



GFAR

**GLOBAL FORUM ON AGRICULTURAL RESEARCH
FORUM MONDIAL DE LA RECHERCHE AGRICOLE
FORO GLOBAL DE INVESTIGACION AGROPECUARIA**

**Strengthening the Functional Linkages between
Civil Society Organizations (CSOs) and
National Agricultural Research Institutions (NARIs)
for Effective Agricultural Research for Sustainable Development**

**Project Proposal to European Commission (EC)
For a Global Forum on Agricultural Research (GFAR) Secretariat-
Facilitated Initiative in Sub-Saharan Africa (SSA)**

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1. SUMMARY

The objective of this project is to strengthen and/or build capacity of Civil Society Organizations (CSOs) involved in Agricultural Research for Development (ARD) activities, so that they can effectively participate in all aspects of national, regional and inter-regional ARD.

Its basic premise is that effective participation in ARD at any level requires more than simply providing a seat to such constituencies in a collegial decision-making body at any level (national, regional or global). It also requires the strengthening of these stakeholder constituencies, and the development of a multi-level system that ensures a close interaction between the local/national, regional/sub-regional and inter-regional levels. This close and reciprocal interaction between these three levels is the foundation of the development of a Global ARD Agenda.

This initiative consists of two components that will be implemented by the participating CSOs. The first component focuses on capacity building of participating Farmers' Organizations and NGOs involved in ARD in Sub-Saharan Africa (SSA) and will comprise a participatory institutional self-diagnosis and needs assessment, followed by appropriate capacity building activities to address the diagnosed needs. Such activities may include: sharing experiences knowledge and information at seminars, workshops, and other group activities, formal and informal training programmes on project management capabilities including development implementation, monitoring and evaluation of projects, communication and information sharing strategies and advocacy capabilities.

The second component is aimed at reinforcing the involvement of the participating beneficiaries in ARD activities and decision-making processes at the national and regional levels. This may entail networking activities, information exchange and knowledge sharing, active participation in ARD agenda setting processes and the implementation of collaborative action-research activities supportive of regional research priorities and community needs.

The ultimate goal is to contribute to the development of better organized and stronger CSOs, capable of working and collaborating with research institutions, and taking their rightful place in decision making bodies where they can influence ARD activities at all levels.

2. BACKGROUND AND RATIONALE

About two to three decades ago, efforts were made to reorganize agricultural research institutions in the south, and transform them from National Agricultural Research Institutions (NARIs) working in isolation into National Agricultural Research Systems (NARS) in which the NARIS work in close collaboration with other stakeholders active in the sector, namely universities, CSOs, and private sector. In many instances, this transformation process that started several years ago is not yet complete nor is it running

smoothly for a number of reasons. Firstly, some NARIs are not fully collaborating with other actors especially with CSOs, and do not give them the opportunity to actively participate at all stages of an ARD initiative, i.e., from problem identification, through the development of responses to testing, monitoring and evaluation of responses, as well as the utilization of appropriate outputs. Secondly, many CSOs with good intentions, ideas and required enthusiasm do not often have the resources, to fully and actively engage with NARIs at each and every stage of the ARD initiative continuum listed above.

At about the same time that this reorganization of the ARD system was gathering momentum, governments were confronted with structural adjustment which among other things, forced them to cut back, or in some cases completely withdraw investments in the provision of public goods and services including health, agricultural research for development activities and a host of other social services. The vacuum so created was rapidly filled by various groups and types of CSOs, which tried to provide the neglected social services to their communities. They also contribute to maintaining and/or are developing livelihood systems of such communities, often, through the promotion of ARD activities, which they carry out themselves and/or in collaboration with research institutions. With regards to these latter set of activities i.e., ARD, the establishment of strong functional linkages between these CSOs and NARS constitute an important and unavoidable step towards improving the livelihood of households and communities. Otherwise and as it is currently often the case, the real needs of the communities will rarely be addressed, and the contribution of such ARD activities developed and implemented without the active involvement of the communities either directly or through their service CSOs will have a minimal impact on poverty reduction, improved food security and responsible stewardship of the natural resources endowment.

2.1. Civil Society Organizations: an emerging stakeholder group

As indicated earlier, over the last three decades there has been an important increase in the number of CSOs jostling to fill the vacuum created by the absence or inefficiencies of governments, and this phenomenon is viewed as being as important as the rise of the nation-state witnessed early in the twentieth century. Nevertheless, because of its dynamic and changing nature as well as its variability from one region to another, it has been difficult to precisely define the term civil society. Several working definitions have been proposed in the literature, the following appears suitable for the purpose of this proposal. The CSOs are organizations and associations pursuing collective goals, outside the realm or orbit of family, state and market although they maintain close relations with them (Reuben 2002). According to Salamon (2000) the following features define these groups recognised as spheres of social action outside the market and state: organized and institutionalized even if not legally constituted; private and separated from government; not for profit – do not generate and return profit to owners or directors; equipped to control their own activities – self governing; and encourage voluntary participation. These and other characteristics will constitute important guidelines for the selection of CSOs that will participate in the implementation of this proposal. Two groups of CSOs which play an important role within the Global Forum on Agricultural research (GFAR),

and which have in many ways contributed to the development of this project are Farmers' Organizations (FOs) and Non Governmental Organizations (NGOs).

2.2. Farmers' Organizations (FOs)

Farmers' Organizations are "groups of rural producers coming together to found organizations, based on the principle of free membership, to pursue specific common interests of their members- developing technical and economic activities that benefit their members and maintaining relations with partners operating in their economic and institutional environment¹". FOs play a key role in knowledge generation and utilisation, and are the main actors responsible for assuring that research results are translated into production methods or natural resource management practices. FOs are increasingly federalising at the national, regional and international level, around commodity, market, community, and agricultural issues. FOs and NGOs often work together in advancing their interests.

As farmers are both clients and originators of research, it is important that the global ARD system respond to their needs. FOs is providing tangible benefits to members on extension, marketing, programme planning, and implementation. It is important to recognise that farmers are innovators, who have developed means of addressing problems on the farm, and from whom researchers can also learn; they play a key role in knowledge utilisation and generation and they are the main actors responsible for providing linkage between research, extension and the farmers. However, FOs remain an untapped resource in global agricultural research. Farmers are the backbone of agriculture however, and so their contributions to and participation in ARD are fundamental. FOs strengthen and increase the outreach of farmers' contributions to ARD and create channels through which farmers can participate in (influencing) decision-making at levels above the farm. Furthermore, the strong relationship between NGOs and FOs indicates that their capacity to contribute to ARD, and to initiate research partnerships with other civil organizations such as agricultural universities, must be increased concurrently so as to achieve an effective civil society contribution to a global ARD agenda.

2.3. Non-Governmental Organizations (NGOs)

NGOs are playing a fundamental role in natural resource management, supporting local innovation, agricultural extension and development, education, and providing health services. They are also increasingly building networks and consortia around thematic and/or geographic interests to increase their impact through the exchange of ideas and information, mobilize support, and gain further visibility by speaking with a unified voice.

NGOs can be broadly categorised into operational or advocacy organizations, both of which play key and complementary roles in ARD. Operational NGOs provide a direct service to improve agricultural practices and increase rural well-being in specific

¹ Hussein, Karim, 2000. "Farmers' organizations and agricultural technology: institutions that give farmers a voice". Overseas Development Institute, Portland House, Stag Place, London SW1E 5DP

locations; members work directly in rural communities, conduct research with farmers, link formal research and farmers interested in experimentation, and provide extension services. They exist at local, national and international levels. Advocacy NGOs work to influence agricultural policies, priorities, and strategies. Most lobby on issues concerning trade, markets, farmer representation in decision-making bodies, and intellectual property rights. Increasingly, advocacy NGOs are calling for a fundamental change in the practice of ARD, e.g. for a more sustainable, farmer-centred research, for improved farmer-scientist collaboration, and for the consideration of gender issues in agricultural research. This category of NGO usually operates at national and international levels.

The active presence of both groups of NGOs at the community and international levels makes them important partners in any ARD initiative and thus the strengthening of this constituency is fundamental to the advancement of ARD.

2.4. Value added of the Global Forum on Agricultural Research (GFAR)

The Global Forum on Agricultural Research (GFAR) emerged from a collective realization by many of the actors involved in ARD that in order to meet current societal expectations, the agricultural sector will have to respond simultaneously to the triple demand of poverty alleviation, food security, and sound environmental management and stewardship. Furthermore, that in order address this triple demand efficiently, they would have to work together in a collaborative manner, in order to benefit from the resulting economies of scale. GFAR was therefore established in October 1996 to provide a platform for the development of strategic partnerships amongst several stakeholders involved in ARD. The platform allows the constituent stakeholders to: share knowledge and exchange information; build partnerships for the development and implementation of activities that efficiently address the issues of food security, poverty alleviation and sustainable utilization of natural resources; empower and support less privileged stakeholders so that they can contribute effectively to the global dialogue, and the production of global public goods.

GFAR stakeholders (see Annex 1) are fully aware that CSOs represented mainly by FOs, community based organizations and NGOs constitute the weakest links in the GFAR partnership chain, and that a functional linkage between these groups and the research institutions need to be established and enabled if the outputs of research endeavours are to be relevant to these user groups. They also recognize that any linkages between these two large groups of actors cannot be functional, if one or the other does not have the capacity to effectively make its own vision, expectations and requirements known so that these can be meaningfully addressed by the alliance. The First GFAR External Review recognized this requirement and recommended that: *“A key responsibility of the GFAR Secretariat is to assist stakeholders to further develop their constituencies. This is especially true for farmers’ organizations, in view of their relative lack of a strong voice in agricultural research decision-making, and the need to redress this to make research much more demand-led, and also for NGOs in view of their large numbers and varied scope and goals.”*

It therefore concluded that these two stakeholder groups continue to receive special capacity building assistance and focus, hence this proposal whose goal, objectives and approaches should build such capacities and contribute to strengthening essential functional linkages between them and agricultural research institutions.

3. GOAL AND OBJECTIVE

The ultimate goal of this proposal is to improve the contribution of agricultural research to sustainable development.

The thesis is that active participation of CSOs at all stages of ARD is an essential component in achieving this goal, but this participation cannot be active nor meaningful if they lack the capacity to influence other partners, hence the need to endow them with the capacity to influence decisions and policies, and also to actively participate in ground level activities. Hence, the need to develop what is described as a functional linkage. In order to achieve this goal this proposed project will address the following objective

Objective: To strengthen and/or build the capacity of Civil Society Organizations involved in Agricultural Research for Development, so that they can effectively contribute to ARD activities at grass roots levels as well as to its governance and decision making processes at various levels (national, regional and inter-regional).

This two-prong approach is deemed necessary since activities at the grassroots levels directly affect households and communities while governance and decision-making processes at other levels up to the global often affect what gets done and how at the community level. Hence, the need for CSOs to be involved at both levels and the need to enhance their capacities to effectively assume these roles

4. APPROACHES

This proposal, which will be implemented by participating CSOs, is structured around issues that GFAR has been discussing with its NGOs and FOs stakeholders prior to the GFAR-2000 Dresden Conference: (a) civil society constituency development and strengthening; and (b) CSO participation at national and inter-regional levels. These issues complement and reinforce each other and are fundamental to the mission of GFAR to mobilize stakeholders involved in ARD and facilitate their efforts to alleviate poverty, increase food security, and promote the sustainable use of natural resources. One of GFAR's key strengths is that it provides a common meeting place in which stakeholder constituencies can bring together their comparative advantages in the research and development process. GFAR needs to provide strong support to various stakeholders to further develop their constituencies; this is especially true for FOs, in view of their relatively weak voice in agricultural research decision making, and for NGOs – due to their large numbers and varied scope and goals. With some support FOs and NGOs can

be better involved in national agricultural research, and this clearly will contribute to facilitating the transitions from NARIs to NARS².

The philosophy of GFAR is to work through established stakeholder organizations instead of creating new and parallel structures. During the last two years, the main GFAR contacts for farmers have been the *International Federation of Agricultural Producers (IFAP)*, and *Via Campesina*. IFAP is constituted by national organizations representing family farmers around the world and they have general consultative status with the United Nations. *Via Campesina* is a co-ordinating body that brings together organizations of landless peasants, small-scale farmers, agricultural workers and indigenous people. In the case of NGOs, GFAR works closely with the *CGIAR NGO Committee (NGOC)* since, to date, there is no global federation of NGOs concerned with ARD. Through this initiative, GFAR is expanding its alliances with civil society through further activities with them. Recently, during the GFAR Annual General Meeting (AGM 03) held in Nairobi during the period 25-27 October 2003, the NGOs' representative Ms. Monica Kipiriri was elected as the GFAR's Vice Chair. This emphasises the importance GFAR gives to CSOs at the global level.

4.1. Constituency Development

An important approach when strengthening constituencies is to support the development of distinct identities as stakeholders in the global ARD community. This strengthens capacity to contribute to national and regional agendas by debating and influencing policy, participating in priority setting, and proposing projects that can be undertaken by several stakeholders. Developing an identity calls on each constituency to:

- a) Develop vision statements to provide a coherent framework for action;
- b) Develop a strategic agenda of policy and institutional issues related to agricultural research and technological development appropriate for each level (national to regional) within each region;
- c) Develop capacity to access and manage information, including the development and use of their own website to facilitate dialogue among themselves and with other stakeholders, to discuss policy options and to develop common position with respect to key ARD issues;
- d) Develop mechanisms: i) to allow them to make their voices heard, ii) to stimulate dialogue and reflection, and iii) to give them opportunities to negotiate what can and should be done together with each other and with other stakeholders; iv) to have the capacity to propose and launch relevant projects; and
- e) Elaborate a Monitoring and Evaluation (M&E) system for their respective activities and that of other constituencies.

² Currently, there are several cases where the NARS are simply the NARIs of a country or region concerned, although they are now broadening their base to better utilize their collective experience and include representatives of universities, the private sector, extension services, NGOs, and Farmers' Organizations.

Collectively undertaken, these activities will build a strong commitment both within and for civil society to participate in and contribute to ARD. All require an awareness of what the key ARD issues are and their implications for each constituency, and will be addressed by this project.

4.2. Strengthening Participation at the National and Regional Levels

A second dimension of constituency development is to strengthen participation in setting ARD agendas at the national and regional/sub-regional levels. In many developing countries, the National Agricultural Research Institute (NARI) model of ARD is evolving into a National Agricultural Research Systems (NARS) model, which is a network of systemic relationships that emerge among the various actors of ARD in a country: NARIs, extension services, universities, NGOs, FOs, private sector and community organizations. National Fora are simultaneously emerging as spaces established for dialogue among the stakeholders to facilitate better understanding of each other's perceptions and to set national agendas. NARS and National Fora are two sides of the same coin and are central to national agriculture and development. The integration of stakeholders involved in ARD into both, particularly FOs and NGOs due to their key role in agricultural production, research, and development, and the capacity of CSOs to contribute and participate actively and effectively in each, is important for both civil society and for national agricultural interests.

NARS have also established fora at the regional/sub-regional level, (the Regional/Sub-regional Fora, or RF/SRF) into which FOs, NGOs, universities and the private sector involved in agricultural research are beginning to be integrated. GFAR is supporting the initiatives to include CSOs in these fora by taking three steps: (a) identifying regional focal points for NGOs and FOs; (b) facilitating the integration of NGOs and farmers' representatives in the RF/SRF Executive Committees; and (c) "opening-up" regional priority-setting exercises in several regions to all stakeholders.

Participation in Global ARD requires strong CSOs and sound national and regional ARD networks so as to ensure that representatives who sit on global collegial bodies have a mechanism with which to effectively communicate with and thus represent their constituency. To date, CSOs involved in ARD actively interact with the GFAR Steering Committee (GFAR-SC) and increasingly with the CGIAR Executive Council (ExCo). Strengthening the ability of NGOs and FOs to participate in these two global ARD mechanisms also strengthens their ability to work with other global networks and structures. Likewise, it gives them an opportunity to promote CSOs' representation and participation in fora and structures at regional, sub-regional and national levels.

5. METHODS

5.1. Geographical Focus

Following a series of preliminary consultation with the European Commission, DG AIDCO, it was decided that the project will focus exclusively on SSA, for a variety of reasons. Firstly because it is the region where the needs are most felt and acute in this particular area of improving the functional ties between CSOs and research institutions. Secondly, the proposed project will offer a unique opportunity to work with and strengthen the Forum on Agricultural Research for Africa (FARA), the youngest of GFAR regional fora, and its sub-regional organizations, Thirdly, because it is anticipated that this will complement other similar initiatives being facilitated by the GFAR Secretariat on strengthening the CSOs in ARD, and which may focus on other regions. For example, a proposed project for CIDA³ financing may target CSOs in the Latin America and the Caribbean region while another one earmarked for support from IFAD⁴ may focus on the Asia Pacific region. Finally a French Government-supported initiative⁵ will cover West Asia and North Africa as well as Cambodia, Laos and Vietnam in the Asia Pacific region.

This planned global coverage is illustrated in Figure 1. If all the planned projects are funded and implemented, the project implementation process and outputs will provide a model approach to strengthening CSOs and enhancing the functional linkages between them and National Research Institutions.

5.2. Activities

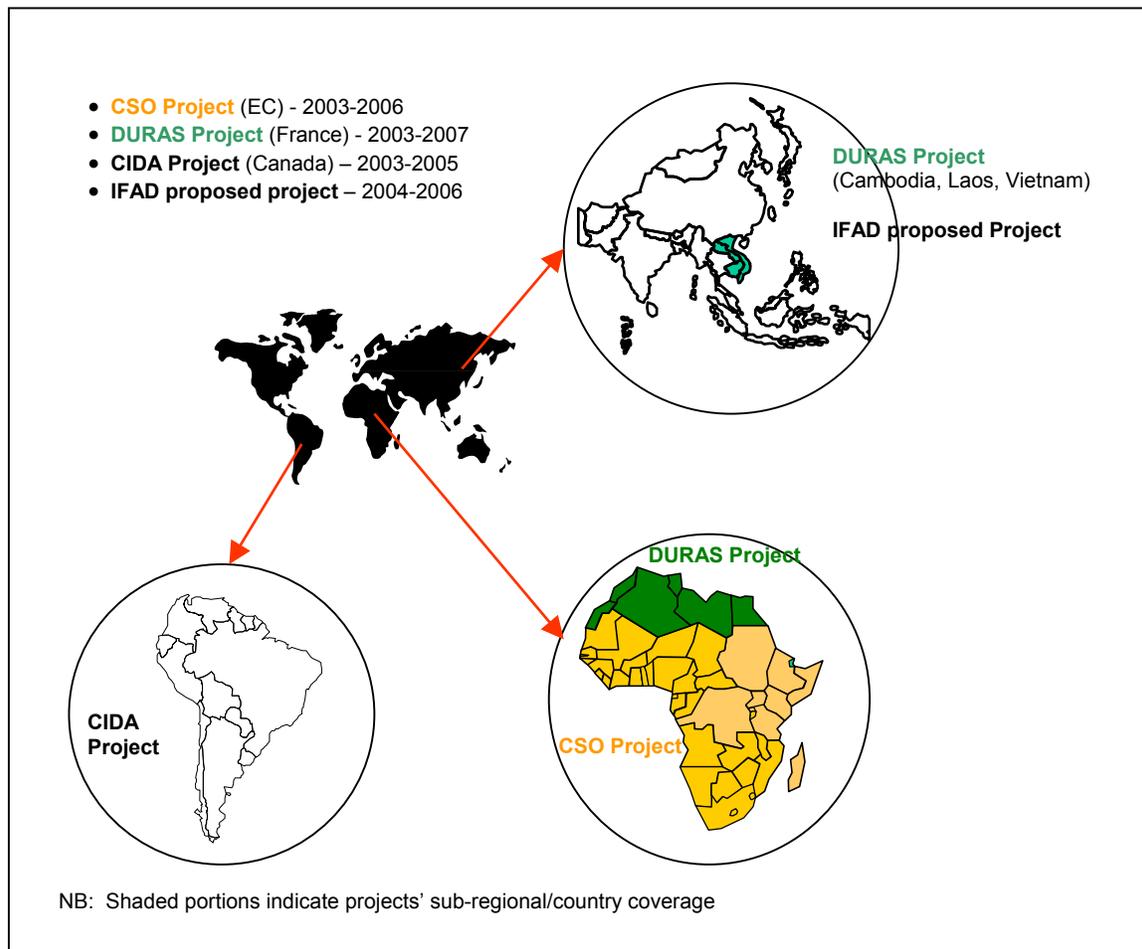
Project implementation will be built on bedrock of participatory approaches in order to ensure that all partners are fully involved in all and every stage of the process. As indicated below, the project will emphasize capacity building through training and networking of CSOs, as well as focused well selected action research and development initiatives carried out by them in collaboration with other partners, so that they (the CSOs) are empowered to: identify and advocate priorities based on the needs of the communities they represent; become credible discussion partners with researchers; address or contract others to address their needs through research and development activities. Activities will be carried out in two phases. A characterization and needs assessment phase followed by an implementation phase based on the outputs of studies and preparatory activities of the first phase. In other words while in phase one efforts will be concentrated on preparing the groundwork by identifying participating CSOs and by conducting needs assessments, phase two will involve capacity building activities and facilitating CSOs' active participation in concrete and action-oriented research with NARIs around specific thematic area jointly identified by them and that is responsive to local demands.

³ Strategic Partnerships in Agricultural Research for Sustainable Development

⁴ Innovative Partnerships Approaches for Improving Livelihood Systems of the Rural Poor

⁵ Program DURAS.

Figure 1: Planned GFAR facilitated Civil Society strengthening initiatives



5.2.1. Phase 1: CSOs characterization and needs assessment

Phase 1 activities will be carried out by an expert team of three persons (see annex 2 for their profile and terms of reference), assisted by the project coordinators (see annex 3 and 4 for their profile and terms of reference). The activities will comprise identification, characterization and classification (typology) of CSOs involved in ARD. Approaches will include a search and an analysis of the literature existing on the subject matter, consultations with other organizations and groups that have carried out similar studies such as IFAP and donor agencies such as the Technical Centre for Agricultural and Rural Cooperation ACP-EU (CTA), the Ford Foundation, DFID, etc). These consultations, literature search and desk studies will be complimented by field visits to a number of countries (not more than 4) in Sub-Saharan Africa, to fine tune some of the outputs of the desk studies. During the same period which will last about 3 months (1 month desk study, 2 months field studies), the project coordinators will initiate some project awareness creation activities including consultations, electronic and written publication/documentation of the project, workshops and meetings to inform, involve and

engage other stakeholders such as relevant NARIs, decision makers and the private sector. Some of the expected outputs of this first set of activities are: the identification of CSOs active in ARD, and their profiling and characterisation, contribution to the development of a database of such CSOs, the development of a critical set of criteria for selecting participating CSOs, and identification of a number of CSOs that satisfy these criteria. Furthermore, some awareness of the project would have been created amongst other relevant stakeholders.

After an analysis of the results of these first set of activities, the Project Management Team (see annex 4 for its members and functions) assisted by the expert team and project coordinators will select the participating CSOs (not more than 6), and the second part of phase 1 activities, that of an institutional self-diagnosis and needs assessment will be carried out over a four-month period by the participating CSOs, assisted by the expert team and the project coordinators. The expert team will design the approach and methods to implement this institutional self-diagnosis and needs assessment.

The expected outputs of this needs assessment and diagnosis will include identified obstacles to effective functional linkages with NARIs as defined earlier, a prioritized set of needs and a recommendation of strategic approaches to address these needs.

These outputs will then be presented at a methodology feedback/workshop to which will be invited the following stakeholders: participating and non-participating CSOs; subject matter specialists with expertise in training, networking, information, communication management, participatory approaches and knowledge of the global agricultural research system; representatives of such institutions as ISNAR, ICRA and IFAP; as well as representatives of appropriate NARIs, policy makers, and CTA.

The workshop will be charged with evaluating the needs assessment and diagnosis exercise, modifying and/or validating the outputs and recommending activities, approaches, tools, that could be used to implement phase 2 activities

Expected outputs include: validation of phase 1 activities, identification of activities required to alleviate identified constraints, and means of implementing them in order to enhance functional linkages with the NARIs.

5.2.2. Phase 2: Constituency development and capacity building

Phase 2 activities that would need to be implemented to address the stated objective of the project will to a large extent depend on the outputs of Phase 1 activities, and especially the outputs of the methodology workshop. Nevertheless, on the basis of previous experience of working with CSOs, a number of activities described below would appear pertinent, and will contribute to the documentation to be reviewed, modified and validated at the end of the first phase.

5.2.2.1. Constituency development and capacity building activities may include some or all of the following:

i) Training and capacity building activities particularly in the area of organizational development to enhance CSOs ability to collaborate with other stakeholders in ARD be it in terms of policy dialogue or in project development/ implementation so that they can push for projects that respond to local needs and which would provide them with greater influence in decision-making and help them gain greater acceptance as equal partners in development. These activities may include, but not limited to, management, leadership and negotiation, as well as project development, implementation, M&E⁶ skills; networking with CSOs in other regions; defining mechanism for sustained and enhanced interaction; revisiting key ARD research priorities; and defining an Action Plan towards enhanced CSO collaboration with NARIs and at the regional ARD processes.

ii) Development of CSO information sharing and communication capabilities, which should improve internal communication within the organizations as well as externally with other organizations. The goal is to facilitate information sharing, and to strengthen capacity to communicate with others on ARD issues of relevance to their constituencies. To this end, various modes of information and communication techniques would be employed, emphasizing small and appropriate media which local users can easily manage and “control”, for example newsletters prepared by NGOs and FOs themselves in the language common to the region as well as the use of rural radios.⁷

iii) Technical capacity building activities such as technical workshops, seminars, and e-discussion with NARIs participation, and covering thematic issues such as biotechnology and ecological approaches to sustainable agriculture across various agro-ecosystems. National/regional research for development priorities, ARD resource allocation etc. These are expected to lead to developing joint collaborative research amongst CSOs and NARIs through a bottom up approach.

iv) Cross-country learning through intra- and inter-regional consultations to facilitate exchange of expertise and experience either through electronic dialogues and face-to-face interactions. GFAR Secretariat, through its forum function, can also organize forum and stimulate inter-stakeholder debate/ dialogue on these themes. The active participation of RF/SRF in this forum function of GFAR will be facilitated so that regional dimensions will be highlighted which may then serve as basis for developing what could be inter-regional collaborative partnerships. The results of these dialogues will be widely disseminated and shared with other stakeholders to influence ARD policies.

⁶ Collaboration with the International Service for National Agricultural Research System (ISNAR), among others, can be explored to jointly undertake this type of capacity building activities.

⁷ One possibility is to collaborate with FAO's on-going projects in communication for development, including those on participatory and interactive rural radio and rural broadcasting.

5.2.2.2. Specific activities to strengthen functional linkages:

A number of activities will be carried out to complement the above, to specifically establish or strengthen functional linkages between the participating CSOs and relevant NARIs. These could include:

i) Farmer-scientist collaborative research on priority thematic issue identified as regional priorities and on the outputs of exchange of experience and expertise. A number of pilot studies could be carried out along these lines. In addition, participants (CSOs and NARIs) will have the opportunity and will be encouraged to develop larger collaborative projects and compete for the competitive grant attached to the GFAR DURAS project or other such mechanisms

ii) Through advocacy and financial support, the participation and involvement of CSOs in various governance mechanisms and structures in ARD at national and regional levels will be pursued, so that they can contribute to decision making processes at these levels. GFAR's experience in similar past activities will be useful⁸ in this regard.

5.3. End of Project Workshop

An end of project workshop will be organized to present the results of the project and recommend follow-up activities. All participating institutions, GFAR regional fora constituencies, and other stakeholders such as policy makers, the private sector etc will be invited to the workshop. The proceedings will be published and widely disseminated, supplemented with other publications such policy briefs as appropriate.

6. EXPECTED OUTPUTS

Details of expected outputs linked to the various activities are shown on Table 1, and the following are an aggregated summary of these outputs.

- i) Stronger CSOs, with greater input into regional and national agricultural research activities and therefore, more user oriented research results;
- ii) Increased awareness and enhanced collaboration between CSOs and NARIs in ARD;
- iii) Established functional linkages between CSOs and NARIs leading to greater knowledge sharing and information exchange, and capacity building;
- iv) Effective information sharing processes and tools developed.

⁸ As an example, the secretariat lent its support and weight to the efforts of an NGO and FO network, the Réseau Ouest et Centre Afrique pour la Recherche Participative Agricole (ROCAPA) to strengthen itself, focus on critical issues, in order to have some influence agricultural research policy in the West & Central Africa sub-regional organization. A first step toward achieving their goal was reached during the CORAF Executive Committee meeting held in July 2002 in Ivory Coast, when they were given two seats on the executive committee of CORAF/WECARD as representatives of NGOs and Farmers' Organizations. This project may support a similar initiative.

- v) Development of an appropriate model for facilitating and promoting functional linkages between CSOs and the research systems.

Table 1 Activities and expected outputs

Phase	Activities	Outputs
1	CSOs characterization and needs assessment	
	Identification, characterization and classification (typology) of CSOs involved in ARD.	Database of CSOs active in ARD Criteria for selecting participating CSOs, and identification of qualified CSOs
	Project awareness creation activities: consultations, electronic and written documentation of project, workshops and meetings to inform, involve and engage other stakeholders such as relevant NARIS, decision makers and the private sector	Awareness of project created amongst other relevant stakeholders
	Institutional self-diagnosis and needs assessment	Constraints to effective functional linkages with NARIs identified. Prioritized set of needs of participating CSOs generated Strategic approaches to address these needs recommended.
	Methodology and feedback workshop	Output of needs assessment evaluated, and validated Approaches and tools required for implementing phase 2 recommended.
2	CSO constituency development and capacity building activities	
	Training in organizational management	Some expertise in advocacy, institutional management, project development, monitoring and evaluation acquired
	Development of information communication management capabilities	Functional websites, improved linkages to other stakeholders via newsletters etc.
	Networking, seminars, cross-country learning, e-discussions, technical workshops	Improved capacity to interact with other stakeholders CSOs priority issues identified
	Strengthen functional linkages	
	Participation in governance and decision making bodies such as in national, sub-regional/regional research defining events	CSO Representatives seat in RF/SRF Executive Committees CSO concerns identified, discussed and addressed at national or sub regional and regional levels
	Farmer-scientist collaborative pilot studies on priority issues for CSOs	CSO priority issues addressed by research. Increased utilization of research results
	End of project workshop	Proceedings published and widely disseminated Model approach for facilitating and promoting functional linkages between CSOs and the research systems developed and disseminated.

7. BENEFICIARIES

The immediate beneficiaries will be the participating CSOs and NARIs who will learn to work together and in a functional manner. The CSOs in particular, who will benefit from a number of capacity building initiatives that will strengthen their constituencies. Other partners and stakeholders directly or remotely involved will also have access to some of the project outputs, including an updated database of CSOs actively involved in ARD on a regional or sub-regional basis and a model of approaches for strengthening functional linkages between CSOs and national research systems.

8. PLAN OF WORK

Table 2 Plan of Work

	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Phase 1												
Establishment of Project Coordinator unit	■											
Inventory, identification and typology of CSOs active in ARD, development of selection criteria for project participants, and CSO database development		■										
Project awareness raising activities		■	■		■		■		■		■	
Participatory institutional self-diagnosis and needs assessment			■	■								
Methodology workshop				■								
Phase 2												
Constituency development and capacity building activities												
Training activities					■	■	■	■	■	■		
Networking activities					■	■	■	■	■	■		
Development of ICM capabilities					■	■	■	■	■	■		
Seminars, workshops and e-discussions					■	■	■	■	■	■		
Cross-country learning exercise							■			■		
Specific activities for strengthening functional linkages												
Participation in governance and decision making bodies activities							■	■		■	■	
Farmer-scientists collaborative research activities							■	■	■	■	■	
Final global workshop												■
Evaluation and Financial audit					■							■
Reports				■				■				■

9. ADMINISTRATION AND MANAGEMENT

As with all GFAR projects, this project will not be implemented by the GFAR Secretariat who has and will continue to carry out its traditional role of facilitating its development and implementation. The implementation will be carried out by participating GFAR stakeholders, which in this particular case are: appropriate CSOs selected during the first phase of the project; local National Agricultural Research Institutions and resource persons and institutions.

The GFAR Secretariat will, nevertheless, set up an appropriate and efficient monitoring and management system in order to ensure that the objectives of the project are addressed, its expected outputs achieved, and project funds, which it will receive and for which it will be responsible, are judiciously utilized. To this end, the following project administration and management procedure will be put in place.

- i) The GFAR Secretariat will assume an overall oversight responsibility and will be directly responsible to the European Commission (EC) for receiving project funds accounting for them and ensuring that whatever reporting schedule is decided upon in collaboration with the EC respected.
- ii) It will set up a Project Management Team (PMT) to help it managing the project. See annex 3 for the composition and Terms of Reference of the PMT.
- iii) It will recruit two qualified individuals as project coordinators who will work closely with the project participants for the implementation, and day-to-day management of the project. These individuals will be based in the Regional Forum or sub-regional forum offices of GFAR in SSA. See annex 4 for the Terms of Reference of the project coordinators.
- iv) We propose an annual report during each of year 1 and 2, and a final report at the end of the third year of the project, soon after the scheduled final workshop.
- v) As part of the monitoring and management system, an evaluation and a financial audit have been scheduled to be carried out in the third year of the project. The modalities and approaches will be worked out in conjunction with the EC.

10. BUDGET

Table 3. Indicative Budget in Euros (€)

ITEM	YEAR			TOTAL
	Year 1	Year 2	Year 3	
Project Activities				
1. Inventory, identification and typology of CSOs active in ARD, as well as the development of selection criteria for project participants.	80,000			80,000
2. Project awareness creation activities	35,000	35,000	35,000	105,000
3. Participatory institutional self-diagnosis and needs assessment	160,000			160,000
4. Methodology workshop	100,000			100,000
5. Constituency development and capacity building activities				
- specific training		50,000	50,000	100,000
- networking		30,000	40,000	70,000
- cross-country learning experiences		30,000	30,000	60,000
- strengthening information and communication capabilities		40,000	40,000	80,000
- seminars, workshops, e-discussions		35,000	45,000	80,000
6. Specific activities to strengthen functional linkages to NARIs				
-participation in governance and decision making bodies activities		30,000	30,000	60,000
- farmer–scientist collaborative research activities		85,000	85,000	170,000
7. Evaluation		40,000	60,000	100,000
8. Final global workshop and results dissemination			130,000	130,000
9. External (financial) audit			40,000	40,000
10. Project coordination, management and administration				
-co-ordinators: Remuneration	84,000	86,100	88,252.5	258,352.5
-co-ordinators: Duty Travel	30,000	30,000	30,000	90,000
-secretarial support	4,800	4,800	4,800	14,400
-equipment and supplies	6,500	3,800	3,800	14,100
-project management team meetings	15,000	15,000	15,000	45,000
11. Sub-total	515,300	514,700	726,852.5	1,756,852.5
12. Overhead (11%)	56,683	56,617	79,953.775	193,253.77
13. GRAND TOTAL	571,983	571,317	806,806.27	1,950,106.2

Budget Notes:

1. Inventory, typology of CSOs. (2 months field visits; 1 month deskwork by 3 experts):
 - Field visits in 4 countries (Burkina Faso, Senegal, Kenya, and Uganda, by 3 persons.
 - Travel. 4,167 x 3 persons (12,500)
 - DSA: 180 x 3 persons x 20 days x 2 months (21,600)
 - Fees: 255 x 20 days x 3 months x 3 persons (45,900)
 - Subtotal 1: 80,000.

2. Awareness creation: activities include, consultations, electronic and written publication/documentation of project, workshops and meetings to inform, involve and engage other stakeholders such as relevant NARIs, decision makers, private sector etc.
 - Subtotal 2: 105,000

3. Institutional self-diagnosis and needs assessment. 4 months of field work (1 month/country) and 1 month for write up:
 - Travel: 5,300 x 3 persons (15,900)
 - DSA 180 x 3 persons x 20 days x 4 countries (43,200)
 - Fees 255 x 3 persons x 20 days x 5 months (76,500)
 - Operational costs: meetings, supplies, logistics etc (6100 x 4 countries = 24,400)
 - Subtotal 3: 160,000

4. Methodology workshop (i.e., feedback workshop): Open to participating and non-participating CSOs, subject matter specialists, and targeted institutions such as ISNAR, ICRA, IFAP, etc. for a total of not more than 30 persons.
 - Travel: 2000 x 30 (60,000)
 - DSA: 180 x 30 persons x 4 days (21,600)
 - Other costs: logistics, consumables, room rentals, facilitator etc. (18,400)
 - Subtotal 4: 100,000

5. Constituency development and capacity building activities:
 - Specific training initiatives (advocacy, institutional management, project development, M&E etc.(100,000)
 - Cross-country learning experimentations (60,000)
 - Strengthening information communication management capabilities. (80,000)
 - Networking with other CSOs within and across regions.(70,000)
 - Seminars, workshops and e-discussion on national/regional priorities, research/development areas, resource allocation and other topical issues (80,000)
 - Subtotal 5: 390,000

6. Specific activities to strengthen functional linkages:
 - Participation in governance and decision making bodies (advocacy, participation in national, sub-regional/regional research defining events) (60,000)
 - Farmer-scientists collaborative research activities: (pilot studies; project development for competitive funding) (170,000)
 - Subtotal 6: 230,000

7. Final global workshop, publication and dissemination of outputs (130,000)
 - Subtotal 7: 130,000

8. Evaluation
 - Subtotal 8: 100,000

9. External (financial) audit:
 - Subtotal 9: 40,000

10. Project coordination, management and administration:
 - Project Coordinators remuneration: 3,500 x 2 persons 12 months x 3 years with a 2.5% annual increase = (84,000; 86,100; 88,252.5) = 258,352.5
 - Duty travel of coordinators: 15,000/year x 2 persons x 3 years = 90,000
 - Secretarial support: Part time secretaries - 2 persons x 200 x 12 months x 3 years = 14,400
 - Equipments and supplies: 6,500 (first year) + {3,800 2 second two years} = 14,100
 - Project Management Team meetings 1/year (15,000 x 3) = 45,000
 - Subtotal 10: 421,852.5

11. Subtotal cost of the project:
 - Subtotal 11: 1,756,852.5

12. Overhead 11% (of the project subtotal cost):
 - Subtotal 12: 193,253.8

13. GRAND TOTAL: 1,950,106.2

11. ANNEXES

Annex 1. GFAR Stakeholders Groups

	Stakeholder	Description
1.	FOs	Farmers/producers and their apex organizations
2.	NGOs	Non-governmental organizations engaged in activities related to food security, natural resource management and poverty alleviation
3.	NARS	Regional fora composed of representatives of developing countries national agricultural research systems at continental and sub-continental levels
4.	IARCs	International agricultural research centres mainly belonging to the Consultative Group on International Agricultural Research (CGIAR) which addresses strategic and basic research issues for the public good
5.	ARIs	Advanced research institutions based in OECD countries, and which address global development challenges
6.	Private Sector	Agricultural private sector which uses scientific knowledge to develop research-based products
7.	Donor Group	Donor community that funds development-oriented agricultural research

Annex 2. Expert Team (ET) Term of Reference (TOR)

TERMS OF REFERENCE

Team Composition:

The ET will comprise three persons, two of whom will have university degrees in any branch of Agricultural Sciences, with post graduate training in Agricultural extension, Rural Sociology, or Sociology. The third member will be a specialist in organizational management including legal aspects.

Other desirable attributes of the experts are:

- Knowledge and experience in institutional management including agricultural associations
- Good knowledge of Sub-Saharan agricultural sector
- Good knowledge of the Global Agricultural Research System
- Practical experience of working with extension and rural organizations.

Mode of operation:

The team in collaboration with the Project coordinators and using both desk (1 month) and field studies (2 months) will:

1. Carry out an inventory and characterize typical Civil Society Organizations (CSOs) involved in Agricultural Research for Development in selected sub-regions of Sub-Saharan Africa;
2. Guided by the goal and objective of the project, develop a critical set of criteria for selecting participating CSOs, and identify a number of CSOs that satisfy these criteria;
3. Submit a report to the Project Management Team at the end of these studies for validation, and on the basis of this, carry out the following additional activities over a four-month period;
4. Design appropriate approaches and methods to carry out a participatory institutional self-diagnosis and needs assessment;
5. In collaboration with the project coordinators and the participating CSOs, guide the implementation of this self-diagnosis by the participating CSOs;

6. Prepare a comprehensive report on this activity and present it at a feedback workshop;
7. Contribute to the organization of the workshop, including the definition of its objectives and expected outputs;
8. Prepare and present a final report on the activities to the Project Management Team.

Annex 3. Project Coordinator (PC) Terms of Reference (TOR)

TERMS OF REFERENCE

The candidate should possess the following qualifications:

- A Masters degree in any of the following areas: Agricultural Extension, Rural Sociology, Anthropology or Agricultural Economics;
- A minimum of 3 years post qualification experience which should include working with farmer's organizations and/or non-governmental organizations project monitoring and management;
- Extended knowledge of the agricultural sector in SSA; and
- Extended knowledge of the cultural, social and economic conditions of the Region.

With ultimate responsibility to the Executive Secretary of GFAR, but under the direct supervision of the Executive Secretary of the Regional or Sub-regional Forum for Agricultural Research where (s)he will be based, the project coordinator will :

1. Actively participate in the implementation of the project as described in the project document;
2. Closely monitor and manage the implementation of the project in the sub-region where (s) he is based;
3. Facilitate and ensure communication and interaction amongst all stakeholders involved in the project;
4. Provide updates on the status of the project on a regular basis for dissemination to various stakeholders, in order to raise a general awareness of the project's objectives and outputs;
5. Prepare progress reports for review and approval of the Project Monitoring Committee and for submission to the GFAR Steering Committee and the funding agency;
6. As part of the project management function, closely monitor project expenditures under the guidance of the Executive Secretaries of hosting Forum, and the GFAR Secretariat as appropriate;
7. Convene, facilitate and/or assist in the organization of project related meetings and workshops as required;

8. Under the guidance of the Executive Secretaries of the hosting forum and the GFAR Secretariat, participate in resource mobilization to meet any additional needs of the project;
9. Carryout any other project related activity demanded by the Executive Secretaries of both the hosting forum and of GFAR.

Annex 4. Project Management Team (PMT) Terms of Reference (TOR)

TERMS OF REFERENCE

Composition, Tenure and Mode of Operation

The Project Management Team (PMT) will comprise:

- GFAR Executive Secretary or his representative;
- FARA Executive Secretary or his representative;
- Executive Secretaries of the two sub-regional Fora where the project coordinators will be based, or their representatives; and
- One representative from each of the participating CSOs.

The PMT will be chaired by the GFAR Executive Secretary or his representative, and the Project Coordinators (PCs) will serve as the secretaries for the PMT.

The PMT will have one face-to-face meeting annually, supplemented by electronic communications on a regular basis.

Members will serve on a voluntary basis for the duration of the project. No honorarium will be paid, but travel expenses and daily subsistence allowances *incurred* during annual PMT meetings will be borne by the project.

Duties

The PMT will play an over-all supervisory role for the implementation of the project providing policy guidelines and directions. In this context it will perform the following functions:

1. Review and approve progress reports submitted by the PCs, the expert team and participating CSOs;
2. Prepare and present progress reports on the project to the GFAR Steering Committee on an annual basis;
3. Review, examine and approve expenditure reports presented by the PCs;
4. Evaluate the performance of the PCs; and
5. Assist in mobilizing additional resources for the project.

Annex 6. Logical Frame Work Matrix

	Key indicators	Means of verification	Assumptions/ Risks
GOAL:			
To strengthen the functional linkages between CSOs and NARIs so that the former can effectively contribute not only to ARD activities at the grassroots level but also to its governance structures and mechanisms at other levels			
OBJECTIVES			
1. Build CSOs capacity and develop their constituencies	<ul style="list-style-type: none"> ▸ Regional Profile on FOs and NGOs will be developed; • Skills on organizational management, Project proposal development, negotiation skills development, M&E training should have been developed; • Improved ICM Capabilities. 	<ul style="list-style-type: none"> • Regional/Subregional database of CSOs will be developed; • CSOs reports; • Formal Evaluation Reports; • Project Reports; • Regional/Subregional CSOs webpages and other means of communication media (e.g., newsletters, radio, etc) 	Effective Project Approaches and methods
2. Strengthen Participation at the national and the regional level.	<ul style="list-style-type: none"> • CSO concerns elevated, discussed and addressed at the sub regional and regional levels; • CSOs have effectively developed common strategic agenda and vision as a result of better and improved communication mechanism put in place by the project. 	<ul style="list-style-type: none"> • CSOs are represented (seat) in the NARIs' RF/SRF and not just observers. 	Cooperative and willing research centers.
OUTPUT:			
Functional linkage and increased awareness between CSOs and NARIs leading to greater knowledge sharing and information exchange, and capacity building.	<ul style="list-style-type: none"> • Farmer-scientist collaborative research activities would be in place; • CSOs will be networked amongst themselves and with NARIs. 	<ul style="list-style-type: none"> • Reports/ case studies produced jointly by the CSOs and the research centers (NARIs); • Global Partnership Program will be implemented engaging both CSOs and NARIs. 	Cooperative and willing research centers.