



The Agricultural Research for Development (ARD)  
Dimension of the European Research Area (ERA)

ERA –ARD WP2, Task 2.2

## **Annex 1**

# **Best practices and innovative capacity development approaches in ARD programmes of ERA-ARD consortium members**

**Compilation of national contributions**

**March 26, 2007**



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## Introduction

In the framework of the ERA-ARD project, a survey of innovative approaches in Capacity Development (CD) was undertaken. All Consortium members were asked to describe innovative approaches and best practices of CD mechanisms within their ARD programmes. A tabular overview of all the programmes or mechanisms can be found on page 4. Abstracts of the programmes or mechanisms are compiled in alphabetic order of the consortium members in this document. The intention of this catalogue of mechanisms is to give an overview of different approaches and practices and not to provide a comprehensive mapping of all the ongoing CD activities of the Consortium members. Thus, the programmes described represent only a fraction of all the ongoing CD programmes on the national level.

The main findings from the compilation on best practices and innovative approaches are:

- About half of the Consortium member countries have comprehensive programmes dedicated to CD, i.e. relatively important programmes going beyond the supply of individual research fellowships. Some of these programs are related specifically to ARD, but most at least incorporate ARD related activities into their portfolio.
- The scope of most programmes encompasses individual and institutional capacity development at the same time. However, support is mainly focussed on the individual level (research grants and scholarships), but a number of programmes are increasingly focussing also on the institutional level.
- Programmes that mainly address the strengthening of basic research capacities often focus on individual capacity development, whereas programmes with a strong component of applied research are more likely to be combined with institutional capacity development.
- The provision of scholarships and research grants is a widespread instrument for capacity development and most CM countries have specific programmes for this. Eligible applicants are in most cases national researchers of the respective country and researchers from a developing country. Maintaining a critical mass of ARD capacity in the North is combined with strengthening ARD capacity in the South in these programmes. Most scholarship programmes intend to establish long-lasting partnerships between the institutions involved.
- Research oriented programmes tend to focus either on the provision of project-based research grants or on the organisation of research-specific training courses. The combination of both in one programme can rarely be found.
- Some programmes are less research oriented but focus on the strengthening of higher education systems in Developing countries. Such programmes may

encompass support in strengthening or building of institutions, curriculum development, ICT, libraries and documentation systems.

- Efforts are underway in different countries to increase ownership by local partners. Partnership approaches are being applied widely. However, few programmes specifically build up local management capacities.
- Promotion of South-South knowledge exchange is still not very prominent.
- Collaboration between the different programmes is limited, even if the mechanisms are very similar.
- Monitoring and Evaluation of the programmes are rather on activities and output and less on the impact.
- Only one programme concerns specifically the maintenance and the strengthening of a Southern centre of excellence in ARD related issues.
- The potential of modern information and communication technology seems to be harnessed only to a limited extent in the programmes described. The creation of communication and information platforms is only mentioned in one programme, and virtual centres of excellence and the development of e-learning tools are not covered at all.

Innovative elements in capacity development can be identified in many of the existing programmes. The following trends and elements may be noted:

- **Southern agenda setting, local demand:** Many programmes have built mechanisms to orient CD according to demand. Nevertheless, the mechanisms to do that are very different and not equally well developed. Demand is increasingly identified at regional level through different mechanisms. Involvement of stakeholders in this process is fostered with a variety of mechanisms.
- Programmes are increasingly developed in **partnership approaches**. Some countries have developed strong partnerships and are pursuing these partnerships over considerable periods of time. Several countries have developed guidelines and principles for the establishing of research partnerships of mutual benefit for institutions in the South and the North.
- Programmes are being designed to explicitly support the **dissemination of research into practice**. They support innovation platforms to stimulate new approaches to up- and out-scaling between stakeholders. Also some more basic research oriented programmes require dissemination strategies for the application of the results.
- Programmes are increasingly directed towards **strengthening local agricultural knowledge and innovation systems**. Capacity constraints are identified in a systems analysis and interventions are planned according to the actual demand and in alignment to existing national initiatives. Examples are the Research into Use programme (United Kingdom) and the tailor-made in-country training programmes of ICRA.

- A voucher based question answer service for farmers uses a **web based information and communication system** to facilitate communication between farmers and experts and to mobilize and provide existing expertise.
- Some programmes work with **institutional learning approaches** of rural innovation (practitioners' networks) and on policy level (evidence based policy making). One example is the LNV Policy Supporting Knowledge Programme (The Netherlands). Within given thematic areas, policy relevant knowledge questions and needs for capacity development are identified in a demand-driven approach with governments, research partners, NGO's and the private sector in the South.
- Some research oriented grant programmes work not only on the individual level, but follow a **team-based approach in combination with institutional capacity development**. Examples are the programmes of IRD (France) and VLIR (Belgium). However, only very few programmes also incorporate the systemic level of CD.
- **Overcoming the brain drain** is considered as a major challenge and some specific mechanisms are established to address it: Some programmes have requirements with regard to the return of the researcher to his/her home country upon the completion of the research or study period (UK, Austria, and others). Other programmes require that most of the research is done in the home country. Some programmes use sandwich models (Austria, Belgium and others). Another approach is research backpacks: a starter credit which enables graduates to acquire products necessary for their research once they are back in the local institution (Belgium).

### Synoptic overview of the programmes described

	Programme	ARD focus	Individual Level	Institutional Level	Systemic Level	Research focus	Specific Training courses	Scholarship	Partnership	South-South Exch.
AU	North South Dialog Programme	●	●	●		●		●	●	
BE	Inst. University Cooperation IUC	●	●	●		●	●	●	●	●
DK	The Danisch Fellowship Centre	●	●	○		○	●	●	○	
DK	ENRECA Programme	○	●	●		●		●	●	
FR	DURAS	●	○	●	●	●	●	●	●	●
FR	Integrated Actions programmes (P.A.I.)	○	●	○		●	○	●	●	
FR	CNEARC	●	●	●	●	●	●	●	●	○
FR	Eiffel scholarships	○	●			●		●	●	
FR	Inst. de recherche pour le develop.	●	●	●	●	●	●	●	●	●

	Programme	ARD focus	Individual Level	Institutional Level	Systemic Level	Research focus	Specific Training courses	Scholarship	Partnership	South-South Exch.
FR	The African Farmer's Academy	●	●	●	●	○	●	●	●	●
GE	QAS Voucher System	●	●			○				●
GE	DAAD Develop. Cooperation	○	●	●		●	○	●	●	●
HU	West-East-South Concept	●	●	●		●	?	?		●
IT	ARD support to Algeria	●	●	●	●	○	●	●	●	○
IT	ARD support to Eritrea	●	●	●	●	○	●	○	●	○
LI	Bilat. Develop. Projects	○	●			●		●		
NE	Inst. Strengthening of Education and Training Capacity <sup>3</sup>	●	○	●	●	○	?	?	●	?
NE	WOTRO Prog., Proj., and Fellowships	●	●	○		●		●	●	○
SL	Bilat. Develop. Projects	○	●			●		?		
SP	International Courses for Experts Training	●	●			?	●	●	?	?
CH	NCCR North-South	●	●	●	○	●	●	●	●	●
CH	Research Fellow Partnership Prog.	●	●			●		●		○
CH	Indo-Swiss Collab. in Biotechnology	●	●	●		●	●	●	●	○
UK	Research Into Use	●	●	●	●	●	?	?	●	●
UK	Rothamsted Int. African Fellows. Programme	●	●	○		●		●	●	
INT	Int. Center for Research in Agric.	●	●	●	●	●	●	?	●	●
INT	Int. Inst. for Water and Environmental Engin.	○	●	●	?	●	●	?	●	●

Legend: ● Important dimension    ● Medium importance    ○ Less important



# Austria

## **Name of Mechanism/Programme**

***North South Dialog Programme OEZA***

## **Objective**

- Support of scientists, universities and research institutions in developing countries (personal and institutional capacity building)
- Scientific examination of the sectoral priorities of the Austrian Development Cooperation (OEZA)
- Support of topics that comply with the Millennium Development Goals
- Promotion of the cooperation between universities and research institutions in Austria and institutions in developing countries

## **Priorities**

- Promotion of subjects according to the sectoral priorities of the OEZA
  - Water and sanitation
  - Rural development
  - Energy
  - Promotion of small and medium-sized enterprises
  - Education, science and research
  - Good governance
- Candidates from the Non-European partner countries of the OEZA
- Women (when they have the same qualifications)
- Doctoral Studies with field studies in the home country
- Research Projects leading towards a PhD in the home country

## **Description**

The North-South-Dialogue Scholarship programme is an instrument for the promotion of science and research at the service of development. The programme supports scientists, universities and research institutions in developing countries (personal and institutional capacity building) and serves the scientific examination of the thematic priorities of the Austrian Development Cooperation (OEZA).

The level of qualifications required is that of post-graduates and the programme is to facilitate young academics' scientific research in Austria. In this way the cooperation between universities and research institutions in Austria and institutions in developing countries is strengthened. The programme is open to scientists of all non-European developing countries, in the selection procedure candidates of the partner countries of the OEZA are treated with priority.

Women (when they have the same qualification), topics that comply with the sectoral priorities of the OEZA (see above) and projects within an existing academic co-operation as well as sandwich projects are treated with priority. Studies or research within the fields of theology cannot be supported.

## **Comments from the questionnaire**

### *Mechanisms for individual capacity development:*

The approval of the research scholarships is based on cooperation between the Southern and the Austrian institute. The home institution of the applicant certifies the re-employment upon termination of his/her study project in Austria and that it supports the proposed topic.

### *Constraints for capacity development:*

Scholarship programmes enhance the capacity but the trained persons often lack the opportunities to implement the acquired know-how in their home country. The development of their institutions should go hand in hand with "individual capacity development".

### *Synergies with research:*

Obligatory sandwich programme mode

Adaptation of a code of conduct for research cooperation

Foster pro-poor research approaches

## **Further Information**

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[http://www.oead.ac.at/\\_english/projects/eza/index.html](http://www.oead.ac.at/_english/projects/eza/index.html)

## Belgium

<b>Name of Mechanism/Programme</b> <i>VLIR Institutional University Cooperation (IUC) Programme</i>
<b>Objective</b> Empowering the local university as institution to better fulfil its role as development actor in society
<b>Description</b> <p>The VLIR IUC collaboration is operationalised in successive Partner Programmes, with a total duration of 17 years and consisting of some 6 to 8 interrelated projects. These projects are led by project leaders who together form a Steering Committee. The Steering Committee is responsible for planning and monitoring implementation, and provides a forum for exchange and reflection. The respective IUC partnerships are coordinated by a Flemish professor who is appointed by VLIR following an open selection process.</p> <p>At the local level, a similar set-up exists with bilateral contacts for both the programme (coordinators) and the individual projects (project leaders). Every one or two years, both steering committees meet in a joint session.</p> <p>In order to solicit policy-level recommendations and engage in high-level discussions, the top management of the VLIR-IUC partner universities gather for a Joint Partner Council meeting every 3 years.</p> <p>Furthermore, the IUC programme adheres to the following management principles:</p> <ul style="list-style-type: none"><li>• <b>Academic Leadership:</b> The IUC programme is about academic collaboration. Henceforth, leadership and overall responsibility shall rest with the academic authorities, and the individual academics tasked with coordination and implementation responsibilities;</li><li>• <b>Process Facilitation:</b> While having components of technical assistance, the IUC programme facilitates and supports processes of change such that its management needs to be considered against a background of ongoing and contextualised change;</li><li>• <b>Pragmatic but transparent institutional arrangements:</b> Each IUC programme is unique in terms of its managerial set-up and organisation. VLIR is encouraging a pragmatic approach insofar that this proves to be effective and transparent;</li><li>• <b>Incorporation into local structures and systems:</b> VLIR encourages arrangements that build upon existing structures and practices at the level of the partner university;</li><li>• <b>Professionalisation and a separation between academic and administrative tasks:</b> Given the size and complexity of an IUC programme, and the need to ensure that academics can focus on their academic input, professional management is sought.</li></ul> <p>In terms of methodology, Project Cycle Management (PCM) and the Logical Framework Approach (LFA) are being applied (see table below):</p>

Phase	Activities	Actors	Outputs
Programming	Definition policy framework Broad outlines of project types and guidelines for elaboration	VLIR/DGDC	Typology of fundable projects Conditions for acceptance
Partner selection	Open call Shortlisting Programming mission	VLIR	List of new IUC partners
Identification	Formulation of project ideas Analysis of whether ideas are fundable and matching is feasible	Partner University	Preliminary partner programme proposal submitted to the VLIR
Appraisal and Matchmaking	Analysis versus VLIR policy Flemish interest based negotiation	VLIR	Projects admitted for formulation Formalised matching
Formulation	Collection of data, consultations, detailed formulation	Project Leaders	Programme/Project proposal
Funding Decision		VLIR	Funded Partner Programme
Implementation and Monitoring	Annual planning Actual implementation Adaptation as required Mid-term evaluation	All actors but mainly programme partners	Implementation as planned
Evaluation	Evaluation activities	All parties and external actors	Evaluation report

### IUC Programme managers

The 2002 mid-term evaluations have confirmed the need to professionalise local programme management further. Until then, the local programme coordinators were expected to combine a full academic workload with the coordination of a fairly complex programme. In some instances, coordination tasks were also partly borne by (Flemish) experts, potentially compromising local ownership and management capacity-building. With regard to the Partner Programmes started in 2003, VLIR has therefore invited the partners to recruit a full-time programme manager who will ensure:

- Proper communication with local and Flemish stakeholders
- Programme management and administrative support
- Programme monitoring and methodological facilitation
- Documentation and information sharing
- The harnessing of synergies within and beyond the partner programme

In the long run, it is hoped that the programme managers will be absorbed by the local partner as they will have gained important experience of programme management and resource mobilisation.

VLIR also hopes that the programme managers will act as resource persons who might contribute to the development of relevant tools and concepts through which overall programme quality might be enhanced further.

### IUC Programme: Content and dynamics

While every IUC partnership is distinctively unique, the following are some general observations:

- Almost all partnerships include ICT-related projects as well as a library project
- The majority of projects has a substantial research component
- Scholarships and training in general constitute a major input for capacity-building
- Managerial support so far does not feature prominently

Increasingly, the respective IUC programmes converge around a central theme such as 'Environment Management', 'Sustainable Rural Livelihoods' or 'Dynamics of Building a Better Society'. Such a central theme allows for a multidisciplinary approach by a broad academic team.

In University Development Cooperation, sustainability remains a critical challenge, particularly in weak institutional or national environments. Furthermore, policy changes at the level of the partner universities are sometimes required in order to create an institutional environment that is conducive to resource mobilisation (e.g. ability to retain resources at the unit level) and/or research activities (through relieving or research-output-based remuneration or promotion).

Furthermore, the IUC programme very often presents an opportunity for central management to instil new practices or institutional attitudes. Exposure to a different working culture and the need to collaborate among colleagues over and above departments and faculties, does indeed generate institutional dynamics that can have a lasting impact. Such forms of indirect impact (e.g. participatory decision-making, results-based working habits, shaping an institution around a common vision, etc.) can be as important as the planned programme objectives.

In due course, VLIR will make available IUC project summary sheets that will enable all programme stakeholders and interested outsiders to obtain information regarding the IUC projects that are being implemented. Based on the project title programme stakeholders may get in touch with the responsible Flemish and/or local project leaders. In this manner, it is hoped that information exchange may take place. Through such an exchange programme stakeholders may seek areas for collaboration e.g. in the framework of the VLIR North South South Co-operation Fund (NSSCF).

The VLIR IUC programme provides a dynamic framework for institutional cooperation, including the notion of learning and flexible responses to emerging demands and/or opportunities identified during its implementation. From its inception, the notion that VLIR would take initiatives on common areas of interest that could add value to the IUC programme has been present. Gradually, the realisation that the partners themselves should be offered opportunities to enhance networking and exchanges has also gained ground. Henceforth, the intention of VLIR is to also earmark a budget for South-South cooperation initiatives over and above the cross-cutting initiatives headed by VLIR itself. VLIR will in a phased manner develop a database of IUC projects and related contacts accessible to all stakeholders. This will allow for exchanges of ideas that may be translated into proposals for VLIR (co)funding at a later stage.

#### IUC: Permanent expert groups

VLIR is experiencing a high demand for support in the areas of ICT and Library Development. In order to allow its partners to draw upon a pool of expertise, rather than the expertise of an individual, VLIR has created an ICT/OLL Expert Group and an Expert Group on Library Development/Management.

### ***International training initiatives in the framework of the VLIR IUC Programme***

In the framework of the Institutional University Co-operation Programme cross cutting areas of collaboration may be identified such that training initiatives targeted at representatives of all IUC partner universities and addressing a common issue may be organised. Research Policy Development and Research Fund Management has been identified as such an area of common interest.

#### Intensive Training Programme on Research Policy Development and Research Fund Management

On a number of occasions and as part of its IUC programme, VLIR had announced its intention to provide training on topics related to institutional development and management. Such a training course would complement cross cutting activities in the area of ICT and library development that have been organised in the past, and continue to be important areas for exchange and learning among Flemish and IUC partner universities.

In view of the fact that:

- directly or indirectly a good number of IUC programmes and/or projects aim at realising a more research oriented institutional culture;
- an increasing number of ongoing IUC programmes have established a (competitive) research fund as a vehicle contributing to realising a more research oriented institutional culture;
- VLIR intends to establish a post IUC Research Fund eligible to former IUC-projects on a competitive basis;
- Belgium, Flanders and the Flemish universities have a range of policies and instruments that aim at promoting research at various levels;

organising an intensive international training course on 'Research Policy Development and Research Fund Management' will complement and reinforce many ongoing efforts, as well as address a need that is commonly felt as important and relevant in order to contribute to the sustainability of the IUC programme results.

#### Training programme objectives

The training programme is meant to enhance the understanding and knowledge of representatives of the IUC partner universities in terms of:

- the international research environment and the challenges it faces to universities in the South
- elements constituting a conducive institutional research policy.
- various instruments contributing to research policy development based on practical cases and examples
- the organisation of an institutional research fund (calls, screening, selection, monitoring and evaluation etc.).

#### Participants

The proposed international training programme will address the following target groups:

- management representatives of the IUC partner universities (Deputy VC, those responsible to promote research in all its forms etc.)
- local managers of research funds either academic or administrative.
- relevant permanent experts

This training will be attended by 20-30 IUC participants drawn from the VLIR IUC partner universities. Participants from Belgium universities will be invited to give lectures, chair discussions, lead practical presentations or simply attend the training programme.

### ***VLIR Research Backpacks for International Course Programme Graduates***

A research backpack is a starter credit which enables graduates from an International Course (ICP, not necessarily VLIR-ICP) – originating from developing countries - to acquire products necessary for their research (equipment, consumables), once the graduates are back in the South institution that employs them. This support with a maximum duration of 1 year, encourages ICP graduates to initiate their own research in the local institution in case sufficient budgetary funds are not available (with a maximum of 7000 € per project).

Every year 2 calls are launched for research backpacks under the 'South Initiatives' programme of VLIR, followed by a competitive selection. Research backpacks are not limited to IUC. As such it is not necessary for a student to an International Course Programme to be affiliated with a VLIR- IUC South partner university.

### **Comments from the questionnaire**

#### *Mechanisms for individual capacity development:*

Scholarships (Belgium, local and regional) at different levels (Bsc. Msc and PhD)  
Attending conferences  
Opportunities to travel and network  
Workshops (proposal writing, publications etc.)  
Coaching and personal mentoring of research activities  
Provision of facilities (laptop etc.)

#### *Mechanisms for institutional capacity development:*

Policy development initiatives (research policy, ICT policy, library facilities etc.)

#### *Innovative approaches for capacity development:*

Programme approach including several synergetic projects. Long term approach (10 years). Team based – not just individual – combination with institutional support interventions (ICT, Library).  
Competitive local research fund as part of the programme.  
Collaboration with International Foundation for Science (IFS) in order to stimulate the submission of research proposals to external donors.

#### *Constraints in regard of capacity development:*

Orientation of the individual towards personal career development.  
Personal-Institutional in-fights.  
Lack of time/ interest/ capacity of Northern experts to cover the whole spectrum of capacity development process.

### **Further Information**

<http://www.vliruos.be/>

[http:// www.iuc.vliruos.be/](http://www.iuc.vliruos.be/)

[http://www.vliruos.be/downloads/BTP\\_brochure\\_2007\\_2008.PDF](http://www.vliruos.be/downloads/BTP_brochure_2007_2008.PDF)





# Denmark

## Introduction

Danish development assistance is the responsibility of DANIDA within the Danish Ministry of Foreign Affairs. Danida consider that Capacity Development (CD) is an integral part of Danish development cooperation, whether it be programme support, components of programmes or single projects. Capacity Development is, therefore, addressed in the various programmes for development assistance including the Sector Programme Support (SPS). Agricultural research interventions within the Agricultural SPS have a natural capacity development aspect and include informal CD through research partnerships as well as participation on more formally organised courses and training sessions. In addition, the Danish Fellowship Centre manages and implements the Danida supported Fellowship Programme in Denmark, which addresses more formal capacity development especially in the Danida partner countries.

The ENRECA program is another mechanism used for research and capacity development. The Ministry of Foreign Affairs gives prioritised research areas for each grant period. Grants may be awarded for research in all disciplines in which *research and new knowledge relevant to Denmark's development assistance may contribute to solving the problems of the developing countries.*

## Name of Mechanism/Programme

***The Danish Fellowship Centre (DFC)***

## Objective

The Danish Fellowship Centre's **mission** is:

to ensure the quality of the training of fellows coming from developing countries and who are affiliated with Danish Development Assistance.

The Danish Fellowship Centre's **goal** is:

- to give fellows qualifications to work in their home country
- to ensure relevant studies at the right price
- to create the best framework for the study period

## Description

Danida Fellowship Centre (DFC) is a self-governing institution, which manages and implements the Danida supported Fellowship Programme in Denmark, and co-operates closely with the Ministry of Foreign Affairs. The Ministry of Foreign Affairs defines the framework for the fellowship activities of the Danida programmes and projects, while DFC is in charge of all educational, administrative and practical issues in connection with a fellow's study in Denmark. The fellowships are funded via a central grant and via programme and projects grants. The total grant for fellowships and the operation of DFC amounted in 2005 to DKK 57.5 millions. The central funds, which are DKK 40 millions in 2006 and each succeeding year, shall support training activities of a political, strategic or

technical, innovative nature for participants from programmes and projects in the Danida programme countries.

The main assignments of Danida Fellowship Centre are:

*In Denmark:*

- to implement the fellowship assistance within the framework laid down in the result based contract entered with the Ministry of Foreign Affairs, including planning and evaluating the fellowship holders' education in Denmark
- to advise co-operation partners, including programmes and projects, of training possibilities
- to attend to the fellowship holders' social and cultural needs and bring about cultural exchange between Danes and fellowship holders
- to run the DFC hostel

*Outside Denmark:*

- to implement centrally funded fellowship assistance
- to implement programme/project funded fellowships on request of programmes and projects.

Danish support to capacity building in the programme countries shall be based on national HRD plans for the individual sectors. In principle, Danish HRD support is conditional upon the formulation of an overall plan for capacity building in the sector in question in order to secure partnership and accountability. Thus, Danish support to national plans will be based on assessment of the quality of such plans and shall be financed via sector programme funds. As a rule, support should primarily be earmarked broad, sector-based capacity building instead of individually based further education/training. A study programme with DFC is always based on the needs of the individual programmes and projects. DFC offers a wide range of options for study programmes. The list of planned courses in 2007 include:

***Cross-sectorial courses:***

- Either mainstreaming issues or in management disciplines.

**Mainstreaming Courses:**

- Gender Mainstreaming
- Egalité entre les femmes et les hommes dans la coopération danoise
- HIV/AIDS Mainstreaming
- Conflict Management
- Integrating Human Rights in Development Programming
- Environmental Mainstreaming
- Anti-Corruption

**Organisational / Project Development Courses:**

- Organisational Change Management
- Training Management & Development
- Gestión de Programas y Proyectos
- Integrated Environment and Water Management
- Public Sector Capacity Development (leadership, top managers, executives)
- Financial Management and Good Governance
- Project Cycle Management
- Communication and Information
- Aid Harmonization and Donor Coordination
- Training Needs Analysis (regional)

**Sector specific training** - either courses for one or two sectors or *tailor-made courses* specially designed to fulfil the needs of an individual programme/project.

The *sector specific courses* may be designed to address the training needs of Danida programmes and projects within one or two sectors. The courses are of duration of 4-12 weeks. They are based on a general syllabus, but also directed towards the fellow's current job situation in order to make the acquired knowledge and skills applicable for the fellow's home organisation.

*Tailor-made courses* are specifically designed according to the need of a Danida programme/project, and last from 4 weeks to 10 months. These courses are to be financed by the respective Danida programme/project.

"Farmer Managed Advisory Services" and "Environmental Management (urban/rural)" have been planned for 2007.

**Degree studies** - master and Ph.D. programmes

Master's degree studies may be arranged and, in exceptional cases only, Ph.D. studies. All degree studies are to be financed by the Danida programme/ project.

**Strategic initiatives** - political, strategic and technically innovative training activities e.g. in 2007 "The Role of Media in the Democratic Process" and "Water and Sanitation in Emergencies" are planned.

*Suppliers' Courses*

Some Danish Institutions offer courses conducted in English and Danida fellows have participated along other international students. DFC offers such fellows the usual services, including special attention to course quality in order to ensure post course effects for fellow's home organisations.

DFC uses two different models when developing new courses. One consists of a consultant in ongoing dialogue with DFC developing the course and later implementing the course. This model has been used for the *Conflict Management* course. The other model consists of a consultant preparing the tender documents, which are sent to three invited places of study for tendering. This model has been used for the *Gender Mainstreaming* course. The course topic and availability of capable places of study are factors taken into consideration when choosing the model.

DFC's measurements of course effect are primarily directed towards measuring changes in the job behaviour. Measurement of the overall effect in relation to the programme/project activities ought to be made by the authority responsible for the original need analysis. This is only to a limited extent covered by DFC's follow-up-questionnaire which is forwarded to the requesting officers from Danida's programmes and projects approximately 18 months after the fellows' return to their home country. The aim of the questionnaire is primarily to get an overall quantitative picture of the effect of the fellowship programme.

#### **Further Information**

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<p><b>Name of Mechanism/Programme</b></p> <p><b><i>The Enhancement of Research Capacity in Developing Countries Programme</i></b></p>
<p><b>Objective</b></p> <p>Enhancement of research capacity in Danida partner countries.</p>
<p><b>Description</b></p> <p>The capacity building projects are also called ENRECA projects (Enhancement of Research Capacity). These projects function as a cooperation between researchers at a Danish institution and a partner institution in one of Danida's programme countries. They work together to build research capacity in the country in question. The capacity building projects are not expected to yield the same research output as the research projects, but to compensate for this they are intended to help the partners up to a research level at which they can contribute to promote their country's poverty reduction and development. Applications may also be submitted for support in the preparation of ENRECA programmes and/or major research programmes in collaboration with institutions in the developing countries.</p> <p>Research capacity building projects in Danida's programme countries must be focused on themes and disciplines for which there is an explicit need in the programme countries. This may take place through the countries' own research strategies and/or Poverty Reduction Strategy Papers and the needs and prioritisation of the cooperation institutions.</p> <p>Assessment aims at ensuring that:</p> <ol style="list-style-type: none"> <li>1. the research activities are carried out in cooperation with researchers and institutions in the developing countries, though this does not exclude cooperation between a number of Danish – or if applicable – international research institutions,</li> <li>2. a specific description is supplied of how the programme or project is to be implemented (including theoretical and methodological considerations, time schedules, milestones and access to relevant facilities),</li> <li>3. the application incorporates a clear strategy for the dissemination and use of the research results,</li> <li>4. applicants who have previously received funding from RUF/FFU account for the results of the previous projects/project phases.</li> </ol> <p>In the case of programmes for research capacity building, particular importance is attached to the sustainability of the activities applied for. In research cooperation that involves companies and research institutions, it is expected that the companies will assist with the financing.</p>
<p><b>Further Information</b></p> <p>John Nielsen (johnien@um.dk)</p> <p>Alex Percy-Smith (Alex.PercySmith@AgriSci.DK)</p> <p><a href="http://www.um.dk/en/menu/DevelopmentPolicy/DanishDevelopmentPolicy/Research/TypesOfResearchSupported/?wbc_purpose=basic">http://www.um.dk/en/menu/DevelopmentPolicy/DanishDevelopmentPolicy/Research/TypesOfResearchSupported/?wbc_purpose=basic</a></p>

## France

### Name of Mechanism/Programme

***Capacity building support to scientific communities in the south (IRD- Institut de Recherche pour le Développement)***

### Objective

One of the original features of the IRD's missions compared to other French research bodies is that it is committed to strengthening scientific capacity in the tropical countries it works with. Having stable, self-managing scientific communities producing knowledge and building their own consulting capabilities is of great importance for Southern countries and their development.

The IRD has several missions in this regard. One is to promote the formation of research teams in the South and consolidate their competencies for the long term. One is to foster these teams' self management capability and their integration in the international scientific community. The third is to train people in research methods and such skills as project management, fund-raising, organizing scientific meetings and promoting and disseminating results.

This work must take account of each country's particular needs and the local situations in which researchers have to work. While the least developed countries need strong, overall support to structure and strengthen their research potential, the more advanced countries are seeking to establish competency hubs in particular fields and diversify their scientific partnerships.

### Description

Among the imperatives on which IRD support is based are high quality in research projects and lasting partnerships. Support is usually provided through joint actions with other scientific cooperation organisations.

The IRD offers the following types of support to promote research capacity in the South:

#### *Support for teams*

The IRD helps newly-formed research teams in the South who are working on development-related issues to get established, giving them financial support for three years and allocating an IRD research unit to act as incubator. So far 26 such Jeunes équipes associées IRD (JEA) have received the Institute's support. The IRD also runs the executive secretariat of the Ministry of Foreign Affairs' CORUS programme. The purpose of CORUS is to promote scientific partnerships between French universities and research institutions and those in France's "priority solidarity zone".

#### *Support for individuals*

In 2005 the IRD had a portfolio of:

- 150 three-year doctoral thesis grants. These are intended to enable young Southern researchers to obtain their initial training. The grantees are integrated in and supervised by IRD research teams.

- 5 two-year postdoctoral grants enabling newly qualified PhDs to continue research and help them integrate into Southern research teams. These grants are jointly financed by the IRD and the Southern host institution.
- 42 twelve-month in-service training grants to encourage in-service training or to help researchers, engineers and technicians upgrade their careers through partnerships with the IRD.
- 53 twelve-month short-term scientific exchange fellowships, designed to encourage Southern researchers' mobility through partnerships with the IRD.

#### *Support for institutional projects*

The IRD ran 19 operations in support of institutional projects. For this type of support the Institute takes a case by case approach, offering advice, mediation and scientific support to create or strengthen structured projects with a partner institution or to help partners wishing to develop a competency they lack. For example, the IRD helps design teaching courses in liaison with local teams and Northern universities, supports summer schools (see box, Microtrop) and helps establish networks.

#### *Sharing information and knowledge*

The IRD's information and knowledge sharing missions are to ensure a high profile for the Institution and its scientists, to disseminate information to scientists and professionals, and to improve relations between science and society. The IRD's external visibility increased in 2005 through press reports (1700 of them), its periodical Sciences au Sud which is circulated in 120 countries, scientific news sheets, the reach of its website, which receives an ever-growing number of hits, especially the short Canal IRD videos. The Indigo image base, which has a stock of nearly 32,000 numbered and documented pictures, is increasingly widely used now that it can be accessed on the Internet. Regular television appearances enable the institute to promote its results among the general public. To provide effective support for scientists, the IRD subscribes to an ever-increasing number of online science information services, with more subscriptions in its centres outside France, and also supplies access to the impact factors of the main scientific journals. Publications by the Institute's researchers were systematically monitored in 2005 - a first step towards setting up bibliometric analysis tools and indicators.

A new documentation system was deployed in 13 IRD documentation centres, giving widespread access to the researchers' 65,000 publications (65% of which are available in electronic form) and the documentary resources the Institute has been amassing for the past 60 years, particularly in its documentation centres in the tropical zone. Some fifty books and atlases were published in 2005, including Représenter la nature? ONG et biodiversité, the expert group review Organic agriculture in Martinique (in English and French) and Le territoire est mort, vive les territoires. To disseminate results in the language of the partner country, preference was given to co-publication and delegated publishing in Southern countries. Synthesis reports of symposia and seminars were published or made available on-line for easier access.

#### *Guide to good practice in research for development*

- How should a research project for development be conceived, elaborated and constructed?
- How should the programme be set up and conducted with full respect of the culture of each partner and in conditions that are acceptable to all?

- How should the results be exploited, disseminated and promoted for the benefit of all partners?
- What action should be taken to ensure that the results are translated as quickly as possible into policy decisions, in such a way as to enhance the well-being of the population and respect for the environment?

These were the questions the ethics committee aimed to answer with its Guide de bonnes pratiques de la recherche pour le développement, which spells out 15 principles representing the “ethical horizon” to be attained, starting from questions raised in the field. The guide is the fruit of the Committee’s first mandate and is intended as a tool to bring implicit ethical questions to light, facilitate application of the rules of professional ethics and help researchers think more clearly about their practice. In its second mandate the Committee will be taking the guidelines further, with the help of all IRD staff and partners and for the benefit of all.

### **Further Information**

[http://www.ird.fr/us/institute/report/2005/ra\\_uk\\_former.pdf](http://www.ird.fr/us/institute/report/2005/ra_uk_former.pdf)

**Name of Mechanism/Programme: Eiffel scholarships**

***Call for candidates for Eiffel scholarships and Eiffel PhD scholarships for 2007-2008.***

**Objective**

The objective is to educate future foreign public- and private-sector decision-makers.

Eiffel scholarships are awarded to foreign students for preparation in France of a master's degree in one of these areas: engineering, economics-management, law-political science.

Applications from students from Asia, Latin America, the new European Union member states and, more generally, from countries with strong scientific and academic potential are encouraged.

In order to complete the existing Eiffel programme by extending it to doctorate studies, the Ministry of Foreign Affairs has created a new programme: the Eiffel Doctorate. The doctorate programme aims to encourage PhD students to undertake their studies in France.

*Not specifically ARD but life and environmental sciences, economy and political sciences may be related to ARD.*

**Description**

Applications are encouraged from students from emerging countries (in Asia, Latin America, new EU member states, Russia).

The Eiffel Doctorate programme offers foreign PhD students a year in France (preferably the 2nd or 3rd year of their PhD, except in special cases).

The programme is based on a partnership between the Ministry of Foreign Affairs, the Ministry of National Education, Higher Education and Research, and higher-education establishments and will complete the existing system of research grants for joint PhD supervision.

*Eligible areas:*

life sciences, environmental sciences,  
bio and nano-technologies,  
engineering sciences, exact sciences,  
information and communication sciences and technologies;  
economy, management;  
law, political sciences, international relations.

*Target:*

The programme is aimed at foreign students that hold masters-level qualifications and would like to spend a year in France. The joint management of the PhD is obligatory, joint supervision desirable. The students continue to be registered with their university of origin for the whole period of the PhD.

Applications from non-Francophone students are accepted on the condition that



they attend a language course before and during the PhD year in France. Candidates should be a maximum of 35 years old in the year of selection.

*How to apply:*

Within their structured partnerships with top quality foreign establishments (see programme quality charter) and from among the best foreign students they wish to welcome for PhD studies, French higher-education establishments preselect the candidates they will present for Eiffel PhD grants. The applications must be stamped and signed by the head of the establishment (president of the university or director of the school).

Direct applications from students or foreign establishments are not accepted.

The fact that a candidate, presented by an establishment, has obtained an Eiffel PhD grant is valid for registration in the establishment, except in special cases (the grant is refused by the student).

*Selection methods and criteria:*

Selection will be based on the established Eiffel programme procedures: a panel of experts made up of three specialised colleges (one for each major discipline area) examines the applications. These experts decide from among applications that have previously been evaluated by the scientific, technical and educational mission (MSTP) within the Ministry of National Education, Higher Education and Research.

Members of the colleges may not examine dossiers presented by the education establishments to which they are institutionally linked.

Three criteria are taken into account by the panel of experts:

the excellence of the candidate and the innovative nature of the research topic;  
the international policy of the establishment presenting the application and the actions undertaken in the geographic zones under consideration, the excellence of the host unit and the PhD supervision;  
compatibility with the Ministry of Foreign Affairs' cooperation policy.

The panel of experts scores candidates on these three criteria, determines an admission threshold and allocates grants according to the number available.

**Further Information**

[http://www.diplomatie.gouv.fr/en/article-imprim.php3?id\\_article=7093](http://www.diplomatie.gouv.fr/en/article-imprim.php3?id_article=7093)

**Name of Mechanism/Programme**

***UPAFA, the African Farmer's Academy***

**Objective**

The Université Paysanne Africaine (UPAFA) is part of the APM Africa network:

- to help small-holder organisations access more in-depth information and training in those domains not presently covered by different existing initiatives;
- to encourage the emergence of new leaders prepared for new tasks arising from socio-economic progress;
- to facilitate the distribution to the largest possible number of producers of information that they need for their individual and collective actions.

The African Farmer's Academy is an instrument at the service of Farmers' Organizations. The aim is to provide an alternating training designed for officials from national or regional, local federative Organizations in various countries be they organizations that are structured around a Sub-Sector (Cotton, Coffee, Cocoa, Rice, market gardening, cattle breeding etc...), or multi-sector based organizations.

The UPAFA provides a context for the information and training of small-holders from different countries of sub-saharian Africa. In this guise it is involved in the progress of sub-regional and continental integration, in particular by encouraging exchanges and discussions between small-holders from different countries, and by providing them with the tools for constructing common strategies necessary for the promotion of family agriculture.

The UPAFA aims to contribute to the thinking and actions carried out by the APM Africa network, and is an essential ingredient in this. Consequently, its objectives, organisation, and programmes are determined by the objectives and policies of the APM Africa network and its member organisations. The UPAFA is however open to the responsible farmers' organisations which are not members of the APM Africa network.

**Description**

Peasant Agriculture has for several years been confronted to many economic and institutional changes: structural adjustment programs, withdrawal from the state, liberalization of commercial exchanges, reorganization of agricultural services, administrative decentralization etc. Changes were rapid and officials in many Farmers' Organizations felt the need of strengthening their capacities in order to understand the developments that occurred and in order to build up strategies that match with the expectations and interests of their members.

The African Farmer's Academy proposes an international two years cycle with five sessions, covering the following topics:

1. Evolution of local societies and developments in the national and international contexts.
  - *The role played by the State and the major characteristics of agricultural policies;*

- *The evolution of organization set up by the rural people;*
  - *The development of relationships between rural producers and other operators.*
2. The Changes of the economic environment of Agriculture
- *The liberalization of world markets and its effects on the marketing of agricultural products;*
  - *Structural adjustment programmes and their consequences in the agricultural sector;*
  - *New challenges and stakes for Peasant agriculture.*
3. Institutional reorganizations.
- *The reorganization of agricultural services;*
  - *Restructuring Sub-Sectors;*
  - *Public policies in matters of land tenure and credits etc...*
  - *The administrative decentralization and the setting up of local communities;*
  - *The role devolved to the State in the discharge of its " kindly duties",*
  - *The policies of major donors and Cooperation Agencies.*
4. The positioning of Farmers' Organizations in a changing World.
- *Diversity of strategies for adapting family (or individual) production units to economic and institutional changes;*
  - *Challenges facing Peasant agriculture.*
5. The objectives and approaches of Strategic planning.
- *Methods and tools (negotiation and participative approach in strategic planning);*
  - *Gender approach;*
  - *Local and regional development;*
  - *Commodity chain production for local or international markets.*
6. Negotiation
- *Tools and methods of analysis prior to the negotiation process;*
  - *Negotiation within the context of local, regional or national development (different actors, public policies).*

Supported by the French government and the Charles Leopold Mayer Foundation for the Progress of Humankind (FPH), the first cycle ended in 2005. 25 officials from 17 national or regional farmers organizations from West, East or Southern (French, Portuguese or English, speaking) African countries attended the Academy.

### **Further Information**

M.R: Mercoiret (marie-rose.mercoiret@cirad.fr)

<http://www.agobservatory.org/library.cfm?refID=29611>

[http://training.cirad.fr/formation\\_collective/catalogue/univ\\_paysanne\\_africaine](http://training.cirad.fr/formation_collective/catalogue/univ_paysanne_africaine)

**Name of Mechanism/Programme**

***The Duras project: promoting sustainable development within the agricultural research systems of the southern hemisphere***

**Objective**

It aims to promote inter-regional and international exchanges on the topic of sustainable development under the umbrella of agronomic research. Through calls for applications the DURAS programme supports multi-partner projects taking the priorities set by the countries in the southern hemisphere into account and involving all the research and development players in the field of agriculture, from researchers to the producers.

**Description**

The National Agricultural Research Systems (NARS) helped established a forum in which to discuss and express their needs at the global level. Within the Global Forum on Agricultural Research (GFAR), they can meet with their Northern partners as well as representatives of international agricultural research centres and discuss ways and means to jointly addressing the challenges of alleviating poverty, food security and sustainable management of natural resources.

GFAR is designed to encourage a bottom-up structure of research systems, i.e., from national, sub-regional, regional up to global level. These various levels also offer space for stakeholders, particularly the non-traditional ones, i.e. non-government organization, farmers organization and agro-enterprises, to be involved in various stages of formulating and monitoring research programmes. Despite being a relatively new initiative, GFAR's influence starts to bear fruits, and should thus be nurtured.

In this context, the Project DURAS was conceived in order to support the opening up process being promoted by GFAR and to contribute to strengthening the involvement of southern stakeholders in the agricultural research process and ensuring that their voices are heard at the international level. It also aims to enhance the scientific potential of these stakeholders through the implementation and management of research programmes which they believe to be strategically important for their regions.

The project's three components include:

- Support to the strengthening of regional fora in agricultural research, particularly in enabling relevant stakeholders such as NGOs, farmer groups and small and medium agri-enterprises to actively participate in the R&D process
- Reinforce functional information communication management (ICM) system and development of Regional Agricultural Information Systems (RAIS)
- Launch a Competitive Grants Systems to encourage and promote innovation; to scale up innovative practices developed in the south; and to enhance scientific capacity southern partners.

The first two components are managed by the GFAR Secretariat in Rome, Italy while the third component is implemented by Agropolis International which houses the project office in Montpellier, France.

A three-year project funded by the French Ministry of Foreign Affairs, DURAS is also a Type 2 Initiative under the World Summit for Sustainable Development (WSSD) referred to as Partnerships for Sustainable Development. Type 2 Initiatives are voluntary multi-stakeholder partnerships programmes which contribute to the implementation of inter-

governmental commitments in Agenda 21, and the Johannesburg Plan of Implementation. Thus, through the DURAS project, stakeholders in agricultural research are able to contribute concretely to the outcomes of the WSSD and other international agreements in furthering sustainable development.

### **Component 1: Support to GFAR Secretariat's facilitation function**

The first component of the DURAS Project aims to support the facilitation role of the Secretariat of the Global Forum on Agricultural Research (GFAR), including support to regional and sub-regional fora to enable them to function as a real forum where relevant stakeholders actively participate. The GFAR Secretariat is mandated by its charter to carry out a number of activities and functions designed to facilitate the implementation of the GFAR Business Plan by its stakeholder groups. Some of these activities include revisiting/updating regional priorities with full participation of all stakeholders, and support to facilitating the involvement and strengthening of civil society organizations (CSOs), i.e., NGOs, farmers organization and small agri-enterprises in the ARD process.

### **Component 2: Facilitating information and communication exchange**

Facilitating information and communication exchange among stakeholders in agricultural research is also among the objectives of the DURAS Project. Under this component, the project has supported various activities the Secretariat pursued the twin objectives of monitoring, updating and improving the GFAR website as well as facilitating the development of Regional Agricultural Information Systems (RAIS) in all of the five RF.

### **Component 3: Competitive Grants Scheme**

The third component of the project is the implementation of a Competitive Grants Scheme (CGS) whose objectives are: (a) to encourage and promote innovation as well as to scale up innovative practices in ARD developed in the south; and (b) to enhance scientific capacity southern partners.

Application for the Competitive Grants is open to all stakeholders involved in agricultural research, provided that the Lead Proponent (LP) is from a university, national research centre or a civil society organization (CSO) from a ZSP (Priority Solidarity Zone) covered by the project.

ZSP countries:

- Near East:  
Lebanon, Autonomous Palestinian Territories, Yemen
- North Africa:  
Algeria, Morocco, Tunisia
- Sub-Saharan Africa and Indian Ocean:  
Angola, Benin, Burkina-Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Comoros, Congo, Ivory Coast, Djibouti, Eritrea, Ethiopia, Gabon, Ghana, Gambia, Guinea, Guinea-Bissau, Equatorial Guinea, Kenya, Liberia, Madagascar, Mali, Mauritania, Mozambique, Namibia, Niger, Nigeria, Uganda, DR of the Congo, Rwanda, Sao Tome and Principe, Senegal, Sierra Leone, South Africa, Sudan, Tanzania, Togo, Zimbabwe
- Indochina Peninsula :  
Cambodia, Laos, Vietnam

The Priority Solidarity Zone (PSZ), or Zone de Solidarité Prioritaire in French, was defined by the French government in February 1998 as an area in which public aid, engaged in a selective and concentrated manner can produce a significant effect and contribute to the smooth development of institutions, society and the economy. It is composed of countries among those least developed in terms of income, without access to financial markets, and with which France intends to forge a strong partnership link for solidarity and sustainable development that meets several objectives: (a) consolidation of the rule of law and nurturing of democracy; (b) support of sustainable development based on economies that are balanced, more diversified and less vulnerable; (c) cover of essential social needs; (d) rational management of territory and resources and environmental protection; (e) promotion of participative and cultural development; and (f) stability and regional integration.

**Further Information**

[http://www.diplomatie.gouv.fr/en/article-imprim.php3?id\\_article=2281](http://www.diplomatie.gouv.fr/en/article-imprim.php3?id_article=2281) 21/02/2007

**Name of Mechanism/Programme**

***Integrated Actions programmes (Programmes d'Actions Intégrées-P.A.I.)***

**Objective**

These programs aim to contribute to :

- The promotion and internationalization of scientific research
- Promotion and identification of new scientific partnerships of Excellency
- Reinforcement of bilateral scientific cooperation
- Promotion of the European Research Area
- Promote the mobility of researchers focusing on young researchers
- Training to and by research of young researchers

The programmes are not restricted to Agricultural Research for Development.

**Description**

The P.A.I. are implemented as follows :

Through calls for applications published, once or twice a year, simultaneously in France and the partner countries a double evaluation of the applications made in parallel in France and the partner countries; in France the majority of the applications is evaluated by the "*Mission Scientifique, Technique et Pédagogique (MSTP) du MENESR (Ministry of Research and Education)*", a selection of the projects by a joint committee meeting alternatively in France and the partner countries.

The projects are financed with parity by France and the partner country. The funds are coming mainly from the budget of the French embassies and for some P.A.I. from the Ministry for Research and Education.

The P.A.I. are funding the international over cost of the research projects i.e. transport and accommodation costs of the researchers during their stay in the partners' laboratories. Some programmes support the training through purses of training courses and doctorates.

In France the technical management of the P.A.I. (technical aspects of the tenders, organisation of the missions and invitations) is mainly made by operators like EGIDE and CNOUS.

61 P.A.I. or assimilated programmes (see list on the web site below) have been launched with 57 partners representing every year more than 2000 integrated actions (1000 within Europe) and funding the mobility of more than 10 000 researchers from France and partner countries.

80 % of the projects lead to the publication of one or more articles in a referred review. 20 % of the projects of the P.A.I. gave rise to projects of research the Outline programme and technological development (PCRDT) of the European Union. New P.A.I. are in preparation, mainly with partners in Eastern Asia.

**Further Information**

[http://www.diplomatie.gouv.fr/fr/actions-france\\_830/education-universite-formation\\_1043/consultez-les-appels-projets\\_5267/appels-propositions\\_5394/fr/actions-france\\_830/recherche-sciences\\_1029/programmes-cooperation\\_2609/pai-programmes-assimiles\\_13109/index.html](http://www.diplomatie.gouv.fr/fr/actions-france_830/education-universite-formation_1043/consultez-les-appels-projets_5267/appels-propositions_5394/fr/actions-france_830/recherche-sciences_1029/programmes-cooperation_2609/pai-programmes-assimiles_13109/index.html)

**Name of Mechanism/Programme**

***CNEARC French Institute for Tropical and Subtropical Agricultural Studies***

**Objective**

CNEARC's Missions

- Training specialists in agricultural and rural development in the Mediterranean, subtropical and tropical regions,
- Providing support to training institutions in the South in the design and production of their educational programmes,
- Contributing to the development of Southern countries through expertise and research activities.

**Description**

CNEARC (see [www.cnearc.fr](http://www.cnearc.fr)) is a public higher education institute fully specialised in tropical agriculture and rural development. Created in 1902, it is part of Agropolis, Montpellier, France, the highest concentration of tropical agricultural research and development skills in Europe .

CNEARC offers several graduate and post-graduate trainings related to tropical agriculture, rural development and management of natural resources :

- ESAT (Ecole Supérieure d'Agronomie Tropicale) provides a post-graduate curriculum in tropical that takes two years (open to students with 240 ECTS or equivalent).
- Mastère spécialisé in "Tropical Agriculture Development" which takes place during a 16-month period (open to students with 300 ECTS or equivalent).
- Master of Science "Stakeholders in Rural Development" (a *Natura* European MSc), made up of nine one-month modules valid over a five-year period and a seven-month field study (open to students with 180 ECTS or equivalent).

Training focuses on the knowledge of the bio-physical and social environment in tropical areas, acquisition of the diagnostic methods and tools based on farmer's practices and the best use of local knowledge, systematic and interdisciplinary approach of agrarian systems, consideration of the role of the different stakeholders in the development process.

CNEARC receives students from about forty different countries in Europe, Africa, South-East Asia and Latin America. Some come for their initial training; others already have professional experience and come to CNEARC to update their skills, to retrain, or as a complement to their initial training.

Cnearc also participates actively in research.

Beside training, other activities include:

- Research: its scientific programme is organised on two main pluridisciplinary topics : (i) "*Innovation in agriculture*" and (ii) « *Systèmes agraires et gestion des ressources et des territoires (SAGERT)* » (*Farming systems and land based resource management*)



- Running of projects on the basis of partnerships which can deliver social, economic and technical change, specially (although not only) in developing countries
- Building up and disseminate joint knowledge bases about development processes; CNEARC also publishes books and training materials;

**Further Information**

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# Germany

## **Name of Mechanism/Programme**

*Voucher Based Question Answer service for Farmers (QAS Voucher System)*

## **Objective**

The main objective is to provide a cost efficient service, which assures that producers (consumers of knowledge generated by science) receive practical information they request for the improvement of their production systems and for improved decision making. The system gives the target group a voice by turning their need for information into demand for information by changing the direction of the flow of funds (subsidy of demand in stead of subsidy of supply). The system is expected to improve learning processes at all stages of the knowledge chain. The truly demand driven system has the potential to contribute to the development of a decentralized agricultural information and communication system, which capitalizes on existing structures and contributes to the sustainability of local initiatives. It is expected that the system will provide valuable experiences for the improvement and of the knowledge chain.

It is intended that the decentralization leads to the mobilization of human resources that at present are not employed according to their qualification due to the lack of absorption capacity of existing services.

Other objectives:

- Get a first hand assessment of needs from stakeholders.
- Get feed-back from end users on proposed technologies.
- Lower cost for need assessment and evaluation.
- Share information at low cost.
- Map available expertise and select relevant information according to demand of the target group.
- Make available and relevant information accessible.

## **Description**

The question answer service voucher system for farmers is a demand driven, open, and decentralised and web based communication and information system. Vouchers are used to turn farmers' information needs into demand for information. The vouchers that are handed out to farmers entitle them to ask questions of their choice and to get an answer from an expert. A number of persons are involved to ensure that the service is provided to farmers. They have specific tasks. All of them are paid upon delivery according to the rates defined in these guidelines. Service providers are fully accountable for the services they provide to the target group.

A web based information and communication system is used to document the questions and answers and to facilitate communication between farmers and experts. Beyond the central objective of providing accurate and timely information to farmers the QAS voucher system seeks to mobilise existing expertise, to put relevant content on-line, to stimulate active participation of the target group in the information society, to promote

initiatives at the grass root level and to improve the cost benefit ration of technology transfer.

*The opportunities that the voucher system offers*

In the voucher system development agencies subsidize demand. They empower the target group to request services from the service providers by handing out vouches. Vouchers have a defined value and can pay for a specific service. Service providers are paid by the target group according to delivery. Once the vouchers are handed out the different service providers will compete on a equal basis in order to satisfy demand of the target group. As compared to the subsidy of offer the voucher system has the following advantages:

- it is truly target group driven
- it strengthens local initiatives and maintains competition
- need assessment becomes obsolete
- the target group is involved actively right from the start
- high secondary effect of development expenditures on local economy: money of the development agencies is invested at the bottom of society and is spread among many people. Service providers that are closest to the target group are the first beneficiaries. Consequently the secondary effect of development money on the local economy is relatively high

*The Internet and the voucher system (<http://www.runnetwork.de>)*

Without the Internet the voucher system would have little chance since it would be difficult to manage and to control such a decentralized system.

*What does the RUN system offer?*

RUN offers a powerful backend with a sophisticated and easy to use controlling system that facilitates the management of voucher based services. Although we presently use the system only for the management of a voucher based question and answer service it could also be used for other services.

**Further Information**

Marc Bernhard ([bernard@isicad.org](mailto:bernard@isicad.org))

<http://www.runnetwork.de>

**Name of Mechanism/Programme**

*DAAD Development Cooperation*

**Objective**

- Support employment of beneficiaries in their countries of origin according to the knowledge and know-how that they have acquired.
- Avoid brain drain.

**Description**

DAAD provides a range of different fellowship programs to promote international collaboration in research. They are not ARD specific but there are special instruments for partners in DC. This includes:

1. Individual support and training for young academic staff as well as experts and executives (staff development)
2. Support for the construction of appropriate structures at the partner universities (institution building)
3. Provision of continuing education for Alumni from German institutions of Higher Education

University management bodies in developing countries are supported within the framework of DIES (South-North Dialogue on Innovative Higher Education Strategies), a joint initiative by the DAAD and the German Rectors' Conference (HRK). Conferences, workshops and seminars with relevant organisations from developing countries serve as a forum for the exchange of experience on matters of innovative Higher Education policies and efficient management.

*Postgraduate Courses for Professionals with Relevance to Developing Countries*

The programme targets proposals which provide scientific further education and which bridges a gap in the field of teaching and research at higher education institutions. The courses of study should be related to questions concerning developing countries and therefore should reflect the current state of research as well as the respective professional conceptions and methods. The course's financing, irrespective of the participant's funding, should be guaranteed. Participants who are able to individually finance their studies or who have obtained a scholarship from their government or other sources are desired. In the long run the program's completion should not be dependant on DAAD scholarships.

1. The Postgraduate Course should lead to an international competitive final degree
2. The Postgraduate Course is normally designed to last from 2-4 semesters
3. The instruction should be in foreign languages, in particular English, with regional alignment French or Spanish will be used as well. The participants should in any case be enabled to acquire good elementary German;
4. The Postgraduate Course should be announced by a detailed brochure. In this brochure the admission requirements, in particular a detailed course programme and a clear definition of the target occupational profile must be specified.

#### *Subject-Related Partnerships with Universities in Developing Countries*

Measures which give new impulses to the academic co-operation by scientific collaboration with the partner universities on an institutional or departmental level. Academic exchange to achieve an improvement of the quality of teaching and the development of sustainable structures in a range of apprenticeships should on one hand contribute to the strengthening of Universities in developing countries, but on the other hand should also be of use for German higher education institutions: the involved scientists', postgraduates' and students' experiences advance the professional knowledge and sensitises them for the handling of problems of developing countries. Furthermore, they enlarge the capability of skilled personnel. Lastly with international know-how and language abilities they contribute to the strengthening of Germany's position as an international centre of science, research and education. Condition for funding is an existing partnership agreement. The creation of a partnership project from a German higher education institution with two higher education institutions in the same or in different partner countries is welcomed, as networks of this character should specially be supported. More information can be found under:

[http://www.daad.de/de/download/entwicklung/hochschulpartnerschaften/hsp-merkblatt2006\\_eng.pdf](http://www.daad.de/de/download/entwicklung/hochschulpartnerschaften/hsp-merkblatt2006_eng.pdf)

#### *DIES Partnerships with Universities in Developing Countries*

DIES stands for "Dialogue on Innovative Higher Education Strategies". DIES is a joint programme of DAAD and the German Rectors' Conference (HRK), which started in 2002. It aims an international exchange of experiences in the field of innovative higher education management policy. *DIES Partnerships* support co-ordination between higher education institutions in industrialized and developing countries in the above mentioned field. *DIES* is geared towards higher education principals, administrators, quality assurance co-ordinators, partnership commissioners as well as members of institutional reform commissions at higher education institutions. In general, *DIES Partnerships* shall provide an opportunity to intensify and improve linkages between German universities and those in partner countries. Co-operation between universities and other institutions of higher education in addition to extra-academic partners will also be supported. Main focus of cooperation shall be on university management and institutional reforms aiming at quality improvement as well as enhancing the practical relevance of higher education. The following fields of activity may qualify for funding within the framework of *DIES Partnerships*: quality assurance and development, strategic planning, curriculum development for Higher Education Management Courses, pilot introduction of Cross-Border Education and establishment of inter-institutional quality networks. Prerequisite of application for *DIES Partnerships* is a co-operation agreement between a German university and another partner university or institution of higher education abroad, established prior to the application for *DIES*. Partnership projects may not only be from the same, but also from two different countries. These tandem partnerships are also eligible and especially welcome to apply.

#### **Further Information**

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# Hungary

<b>Name of Mechanism/Programme</b> <i>West-East-South Concept (WES-Concept)</i>
<b>Objective</b> In order to support sustainable aquaculture development in the Mekong Delta of Vietnam, a so called West-East-South Project (WES) has been launched in 1994 that is financed by The Netherlands' Government and implemented by HAKI, Szarvas, Hungary mainly through the Fisheries Departments of the College of Agriculture of Cantho University (CAFID). The immediate objectives of the project were to strengthen and upgrade the educational, applied research and extension capacity and capability in aquaculture in the Southern part of Vietnam; to improve access to current knowledge and experience in aquaculture development; and to increase institutional cooperation between national partners and international development organizations involved in aquaculture.
<b>Description</b> <i>Experiences of HAKI in aquaculture-related IDC project management</i> In Hungary, the Research Institute for Fisheries, Aquaculture and Irrigation (HAKI) is in a somewhat special situation in Eastern Europe having wide international relationship since 1975, when HAKI was developed into an international aquaculture research, development and training center in the frame of an UNDP/FAO development program. Between 1994 and 1999, HAKI was the implementing institution of a 2 million USD project in Vietnam in the frame of a Dutch Government financed project called "West-East-South (WES)" project. The main objective of the WES project was the institutional strengthening of aquaculture research, education and extension in the southern part of Vietnam (Cantho University). In addition, the secondary objective of the project was to strengthen the capacity of HAKI in planning and implementation of projects in developing countries. Thus, staff members of HAKI could enhance their knowledge in modern principles of project management during the elaboration and implementation of this project. <i>West-East-South cooperation in aquaculture development (The WES concept)</i> It was a unique feature in international aquaculture development, when an Eastern European institute was responsible for the implementation of a complex development project (with a budget of about 2 million USD) in a developing country, and there have been reservations about the fate of the project. However, the viability of the WES concept has been proven during the implementation of the project, and the main findings are summarized in the following: <ul style="list-style-type: none"><li>• The donor country (The Netherlands) could assist the safeguarding and development of R&amp;D values in Eastern Europe (Hungary), and also the improvement of nutrition and income sources in a developing country (Vietnam) in the frame of a single aquaculture development project;</li><li>• Foreign aid became available for an Eastern European institution, namely for HAKI in</li></ul>

this scheme, that otherwise may not be available;

- The staff of HAKI became familiar with up to date project planning and management methods, and gained valuable experiences;
- No executing agency has been involved in the implementation of the project, and by sharing the tasks, the cost could be reduced and the efficiency increased. The CAFID was a partner during the implementation of the project and not merely a subsidized institute, thus gaining valuable experiences in project management;
- The R&D capacity of HAKI could be better utilized, which otherwise may have been reduced or lost due to the difficulties in the region;
- The collaboration between Vietnam and Hungary and between their institutions has been improved. Relationships and collaborations have been revitalized not only between HAKI and CAFID, but among other institutions as well, and the project has a positive effect on the relationship between the two countries as a whole;
- The project provided good opportunity for Vietnamese and Hungarian professionals to exchange ideas and learn from each other how to adapt to the changing economical and social environment;
- HAKI experts became more familiar with tropical aquaculture and multidisciplinary research;
- There has been a good indirect effect of the project on the development of multilateral collaboration and coordination in Vietnam.

For broadening and strengthening collaborative research and development work between Hungarian and Vietnamese research institutions, a Memorandum of Understanding was signed between the Ministry of Agriculture and Rural Development, Hungary (MoARD) and the Ministry of Fisheries, Vietnam on freshwater aquaculture cooperation for a five year period. According to the MoU, the Hungarian MoARD provides yearly fund for collaboration between relevant Hungarian and Vietnamese institutions. The implementation of the specific programs between the collaborating partners is managed by HAKI from the Hungarian side and RIA-2 from the Vietnamese side.

Based on the experiences of HAKI gained during the implementation of the WES Project in Vietnam, it is highly recommended to keep the WES concept alive, and to further promote and support this type of cooperation in the future. Although this type of cooperation has been suspended after the termination of the Dutch Government supported WES Project in 1999, it may be worth to be considered such type of cooperation with the involvement of the European Commission and other international organizations and funding agencies. This idea would be in good accordance with one of the main objectives of the present ERA-ARD project as well.

### **Further Information**

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## Italy

<b>Name of Mechanism/Programme</b> <i>The Istituto Agronomico per l'Oltermare (IAO) support for agricultural research to the Government of Algeria</i>
<b>Objective</b> <p>Agriculture remains the source of income for most developing countries' rural economies. IAO recognizes the need for integrated and sustainable approaches to protect the natural resources base, which food security and livelihood depend on. Sustainable land management options need to be found to tackle land degradation that affects the ecological integrity and productivity of millions of hectares of land in the world.</p> <p>In this context, IAO considers as key elements the following:</p> <ul style="list-style-type: none"><li>• Agricultural research for development as a means to find ways of breaking the vicious circle between poverty and natural resources depletion;</li><li>• Improving the process of taking informed decisions in order to face emergencies and the long-term challenges of development;</li><li>• Capacity Development at the individual, organizational and systemic levels to reverse these negative trends, if and when accompanied by a strong political will.</li></ul>
<b>Description</b> <p>IAO sees itself as a facilitator for the development of endogenous capacities. It focuses much of its technical assistance in supporting its partner countries to produce and gain access to agricultural and environmental information, and thus supporting the decision making process and good governance. This is considered one of the most important aspects of CD linked to agricultural research.</p> <p>In Algeria, since the late 1980s, support has been provided for the design and implementation of an agricultural research and development programme, never losing sight of it even during the years of terrorism and insecurity in the country. Algeria is forced to annually import huge amounts of wheat to fill the gap between internal production and consumption. The trade balance and national food security is consequently dependent on international markets.</p> <p>After some contacts first in 1989, IAO has started its support to the Government of Algeria in 1992. With financial support from the Italian Cooperation of the Ministry for Foreign Affairs, a project was designed, the first phase of which was called '<i>Applied research for durum wheat improvement</i>'. However, IAO and its partners were practically forced to interrupt activities almost immediately as a result of the situation of insecurity in the country. In 1997, a second phase of the project could be started and was called '<i>Improvement and strengthening of the national durum wheat varieties adaptation system</i>'. Between the two phases, IAO provided technical assistance at distance and brought to Italy Algerian professionals to be trained. In 2003, a new project called '<i>Integrated System for the Management of Rural and Agricultural Information</i>' was</p>

designed in a fully participatory way. It is still on-going.

#### *Objectives of the program and of the CD approach*

The general objective of improving varieties and technologies of the national durum wheat production in a sustainable way was carried out by developing and strengthening the capacities of the Institut Technique des Grandes Cultures (ITGC), which belongs to the Ministry of Agriculture and Rural Development, to carry on natural resources inventories and field research. Applied research has been tailored to develop local knowledge on natural resources, and improve plant genetic material and agronomic practices according to prevailing environmental conditions and local requirements. The project was geographically located in the Tiaret region. Based on the positive results, the second phase of the project was extended at national level, targeting the whole northern part of the country.

#### *CD activities*

Capacity Development has included activities such as:

##### At the individual level:

- Training on-the-job in Algeria and
- Training courses in Italy on land classification and evaluation using GIS, and on new scientific methodologies for the analysis of genetic material adaptation to the territory. Over the years, these activities have attracted the interest of FAO which resulted in a new IAO-FAO training course on 'Exploiting plant adaptation and biodiversity for higher and more stable yields'.

Training has proved to be the best way of keeping engaged and involved even during the years of terrorism and insecurity in the country, when it was not possible to implement any planned activities. The strategy to develop local capacities through training in Italy and through the provision of technical assistance at distance has been highly appreciated by the local partners.

Between 1993 and 1998, four courses, each one designed to train 4 Algerian professionals, were organized in different subjects, and for a minimum of 6 months. Between 1998 and 2001, 9 technicians were trained on-the-job while responsible for conducting experimental agricultural research on durum wheat and then for assessing results in the next two agricultural campaigns. Moreover, 9 Algerian professionals participated in the different editions of the IAO Professional Master Course on 'Geomatics and Natural Resources'.

Another 6 Algerian professionals participated in the second edition of the Food Security Training Course, organized in 2003 for the Maghreb countries. This course aimed at providing an understanding of the systemic characteristics and causes of food insecurity, the impact of macro and sector policies and the strategies, policy measures and interventions which can bring about improvements. Furthermore, in 2006, 2 senior plant breeders participated in the third edition of the IAO-FAO training course on 'Exploiting plant adaptation and biodiversity for higher and more stable yields'. IAO and the Italian Ministry for Foreign Affairs support training also with fellowships. Over the years, most Algerians have benefited from scholarships and fellowships while participating in the IAO training activities.

At the organizational level:

1. Through provision of equipment (laboratory and field research instruments, hardware and software for Geographical Information System (GIS) application) to strengthen ITGC, the main receptor of the findings of the applied research,
2. The establishment of the Natural Resource Assessment Unit and of the Research Planning and Data Analysis Unit,
3. The strengthening of national capacities for establishing an agro-ecological classification system of the territory, and for fully implementing the GIS.

At the systemic level:

Since the final goal was the improvement of the scientific capabilities for proper advising and decision making, and in order to reduce the dependence of the country on international markets, an innovative approach has been taken to develop capacities at all steps of the decisional cycle from increased information on natural resources, to increased information on durum wheat yield responses, to the development and adoption of methodologies to combine and exploit the obtained information, and to the formulation of strategies for action in the short, medium and long-term. It has involved all the stakeholders, from the Ministry of Agriculture to Regional authorities, research institutions, producers and seeds' multipliers.

The strong and collaborative relationships established allowed an effective participation, and the development of capacities and ownership of the Algerian institutions. These sound and appreciated results have led to the participatory identification of a new project to sustain the National Development Plan for Agriculture and the Rural Sector, aimed at establishing an integrated and geographically based Rural and Agricultural Information System to improve the production and exchange of information in the sectors concerned.

*Conclusions and lessons learned*

Since the early 90s, IAO has been supporting the Government of Algeria with an approach that has combined various activities to develop local capacities and accompany national research institutions, remaining committed even during the years of terrorism and general upheaval.

This approach has led to:

- The development of capacities of existing local research institutions, in particular the Field Crop Research Institute, which was able to gain in new scientific methodologies, and increase confidence in its capabilities to provide technical and scientific advice to other research institutions and to the Ministry of Agriculture,
- The establishment of a sound relationship based on mutual trust and understanding,
- The development of capacities of local research institutions permanent staff, focusing as much as possible on-the-job training in an effort to limit brain drain from the country,
- The development of capacities and provision of instruments oriented to reach concrete and scientifically sound results,
- A strong support for the development of a networking of the targeted institutions with existing national and international organizations.

In conclusion, at the individual level IAO activities for CD have included the development

of skills through training and learning by doing, but also contributed to motivate and keep high the morale of professionals who never felt abandoned even when the situation in their country was causing isolation and a stop to most developing actions. At the organizational level, CD has focused in developing tools, guidelines and information management systems for the ability of the supported institutes to adapt to changes. At the systemic level, there has been less support until 2003 but the new on-going project, having expanded its support at national level, should be a further contribution to the creation of an enabling environment that could reduce the country dependence on food imports.

**Further Information**

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**Name of Mechanism/Programme**

*FAO/Government of Italy – Strengthening the Agricultural Research in Eritrea*

**Objective**

The government's development goal for the agricultural sector is to improve food security and livelihoods, expanding agricultural export earnings while ensuring the restoration and protection of the natural resource base. This is to be achieved by improving agricultural productivity, through the provision of appropriate technologies and services to farmers, and by building the capacity and performance of service-providing agricultural institutions.

The development of capacities for agricultural research development and the communication of findings to extension workers and farmers has been a major component of the Program. The Capacity Development objectives have in fact focused in assisting the Ministry of Agriculture (MoA) of Eritrea, and the National and Agricultural Research Institute (NARI) in particular, in developing institutional capacities to improve performance in managing and carrying-out effective agricultural research activities through a combination of on-the-job training, extensive staff training both within and outside the country, provision of equipment and the development of on-farm and on-site participatory technologies.

**Description***Context*

Since attaining independence from Ethiopia, the Government of Eritrea focused on developing its agricultural research and extension service capacity both, through resources and infrastructure development. The country enjoyed strong economic growth and comparatively low inflation in the first few years of independence. However, in later years border conflicts with Ethiopia and trade embargoes changed this trend significantly. The agricultural sector (which employs the majority of the population) remained weak, despite significant investment in horticultural projects and large-scale cultivation in the western lowlands. In 1996, the Government of Italy financed the provision of technical assistance through FAO for the rehabilitation of the Research and Extension Division of the Ministry of Agriculture (MoA).

Based on the positive experience of the project, in 2001 a second phase was designed with emphasis on adaptive research, on-station and on-farm participatory technology development and the dissemination of tools and management practices adapted to farmer's conditions.

In order to complete the reception of a major outstanding order for laboratory equipment and continue the support to project-funded MSc students at the University of Asmara, the project has been prolonged and will end in 2007 instead of June 2006.

*CD activities*

Capacity Development has included the following activities:

At the individual level:

- Training on-the-job of small-scale, resource poor and commercial farmers;
- Training courses for extension workers and researchers in different subjects;
- The training of 10 MSc students at the University of Asmara.

Trained staff will then be integrated in the NARI. Training was originally planned to take place abroad but a government decision stopped the activity and overseas training was substituted by MSc training at the University of Asmara. The curricula of these courses were developed through a nation-wide needs assessment exercise supported by the Wageningen University (The Netherlands) and the Free State University (South Africa) in a way to fit the situation of Eritrean agriculture.

At the organizational level:

- Through the provision of equipment, supplies and operating costs, the Project has supported NARI in establishing the physical infrastructure that sustain a full range of agricultural research activities, and has initiated and expanded adaptive research activities relevant for the agro-ecological conditions of the country. NARI now has appropriate facilities (including three laboratories for soil science, animal feed and tissue culture) and equipment for conducting research and continuing education activities;
- A Farmer Advisory Services was constituted within MoA to improve research/extension farmer linkage and coordination at national and sub-national levels;
- NARI's Medium-Term Agricultural Research Strategy and Operational Plan were prepared as a means to improve agricultural research planning and management. The document, approved and adopted in 2005, is considered outstanding in analysis although still requiring an appropriate M&E system tailored to both, results and impact;
- NARI is being transformed into a semi-autonomous body with greater authority over its budget and resource basis;
- Socio-economic research and participatory diagnosis capacity was strengthened;
- Improved varieties and agronomic and soil management practices for horticultural crops were tested, selected and made available to producers.

At the systemic level:

NARI has become a respected institution in agriculture in Eritrea, having forged links not only with other government departments (i.e. the Agricultural Promotion & Development Department – the MoA's entity in charge of advisory and extension services), but also with the University of Asmara, international NGOs and research organizations active in the country and region.

*Conclusions*

Although there still remains activities to be completed and progress to be achieved, the combination of planned support activities have certainly contributed to the development of the country's capacity to conduct agricultural research and to increase the performance of its service-providing agricultural institutions. In particular:

- NARI has established the physical infrastructure to support a full range of agricultural research programs and has expanded adaptive research activities relevant for the agro-ecological conditions of the country;
- It has improved its capacity to plan and manage resources and implement effective participatory technologies and disseminate results;
- NARI's status is being transformed into a semi-autonomous body with greater authority over its budget and resource basis;
- As soon as the 10 MSc students complete their studies at the University of Asmara, they will be integrated into the institution. Training seems to have been an appreciated activity by both, the students and NARI.

The Program has provided a foundation for future effective agricultural research in Eritrea as NARI has become a respected institution, having forged links with other government departments, the University of Asmara, international NGOs and research organizations in the country and region. As the most prominent institution in the field of applied agricultural research, NARI plays a pivotal role in linking the national and international scientific community, with the extension system and the farming world.

**Further Information**

[http://www.fao.org/tc/tcdm/italy/op\\_eri006\\_en.asp?lang=en](http://www.fao.org/tc/tcdm/italy/op_eri006_en.asp?lang=en)





## Lithuania

<b>Name of Mechanism/Programme</b> <i>Bilateral Development Aid Projects</i>
<b>Objective</b> <p><i>The Ministry of Foreign Affairs is the main agent in financing such bilateral projects to foster cooperation with developing countries. The Ministry is in charge of carrying out Development Assistance and Aid Strategy of Lithuania (further – the Strategy) on the national level. The Strategy determines the <i>geofocus</i> of the potential projects (Ukraine, Moldova, Belarus; Southern Caucasus; and the poorest African countries), and <i>fields of the aid</i>. There is a <i>focus on administrative capacity building</i>, a form of technical support that provides opportunities to fund training and knowledge dissemination activities for DC. However, only a small part of the projects are implemented in the field of AR. In 2006 there are identified two ARD projects carried out by State Food and Veterinary Service: “Strengthening of Control System of Agricultural Products in Ukraine” and “Strengthening of Food Safety and Veterinary Control System in Moldova”. In addition, the same institution is conducting training to the employees of food safety and veterinary institutions of Armenia, Romania, Russia, Georgia, and Ukraine to get them acquainted with the requirements of the EU in the relevant field. What is more, Lithuania has been chosen as the training platform to provide information according to its competence to the above mentioned specialists of the developing countries. To fulfill commitment to MDG’s, Lithuania is planning to increase funding for the bilateral development projects from €500 000 (2006) up to €13 million (2010).</i></p>
<b>Description</b> <p><i>The State Program on Cooperation with Ukraine.</i></p> <p>There are two key agents with shared responsibility to provide funding to the ARD activities under this program: 1) The Ministry of Education and Science; 2) The Lithuanian State Science and Studies Foundation. Both of the institutions promote international cooperation with Ukraine that is based on bilateral agreements.</p> <p><i>The Ministry of Education and Science</i> coordinates jointly implemented research and experimental development projects under the signed bilateral agreements between the governments and ministries of Science and Education of Ukraine and Lithuania in the settled fields of research. One of the priorities is biotechnologies and agriculture, and another – ecology/organic farming and rational usage of resources. Participants: science and study institutions, and research institutions those are ready and willing to implement common projects and have found the partners abroad in advance.</p> <p>There is some valuable experience captured in the administration of the joint projects. First, the open call to initiate common Lithuanian – Ukrainian projects is announced simultaneously in both countries once in two years. The application form is to be submitted at the same time in Lithuania and Ukraine by the partners. Lithuanian researchers submit their proposal to the Ministry of Education and Science, and Ukrainian researchers –to their ministry to implement the same project together. Only the projects that are submitted in both countries are being considered, and partners inform each other about applying to the call. Second, the experts of two countries</p>

evaluate separately the proposals according to the established criteria and present their conclusion (up to middle of October) to the international action group to take the final decision. The main criteria in evaluation of submitted proposals are: concerted preparation of the proposal (official letters, agreements of partners, intention protocol), scientific importance and value of the project, perspectives of cooperation, recommendations of stakeholders, which guarantees at least partial financing of the project, shared intellectual property rights in further utilization of scientific output (letters of indemnity, contracts, agreements and etc.), and publications of project executives and references to their works in the scientific journals abroad. Decision to finance the selected projects is being taken in two stages: the first amount of financial support is given for a year, and the second payment is given only after approval of interim report on scientific progress and management report.

The Lithuanian Ministry of Education and Science supports traveling of project executives into Ukraine, participation of researchers in conferences, symposiums and other meetings and/or their organization in Lithuania, and expenses of publications. In this way, CD becomes indirectly integrated into the cooperation with the research institutions of the developing countries but to a very small extent.

Third, the researchers have the option to apply to the *State Science and Studies Foundation* for the additional funding to work with the developing countries. To avoid duplication and overlaps, the Foundation provides funding mainly for the research activities that are not supported by other international organizations or in the case when the national funding is included into the contract (it can be renewed each year). Again, elements of individual capacity development of the researchers are present; however, the research objectives dominate.

### ***Academic Mobility Projects***

These projects aim at fostering CD of the scientific potential of the researchers by building and strengthening their individual capacity. Lithuania has signed international agreements in the field of higher education with more than 30 countries (including China, Belarus, Mexico, Russia Federation) that foster exchange programmes of B.A. and M.A. students, academics and researchers, and participants of summer schools. These agreements provide good opportunities to invite international partners to study, to have internship and encourage scientific cooperation between researchers of Lithuania and other countries. Financing of these CD activities is defined in the agreements of the countries; and each year specified by the country that invites. National stipendium and allowances in compliance with the resolution of the Lithuanian Government are given to Lithuanian citizens going abroad or international partners coming to Lithuania. All the related information is being announced on the website of Ministry of Education and Science once a year.

### **Further Information**

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## The Netherlands

### **Name of Mechanism/Programme**

***Netherlands Programme for Institutional Stengthening of Post Secondary Education and Training Capacity***

### **Objective**

In June 2002 the government launched the Netherlands Programme for Institutional Strengthening of Post-secondary Education and Training Capacity (NPT), together with Netherlands Fellowship Programmes (NFP). The overall aim of the programmes is to help alleviate qualitative and quantitative shortages of skilled manpower, and to do so within the framework of sustainable capacity-building directed towards reducing poverty in developing countries.

### **Description**

The NPT has an annual budget of some EUR 31 million of which about EUR 11 million are decicated to ARD related activities. The programme is administered by the Netherlands organization for international cooperation in higher education (Nuffic) on behalf of the Dutch government.

The NPT is a programme of South-North cooperation which helps developing countries to strengthen their institutional capacity for providing post-secondary education and training. It does this by mobilizing the expertise of Dutch organizations, who may call on organizations in other countries to help them meet the specific needs of Southern partners. The education and training capacity which the NPT addresses must be relevant to the sectors and themes targeted for the Dutch bilateral support given to the countries in question. More general support for the higher education sector is also a possibility, as is support for projects which cut across the chosen sectors and themes.

Support can be given to organizations in the South that play an important role in the development of post-secondary education and training capacity. These include institutions for post-secondary education, government ministries, national commissions, and non governmental organizations (NGOs).

The NPT is demand-driven and flexible, and it addresses local priorities. 'Ownership' on the part of stakeholders in the South is an important feature of the programme. To achieve a good quality-price ratio, the grants by which Dutch organizations provide the necessary services are awarded on a competitive basis. The programme emphasizes the achievement of results; in other words, it is output-oriented.

One of the basic characteristics of NPT is that the programme addresses higher education and training capacity relevant to sectors and themes targeted for Dutch bilateral support. The NPT is also demand-oriented. This means that the relevant national authorities, the Netherlands Embassy and other stakeholders, have a say in deciding the individual sectors and themes supported by the programme in their country. Below we inform you on the respective countries, themes and sectors.

Demand is identified as much as possible on the basis of policy plans that already exist

in the developing countries concerned. Ideally, these plans have been developed by the local authorities in consultation with local stakeholders. Any time this is the case, the priorities for Dutch support can be identified through dialogue with the 'owners' of the policy plans. If necessary, a meeting can be convened at which the government and local stakeholders, in consultation with the Netherlands embassy and Nuffic, identify priorities for the NPT effort. It depends on the specific situation whether such a meeting is convened by Nuffic or the Embassy. The identification process results in specification of the areas towards which efforts will be directed and the organizations that can receive support from the NPT.

Currently, the following ARD related projects or programmes receive funding through NPT:

- BEN/132 Développement des Formations Professionnelles Continues dans le secteur de l'Eau entre trois Institutions (EPAC, FSA, FAST) de l'Université d'Abomey-Calavi (UAC).
- BEN/145 (retender from 125) Appui au développement de curricula de formation supérieure en Eau dans une perspective GIRE pour l'agriculture.
- BEN/153 (retender from 131) Renforcement de la capacité institutionnelle et pédagogique de la FAST dans le domaine des Sciences et Techniques en Eau. (RIP-FAST-EAU)
- BEN/183 (retender from 126) Appui au renforcement des programmes de formation et de recherche agricoles
- COL/073 Formación integral en gestión ambiental urbana y rural y cadenas productivas...
- COL/075 Formación integral en gestión ambiental urbana y rural y cadenas productivas sostenibles para el fortalecimiento cultural y organizativo de grupos étnicos y poblaciones campesinas
- COL/100 (retender from 074) Fortalecimiento de la capacidad institucional de la Universidad Nacional
- ETH/152 Establishment of the Institute for Pastoral and Agro-Pastoral Studies (IPAS) and pastoral and agro-pastoral curriculum development
- ETH/160 (retender from 108) Support to the development of faculties of Veterinary Medicine
- GHA/041 (joint project with GHA 140) Agricultural Engineering/WA Bolgatanga, HO polytechnics
- GHA/049 Capacity building for sustainable development of water resources and environmental sanitation, DoCE, Kumasi
- GHA/088 Integration of TSPA into university curriculum for sustainable environmental management
- GTM/005 Design and implementation of the technical study programme in land registry
- GTM/065 Apoyo a la constitucion de la maestria en desarrollo rural sostenible
- GTM/066 Gestion ambiental local

- GTM/067 Readecuación de la formación académica de economía con un enfoque de economía ambiental
- GTM/143 Formación y Capacitación para la Gestion integrada del Recurso Hidrico en el Occidente de Guatemala
- GTM/181 Diseño y desarrollo de un programa de formación e investigación en educación ambiental a nivel superior
- IDN/147 Water Resources and Irrigation Management (WRIM) Capacity Building Network Project
- RWA/050 Strengthening of the institut superieur d'agriculture et d'elevage (ISEA)
- RWA/051 Master of science degree program in water resources and environmental management (NUR)
- RWA/061 Program in agroforestry and soil management
- RWA/071 Development of a geographic information sciences based education and research program at the national university of Rwanda
- UGA/085 Capacity building for environmental management in Uganda
- VNM/020 Quality improvement and strengthening of a demand driven agro-forestry vocational and technical education and training system (VocTech2)
- YEM/036 Water and environment center (WEC)
- ZAF/112 Improving the capacity of CIAT to contribute to extension delivery services to emerging farmers in the Western, Eastern and Northern Cape Provinces in South Africa.
- ZAF/166 Institutionalising Agricultural Research for Development in Post Secondary Education and Training: Multi-stakeholder capacity building in service of the 2nd agricultural economy of SA

**Further Information**

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**Name of Mechanism/Programme**

***WOTRO Integrated Programmes, WOTRO individual projects and WOTRO DC fellowships***

**Objective**

The Integrated Programme (IP) scheme is aimed at supporting excellent problem-oriented interdisciplinary research to the benefit of development and societal issues in the South. An IP may address developmental and societal issues:

- in a broad sense that may lead to new insights, theories and/or breakthroughs in current knowledge and understanding or
- fitting within one or more of four themes of WOTRO's framework: (A) Poverty and Hunger; (B) Global Health and Health Systems; (C) Sustainable Environment (D) Global Relationships.

An IP has to be a collaborative initiative of researchers from the Netherlands (NL) and from one or more developing countries (DC). DC researchers and relevant stakeholders from outside the scientific community are expected to be engaged in all phases of the programme, from the inception phase to the sharing of emerging results.

**Description**

WOTRO has an annual budget of some EUR 5.6 million of which about EUR 1.4 million are decided to ARD related activities.

WOTRO provides the following mechanisms for individual capacity development:

- Fellowships for a PhD-project (4 years) or a post-doc project (2 years)
- Opportunities for PhD and post-doc projects within the context of a small-sized 'WOTRO integrated programme', which involves collaboration between 2-5 researchers (a collaboration between researchers from developing countries and from the Netherlands)
- Small grants for researchers after finishing their project to enable presentation of results at congresses abroad, or working visits to laboratories/libraries/collaborating research groups abroad.

Preliminary research proposals (a kind of letters of intent) are evaluated and ranked by an Advisory Committee consisting of scientific experts. The highest ranked ones are then invited to submit a final or full proposal. The number of invitations is such that approximately 30-50% of the final applications can be awarded. The final applications are subjected to international peer review. Assessment is then based on the peer-review reports, the applicants' responses to these and the evaluation of judgements and arguments by the Advisory Committee. The Advisory Committee ranks and advises the Board on funding. The WOTRO Board takes the final decision on funding.

A list of the 17 ongoing or finished programmes is provided under [http://www.nwo.nl/nwohome.nsf/pages/NWOP\\_5FFEE8\\_Eng](http://www.nwo.nl/nwohome.nsf/pages/NWOP_5FFEE8_Eng)

## **Comments from the questionnaire**

### *Motivation and expectations regarding joint activities:*

Cooperation in joint activities in general: to avoid duplication in research, to join forces for improved quality of research (new partnerships between research groups may be fostered), to improve focus and impact.

### *Ideas and approaches for joint activities:*

- Define knowledge gaps and scientific priorities to develop thematic programmes, involving the 'knowledge users', and formulate joint calls.
- Pool resources for a more open programme aimed at supporting joint research initiatives with an added value concerning scientific and societal relevance, partnerships involved.

### *Approach:*

Our current open calls foster especially N-S partnerships because eligible proposals should be joint undertakings of N-S partners, both in developing the proposal as well in executing the research. "Partnership grants" are available to enable applicants to have joint workshops, where possible involving local or international 'knowledge users', to develop the final research proposal.

### *Mechanism for institutional capacity development:*

Funds for knowledge dissemination activities aimed at broadening knowledge exchange

### *Capacity development synergies with research:*

Facilitation of increased knowledge exchange – networks, e.g.

## **Further Information**

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[http://www.nwo.nl/nwohome.nsf/pages/NWOA\\_6UB9S8\\_Eng](http://www.nwo.nl/nwohome.nsf/pages/NWOA_6UB9S8_Eng)

**Name of Mechanism/Programme**

*LNV Policy Supporting Knowledge Programme : Cluster International*

**Objective**

BO Cluster Internationaal is a programme financed by the Dutch Ministry of Agriculture, Nature and Food Quality (LNV). It aims to contribute to economic development and poverty reduction in developing countries, with special attention to the strengthening of sustainable agriculture and production chains, and nature management. The programme implements a demand-driven approach in which the research agenda is determined jointly with governments, research partners, NGOs and the private sector in the South.

**Description**

Target groups are Policy makers at the Ministry of Agriculture, Nature and Food Quality in the Netherlands; policy makers at other Ministries in the Netherlands; policy makers in target countries in the South and Eastern Europe; policy makers and participants in global governance and multilateral initiatives and organisations; Research and education institutions; private agribusiness sector; development and extension organisations; rural households in target regions.

The cluster implements activities in three configurations of the knowledge system in an iterative process of exchange of information and projects in these configurations address issues in four international thematic fields:

- markets and trade
- sustainable agricultural and rural development
- conservation and use of biodiversity
- water for food and ecosystems

A key challenge is to better link the different actors and processes in the knowledge chain and in particular to integrate formal scientific knowledge with the knowledge of policymakers, practitioners and the rural population, across different scales. From the various thematic activities specific constraints in this process may be identified and for instance could lack of a common understanding about knowledge and learning systems for transition. In order to better link knowledge actors and processes there is a need for an overarching conceptual framework for knowledge and learning, innovative methodologies and tools and improved capacity of knowledge institutions to support policy and change.

Products: Policy briefs, policy workshops, policy recommendations, popular and scientific reports, training, institutional capacity building, stakeholder consultations, technical reports, debates, technical innovations, product chain configurations, web-based knowledge brokering, (interactive) databases.

Cluster International has for 2007 a budget of EUR 6.6 million.

The Cluster International is managed by a so-called Cluster Board, in which LNV policy makers are represented. The Cluster Board may also include other departments, as well as non-governmental stakeholders.



## **Comments from the questionnaire**

### *Motivation and expectations regarding joint activities:*

Better impact through more effective policy development and implementation, in particular in areas where with high political relevance.

### *Ideas and approaches for joint activities:*

Pooling resources for open programmes of which the content is determined by problem and demand driven articulation of knowledge needs; and the process is institutionally embedded within (or closely linked to) the arena of knowledge users. A (national) example is the knowledge network on organic agriculture.

### *Approach:*

For 50% of the budget the demand is articulated through policy networks from the Dutch Embassies in the target countries, including local partnerships. The other 50% is linked as much as possible with multilateral policy institutions (CBD, WWF, FAO, CGIAR, etc.) and (international) stakeholder networks and organisations.

### *Mechanism for individual capacity development:*

Open access training courses for mid career professionals (co-sponsored by Netherlands Fellowship Programme).

### *Mechanism for institutional capacity development:*

Partnerships on market access (South East Asia and East Africa) and water management (South Africa), including knowledge exchange and tailor made training. Funding of ICRA.

### *Innovative approaches for capacity development:*

Application of institutional learning approaches, on the level of rural innovation (practitioners networks) as well as within government (evidence based policy making). ICRA is also an example.

### *Capacity development synergies with research:*

Co-production of knowledge in networks and partnerships. See also ICRA. Increased emphasis on institutional learning approaches.

## **Further Information**

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# Slovenia

<b>Name of Mechanism/Programme</b> <i>Connection between education and research and farmer organisations and extension systems in Slovenia</i>
<b>Objective</b> <p>The capacity development approaches in connecting and fostering research and other stakeholders in agriculture (including agricultural research for development) in Slovenia are mainly to implement and generate the knowledge developed in research and higher educational institutions in the field of sustainable agriculture aimed to the rural development. On the governmental level, institutions as Ministry of Higher Education, Ministry of Agriculture, Food and Forestry, Ministry of Environment and Natural resources together with Chamber of Commerce are involved in the capacity building (policy making) in Slovenia.</p> <p>Capacity development approach of Slovenian ARD is still relatively poor as compared to the other ERA-ARD participating countries but is climbing up, mainly via different EU or developing countries financial mechanisms (SSA, local financing) and non governmental catholic organisations (e.g. missionaries in Madagascar). On the governmental level, financial support in capacity development is given for the bilateral cooperation with developing and developed countries enabling researchers to form networks, generate knowledge and implement research in capacity building.</p> <p>The main objectives in capacity building in agriculture aiming at rural development are:</p> <ul style="list-style-type: none"><li>• Strengthen the participatory knowledge quadrangle</li><li>• Strengthen the other stakeholders (government and NGO) participation in the quadrangle.</li><li>• Strengthen the connection between Education and Research and farmer organisations and extension systems.</li></ul>
<b>Description</b> <p>Capacity development in connection between education and research, farmer organisations and extension systems in Slovenia is organised via different mechanisms and actions between agricultural and forestry research institutes (KIS, Kmetijski Inštitut v Maribor, Inštitut za ekološko kmetijstvo Fakultete za kmetijstvo v Mariboru) and Universities, mainly Biotechnical Faculty in Ljubljana and Faculty of Agriculture in Maribor including other members of the universities on specific topics) as well as chamber of commerce, food industry and tourist associations on the national and regional level. A special emphasis is given to the mountain farms and especially to the education of women in rural mountainous areas to increase their socio-economic level.</p> <p>The example of capacity building in Slovenia is given for North-East of Slovenia (the most rural and less developed area of Slovenia), dealing with agriculture where less than 10% of farmers have appropriate education.</p> <p>Concerning the ERA-ARD capacity building, Faculty of Agriculture is involved into the</p>

several international projects dealing with agricultural research for development and improvement of the rural education and health by Leonardo da Vinci projects, INCO, STREP projects and programmes financed at the national level. The implementation of knowledge is given by enhancing the cooperation and education of scientists and students coming from developing or non-developed countries (Africa, Balkan countries) with assistance and consultancy in capacity building in those countries. Recently, University of Maribor (Faculty of Agriculture and Medical faculty) assists to the YPARD platform, established by the Dr. Balasubraman Ramani at the University of Hannover, Germany. Researchers are also involved under different activities in ARD, coordinated by the partner EU institutions (CIRAD, KVL,...).

We assume that milestones for ARD have been built, and it is expected that the activities will be risen and continued in the future, especially in connection with our EU and developing countries, based on their needs.

It would be useful and helpful to establish a platform that would serve as connective organism in between all stakeholders involved in capacity building.

### **Further Information**

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## Spain

<b>Name of Mechanism/Programme</b> <i>International Courses in Spain for Experts Training</i>
<b>Objective</b> El Instituto Nacional de Investigación y Tecnología Agraria y Alimentaria (INIA), es un organismo público de investigación, con carácter autónomo, perteneciente a la estructura del Ministerio Español de Educación y Ciencia, dedicado a la investigación, desarrollo e innovación en materia de agricultura, alimentación, forestal y medio ambiente.
<b>Description</b> La actividad investigadora del INIA se desarrolla en tres centros de I+D+I, dedicados a la Investigación Forestal (CIFOR), la Conservación de Recursos Fitogenéticos (CRF) y la Sanidad Animal (CISA) y seis departamentos de mejora genética animal, reproducción animal, protección vegetal, tecnología de los alimentos, medio ambiente y biotecnología. En el ámbito internacional el INIA desarrolla diversas actividades; representando al Ministerio de Educación y Ciencia ante los órganos y organismos de carácter científico y tecnológico de ámbito internacional en materia de investigación agraria y alimentaria; impulsando la cooperación internacional, en particular con las Comunidades Autónomas, a través de la Comisión Coordinadora de Investigación Agraria y estableciendo convenios con organismos públicos y privados internacionales para la realización de proyectos de investigación y otras actividades de carácter científico. Entre las actividades de cooperación internacional que coordina el INIA se encuentra el <i>programa de cursos internacionales</i> que anualmente se celebra en colaboración con las Comunidades Autónomas españolas y con la Agencia Española de Cooperación Internacional (AECI). Dicho programa incluye una serie de cursos internacionales cuyo objetivo es la especialización de licenciados e investigadores extranjeros mayoritariamente iberoamericanos. La temática de estos cursos es variada abarcando diversas áreas de la investigación agrícola, ganadera y forestal. Los cursos se celebran en España, en las instalaciones del INIA y los centros de investigación de las Comunidades Autónomas y son impartidos por profesionales pertenecientes a estos centros y a las universidades españolas. Los apartados de la convocatoria que engloban las becas para la asistencia a estos cursos internacionales, se incluyen en el capítulo II de la convocatoria ( Becas para extranjeros para estudios de postgrado, doctorales y postdoctorales en España) bajo los epígrafes: <ul style="list-style-type: none"><li>• Becas para extranjeros no iberoamericanos para estudios de postgrado, doctorado y postdoctorado en universidades y centros superiores de enseñanza en España.</li><li>• Becas Mutis para extranjeros iberoamericanos para estudios de postgrado, doctorado y postdoctorado en universidades y centros superiores en España.</li></ul>

El programa para el último trimestre del 2007 incluye los siguientes seis cursos internacionales:

- XII Curso internacional sobre conservación y utilización de los recursos fitogenéticos para la agricultura y la alimentación CRF - INIA (Madrid). Del 5 al 30 de noviembre de 2007.
- XVI Curso internacional sobre enfermedades exóticas animales CISA-INIA (Madrid). Del 5 al 30 de noviembre de 2007.
- XVII Curso internacional sobre economía agroalimentaria. Centro de Investigación y Tecnología Agroalimentaria (CITA - Aragón). Del 22 de octubre al 16 de noviembre de 2007.
- XVII Curso internacional sobre mejora genética animal. INIA (Madrid). Del 1 al 31 de octubre de 2007.
- XVII Curso internacional teórico práctico sobre detección e identificación de virus, viroides y fitoplasmas. INIA (Madrid). Del 19 al 30 de noviembre de 2007.
- XXX Curso internacional sobre reproducción animal. INIA (Madrid). Del 5 al 27 de noviembre de 2007.

#### **Further Information**

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## Switzerland

### Name of Mechanism/Programme

**NCCR North-South (*National Center of Competence for Research North-South*)  
Research Partnerships for Mitigating Syndromes of Global Change**

### Objective

Research conducted under the auspices of the NCCR North-South aims to provide policy-oriented comparative analysis of pathways and potentials for mitigating the effects of global change that hinder sustainable development.

As a contribution toward the strengthening of research capacities in partner regions, the NCCR North-South also conducts a programme of regional and interregional education and training workshops.

### Description

The NCCR North-South is one of twenty [National Centers of Competence in Research](#) currently supported by the [Swiss National Science Foundation](#). It was created in the understanding that development research and cooperation are matters of primary concern to Switzerland. The purpose of the NCCR North-South is to create an institutional structure for sustainable development studies in Switzerland.

Since its inception in 2001, the NCCR North-South has established a worldwide research network including seven institutional partners in Switzerland and some 130 research centres, universities and development organisations in Africa, Asia and Latin America. Approximately 400 researchers worldwide contribute to the activities of the NCCR North-South.

NCCR North-South supports research is on issues relating to sustainable development, particularly in developing and transition countries, but also in Switzerland. The most salient features of the program are:

- North-South partnerships for scientific research
- Integration of disciplinary, interdisciplinary and transdisciplinary research
- Interactive exchange of development research and practice

### *Background*

The present-day world is threatened by increasing insecurity caused by globalisation, global disparities and processes of global change. In some regions, problems occur in characteristic clusters that can be perceived as [syndromes](#). The mitigation of these syndromes is a global challenge; it is also a precondition for achieving sustainable development. The National Centre of Competence in Research (NCCR) North-South addresses this challenge.

### *What kind of research does the NCCR North-South do?*

The NCCR North-South focuses on international research cooperation and promotes

high-quality disciplinary, interdisciplinary and transdisciplinary research with the aim of contributing to an improved understanding of the status of different syndromes of global change, of the pressures these syndromes and their causes exert on different resources (human, natural, economic), and of the responses of different social groups and society as a whole.

By identifying the potential of social systems to mitigate syndromes, by considering their dynamics, and by adopting existing innovative solutions, the NCCR North-South seeks primarily to help design ways to mitigate syndromes. The NCCR North-South enables Swiss research institutions to enhance partnerships with institutions in developing and transition countries, thereby building research competence and capacities of all involved and promoting the development of socially robust knowledge for mitigation action.

#### *Research Partnerships*

The NCCR North-South is based on research partnerships between researchers and research institutions in Switzerland in countries of the South and East. These partnerships conform with the ethical and egalitarian principles set out in the [Guidelines for Research in Partnership with Developing Countries](#), developed by the Swiss Commission for Research Partnership with Developing Countries (KFPE). Through its research partnerships with developing and transition countries, the NCCR North-South aims to contribute to the strengthening of the capacities of partner institutions to research and develop sustainable solutions to local challenges with the means available in their own local contexts.

#### *Themes*

Research in the NCCR North-South is carried out in four research lines called Work Packages (WP), and one Transversal Package (TP). WP4 is focusing on Natural Resources, thus directly relevant to ERA-ARD. But also the other WPs focusing on health and sanitation, livelihood options and globalization as well as on governance and conflicts deal with issues of high importance for ARD.

#### *Activities related specifically to Capacity Development*

*Individual Capacity Building* is a main focus of NCCR North-South. It is promoted primarily on the PhD level, but also includes post-doctoral positions and master's level education. The vision of Education and Training involves three training levels with distinct goals, inputs/modes of work, and expected skills: basic training, regional training, and integrated training / capitalization of experience. The work packages (including the transversal package) and E-Learning as part of the "Knowledge Portal" provide further training opportunities.

*Institutional capacity development* is promoted to a limited extent through support to carrier building strategies, formulation of publication strategies and support to a Regional Advisory Board (East Africa) working on a long term strategy for the institutions involved. NCCR North-South is built on long-term partnerships that will continue beyond the duration of the programme.

#### **Further Information**

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**Name of Mechanism/Programme****Indo-Swiss Collaboration in Biotechnology (ISCB)****Objective**

According to the mandate of ISCB the objectives of the programme are:

- to develop products and biotechnological processes which have an impact on poverty reduction and sustainable management of natural resources in India.
- to focus on innovative technologies in agriculture and environmental research.
- to build capacities and R&D partnerships between Swiss and Indian institutions and private companies with strong economic, social, and ecological relevance.

**Description**

The Indo-Swiss Collaboration in Biotechnology (ISCB) was initiated in 1974. The overall responsibility for the programme is held by the Swiss Agency for Development and Cooperation (SDC) in Berne and by the Department of Biotechnology (DBT) in New Delhi. The costs of the Indo-Swiss programme are shared between these agencies according to a bilateral agreement. The Program Management is currently located at the EPF Lausanne, where it is attached to the unit Cooperation. An additional office will later be built up in India. ISCB's governing body, the Joint Apex Committee (JAC), consists of eight representatives from SDC, DBT, NGOs, academia, and industry.

The ISCB program focuses on agriculture and environment, research areas which are central for the overall development of the rural and urban population in India. At the moment, ISCB is funding several joint projects related to the sustainable production of wheat and pulses in semi-arid and rainfed agricultural systems in India.

The ISCB program supports joint projects with at least one Swiss and one Indian partner to create synergies across institutes and national borders. To guarantee the high efficiency and quality of these research partnerships, only scientists with long standing experience and know-how in the ISCB target areas are selected to submit joint proposals. Every proposal is subjected to the usual peer review procedures.

In order to enhance the quality of the collaborative projects and to ensure that the research activities lead to product development and diffusion, the ISCB has adopted the concept of the 'integrated value chain'.

The value chain concept is widely used in the biotechnology industry, but it is also applied as a planning and management instrument to move research activities to product development and diffusion. The concept is best understood as a chain of events that starts with the definition of a problem and ends with sustained market penetration of a new product, process, or service. Based on this concept, it is possible to clearly locate a given project along the chain and to identify commitments required in terms of time and resources to achieve a given milestone.

**Further Information**

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**Name of Mechanism/Programme**

***Research Fellow Partnership Programme (RFPP)***

**Objective**

The overall objective of the Research Fellow Partnership Programme for Agriculture, Forestry and Natural Resources (RFPP) is to enhance the human resource base for research in the fields of agriculture, forestry and natural resource management in international development. RFPP aims at generating development relevant knowledge, traing young scientists and establishing research partnerships.

These objectives shall be achieved by supporting PhD and post-doctoral fellowships as well as by promoting internships. RFPP projects shall be embedded in research partnerships between a CGIAR centre (or equivalent) and a Swiss research institution.

RFPP is funded by the Swiss Agency for Development and Cooperation (SDC) and managed by the Swiss Centre for International Agriculture (ZIL).

**Description**

RFPP is a grant scheme providing PhD and post-doctoral fellowships. PhD-fellowships are funded for three years, post-doctoral fellowships for two years. The following criteria must be fulfilled to apply for a fellowship:

*The Research*

- is in the fields of agriculture, forestry or natural resource management for development;
- is embedded in a research partnership (see partnership);
- is relevant to SDC's thematic and geographical priorities;
- ensures professional supervision by the institutions involved;
- ensures scientific backstopping by collaborating partner institutions.

*The Candidate*

- is a PhD or a post-doctoral research candidate;
- is Swiss (or "well established" Swiss resident), or a developing / transition country national;
- is not older than 35 years for Swiss citizens, or 40 years in the case of nationals from developing or transition countries;
- has some experience in the selected research area;
- has a true interest in development and shows an openness to the socio-economic and cultural context of the research;
- Candidates from SDC priority countries are especially encouraged to submit a project proposal;
- RFPP strives for gender balance, therefore female candidates are especially invited to submit a project proposal.

### *The Partnership*

- involves a Swiss research institution and an international research institution, e.g. CGIAR centre or equivalent institution;
- is within the mandates of the participating institutions and forms essential part of an existing or emerging collaborative research programme between the institutions involved;
- is based upon a substantial level of commitment either in kind or through funding of the partner institutions;
- is based upon an adequate integration of the project in the partner institutions.

Project proposals can be submitted twice a year, at the end of March and end of September.

### *Mechanisms for individual and institutional capacity development*

The partnership between a Swiss research institution and a CGIAR institution is a prerequisite for submitting a proposal. The institutional capacity is built by jointly executing a research project. The financial means to accomplish this collaboration are included in the fellowship grants if demanded by the applicants. Institutional and individual capacity development is combined by granting a fellowship to an applicant who initiated the project (PhD/postdoc). As a requirement the project must be established in a research partnership between institutions, which leads to institutional capacity development.

### **Further Information**

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# United Kingdom

<b>Name of Mechanism/Programme</b> <i>Research Into Use</i>
<b>Objective</b> The Research into Use Programme, which started in July 2006, has two aims: <ul style="list-style-type: none"><li>• To maximise the poverty-reducing impact of the outputs of natural resources research in sub-Saharan Africa and South Asia; and by so doing</li><li>• To significantly increase the understanding of how the promotion and widespread use of such research can contribute to poverty reduction and economic growth.</li></ul> There still remains enormous untapped potential for agricultural and natural resources research to contribute both to economic growth and to poverty reduction for achievement of the Millennium Development Goals. It is also recognised that development partners still have much to learn about scaling up their most successful validated technologies, policies and processes ('best bets') in a sustainable, efficient and effective manner.
<b>Description</b> To achieve this, the RIU Programme has adopted an innovations systems approach. This aims to better integrate the supply 'push' and demand 'pull' elements of national and regional innovation systems, improving the flow of information between the two, and strengthening the capacity of partners in the science community, government, private sector and civil society to work together in improved productive relationships. The five strategic, inter-dependent strands within the Programme are: <ol style="list-style-type: none"><li>1. Support to <b>innovation platforms</b> to stimulate new approaches to up- and out-scaling between stakeholders;</li><li>2. <b>Policy and partnerships</b> to link research to the policy environment, to encourage harmonisation of national, regional and global initiatives and to develop synergies between these and the Programme;</li><li>3. <b>Communication and information markets</b> to facilitate stakeholder learning and information management, and to strengthen national and regional processes for information exchange;</li><li>4. <b>Capacity-strengthening</b> to improve stakeholder participation, to strengthen capacity to transform information into knowledge, and to improve the sustainability of interactions beyond the Programme; and</li><li>5. <b>Monitoring and learning</b> to assess what has been achieved and how lessons can be shared with wider stakeholders.</li></ol> The RIU Programme is managed in partnership between NR International – UK, Nkoola Institutional Development Associates (NIDA) – Uganda, and Michael Flint and the Performance Assessment Resource Centre (PARC) – UK. Governance structures include a Programme Advisory Board (PAB), which will be established in the Inception Phase and chaired by Professor Richard Mkandawire, Agriculture Advisor at the NEPAD

Secretariat. It will comprise advisors from Sub-Saharan Africa, South Asia and the UK. In due course, regional hubs (decentralised management nodes) and regional reference groups (comprising representatives of research users) will also be established in South Asia and in West, East and Southern Africa.

### **Comments from the questionnaire**

#### *Motivation and expectations:*

The Framework for African Agricultural Productivity (FAAP) stipulates that the priorities for agricultural research, technology dissemination and adoption require radical improvements to strengthen Africa's capacity to build capacity, empowering farmers and strengthening agricultural support services. It recognises the need to strengthen capacity in all domains across the spectrum of actors in agricultural innovation systems.

The programme aims to get research into use within a fixed timeframe and to leave behind capabilities to enable actors in innovation systems to continue identifying and solving new problems, drawing on and contributing to existing knowledge sources.

The programme will work in action research mode, creating capacity strengthening options that can be institutionalised by programme actors and scaled up to other stakeholders through partnerships developed under the programme.

The strategy developed in each region/country will be largely determined by the Systems Diagnoses in the Inception Phase, strengthening demand or supply processes or, where these may already be strong, innovation and learning processes.

#### *Ideas and approaches:*

As described above, the programme has just been commissioned and the Inception Phase is due to commence in July 2006, during which earlier experiences from the DFID Renewable Natural Resources Strategy (RNRRS) and other donors will be reviewed to identify the extent of capacity constraints in identifying demand, participatory research, and linkages with research and extension.

Whereas for research, critical capacity constraints in individual and organisational domains are likely to be most pressing, for extension and uptake, the capacities in institutional and network domains may be equally pressing.

The strategy for diagnosis and implementation will be in five stages:

1. A systems analysis to understand capacity of innovation systems at various levels in relation to programme objectives will be undertaken (Systems Diagnosis)
2. Key points for intervention will be identified
3. Alignment to existing national/donor initiatives for capacity strengthening
4. Development and implementation of detailed plans as integral processes in programme implementation, with M&E plans that support lesson-learning
5. Consolidation and sustainability. Based on experiences and lessons learnt, define key support needed to ensure long term effectiveness of capacity development processes

#### *Methodologies and approaches:*

As described above, the programme has just been commissioned and the Inception Phase is due to commence in July 2006. The strategy developed in each region/country

will be largely determined by the Systems Diagnoses in the Inception Phase, strengthening demand or supply processes or, where these may already be strong, innovation and learning processes. The programme will work with a large and diverse range of potential partners, including many of the organisations identified in previous sections above (CGIAR, IAC, International and National Research Centres, NARS, NGOs), and other public and private sector institutions involved in research and delivery systems for getting results of research into use, including donors already active in the regions identified. Regional reference groups will be a key mechanism to engage national policy makers in defining the interventions, including research representatives, advisory service providers and research organisations.

**Further Information**

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## **Name of Mechanism/Programme**

***Rothamsted International African Fellowships Programme***

## **Objective**

The Rothamsted International African Fellows Programme aims to provide problem-focused training in Europe for mid-career African scientists. The Programme started in 2004.

The purpose of the programme is to assist in capacity building, institutional strengthening and knowledge transfer in order to find relevant solutions to the problems of achieving sustainable agricultural production, as well as improving rural development and conservation of biodiversity.

The development of effective partnerships is fundamental to ensuring the success of the programme in order to build long-term strategic alliances. Fellowships will be awarded on a competitive basis through an assessment panel and will normally be for periods of 6 months although they can vary from 4 to 12 months depending on the nature of the project.

## **Description**

### *Eligibility*

The AFP is open to 'mid-career' scientists who are citizens of an African country, or whose scientific work has been based in Africa and directed to problems of relevance to Africa. The African Fellowship Scheme is fully funded and any successful Fellow should not be financially inconvenienced.

### *Subject Areas*

Projects should be based on research targeted at a problem which is of benefit to small-scale African farmers, directed at crop / livestock systems, provide technology to increase food security and /or household income and demonstrate a clear path from research to application.

Projects will focus on a scientific research problem that needs to be urgently addressed because it is a constraint to the practical improvement of rural livelihoods. The nature of the problem and the solution offered by the proposed research should be clearly stated in the application form. Proposals should also outline how the project will have a practical application.

### *Selection Criteria*

1. The project will be targeted at finding a solution to a problem in **African agricultural development** that will **have a practical application**, be of **benefit to small-scale African farmers** and provide a means of increasing their household income / security of the poorest communities and / or most disadvantaged members of society. Evidence should be provided of a **demand to solve the problem**.
2. All projects must be **problem-focused**, with the route to solving the problem clearly demonstrated in the application. Projects will focus on seeking a solution to a **research problem** that needs to be addressed before proceeding to the practical application. Bursaries will not be awarded for general training, as part of MSc / PhD



degrees, or for writing up MSc / PhD work.

3. The science addressed should be of high scientific quality and the contribution made by each partner should be clear.
4. The problem being addressed should be one that clearly requires a working visit, because similar progress cannot be achieved by any other means e.g. use of literature sources and should provide opportunities for publication in refereed journals.
5. The proposal should be well written, include a clear outline of plan of work, including time frames and outputs expected. This should be assessed according to clarity and achievability of objectives.
6. It should be evident from sections c) to e) that leading up to proposal submission there has been collaborative contact between the Applicant and the European Partner to form a solid basis for a good and well-planned project.
7. Clear routes for dissemination and/or technology transfer of the outputs of the project should be provided.
8. The potential impact of the project should be outlined according to:
  - impact on the identified research problem (this should take into account the priorities for the country concerned)
  - institutional capacity building, (including prospects for continued collaboration)
  - personal and professional development of the appointed Fellow
9. There is an absolute requirement that the applicant undertakes to return to an African country, to resume work in the field with which the problem is associated. (Absolute) Thus, candidates who have extensive and/or continuous experience in a developed country are not likely to be awarded an RI African Fellowship. Candidates whose current employer agrees to retain their job position for the return will be favoured.
10. Projects must be supported by a project leader, (European Host Organisation), of appropriate scientific and managerial standing, who will manage the project effectively.
11. The programme is not applicable to students at the start of their career, or senior scientists in the later stages of their career. The optimum age range is 27-45 years. The individual should have experience appropriate to that of a 'mid-career' scientist who is normally the citizen of an African country, or whose scientific work is based in Africa and directed to problems of relevance to Africa.
12. Rothamsted International African Fellowships will be awarded without regard to the political or religious status of the applicant or country concerned.
13. Applications from women are encouraged.

### **Further Information**

[http://www.rothamsted-international.org/HTML/Fellowships/AFP\\_Guidelines.pdf](http://www.rothamsted-international.org/HTML/Fellowships/AFP_Guidelines.pdf)



## Transnational approaches

<b>Name of Mechanism/Programme</b> <i>International Center for Research in Agriculture (ICRA)</i>
<b>Objective</b> <p>The International Centre for development oriented Research in Agriculture (ICRA) was founded in 1981 by European members of the Consultative Group on International Agricultural Research (CGIAR), a consortium of donor agencies and other institutions committed to ending world hunger, poverty and environmental decline. ICRA is currently supported by France, Germany, the Netherlands, Switzerland and the UK. It is based in Wageningen, the Netherlands and in Montpellier, France.</p> <p>ICRA's mission is to enhance the capacity of individuals and institutions to work together to develop and disseminate innovations that will improve and sustain rural livelihoods.</p>
<b>Description</b> <i>ICRA's capacity development strategy</i> <p>ICRA now has some 25 years experience in providing learning programmes for innovative "development-oriented" research approaches that have evolved into ARD. These learning programmes have themselves evolved.</p> <p>In the first 2 decades or so, ICRA's programmes combined concepts/skills workshops in Europe (Wageningen and Montpellier) with applied "field work" by interdisciplinary teams of participants, where interdisciplinary groups of participants analysed a complex problem from different disciplinary and stakeholder perspectives, and formulated research recommendations within the context of an overall development strategy.</p> <p>In more recent years, the demand for capacity building in ARD has increased. In addition, the improved understanding of the enabling conditions and complexity of the capacity building effort needed have led to a much more comprehensive strategy that includes:</p> <ul style="list-style-type: none"><li>• Policy advocacy for ARD and doing business in a different way</li><li>• Creating strategic partnerships between:<ul style="list-style-type: none"><li>○ ICRA and Institutes in the South (North-South linkages)</li><li>○ Research, Development and Education Institutes (within country, regional linkages or "South-South" linkages)</li><li>○ ICRA and Development Institutes in the North (North-North linkages).</li></ul></li><li>• Creation of inter-institutional "task forces" to champion and develop ARD approaches and organize capacity building programmes at a national or regional scale.</li><li>• Formation of national or regional facilitation teams ("training of trainers") in specialized ICRA programmes in Europe.</li><li>• Joint delivery (together with the facilitation teams) of tailor-made learning programmes which combine concepts/skills workshops with action learning by</li></ul>

stakeholder teams in the context of real-world complex development challenges.

- Promoting the institutional changes (structure, management practices) that are necessary to create the institutional environment where ARD can flourish.
- Promoting and enabling the “re-tooling” of undergraduate and postgraduate education to include the concepts and skills necessary to conduct ARD, and the pedagogical methods that can encourage the new paradigms to take root.

The demand for participation in ICRA learning programmes and for the ARD learning services that ICRA provides continues to grow. In response to this growing demand, the new strategy is to attempt to increase the number of professionals and institutions that can be reached by increasing the partnerships with institutions in the South. ICRA's ‘centre of gravity’ is shifting South and its capacity building programmes are focusing more on institutional change and development. As part of this 'global partnership' strategy, ICRA has transformed its programmes in Wageningen and Montpellier into tailor-made “training of capacity builders” programmes. These new ICRA programmes do no longer accept individual participants, but replace these with “country teams” that represent (and are mandated by) a cross section of the national key stakeholders involved in building ARD capacities and implementing ARD. Once capacitated, this “country teams” will then develop a full-fledged national ARD capacity development initiative with ICRA providing technical assistance and promoting exchanges and collaboration between various national initiatives.

### ***ICRA training programmes***

#### *Training programmes in Wageningen (in English) and in Montpellier (in French)*

National inter-institutional teams of “capacity builders” participate in the tailor-made “training of capacity builders” programmes in Wageningen and in Montpellier. These teams will be trained 1) by going through an ARD training programme (including field work) as participants themselves, and 2) by analysing and reviewing the training programme in order to strengthening their capacity to design and deliver such programmes on their own. The programme will therefore keep the basic elements of the current ICRA core programmes (i.e. ARD workshops and fieldwork in teams, combination of class and field work, delivery of a “professional service” for a ‘client’ organisation in the South), but with essential add-ons. The add-ons comprise:

- ‘learning’ & ‘training’ (instruction, guidance, tutoring, communication, facilitation, review, evaluation of learning activities by individuals & groups)
- training needs assessment & tailoring the design of a programme to needs
- training materials adaptation & (re)design
- programme coordination/management & instructing workshop facilitators

The trained persons will need to be fully conversant with the ICRA core materials and the thinking behind them, i.e. be fully familiar and supportive of the subject matter, but also be capable of designing and coordinating new experiential learning programmes, experimenting with new modes of learning, developing supporting learning materials and creating an enabling learning environment for these programmes with support from ICRA.

### *Training programmes in Latin America*

In collaboration with institutions in Latin America, ICRA promotes the delivery of a Spanish version of its training programme. The content of this programme is similar to the English and French versions, although with a greater emphasis on formulating development projects rather than R&D projects. The programme was offered at the Postgraduate College of Mexico, Puebla, from 1997 to 2000. As a follow-up to this programme, about a dozen partner institutions in Latin America formed a network: the InterAmerican Initiative for Training and Innovation for the New Rurality (INICIAR). The aim of the network is to promote the sharing of learning materials and the establishment of a core group of trainers in each country to develop national and local tailor-made training.

### *Tailor-made in-country training programmes*

Responding to demand, ICRA has developed the capacity to deliver tailor-made versions of its training programme in situ. Till 2004, tailor-made trainings were organised in Ethiopia (1999) and Mexico (1999, 2000 and 2001), in which 98 professionals were trained.

With ICRA's new 'global partnership' strategy, the tailor-made trainings will only gain importance. In 2004, tailor-made training programmes started in Uganda (took off with 50 participants) and South Africa (23 participants). A second tailor-made programme is presently on-going in South Africa (22 August-2 December 2005) with 30 participants.

Starting point for tailor-made programmes is a demand of clients who want to address a given complex problem and to strengthen their staff's capacity to do so. Clients can be development GOs and NGOs, research organisations, farmers' organisations, private-sector agencies (agro-industries, banks), etc. Participants are staff of the client organisations and of stakeholders that play a key role in addressing the complex problem selected.

### **Further Information**

<http://www.icra-edu.org>

**Name of Mechanism/Programme****2iE, the International Institute for Water and Environmental Engineering****Objective**

Created in 1970 as the Group EIER-ETSHER, the Institute is an international institution (14 member African states) of higher education and research in the fields of water, energy, environment and infrastructure. The transformation of the Group EIER ETSHER as the International Institute of Water and Environmental Engineering (2iE) was officially launched in June 2006.

**Description**

The institution has at its disposal a skilled and a high level teaching staff and researchers, originating from 12 nations, reflecting thus the diverse culture of West and Central Africa. The group is supported by the World Bank Institution, the French Ministry of Foreign Affairs, Burkina Faso, AUF, Switzerland Cooperation, DANIDA, DAAD, UEMOA and private enterprises.

Since its creation, EIER-ETSHER has trained 805 engineers, 1,114 technicians and 787 Postgraduate diploma specialists. It also provides short courses training, over 7000 men days' activities per year, and engineering services in strong synergy with the private sector. The development plan of 2iE will enable them to pass from 500 students in 2006-2007 to 1,000 students in 2008-2009. The continuing education is "ISO 9001:2000" certified since January 2005 and received the 1st prize of reinforcement of capacities during the 2003 "Africités" summit meeting.

For three decades, the Institute has aimed at contributing to the generation of knowledge and the emergence of technological innovations in water and environment sectors for the benefit of African states. In collaboration with teaching and research institutions of the North and South, such as the polytechnic Federal School of Lausanne (EPFL), IRD and CIRAD, the 2iE leads the way in water, energy, and environmental research. The Institute is designated as a regional centre of excellence by the West African Monetary union (WAEMU).

Group EIER- ETSHER (GEE) undertakes its research and training on the very active North- South and South-South network of partnerships. The CEE does not solicit one-way assistance, but rather forms real partnership, which consider the contribution each partner makes towards the attainment of the common goals they have set for themselves: joint scientific research activities, joint awards of degree, and in-service training.

The educational networks depend mainly on the AUF network of Universities, and the Conference of Higher Institutions and Faculties in Arts and Science and Technology(CGIF) created at the initiative of the GEE, where its headquarters is. To effectively undertake its research activities, GEE collaborates with a number of partners working in the field:

- Universities
- Higher educational and training institutions

- Research Institutions
- Professional networks of Professionals and NGOs
- Firms

Furthermore, the GEE is strengthening its partnership with the private sector for a better liason between education and employment.Finally, the GEE obtains support from many bilateral and multilateral technical and financial partners\_

The Group EIER-ETSHER, as a centre specialised in water and environment for the African continent, is part of the African Institute of Science and Technology (IAST), project initiated by the Nelson Mandela Institution for the Promotion of Knowledge and Progress in Science and Technology in Sub - Saharan Africa.

The International Institute of Water and Environmental Engineering has set up a complete training package in order to meet the needs of labour market in Africa with:

- Initial training (LMD cycle) Bachelor's degree in Engineering, Master of Engineering, Specialized Master and coming soon, Doctoral Program.
- Continuing and Distance Education (certified ISO 9001 in 2004)

The new organization assigns to each Department the responsibility to develop and conduct research and training programs to meet the labour market needs and the scientific and technological challenges within the region.

#### **Further Information**

<http://www.eieretsher.org/?lang=en>