

CGIAR

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<h3>The Third System Review: From Proposals to Practice</h3>

System Review Follow-up: Consultative Council Propositions on Science

Progress Report on Improving the CGIAR's Effectiveness in Sub-Saharan Africa:

• SPAAR/FARA Vision for African Agricultural Research

• Meeting of Minds—Towards a Strategy for the CGIAR in Sub-Saharan Africa

Attached are two reports on improving the CGIAR's effectiveness in sub-Saharan Africa. The first, prepared by a joint SPAAR/FARA task force, outlines a vision for African agricultural research. The second, prepared by the Center Directors Committee, summarizes the outcome of a "Meeting of Minds" workshop held on 10-11 May 1999 in ILRI, Nairobi, Kenya, as a step towards formulating a strategy for the CGIAR in sub-Saharan Africa. These documents are issued as background to agenda item 3(b)iii - Progress report on improving the CGIAR's effectiveness in sub-Saharan Africa.

**MEETING OF MINDS
TOWARDS A STRATEGY FOR THE CGIAR IN SUB-SAHARAN AFRICA
WORKSHOP 10-11 MAY 1999
ILRI, NAIROBI, KENYA**

Summary

Sub-Saharan Africa (SSA) faces major challenges in increasing agricultural productivity to achieve food security, increased rural incomes and sustainable economic growth while maintaining and improving its natural resource base. Over the past decade agricultural growth has lagged behind the increase in population. The Special Programme for African Agricultural Research (SPAAR) and the Forum for Agricultural Research in Africa (FARA) have developed a *Vision of African Agricultural Research* calling for a doubling of the annual rate of agricultural growth from the current 2-3 percent and urging increased commitment by all stakeholders to agricultural research for development.

Sharing the same concern for sub-Saharan Africa, The CGIAR System Review recommended ‘*a special collaborative focus on (sub-Saharan) Africa to create an effective strategy for African agriculture that complements the efforts of other organizations*’.

In response to the African Vision and the System Review, the Centre Directors Committee convened a *Meeting of Minds* with African partners as a major step in participatory development of a strategy for the CGIAR in sub-Saharan Africa. This workshop brought together 33 experienced representatives from national, regional and international research backgrounds. The Meeting of Minds concluded that:

- The CGIAR mission is fully congruent with and supportive of the African vision for agricultural research
- Enabling policies are essential to the success of agricultural research and development
- Broader partnerships are required to ensure that research results impact on sustainable agricultural development.
- The CGIAR centres can contribute new research approaches
- There is a need for support for human and institutional capacity strengthening of research skills, capacity in the management and leadership of collaborative research and developing productive interactions with decision-makers at all levels from farm to national policy makers.

Vision for African Agricultural Research

SPAAR/FARA see a 6% annual growth rate in agricultural production in SSA as essential, in contrast with the current growth rate of 2-3%. To achieve this the SPAAR/FARA Task Force has developed a vision for African Agricultural Research with the basic assumptions being:

- Agriculture will remain the mainstay of African economic development
- Agricultural research is essential to achieving the required agricultural growth
- African ownership and leadership in the formulation of development strategies are essential prerequisites.

The SPAAR/FARA vision elaborates some of the above points as follows:

“The immediate objective of agricultural development in the region must be to achieve a cadre of qualified, experienced and motivated world-class African agricultural research and development specialists, managers and policy makers who will lead the region towards achieving the following long-term goals:

- Food security and poverty alleviation
- Competitiveness of African agriculture
- Enhancement and sustainability of the natural resource base”

“The African agricultural research community and its scientific partners will position themselves to:

- generate, borrow, adapt and disseminate improved agricultural technologies that remove constraints to productivity, profitability and competitiveness at all levels of the value chain;
- bring about institutional innovations that will enable the African agricultural research community to provide the scientific leadership and to advance the development of efficient, demand-driven, participatory and pluralistic national agricultural research systems (NARS) and sub regional organizations (SRO’s);
- facilitate the empowerment and participation of key stakeholders such as farmer groups, the private sector and NGOs, with special emphasis on the role women play in agricultural research and development;
- move towards the sustainable financing of agricultural research from multiple sources;
- exploit the benefits of capacity building through appropriate institutional support that addresses the training and retention of scientific and management staff; and
- develop adequate capacity in agricultural policy research and analysis to positively influence policy formulation at all levels of governance (local, national, sub-regional and Africa-wide)”

The Process

In October 1998 the CGIAR System Review Panel recommended that the CGIAR give special priority to sub-Saharan Africa and that a new strategy for the CGIAR in Africa be developed. It advocated the following:

- a consultative process with a sharp focus on food security,
- a “lab to land” approach
- an Africa capacity building initiative
- research on urban and peri-urban agriculture
- research on modern ecological farming methods that take into account poor infrastructure and low use of external inputs
- research on indigenous African food crops
- south-south NARS partnerships

In December 1998, the CGIAR Chair assigned the responsibility of responding to this recommendation to the Center Directors Committee (CDC). In January 1999 the CGIAR Consultative Council and CGIAR Centre Directors Committee met to initiate a response to the report.

A first draft response was presented at the March 1999 SPAAR meeting in Gaborone, Botswana. From that meeting it was decided to further develop the CGIAR strategy in full consultation with African partners through a professionally facilitated and participatory workshop. This ‘Meeting of Minds Workshop’ was held at ILRI headquarters in Nairobi, Kenya on May 10 – 11, 1999.

Participants to this workshop included the Executive Secretary of SPAAR, the Executive Secretaries/Directors of the three African SRO’s (ASARECA, CORAF and SACCAR), two NARS Directors General, two senior representatives from the African Development Bank, seven CGIAR Center Directors General, and 19 other senior representatives from 15 CGIAR Centres. Dr. Jürgen Hagmann, a trainer and moderator in international development and environment facilitated the workshop.

The objectives of the workshop, which were developed in consultation with various stakeholders, were agreed to be:

- to establish a shared vision with African partners on the role and strategy for CGIAR in sub-Saharan Africa
- to reach agreement on the principal priorities of CGIAR contributions to SSA
- to reach agreement on the roles of the CGIAR, how CGIAR Centres contribute and on the way forward
- to agree on strategies and mechanisms for better co-ordination among CGIAR Centres and for co-operation with partners

A highly interactive process led to a clear consensus among the diverse group of stakeholders, which resulted in the establishment of a shared vision on the role and strategy for the CGIAR in sub-Saharan Africa to the year 2010.

The Outcome: A Shared Vision

The participants recognized that the CGIAR mission is fully congruent with and supportive of the African Vision. There is an enormous research agenda that the NARS have to tackle and a more limited, albeit highly strategic one for the CGIAR in the generation of international public goods.

The vision statement developed at the workshop was as follows:

The CGIAR Centres see their role in SSA by the year 2010 as having contributed to the goals of the African agricultural research community in attaining food security and poverty eradication through research and capacity building based on environmentally sound management of natural resources.

Elements of the Shared Vision

The CGIAR centres support the shared vision through the added value that they bring to collaborative activities. In particular, the CGIAR centres contribute new research approaches in natural resource management and policy, the strengthening of management sciences, the leveraging of funds and fortifying the research development continuum. In addition the CGIAR Centres occupy a strategic place in the NARI to ARI partnership continuum. Based on the discussions among participants, the following elements and key principles emerged to guide the development of the strategy to implement the shared vision

1. In support of the African Vision: CGIAR Centres will, in collaboration with National Agricultural Research Institutes (NARI's) and other African partners, contribute to the generation of international public goods in support of the African vision. The CGIAR centres are committed to enhancing African leadership at all levels of the research development continuum with collaboration based on African priorities.
2. Identification of Strategic Partners: In order to accelerate impact at the farm level, the CGIAR recognizes the need to work with a broader range of partners directly involved in agricultural research and development. Emphasis will be on collaborative activities where impact is achieved at the farmer level through demand-driven participatory research.
3. Capacity Building: Through the NARS, the CGIAR Centres will contribute to strengthening human and institutional capacity. These needs include, but go well beyond, the strengthening of research skills. There is urgent need for strengthening capacity in the management and leadership of collaborative research and resource mobilization. Technological and policy research are both essential in tackling these complex issues and are inexorably inter-linked. The CGIAR intends to strengthen the policy research capacity of NARS, through joint research on methodologies, multi-country comparisons, and responding to requests from policymakers as joint NARS-CGIAR activities.
4. Promotion of Increased Public Investment: Through the demonstration and documentation of large-scale impact from research, the CGIAR will assist NARS to encourage decision makers to increase investments in the public financing of agricultural research. The CGIAR will apply whatever leverage its components have to help attain the goal of increased public investment for all concerned in agricultural research.
5. Fostering Institutional Innovation: The CGIAR will foster innovations in partner organizations through appropriate methods including participatory research, integrated natural resource management approaches, and will contribute through action research to development of alternative institutional arrangements for technology development and delivery systems. The CGIAR Centres will facilitate access to information and enhance communication between NARS and CGIAR Centres and among NARS partners
6. Mutual Ownership: As a guiding principle, mutual ownership of collaborative activities will be enhanced through full commitment of NARS and CGIAR Centres to joint planning and implementation, monitoring and evaluation. The purpose is to achieve interdependence between the NARS and the CGIAR Centres to help attain the goals of all concerned. To ensure complementarity and added value, collaborative activities between NARS and CGIAR Centres will be based on comparative advantages to ensure efficient use of limited human and physical resources.

7. Coordination among CGIAR Centres: CGIAR centres that are actively involved in SSA will coordinate their activities at the national, sub regional and regional level, with the oversight of the Committee on Sub-Saharan Africa of the CDC.

Next Steps in Developing the Strategy for the CGIAR in sub-Saharan Africa

The Meeting of Minds laid the framework for a consultative process of strategy development, having achieved the first step in strategy development – a shared vision. There was overall consensus that the operational components of the strategy will be built on positions of strength and a depth of experience between the CGIAR Centres and the NARS and other African partners. It will build on past and existing joint successful ventures. The following issues were identified as necessary to this framework operational:

- Take into consideration the factors that inhibited agricultural growth in the past (e.g. why did green revolution did not happen in Africa).
- Elaborate how the strategy will be made operational in a cost-effective manner.
- Clarify the roles and expectations of the CGIAR Centres, sub-regional organizations and the NARS.
- Establish an iterative, learning system that will allow effective monitoring, evaluation and documentation of impact and feedback into the implementation strategies.
- Further clarification on issues as intellectual property rights and biosafety rules.
- Developing different technological and delivery options that ensure effective, widespread impact that are in harmony with the environment and natural resources.
- Joint resource mobilization in order to implement the strategy.
- Research to ensure that farmers produce higher-value crops that add value to the products and can assure food security and provide income.
- Consideration of the process to ensure a more integrated and effective African agricultural research system (from NARIs to ARIs, including SROs, CGIAR Centres and other non-traditional actors).
- Qualification of the elements of the Shared Vision based on the CGIAR Centres comparative advantages, the concerns expressed for increased responsiveness and impact.

Further Activities and Timetable

<i>Activity</i>	<i>Timeframe</i>	<i>Lead</i>
Stakeholders Meeting/MTM99 in Beijing	22 May	CDC
Iterative process of drafting the strategy and reviewing with stakeholders	End Aug.	CSSA
Submission to TAC	Sept.	CDC
Presentation at ICW	October	CSSA

ANNEX 1: Workshop Summary

A workshop with 33 key representatives of the main stakeholders was organized under the auspices of the Centre Directors' Committee on Sub-Saharan Africa (CSSA) and convened by the CSSA Chair, Hank Fitzhugh of ILRI. African partners included the Executive Secretaries of the three African SRO's (ASARECA, CORAF and SACCAR), the Executive Secretary of SPAAR, two NARS Directors General and two senior officials from the African Development Bank. From the CGIAR seven CGIAR Center Directors General and 19 other senior representatives from 15 CGIAR Centres participated. Dr. Jürgen Hagmann, a trainer and moderator in International Development and Environment facilitated the workshop.

The objectives of the workshop, which were developed in consultation with various stakeholders, were:

- to establish a shared vision with African Partners on the role and strategy for CGIAR in sub-Saharan Africa
- to reach agreement on the principal priorities of CGIAR contributions
- to reach agreement on the role of CGIAR, how CGIAR contributes and on the way forward
- to agree on strategies and mechanisms for better co-ordination between CGIAR Centres and for co-operation with partners

Workshop Process

The main organizers together with a professional facilitator prepared the workshop process. A workshop process steering group consisting of the facilitator, the main organizers and representatives of the other stakeholders/participants met before the meeting to develop the programme and at the end of the sessions in the evening to discuss the course of the day and required adjustments in programme and focus. This mechanism ensured that the workshop process took into account the desired outcome of the diverse stakeholders.

Workshop methodology

Mobile visualization. All the discussions held were visualized with cards, using the Metaplan method. This mobile visualization helps to structure group processes and discussions and allows everyone to 'speak up' through cards.

Interaction in group work and plenary. The large group broke into small groups for the major discussions. The results were reported back to the plenary and consensus on the issues was reached. Ranking of priorities was carried out democratically through "voting" by placing self-adhesive dots.

The Flow of the Workshop

Introduction of Participants: Participants were asked to form groups of 3 people and introduce themselves in these small groups through questions related to personal, professional issues and to their vision of agriculture in SSA in the year 2010. The results were shared in plenary. This exercise set the tone in terms of the way of interaction as well as the common, broad vision.

Participants' Expectations and Fears: To ensure that the expectations of all the participants were taken into account, a brainstorming on cards on 'what should happen and 'what should not happen in this workshop' was carried out. It revealed that a shared vision, the clarification of the role of CGIAR, an agreed upon strategy and the desire for a new way of working with each other were the common expectations. These were then compared to the set objectives. As the two matched rather well, the foundation for successfully working together in this workshop was set. Two major areas of fears revealed: firstly, there was a skepticism on the impact of the outcome of the workshop (business as usual) as a meeting between CGIAR Center Directors General and NARS leaders in 1992 did not lead to the desired action. Secondly, there were fears that transparency would be lacking and institutional agendas could be pursued that there might be dominance of certain participants and that the strategy might be dominated by the CGIAR. The revelation of these fears was very positive as it provided a code of a conduct for behavior during the interaction of the workshop. The transparency of these concerns contributed substantially to openness and honesty in the dialogue, which was appreciated by all participants.

The Steps towards a Shared Vision and Strategy: The first step to open up the focus was the development of a vision of agriculture in Africa in 2010. The exercise was meant to develop a vision for agriculture on which to build the shared vision on how agricultural research could contribute. Once this vision was agreed, the next question the groups worked on was: 'what needs to be done to achieve this?' The outcomes were the future challenges of agricultural development interventions. They were agreed upon and then the groups analyzed what research could contribute to these challenges. This provided the focus and identified potential future areas where research should play a role. Once this was agreed upon, the question of potential partners who would enable research to make a broader impact. Stakeholders were listed and their present and future role was ranked. Based on this outcome the strategic partners for research were prioritized.

To put these strategic issues in the context of existing African priorities, the African vision of agricultural research developed by a task force commissioned by SPAAR/FARA was presented and then the niches and roles of the CGIAR within this framework were analyzed on the basis of the research contributions discussed before. The stakeholders were able to agree on the priorities / niches and roles for the CGIAR and then analyze 'how to operationalize these roles'. Principles and mechanisms for future co-operation between CGIAR Centres and African partners and co-ordination between the CGIAR Centres operating in the same countries and regions were elaborated.

Based on all the strategic inputs from the discussions, the group elaborated the basic elements and principles of a shared vision of the role and strategy of CGIAR in SSA. A small team was requested to develop a draft vision on the basis of the elements agreed upon by the workshop and draft the workshop report.

Workshop evaluation

A workshop evaluation was carried out by brainstorming on the major threat for the shared vision. The major threat was related to the lack of commitment by the major stakeholders. Then participants were asked to state what they liked and did not like in this workshop. This feedback indicated that the large majority was very satisfied with the process and the outcome of the workshop. In addition it was remarked that more African NARS representation would have been beneficial to the process.

Major workshop outcomes

Table 1: Challenges, contribution of research and niches and roles of CGIAR

Challenges	Contribution of Research	Niches and Roles of CGIAR
Technology for sustainable agricultural development – making more technology options accessible to farmers to increase productivity of crops, livestock, tree and fish, to increase productivity of natural resource base, to restore soil fertility and to add value to farmer’s products	<p>Develop technologies for increased productivity, more efficient use of inputs and that maintain and enhance the natural resource base</p> <p>Assist in the development of formal and informal seed sectors</p> <p>Conduct research in value-added aspects of farm production and rural agribusiness</p> <p>Use a fully participatory approach to technology development and make the research agenda more market driven</p>	<p>Conduct research in cross cutting issues (regional and thematic); contribute to basic and strategic research; provide technical backstopping to African partners and the development on integrated natural resource management approaches; facilitate linkages to wider scientific community; provide initial germplasm; provide access to private sources of biotechnology; conduct biotechnology research and train NARIs in these methods; encourage interdisciplinary and participatory approaches to research and technology transfer.</p>
Natural Resource Management – farmers using sustainable natural resource management practices	<p>Integrated natural resource management</p> <p>Integrated gene management</p> <p>Soil and water management</p>	<p>Develop methods and knowledge base; technical backstopping of natural resource programs in the NARS; capacity building</p>
Policy that is conducive and enabling to encourage technology adoption and assure research impact at all levels.	<p>Ex-ante analysis of policy implications</p> <p>Inform policy makers of possible consequences of policy options</p>	<p>Contribute to methodology development; enhance national capacity in policy analysis; determination of factors underlying policy formulation; capacity building in information gathering and analysis, in impact analysis and in priority setting</p>

<p>Markets – access to agricultural inputs and credit, information and markets at the local, national, and global level to assure that agriculture will be more commercialized in the future, focused on high value crops and products but not excluding other agricultural outputs.</p>	<p>Generate and analyze data from the farm, the community, the market, and landscape levels</p> <p>Policy research in support of agricultural growth</p> <p>Factors (information, credit, and policies) that facilitate market development and functioning</p> <p>Identify commodities for small holder market development</p> <p>Barriers to market entry by small farmers and traders and institutions that facilitate their involvement</p> <p>Methods for encouraging informal markets</p>	<p>Methods and case studies of market analysis; capacity building</p>
<p>Building institutional capacity – enhanced human resource capacity at all levels of technology development and delivery process</p>	<p>Paradigm shift to research that benefits the smallholder majority</p> <p>Strengthen public awareness of NARS</p> <p>Partnerships for effective multi-institutional NARS</p> <p>Develop management capacity of NARIs</p> <p>Develop public awareness capacity of NARS</p>	<p>Provide specialized training ; facilitate development of local training capacity; resource persons in national and regional training as needed; catalyze action research across countries in organizational arrangements</p>
<p>Farmer Empowerment – Farmers and communities empowered to help set the agenda and priorities for future agricultural research; promotion of farmer cooperatives for inputs, credit, and extension while recognizing the need to address gender and equity issues</p>	<p>Strengthen capacities of farmer based organizations</p> <p>Develop capacity of researchers to listen to farmers and to work in a more participatory manner</p>	<p>Develop new techniques and methods in appropriate techniques including participatory research, gender analysis, and scaling up for wider impact.</p>
<p>Technology Transfer – by using new approaches to technology transfer, farmers will have access and adopt new technologies.</p>	<p>Enhance technology transfer through participation and fully exploiting advances in information technology.</p> <p>Networks and spill over effects</p> <p>Researchers take a more active role the technology transfer process</p>	<p>Integration of policy aspects of technology development and transfer; technical backstopping of networks; Enabling optimum use of new research and development; facilitating innovative approaches to technology transfer</p>

Identified as a challenge but which research cannot contribute: Infrastructure and Social Services – investment in improved rural infrastructure and markets, infrastructure for health and education services

Strategic partners and co-operation mechanisms

African partners and CGIAR Centres have noted that there is an array of strategic partners necessary to achieving impact from Africa's research strategy. A stakeholder analysis (Table 2) indicated a long list of stakeholders and the realization that in the future there would be a variety of partnerships including national, public research organizations, farmer organizations, farmers, agro-industry, policymakers, NGOs and investors.

It must be noted however that this table reflects the votes of the individual participants present.

Table 2: Future Stakeholders who will influence the impact of African Agricultural Research at the farmer level by 2010

	More important	Equal	Less important	With whom should research work
Community based organizations	***** *			*****
Politicians	**	*****		*
Policy makers	*****	*		*****
Food aid			*****	
Media	*****			
Consumers	*****			*
Banks	***** ***	*		**
Investors	*****			*****
Agora-industries	*****			*****
Marketers	*****			****
Input suppliers	*****			****
Private extension	*****			***
Donors	**		*****	*****
SROs	*****			***
National (public) research	*****	**	*	*****
Universities	****		**	****
Public extension	*	**	***	***
Farmer organizations	*****			*****
Small, medium, large scale farmers	*****	*		*****
NGOs	***	*	***	*****

* = participant vote

Strategic mechanisms

Two strategic mechanisms are indispensable to the successful implementation of this vision -- better collaboration with African partners and improved co-ordination among CGIAR Centres. Better collaboration with African partner institutions is a matter of doing things better and more effectively rather than creating new mechanisms, but equal partnership becomes a new element having the twin objectives of good quality scientific output while building capacity. Optimal use will be made of SRO fora and mechanisms, where appropriate.

The Centres reaffirmed their commitment to working with SRO's and national partners to strengthen the effectiveness of collaborative research networks for technology development and transfer and for cross-border policy analyses. However, better integration and sharing of responsibilities will be achieved through joint planning, project formulation, training and meetings. Future activities are as likely to be initiated; led and co-ordinated by African partners as by the Centres.

Research collaboration in areas of common concern will also be based on the principles enshrined in this document, and we envisage some research being contracted from Centres to NARS (and vice versa), with joint monitoring and evaluation, shared credit and joint publication of outputs. Facilities and expertise will be shared by Centres and NARS: exchanges of staff will be encouraged through consultancy visits, the secondment of national staff to Centres and through visiting scientist schemes. Postgraduate training and research will be important, and efforts will be intensified to develop the training capacity of local institutions and to take full advantage of the resources of African universities.

Joint leveraging of resources will become increasingly common, through jointly formulated projects and programs, and collaboration in competitive grant mechanisms at both national and regional levels. Responsibilities for project and network management and administration will be transferred to national partners whenever appropriate.

The second key strategic mechanism is improved co-ordination among CGIAR Centres, needed especially at the levels of programs and scientists. Existing mechanisms of ecoregional programs, system wide initiatives and joint projects should be strengthened and complemented, including through cross-membership of oversight committees, consolidation of personnel in existing Center infrastructure, joint appointments, common services and shared information/databases. Common host country agreements would simplify administrative demands both upon NARIs and CGIAR Centres.

Greater use will be made of the CGIAR Centre/NARS Training Group for Africa (INTG) for joint training and co-ordinated use of facilities and expertise from Centres and African partners. Probably the most effective co-ordination is that driven by national and regional partners, for example through wider invitation to cross-cutting national workshops, and the proposed initiative of SRO's in convening bi-annual scientific meetings is welcomed; those who have the capacity to co-ordinate should be given the mandate to do so. The CSSA should consider the above issues related to co-ordination.

ANNEX II: List of Participants

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