Up and out scaling technologies/innovations to deliver impact at scale.
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## Abbreviations

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<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>ARI</td>
<td>Advanced Research Institution</td>
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<td>AU</td>
<td>African Union</td>
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<td>CAADP</td>
<td>Comprehensive Africa Agriculture Development Program</td>
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<td>CAP</td>
<td>Common Agricultural Policy of Central Africa</td>
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<td>CAAPP</td>
<td>Central Africa Agricultural Productivity Program</td>
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<tr>
<td>CEMAC</td>
<td>Communauté Économique et Monétaire de l’Afrique Centrale</td>
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<td>CGIAR</td>
<td>Consultative Group on International Agricultural Research</td>
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<td>CILSS</td>
<td>Comité Permanent Inter-Etats de Lutte Contre la Sécheresse au Sahel</td>
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<td>CMP</td>
<td>Change Management Process</td>
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<tr>
<td>CORAF/WECARD</td>
<td>Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles/ West and Central African Council for Agricultural Research and Development</td>
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<tr>
<td>DFID</td>
<td>Department for International Development</td>
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<td>DONATA</td>
<td>Dissemination of New Agricultural Technologies in Africa</td>
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<td>ECCAS</td>
<td>Economic community of Central African States</td>
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<tr>
<td>ECOWAP</td>
<td>Economic Community of West African States Agricultural Policy</td>
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<tr>
<td>ECOWAS</td>
<td>Economic Community of West African States</td>
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<td>ES</td>
<td>Executive Secretariat</td>
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<td>FAAP</td>
<td>Framework for African Agricultural Productivity</td>
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<td>FARA</td>
<td>Forum for Agricultural Research in Africa</td>
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<td>GA</td>
<td>General Assembly</td>
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<td>GB</td>
<td>Governing Board</td>
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<td>IARC</td>
<td>International Agricultural Research Centre</td>
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<td>IAR4D</td>
<td>Integrated Agricultural Research for Development</td>
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<td>IP</td>
<td>Innovation Platform</td>
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<td>MDTF</td>
<td>Multi Donor Trust Fund</td>
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<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<td>NAIS</td>
<td>National Agricultural Innovation System</td>
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<td>NARI</td>
<td>National Agricultural Research Institute</td>
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<tr>
<td>NARS</td>
<td>National Agricultural Research System</td>
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<td>NCoS</td>
<td>National Centre of Specialization</td>
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<td>NEPAD</td>
<td>New Partnership for Africa’s Development</td>
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<td>NGO</td>
<td>Non-Governmental Organisation</td>
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<tr>
<td>OP1</td>
<td>CORAF/WECARD first five-year Operational Plan (2008-2013)</td>
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<td>OP2</td>
<td>CORAF/WECARD second five year Operational Plan (2014-2018)</td>
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<tr>
<td>PRASAC</td>
<td>Pôle Régional de Recherche Appliqué au Développement des Savannes d’Afrique Centrale</td>
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<td>PRIASAN</td>
<td>Programme Régional d’Investissement Agricole et la Sécurité alimentaire et Nutritionnelle</td>
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<td>REC</td>
<td>Regional Economic Community</td>
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<tr>
<td>R-IAR4D-F</td>
<td>Regional Integrated Agricultural Research for Development Fund</td>
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<tr>
<td>RAILS</td>
<td>Regional Agricultural Information and Learning System</td>
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<tr>
<td>RCoE</td>
<td>Regional Centre of Excellence</td>
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<tr>
<td>S3A</td>
<td>Science Agenda for Agriculture in Africa</td>
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<tr>
<td>SCARDA</td>
<td>Strengthening Capacity for Agricultural Research and Development in Africa</td>
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<tr>
<td>SP</td>
<td>Strategic Plan</td>
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<tr>
<td>STC</td>
<td>Scientific and Technical Committee</td>
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<tr>
<td>UEMOA</td>
<td>Union Economique et Monétaire Ouest Africaine</td>
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<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
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<tr>
<td>WAAPP</td>
<td>West Africa Agricultural Productivity Program</td>
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<tr>
<td>WB</td>
<td>World Bank</td>
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<td>WCA</td>
<td>West and Central Africa</td>
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The Governing Board of Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles / West and Central African Council for Agricultural Research and Development (CORAF/WECARD) in its 14th ordinary meeting held in December, 2012, recommended that the CORAF/WECARD Executive Secretariat (ES) supervises the (i) Evaluation process of the first five-year Operational Plan (2008–2013) of the organization’s ten-year Strategic Plan (2007–2016) and (ii) Development of a second five-year Operational Plan.

The CORAF/WECARD second five-year Operational Plan (2014–2018) is the outcome of consultations with diverse stakeholders representing the entirety of the West and Central African Agricultural Research for Development System. It operationalises the second five-year phase of the Strategic Plan (2007–2016) and seeks to fully achieve its objectives. In doing so, it will take into account: (i) Changes in the continental and regional policy and institutional environment and priorities since the adoption of the Strategic Plan in 2007 and in particular, the urgency to better demonstrate results and impact in the implementation of the Comprehensive Africa Agriculture Development Programme (CAADP) and the critical need to strengthen capacity to design and implement programmes/projects and track performance for achieving this, and (ii) Lessons learned from the implementation of the first five-year Operational Plan (2008–2013).

The second Operational Plan reaffirms the continued relevance of: (i) The Objectives of the Strategic and first Operational Plans, (ii) The Integrated Agricultural Research for Development (IAR4D) approach, (iii) The principles of the Forum for Agricultural Research in Africa (FARA) led and developed Framework for African Agricultural Productivity (FAAP), which is a guide to implementing Pillar IV of the CAADP, focusing on the improvement of agricultural research and the dissemination and adoption of technologies and innovations, and (iv) The four Results and eight priority Programmes of the Strategic and first Operational Plans.

The second Operational Plan (OP2) will focus on: (i) Playing a stronger role in facilitating the institutional and policy development of National Agricultural Innovation Systems (NAIS), (ii) Ensuring the establishment of clearer frameworks and incentives, which will facilitate the adequate management of the implementation of research for development projects in line with the regional agenda, by stakeholders at the national level, (iii) Paying greater attention to advocacy geared toward influencing policies both at the national and regional levels, and (iv) Giving high priority to the consolidation of instruments that play a critical role in facilitating access to information on new and existing technologies and to market opportunities, by key stakeholders including producers, the private sector, and NGOs.
In addition, the OP2 introduces a programmes and themes approach, which identifies three priority themes corresponding to key challenges facing agricultural transformation in the sub-region. These themes are linked to increasing the resilience of households and systems to respond to a wide range of biological, social, environmental and political challenges. They also facilitate the establishment of clear linkages between CORAF/WECARD’s priority Programmes and the deliverables of the Regional Economic Community’s (REC) policies and in particular those of country programmes. The OP2 also consolidates multi-stakeholder, multi-institutional and multi-disciplinary initiatives that use the value chain approach to develop new technologies and innovations and facilitate their use. Furthermore, a newly introduced and dedicated Result area 5 is proposed which translates the CORAF/WECARD ES’s delivery performance.

The process of developing the second Operational Plan involved key stakeholders and partners of all CORAF/WECARD constituents. Through its effective implementation, we are determined that CORAF/WECARD’s contribution to the CAADP target of 6% average annual growth in the agricultural sector will be achieved.

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CORAF/WECARD gratefully acknowledges the time put in by various stakeholders, actors, interest groups and investors during development of the CORAF/WECARD second five-year Operational Plan (2014–2018). Strategic thinkers of the NAIS as well as scientific and technical partners operating in the West and Central Africa Region brought their experiences to bear on the preparation of this Plan.

The political support and direction from RECs including the Economic Community of West African States (ECOWAS), Economic Community of Central African States (ECCAS), Union Economique et Monétaire Ouest Africaine (UEMOA), and Communauté Économique et Monétaire de l’Afrique Centrale (CEMAC), marked the political ownership of the process and outcomes. The participation of FARA in the process, ensured that the orientations of the new Science Agenda for Agriculture in Africa (S3A), which is complementary to the principles of FAAP, and which also serves as a guide to a more efficient implementation of agricultural research and dissemination and adoption of technologies and innovations, are considered.

The contributions from inter-Governmental Organizations such as Comité Permanent Inter-États de Lutte Contre la Sécheresse au Sahel (CILSS) and several innovation systems actors including the private sector, farmer organizations, NGOs, agricultural advisory services, research and learning institutions, represented by their regional apex organizations and/or networking leaders, in sharing their rich experiences during the process and showing their commitment to setting the agenda for the implementation of the second Operational Plan, is greatly appreciated.

Media coverage of the entire process was provided by diverse media institutions operating at the national, regional, and international levels; their effort is gratefully acknowledged.

The invaluable facilitation services provided by The IDL group of the UK, the Rural Hub based in Senegal, and the World Bank, which led to the delivery of the second Operational Plan is greatly appreciated and acknowledged.

CORAF/WECARD is most grateful to the donor community and particularly the United States Agency for International Development (USAID), the World Bank, the European Union, the Department of Foreign Affairs Trade and Development (DFATD) of Canada, the Department of Foreign Affairs and Trade (DFAT) of Australia and the Department for International Development (DFID) of the United Kingdom, for their unqualified support and their promises of support to delivering the outcomes of this process.
The *Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles* / West and Central African Council for Agricultural Research and Development (CORAF/WECARD) was established in 1987 at the Conference of Heads of African and French Agronomic Research Institutions.

In 1995, it widened its coverage to include English- and Portuguese-speaking countries of West and Central Africa. Its member institutions of the National Agricultural Research Systems (NARS) are situated currently in 23 countries including Benin, Burkina Faso, Cameroon, Cape Verde, Central African Republic, Chad, Congo, Cote d’Ivoire, Democratic Republic of Congo, Gabon, The Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Mauritania, Niger, Nigeria, Saô Tome and Principe, Senegal, Sierra Leone and Togo.

CORAF/WECARD intervenes in these countries covering a total land area of 12.3 million km² with a total population of 433.2 million inhabitants out of which 74 % are engaged in agriculture. The average proportion of people living on less than US$ 1.25 a day in the area of intervention of CORAF/WECARD is estimated at 48.5%¹– ranging from 10% in Cameroon and Gabon, to 80 % in Liberia. This figure is however declining in all countries in the region.

Food demand is projected to increase by about 60 to 80 %. Average yield gap across key commodities has been relatively high and estimated at 75%. Average economic growth rate is 7%.

CORAF/WECARD’s strategic vision and mission (Box 1) is geared towards addressing the related challenges.

**Box 1: CORAF/WECARD’s Vision and Mission**

**CORAF/WECARD VISION**

“…A sustainable reduction in poverty and food insecurity in West and Central Africa (WCA) through an increase in agricultural-led economic growth and sustainable improvement of key aspects of the agricultural research system…”

**CORAF/WECARD MISSION**

“...Sustainable improvements to the productivity, competiveness and markets of the agricultural system in WCA by meeting the key demands of the sub-regional research system as expressed by target groups…”

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¹. MDG report 2014
Background

CORAF/WECARD developed its Strategic Plan (2007–2016) following the principles, targets, and focus of the CAADP and the guidelines for implementing it provided by the FAAP, as well as those of the agricultural policies of the regional economic communities in WCA (ECOWAS, ECCAS, UEMOA and CEMAC). Based on achievements and lessons from OP1, the OP2 has been developed through consultations with CORAF/WECARD’s stakeholders who, in the process, examined the continued relevance of the Strategic Plan (SP) as well as the main findings and recommendations that emanated from evaluations of the OP1 (2008–2013). Major recommendations from these consultations included the extension of the period covered by the SP to 2018, so as to accommodate the delay incurred between its adoption in 2007 and the beginning of its implementation in 2008, through the OP1; and frame the OP2 accordingly to cover the period from 2014 to 2018.

The consultations confirmed the validity of the main objectives, structure, and priorities of the SP, which remains the basic framework for the OP2. The OP2 is fully coherent with the latest orientations of CAADP, including the Malabo Declarations in June 2014, the Science Agenda for Agriculture in Africa (S3A) and the agricultural policies of the RECs.

Building on Key Achievements, Challenges and Lessons Learned from OP1

The external and internal reviews and evaluations of the OP1 assessed CORAF/WECARD’s performance against the agreed plan. Key findings were that despite important achievements, successful implementation of the OP1 project portfolio was not sufficient to fully deliver the Results set out in OP1 and the Strategic Plan, and that a set of activities over and above current projects was required for the transformation process and the desired institutional and policy development. The lessons learned from both internal and external sources, have been integrated into the approaches and design of OP2.

Key challenges met by CORAF/WECARD and lessons learned in the process of delivering on its core functions during the implementation of OP1 include:

(i) For IAR4D to be effective in transforming agriculture, it is necessary for it to be widely up-scaled by NARS through the Innovation Platform (IP) and Value Chain approaches.

(ii) The project portfolio and organizational structure of Programmes must be revisited to take into account emerging issues and new challenges such as Climate Change, Food, Nutrition and Health, Market and Trade and Sustainable Agriculture.

(iii) National Centers of Specialization (NCoS) offer opportunities for better coordination of regional
(i) Putting farmers and other end-users of technologies and innovations, including national governments and RECs, at the center of its strategy and programmes, in line with the IAR4D approach.

(ii) Focussing on key instruments developed during OP1 to facilitate delivery as regards its core functions of Coordination and Capacity-Strengthening and key results, such as the IAR4D that supports the regional competitive and commissioned projects mechanisms, IPs, and the NCoS and their evolution to RCoE.

(iii) Adopting a programme-thematic approach to allow a much better integration of over-arching themes common to the CAADP, agricultural development strategies and policies of the RECs and the programmes of the Consultative Group on International Agricultural Research (CGIAR).

(iv) Under the OP2, the Mandate and Core Functions of CORAF/WECARD will be translated into strategies and approaches that are fully in line with those envisaged under its Statutes. Its actions will be based on the expectations and needs not only of farmers, the private sector, the extension services, NGOs and other end-users of agricultural research but also on those of national governments and the RECs. Moreover, all necessary actions will be undertaken at both the regional and national levels.

A key lesson is that the establishment of approaches and systems, which would recognise the role of knowledge management as a true cross-cutting issue integrated into all Programme activities, rather than considering it as a specific Programme, would foster the dissemination of relevant technologies and innovations and impact at scale.

**Key features of the OP2**

**Approach to results delivery: Programmes and themes**

During the implementation of OP1, there was a major shift from a diffused network approach to a more tightly focussed approach based on centrally managed programmes. The OP2 will, therefore, adopt a much better alignment of research themes to the RECs agricultural policies and objectives which are expected to foster effective collaboration and linkages among various programmes in contributing to the delivery of results under a common thematic issue. Based on lessons learned from OP1, and the need to align with strategic thematic interventions of the RECs, calls for competitive
and commissioned projects for the implementation of Programmes will be launched under the above themes. This approach is more holistic:

(i) It demonstrates the added value of CORAF/WECARD to delivering on the RECs agricultural policies and objectives

(ii) Emphasises more on a people-centred approach with focus on technology/innovation generation and use, considered as the pathway towards impact delivery at scale and effective links to CORAF/WECARD’s vision

(iii) Encourages key areas such as gender, knowledge management and uptake, capacity development, and partnerships, to add value to other programmes by operating as cross-cutting rather than separate programmes and/or units.

The OP2 therefore recognises the following six Programmes, which contribute to the delivery of all five Results:

1. Livestock, Fisheries and Aquaculture
2. Crops
3. Natural Resource Management
4. Biotechnology and Biosafety
5. Policy, Markets and Trade
6. Capacity Strengthening

The programme and themes approach will focus primarily on the following three priority themes identified by stakeholders as key challenges facing agricultural transformation, and which (i) Are aligned with the CAADP and RECs agricultural policies and objectives as well as those of the International Agricultural Research Centres (IARC) notably the CGIAR and (ii) Facilitate the establishment of clear linkages between priority Programmes and deliverables of the RECs policies and in particular country programmes. These themes are:

- Theme 1: Food, health and Nutrition Security
- Theme 2: Markets and Trade
- Theme 3: Sustainable Agriculture

The OP2 will address the efficient integration and treatment of cross-cutting issues such as gender, capacity-strengthening, knowledge management as well as technical, social and environmental issues.

OP2 will provide support to NARS in the establishment of a functional and interactive system to resolve regional issues. The strengthening of regional centers of excellence (Research Innovations and Learning Institutions) will be promoted complementing sub-regional or country executed programmes and reducing fragmentation and duplication of efforts.

Included in OP2 priorities will be the involvement and empowerment of women and youth in delivery of agricultural innovation, implementation of agricultural policies such as fair access to resources, production, up-scaling, out-scaling and the marketing of agricultural products.

OP2 will continue to support existing NCoS and their evolution to RCoE, strengthen relevant partnerships for more efficient and effective delivery of technologies and innovations.

Delivering the five key results of the OP2

Under OP2, CORAF/WECARD will deliver five key results, which will (i) Reflect improvements in key sectors including agricultural productivity; competitiveness, and trade flow in key commodities and market improvements; technology improvement and use; policy implementation; demand for agricultural knowledge; climate-smart agriculture; agribusiness, and human and institutional capacity, and (ii) Mutually reinforce each other to achieve CORAF/WECARD’s Specific Objective and contribute to the General Objectives.

Result 1: Increased use of appropriate technologies and innovations in WCA

Under this result area, CORAF/WECARD will continue to promote efficient technology and innovation development and use and the following activities will be of high priority on CORAF/WECARD’s agenda:

- Continued development of project activities through the IAR4D.
- Continued support to the establishment and consolidation of IPs to ensure the use of technologies and innovations.
• Continued provision of guidance and support to existing NCoS and their evolution to RCoE, to strengthen relevant partnerships for more efficient and effective delivery of technologies and innovations.

Result 2: Increased uptake of strategic decision-making options for policy, institutions and markets

Under OP2, CORAF/WECARD aims at providing decision-makers with policy options for the improvement of technology markets. In line with the CAADP and the RECs strategies, it recognises the critical role played by the policy and institutional environment for technology markets. There is thus a need for CORAF/WECARD to (i) Analyse the main constraints in this respect and (ii) Propose measures to promote a more supportive policy and institutional environment at regional and national levels. CORAF/WECARD will commit itself to encouraging the establishment of a policy and institutional environment supportive to the efficient generation, dissemination and adoption of the technologies. It will expressly focus on the needs and demands of its key stakeholders – end users of technologies and governments – in developing and delivering clear decision-making options on key issues.

Result 3: Enhanced institutional and human capacity in agricultural research and development

Under OP2, Result 3 will cover all aspects of CORAF/WECARD’s role as a sub-regional organization to encourage and develop capacity within its constituents. It is a Result concerned directly with the empowerment of stakeholders to participate fully in the process of development, providing the capacity in terms of all that is both necessary and sufficient, for them to deliver what is expected of them. CORAF/WECARD will adopt a strategic approach to capacity strengthening, consistent with the expected achievement of the objectives of its SP, which will focus on the capacity analysis and strengthening of the whole agricultural research system.

Result 4: Demand for agricultural knowledge by target clients facilitated and met

Under OP2, Result 4, CORAF/WECARD will continue to support the development of efficient databases and electronic platforms as major tools for knowledge management. It will also pay greater attention to creating synergies with activities of all of its programmes in order to strengthen its knowledge management role by anchoring knowledge management on specific purposes of immediate interest to users, to facilitate implementation and better respond to the concrete needs of its stakeholders.

Result 5: Result delivery effectively managed by CORAF/WECARD ES

Under OP2, Result 5 will put emphasis on IAR4D, with its focus on the needs of end-users of technologies and innovations. The evolution of the Programme approach into one focused specifically on result delivery through thematically organised projects, will require changes to the structure, roles and responsibilities of CORAF/WECARD’s General Body (GB), Scientific and Technical Committee (STC) and ES to help enhance CORAF/WECARD’s overall performance.

Results framework and performance monitoring

The CORAF/WECARD Global Results framework provides a cause and effect relationship between the five intermediate results and how these feed into the Specific Objective, and eventually, the General Objective. The logic embedded in the Results Framework presents a step-wise flow to show the development hypothesis that links relevant projects and activities in a programme’s portfolio to the achievement of intermediate results, and to the achievement of the Specific Objective of CORAF/WECARD provided certain critical assumptions hold true. The OP2 results will be monitored and performance reported to stakeholders on a time basis.
Budgets and Planning

The total budget of OP2 for the five year period 2014-2018 is estimated at US$ 125 million. The budget for research for development projects is estimated at US$ 74 million, whereas that for studies/analyses and related technical support provided by the ES are estimated at US$ 26 million. Governance and core functioning is estimated at US$ 25 million.
1. Background

The OP2 was designed to implement the second five-year phase of the ten-year SP (2007-2016)\(^2\) and fully achieve its objectives. It was developed through consultations with CORAF/WECARD’s stakeholders (Figure 1), who in the process examined the continued relevance of the SP as well as the main findings and recommendations that emanated from evaluations of the OP1 (2008–2013).

The consultations confirmed the validity of the main objectives, structure, and priorities of the SP, which remains the basic framework for the OP2. Major recommendations from these consultations include the following:

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(i) Extend the period covered by the SP to 2018 so as to accommodate the delay incurred between its adoption in 2007 and the beginning of its implementation in 2008, through the OP1; and frame the OP2 accordingly to cover the period from 2014 to 2018.

(ii) Take into account, in the revised SP and the OP2, recent changes in the continental policy environment and priorities such as those included in New Partnership for Africa’s Development’s (NEPAD) “Sustaining the CAADP Momentum3”, the FARA-led developed S3A4” and the Malabo Declaration on CAADP and commitment to accelerate Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods.

(iii) Show clearly that the OP2 is contributing to the implementation of the agricultural policies of the RECs in WCA, notably the Economic Community of West African States Agricultural Policy (ECOWAP) of ECOWAS and the Common Agricultural Policy of Central Africa (CAP) of ECCAS, as well as their corresponding regional and national investment plans.

(iv) Ensure that the OP2 integrates the key lessons learned from OP1, in order to better respond to the views and expectations of CORAF/WECARD’s stakeholders regarding the institution’s core priorities, operational principles, and internal efficiency, while also addressing the issue of the institution’s long-term sustainability, particularly with regard to the funding of its activities.

(v) Ensure that critical social and environmental issues such as gender, climate change, nutrition and health, and youth unemployment, already identified in the SP but not adequately addressed under OP1, are more effectively addressed in the OP2.

As recommended by stakeholders, CORAF/WECARD’s SP has been updated in an “Addendum5” and is presented as a separate document.

Therefore, the main issues addressed in this OP2 include: (i) Changes in the continental and regional policy and institutional environment and priorities since the beginning of the implementation of the OP1, and (ii) Lessons learned from the implementation of the OP1, which allows improvement of the operational details of CORAF/WECARD’s OP2.

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5. Addendum to the CORAF/WECARD Strategic Plan 2007-2016, June 2014.
2. CORAF/WECARD’s Strategic Plan (2007–2016) is Still Valid

2.1. CORAF/WECARD’s Strategic Plan overview

The revision in June 2006 of CORAF/WECARD’s first Strategic Plan (1999-2014) was prompted by the need to align CORAF/WECARD’s vision and mission to agricultural development policy objectives at the following two levels:

(i) **Continental level**, with the African Union (AU)/NEPAD’s “Comprehensive Africa Agriculture Development Programme” and in particular its

Comprehensive Africa Agriculture Development Program (NEPAD August 2002). CAADP’s primary goal is to support an Agriculture-led development that eliminates hunger, reduces poverty and food insecurity, opening the way for export expansion. Its specific objective is to reach and sustain an average annual growth rate of 6 % in agriculture by 2015.
Pillar IV, which focuses on improving agricultural research and technology dissemination and adoption.

(ii) Regional level, with the RECs in WCA (ECOWAS, UEMOA, ECCAS and CEMAC), which had delegated the responsibility to CORAF/WECARD for coordinating and facilitating the implementation of agricultural research for development in conformity with their agricultural policies.

The CORAF/WECARD Strategic Plan (2007 – 2016) is thus characterised by key strategic elements, described below, which allow it to contribute to sustainable growth of the main agricultural sectors in WCA, through an equitable involvement of stakeholders.

2.1.1. Vision and Mission

The Vision and Mission statements focus on the reduction of poverty and food insecurity through sustainable increase in agriculture productivity (Box 1).

2.1.2. IAR4D approach

CORAF/WECARD’s strategy for agricultural research for development embraces an inclusive approach called the IAR4D. This approach integrates the actions of all categories of stakeholders including farmers/producers, the private sector, NGOs, working together around common themes, in the areas of technology generation, dissemination, adoption and access to markets as well as in the areas of policies and institutional development (Annex 1).

2.1.3. Core Functions, Key Result Areas, and Centralised Programme Approach

Core functions: As stated in the Strategic Plan, CORAF/WECARD’s mission will be achieved through the following four core functions:

(i) **Coordination of agricultural research for development**, which involves encouraging common planning horizons, joint research/actions, and common financial and administrative systems to facilitate the alignment of national agricultural research and development policies to those of the RECs, in order to achieve regional agricultural development goals.

(ii) **Strengthening capacity of NARS**, which involves training, improving institutional arrangements, promoting cooperation of all stakeholders and supporting the NARS in adopting the IAR4D approach through establishment of IPs (Annex 2), which will improve their capacity to address national and regional research and development priorities.

(iii) **Advocacy**, which involves mobilising funds to increase financial investments in agricultural research for development. It also involves integrating evidence based options to improve policies and institutional arrangements at the regional level and ensure their implementation at the national level.

(iv) **Knowledge Management**, which involves collating, analysing, disseminating and promoting uptake of information to ensure its transformation into operational knowledge and know-how using principles and tools such as Result Based Management, Databases, Innovation Platforms, Incubators, Hubs, Communication, Media, etc.

Key result areas: The four key result areas of the SP include:

- **Result 1**: Appropriate technologies and innovations developed;
- **Result 2**: Strategic decision-making options for policy, institutions and markets developed;
- **Result 3**: Sub-regional agricultural research system strengthened and coordinated; and
- **Result 4**: Demand for agricultural knowledge from target clients facilitated and met.

Priority programmes: These four results are delivered through a portfolio of eight Programmes, which are aligned with the thematic areas of CAADP,

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7. ECOWAS and ECCAS have the mandate from AU/NEPAD to coordinate the implementation of CAADP in West and Central Africa, respectively, and in turn formally commissioned CORAF/WECARD for coordinating the implementation of CAADP Pillar 4 in the region.

8. African Governments and RECs have adopted CAADP as the common framework for agricultural growth, food security, and rural development.

with FARA’s Strategic Result areas and with CGIAR Research Flagships Programmes. These eight Programmes fall into three broad categories as follows:

**Technical research:** P1 – Livestock, Fisheries and Aquaculture; P2 – Staple Crops; P3 – Non-staple crops; P4 – Natural Resource Management; and P5 – Biotechnology and Biosafety.

**Policy research:** P6 – Policy, Markets, Trade, Institutions and Socio-economics.

**Efficient research delivery:** P7 – Knowledge Management; P8 – Capacity Strengthening and Coordination.

2.1.4. The Framework for African Agricultural Productivity

The adoption of the principles of the FARA-led developed FAAP\(^\text{10}\), governs the implementation of CAADP Pillar IV, which emphasises on the following four main principles:

- **Participation** of all stakeholders in the planning, implementation, and Monitoring & Evaluation (M&E) of activities;
- **Subsidiarity** in delegating responsibility to the lowest appropriate level;
- **Delivery** of the required results and impact through effective and efficient use of resources; and
- **Accountability** to stakeholders for the use of resources and the delivery of results.

It comprises the following three main components: (i) Evolution and reform of agricultural institutions and services based on nine principles (Annex 3), (ii) Harmonised and coordinated financial support, and (iii) Increased scale and quality of investments in agricultural productivity.

The CORAF/WECARD SP (2007 – 2016) also outlines the organizational and institutional changes necessary to effectively and efficiently support and guide its implementation, with particular focus on CORAF/WECARD’s governing bodies including the General Assembly (GA), the General Body (GB) and the CORAF/WECARD ES.

Consultations for the preparation of the OP2 confirmed that the vision and mission, the operational approach and key results of CORAF/WECARD’s SP remain as valid and compelling as they were seven years ago. The consultations highlighted, however, the need to consider in both the SP and the OP2, important changes that have taken place since the adoption of the SP in 2007, as well as important lessons learned from the implementation of the OP1.

### 2.2. Building on the key achievements, challenges and important lessons from OP1

The evaluations of the OP1\(^\text{11}\) and consultations held with stakeholders for preparing the OP2 highlighted key achievements as well as implementation and institutional challenges and lessons (Annex 10) that should be addressed for CORAF/WECARD to fully achieve the objectives of the SP in implementing the OP2.

#### 2.2.1. Key achievements under the OP1

The key achievements of the OP1 as viewed under the four result areas are summarised as follows

**Result 1: Appropriate technologies and innovations developed**

Under this result, the target was 15 technologies/innovations. The achievements largely exceeded (98)\(^\text{12}\) this target. The overachievement was due to the fact that OP1 targeted 5 projects per programme (total of maximum 40 projects) but more projects were actually implemented (58) than planned because the demand from stakeholders was much higher than anticipated.

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\(^11\) Several external and internal reviews/evaluations of the first Operational Plan (OP1) – were commissioned by the Governing Board, development partners or the Executive Secretariat. Some focussed on specific development partners’ interests [DFID, AusAID/DFAT and USAID], whilst others considered the larger strategic objectives and operational framework of CORAF’s Strategic Plan and OP1. The findings and recommendations of these reviews were extensively discussed with CORAF/WECARD’s stakeholders and partners.

\(^12\) This is the figure for FTF.
Under this result, it was also planned to develop at least 60 multi-stakeholder partnerships and mechanisms for the development of appropriate technologies and innovations. 315 partnerships were actually formed around the competitive and commissioned projects. The explanations given above for exceeding the target hold for this target too. The use of IPs also provided an efficient approach, which resulted in exceeding the planned target.

**Result 2: Strategic decision-making options for policy, institutions and markets developed**

Twenty (20) strategic policy options were planned under OP1 and proposed/recommended and advocated for, to decision makers at regional and national levels. Ninety-eight (98) “strategic options” were actually generated during OP1 under CORAF/WECARD’s eight programmes. Out of these options, more than 20 were actually implemented, exceeding the 50% target value.

Under this result, it was planned to establish 15 functional multi-stakeholder partnerships and mechanisms for the development of policy, institutional and market options. By the end of OP1, more than 50 functional policy platforms were established.

**Result 3: Sub-regional agricultural research system strengthened and coordinated**

The evaluation of the Change Management Programmes (CMP) indicated that 80% of the needs identified were met through the training of CORAF/WECARD stakeholders in various areas. The outcomes of these CMP were the tools to respond to the change associated with the new OP and SP.

Prior to the implementation of Programmes, scoping studies were conducted to identify priority intervention areas, including sets of capacity strengthening needs of stakeholders along the value chains. In response to the capacity strengthening needs, various training activities were organised, targeted at various stakeholders in diverse areas. The 50% targeted capacity building needs of projects’ stakeholders were exceeded; the achievement was 80%.

Capacity of NARS in both technical and soft skills, were strengthened through various training programmes through the implementation of regional initiatives such as Strengthening Capacity for Agricultural Research and Development in Africa (SCARDA), Universities, Business and Research in Agricultural Innovation (UNIBRAIN), Dissemination of New Agricultural Technologies in Africa (DONATA), Regional Agricultural Information and Learning System (RAILS), West Africa Agricultural Productivity Program (WAAPP), competitive and commissioned projects. By the end of 2013, more than 500 post-graduate students had been trained under these projects in different areas.

Ten (10) institutions in the NARS were equipped with tissue culture, molecular biology, agro-processing, ITC and means of transport to enhance their research capabilities.

In the view of strengthening regional research cooperation, creating synergies and building research teams around strategic thematic areas, nine NCoS were established to complement the five existing Base Centers.

In terms of Advocacy for resource mobilisation, a strategy was developed and implemented which resulted in the mobilisation of the resources over and above the resources needed for the implementation of OP1. By the end of 2013, the partnerships and mechanisms for operating the IAR4D paradigm had increased by more than 100%. This exceeded the planned target of 30%.

CORAF/WECARD developed a specific strategy with focus on the institutionalisation of Gender. The Concept Notes and Proposals of the projects were screened to conform to the targets of the Gender Strategy. In addition, capacity of CORAF/WECARD staff and stakeholders were strengthened. Within the context of this strategy, National Gender Action Plans were developed and implemented in 13 WAAPP countries. An evaluation of this plan clearly showed that 38% of women were reached compared with the 40% target.
**Result 4: Demand for agricultural knowledge from target clients facilitated and met.**

Under OP1, CORAF/WECARD has established more than 90 functional IPs in 22 countries in WCA through which, the demands of stakeholders were assessed, analysed and satisfied. As complements to the IPs, many other tools were used, among which were:

(i) A regional database on achievements made in agricultural research and development containing information on scientific publications, new technology, best practices, directory of researchers, and projects.

(ii) A Market Innovations and Agricultural Technologies (MITA) electronic platform, which collects and makes available information on relevant, already existing but not widely known or used technologies in WCA countries.

(iii) Partnerships with other regional knowledge management programmes such as ECOAGRI (ECOWAS) and RAILS and Africa Adapt (FARA). This led to achievement over and above the targets:

- 40% increase in satisfying client needs
- 40% increase in the numbers of stakeholder groups forming alliances for joint learning, knowledge and information sharing.
- 30% increase in the number of users including vulnerable/disadvantaged stakeholders able to successfully access relevant knowledge and information by 2013.

2.2.2 Key challenges and lessons learned

Key challenges met by CORAF/WECARD and lessons learned in the process of delivering on its core functions during the implementation of OP1 include:

**Implementing the IAR4D**

Sustaining the IAR4D momentum:

- For IAR4D to be effective in transforming agriculture, it is necessary for it to be widely up-scaled by NARS through the Innovation Platform and Value Chain approaches.

Improving the Programme approach in OP2:

- Inter-programme linkages and planning must be effectively managed to create the desired synergy.

- The project portfolio and organizational structure of Programmes must be revisited to take into account emerging issues and new challenges such as Climate Change, Food, Nutrition and Health, Market and Trade and Sustainable Agriculture. These changes will require human, physical and financial resources to ensure success.

- NCoS offer opportunities for better coordination of regional initiatives; this becomes more visible as they evolve into RCoE.

- During the implementation of the OP1, it was realised that the project’s lifespan of 3 years was too short to ensure delivery of expected results. This lifespan should be extended to at least 5 years to ensure testing, dissemination and adoption of technologies and innovations.

**Key systems**

Monitoring & Evaluation:

- Effective monitoring, evaluation and learning require a robust system designed to address the needs of CORAF/WECARD.

Reporting:

- Result and evidence based reporting and timely delivery is important to ensure accountability to stakeholders.

Finance:

- Sustainable funding is key to the long-term success of CORAF/WECARD.

Finance, Administration and other core functions (Information, communication, and advocacy) need to be mainstreamed in the M&E system.

**Core functions**

**Capacity strengthening of NARS:**

- CORAF/WECARD facilitates the process of capacity strengthening of the NARS through
regional initiatives, project implementation and NCoS. The need for capacity strengthening is enormous and increasing and CORAF/ WECARD cannot provide all the resources necessary for it. There is an urgent need to increase advocacy and lobbying for other partners to complement CORAF/WECARD.

- One of the main challenges met during the implementation of the OP1 was that the concept of NARS was and is still elusive for many stakeholders. A major concern was expressed by stakeholders for CORAF/WECARD to support the NARS in establishing a real, functional and interactive system. This should help to improve capacities, including those linked to institutional arrangements, in order for countries to better contribute to addressing regional priorities.

**Coordination of agricultural research for development:**

- CORAF/WECARD and FARA should strengthen their working synergy, while respecting the subsidiarity principle.
- Collaboration between CORAF/WECARD and other organizations (CGIAR Centers, ARIs, etc.) should be better streamlined and coordinated.
- CORAF/WECARD should put more emphasis on strategic coordination and ensure a better alignment between regional and national agricultural policies as well as institutional development plans.

**Advocacy:**

- CORAF/WECARD needs to improve its visibility and stakeholder ownership by ensuring that its Strategic and Operational Plans are well understood by all partners.
- CORAF/WECARD needs to target and engage fully with policy makers, private sector, development and technical partners, civil society and the media at regional and national levels.

**Knowledge management:**

The limited establishment of processes required for fostering dynamic interaction, exchange and learning has reduce the dissemination of the existing large stock of relevant technologies within and/or across countries. A key lesson is the establishment of approaches and systems, which would recognise the role of knowledge management as a true cross-cutting issue, and integrate it into all Programme activities, would foster the dissemination of relevant technologies and innovations; rather than when considering it as a specific Programme.

**2.3 Adjusting to the new policy and institutional environment**

The environment in which the OP2 objectives are to be achieved has evolved in case of the policies and strategies described below.

**AU/NEPAD’s “Sustaining the CAADP Momentum”:** A recent review by NEPAD in 2012-2013 of the performance of the CAADP over the past ten years confirmed that it remains valid and compelling. The review delivered the “Sustaining the CAADP Momentum - Going for Results and Impact”, which is a 10-year result framework for delivering the CAADP’s desired impact on agricultural performance. In effect, it emphasises the urgency to better demonstrate results and impact and the critical need to strengthen capacity to design and implement programmes/projects and track performance for achieving agricultural growth, poverty alleviation and food and nutrition security objectives, which are important drivers in the designing of the OP2 (Annex 4 and 5).

**Malabo Declaration on African Agriculture and CAADP:** The Heads of States and Government of the African Union meeting in June 2014, in Malabo, adopted two Decisions and two Declarations which directly relate to CAADP and Africa’s agricultural transformation and food security agenda in the 2015–2025 decade. The goals and targets of the Malabo Declaration on CAADP and commitment to accelerate Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods are:

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13. Sustaining the CAADP Momentum – Going for Results and Impact. The CAADP 10-year Results Framework. NEPAD, 2014. 34pp
Recommitment to the Principles and Values of the CAADP Process.

Recommitment to enhance investment finance in Agriculture (Uphold 10% public spending target, Operationalisation of Africa Investment Bank).

Commitment to ending hunger by 2025 (at least double productivity-focusing on inputs, irrigation, mechanisation; Reduce PHL at least by half; Nutrition: reduce stunting to 10%).

Commitment to Halving Poverty by 2025, through inclusive Agricultural Growth and Transformation (Sustain Annual sector growth in Agricultural GDP at at least 6%; establish and/or strengthen inclusive public-private partnerships for at least five priority agricultural commodity value chains with strong linkage to smallholder agriculture.

Create job opportunities for at least 30% of the youth in agricultural value chains; preferential entry & participation by women and youth in gainful and attractive agribusiness.

Commitment to Boosting Intra-African Trade in Agricultural Commodities & Services (triple intra-Africa trade in agricultural commodities; fast track continental free trade area & transition to a continental Common External tariff scheme).

Commitment to Ending Child Stunting bringing down stunting to 10% and underweight to 5% by 2025 and in particular, focusing on the first 1000 Days as the only window of opportunity during which permanent and irreversible physical and mental damage would be avoided.

Commitment to positioning this goal as a high-level objective in national development plans and strategies.

To establish long-term targets that give all children equal chance for success, by eliminating the additional barriers imposed by child under-nutrition.

Commitment to Enhancing Resilience in livelihoods & production systems to climate variability and other shocks.

Commitment to Mutual Accountability to Actions and Results (through the CAADP Result Framework) – conduct a biennial Agricultural Review Process.

Declaration on Nutrition Security for Inclusive Economic Growth and Sustainable Development in Africa included the following commitments:

Reaffirmation of the commitment to end hunger by 2025 through strengthening of development policies as an effective investment in the human capital in countries.

Commitment to ending child stunting bringing down stunting to 10% and underweight to 5% by 2025 and in particular, focusing on the first 1000 Days as the only window of opportunity during which permanent and irreversible physical and mental damage would be avoided.

Commitment to positioning this goal as a high-level objective in national development plans and strategies.

To establish long-term targets that give all children equal chance for success, by eliminating the additional barriers imposed by child under-nutrition.

S3A: The S3A\textsuperscript{14} developed by FARA and its stakeholders in 2013, articulates the science, technology, extension, innovations, policy and social learning that Africa needs to apply in order to meet its agricultural and overall development goals. The strategic thrusts of the S3A in the short to medium term are: The implementation of CAADP; increased domestic public and private sector investment; creating the enabling environment for sustainable application of science for agriculture; and doubling current level of Agricultural Total Factor Productivity (ATFP) by 2025 through application of science for agriculture. In the medium- to long-term, the Science Agenda is to build systemic science capacity at national and regional levels, capable of addressing the evolving needs of farmers, producers, entrepreneurs and consumers, taking into consideration especially strategic issues such as climate change and urbanisation and foresighting. It provides a very useful additional framework to that of the FAAP for operationalising the CAADP and is, therefore, fully integrated in the OP2 and the revised SP (Annex 6).

RECs Agricultural Policies: CORAF/WECARD’s strategy and priority Programmes will, most importantly, contribute to delivering on the agricultural policies and strategies of the RECs (ECOWAS, ECCAS, UEMOA and CEMAC), which all seek to achieve the same central objectives of poverty reduction and food security through sustainable agricultural growth.

\textsuperscript{14} Science Agenda for Agriculture in Africa (S3A) "Connecting Science" - A Science Agenda for Transforming Agriculture in Africa. Forum for Agricultural Research in Africa, 2014. 61pp.
The ECOWAS agricultural policy, the ECOWAP, developed in 2005\(^\text{15}\), is a response to agricultural and food issues in West Africa. Three main expected outcomes of its implementation are: (i) Improved agricultural productivity and competitiveness, (ii) Improved access to regional and international markets, and (iii) Increased regional convergence and synergy (Annex 7).

The UEMOA (grouping together eight countries: Benin, Burkina Faso, Ivory Coast, Guinea-Bissau, Mali, Niger, Senegal and Togo) has set up an Agricultural Policy of the Union (APU) in 2002 covering the agriculture, livestock, forestry and fisheries sub-sectors. The overall objective of the APU is to sustainably contribute to the food requirements satisfaction of the population, the economic and social development of member States and the reduction of poverty in rural areas.

The ECCAS agricultural policy, the CAP, was developed recently in 2013 and is recognised by stakeholders as the reference framework for interventions in the agricultural sector in Central Africa. It aims to deliver the following four key outcomes through the implementation of the Regional Agricultural Investment and Food and Nutrition Security Program (PRIASAN)\(^\text{16}\):

- (i) Reduced rural poverty
- (ii) Increased food security
- (iii) Improved nutrition and health
- (iv) Sustainably managed natural resources (Annex 8)

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\(^{15}\) Logical framework of the program for the implementation of ECOWAP and the CAADP in West Africa, May 2005.

\(^{16}\) Programme régional d’investissement agricole et la sécurité alimentaire et nutritionnelle.
3. THE SECOND OPERATIONAL PLAN 2014–2018

The role of the OP2 is to take CORAF/WECARD from where it currently is, to full achievement of its SP objectives. Most of the issues around the lessons learned called for CORAF/WECARD to better organise itself to improve its efficiency in successfully delivering the key results, outcomes, and impacts of its SP. Key issues to be considered by CORAF/WECARD are:

- Reaffirming its mandate and core function as defined by its Statutes.
- Putting farmers and other end-users of technologies and innovations, including national governments and RECs, at the center of its strategy and programmes, in line with the IAR4D approach.
• Focusing on key instruments developed during OP1 to facilitate delivery as regards its core functions of Coordination and Capacity-Strengthening and key results, such as the IAR4D that supports the regional competitive and commissioned projects mechanisms, IPs, and the NCoS and their evolution to RCoE.

• Adopting a programme and themes approach to allow better integration of over-arching themes common to the CAADP, agricultural development strategies of the RECs and the programmes of the CGIAR.

• Deepening its CMP to better align resources and processes with its strategic objectives; and

• Addressing strategic issues that are fundamental to the success of its SP and which need to be sustained, including: (i) Scaling up and out of IPs, (ii) Reducing its dependency on external donors, and (iii) Enhancing high level and equitable partnership with IARCs and ARI.

3.1 Restating the role of CORAF/WECARD in OP2

3.1.1. Vision and Mission statements, Mandate, and Core Functions under the OP2

Vision and Mission statements: CORAF/WECARD’s strategic Vision and Mission (Box 1) and objectives are fully aligned with those of CAADP including the new “Sustaining the CAADP momentum framework”, and the agricultural policies and strategies of the RECs in WCA. They will continue to guide CORAF/WECARD’s actions during implementation of the OP2.

The Mission statement reads:

“…Sustainable improvements of the productivity, competitiveness and markets of the agricultural system in West and Central Africa by meeting the key demands of the sub-regional research system as expressed by target groups…”

The Specific Objective reads:

“…Broad-based agricultural productivity, competitiveness and markets sustainably improved for target groups in West and Central Africa…”

CORAF/WECARD’s Mandate and Core Functions: CORAF/WECARD’s core mandate is to implement agricultural research policies of the WCA sub-region, as defined by national governments of countries whose institutions are members of CORAF/WECARD and by the RECs (Annex 11). It puts farmers and other end-users of agricultural technologies, including the private sector and NGOs, at the core of its actions.

Under the OP2, the Mandate and Core Functions of CORAF/WECARD will be translated into strategies and approaches that are fully in line with those envisaged under its Statutes. Its actions will be based on the expectations and needs not only of farmers, the private sector, NGOs and other end-users of agricultural research but also on those of national governments and the RECs. Moreover, all necessary actions will be undertaken at both the regional and national levels.

3.2 Key Features of the OP2

This section presents the design and implementation processes for the OP2, and how CORAF/WECARD’s four core functions will be translated into necessary and sufficient actions to deliver its key results.


The four Key Results will continue to serve as an anchor to the OP2 operational framework but will recognise the difference in the way adoption of technologies, innovations, and strategic decision-making options are now internalised within CORAF/WECARD. The OP2 also presents a new Result area 5, which represents the formal recognition of the impact of the effectiveness of the CORAF/WECARD ES in guiding and facilitating the wider aspects of its activities. It will focus on measurement of the performance of the CORAF/WECARD ES and the completion of institutional and organizational reform processes, and in particular the CMP that was initiated during the implementation of OP1. These changes are reflected in the Result statements, which are now reframed as follows:

1. **Result 1**: Increased use of appropriate technologies and innovations in WCA;
2. Result 2: Increased uptake of strategic decision-making options for policy, institutions and markets;

3. Result 3: Enhanced institutional and human capacity in agricultural research for development;

4. Result 4: Demand for agricultural knowledge from target client facilitated and met;

5. Result 5: Result delivery effectively managed by the CORAF/WECARD ES.

3.2.2. New approach for result delivery: Programmes and Themes

During the implementation of OP1, there was a major shift from a diffused network approach with a loose management structure to a more tightly focused approach based on centrally managed programmes. This approach however, did not allow the expected greater integration of activities, sharing of results, and creation of a stronger corporate identity among programmes. Consequently it did not fully exploit the opportunities that the centralised Programme structure promised.

The OP2 will, therefore, adopt a much better alignment of research themes to the RECs agricultural policies and objectives (Annex 12) which is expected to foster effective collaboration and linkages among various programmes in contributing to the delivery of results under a common thematic issue. Based on lessons learned from OP1, and the need to align with strategic thematic interventions of the RECs, calls for competitive and commissioned projects for the implementation of Programmes will be published under the above themes. This approach is more holistic: (i) It demonstrates the added value of CORAF/WECARD to delivering on the RECs agricultural policies and objectives,(ii) Emphasises more on a people-centred approach with focus on technology/innovation generation and use, considered as the pathway towards impact delivery at scale and effective links to CORAF/WECARD’s vision, and (iii) Encourages key areas such as gender, biotechnology and biosafety, agricultural policy, knowledge management and uptake, capacity development, and partnerships, to add value to other programmes by operating as cross-cutting rather than separate programmes and/or units.

A Theme is defined as a major opportunity or challenge facing agricultural transformation in the sub-region. Themes themselves are not cross-cutting because projects that are developed thematically must incorporate all relevant and appropriate cross-cutting and technical issues. This will be reinforced through the strategies and priorities of cross-cutting units and programmes. The themes exist as a virtual means for institutionalising collaboration between programmes and cross-cutting units. The approach will also include the strengthening of management and leadership skills, and support to a shift in attitude, which encourages a multi-disciplinary, multi-sectorial approach.

For example, malnutrition, a growing concern, would require the effective collaboration of crops, livestock, fisheries and aquaculture, in addition to NRM, biotechnology and policy as well as capacity strengthening with the requisite gender considerations to provide a holistic response. In effect, such collaboration across disciplines will be explicitly reflected in the call for proposals to mainstream the approach among the NARS. This will be further incorporated in the CORAF/WECARD manual of competitive and commissioned grant schemes.

A total of eight Programmes were identified as priorities through a sub-region study conducted by International Food Policy Research Institute (IFPRI) during the first operational plan. The programmes fall into three broad categories:


B. Policy research – identifying and responding to key issues preventing achievement of the improved access to markets, competitiveness and productivity through research. These included: Policy, Markets, Trade, Institutions and Socio-economics
C. **Efficient research delivery** – improving information and knowledge management and access, including research into mechanisms and methodologies: 1. **Knowledge Management**; 2. **Capacity strengthening and Coordination**

It was envisaged that as the *Operational Plan* is implemented, programmes will be reviewed and their performance evaluated to determine whether or not they are appropriate. OP2 will build on the achievements of OP1, pushing the evolution of a more holistic and integrated approach to Result delivery, based on lessons learned, and the focus will be on effectively managing Programmes. The OP2 therefore recognizes **six Programmes**, which contribute to the delivery of all five Results.

1. Livestock, Fisheries and Aquaculture
2. Crops
3. Natural Resources Management
4. Biotechnology and Biosafety
5. Policy, Markets and Trade
6. Capacity Strengthening and Coordination

**Programme contents**

The three broad categories of Programmes (Technical, Policy and Efficient Research Delivery) each has a different emphasis in the contributions that their projects make to the overall delivery of the Results of the OP2. The combined effect reinforces the necessary and sufficient nature of the six Programmes, in terms of CORAF/WECARD achieving its Specific Objective and making a significant contribution to its General Objective. For example, a project under Technical Research will contribute principally to Result 1 of OP2, but will also make contributions to the other four result areas. Similarly a project under the Policy Research programme will contribute mainly to Result 2, but will also deliver on capacity strengthening and knowledge management. Projects under the Capacity Strengthening programme will contribute to Result 3 of the OP2 but will also make contributions to delivery of the other result areas.

Under OP2, research under the Programmes will be predominantly competitively funded through networking amongst NARS members, with commissioned research being an option involving NCoS, base centers and RCoE, sub-regional or international centers as well as NARS in WCA.

The first category of Programmes - Technical Programmes, aim to achieve broad based agricultural productivity, competitiveness and markets sustainably improved for target groups in WCA through contributions to the delivery of the OP2 results:

(i) Increased use of appropriate technologies and innovations in WCA
(ii) Increased uptake of strategic decision-making options for policy, institutions and markets
(iii) Enhanced Institutional and human capacity in agricultural research and development
(iv) Demand for agricultural knowledge from target clients facilitated and met
(v) Result delivery effectively managed by CORAF/WECARD ES.

**Livestock, Fisheries & Aquaculture**

Based on issues raised from the coordination and management of projects, challenges, lessons learned, and stakeholder consultative meetings, the following priorities have been identified under OP2:

(i) Enhancing the resilience of the livelihoods of pastoral and agro-pastoral population: developing methods and tools for improving information systems on pastoralism; sustainable management of transhumance and natural resources.

(ii) Improvement and sustainable use of Animal Genetic Resources: conservative use and avoiding the erosion of genes of local stocks; development of new composite breeds (Livestock); Biology and farming of new local species (Aquaculture).

(iii) Health improvement: enhancing the effectiveness and cost efficiency of vaccines against the following most common diseases: Peripneumonia Contagiosa Bovina/Contagious Bovine Pleuropneumonia (PPCB/CBPP), Brucellosis, Newcastle disease, tick and tick-borne diseases and in improving tolerance to Trypanosomiasis.
Feeding improvement: development of forage species based on native legumes and grass species, and dissemination of materials to producers (Livestock); Improved supplementary feeding strategy (Aquaculture).

Value addition and value chain development for livestock and aquaculture products.

Crops

Under OP2, the Western Africa Seed Programme (WASP) will take on all aspects related to seed systems. In the light of low supply of quality seeds, priority interventions will be:

(i) Strengthening regional and national alliances to increase seed production and marketing.
(ii) Implementing seed policy and regulation to open the regional seed market and attract investment.
(iii) Increasing seed production and supply.
(iv) Developing seed agri-businesses and strengthening national and regional seed trade associations to enhance seed marketing at the national and regional levels.

The key priorities for Crops under OP2 will be:

(i) Agriculture as a job opportunity for the youth: Unemployment is becoming a burden on the Governments of West and Central Africa. Agriculture is a promising sector as it has the capacity to create jobs in its various sub-sectors. Agriculture can, and should be, the driving force to absorb unemployed young men and women.

(ii) Nutrition and health: it is often the case in WCA that pregnant women and children under the age of five are malnourished. The proportion of undernourished children is high; about 35% (children under five years of age). This is mainly due to vitamin deficiencies. The search for fortified (iron and zinc) food and varieties with high vitamin content as well as the promotion of traditional leafy vegetables is crucial in order to solve this issue.

(iii) Sustainable crop production that preserves the environment: In the context of climate change, farmers are inclined to use various production systems in order to gain higher yield. Often those systems are not safe for the environment, thus in the medium- and long-term there will be negative impact on both the environment and the productivity of crops.

(iv) Development of simple and effective technologies to improve crop production and productivity: in order to have sufficient food for an ever growing population, it is essential to improve crop production and productivity. This can be done in various ways, including improvement of varieties, control of pests and diseases and design of new production systems.

Natural Resources Management

The following sub-themes were identified and prioritised by stakeholders;

(i) Sustainable land and water management and climate change – ensuring and maintaining productivity of the natural resource base is still a challenge in the fact of climate change.

(ii) Integrated crop/livestock/aquaculture system: A majority of farming is still at the small
scale level and market opportunities are yet to be fully realised. For the foreseeable future small farmers will continue to integrate production which indeed has inherent benefits of synergy in the use of resources against the background of limited inputs.

(iii) Use and improvement of genetic resources: Both plant and animal genetic resources abound in the region. Protecting these resources and using them efficiently will be a priority. Consideration of bio fuel opportunities could be included under this theme.

(iv) Financial and economic analysis of proposed natural resources management technologies: Appropriate socio-economic studies are important to justify efficient use of resources in view of opportunity cost and alternative uses.

(v) Impact of natural resource management technologies at different scales: Both environmental and socio economic considerations will be considered in view of sustainability and impact.

New research frontiers in Natural Resources Management could include the following:

• Identification and development of indigenous plant species for bio-fuel production
• Appropriate natural regeneration of degraded forests and savannahs

**Biotechnology and Biosafety**

Based on experience from OP1, it was clear that the ideal duration for projects is five years, and to ensure this, funding must be secured throughout. OP1 also showed that there was a need to upgrade the programme approach to create greater efficiency. In general, biotechnology research and development, and capacity building activities, will be more relevant if integrated into fewer, well-targeted global strategic projects implemented through networking, based on the principle of subsidiarity and IPs.

The following key priorities have been identified for OP2: (i) Developing new strategic and transversal R&D projects – special attention will be given to up and out scaling of proven technologies and capacity strengthening; (ii) Finalising the regional biosafety framework in the ECOWAS region and launching the process in the ECCAS region.

New frontiers in Biotechnology and Biosafety could include the following:

• Food quality and safety for improving market value of agricultural products (Biosafety; Control of Mycotoxins).
• Food security through improved productivity and nutrition (up scaling rice, cassava, cowpea, sorghum).

Finally, the Biotechnology and Biosafety intervention aims to add value to the other CORAF/WECARD programmes by developing and making available more efficient tools and practices aimed at improving agriculture productivity, competitiveness and resilience.

The second category of Programmes – Policy Programme, identifies and responds to key issues
prevent achievement of the improved markets, competitiveness and productivity through research. This is carried out under the programme: **Policy, Markets, and Trade.** This Programme aims to achieve sustainable improvements in broad-based productivity, competitiveness and markets through:

- Developing strategic decision-making options for policy, institutions and markets
- Enhanced institutional and human capacity in agricultural research and development relevant to agricultural policy, institutions and market options
- Facilitating and meeting the demand for knowledge relating to agricultural policy, institutions and market options
- Facilitating and ensuring result delivery is effectively managed by the Secretariat

A key element of the policy Programme is to ensure that the technical programmes integrate socio-economic issues into their strategies.

**Policy, Markets and Trade**

The focus of policy research is identifying, developing and establishing policy-related partnerships that effectively address policy, trade, markets, institutional, and socio-economic issues. Policy and related research informs policy makers and enables them to make decisions based on relevant, factual information. In its broadest sense, policy research responds to the demand of policy- and decision-makers for information on how to improve policy, and create the enabling environment for high levels of sustained economic growth in the sector. The policy research strategy informs and influences the approach to policy research adopted by technical research Programmes.

The third category of Programmes – Efficient Research Delivery Programme, ensures that positive and constructive interchanges occur among all programmes, to support and foster experiential learning. Such interchanges are crucial to developing coherence in the approach of CORAF/WECARD members in the implementation of its strategy, and may be considered as **core functions**. They not only promote the exchange of knowledge and information between technical programmes, but also between the policy delivery and technical aspects of the Strategy. These **core functions** include **Capacity Strengthening** which further includes **Coordination** and **Knowledge Management**.

Together these create the enabling environment in which the sub-regional agricultural research system can grow, providing the mechanism for delivery of the **Results** that have been identified as the necessary and sufficient conditions for CORAF/WECARD to achieve the improved productivity, competitiveness, and markets that will lead to broad-based growth in the agricultural sector and ultimately contribute to poverty reduction in West and Central Africa.

This Programme aims to achieve sustainable improvements in broad-based productivity, competitiveness and markets through:

- Developing appropriate mechanisms for effective capacity strengthening
• Identifying and supporting the development of strategic decision-making options for policy and institutions relevant to capacity strengthening
• Enhanced institutional and human capacity in agricultural research and development
• Facilitating and meeting the demand for knowledge relating to capacity strengthening from targeted clients
• Facilitating and ensuring result delivery is effectively managed by the Secretariat

**Capacity Strengthening**

In principle, the strengthening of the NARS is seen as the basis for creating a strong sub-regional organization. Capacity is not uniform across the sub-region and the Programme is focusing on those with greatest need in priority areas. As capacity is strengthened, leading to greater harmonisation and coordination, more stakeholders will be able to participate in the technical activities of CORAF/WECARD’s research agenda.

Under this OP2, CORAF/WECARD is developing a strategy drawing upon the findings of the final evaluation of OP1 and further supplemented by stakeholder consultations during the development of OP2. This identifies and distinguishes between sub-regional and national issues, and deals directly with those where CORAF/WECARD as a sub-regional organization has a comparative advantage. The main thrust is on empowering stakeholders to think, articulate and collaborate effectively with each other to create a multi-skilled cadre of motivated people capable and willing to work towards results delivery and impact. All projects within the six programmes will be addressing this delivery in the context of their own technical areas, within the framework provided by the Capacity Strengthening Programme.

The Programme and Themes approach will focus primarily on the following three priority themes (detailed in Annex 12), identified by stakeholders during the consultation processes as key challenges facing agricultural transformation, and which (i) Are aligned with the CAADP and RECs policies and objectives as well as those of the IAARCs notably the CGIAR (Annex 13) and (ii) Facilitate the establishment of clear linkages between priority Programmes and deliverables of the RECs policies and in particular country programmes.

**Theme 1: Food, Health and Nutrition Security**

It addresses challenges and opportunities linking agriculture with improved nutrition and health including access to and continuous availability of nutritious foods, food safety, and zoonosis and endemic diseases linked to the intensification of agriculture.

**Theme 2: Markets and Trade**

It deals with commercialisation and access to input and output markets, through policy support and the provision of technologies to promote value addition to agricultural products. It focuses on continued engagement with value chains and emphasises the importance of trade in driving, especially, regional market processes.

**Theme 3: Sustainable Agriculture**

It tackles biophysical challenges of the farming system including climate change, as well as pests and diseases of livestock, fish and crops. It provides the possibility to exploit the natural resource endowments of the sub-region. It also addresses issues of nutrition and food security with links to human health, and its effects on agriculture/livelihoods, mechanisation, harvest processes, post-harvest handling, storage and management.

3.2.3. Better integration of cross-cutting Issues

The OP2 will address the efficient integration and treatment of cross-cutting issues such as gender, capacity-strengthening, knowledge management as well as technical, social and environmental issues in the following ways:

• Reviewing mechanisms for identifying projects and priorities and adopting a thematic approach that focuses on challenges and opportunities supporting the transformation of agriculture, which will demand a broad-based approach including different disciplines and commodity groups.
Requesting that proposals for regional projects, studies and analyses specifically identify cross-cutting issues, particularly gender.

Developing a larger human resource base in cross-cutting skills including gender, food, nutrition, health, and social and environmental safeguards, which will provide a better and more adequate support to the design of project proposals as well as the management of calls and coordination of the implementation of projects.

Creating greater efficiency and effectiveness by streamlining the portfolio of existing Programmes and projects, and making NARS more accountable.

### 3.2.3.1 Gender and Social Development

In OP2, CORAF/WECARD is committed to the institutionalisation of gender in agricultural research and development sector, focusing on the key role of women and youth in agriculture and food security. This will be reflected as gender mainstreaming, in all commissioned and competitively funded projects, initiatives, procedures and overall management, with target of 40% minimum for women as beneficiaries.

In line with the Results of the OP2, the Gender and Social Development Unit will ensure gender mainstreaming in CORAF/WECARD programmes and projects in supporting delivering on the following results: (i) Gender smart technologies and innovations increased throughout gender capacity building, and provision of tools for gender integration in agricultural research programmes and projects to stakeholders; (ii) Gender responsive agricultural and market policies identified and proposed; (iii) Gender mainstreaming in the regional and national agricultural research system strengthened and coordinated; (iv) Demand for gender technical assistance formulated by stakeholders to mainstream gender in agricultural research and development facilitated and satisfied. The aim will be to ensure equitable access to agricultural research and development resources, opportunities and benefits for men and women, particularly for vulnerable groups (women and youth) in WCA. CORAF/WECARD aims to lead the regional coordination of gender mainstreaming initiatives in IAR4D in WCA. The key priorities for gender under OP2 will be:

- Gender mainstreaming at the Secretariat including gender capacity building of staff, gender screening of concept notes and projects, and timely technical assistance to Programme Managers to ensure gender integration in following up during project development, implementation, monitoring and evaluation.
- Gender capacity strengthening of the NARS, and assistance in the development and implementation of their Gender Action Plans, and facilitation of the identification of the Gender Focal Persons.
- Leadership and scientific capacity building of female and young researchers and follow up for their access to decision-making positions in agricultural research systems.
- Capacity strengthening of women and youth’s farmer organizations in agricultural, livestock, and fisheries product value chains.
- Facilitation of a PhD and MSc programme in Gender and Agriculture to address of the issue of gender expertise.
- Leading a Regional Gender Alliance to harmonise and coordinate gender mainstreaming initiatives in IAR4D in West and Central Africa.

### 3.2.3.2 Environmental and Social Safeguards

CORAF/WECARD has a clear role in enabling and supporting the development of an IAR4D system with activities that bear directly on the natural resource base – some of whose impact could be beneficial or adverse. CORAF/WECARD will continue to advocate for agricultural research and productivity activities that have limited negative environmental impacts.

- Sub-regional and national activities that have pro-environmental sustainability issues will be encouraged by CORAF/WECARD.
- **Ex-ante and ex-post-project implementation Environmental Impact Assessment (EIA)** will be conducted for sub-regional projects being implemented by CORAF/WECARD.
CORAF/WECARD will continue to raise awareness amongst its NARS members on the need for screening projects in conformity with the expected environmental and social pre-requisites.

A safeguard unit will be created at CORAF/WECARD with exclusive personnel to handle safeguard issues particularly monitoring of recommendations for prevention and mitigation.

Appropriate capacity strengthening will be done at all levels.

3.3. Delivering the five key results of the OP2

CORAF/WECARD is expected to deliver five key results, which will (i) Reflect improvements in key sectors including agricultural productivity; trade flow in key commodities and market improvements; technology improvement and use; policy implementation; demand for agricultural knowledge; climate-smart agriculture; agribusiness, and human and institutional capacity, and (ii) Mutually reinforce each other to achieve CORAF/WECARD’s Specific and General Objectives.

3.3.1. Result 1: Increased use of appropriate technologies and innovations in WCA

Result 1 (R1) will continue to promote efficient technology and innovation development and use and the following activities will be of high priority on CORAF/WECARD’s agenda:

(i) Continued development of project activities through the IAR4D.

(ii) Continued support to the establishment and consolidation of IPs to ensure the use of technologies and innovations.

(iii) Continued provision of guidance and support to existing NCoS and their evolution to RCoe, to strengthen relevant partnerships for more efficient and effective delivery of technologies and innovations.

The following actions will be taken:

(i) Consolidate the involvement of producer, private sector and NGO organizations in WCA in the implementation of projects of the Regional Integrated Agricultural Research for Development Fund (R-IAR4D-F) through the following way: (i) Provision of expertise, (ii) Technical assistance, (iii) Other appropriate instruments/activities such as targeted training to strengthen their capacities in delivering agricultural technologies and innovations.

(ii) Ensure more involvement of non-research organizations and institutions and stakeholders from Central African countries in the development and implementation of projects of the R-IAR4D-F, through the following options: (i) Providing the necessary information and strengthening advocacy to reach out to these stakeholders, (ii) Funding more commissioned projects targeted to these stakeholders, and (iii) Other appropriate instruments/activities such as targeted training to strengthen the capacity of marginalised stakeholders in agricultural research and development.

(iii) Carry out a detailed review of the operational procedures of the R-IAR4D-F in order to propose measures for improving its relevance and efficiency, with focus on the following measures: (i) Ensure an equitable participation of the relevant and different categories of stakeholders in the implementation of projects through established IPs, so as to ensure the immediate dissemination and use of any technology/innovation developed, (ii) Improve the quality of the ex-ante review of proposals by the STC, (iii) Give specific attention to the ex-ante assessment of the scientific and managerial capacity of project teams, and identify capacity-building measures to be incorporated in project design to strengthen their capacity in these two areas, to ensure that research projects deliver satisfactory outputs and that the capacity of participating research teams is improved in key technical and managerial areas, (iv) Give priority to quality over quantity of projects; this will include consolidating the project portfolio into fewer but larger projects in terms of funding and strategy, with focus on the three thematic areas, which is expected to ease management burden and free Programme...
Managers’ time for their substantive tasks of ensuring the quality projects; (v) Develop a comprehensive Monitoring, Evaluation and Learning system to track projects’ progress, and carry out a systematic mid-term review of projects by the STC; and (vi) Adopt a “matching grant approach”, to ensure that project teams submit only proposals that are a real priority for them and to which they show commitment through mobilising their own resources for implementation.

(iv) Develop other and more sustainable sources of funding for supporting research projects that are (i) More aligned with CORAF/WECARD’s collaborative strategic research of regional interest (ii) With less dependency on externally funded and strictly time-bound projects; (iii) Are of a longer duration and develop a strategy for mobilising the corresponding long-term funding from member institutions, national governments and/or the RECs (iv) Requiring a longer implementation period that will lead to more effective and efficient collaboration with international research institutions.

3.3.2. Result 2: Increased uptake of strategic decision-making options for policy, institutions and markets

Under OP2, Result 2 (R2), CORAF/WECARD aims at providing decision-makers with policy options for the improvement of technology markets. In line with the CAADP and the RECs strategies, it recognises the critical role played by the policy and institutional environment for technology markets. There is thus a need for CORAF/WECARD to (i) Analyse the main constraints in this respect and (ii) Propose measures to promote a more supportive policy and institutional environment at regional and national levels.

CORAF/WECARD will commit itself to encouraging the establishment of a policy and institutional environment supportive to the efficient generation, dissemination and adoption of the technologies. It will expressly focus on the needs and demands of its key stakeholders – end users of technologies, and governments – in developing and delivering clear decision-making options on key issues.

This will require (i) Strengthening CORAF/WECARD’s staff and constituencies in the area of policy analysis and (ii) Setting up, within CORAF/WECARD, the necessary operational policies and procedures for the identification of specific and cross-cutting constraints, the analysis of remedial actions and the preparation of advocacy measures for mobilising stakeholders and policy-makers.

The actions will involve the identification of existing policy, institutional and market issues constraining agricultural transformation in WCA, and the political and practical challenges constraining reform, which will be linked to the identification of key actors/champions in these processes and the development of strong and effective partnerships with them. Once the problems and constraints have been understood and documented, the key strategic opportunities for Policy, Information and Market reforms in WCA will be identified and a strategy for addressing them will be developed.

The approach to R2 delivery will, however, remain flexible and responsive as policy, institutions and markets change and grow in the wider regional and international environment and will be implemented in close coordination with those of Results 4 and 5.

3.3.3. Result 3: Enhanced institutional and human capacity in agricultural research and development

Under OP2, Result 3 (R3) will cover all aspects of CORAF/WECARD’s role as a sub-regional organization to encourage and develop capacity within its constituents. It is a Result concerned directly with the empowerment of stakeholders to participate fully in the process of development, providing the capacity in terms of all that is both necessary and sufficient, for them to deliver what is expected of them (Annex 14).

CORAF/WECARD will adopt a strategic approach to capacity strengthening, consistent with the expected achievement of its SP objectives, which will focus on the capacity analysis and strengthening of the whole agricultural research system. As such, CORAF/WECARD will need to (i) Clarify its coordination and capacity-strengthening role within the WCA.
The agricultural technology system with its stakeholders; and obtain a clearer mandate for playing a more direct role in institutional and policy development of NARS. The actions to deliver on R3 involve identifying the main areas of the sub-regional research system, at regional and national levels, which need to be strengthened. This will include a detailed assessment of NARS to identify gaps between needs and requirements of stakeholders and the capacity of the national system to deliver. This will result in the development of Capacity Strengthening Strategy, which will take into account: (i) CORAF/WECARD’s clarified mandate and roles, (ii) The principle of subsidiarity, comparative advantage and strategic objectives, and (iii) Budgets and resources. The Strategy will describe mechanisms for facilitating capacity strengthening of systems and activities under all Result areas.

The NCoS and RCoE, and partnership with IARCs and ARIs will continue to be essential instruments to foster coordination and capacity-building will be consolidated. In addition the following issues will be addressed:

(i) **Institutional strengthening of NARS.** It has been recognised that the concept on NARS has not been effective in the various member countries. The OP2 will require (i) The clarification of CORAF/WECARD’s capacity-building role at national level; and (ii) A concerted advocacy effort to sensitise national governments on the importance of improving their national research institutions if the target of 6% growth in agriculture is to be achieved.

(ii) There is need to build a framework in each country that will be functional enough to engage with the R&D initiatives of CORAF/WECARD. CORAF/WECARD has traditionally used the National Agricultural Research Institutes (NARIs) as country entry points but it is becoming increasingly necessary to engage other NARS components, notably universities, NGOs, farmers’ organizations, private sector, etc. CORAF/WECARD will facilitate the building of country coalition among these components as a unified body to engage with in R&D. Recently Senegal has made considerable progress in building a NARS constituent coalition. This example will be studied for possible promotion in other countries.

(iii) **Coordination in Central Africa,** which will require developing a strategy to improve the involvement of institutions in the Central Africa Region such as the initiation of the CAAPP and strengthening cooperation with Pôle Régional de Recherche Appliqué au Développement des Savannes d’Afrique Centrale (PRASAC) as a relay in coordinating actions in the region.

(iv) **National Centers of Specialisation,** which will require a detailed review of the existing NCoS (institutional setup for effective collaboration, research programmes, scientific capacities, staff and information exchange) and the preparation of time-bound and institutional development plans for each of these NCoS to ensure that they deliver on their core leadership and coordination mandate by the end of OP2.

(v) **Regional Centers of Excellence,** which will require, in collaboration with national governments and RECs that have indicated that the region should rapidly establish RCoE that would collaborate with IARCs and ARIs, and be devolved with the task of carrying-out world class research activities to develop cutting edge technologies that are needed by the region, to spur and sustain rapid agricultural growth: (i) Reviewing the most effective options for establishing a network of RCoE and (ii) Developing a comprehensive strategy for the establishment of the network of RCoE.

(vi) **Collaboration with IARCs and ARIs,** which will require undertaking an effective advocacy campaign to secure the active support of decision-makers at national and regional levels, and of donors contributing to the funding of international research, and bilaterally with the CGIAR to launch concrete partnerships in priority areas to consolidate establishment of RCoEs considered as the necessary instrument for undertaking joint strategic research programmes with IARCs and ARIs and to ensure the development of sustainable and real partnerships.
3.3.4. Result 4: Demand for agricultural knowledge by target clients facilitated and met

**Under OP2, Result 4 (R4),** CORAF/WECARD will continue to support the development of efficient databases and electronic platforms as major tools for knowledge management. It will also pay greater attention to creating synergies with activities of all of its programmes in order to strengthen its knowledge management role by anchoring knowledge management on specific purposes of immediate interest to users, to facilitate implementation and better respond to the concrete needs of its stakeholders.

For each of the following stakeholders, key elements of Knowledge Management (KM), for which CORAF/WECARD has a clear role and comparative advantage, will be identified and analysed:

(i) **Farmers/Producers:** Facilitating and meeting knowledge needs and adoption of improved evidence-based approaches (**innovation in practice**), linked to specified CORAF/WECARD strategic priorities, themes and activities (with R1 and R3).

(ii) **Policy-makers:** Facilitating and meeting knowledge needs and adoption of improved evidence-based approaches (**policy change**), linked to specified CORAF/WECARD strategic priorities, themes, projects and activities (with R2 and R3).

(iii) **Institutional actors:** Facilitating and meeting knowledge needs and adoption of improved evidence-based approaches (**implementation**), linked to specified CORAF/WECARD strategic priorities, themes, projects and activities (with R2 and R3).

(iv) **Small and medium enterprise and domestic agro-industry stakeholders:** Facilitating and meeting knowledge needs and adoption of improved evidence-based approaches (**market response**) linked to specified CORAF/WECARD strategic priorities, themes, projects and activities (with R2 and R3). OP2 will lay particular emphasis on engaging the private sector with the framework of providing much needed access of farmers and producers to market. This will in turn provide bigger private sector stakeholders to leverage the value chain. This partnership will also open up a window for private sector contribution to relevant research that will serve their purpose. Specific engagement framework and approach will include the box below.

(v) Facilitate the promotion of domestic agro-industries to enhance private research and delivery of innovations that would lead to industrialisation: this will include

**Mechanisms for improved engagement with private sector**

1. Align research projects with flagship private sector projects identified in WCA countries’ long term development objectives.
2. Develop award schemes that recognise innovations and technology generation and use.
3. Develop viable mechanisms/models for putting research into use, youth engagement in agriculture and support agri-preneurships in WCA.
4. Identify opportunities of agricultural social-responsibility projects supported by regional private sector players, including identification of ways to make urban and peri-urban agriculture safe and compliant with urban/city ordinances.
5. Adapt marketing models of non-agriculture players [banks, pharmaceutical sector] working with the private sector. Develop partnerships with partners who are already supporting and working with the private sector such as Alliance for Green Revolution in Africa (AGRA).
6. Enhance support to technology incubation centres. Seek a platform to engage with the private sector by either creating the platform or penetrating existing national and regional private sector bodies.
7. Use regional integration as an opportunity to engage the private sector and policy harmonisation. Support and advocate for harmonisation of policies, laws, regulations, standards and certification schemes that support competitiveness of key commodities.
8. Explore implementation of crop and livestock insurance schemes and demonstrate regional benefits of CORAF/WECARD products. Work with the private sector to analyse policy constraints.
strengthening and developing domestic agro-industry and increasing investments and the commercialisation of agriculture as reflected by the objectives of CAADP and policies of the RECs, especially ECOWAP/ECOWAS and CAP/ECCAS. In particular it will involve strengthening small and medium enterprises and domestic agro-industries to implement private research that takes into consideration the following aspects: biological and ecological inputs and the processing and export of locally produced agro-food products including cereals, fruits, and vegetables, fish, aquaculture, livestock and forest products.

- **NARS**: Facilitating and meeting knowledge needs, and adoption of improved evidence-based approaches (improved practice) linked to specified CORAF/WECARD strategic priorities, themes, projects and activities (with R1 and R3).

- **Researchers**: A knowledge portal providing ready access to key technical research relevant to agricultural transformation in WCA (with R1 and R2).

- **Development partners**: Facilitating and meeting information needs and adoption of improved evidence-based approaches (improved and aligned funding strategies), linked to specified CORAF/WECARD strategic priorities, themes, projects and activities (with R5).

This will be followed by development of specific KM strategies with specific KM processes, tools, and approaches, identified and documented.

CORAF/WECARD will develop the appropriate skills at the ES to support this new KM agenda.

3.3.5. Result 5: Result delivery effectively managed by CORAF/WECARD ES

**Under OP2, Result 5 (R5), emphasis will be put on IAR4D**, with focus on the needs of end-users of technologies and innovations. The evolution of the Programme approach into one focused specifically on result delivery through thematically organised projects, will require changes to the structure, roles and responsibilities of CORAF/WECARD’s GB, STC and ES to help enhance CORAF/WECARD’s overall performance.

To this effect, new reforms and designs of the second phase of the CMP will include:

- **For the Governing Board**: (i) Reviewing the GB in order to strengthen the voice of policy-makers, technology users, including producers, and other private actors or value chains to better balance the influence of technology providers (research institutions), (ii) Institutionalising the role/responsibilities of the GB in monitoring key logframe assumptions, especially those which it has deemed itself responsible for, (iii) Implementing a mechanism to ensure transparency and accountability, (iv) Establishing fast and effective lines of communication to facilitate work with the STC as its technical arm.

- **For the Scientific and technical committee**: (i) Providing dedicated secretarial support, (ii) Establishing a specific budget and resource allocation based on a clear work plan; (iii) Establishing the use of sub-committees; (iv) Providing Time/Result-specific honoraria for STC members and the Chairperson, (v) Developing new approaches to STC statutory meetings, (vi) Establishing a STC Procedural Manual to guide its members, (vii) Developing new approaches to communication with the GB, (viii) Diversifying membership of the STC so that it can provide high-level oversight across Result areas 1–4, rather than its current focus predominantly on Result 1.

CORAF/WECARD will consolidate the development of a web-based data system, which is robust, comprehensive and broad-based, to capture and house adequate data/information on performance of all programmes and the organization as a whole, and to inform decisions on strategies and project design. This system will enable CORAF/WECARD efficiently respond to data calls and fulfill its performance, monitoring, evaluation, reporting and dissemination obligations within stakeholder communities.
• **For the Executive Director:** (i) Establishing a functional link with the Procurement Officer, just like the Internal Auditor, who will report directly to the GB and (ii) Managing the delivery of Result 5.

• **For the Director of Programmes:** (i) Changing the name of Director of Programmes to **Director of Research and Innovation** (DRI), to reflect the focus of his roles and responsibilities on research and innovations as is prescribed in the OP2.

• **For the Director of Administration and Finance:** (i) Changing the name from Director of Administration and Finance to **Director of Corporate Services**, to reflect responsibilities of an aggregation of services beyond just administration and finance.

• **For Knowledge Management:** (i) Proposing a new directorate position for Knowledge Management, with activities and roles that will reflect the approach implicit in the IAR4D paradigm of experiential learning and will address lessons learned from OP1 to ensure up- and out-scaling of CORAF/WECARD-generated outputs.

• **For Programme Managers:** (i) Reviewing their roles to ensure that their responsibilities include: (a) The management of programmes including supervising the development and implementation of projects; (b) The provision of guidance and support on technical and managerial issues to project teams for the successful implementation of projects; and (c) The identification of key issues and lessons that can be learned from sub-projects.

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**Table 1: Summary of Key Assumptions**

<table>
<thead>
<tr>
<th>General Objective</th>
<th>High broad-based agricultural growth sustainably established in WCA</th>
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</thead>
<tbody>
<tr>
<td>Specific Objective</td>
<td>Broad-based agricultural productivity, competitiveness and markets sustainably improved for target groups in WCA</td>
</tr>
</tbody>
</table>
| Assumptions - Specific to General Objective | - Extension of area under sustainable land management and water systems is achieved on target  
- Contribution of improved rural infrastructure and access of trade to markets is achieved on target  
- Famine response and food supply improved on target  
- Benefits lead to improvements in livelihoods of rural and urban households  
- Potential for expanding markets exists and is realised  
- Competitive markets are accessible and of benefit to the poor and disadvantaged  
- National and international context promotes benefits [at this level] |

<table>
<thead>
<tr>
<th>Results</th>
</tr>
</thead>
</table>
| 1. Increased use of appropriate technologies and innovations in WCA  
2. Increased uptake of strategic decision-making options for policy, institutions and markets  
3. Enhanced Institutional and human capacity in agricultural research and development  
4. Demand for agricultural knowledge from target clients facilitated and met  
5. Result delivery effectively managed by Secretariat | Assumptions - Result to Specific Objective |  
|---------|---------------------------------------------------------------|
|         | - Governments meet or exceed Maputo Declaration commitment of 10% contribution to agriculture R&D  
- National policies and unfair competition do not compromise gains  
- Complementary policies/enabling policies exist and are implemented  
- Adequate resources and enabling environment exist  
- International markets support gains  
- Food-aid programmes do not negate/disrupt efforts  
- Political/economic environment does not negate gains |
The Second Operational Plan 2014–2018

**General Objective:** High broad-based agricultural growth sustainably increased in WCA

**Specific Objective:** Broad-based agricultural productivity, competitiveness and markets sustainably improved for target groups in WCA

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**Result 1:** Increased use of appropriate technologies and innovations in WCA

- **IR 1.1:** Improved access to and adoption of researched technologies and innovations in agriculture-based commodity value chains in WCA

- **IR 1.2:** Enhanced generation of appropriate technologies and innovations

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**Result 2:** Increased uptake of strategic decision-making options for policy, institutions and markets

- **IR 2.1:** Enhanced development of policy options for the agricultural sector

- **IR 2.2:** Strengthened enabling environment for regional cooperation for generation and adoption of agricultural technologies

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**Result 3:** Enhanced institutional and human capacity in agricultural research and development

- **IR 3.1:** Strengthened institutional capacity of the National Agriculture Research Stations (NARS)

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**Result 4:** Demand for agricultural knowledge from target clients facilitated and met

- **IR 4.1:** Improved information exchange and knowledge management

- **IR 4.2:** Demand-driven technology generation, dissemination and adoption supported

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**Result 5:** Result delivery effectively managed by CORAF/WECARD ES

- **IR 5.1:** Improved capacity of CORAF/WECARD ES to deliver on results

- **IR 5.2:** CORAF/WECARD Stakeholder satisfaction increased

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*Figure 2: CORAF/WECARD Results Framework*
<table>
<thead>
<tr>
<th>Objectives/Results</th>
<th>Performance Indicator</th>
<th>Indicator type</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Objective:</strong> High broad-based agricultural growth sustainably increased in WCA</td>
<td>GO Indicator: Prevalence of poverty: Per cent of people living on less than $1.25/day</td>
<td>Impact</td>
</tr>
<tr>
<td><strong>Specific Objective:</strong> Broad-based agricultural productivity and markets sustainably improved for target groups in WCA</td>
<td>SO Indicator 1.1: Yield of targeted commodities of beneficiaries of technologies and innovations</td>
<td>Impact</td>
</tr>
<tr>
<td></td>
<td>SO Indicator 2.1: Per cent change in value of inter and intra-regional trade in targeted commodities</td>
<td>Outcome</td>
</tr>
<tr>
<td><strong>Results 1:</strong> Increased use of appropriate technologies and innovations in WCA</td>
<td>Indicator 1.1: Number of hectares under improved technologies or management practices (for crops and animals)</td>
<td>Outcome</td>
</tr>
<tr>
<td></td>
<td>Indicator 1.2: Number of direct project beneficiaries</td>
<td>Outcome</td>
</tr>
<tr>
<td></td>
<td>Indicator 1.3: Number of beneficiaries who have adopted an improved agricultural technology promoted by the project (disaggregated by male/female; youth)</td>
<td>Outcome</td>
</tr>
<tr>
<td></td>
<td>Indicator 1.4: Volume of improved seeds produced and supplied in the sub region (disaggregated by breeder, foundation and certified seeds)</td>
<td>Outcome</td>
</tr>
<tr>
<td></td>
<td>• Breeder seed</td>
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<td>• Foundation seed</td>
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<td></td>
<td>• Certified seed</td>
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<tr>
<td></td>
<td>Indicator 1.5: Number of farmers who have applied improved agricultural technologies and practices</td>
<td>Outcome</td>
</tr>
<tr>
<td></td>
<td>Indicator 1.6: Number of technologies and/or innovations disseminated</td>
<td>Output</td>
</tr>
<tr>
<td><strong>Results 2:</strong> Increased uptake of strategic decision-making options for policy, institutions and markets</td>
<td>Indicator 2.1: Number of countries adopting regional regulations</td>
<td>Outcome</td>
</tr>
<tr>
<td></td>
<td>Indicator 2.2: Number of Strategic Policy Options/Regulations in each of the following stages:</td>
<td>Outcome</td>
</tr>
<tr>
<td></td>
<td>• Stage 1: Presented for legislation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Stage 2: Passed/approved</td>
<td></td>
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<tr>
<td></td>
<td>• Stage 3: Passed, for which implementation has begun</td>
<td></td>
</tr>
<tr>
<td><strong>Result 3:</strong> Enhanced Institutional and human capacity in agricultural research and development</td>
<td>Indicator 3.1: Average per cent change in score on key areas of organisation capacity as measured by a defined organizational capacity assessment tool</td>
<td>Outcome</td>
</tr>
<tr>
<td></td>
<td>Indicator 3.2: Number of actors who have benefited from long term training (at least 6 months) (disaggregated by gender and study levels)</td>
<td>Output</td>
</tr>
<tr>
<td></td>
<td>Indicator 3.3: Number of individuals who have benefited from short term capacity strengthening (disaggregated by gender)</td>
<td>Output</td>
</tr>
<tr>
<td><strong>Result 4:</strong> Demand for agricultural knowledge from target clients facilitated and met</td>
<td>Indicator 4.1: Number of Innovation Platforms (IPs) in commodity value chains functional</td>
<td>Outcome</td>
</tr>
<tr>
<td></td>
<td>Indicator 4.2: Female participation in IPs</td>
<td>Output</td>
</tr>
<tr>
<td></td>
<td>Indicator 4.3: Number of knowledge management support disseminated</td>
<td>Output</td>
</tr>
<tr>
<td></td>
<td>• Scientific Publication</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Videos/Films</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Facts Sheets/Flyers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Indicator 4.4: Number of MSMEs receiving business development support</td>
<td>Outcome</td>
</tr>
<tr>
<td><strong>Result 5:</strong> Result delivery effectively managed by the Secretariat</td>
<td>Indicator 5.1: Average per cent change in score on key areas of organization capacity of CORAF/WECARD as measured by a defined organizational capacity assessment tool</td>
<td>Outcome</td>
</tr>
<tr>
<td></td>
<td>Indicator 5.2: Level of satisfaction of CORAF/WECARD stakeholders accessing information</td>
<td>Outcome</td>
</tr>
</tbody>
</table>
• This will lead to better alignment of strategic and operational arrangements with the IAR4D mode of operating and the need to provide more technical and managerial guidance and capacity-building support to project teams.
• **For the establishment of strategic synergies between CORAF/WECARD’s Programmes:**
  (i) Restructuring CORAF/WECARD’s operational organization to allow more effective collaboration between programmes and an improved treatment of cross-cutting technical, social or environmental issues or the formulation of policy recommendations of regional relevance.
• **For Monitoring & Evaluation:**
  (i) Reviewing the existing M&E system and its linkages with NARS, operationally embedding M&E in all of CORAF/WECARD’s activities, developing the necessary skills and competencies in M&E within the CORAF/WECARD ES and key institutions of the NARS, and (ii) Enforcing the necessary behavioural changes required at all levels of the organization.
• **For Core funding of CORAF/WECARD:**
  (i) Articulating CORAF/WECARD’s unique value addition role to stakeholders in the region and in particular to national governments and the RECs, (ii) Setting a clear target for the mobilisation of systemic/perennial core funding from these actors by the end of the OP2 to cover, for example, at least 30% of its overall budgets, sufficient enough to fund 100% of its operational costs, and (iii) Developing medium- to long-term funded strategic research programmes.
• **For Management style:**
  (i) An effective performance-based management system (Annex 15), which will include incentives for performance and consequences for non-performance of the CORAF/WECARD ES staff and ensure full accountability and (ii) A coherent system of adaptive management into CORAF/WECARD processes linked to the establishment of a culture of learning and evidence-based planning in the ES and all CORAF/WECARD activities with the Planning, M&E and Learning unit.

The establishment of an institutional and organizational audit will define in detail the most appropriate manner for implementing these proposed reforms.

3.3.6. CORAF/WECARD’s Global Result and Monitoring and Evaluation Frameworks

The CORAF/WECARD Global Results framework provides a cause and effect relationship between the five intermediate results and how these feed into the Specific Objective, and eventually, the General Objective (Figure 2). The logic embedded in the Results Framework presents a step-wise flow to show the development hypothesis that links relevant projects and activities in a programme’s portfolio to the achievement of intermediate results, and to the achievement of the Specific Objective of CORAF/WECARD provided certain critical assumptions hold true (Table 1).

The CORAF/WECARD M&E Results Framework is a mixture of primary and secondary data sources based on eighteen (18) high-level performance indicators (Impact - 2; Outcome - 10 and Output - 6) to measure results at CORAF/WECARD strategic level selected from a range of different indicators of currently active programmes (Table 2). Although the performance indicators are the best metric to measure success of CORAF/WECARD interventions, data on other outcomes of interest could be collected.

**Summary on mix of Indicator Type:**

Impact Indicator: 2
Outcome Indicator: 13
Output Indicator: 5

This result framework is complemented by the M&E Manual which is purported to serve as a reference document to provide guidelines and guidance for M&E functions in the measurement of CORAF/WECARD performance under the OP2. It emphasises methods and protocols for monitoring and evaluation functions under the programmes and projects of OP2 and provides step-by-step procedures and processes for data collection (data generation, monitoring, analysis, evaluation, reporting, and learning); and the metrics of success. 
for the OP2 – result framework and performance indicators. The importance of the M&E stems from the needs to meet a key range of M&E demands, and to maintain strong M&E system and capacity for the OP2 with respect to performance management.

Performance management as defined in standard terms is the “systematic process of monitoring the achievements of programme operations; collecting and analysing performance information to track progress toward planned results; using performance information and evaluations to influence decision making and resource allocation; and communicating results achieved, or not attained, to advance organizational learning”.

For each indicator, yearly targets have been defined and a Performance Indicator Reference Sheet (PIRS) has been prepared. The sheets provide information on the characteristics of each indicator, including information on definition, data collection method, data source and acquisition, quality and responsibility. Each indicator has been comprehensively defined to provide clear understanding of the indicators to stakeholders and project staff to ensure uniform understanding and facilitate common and consistent approaches in data collection and reporting by all stakeholders.

The Manual embeds in this definitional perspective, and has four key purposes:

a. To serve as a reference document to provide guidance and guidelines for M&E functions and activities for monitoring outputs, outcomes and impact achieved under the OP2

b. To describe a system of gathering, managing and disseminating data and information for each performance indicator in a systematic and timely manner for effective implementation and accountability to stakeholders

c. To guide and facilitate a system of gathering, managing, analysing and disseminating data for each performance indicator for tracking and assessing impact across programmes and projects and in all countries of implementation

d. To provide data required to inform management decisions, improve operations, identify performance gaps, review performance targets, and undertake remedial actions for improvement through continuous feedback with programme and project teams on results

CORAF/WECARD and its Partners will make use of this manual as a ‘living’ document. The Manual will be updated periodically to reflect changes in strategy and activities during the course of implementation of OP2.

<table>
<thead>
<tr>
<th>Table 3: Estimated budget for five years (in USD millions)</th>
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</thead>
<tbody>
<tr>
<td><strong>A-Research and innovation</strong></td>
</tr>
<tr>
<td>Y1</td>
</tr>
<tr>
<td>17</td>
</tr>
<tr>
<td>Research for Development (S-G)</td>
</tr>
<tr>
<td>13</td>
</tr>
<tr>
<td>Technical support</td>
</tr>
<tr>
<td>4</td>
</tr>
<tr>
<td><strong>B-Institutional support</strong></td>
</tr>
<tr>
<td>Y1</td>
</tr>
<tr>
<td>4</td>
</tr>
<tr>
<td>Governance</td>
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<tr>
<td>0</td>
</tr>
<tr>
<td>Change management</td>
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<tr>
<td>0.50</td>
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<tr>
<td>Secretariat operation</td>
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<tr>
<td>3.5</td>
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<tr>
<td>TOTAL (A+B)</td>
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<tr>
<td>21</td>
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</table>
3.4. Budgets and Financial Planning

3.4.1. Overview

The OP2 approved by the GA of CORAF/WECARD is the main thrust of the initiative of the stakeholders in the sub-region to invest in high value adding priorities in order to fully achieve the objectives of the SP. The Financial Plan has been developed on principles that depend on the calendar year, presentation of the total funds for regional agricultural research and development, budget elaboration based on expenditure patterns, strategic efficiency, commitment of stakeholders including those involved in implementation, pragmatism in preparing financial plans, and indigenous regional core funding Subsidiarity

3.4.2 The Model of the Financial Plan

The construction of the financial plan is explained by the main cost centers as follows:

**Research and Innovation activities** – This involves costs covering the totality of direct expenses of (i) Research for development projects, (ii) Studies and analyses, as well as (iii) Technical support provided by the ES.

**Governance and Management** – This involves the adequate functioning of (i) Governance systems, (ii) Change management processes, and (iii) The ES, outside of initiatives covered by Programmes.

3.4.3 Budgeting Methodology

Budgeting is built around several assumptions relating to programmes as well as studies/analysis and technical support. Programme activity will comprise of (i) At least two (2) research for development proposals per theme, established under the **Competitive project** funding mechanism and (ii) At least Four (4) research for development proposals per theme, established under the Commissioned project funding mechanism. At least two calls for research proposals are envisaged to be launched during the period of OP2. The *minimum* amount of budget for a proposal selected is US$ 2 million.

3.4.4 The financial Plan of OP2

The total budget of OP2 for the five year period 2014-2018 is estimated at US$ 125 million. The budget for Research for development projects is estimated at US$ 74 million, whereas that for studies/analyses and related technical support provided by the ES is estimated at US$ 26 million (Table 3).

3.4.5. Strategy for managing funding shortfall

The projected budget for the full implementation of the Operational plan is US$ 125,000,000. The level of funding already secured is estimated at an amount of US$ 59,796,857, corresponding to 47% of the total budget requirement. Contingency plans for managing risks associated with any short-falls in funding will include the following: (i) Identifying and implementing priority projects, (ii) Encouraging NARS for more in-kind contributions and (iii) Ensuring low governance and management costs at a maximum of 20% of the total amount of the budget.
4. Conclusion

Midway, in the implementation of its Ten (10) Year Strategic Plan (2007–2016), CORAF/WECARD has made significant strides towards the achievement of the objectives set. The achievements up-to-date on the one hand are a result of significant improvements in management systems and overall governance of CORAF/WECARD and on the other hand, a result of the effective engagement of broad based multi-stakeholders through IAR4D and value chain approaches as well as the commitment of development partners in the design, implementation and performance evaluation of interventions.

The successes and lessons learned during implementation of the OP1 form an adequate basis for the preparation of this 2nd Operational Plan (2014–2018). The analysis of the challenges and key lessons learned, resulted in stakeholders adopting a much better alignment of research themes to the RECs agricultural policies and objectives which is expected to foster effective collaboration and linkages among various programmes in contributing to the delivery of results under a common thematic issue. Under OP2, the Programme and Themes Approach will make use of technical skills of all programmes and cross-cutting support units to elaborate calls under thematic areas addressing key challenges and opportunities facing agricultural development in WCA and as indicated in the agriculture agenda of the regional economic communities of the sub-region.

OP2 will institutionalise and up-scale IAR4D and value chain approaches via multi-stakeholder IPs to strengthen the impact of infrastructure (multi-stakeholder IPs) established during the implementation of OP1. This is envisaged to lead to increased adoption of technologies, improved agricultural production in quantity and quality, and increased connection of producers and their organizations to markets. Mechanisms for up-scaling and out-scaling will be strengthened to ensure sustainability and impact at large scale, which in turn will deliver increased knowledge and skills, wealth creation, diversified economies, resilience, food security, and reduced poverty.

The proposed Planning, M&E and learning approach in OP2 emphasised the establishment of computerised M&E systems across its project portfolio to ensure data capture, data quality assurance, analysis and reporting to its stakeholders on a timely manner. To facilitate evidence based decision-making processes and learning in OP2, CORAF/WECARD will lay emphasis on

(i) M&E and learning
(ii) Information exchange
(iii) Institutional and organizational development
(iv) The establishment of a pool of IP facilitators and special M&E frameworks

CORAF/WECARD is in the process of transitioning into a learning organization. The implementation of these new approaches warrant deliberately planned and well managed change management processes for stakeholders involved in implementation, to ensure that CORAF/WECARD achieves even more successes during OP2, to effectively deliver on its Strategic Plan.
Annex 1: IAR4D’s four major defining principles

**Box 2: IAR4D’s four major “defining principles”**

1. Integrates the objectives, knowledge, and actions of different stakeholders around a common theme.
2. Integrates learning by stakeholders from working together.
3. Integrates analysis, action and change across the environmental, social, and economic dimensions of development.
4. Integrates analysis, action and change at different levels of spatial, economic and social organization.

Annex 2: The Innovation Platform concept

**Box 3: The IP concept**

In IAR4D, innovation evolves through the interaction among players (for example of a particular value chain) aimed at analysing technical, social and institutional constraints to achieving a common objective and incorporating the lessons learnt during this interaction in the decision process.

IPs are dynamic spaces designed to facilitate communication and collaboration amongst value chain actors (producers, traders, transporters, researchers, extension agents), to promote joint actions, to exchange knowledge, and to take action to solve a common problem.

The main functions of the IPs include:

1. Identification of shared goals, interests, common problems and opportunity, and definition by value chain actors;
2. Use of the understanding of value chain to identify value added options – including technical, organizational, institutional, service delivery and policy;
3. Definition and clarification of the roles and responsibilities of various actors in the implementation of agreed options for value chain improvement; and
4. Creation of spaces for long-term learning processes from experiences through iterative action-reflection-learning cycles that support innovation.
Annex 3. The FAAP principles

<table>
<thead>
<tr>
<th>Box 4: FAAP principles for achieving 6% per annum growth in agricultural production</th>
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<tbody>
<tr>
<td>1. <strong>Empowerment</strong> of end-users to ensure their meaningful participation in setting priorities and work programmes for research, extension, and training to ensure their relevance;</td>
</tr>
<tr>
<td>2. Planned <strong>subsidiarity</strong> to give responsibility and control over resources for agricultural research, extension, and training activities at the lowest appropriate level of aggregation (local, national and regional);</td>
</tr>
<tr>
<td>3. <strong>Pluralism</strong> in the delivery of agricultural research, extension, and training services so that the diverse skills and strengths of a broad range of service providers (e.g., universities, NGOs, public and the private sectors) can contribute to publicly supported agricultural productivity operations;</td>
</tr>
<tr>
<td>4. <strong>Evidence-based approaches</strong> with emphasis on data analysis, including economic factors and market orientation in policy development, priority setting and strategic planning for agricultural research, extension and training;</td>
</tr>
<tr>
<td>5. <strong>Integration of agricultural research</strong> with extension services, the private sector, training, capacity building, and education programmes to respond in a holistic manner to the needs and opportunities for innovation in the sector;</td>
</tr>
<tr>
<td>6. Explicit incorporation of <strong>sustainability</strong> criteria in evaluation of public investments in agricultural productivity and innovation programmes (fiscal, economic, social and environmental);</td>
</tr>
<tr>
<td>7. Systematic utilisation of <strong>improved management information systems</strong>, in particular for planning, financial management, reporting, and monitoring and evaluation;</td>
</tr>
<tr>
<td>8. Introduction of <strong>cost sharing</strong> with end users, according to their capacity to pay, to increase their stake in the efficiency of services provision and to improve financial sustainability; and</td>
</tr>
<tr>
<td>9. <strong>Integration of gender</strong> considerations at all levels, including farmers and farmer organizations, the private sector, public institutions, researchers and extension staff.</td>
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</tbody>
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Annex 4: CAADP Impact Areas

<table>
<thead>
<tr>
<th>Box 5: CAADP Impact Areas (adapted from “Sustaining the CAADP Momentum”)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Agriculture transformation capacity and enabling environment</strong></td>
</tr>
<tr>
<td>• <strong>Planning capacity</strong>: Evidence-based; inclusive; predictable and accountable</td>
</tr>
<tr>
<td>• <strong>Policy environment</strong>: Accountable, inclusive, informed policy design processes, elevating interests of the &quot;masses&quot; in public policy</td>
</tr>
<tr>
<td>• <strong>Institutional and skills development</strong>: Capacity for effective and efficient execution and delivery; partnerships</td>
</tr>
<tr>
<td>• Critical mass of resolute, decisive and accountable leadership; governance</td>
</tr>
<tr>
<td>• Expand <strong>investment financing</strong>: Public and private</td>
</tr>
<tr>
<td><strong>Productivity, production and wealth creation</strong></td>
</tr>
<tr>
<td>• <strong>Productivity</strong> - Intensification; science and technology; strategic commodities including livestock and fish</td>
</tr>
<tr>
<td>• <strong>Competitive and viable agriculture</strong> including value addition (agro-industry and commerce)</td>
</tr>
<tr>
<td>• Aligning with ecosystem potential and resilience and sustainability objectives</td>
</tr>
</tbody>
</table>
Annex 5. Summarising the Sustaining CAADP Momentum Framework

**Box 6: Summary of the “Sustaining the CAADP Momentum Framework”**

At the level of the **General Objective**, the emphasis is on socio-economic growth and inclusive development parameters, which improve agriculture performance. **Four** factors have been identified as areas on which improved agriculture performance should be based:

1. Agricultural contribution to creation of national wealth
2. Impact of agriculture on poverty alleviation
3. Food security; food autonomy and nutritional security
4. Resilience to stresses and shocks.

The **Specific Objective** level is based on **six** areas, which will create the appropriate agricultural performance in terms of effectiveness and efficiency in production systems. The success and improved performance in the areas identified at this level will determine the agricultural contribution to higher level outcomes and impact:

1. Increased agriculture production and productivity.
3. Empowered and expanded domestic agro-industry.
4. Increased investments in agriculture (commercialisation of agriculture).
6. Value addition and market development.

There are **seven** priority results, which define the expected CAADP’s specific contributions to the goals and objectives of African agriculture development over the next 10 years:

1. Strengthened institutions
2. Enhanced capacity for policy design, implementation and evaluation
3. Improved planning capacity and mechanisms
4. Enhanced implementation capacity
5. Improved environment for investment opportunities and agribusiness
6. Science and technology, innovation and skills development
7. Information and knowledge management and support systems

Annex 6: Science Agenda for Agriculture

**Box 7: S3A**

1. S3A addresses the science, technology, extension, innovations, policy and social learning Africa needs to apply in order to meet its evolving agricultural development goals.
2. It identifies the key strategic issues that will impact on science and agriculture and presents a suite of high-level actions/options for increasing and deepening the contributions of science to the development of agriculture in Africa at the local, national, regional and Pan-African levels.
3. It provides the case for streamlining the agricultural research system by strengthening synergies and complementarities between agricultural elements of the system at all levels – national, sub-regional, continental, and global.
4. Principal investments will continue to be in research and development efforts focused on target populations, themes and production environments.
5. It takes a multi-sector approach to development and is informed by relevant developments in other sectors beyond agriculture, so as to leverage agricultural science and technology even more effectively.
6. It embraces policy research: technical problems are often not resolved because inappropriate policy reduces the incentives for a solution.
Annex 7. Priority actions areas of the ECOWAP

**Box 8: Priority action areas of the ECOWAP**

1. Improved water management, by (i) Promoting irrigation and (ii) Integrated water resource management;
2. Improved management of other natural resources, through (i) Organized transhumance and rangeland development; (ii) Sustainable forest resources management; (iii) Sustainable fishery resources management;
3. Sustainable agricultural development at the farm level, through: (i) Integrated soil fertility management, (ii) Better support services for producers, (iii) Dissemination of improved technologies.
4. Developing agricultural supply chains and promoting markets by (i) Developing the different supply chains (food crops, peri-urban agriculture, export crops, short-cycle livestock rearing, agro-forestry food products, artisanal fishing and fish farming); (ii) Developing processing operations, (iii) Strengthening support services for operators, (iv) Promoting national, international and regional trade;
5. Preventing and managing food crises and other natural disasters by (i) Promoting early warning systems, (ii) Developing crisis management systems, (iii) Assisting the recovery of crisis-hit areas, (iv) Formulating mechanisms for disaster-related insurance and compensation;

Annex 8: The Agricultural Policy of UEMOA (APU)

**Box 10: The APU**

The specific objectives are: (i) Achieve food security, reduce food dependency and improve the functioning of the markets of agricultural products; (ii) Increase agricultural production and productivity on a sustainable basis and; (iii) Improve income and living conditions of rural producers, through the development of rural economy.

The intervention strategy of the APU is based on 7 guiding principles which are:
1. Subsidiarity: Only issues that cannot be effectively handled at national level should be handled at regional level;
2. Proportionality: The action of the Union does not exceed what is necessary to achieve the objectives of the Treaty;
3. Regionality: The Union only deals with issues that arise in at least two member States;
4. Complementarity: Exploit at best the complementarities of the economies of the Member States;
5. Solidarity: Social and political cohesion by support and redistribution in order to reduce the disparities;
6. Progressivity: The need for the appropriate adjustments to be made gradually and;
7. Partnership: Search for complementarities and synergies with the national or intergovernmental agencies.

The APU is articulated around three main pillars of intervention, including: (i) Adaptation of production systems and the improvement of the environment of the productive system; (ii) Deepening of the common market in the agricultural sector and the management of shared resources; (iii) Insertion of agriculture of the UEMOA area in the regional and global markets.
Annex 9. Priority action areas of the PRIASAN

Box 9: Priority action areas of the PRIASAN

The emphasis of the PRIASAN is on economic growth in the triple perspective of:
1. Improving incomes
2. Reducing food and nutrition security and correlatively the incidence of poverty
3. Promoting regional integration of the economies of countries in Central Africa

The PRIASAN is structured around four specific objectives corresponding to the four areas of intervention of the CAP, namely:
(i) Increase significantly and sustainably agricultural production in general and particularly food crops,
(ii) Better management of the potential of natural wealth within the region (forest and water),
(iii) The creation of an enabling environment for trade in agricultural and forest products,
(iv) Better access to food for vulnerable populations.

Annex 10. Alignment of OP2 with main policy thrust of key partners

Box 4: Alignment of OP2 with the main policy thrusts of ECOWAP & CAP-ECCAS
Annex 11. Detailed OP2 themes and indicative areas for CORAF/WECARD’s intervention

Three Themes were identified based on stakeholder consultations and taking into consideration current priorities. They are fairly dynamic in order to address changing situations. Calls for proposals will be formulated under each theme to address prioritised, sub-regional challenges and/or opportunities.

The Themes identified are coherent with those of CAADP as well as the ECOWAP and the CAP policy objectives and country programmes. They provide a clear poverty focus, which will tackle problems facing CORAF/WECARD’s clients in an integrated manner and responding to their demand for improved technologies, clearer and better links to markets and the opportunity to participate in the generation of solutions through their own empowerment.

The focus under the Themes will be on increasing the resilience of households and systems to respond to threats posed by a wide range of biological, social, environmental and political challenges.

Theme 1 – Food, Health and Nutrition Security

In WCA, some of the biggest challenges and opportunities linking agriculture with improved nutrition and health include: (i) Access to nutritious foods and continuous availability of nutritious food, (ii) Food safety and (iii) Diseases linked to agriculture intensification (zoonoses and endemic diseases).

The price and supply of highly nutritious foods is of great concern. The prices of some staple foods such as wheat, rice, maize, and cassava—have fallen in real terms over the past 50 years, while prices of more nutrient-dense foods such as meat, fish, milk, eggs, pulses, fruits and vegetables—have more than doubled. Production and value chains for highly-nutritious foods are areas of gross under-investment in the past.

Seasonal food shortages lead to recurring hunger. In many dry areas, such as the Sahel, seasonal shortages of foods, including nutritious ones, are a recurring reality, which are further exacerbated by climate change. Populations of high-drought areas tend to suffer from the highest burdens of malnutrition, leaving them particularly vulnerable without productive social safety nets to help them cope with and prepare for such shocks.

Micronutrient deficiencies are widespread in WCA. The most common strategy for provision of key micronutrients is food fortification. Food fortification programs are implemented in a number of countries in WCA.

For rural populations that consume little processed food, the biofortification approach enhances bio available nutrient levels for millions through commonly grown and consumed staple foods. Vitamin-A cassava, maize, orange sweet potato, and high-iron beans, are becoming available for delivery at scale. This presents an opportunity to reach target groups at scale, given the large rural populations throughout Africa and their reliance on staple food crops as opposed to processed foods. Since urban areas are also growing, it makes sense to consider a strategic mix of fortification of processed foods and biofortification of staple crops, to help countries assess how they are delivering key micronutrients such as iron, zinc, Vitamin A, and iodine.

Food safety is a growing health concern. As food supply chains lengthen and became more complex, food safety is an increasing concern. Animal-source-foods, fruits, and vegetables are highly perishable, presenting high microbial risk and in some cases, especially for fruits and vegetables, the unreasonable
use of agro-chemical inputs leading to chemical hazards as well. For food staples such as maize, other food crops and for animal feed, mycotoxins and especially aflatoxins, present an important health and market risk. In effect, the AU plays a critical role in convening the Partnership for Aflatoxin Control in Africa (PACA), supported by a number of institutes providing technical and operational solutions.

**Agricultural production is associated with health risks.** Irrigation is essential for increasing food production but is associated with increased risks of vector-borne diseases such as malaria. In peri-urban agriculture, contaminated water is frequently used to irrigate vegetables. Intensification of livestock production is associated with the risk of disease outbreaks and most emerging human diseases come from animals – either livestock or wildlife. In poor and isolated communities, human-animal diseases such as brucellosis and cysticercosis persist. The greatest burden of animal associated diseases fall on poor livestock keepers, of which there are approximately 90 million in the region. According to recent mapping conducted by the International Livestock Research Institute (ILRI) of disease “hotspots” around the world, WCA ranks as one of the regions highest in prevalence of brucellosis and food borne illness. Among the top 28 countries listed for high risk of zoonotic diseases, 13 countries are in the WCA region.

Some key components of the ECOWAP and CAP-ECCAS policy objectives and priorities have been designed based on this background and are hinged on issues of food sovereignty for the populations, especially vulnerable groups exposed to food and nutritional crisis; reducing regional agri-food deficits; prevention and management of crisis and other disasters.

From Current and planned research on agriculture for improved nutrition: a mapping and gap analysis, LCIRAH and University of Aberdeen, Commissioned by UK DFID, August 2012, Lead Authors: CorinnaKawkes, Rachel Turner, JeffWaage

![Figure 3: Research chain for agriculture and nutrition](image-url)
Indicative areas for CORAF/WECARD-based initiatives under Theme 1

The indicative areas for CORAF/WECARD based initiatives under this theme for OP2 include among others the following:

- Understanding the full pathway of change from agricultural change to nutritional outcomes
- The indirect effect of changes in agriculture on nutrition
- The effect of agricultural policy change on nutrition throughout the value chain
- Governance, policy processes and political economy related to agriculture-for-nutrition policies and programmes
- Improving the way agriculture and nutrition research is conducted
- Broader target groups e.g. rural wage workers and non-rural populations
- Cost-effectiveness

Theme 2 – Markets and Trade

This Theme is concerned with encouraging commercialisation and access to input and output markets through policy support and providing technologies to promote value addition to agricultural products. It focuses on continued engagement with value chains and emphasises the importance of trade in driving market processes.

It addresses the Pillar II theme of Development of Sustainable Market Chains and expands opportunities to tackle new and emerging issues as more countries actively pursue a CAADP-based agenda. This theme constitutes one of the main thrusts/components of the ECOWAP and the CAP-ECCAS policy objectives and priorities, which clearly spells out the development of value chains and improved access to regional and international markets.

Indicative areas for CORAF/WECARD-based initiatives under Theme 2

Enhancing regional value addition, processing, value chains and commercialisation of strategic high-value non-staple and staple crops, livestock and fisheries – improving market access:

- Market analyses to inform policy and investment options.
- Support to the development and harmonisation of standards and regulations in WCA that facilitate market access.
- Improving the utilisation of innovations to enhance market opportunities.
- Adoption and utilisation of approved standards for roots and other crops and biosafety guidelines.
- Addressing trade barriers to promote regional trade
- Linking farm level gains made on agricultural productivity to the market through the value chain including, where appropriate, local cooperative societies.

Enhancing viable and sustainable seed systems: This includes development of innovative ways for addressing seed systems.

Promotion of smallholder enterprise development as an incentive for smallholders to invest in sustainable farm-based enterprises: This will compliment efforts in the application of incentive mechanisms to promote support to ecosystem management. It will be an approach to develop smallholder access to technology, services/functions such as assembly, storage, marketing, financing including factoring arrangements and business development services in general. This sub-theme is in line with the CAP-ECCAS and ECOWAS objectives on promoting seed systems and the seed industry in member states to enhance agricultural productivity and competitiveness in WCA.
Promotion of domestic agro-industries to enhance private research and delivery of innovations that would lead to industrialisation: This will include strengthening and developing domestic agro-industry and increasing investments and the commercialisation of agriculture as translated by the objectives of CAADP and policies of the RECs, especially ECOWAP/ECOWAS and CAP/ECCAS.

In particular it will involve strengthening small and medium enterprises and domestic agro-industries to implement private research that takes into consideration the following aspects: biological/ecological inputs and the processing and export of locally produced agro-food products including cereals, fruits and vegetables, fish, aquaculture, livestock, and forest products.

Theme 3 – Sustainable agriculture

This theme addresses both technical and policy issues. It tackles, in particular, challenges created by climate change, pests and diseases of livestock and crops. It provides the opportunity to build on possibilities provided by the sub-region’s biodiversity and techniques and options provided by biotechnology.

It also addresses issues of nutrition and food security with links to human health and its effects on agriculture/livelihoods, mechanisation, harvest processes, post-harvest handling, storage and management. It is directly connected to Pillar IV through the theme of Adaptive Management of Appropriate Germplasm and Policy for Sustainable Agriculture. This theme also aligns with the ECOWAP and CAP-ECCAS policy objectives and priorities, which emphasise sustainable management of the natural resources base and biodiversity conservation.

Indicative areas for CORAF/WECARD-based initiatives under Theme 3

Effects of climate change on strategic high-value non-staple and staple crop, livestock and fisheries production: this area links to the current fluctuations in climate and there is need to develop innovations to address and mitigate the effect of climate change. This will include:

• Strategies for adaptation to climate variability and change.
• Regional ability for climate forecasting and interpretation of changes for use by farmers and other stakeholders for addressing resilience.
• Enhancing the use of new and indigenous knowledge for predicting climate change and variability and strengthening resilience of poor farmers to climate induced shocks through the use of renewable energy sources.
• Sustainable crop-livestock and fisheries-environment interactions and promotion of biological/ecological agriculture for improved systems productivity, including pastoralists.

Management of emerging diseases and pests for high-value non-staple and strategic staple crops, livestock and fisheries – enhancing regional capacity for surveillance and control: This will also include surveillance for effective monitoring of diseases and pests in the region and control, especially using biopesticides.

Water resource management with emphasis on enhancing water productivity at farm and watershed levels using techniques such as micro-irrigation and water harvesting: Watershed management using innovative approaches including carbon sequestration and markets mechanisms and payment for environmental services schemes is a key in supporting the agricultural sector. Integration of staple and high-value non-staple crops with natural resource management (water/soil) will lead to improved productivity.

Promoting soil fertility and conservation enhancement approaches through the application of various concepts: this will include, inter alia, conservation agriculture, ever-green agriculture, soil nutrient boosting techniques, and biofertilisers.
Annex 12. CGIAR’s Vision and Strategic Objectives

**Box 11: CGIAR’s Vision and Strategic Objectives**

The CGIAR Vision is to “Reduce poverty and hunger, improve human health and nutrition, and enhance ecosystem resilience through high-quality international agricultural research, partnership and leadership”. This is supported by three Strategic Objectives:

1. **Food for people**: Create and accelerate sustainable increases in the productivity and production of healthy food by and for the poor.
2. **Environment for people**: Conserve, enhance, and sustainably use natural resources and biodiversity to improve the livelihoods of the poor in response to climate change and other factors.
3. **Policies for people**: Promote policy and institutional change that will stimulate agricultural growth and equity to benefit the poor, especially rural women and the other disadvantaged groups.

Annex 13: Capacity strengthening themes

**Box 12: Capacity strengthening themes addressed under OP2**

1. **Pooling of resources: Centers of specialisation**
   - Empower Scientists to work across borders
   - Identify and strengthen centers of excellence in the region to conduct research for the sub-region
   - Create a fund that is accessible to a wide constituency for research
2. **Enhancing and developing coordination**
   - Establish sustainable IPs
   - Open and enhance appropriate communication systems
   - Develop effective partnership arrangements
   - Foster a process of institutional strengthening and institutional arrangements
3. **Creating and maintaining a minimum base of expertise in different areas**
   - Strengthen bio-scientists’ capacity to embrace socio-economic aspects in their work
   - Promote policies that attract expertise from private sector on contract basis
   - Influence university curricula to gear it towards research needs in the sub-region
   - Provide Support to NARS with less comparative advantages
   - Organise formal training of NARS scientists for higher degrees to renew ageing human resources of NARS
4. **Creating and maintaining management and institutional culture and environment that attracts and maintains qualified personnel**
   - Encourage performance contracting of staff
   - Carry out advocacy to improve budget allocation to agriculture/research
   - Develop change management capacity in the NARS
   - Establish revenue enhancing policies for agricultural research
   - Review human resource policies
5. **Developing competencies to implement effective IAR4D**
Box 13: Performance Management

Performance Management (PFM) is a strategic and integrated approach to increase the effectiveness of organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors. It requires clear definitions of the roles and responsibilities of individuals so that target and aims can be defined in the context of the organization.

PFM includes activities which ensure objectives are consistently met in an effective and efficient manner. It focuses on the performance of an organization, department or employee. It is a process by which organizations align their resources, systems and employees to strategic objectives and priorities. The term describes a mechanism for managing behaviour and results, two critical elements of performance. It is a scientifically based, data-oriented management system consisting of three primary elements: (i) Measurement; (ii) Feedback; and (iii) Positive reinforcement.

Box 14: Adaptive Management

Adaptive Management refers to a management approach that is based on applying lessons learned from past management actions to improve future planning and management.

It is a structured, iterative process of robust decision making in the face of uncertainty, with an aim to reducing uncertainty over time by monitoring systems. It is a tool which can be used not only to change a system, but also to learn about it (Holling 1978) and because adaptive management is based on a learning process, it improves long-run management outcomes.

The challenge in using the adaptive management approach lies in finding the correct balance between gaining knowledge to improve management in the future and achieving the best short-term outcome based on current knowledge (Allan & Stankey 2009).
About CORAF/WECARD

The West and Central African Council for Agricultural Research and Development (CORAF/WECARD) is a constituent of the Forum for Agricultural Research in Africa (FARA), and comprises 23 National Agricultural Research Systems in West and Central Africa. CORAF/WECARD’s mission is “Sustainable improvements to the productivity, competitiveness, and markets of the agricultural system in West and Central Africa by meeting the key demands of the sub-regional research system as expressed by target groups” with strong alignment and commitment to the overall goal of the Comprehensive Africa Agriculture Development Programme of the New Partnership for Africa’s Development.

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