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INSTITUTIONAL FRAMEWORK FOR SAFGRAD

- By -

SAFGRAD Coordination Office
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Burkina Faso

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SEMI-ARID FOOD GRAIN RESEARCH AND DEVELOPMENT

- S A F G R A D -

WORKING DOCUMENT

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TABLE OF CONTENTS

| | Bibliothèque CA/JALC... D 01 BP. 1783 Ouagadougou CI Tél. 30 - 6J - 71/31 - 15 - 98 Burkina faso | PAGE |
|---|---|--------|
| ACKNOWLEDGEMENTS | | |
| LIST OF ACRONYMS | | 2 |
| I. BACKGROUND | | |
| 1. Historical Perspective | | 4 |
| 2. Overview of SAFGRAD Project Activities and Accomplishments | | 8 |
| 3. Current Institutional Framework | | 14 |
| 4. Management Entities | | 16 |
| II. FRAMEWORK FOR PROMOTING AGRICULTURAL RESEARCH AND DEVELOPMENT SERVICES UNDER OAU AUSPICES. | | 20 |
| 1.0. Transformation of SAFGRAD as Permanent Institution of OAU. | | 22 |
| 1.1. Sustainability of SAFGRAD | | 24 |
| 1.2. Alternative Institutional Arrangements under OAU | | 25 |
| 1.3. Current SAFGRAD Principal Staff | | 29 |
| 2.0. Developing SAFGRAD into an Agriculture and Food Policy Research Institute (AFPRI) of OAU | | 29 |
| 2.1. Objectives | | 30 |
| 2.2. Functions | | 31 |
| 2.3. Mandate | | 32 |
| 2.4. Proposed Management Framework | | 33 |
| 2.5. Proposed Core Staff for AFPRI | | 40 |

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LIST OF ACRONYMS

| | |
|---------|---|
| AAS | African Academy of Sciences |
| ADB | African Development Bank |
| ACPO | Accelerated Crop Production Officers Programme |
| AFPRI | Agriculture and Food Policy Research Institute |
| CCTA | The Commission for Technical Cooperation in Africa |
| EARSAM | Eastern Africa Regional Sorghum and Millet Research Network. |
| ECA | Economic Commission for Africa (UN) |
| ECOWAS | Economic Community of West African States |
| ESCAS | Education, Science, Cultural and Social Affairs Department of the OAU |
| FAO | Food and Agriculture Organization of the United Nations |
| FSR | Farming Systems Research |
| IAPSC | Inter-African Phytosanitary Council |
| IBAR | Inter-African Bureau for Animal Resources |
| IARCS | International Agricultural Research Centres |
| ICRAF | International Council for Research in Agroforestry |
| ICRISAT | International Crops Research Institute for Semi-Arid Tropics |
| IDRC | International Development Research Centre |
| IFAD | International Fund for Agricultural Development |
| IFPRI | International Food Policy Research Institute |
| IITA | International Institute for Tropical Agriculture |
| ILCA | International Livestock Centre for Africa |
| INSAH | Institut du Sahel |
| ISNAR | International Service for National Agricultural Research |

NARD National Agricultural Research Directors

NARS National Agricultural Research Systems

OAU Organization of African Unity

OC Oversight Committee

RENACO West and Central Africa Cowpea Research Network

SACCAR Southern African Centre for Cooperation in Agricultural Research

SAFGRAD Semi-Arid Food Grain Research And Development

SC Steering Committee

SCA The Scientific Council for Africa

SCO SAFGRAD Coordination Office

STRC Scientific, Technical and Research Commission of OAU

USAID United States Agency for International Development

UNDP United Nations Development Programme

WAFSRN West African Farming Systems Research Network

WARDA West African Rice Development Association

WCASRN West and Central Africa Sorghum Research Network

WECAMAN West and Central Africa Maize Research Network

INSTITUTIONAL FRAMEWORK FOR SAFGRAD

I. BACKGROUND

1 Historical Perspective

The laudable idea of establishing a coordinating organization for scientific research in Africa was conceived by the former colonial powers many years before they granted political independence to the vast majority of African countries. Thus, subsequent to a meeting held in London in 1950, the Commission for Technical Cooperation in Africa (CCTA) and the Scientific Council for Africa (SCA) were set up jointly by the former colonial authorities (United Kingdom, France, Portugal and Belgium) and two white-ruled African countries namely, South Africa and Southern Rhodesia (Zimbabwe). Their objective was to tackle common, African research issues by pooling of technical knowledge and by exchange of information. The Secretariat of CCTA was moved from London to Lagos (Nigeria) in 1958, two years before Nigeria's independence.

It is not surprising, therefore, that the Organization of African Unity (OAU) created the Scientific, Technical and Research Commission (OAU/STRC) with headquarters in Lagos in 1964, only a year after the founding of the OAU. The OAU/STRC assumed responsibility for the statutory functions of CCTA and SCA.

The charter of OAU/STRC, approved in Cairo (Egypt) in 1964 by the Assembly of Heads of State and Governments of OAU, gave it a very broad mandate as indicated by its objectives, namely to:

- (i). deal with all scientific and technical matters related to the general development of Member States;
- (ii). promote training and exchange of scientific, financial and research manpower;
- (iii). propose scientific policies for adoption by Member States, and execute at their request joint programmes on scientific and technical research;
- (iv). promote the effective utilization of research results with a view to accelerating socio-economic development of Member States;
- (v). seek facilities for disseminating information to researchers in the field of science and technology in Africa and;
- (vi) undertake scientific evaluation studies of natural resources of the continent.

According to its present structure, the OAU/STRC comprises a Central Secretariat in Lagos and the following five agencies (councils/bureaux/projects):

- Inter-African Phytosanitary Council (IAPSC), Yaounde, Cameroon;
- Inter-African Bureau for Soils (BIS), Bangui, Central African Republic (transferred to STRC Secretariat);
- Inter-African Bureau for Animal Resources (IBAR), Nairobi, Kenya;
- Project for the Integrated Development of the Fouta-Djallon Highlands, Conakry, Republic of Guinea; and
- Semi-Arid Food Grain Research And Development (SAFGRAD) Project, Ouagadougou, Burkina Faso.

It should be noted that the OAU is fully responsible for capital and recurrent budgets of all of the above offices, with the singular exception of SAFGRAD which receives an annual financial grant of 100,000 (US) dollars, in addition to contributions in kind from its 26 Member States.

This is despite the fact that the forerunner of SAFGRAD in West Africa, Joint Project 26 (JP 26), started under the auspices of OAU/STRC in 1969, the same year a similar project on maize improvement started in Eastern Africa. Both projects were spin-

offs of cereals (maize, sorghum and millet) research projects initiated in East and West Africa by the United States Agency for International Development (USAID) in 1964, the same year that OAU/STRC was founded. Perhaps this origin of SAFGRAD explains its virtual dependence on donor funds because JP 26 (for which the Institute for Agricultural Research, Samaru, Zaria was the Coordinating Institution) was funded throughout its duration (1969-1976) by USAID. JP 26 was essentially an aid to the West African sub-region in respect of research on maize, sorghum and millet.

Joint Project 26, widely acclaimed as a huge success, metamorphosed into JP 31 (SAFGRAD I), a Pan-Africa Project, subsequent to Resolution 505 XXIX of OAU Council of Ministers' meeting, June 24 to July 3, 1976 in Port Louis, Mauritius. The resolution approved the SAFGRAD project and solicited financial support from international organizations for Project implementation. The agreement by USAID to fund SAFGRAD was signed between OAU/STRC and USAID in May 1977. The OAU Council of Ministers subsequently reaffirmed its commitment by another resolution (Resolution 667 XXXI) at its meeting in Tripoli, Libya, held from 20-28 February 1978. Thus SAFGRAD I became fully operational from 1978 and has since encompassed eventually 26 African countries (Benin, Botswana, Burkina Faso, Cameroon, Cape Verde, Central African Republic, Chad, Côte d'Ivoire, Ethiopia, Gambia, Ghana, Guinea, Guinea Bissau, Kenya, Mali, Mauritania, Niger, Nigeria, Senegal, Sierra Leone, Somalia, Sudan, Tanzania, Togo, Uganda and Zambia).

2. Overview of SAFGRAD Project Activities and Accomplishments

SAFGRAD I was initially conceived as a cooperative effort between OAU/STRC and USAID to develop and strengthen a regional research and testing programme for cereals (sorghum, millet and maize) and legumes (cowpea and groundnut) and related farming systems, in addition to training a cadre of agricultural scientists in the participating member countries.

Through resident research and regional trials on maize, cowpea, sorghum and millet, the project developed technologies adapted to various countries. The farming system research programme developed technological options for water retention and for soil-fertility management. These technologies were used by farmers in the semi-arid regions.

During SAFGRAD phase I, short-term training lasting from few weeks to nine months were provided for about 240 participants. Long term training was provided to 28 scientists (21 at M.Sc. and 7 at Ph.D. levels).

The Accelerated Crop Production Programme (ACPO) was one of the major project components of SAFGRAD I. It focused on strengthening the technology transfer process of the national systems through on-farm research trials and improving national research and extension linkages. As a pilot project activity, the (ACPO) programme through the financial assistance of USAID was operational in four countries, namely Burkina Faso, Cameroon,

Mali and Senegal. The French Ministry of Cooperation has continued to support a similar programme in on-farm testing in Togo.

In general, the ACPO programme was able to strengthen linkages between national research and extension, developed a methodology in on-farm trials which is being used in various countries and provided highly valued on-the-job training for national researchers. It also demonstrated that technologies on the shelf in some national systems could be used to substantially increase crop yields.

As indicated in the "Strategic Plan of SAFGRAD Networks: 1992-1996" (a document prepared in consultation with NARS scientists and research managers, network steering committees, Oversight Committee, Council of NARS Directors and the SCO), SAFGRAD II has recorded substantial achievements towards increasing food production and improving the service capability of research institutions of member countries. Among the major contributions of SAFGRAD II are the following:

- i. A systematic identification of principal researchable constraints to production of cowpea, maize, millet and sorghum.
- ii. Categorisation of the national research systems into Lead Centres, Associate Centres and Technology Adapting NARS, based on their relative research staff

strengths, research facilities and infrastructure. This has resulted in pooling scientific talents and sharing of resources to collectively alleviate constraints of food crop production.

- iii. Establishment of collaborative regional trials in different ecological zones for testing advanced breeding lines and varieties developed by both NARS and IARCs across agro-ecological and political boundaries.
- iv. Short-term training for scientists and technologists from SAFGRAD member countries on research trial management, varietal maintenance, seed production, crop protection, agronomic research, as well as other aspects of appropriate technology and transfer. More than 225 participants benefited from such training.
- v. Information exchange through workshops, seminars and conferences and publication of reports and proceedings.
- vi. Publication of a book: "Food Grain Production in Semi-Arid Africa", with extensive distribution among scientists, research institutions, universities as well as private organisations in many African countries. Similarly, the "SAFGRAD Newsletter", published quarterly in both English and French, is also widely distributed.

vii. Interdisciplinary scientific group monitoring tours for more than 100 participants were carried out in several countries and institutions to review network regional trials as well as research facilities and setups of member countries and IARCs. Each monitoring tour facilitated not only effective interaction among experienced and growing researchers, but also enabled joint evaluation of elite germplasm and related agronomic practices.

viii. Increased interaction and contacts among individual scientists and institutions of SAFGRAD member countries through workshops, seminars, monitoring tours and in-service training activities of the various networks; close to 900 scientists, technicians, research managers and policy makers benefitted from such interactions.

ix. An extensive, properly coordinated exchange of germplasm and related technologies between NARS and IARCS and among NARS through the respective networks. Consequently, each NARS has already begun to identify suitable technologies for different environmental conditions. Specifically, many released varieties of cowpea, sorghum and maize are presently being cultivated in many SAFGRAD member countries.

- x. Since its establishment, the West and Central Africa Sorghum Research Network has placed emphasis on the development of relatively high-yielding sorghum cultivars with resistance to several biotic and physical stresses, including nutrient and drought stress, low soil fertility, grain molds, leaf diseases, insect pests as well as grain quality and utilization. The Maize collaborative Research Network has modified three types of regional uniform variety trials to cater for the different ecological zones. The development of extra-early maize varieties has been identified as an avenue towards expanding maize production into Sudano-Saharan zones. Through the interaction made possible by network activities new varieties were introduced to replace the old ones. For example, in Cameroon, older maize varieties like Mexican-17 are being replaced by DMR-ESRY, identified through the activities of the Maize Network.
- xi. The East Africa Sorghum and Millet Network, in conjunction with Ethiopia's Institute of Agricultural Research, has identified 28 Striga resistant sorghum genotypes in four "hot spot" locations. Seeds of these genotypes were subsequently increased and distributed to participating NARS in the region for evaluation. Similarly, through the technical support of ICRISAT and in collaboration with the Kenya Agricultural Research Institute, the EARSAM Network has

also been able to identify sorghum variety, IS-8595, as resistant to long smut.

xii. Overall, eight (8) sorghum varieties have been released by the EARSAM Network, of which a number are presently being cultivated by farmers in the sub-region. In addition, 14 other sorghum varieties and a number of pearl and finger millet cultivars are at the pre-release stage of testing.

xiii Cowpea Network Lead Centre scientists of the Institute for Agricultural Research, Samaru (Nigeria) have collaborated effectively with IITA, Kano Sub-Station scientists in working out the genetics of resistance to Striga gesnerioides in B 301, whose resistance is effective against strains of the parasite across the various countries. This has facilitated rapid transfer of the gene for resistance to varieties with otherwise acceptable characteristics. Striga resistant lines from this project will undergo multilocal testing in 1991 rain-fed trials.

xiv. The satisfactory performance of the SAFGRAD Coordination Office (SCO) in its difficult but crucial political and administrative roles of supporting the five research networks has been fully acknowledged. The addition of other Networks under SCO management is ample evidence of this notable achievement.

3.0: CURRENT INSTITUTIONAL FRAMEWORK.

Although the Organization of African Unity (OAU), under whose umbrella SAFGRAD has been operating, has established agricultural development projects in Africa, research coordination and national institutional capacity building through networking activities have only been effectively undertaken by SAFGRAD and this function has been confined to research on the food grains cowpea, maize, sorghum and millet. Clearly the OAU could build on the experience and expertise which now exists in SAFGRAD in order to make them more beneficially applied to a broader range of basic food crops including cassava, yams, cocoyams, potatoes, soya beans, pigeon pea and also vegetables. In this way, SAFGRAD would catalyse the efforts of African Governments and the OAU in their efforts to achieve the goals specified in Articles 36 and 38 of the Lagos Plan of Action, which state as follows:

Article 36 science and technology have a pivotal role in the development of agriculture, especially in connection with agronomic research, training and extension. Within the context of agronomic research, special emphasis should be placed on improvement of selected seeds, fertilizers, pesticides and other chemicals suitable for African conditions.

Article 38 it is crucial that research findings be made available within minimum delay to the farming community. It is therefore recommended that:

- a closer link be established between research and extension services.
- the extension services should lay more emphasis on the spread of existing technologies.

Through improvements in agricultural research coordination and the effective communication of agricultural research results by national agricultural extension services to farmers, rapid progress can be made to increase food production in sub-Saharan Africa. SAFGRAD has already established mechanisms to provide the relevant interventions which will enable NARS in Africa to effectively perform this task. The achievements of SAFGRAD over the past 10 years confirm that sub-regional cooperation and coordination has significantly enhanced the productive capacity of agricultural research as well as improving food production.

The international agricultural research centres operating in sub-Saharan Africa are commodity based and strongly research-oriented to advance the frontiers of knowledge as well as generating new technologies. Very few of these centres have a regionally focussed mandate and none of them has responsibility for regional agricultural research coordination.

Consequently, considerable overlap and wasteful duplication of efforts has frequently occurred. The research coordinating activities of SAFGRAD drastically removed such duplication of research efforts in the areas of food grain research and

development in semi-arid Africa.

4.0. MANAGEMENT ENTITIES.

There have been substantial changes in the SAFGRAD programme activities to particularly respond to regional research and technology application needs. Consequently, its management entities have also evolved in response to programme and strategic changes. The shift from resident research in SAFGRAD I to collaborative research networks, as the central focus in SAFGRAD II, enhanced the participation of national institute managers and scientists in directly managing the project.

4.1. The Policy-Making Bodies and Technical Management Units

The Council of National Agricultural Research Directors is the policy-making organ of SAFGRAD II. The 26-member Council meets every two years to receive and consider reports from the Oversight Committee and the SCO; provide guidelines on policy issues and resolve outstanding problems referred to it by the SCO and the Oversight Committee.

A seven-member Oversight Committee (OC), elected by the Council of Directors, oversees the administrative, technical and financial affairs of the SCO and evaluates the performance of SAFGRAD networks. The OC consists of one representative for Eastern, Central and Southern Africa, two representatives for

West Africa and two academics representing the Faculties of Agriculture in member countries. The OC has the following specific functions:

- i. To participate in the formulation and review of SAFGRAD work plans and advise SAFGRAD on better ways of providing efficient technical and other assistance to the NARS of member countries;
- ii. To facilitate the development of collaborative crop commodity research networks and other networks managed by national researchers of participating countries;
- iii. To undertake annual evaluations of research results as well as other activities of SAFGRAD; and
- iv. To assist the SCO in the search for financial support and advise on SAFGRAD finances.

Each of the four crop commodity networks is managed by a Steering Committee of seven members consisting of the network Coordinator and six elected members representing the national programme scientists actively engaged in research on that commodity. The Steering Committee has the following six terms of reference:

- i. To determine the objectives of the network;

- ii. To prioritize the activities of the network;
- iii. To provide guidelines on the implementation of objectives of the network;
- iv. To monitor the implementation of the network objectives;
- v. In collaboration with the network coordinator, to develop collaborative research projects to be executed by lead centres, or by IARCS, where the required expertise is not available in national programmes.
- vi. To ensure the attainment of network objectives through the development of relevant technologies.

4.2. Partners in the Implementation of the SAFGRAD Project

- i. The SAFGRAD Coordination Office. The administrative and technical Coordination of the SAFGRAD Project, headquartered in Ouagadougou, Burkina Faso, is the hub of the network organizational and management activities. It is the secretariat for the Council of National Agricultural Research Directors, the Oversight Committee and the Steering Committees of the respective networks. It facilitates the identification of research constraints, prioritizing research, the development and formulation of projects as well as

monitoring the implementation of network activities. Using the OAU umbrella, the SCO facilitates the movement of germplasm, scientists, research supplies and equipments among countries and also provides administrative and financial management services to networks. The major goal of SAFGRAD being the development of scientific and research management leadership in member countries, the SCO plays a catalytic role in broadening research support to national systems and scientific talents and research infrastructures together in order to overcome important biotic and abiotic constraints which impede the production of food grain.

- ii. The International Agricultural Research Centres, particularly IITA and ICRISAT, provide technical support such as training, germplasm, technical literature and second coordinators for implementing network activities.
- iii. The National Institutions, as beneficiaries to the SAFGRAD project, have succeeded to generate technologies adapted to their respective conditions, share available technologies, and participated effectively in the management of SAFGRAD through network Steering Committees, Oversight Committee and the Council of Research Directors.

II. FRAMEWORK FOR PROMOTING AGRICULTURAL RESEARCH AND DEVELOPMENT SERVICES UNDER OAU AUSPICIES.

Background and Justification

Attainment of self-sufficiency and food security are major policy objectives of OAU member states. The food shortage crisis has been induced from several causes. Two of the most important being the rapidly increasing human population and environmental degradation. The semi-arid zones of Africa form major production areas for food and livestock products of the continent. The production potential of this huge area is, however, far from being realized.

African Governments, during the past 25 years, adopted a series of plans and declarations to stimulate an immediate improvement in the food situation and to lay foundations for the achievement of food self-sufficiency. The Lagos Plan of Action (1980) which was closely linked with the regional Food Plan for Africa (1978) set a number of targets, including a growth rate of 4 percent per annum for the agricultural sector which, if achieved, would eventually bring about food self-reliance on the continent.

A 1985 declaration on the economic situation in Africa by OAU Heads of State and Government at their Assembly in Addis Ababa, undertook to "give the highest priority to intra-African cooperation in the implementation of the Special Programme of Action for Improvement of the Food Situation and Rehabilitation

of Agriculture in Africa in order to lay the foundation for Africa's food self-sufficiency". It was stressed that the extent of hunger and malnutrition apparent in most countries of sub-Saharan Africa calls for resolute actions and for effective mobilization and judicious exploitation of resources on the basis of well formulated and coordinated development strategies and plans of action that could lead to food self-sufficiency and self-sustained growth and development.

Weaknesses of national agricultural research and the technology-transfer adoption process, fragmentation and poor coordination of research activities have directly and indirectly affected progress in agricultural development in the sub-region. To reverse the unsatisfactory performance of agricultural research technology in Africa, there is an urgent need at OAU level to enhance more effective cooperation and coordination of agriculture and food policy research among sub-regional entities and countries. This can lead to an efficient allocation and use of resources to maximize agricultural production. The need therefore arises for an OAU Agricultural Research Agency which could play the vital role of coordinating research at regional and international level not only to facilitate the free exchange of research material and technical information, but also to promote the adoption of agricultural technologies.

This document proposes short and long-term options for institutionalizing technical services under the OAU.

1.0. Transforming SAFGRAD into Permanent Institution of OAU

This is a short-term option in that SAFGRAD has already acquired experiences in research promotion and coordination involving major food crops among its member countries and between international and regional research organizations in sub-Saharan Africa. Furthermore, the specific experience of OAU/STRC (through SAFGRAD) over the last 13 years, has confirmed that sub-regional research cooperation and coordination can greatly enhance the productivity as well as the productive capacity of agricultural research, thereby rendering SAFGRAD more oriented toward the needs of farmers.

The purpose of SAFGRAD has been to mobilize and coordinate scattered regional research efforts including those of International Agricultural Centres (IARCs) and national programmes and to develop improved cereal crop varieties (sorghum, maize, millet, cowpea and groundnuts) and production technologies appropriate for small farmers.

The organizational setting of SAFGRAD makes it directly responsive to farmers' needs through the NARS. Its services are therefore scientifically oriented and less bureaucratic. During the last 13, SAFGRAD has:

- i) Developed efficient channels of research communication with scientists, research managers and policy makers of its member countries and the IARCs through the

following food grain and related networks:

- (a) The Eastern Africa Regional Network for Sorghum and Millet.
 - (b) The West and Central Africa Collaborative Sorghum Network.
 - (c) The West and Central Africa Collaborative Maize and Cowpea Networks.
 - (d) The West Africa Farming Systems Research Network.
 - (e) Semi-Arid Lowlands Agroforestry Network.
- ii) Developed effective means of facilitating movement of materials, germplasm and scientists from one country to another and between IARCs and NARS.
- iii) Acquired long experience in the coordination, management and implementation of agricultural research and development projects.
- iv) Effectively facilitated the development and strengthening of suitable technology transfer processes (as mentioned earlier) of some of its member countries through on-farm and farming systems research.
- Furthermore, one of the major future thrust of SAFGRAD would be to facilitate agriculture and food policy research activities.

1.1. Sustainability of SAFGRAD.

SAFGRAD has evolved into an effective institution, recognized for its services in agricultural research coordination. The sustainability of the SAFGRAD Coordination Office (SCO) is rather uncertain, to the extent that its services may even be discontinued by 1992. The USAID, as a major donor, provided most of the funds for SCO's capacity building during the last several years. Concurrently, it has drawn the attention of OAU to substantially increase its contribution and fully fund the SCO, while USAID and other donors may continue to support project activities of SAFGRAD.

Other relevant donors to the SAFGRAD Project include, the International Fund for Agricultural Development (IFAD), the International Development Research Centre (IDRC), the French Ministry of Cooperation, the African Development Bank (ADB), the Ford Foundation and OAU itself. The in-kind contribution by member countries of SAFGRAD is estimated to over one million US dollars per year.

Considering the OAU policy for enhancing food production, particularly to cope with the rapid population growth south of the Sahara, SAFGRAD or the new institution could provide services in technical and policy analysis to promote economic development.

1.2. Alternative Institutional Arrangements under OAU.

A number of scenarios were suggested to appropriately institutionalize SAFGRAD or a substitute institution under the OAU umbrella. These are:

1.2.1. Status quo/Semi-autonomous Project under the OAU umbrella.

Under its current affiliation, OAU provides not only the political umbrella and legal framework, but also monitors the implementation of SAFGRAD's administrative and financial management systems. OAU contributes only US\$ 100,000 to SCO's operational costs. The advantages of this arrangement are:

- i) The SCO enjoys broad flexibility in the implementation of its project activities in conformity with NARS decisions and the requirements of some donors;
- ii) It adopts a flexible work programme approved by national management structures and STRC, while respecting certain relevant OAU events and activities;
- iii) The SCO interacts directly with national, international and regional organizations to promote its project activities, while recognizing its OAU relationship;

- iv) The OAU umbrella has been used effectively to promote and facilitate project implementation.

Disadvantages:

- i) About 98% of the total funds needed to sustain the activities of SAFGRAD is contributed by donors, making SAFGRAD, as a project, vulnerable to discontinue its services to the NARS.
- ii) SCO exerts much time and effort to solicit donor funds not only for its technical project support but also for coordinating its activities.
- iii) More donor influence is exercised, sometimes leading to a change in the course of basic policies.

1.2.2. Transforming SAFGRAD into a Permanent OAU/-
Bureau for Agricultural Research and Food
Policy Studies.

Advantages:

- i) Under this arrangement, the SCO's services would be continued since major expenses of its budget would be provided by OAU.
- ii) The OAU General Secretariat would be more involved in agricultural research and production activities as well as in soliciting funding support from donors.

Disadvantages:

- i) More administrative and bureaucratic procedures to contain, which would be incompatible with efficient delivery of technical agricultural services.
- ii) Less flexibility to negotiate with national systems and donors.

1.2.3. Special Semi-Autonomous Research Institute of OAU.

SAFGRAD could also evolve into an Agriculture and Food Policy Research Institute (AFPRI). This could have an expanded mandate to pursue agricultural and food policy research and development. The extent of its autonomy could be defined in the "Statutes" to be provided by OAU. Because of the nature of its research and development activities, the Institute would require broad flexibility in its technical and administrative deliberations. While OAU rules and regulations could apply in its financial and administrative management, the recruitment of its staff and service conditions should be based on SAFGRAD's experiences.

The OAU, as parent organization of the Institute, should contribute at least 60% of the staff expenses and running costs. About 40% of Institute's secretariat costs could be raised from donor-supported projects.

Advantages:

- i) The Institute would serve OAU as a "think tank" for agricultural research development and food policy issues.
- ii) Under this arrangement, the Institute would be sustained since over 50% of its budget could be provided by OAU.
- iii) The Institute would continue to be innovative and competitive in order to sustain donor support for its project activities.
- iv) The Institute would have broad flexibility and operational autonomy.

Disadvantages:

- i) Sustainability of the research and development work of the Institute would partially depend on donor-supported projects.
- ii) There will be need to meet donors' requirements and interests.

1.3. Current SAFGRAD Principal Staff.

| <u>Position Title</u> | Organization or Affiliation within the SAFGRAD Project* |
|--|---|
| i) International Coordinator | OAU/STRC |
| ii) Director of Research | OAU/STRC |
| iii) Administration and Finance Officer | OAU/STRC |
| iv) Chief Accountant | OAU/STRC |
| v) Maize Network Coordinator | IITA |
| vi) Cowpea Network Coordinator | IITA |
| vii) Sorghum Network Coordinator (W. Africa) | ICRISAT |
| viii) Eastern Africa Sorghum and Millet Network Coordinator | ICRISAT |
| ix) West African Farming Systems Research Network Coordinator | OAU/STRC |
| x) Semi-Arid Low Lands Agroforestry Network Coordinator | ICRAF |

* a) Except for positions ix) and x) - all other principal positions are funded through USAID.
b) Required OAU funding for core staff of SCO include positions i) to iv).

2.0. DEVELOPING SAFGRAD INTO AN AGRICULTURE AND FOOD POLICY RESEARCH INSTITUTE (AFPRI) OF OAU.

This is a long-term option since the transformation of SAFGRAD into such institute will require more resources. AFPRI could develop into an African "Think tank" to assist OAU in agriculture and food policy research by developing data base on research capacity and in the assessment of food supply and demand situations in sub-Saharan Africa.

2.1. Objectives

The specific objectives include the following:

- i. To coordinate and rationalize research and development efforts of national and regional research organizations working on major food crops and policy research in sub-Saharan Africa in order to minimize unnecessary duplication of efforts and to ensure optimum utilization of available resources.
- ii. To facilitate the exchange of technologies through network activities i.e. workshops, conferences, seminars, monitoring tours, publications and visits by and between national programme scientists and extension workers.
- iii. To facilitate agriculture and food policy research among countries and between regional agencies.
- iv. To serve as the liaison between African food crops research/development organizations -on one hand and international agricultural research centres working on food crops in Sub-Saharan Africa on the other, in order to promote complementarity, information exchange and minimal duplication of effort.

- vi. Promote research-extension and farmer linkages in order to speed up the process of transforming research results into extension recommendations and production through pilot projects in certain countries.

2.2. Functions:

In furtherance of its objectives, AFPRI will also be able to:

- i) Identify regional collaborative programmes to negotiate resources for project activities to be implemented at national and regional institutions.
- ii) Facilitate and coordinate the work of the IARCs and regional organizations and advise OAU on how such efforts can best benefit indigenous regional and sub-regional efforts in Africa.
- iii) Coordinate donor efforts in support of agricultural research and development in sub-Saharan Africa.
- iv) Convene and sponsor conferences, workshops, training seminars, special studies and meetings on themes of regional and continental importance.
- v) ...Solicit funds for its project activities and to enter ... into contracts or agreements with other agencies, research institutes, universities, etc.

2.3. Mandate

Furthermore, AFPRI based on SAFGRAD unique experience in research coordination may be of even greater service to Africa by enlarging SAFGRAD's current mandate in the following directions:

- i. The present mandate for semi-arid zones of Africa (from which SAFGRAD derives its name) should be expanded to allow the new organization's mandate to extend to all parts of sub-Saharan Africa where the mandate crops (see below) are grown.
- ii. The mandate of AFPRI may include all the basic staple food crops of sub-Saharan Africa; for example, cereals (maize, sorghum, millet and rice) legumes (cowpea, Phaseolus beans, soy bean, and pigeon pea) and root crops (cassava, yams, Solanum potato and Ipomoea potato).
- iii. In cooperation with relevant agencies, to undertake and to facilitate agricultural development and research policy studies at national and regional levels.
- iv. To facilitate food security and policy research.
- v. To Promote and facilitate research in resource management with major focus towards enhancing the development of sustainable agriculture.

- vi. On behalf of OAU, to coordinate the research activities of regional organizations and IARCs for the benefit of Africa.

2.4 PROPOSED MANAGEMENT FRAMEWORK.

Given its enlarged mandate, the Sub-Saharan Africa Agriculture and Food Policy Research Institute (AFPRI), will become a much more important organ of the OAU than the present SAFGRAD. One of the new thrusts of the Institute's activities would be to build national capacity in agriculture and food policy research. The current management entities of SAFGRAD will be expected to evolve as follows:

2.4.1. Establishment of Agriculture and Food Policy Research and Development Council (AFPRDC).

Composition.

Since the AFPRDC would work very closely with national, regional and international agencies to coordinate research effort in the above mentioned fields, the composition of its Council would be as follows:

- . OAU/Assistant Secretary General,
i/c ESCAS, Chairman
- . Director, Joint ECA/FAO Agric. Division, Vice-Chairman
- . African Development Bank
(Director Rank) Alternate Vice-Chairman
- . Executive Secretary OAU/STRC, Member

- . Director of Agriculture, ECOWAS, Member
- . Director of SACCAR, Member
- . Representative of IFPRI Member
- . University Professor representing Faculties of Agriculture in Eastern and Southern Africa, Member
- . Representatives of National Agricultural Research Directors in West and Central Africa, Member
- . Representative of IITA Member
- . Representative of National Agricultural Research Directors of East and Southern Africa, Member
- . Representative of ICRISAT Member
- . Director General INSAH Member
- . Director General of the Centre Ex-Officio Member and Secretary

Observers (to be invited as necessary).

- . Representatives of ISNAR, WARDA, ILCA, AAS, etc.
- . Representatives of regional offices of FAO, World Bank, UNDP (as resource persons).
- . Representatives of donors.

Roles and Functions.

- a) Provide policy guidance to enhance food self-reliance in sub-Saharan Africa.
- b) Consider agricultural research, food policy and development issues and recommend to the Secretary General of OAU for follow-up policy actions.

- c) Consider and approve the Centre's short and long-term programmes.
- d) Review regional and sub-regional research activities and issues and provide policy guidance not only to minimize duplication of resources, but to promote productive research in sub-Saharan Africa.
- e) Consider issues that need NARS reforms and provide guidance to revitalize scientific-research by public and private institutions, etc.
- f) Consider and approve the Centre's annual report and budget.
- g) The Council may delegate specified functions to its Executive Committee.
- h) The Council will meet every other year.

2.4.2. The Executive Committee (EC).

Composition.

The EC will consist of five members and its secretary. The Chairman of EC will be appointed by the AFPRDC Council. The members of EC include:

| | |
|--|-----------|
| . Representative of the Council | Chairman |
| . Representative of OAU/STRC | Member |
| . Representatives of NARS Directors | Member |
| . Representative of ECA | Member |
| . Representative of National Faculties of Agriculture | Member |
| . Representative of Network Coordinators | Member |
| . Director General of the Centre | Member |
| . Director of Research of the Centre | Secretary |

Observers:

- . Project leaders such as Network Coordinators.
- . Representatives of NARS scientists (as resource persons, by invitation).
- . Representatives of Directors of National Agricultural Research (as resource persons, by invitation).
- . Administration and Finance Officer of the Centre.

The EC will meet twice a year.

Role and Functions.

The Executive Committee will replace the current Oversight Committee of SAFGRAD. It shall:

- i) Implement policy and technical guidance provided by the Council.
- ii) Oversee the technical, administrative and financial matters of the Centre.

- iii) Appraise (as necessary) the Centre's agricultural research and food policy programmes.
- iv) Report its deliberations to the Council.
- v) Monitor the activities of technical committees such as the Steering Committee of Networks.

2.4.3. Conference of National Agricultural Research Directors

Composition.

The Council of National Agricultural Research Directors (NARD) shall comprise Directors of agricultural research institutes representing each of the Institute's member countries. With the transformation of SAFGRAD into the Sub-Saharan Africa Agriculture and Food Policy Research Institute (AFPRI), this could involve more than the present 26 SAFGRAD member countries in Sub-Saharan Africa. If this could not be implemented, services may need to be limited to the current SAFGRAD member countries.

Functions.

With the realization of the Agricultural and Food Policy Research Council, the Council of NARD will:

- i) Review regional research programmes to readjust priorities from the perspective of national needs.
- ii) Provide policy inputs into agricultural research programmes.
- iii) Provide quantitative data with regard to human resource requirements and research infrastructural needs for their respective national systems.
- iv) Provide input to the assessment of technical progress of network activities.
- v) Provide guidance for strengthening management and research cooperation among agricultural experiment stations in the semi-arid ecology.
- vi) Through its special ad hoc committee, monitor the implementation of network activities.

The Council of NARD meets every other year.

2.4.4. Technical Committees.

Composition.

The strengthening of collaborative food crops research networks would also be central to the activities of the Institu-

te. The activities of each network will continue to be guided by its Steering Committee (SC), comprising 6-8 members selected from NARS on their individual competence and recognition. All IARCs operating in the region and AFPRI will attend Steering Committee meetings as observers.

Functions:

- i) Prioritize programme activities of networks.
- ii) Determine the specific objectives and direction of networks.
- iii) Review research proposals, and project activities funded through networks.
- iv) Ensure the attainment of network work plans and objectives by facilitating the diffusion of appropriate technologies to national research programmes.
- v) Allocate network resources to collaborative and related research support.
- vi) Organize workshops, conferences and short-term training courses.

Each SC will meet twice a year and will report deliberations to the Executive Committee.

2.5. PROPOSED CORE STAFF FOR THE INSTITUTE (AFPRI).

To fully realize its objectives, the Institute will require the following principal staff:

- i) Director General - Chief Executive of the Institute
 - ii) Deputy Director General - for research training and planning.
 - iii) Director of Administration
 - iv) Financial Manager
 - v) Director of Information and Extension (New position)
 - vi) Senior Economist - food policy research (New position)
 - vii) Senior Nutritionist-food utilization and women's programme (New position)
 - viii) Regional Coordinator, Liaison Office for East and Southern Africa (New position)
 - ix) 8 Network Coordinators (3 New positions).
- a) Required OAU funding for core staff of AFPRI include positions i) to iv) and viii).
 - b) Remaining positions of principal staff will depend on donor support for various project activities of the Institute.

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INSTITUTIONAL FRAMEWORK FOR SAFGRAD

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