HIV and gender disparities, given their impact on research and development
- What do we mean by extent? It is up to you to list those in a programmatic manner
- Networks: what kind of picture do you want us to paint on the networks in the region because you have that information at SADC Secretariat?
- Most donors and Govts have complained about lack of evidence of research impact, can we emphasise on "putting research into use" in our information?
- Point 4. What is meant by high level training? You can't rule out people with diplomas because these are managers especially when we talk about technology transfer.
- A: just mention milestone indications for the programs – publications that paint the picture of that breakthrough
- Research investigation vs impact evaluation: we need to conduct an in-depth analysis of what exists, timelines so that we have a clear basis for defining regional perspective
- Training: There may be different standards of approach in training in MS, how explicit should we be in our descriptions?
- How far back do we go with the documentation? 5 yrs is good enough period, but if projects have collapsed, then we consider those that were working within the past three years
- The time allocated to this study is too little, given the scope of the work
 - o Ans: This is opportunity for you to share what you want with other MS. In addition, country reports have already answered some of questions, so you do not have to do everything.
- *Request:* Can the document with the 20 points be availed to everyone so that we are kept abreast of issues at stake

SESSION 4: ‘MAKING SENSE OF IT ALL – GRABBING THE BULL BY THE HORN’

Issues to discuss further

- Timing of the consultancy: The deadline of Jan 18 may need to be reconsidered, given that many Government offices close for the festive season. Information will not be available in time. There was need to consult with the prospective consultants before the deadlines were made
- Role of focal point in the whole process needs to be clarified
- Issue of establishing a regional journal should be discussed at the SC meeting
- Should we draft a questionnaire to address the issue of NARS?

SESSION 5: ‘I KNOW WHAT I WANT, BUT DO YOU?’

A brainstorming session was held with all the issues that have been raised placed on the walls of the meeting room. The cards were then grouped into the following themes: (i) issues for clarification (ii) issues for methodology and (iii) general comments.

These issues were then complemented with additional information such that there was convergence among participants at the workshop on the issues to be addressed by the national studies. This also provided a clearer background to the discussions that were to take place in Session 6.

SESSION 6: ‘CARPE DIEM – SEIZE THE DAY!’

Group work was carried out in parallel sessions with consultants on one hand and the national focal points on the other hand, accompanied by the members of the Steering Committee

Group 1: National Consultants producing a harmonised Report Format

Group 2: National Focal Points on their responsibilities in supervising the assignment (ICART Steering Committee members to join in)

Compilation of issues raised during Session 5, 5th Nov 2007
ISSUES RAISED BY PARTICIPANTS ON SITUATION ANALYSIS POINTS

CLARIFICATIONS

- What entails a NARS? Does it exist? (Definition and description of NARS provided in sheet prepared by Alain Ange)
- Clarification on point 10: Where does it belong, NARS assessment or Research?
Document the working methodologies for research
 - a. priority setting; (b) funding mechanisms; (c) collaboration
- Meaning of “aggregation for policy decisions” in Point ?
- More explanation needed on identifying and usefulness for support to networking among training courses (institutions?) in Point 1
- Clarification on “major training publications” (publications about Training packages or materials developed, Training materials that you consider worth bringing regions attention to)
- Clarification on ‘Professional training’
- Clarification on ‘in service training’ Is it after BSc? – (Any)
- Clarification on ‘Evaluation of impact’ – what are we doing exactly?

METHODS

NARS assessment:

Be more specific on the analysis of NARS

Develop questionnaire on NARS composition and functionality?

(Group needs to define an instrument to be used in this assessment, or workshop instrument?)

Networking:

Establishment and strengthening of national networks must not be overlooked

POTENTIAL PROBLEM IN ACCESSING THE INFORMATION:

- Work depends on the good will of institutions to be consulted
- Some sources may not be willing to release documents
- Some documentation may be difficult to find
- Some documentation may not be there though work was done (documentation of process may not have been done)
- Document acquisition may require extensive traveling (do our best to minimize need for traveling, maximize use of ICT)
- Can some documentation be presented only as references, if they exist but are not accessible (or using secondary data?)

GENERAL COMMENTS ARISING FROM DISCUSSIONS

(To be noted by SADC Secretariat and National Representatives here)

- Need to encourage strong link between research and extension (and farmers)
- Encourage demand-driven research and outreach activities in universities
- Develop focus on research into use to uplift livelihoods
- Setting up National Forums to assist NARS functionality and national/regional networking
- Networks must always involve/lobby relevant ministries in order to influence policy formulations
- Seriously consider launching a quality regional journal(s) as a form of disseminating research results and networking
- Need to encourage publication of research findings as major publications

THE CONCEPT OF NARS

NATIONAL AGRICULTURAL RESEARCH (& DEVELOPMENT) SYSTEM

Prepared in the context of the ICART Situation Analysis Briefing workshop, 5-6 Nov 2007

GENERAL DEFINITION

The concept of a National Agricultural Research and Development System emerged in a number of developing and intermediate countries in the early 90's in order to adapt the prevailing paradigms and institutional set ups in agricultural research, to the emerging needs for a more efficient dissemination and adoption of research findings.

- A NARS is an organized system mobilizing the contribution of stakeholders in agriculture:
 - Research institutions (public, private and professional)
 - Universities and Professional Training institutions
 - Extension organizations
 - Farmers' organizations
 - Private companies and their organizations
 - Non-Governmental Organisations (NGO) and Civil Society Organisations (CSO)
- A NARS operates for the development and the use of research by the stakeholders.
- A NARS is governed by participatory bodies.
- A NARS is funded by governments and stakeholders.
- A NARS is planning research and development programs, evaluating the outputs of those programs.
- A NARS is supervising the development of international cooperation.

RECENT DEVELOPMENT OF THE NARS CONCEPT IN SADC

In September 2007, through the SCARDA project, stakeholders in Southern Africa further developed the concept for the region, in order to support the promotion of the innovation systems which will mobilize all relevant stakeholders in the design, implementation and evaluation of research and development in agriculture.

The participating institutions into the NARS should include policy, supply side, demand side, intermediary side and capacity building institutions that are linked to agricultural research output generation, delivery and utilization. The following definitions are used:

- **Policy institutions:** Institutions that provide policy guidance to training and research. The policies give strategic direction to national priority areas in development efforts to which the NARS must contribute meaningfully.
- **Demand-side institutions:** Ultimate beneficiaries who utilize research and training outputs. These institutions also determine priority research and nature of impact expected.
- **Supply side institutions:** Research institutions that generate research outputs
- **Intermediary institutions:** Institutions that facilitate or enhance translation of research output (knowledge and technology). Depending on the situation, they can play the roles of demand side, supply side or advocates of both.
- **Capacity building institutions:** Institutions that build capacity for the whole NARS or for a category of institutions or stakeholders.

SESSION 7: 'I HAVE A DREAM...!'

- Presentation of the two groups on their deliberations.
Group 1: National Consultants producing a harmonised Report Format
Group 2: National Focal Points on their responsibilities in supervising the assignment (ICART Steering Committee members to join in)

Group 1:

<h3>REGROUPING OF 20-ITEM TOR</h3> <p>3 Main themes</p> <ul style="list-style-type: none"> • Framework and coordination of the NARS • Management of Research and training programmes • Networking for Agricultural training, research and development

1. Framework and coordination of the NARS	
1	Assessing with the relevant Ministries the policies for research and training in agriculture
2	Identify relevant private sector organizations and their research needs
3	Establish the list of registered institutions/ organizations delivering agricultural research
4	Establish the list of registered Institutions/organizations delivering high level training and in service professional training in agriculture
5	Assess with the Ministries the formal existence of NARS and the monitoring mechanisms, the contribution of research stakeholders
6	Provide charts indicating institutional structures
10	Documenting the working methodologies for research/ the NARS
16	Identify actual and potential demand for cooperative relationships between research & training institutions and the farmers' organizations & private sector
17	Document and appraise in-country research alliances

2. Management of Research and training programmes	
7	Provide a description of action plans (programs) and planning mechanisms using the list of domains given in the TORs
8	Document the sourcing of funding for research and comparison of budgets among 5 domains
9	Compile a list of research managers and scientists
11	Document the evaluation of impact from research programmes
12	Identify and collect major agricultural research publications
13	Collection any documentation about existing appraisal of research per country/ institution
14	Appraise on-going training programs
15	Identify major training publications
16	Identify actual and potential demand for cooperative relationships between research & training institutions and the farmers' organizations & private sector

3 Networking for Agricultural training, research and development	
17	Document & Appraise in country research alliances
18	Describe & contextualise research alliances (& the programmes they address) across the SADC region
19	Describe & contextualise cooperation with foreign/ international research institutions
20	Identify the needs for research alliances and networks

Proposed ToR – Themes 1 and 3	
1. Framework and coordination of the NARS	
<ul style="list-style-type: none"> • Assessing with the relevant Ministries the policies for research and training in agriculture • Identify relevant private sector organizations and their research needs • Establish the list of registered institutions/ organizations delivering agricultural research • Establish the list of registered Institutions/organizations delivering high level training and in service professional training in agriculture • Assess with the Ministries the formal existence of NARS and the monitoring mechanisms, the contribution of research stakeholders • Provide charts indicating institutional structures • Documenting the working methodologies • Identify actual and potential demand for cooperative relationships between research & training institutions and the farmers' organizations & private sector • Appraise in country research alliances 	

Proposed ToR – Themes 1 and 3	
3. Networking for Agricultural training, research and development	
<ul style="list-style-type: none"> • Appraise across the SADC region research alliances • Appraise cooperation with foreign/ international research institutions • Identify the needs for research networks serving SADC Priorities 	

Proposed Frame for Action Plan

- Complete theme 1
- Present draft report for validation (copy SADC)
- In-country workshop (1 -2 day) – issues
 - Validation of theme1
 - complete theme 3 (assess the potential networking & cooperation of the NARS)
 - The formal existence of NARS and the monitoring mechanisms, the contribution of research stakeholders)
 - DISCUSS PROGRAMME APPROACH, collect info on programmes as much as possible
 - Discuss process for theme 2
- Address validation comments and incorporate workshop proceedings on potential networking
- Present final Report to SADC

Proposed format for phase 3 report

- ABBREVIATIONS AND ACRONYMS
- LIST OF TABLES
- LIST OF FIGURES
- EXECUTIVE SUMMARY
- INTRODUCTION AND BACKGROUND
- Introduction to the study
- Background information on Agriculture in country x
 - Economic and social context
 - Importance of agriculture in the country
 - Farming systems, Agricultural activities and livelihood systems
- THE NATIONAL AGRICULTURAL RESEARCH SYSTEM:
 - Concept of the NARS
- INSTITUTIONAL FRAMEWORK OF THE NARS
 - Identify relevant Ministries and policies for Agricultural Research and Training (In addition to description of policies esp on R & T, include policy document in annexes.)

Proposed format for phase 3 report

- Establish the list of registered Institutions/organizations delivering high level training and in-service professional training in agriculture
- Proposed categorization:(USE CONCEPT OF NARS)
- Policy organizations (and related policy documents?)
- Public sector institutions in Research (and Training)
- Parastatal or semi autonomous public institutions in Research (and Training)
- Universities and Training organisations
- Private institutions in Research (and Training)
- International Institutions in the country in Research (and Training)
- COORDINATION OF THE NARS
 - Assess with the Ministries the formal existence of NARS and the monitoring mechanisms, the contribution of research stakeholders
 - Provide charts indicating institutional structures and relationships
 - Identify relevant private sector organizations, their research needs and their role in Research and Training
 - Document the working methodologies for research

Proposed format for phase 3 report

- Document the working methodologies for research
- Identify actual and potential demand for cooperative relationships between research & training institutions; farmers' organizations & private sector
- Eventually identify best practices for cooperative relationships between stakeholders for developing training in agriculture that could be further spread through SADC.
- NETWORKING FOR AGRIC RESEARCH, TRAINING & DEVELOPMENT
 - Appraise in country research alliances
 - Describe & contextualise research alliances across the SADC region
 - Describe and contextualise cooperation with foreign' international research institutions
 - Identify the needs for research alliances and networks
- OVERALL DISCUSSION & CONCLUSIONS
- ANNEXES (COULD ALSO BE IN SEPARATE VOLUME IF BULKY)

A revised TOR for the consultants was proposed and agreed upon to reflect the conclusions of the group discussions (Annex2)

Group 2: Role of national focal point in the situation analysis process

1. Overall facilitation

- Ensure that
 - TORs are followed by the consultant
 - Deadlines are met
 - Contractual obligations by the consultant & the Secretariat are up to date
- Sensitize national stakeholders on ICART activities
 - Provide Newsletter/brief on Project. **The ICART PCU should send this information to the NFP within the next week.**
- “Open doors”/facilitate access to high level authorities at policy level
 - Introduce consultant to stakeholders
 - Advocacy
- Accountability/responsibility

ROLE OF NATIONAL FOCAL POINT IN THE SITUATION ANALYSIS PROCESS



1. OVERALL FACILITATION

- Ensure that
 - ToRs are followed by the consultant
 - Deadlines are met
 - Contractual obligations by the consultant & the Secretariat are up to date
- Motivation of the National FP



FACILITATION (cont.).

- Sensitize national stakeholders on ICART activities
 - Especially provision of Newsletter/brief on Project
- “Open doors”/facilitate access to high level authorities at policy level
 - Introduce consultant to stakeholders
 - Advocacy
- Accountability/responsibility



2. SUPERVISORY ROLE

- Ensure that the consultant meets deadlines
- Monitor quality of work
 - This is an iterative process
- Put together a specialist/technical team to edit the consultancy report to ensure quality



3. WORKSHOP ORGANISATION

Activities

- Contract facilitators
- Invite participants
- Identify venue
- Prepare workshop agenda
- Finalize report with consultant and technical team
- Determine # of workshop participants (15 proposed)
- Develop a workshop budget (itemised)



3. WORKSHOP ORGANISATION (cont)

Activities

- Determine when to hold the workshop (Mid to end Jan 2008)

Workshop Budget Items

- Travel costs
- Conference package (accommodation, lodging and board, Per Diem for participants from >60km away)



3. WORKSHOP ORGANISATION (cont)

Workshop Budget Items

- Technical team and rapporteurs fees
- Communication costs
- Stationery
- Facilitation costs for National FP
- Number of participants (15, but will depend on country budget)
- Proposed workshop budget - €10 – 15 000 per Member State (to be determined at Steering Committee meeting)



Feedback after Steering Committee

- This information added following the Steering Committee held the day after the Briefing workshop
 - Number of participants: 15 + 3 (NFP, Consultant and SADC Representative)
 - Budget for national workshop cannot cost more than what is being paid to the consultant
 - SADC representative will be present to deal with cash payments
 - Validated reports to be at SADC by end of January



2. *Supervisory role*

- Ensure that the consultant meets deadlines
- Monitor quality of work

3. *Workshop organisation*

Activities

- Contract facilitators
- Invite participants
- Identify venue
- Prepare workshop agenda
- Finalize report with consultant and technical team
- Determine # of workshop participants
- Develop a workshop budget (itemised)
- Determine when to hold the workshop (Mid to end Jan 2008)

Workshop Budget Items

- Travel costs
- Conference package (accommodation, lodging and board, Per Diem for participants from >60km away)
- Technical team and rapporteurs fees
- Communication costs
- Stationery
- Facilitation costs for National FP
- Number of participants (15, but will depend on country budget)
- Proposed workshop budget - €10 – 15 000 per Member State

Major issues from the Discussion on the role of National Focal Point

- We need to look at both time and financial resources
- Address the issue of budgets on country basis
- There is need for time schedule revision
- Need clear ToR for the national focal point
- Focal point need to be “energized”
- Brief on ICART Project - the ICART PCU should send this as soon as possible. The PCU can synthesize the information already in newsletters into a package for the brief
- **Complaint:** ICART PCU is not communicating well with NFP, it is sending information very late

SESSION 8: 'YOU HAVE A DREAM? WE HAVE A PLAN!'

Brief oral presentations by National Focal Points and Consultants on the consultancy

Overall, everyone was confident that the required information could be gathered and processed. The only concern was the lack of pre-financing of the exercise.

Zimbabwe

- Between 15 and 30 Nov, Zimbabwe will work on filling in the information gaps.
- In addition, information on networks and on existence of NARS will also be collected.
- Validation workshop will be held in early January. An independent facilitator will be identified for the workshop.
- Final report to ICART should be sent by 2nd wk of Jan
- Requests:
 - o NFP should be energized in order to facilitate the process (provide a small budget for running costs)
 - o Can all stakeholders return the questionnaire on current status of Dairy science in the region

Swaziland

- Plan in place
- Final report to ICART should be sent by end of Jan

Namibia

- Plan in place
- Should be able to send final report by end of Jan

Tanzania

- Plan in place
- Final report to ICART should be sent by 4th wk of Jan

Zambia

- Plan in place
- Final report to ICART should be sent by 4th wk of Jan

Malawi

- Plan in place; will start work by 15 Nov
- All data to be collected before Xmas
- Draft to be sent to ICART by 25 Jan
- **BUT**: Secretariat has to move fast to facilitate consultant's activities in order to meet deadlines

Mauritius

- Plan in place
- Validation workshop to be held by 15 – 16 Jan 2008
- Draft report to be sent to ICART by 25 Jan

Lesotho

- Plan in place
- Final report to ICART should be sent by late Jan

Angola

- Data collection will be done between 15 and 29 Nov
- By Dec 15, documents will be handed to NFP
- By 18 Jan draft report to should be sent ICART
- Final report by 28 Jan
- Will consult with SADC secretariat on financing

Mozambique

- Work already underway
- Final report to be ready by mid Jan

DRC

- Plan in place, but will not be able to implement it without pre-financing

Botswana

- Plan in place
- Should be able to meet deadline

SA

- No plan yet, but will meet next week to discuss the process

SESSION 9: 'IT'S A WRAP!'**Any Other Business/ Information sharing session**

- This is the first time consultants and NFP are meeting, can this process continue in the future?
- SADC should hold a meeting for consultants/experts to look at the process we go through and bring on board lessons we learn during the years
- Is it possible to know by next week what budget to expect? (response expected after consultations with the Steering Committee)

Closing remarks by SADC Secretariat and SADC Chair

- SADC Secretariat expressed appreciation of the contributions made during the two days, and informed the participants that some of issues raised and unsolved would be discussed during the following day at the project Steering Committee meeting.
- SADC Chair thanked everyone for the contribution and participation, which resulted in cross-pollination of ideas.

ICART BRIEFING WORKSHOP

NOVEMBER 05-06, 2007

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Implementation and Coordination of Agricultural Research and Training in the SADC Region (ICART) (9 ACP SAD 001)

Consultancy to assist the ICART project by undertaking supplementary gathering and compilation of information in the context of a situation analysis of agricultural research and training in the SADC Member State of The Republic of Mozambique

Terms of Reference

1. BACKGROUND

The programme *Implementation and Coordination of Agricultural Research and Training* in the SADC Region (ICART) is a regional agricultural research and training program operating under the auspices of the Food, Agriculture and Natural Resources Directorate (FANR) of the SADC Secretariat, responsible for the coordination of the agricultural research and training programs.

ICART's overall objective is to contribute to regional economic growth and poverty alleviation by organizing within the SADC region innovative agricultural research and training activities to promote sustainable use of natural resources. This will lead to increased agricultural production through application of improved technologies, and the implementation of policies that will enable resource-poor smallholders to achieve improvements in their livelihoods. Research findings and the training of researchers and professionals will contribute to the creation of an enabling environment for all stakeholders in agricultural production, thus improving both the food security and economic status of the countries concerned.

In the context of ICART, agriculture is understood to include crop production, animal husbandry and the gathering of biological products, together with the sustainable exploitation of natural resources used in agriculture and the latter's impact on the environment. 'Agriculture' also encompasses agricultural economics and policy making, rural livelihoods and the social issues of farming that affect farmers, herders and gatherers.

The programme is designed to enable national agricultural research programmes, and *National Agricultural Research Systems (NARS)* where they already exist (involving public sector research and training institutions in agriculture, private sector research and technology generation companies, and professional agricultural organisations) to generate through empirical means innovative solutions to:

- i) strengthen both in-country and regional cooperation in order to increase agricultural production, productivity and quality
- ii) improve incomes of small-scale farmers and profits for processors, traders and other beneficiaries, while maintaining the natural resource base.

Where NARSs do not currently exist, specific recommendations will be made to promote the concept, and formally establish them.

As part of the activities of the ICART project, a four-phase Situation Analysis is being implemented in order to identify, appraise and assess constraints, and recommend support strategies for existing National Agricultural Research Systems, and for research networks servicing agricultural production and rural development in the SADC region.

Phase 1 of the Situation analysis consisted of a desk study of information available at the SADC Secretariat and through the Internet. Phase 2 consisted of four consultants effecting country visits to establish a rapid appraisal of the institutional set up within SADC Member states and establish a preliminary comparison of the 14 member states, based on their short visit. Phase 3 consists of gathering information through national consultants to supplement the Phase 2 information gathering process and to produce country reports. Phase 4 will consist of reviewing the country reports and other material gathered on networking initiatives in the region to produce a regional synthesis of Agricultural Research and Training in the region, as well as draft a strategy document for the support to regional networks for the SADC Secretariat. The current consultancy is to carry out the Phase 3 component in each SADC Member State by a Consultant, most likely, a University in the Member State.

Every government of the 14 Member States of SADC is expected to have established an **agricultural policy**, which is to be implemented through medium term agricultural and rural development plans. It is important to establish the existence of such a document and whether an agricultural research policy and corresponding action plan have also been developed in every Member State

- The essence of the Situation Analysis is to establish the following:
 - Status of NARS in Member states
 - Status of national and regional agricultural research and training networks
- Data gathered should enable an analysis of
 - the mandates and working means of the existing research institutions;
 - the implementation of **on-going research programmes**
 - **the system of institutions** established for delivering those programmes
 - types of support required for further development of research and training networks

2. DESCRIPTION OF THE ASSIGNMENT

➤ Global objective

The global objective of the consultancy is the implementation of the Dar-es-Salaam Declaration in Agriculture and Food Security for the SADC Region.

➤ Specific objective(s)

The specific objective of the consultancy is to assist the SADC Secretariat to establish capacity for coordinating agricultural research networks in the SADC Region.

➤ Beneficiaries

The direct beneficiary of the assignment will be the SADC Secretariat. The consultancy described below will provide the SADC Secretariat and the EC Delegation with sufficient enabling information to help lay the foundation for preparing and launching programme activities in support of regional research and training programmes, and the later establishment of a regional agricultural information system.

➤ Requested services, including suggested methodology

The consultant, in consultation with the ICART National Focal Point, will identify a small team of individuals with a Team Leader, with competencies to carry out data gathering on the national Agricultural Research and Training system, carry out some analysis of the information and to write up a comprehensive report thereon, according to an agreed format. The ICART National Focal Points and the Team Leaders from Member States will attend a briefing session prior to the start of

the assignment to harmonise the approach to implementation, the format of the Country Report and the method to validate the report at country level. The consultant and the team will work in close co-operation with the ICART National Focal Point, the ICART Project Coordination Unit and the SADC Secretariat.

The consultancy will gather information on and appraise agricultural research *systems* (research AND related basic and in-service professional training) and their *programmes*, covering the following five domains:

- agricultural economics, policies, trade analysis;
- production-to-consumption chains, for example agri-business and agro-processing;
- social issues in agriculture (for example land rights, food security, migrations, impact of health on agriculture, rural credit, extension and education, social capital, farmers' organisations);
- biodiversity in agriculture (for example variety selection and breeding, and biotechnologies);
- farming systems (including mechanisation; risk management; pest and disease management; input use; innovative systems that lead to improved productivity per unit of labour, water and land; and the relationship between land and water use, agriculture & the environment).

Specifically, Phase 3 of the consultancy will consist of gathering information, through a mixture of desk research and interviews on the following 12 issues:-

- 1 Assessing with the relevant Ministries the policies for research and training in agriculture
- 2 Identify relevant private sector organizations and their research needs
- 3 Establish the list of registered institutions/ organizations delivering agricultural research
- 4 Establish the list of registered Institutions/organizations delivering high level training and in service professional training in agriculture
- 5 Assess with the Ministries the formal existence of NARS and the monitoring mechanisms, the contribution of research stakeholders
- 6 Provide charts indicating institutional structures
- 7 Documenting the working methodologies for research / the NARS
- 8 Identify actual and potential demand for cooperative relationships between research & training institutions and the farmers' organizations & private sector
- 9 Document and appraise in-country research alliances
- 10 Describe & contextualise research alliances (& the programmes they address) across the SADC region
- 11 Describe & contextualise cooperation with foreign/ international research institutions
- 12 Identify the needs for research alliances and networks

The consultant will also advise on the approach to be used for the gathering of information on the following 8 issues listed below, and in case of easy accessibility of such information, provide such information in the annex of the report:

- 13 A detailed description of action plans (programs) and planning mechanisms within the list of 5 domains given in the TORs
- 14 Documentation on the sources of funding for research and comparison of budgets among the 5 domains
- 15 A compiled list of research managers and scientists
- 16 Documentation on the evaluation of impact from research programs
- 17 Identification of major agricultural research publications
- 18 Documentation on existing appraisals of research per country or institution
- 19 Documentation on appraisal of on-going training programmes
- 20 Identification of major training publications

The general method proposed for the implementation of the Situation Analysis are as follows:

Step 1. Identify and collect the policy documents or the policy orientation with the appropriate resource persons in the Ministries and assess how the implementation of those policies was planned in every Research and Training institution

Step 2. Produce organizational charts of the institutions, including their relationships with the Ministries, and analyze how this institutional set up is managed as a NARS.

Step 3. Identify the following:

- i) existing cooperation mechanisms with research stakeholders
- ii) cooperation mechanisms between research institutions, between training institutions and between training and research institutions at country level,
- iii) cooperation between institutions in diverse SADC Countries,
- iv) cooperation with foreign institutions and through international networks,
- v) needs and demands for further cooperation through network

The detailed steps and activities proposed for the data gathering and analysis processes are described in Annex B(ii).

The ICART PCU will make available all documents and electronic data sources gathered through the previous phases of the situation analysis as well as from other studies recently carried out by projects of the SADC FANR Directorate, and obtained elsewhere, to the consultant. This will facilitate the process of identifying gaps in the data gathered so far and will guide the gathering of supplementary information. The briefing workshop carried out at the start of the assignment with the Team Leader and the ICART Focal Point, together with the ICART PCU will aim to ensure a clear understanding of the task at hand, the expected output of the consultancy, and the scope of work possible achievable.

The ICART PCU will be monitoring the process, providing any assistance through electronic means. It may also carry out visits to some of the Member States to assess the process.

Upon submission of the draft report to the National Focal Point, the Consultant and the National Focal Point will facilitate the process of validation of the report, which would have been agreed upon at the Briefing Meeting. Part of the expenses for the validation process would have been included as part of the services of this contract. Part of the expenses for the logistics of the meeting will be met by the ICART project, through facilitation by the National Focal Point. The proposed approach for validating the report is through a workshop with members of a 'reading panel' made up of key stakeholder representatives of the NARS, which will meet with the consultant, under the chairmanship of the National Focal Point, to provide its views collectively. The validation process will be carried out in a timely manner such that the comments of the 'reading panel' will be incorporated in the Final Draft report and submitted to the Contracting Authority through the ICART National Focal Point by the 18th of January 2008.

3. EXPERTS PROFILE

➤ ***Number of requested experts per category***

The team required to address the complementary data gathering phase of the Situation analysis will comprise of an agricultural scientist as the Team Leader and other experts as deemed necessary in the national context.

➤ ***Profile required (education, experience, references and category as appropriate)***

Team Leader: Masters level qualification, with at least 5 years professional experience

Other experts: At least Degree level training with at least 3 years professional experience

➤ ***Working language(s)***

English, French or Portuguese, as appropriate per Member State (though see Section 5 on 'Reporting'). Translation of the final report into English will be required.

4. LOCATION AND DURATION

➤ ***Starting period***

22nd November 2007

➤ ***Foreseen finishing period or duration***

It is estimated that the consultancy will require 30 person-working days spread over a period of 6 calendar weeks between mid November 2007 and mid January 2008. The proposed date of submission of a draft report to the ICART National Focal Point for validation purposes is at latest 10th January 2008 and the draft final report by 18th January 2008.

5. REPORTING

➤ ***Content***

The final report will be formatted as will have been agreed by all national consultants at the Briefing meeting. The report will include a brief introduction to the assignment, the method(s) used in its implementation and describe the output of the assignment.

Approval of the report by the ICART PMU, and endorsement by the Director, FANR will be required prior to payment of the accompanying invoice.

The Terms of Reference of the mission, and comments on the latter or the process (if any) should also be included in the final report as an annex.

➤ ***Language***

All reports submitted to SADC Secretariat, Gaborone, will be in English, French or Portuguese.

➤ ***Submission/comments timing***

The electronic form of the report shall be submitted at the end of the consultancy. The SADC Secretariat shall comment within 20 days of receipt of the draft report. The consultant should incorporate comments from the SADC Secretariat, and submit the Final Report no later than 5 days from receipt of the comments.

Deadlines for submission of documents by the consultant will be strictly adhered to. The Contracting Authority (SADC Secretariat) reserves the right to have the reports re-drafted as many times as necessary to bring them to the required standard. If no comments are received from SADC/ EC Delegation within the notification period stipulated above, the draft report may be re-submitted as final.

Number of report(s) copies

ONE hard copy and ONE electronic copy of the Final Report shall be submitted to the SADC Secretariat. Any background documents or databases used in the implementation of the study, that is considered useful for the ICART project may be submitted in electronic format, with the final report. All correspondence, communication and reporting will be in English, French or Portuguese on A4 paper, using Word and Excel formats. The cover page for all reports will carry the date of submission of the report, and in brackets the mission dates. Repetitions will be avoided and replaced by a cross-reference to the relevant section(s). The first page of each report will carry the following disclaimer "The authors accept sole responsibility for this report drawn up on behalf of the Regional Authorising Officer of SADC Secretariat. The report does not necessarily reflect the views of the SADC Secretariat, nor of the European Commission".

DETAILED ACTIVITIES PROPOSED TO GATHER INFORMATION AND ANALYSE THE 20 PERTINENT ISSUES ON A REGIONAL BASIS

(Bullet points starting with 'Eventually' are ultimate goals of the study, which will also need to be addressed to a certain extent during this consultancy)

Point 1 - Assessing with the relevant Ministries the policies for research and training in agriculture

- Establish the availability of policy and strategy documents on agricultural development and rural development in the Member States
- Analyze priority setting for agricultural research and how it is developed into an agricultural research policy and corresponding strategy per country.
- Eventually lead to common priorities identified, but also ranked; these elements are essential for the design of the strategy to support research networks.
- Establish the training policies and strategies in agriculture.
- Identifying the usefulness for support to networking among training courses
- Eventually lead to identification of priorities for supporting existing training programmes at country level.

Point 2- Private sector organizations, their research needs and their role in Research and Training

- Establish relationships between the various stakeholders in agriculture: research institutions in the one hand and the farmers' organizations, the private sector and the NGOs operating in agriculture.
- Visit relevant institutions of the civil society for appraising the issue.
- Establish the readiness of those partners to participate in the design and monitoring of the research programs and of the management of the research institutions at NARS level.
- Establish the readiness of those partners to participate in the design of in service training to satisfy their needs.
- Identify their analysis of the impact of research on agriculture and rural development Identify with them what should be improved, particularly through different ways of implementing research networking.

Point 3 - Establish the list of registered institutions/ organizations delivering agricultural research

- Provide full list of agricultural research institutions and other institutions providing agricultural research and their administrative relationships to ministries and other bodies (Association of Farmers' Organizations, Association of Industries or servicing firms, Association of NGOs)
- List with short description of mandates

Point 4 - Establish the list of registered Institutions/organizations delivering high level training and in service professional training in agriculture

- Provide full list of agricultural Training institutions and other institutions providing agricultural research and their administrative relationships to ministries and other bodies (Association of Farmers' Organizations, Association of Industries or servicing firms, Association of NGOs)
- List with short description of mandates

Point 5 - Address with the Ministries the formal existence of NARS and the monitoring mechanisms, the contribution of research stakeholders.

- A NARS is an **operational system** established for enhancing the scientific and technical delivery of research in agriculture within which effective coordination between all research institutions or research implementing institutions is organized through monitoring bodies representing the research stakeholders.
- What are the existing coordination systems
- Establish the existence and monitoring methods for the NARS.
- Identify those monitoring bodies in the country that designate responsibilities and cooperation for research programs and arbitrate the provision of public funding to the programs.
- Document examples of evaluation of the programs of the research institutions and their aggregation for policy decisions
- Document views and recommendations on the institutional creation or development of a NARS so that every relevant institution or organisation could be accommodated within it
- Eventually enables policy makers to address the development of human resource in the participating institutions in order to support the implementation of the programmes
- Eventually a compilation of this analysis at SADC level would indicate need for support to programme planning and supervision, in particular through the promotion of national and regional networks.

Point 6 - Provide charts indicating institutional structures and relationships

- Establish a chart describing the interactions between institutions in the research system and the training
- An analysis of the research institutional framework in the Member State on the efficiency, focus and effectiveness of agricultural research in general
- Eventually establish potential for regional cooperation on agricultural research.

Point 7 - Document the working methodologies for research

- Priority setting
- Funding mechanisms
- Collaboration

Point 8 - Identify actual and potential demand for cooperative relationships between research and training institutions and the farmers' organizations and private sector

- Use of research findings in the curricula for high level training in agriculture, and researchers' involvement in training seem to be rather poor. We consider that the Document examples of involvement of high level professionals from the private sector and from farmers' organizations (from public administration as well) in training and research institutions
- Document their involvement in providing practical experience on decision making, planning and implementation of development and production programs.
- Eventually identify best practices for cooperative relationships between stakeholders for developing training in agriculture that could be further spread through SADC.

Point 9 - Appraise in - country research alliances

The joint contribution of several institutions and partners on a research program is crucial for success.

Document and analyse in- country research alliance in the domains of research described above.

- Research within production to consumption chains involving all stakeholders (the innovation chains approach)
- Promotion of research on social issues in agriculture that should be developed through effective partnership (involving farmers' organizations, service sectors in agriculture and particularly the banking sector and NGOs)

- Eventually develop proposals for linking existing in-country cooperation at regional level
- Biodiversity in agriculture. Issues of land use planning, maintenance of natural or artificial habitats, conservation areas, the introduction of GMOs are all important tools for maintaining the required biodiversity in agriculture.
- Eventually, develop proposals for developing or reinforcing cooperation at regional level on the issue.

- Research on farming systems and livelihoods, which should systematically include an analysis of relationships between those farming systems and those livelihoods in the one hand and the natural resources and the environment in the other
- Eventually identify successful in-country cooperation that can be up- scaled at regional level.

Point 10 – Describe and contextualise the research alliances developed across the SADC region

- Identification of existing alliances, describing the rationale and subject matter, the source of funding, institutions and number of researchers involved
- Assess if the alliances constitute a mature existing and functional network, or a non-performing network
- Identification of expectations for new alliances

Point 11 - Describe and contextualise the cooperation with foreign international research institutions

- Generally, cooperation ties exists between national research institutions and foreign research institutions in Europe, America, Canada, Australia, China, India etc.
- Document and appraise the relevance and effectiveness of networks developed in the region.

Point 12 - Identify the needs for research alliances and networks

Propose research networks that would encompass existing research programmes and facilitate regional integration.

OPTIONAL PHASE 3 DATA COLLECTION – Advice on approach to data collection to be included in report. Gathering of information if easily accessible.

Point 13 - Provide a description of action plans (programs) and planning mechanisms using the list of 5 domains given in the TORs

Domains in which to carry out appraisals of the action plans and programs of the institutions composing the NARS by the consultants:

1. Agricultural economics, policies and trade analysis;
 2. Production to consumption chains, for example agri-business and agro-processing;
 3. Social issue in agriculture (for example land rights, food security, migrations, impact of health on agriculture, rural credit, education and extension, social capital, farmers' organizations);
 4. Bio-diversity in agriculture (for example variety selection and breeding and biotechnologies)
 5. Farming systems (including mechanization; risks management; pest and disease management; input use; innovative systems that lead to improved productivity per unit of labour; water and land; the relationship between land and water use; agriculture and the environment);
- Those five domains reflect the need to review the NARS from a system-wise basis; that the review should put emphasis on the economic and social evaluation of the running research programs. The review of the programs should study organizations and systems and their relationships to natural resource and markets rather than commodities in terms of yields and quality only.
 - The analysis to focus on farmers and farming, and on the improvement of production to consumption chains.
 - Describe relationships between production systems and natural resources and the environment.
 - Eventually compare what is under development in all Member States for the 5 domains of research, and how further development was planned.
 - Such analysis will guide support action for on-going developments in line with promotion of social chains of stakeholders, improved risk management, improvement of the productivity of labour and income; improvement of the competitiveness, supporting production systems and decision making processes.
 - Eventually indicate how the development of cooperation between similar research programs in the Member States could be facilitated.

Point 14 - Document the sources of funding for research and comparison of budgets among the 5 domains

- Currently, Governments pay for the core costs of public research institutions (buildings and recurrent costs, administration costs) and for the implementation of programs which are serving their expectations for research outputs. The private sector is also supporting core budgets for private research institutions. In addition, governments and other sponsors (donors) pay for research programs, and are also partly contributing to core budgets for infrastructures and equipments.
- Identify the relative importance of government funding to the financial support of the different research programs;
- What kinds of programs the private sector, the donors and eventually the stakeholder are supporting.
- The distribution of the support from government, donors and other stakeholders for programs as they vary from country to country.
- Eventual analysis enables identification of what counterpart funds could supplement cooperative programmes.

Point 15 - Compile a list of research managers and scientists

- Document on-going research programmes and their managers
- Eventually identify how the critical mass of researchers could be reinforced through joint programs and support through networking.
- Eventually identify the urgent need for reinforcing capacity for important programs,

Point 16 - Document the evaluation of impact from research programs

- Document effective participation of stakeholders for all kinds of programs generating innovations.
- Appraise the degree of partnership developed in the research programs.

Point 17 - Identify and collect major agricultural research publications

- Programs generate major publications, while individuals generate basic publications within the programmes; SADC more interested in the former.
- The publications will help to further analyze the efficacy of the programmes and the potentials for networking those national programmes.

Point 18 - Document existing appraisal of research per country/ institution

- All research programs, all research institutions and National agricultural research systems should be regularly evaluated as part of the planning process
- Document these evaluation procedures and results
- Eventually to analyze the on- going process for such evaluation in every Member State and identification areas where improvement can be supported to generate a common evaluation framework for the region

Point 19 - Appraise on going training programmes

- Document existing BSc, MSc and PhD in the various training institutions of Member States, and a brief presentation of the content of such training
- Identification of existing partnerships
- Eventual analysis of convergences and differences of training policies between the Member States on which integration could be built
- The compilation of Higher education training can be carried out via a web search of Universities in the region.

Point 20 - Identify major training publications

- Document publications on the organisation of Training (Priority setting; needs analysis etc.)