

## **MAINSTREAMING OF IAR4D MEETING**



### **PROCEEDINGS OF SENIOR MANAGERS WORKSHOP HELD AT RIDAH HOTEL SEETA**

#### **Documentation**

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## Acronyms

AHI	African Highlands Initiative
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
IAR4D	Integrated Agricultural Research for Development
ICRA	International Centre for development oriented Research in Agriculture, Wageningen
MAK	Makerere University, Uganda
NAADS	National Agricultural Advisory Services
NARI	National Agricultural Research Institute
NARO	National Agricultural Research Organisation, Uganda
NARS	National Agricultural Research System
PARI	Public Agricultural Research Institute
PIT	Project Implementation Team
ZARDI	Zonal Agricultural Research Development Institutes, NARO
NAROSEC	NARO Secretariat
FARA	Forum for Agricultural Research In Africa

## **1.0 Background to the NARO-MAK-ICRA initiative**

Since 2004, the National Agricultural Research Organization (NARO), the Faculty of Agriculture, Makerere University – Kampala (MAK) and the International Centre for Development Oriented Research (ICRA) established a collaborative initiative on “Learning Together for Change in Integrated Agricultural Research for Development (IAR4D)” in Uganda. African Highlands Initiative (AHI) later joined the collaborative learning initiative. The initiative provided a framework for the capacity development programme consisting of three overlapping phases. The *first phase* focused on enhancing the capacities of targeted teams to apply IAR4D approaches to resolving real and high priority complex problems through the provision of both residential and on-the-job learning events. The *second phase* was to focus more on mainstreaming IAR4D within NARO and other committed stakeholders and on institutionalizing the capability to supply learning events by MAK for various levels and in response to the needs of both current and future staff and employers in the rural development sector. The *third phase* was to focus on expanding the initiative to the sub-region in close collaboration with ASARECA.

After a successful *first phase*, the organizers/facilitators of the NARO, MAK and ICRA collaborative learning initiative recognized the need to make stakeholder managers aware of progress/ challenges to date, and through this reflect on obstacles and the institutional/ organizational implications and needs of mainstreaming IAR4D in their respective organizations. The organizers also sought to provide an opportunity to collectively plan the needed changes and support mechanisms that would assist them to further promote IAR4D both within and between their organizations. A workshop was therefore organized for senior managers from organizations involved in agricultural research related work in Uganda.

### **1.1 Aims of the workshop**

The purpose of the workshop was two-pronged; (i) to present experiences and achievements to date, based on the learning cycle and mentoring to senior managers (ii) to highlight organizational change and support activities required for mainstreaming the use of IAR4D thinking and approaches.

The specific issues the workshop intended to address was to

- a. Deepen the transition from the stand alone IAR4D collaborative initiative to mainstreaming IAR4D within Ugandan institutions hence broadening the ownership.
- b. Identifying mechanisms for moving from commitment to IAR4D principles to real action through increased the support of senior managers.
- c. Develop programmes for organisational change and capacity strengthening in support of IARD

## 1.2 Opening of the workshop

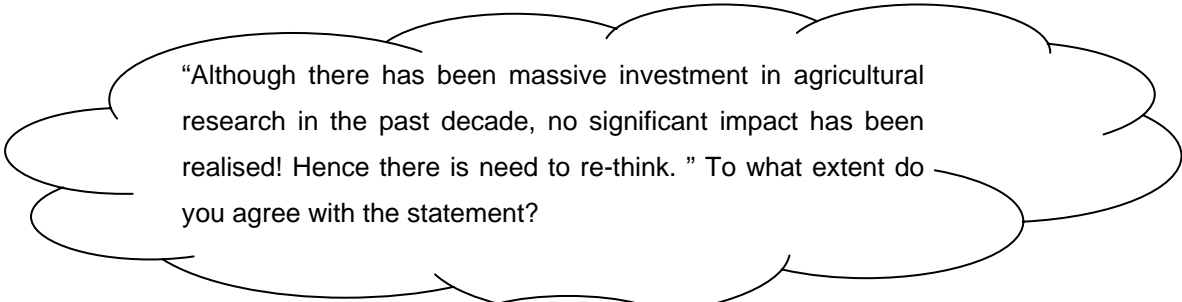
Dr. Cyprian Ebong, Director Quality Assurance NARO, who represented the Director General NARO welcomed participants, especially the ICRA Team that had traveled from abroad, to the workshop. He conveyed the Director General NARO's apologies for not being able to attend the workshop because of other equally important commitments.

He pointed out that Integrated Agricultural Research for Development (IAR4D) as one of the approaches for conducting agricultural research has evolved after a long time. Other similar approaches now exist e.g Value Chain Analysis, innovative systems etc. All these approaches aim to discover something unknown or missing out there. Therefore, there is need for all institutions and disciplines to come together while conducting research - whose ultimate objective is to make people's lives better off in the future than the present.

He observed that in Uganda, the National Agricultural Research System (NARS) had already embraced the IAR4D inclusive approach with research institutions, universities, private sector and civil society. The emphasis of this workshop was to sensitize participants/ senior managers about the IAR4D and widen its ownership

## 1.3 Introduction of participants

The workshop was facilitated by Dr. Nasuna Maria Goretti Musoke who by way of introduction, solicited participants' views on the "debate" that;



"Although there has been massive investment in agricultural research in the past decade, no significant impact has been realised! Hence there is need to re-think. " To what extent do you agree with the statement?

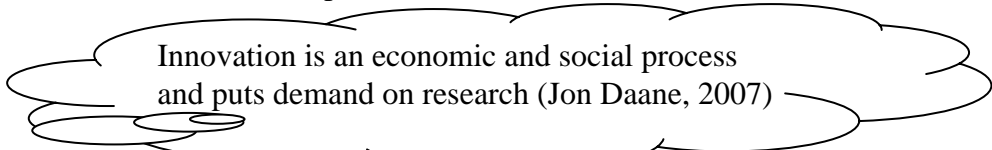
### Reactions to the statement:

**Dr. Steven Byenkya, Director Mbarara ZARDI**

There has never been any massive investment in agricultural research. Agricultural research often accorded the least attention in terms of budgetary priority allocations.

**Dr Jon Daane, Director ICRA**

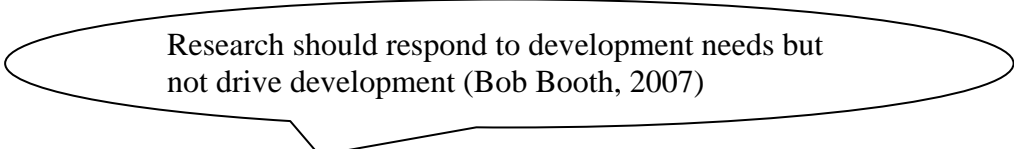
True there is significant investment in agricultural research. However, what is now required is for us to think about different ways of doing business in agricultural research to create the desired impact.



Innovation is an economic and social process and puts demand on research (Jon Daane, 2007)

**Dr. Bob Booth, ICRA Consultant**

There should be continued investment in agricultural research as long as it continues to drive the development agenda.



Research should respond to development needs but not drive development (Bob Booth, 2007)

***Dr. T. Areke, Director NASARRI***

There has been only meager investment in agricultural research. However, this dismal investment has produced wonderful results.

***Dr. J.F.O. Esegu, Director NaFORRI***

Investment in agricultural research is justified because it has generated a lot of technologies and knowledge that have improved the people's quality of life.

***Mr. Daniel Aleper, Director Nabwini ZARDI***

It is true there has been massive investment in agricultural research. Therefore, more emphasis has to be focused on rethinking the new ways of doing agricultural research.

***Dr. George Maitek, Director Ngetta ZARDI***

To say that investment in agricultural research has not created any impact is an understatement of the role of agricultural research. The technologies in cassava, rice, sorghum, groundnuts, etc, that we are currently proud of in Uganda have been a brainchild of agricultural research. We all still need to rethink how to harness more benefits from agricultural research.

***Dr. Beatrice Okello, Senior Research Officer Mukono ZARDI***

Confers with the statement that a lot has been invested in agricultural research but also noted that a lot has been generated because of this massive investment. She added that we still needed to rethink how to bring about the desired change.

***Dr. John Balirwa, Director NaFIRRI***

Could not react to the rumour because rumours are fictitious. He could only react to statements because these could be verified with hypothesis.

***Mr. Peter Walekhwa, Makerere University***

There has been little investment in agricultural research. Without this little investment, there would be global disaster!

***Mr. Gard Turyamureeba, Senior Research Officer Kachwekano ZARDI***

There is overwhelming global evidence that agricultural research has been an engine of growth and development. However, this can be achieved if all other key players outside agricultural research are brought on board.

***Mr. Charles Muyanja, Makerere University***

Results of agricultural research are quite evident. Research has drastically reduced poverty levels globally through new technologies that have increased people's incomes.

***Ms Diana Akullo Oyena, Research Officer NAROSEC***

Her work- experience with agricultural research organization indicates that investment in agricultural has been worthwhile. She has continued to receive exciting

testimonies from end users of agricultural research technologies who appreciate the impact of agricultural research on crop productivity.

***Dr. Ambrose Agona, Director NARLI, Kawanda***

Although there has been massive investment in agricultural research, the pace at which agricultural development is moving is still very low. There is need to make the right investment decisions in agricultural research in order to create any meaningful impact.

***Dr. Sam Okech, Makerere University***

What is threshold of investment in agricultural research that we can refer to as enough and how much research in agriculture should be satisfied with as enough? It is difficult to assert that there has been massive investment in agricultural research and no impact has been realized unless one knows exactly how much investment is enough and how much research in agriculture should be enough. Above all, it is important to note that the contribution of agricultural research takes long to show impact.

***Dr Richard Hawkins, ICRA Consultant***

Agricultural research is surely a good way of spending resources. Without research, the world would be plagued by diseases, pests, vagaries, viruses, etc. However, it is important that we always re-think the best approach to adopt in order to bring about the desired results.

***Dr. M. Nabasirye, Deputy Dean Research and Training, Makerere University***

By virtue of her professional background (Statistician), she does not believe in rumors and therefore no comment!

***Dr Cyprian Ebong, Director Quality Assurance NARO***

There is impeccable evidence that there has been commendable investment in agricultural research. However, there is still need for more investment and to rethink the ways we conduct business in agricultural research.

The statement was therefore summarized in the following dimensions;

- A section of the meeting disagreed with the statement saying there has never been any massive investment in agricultural research because of the limited budget allocated to the sector
- Other participants agreed that there is significant investment in agricultural research but emphasised the need for different ways of doing business in agricultural research and need to make the right investment decisions in agricultural research in order to create meaningful and desired impact
- Some participants wanted the debate subjected for statistical analysis
- In general, the managers argued for continued investment in agricultural research as long as it continues to drive the development agenda
- 

**1.4 PRESENTATIONS      *There were a total of four presentations:***

### **1.4.1 Diana A. Oyena, Quality Assurance Directorate NAROSEC: *Learning Together For Change In IAR4D* (see Appendix 1 for details).**

#### **LEARNING TOGETHER FOR CHANGE IN IAR4D**

A brief genesis of the NARO/MAK/ICRA Initiative was elaborated and Why “Learning together in IAR4D?”. The following are some of the **whys** of learning together.

- Need for new mind sets, joint efforts in designing new ways of doing business
- New questions in agricultural research for development have emerged
- Coinciding organizational challenges and changes in NARO,MAK, ICRA
- Need for new mind sets, joint efforts in designing new ways of doing business
- Coinciding organizational challenges and changes in NARO,MAK, ICRA
- Need for MAK to strengthen its educational programmes to integrate the knowledge and skills to solve complex problems that contribute to reducing poverty and sustainable development;
- Need for new competences that would ensure improved management performance and team development. Competences for enhancing effectiveness of decentralized research
- increased capacity to initiate and support innovation processes and partnership
- Multi stakeholder partnerships, link producers to the markets

### **1.4.2 Dr Maria Nasuna Gorreti Musoke: Overview of the 1st IAR4D learning cycle and mentoring activities in Uganda** (See Appendix 2 for details).

The major challenge is how improve relevance, effectiveness & efficiency of agric research for relevancy in Africa. To address this challenge NARO, ICRA & MAK initiated a learning Programme to build capacity in IAR4D from April 2004 to April 2005 on Pilot scale.

The major objective of the initiative was to strengthen human and institutional capacity to undertake IAR4D as a new way of doing research. More specifically to enhance and mainstream within NARO the capacity of teams to apply IAR4D approaches and strengthen and institutionalize the ability of MAK to provide capacity-enhancing opportunities in IAR4D for a range of stakeholders at various levels.

To put into action the IAR4D principles, four learning workshops intermitted by field practice by research teams based at the ZARDIs over 9 months were conducted. A resource person –mentor, attached to each team to provide technical back-up during field practice, and provide feedback to project implementation team (PIT). The ZARDIs involved in the learning initiative were Abi, Bulindi, Kachwekano, Mbarara, Mukono Ngetta and Serere addressing different research challenge.

### **1.4.3 Dr Charles Muyanja: Status and implications/needs for increased organisational support for IAR4D** (See Appendix 3 for details)

**Achievements, success stories, challenges and support need**

*Teamwork has become a culture in the ZARDIs.*

- In past, researchers tended to work as individuals, preparing proposals, implementing activities and analysing results from an individual (mono-disciplinary perspective)

#### ***Building partnerships between research and other stakeholders***

- A stakeholder approach has resulted into establishment of partnerships which have been formalised through Memorandum of Understanding. This has further enhanced trust between the ZARDIS
- Monitoring and evaluation tools for on farm trials are jointly developed by technical staff and stakeholders which used to be done by one scientist spearheading the activity in question before.

#### ***The vision of researchers***

- The ability of researchers to “see” the wider innovation system, the constraints and the potential role of research within this is exhibited by their appreciation of the perspectives and roles of the different stakeholders

#### ***The role of research and researchers***

- The increased confidence of individual researchers, as well as the structural changes of the NARS, has allowed a wider interpretation of the role of research and researchers themselves, relative to other stakeholders.

#### ***Research procedures***

- As a result of IAR4D, new ways of priority setting came into being, zonal priority setting was done jointly with various stakeholders who identified research needs. Setting of research agenda is done in participatory manner in the different districts under each respective ZARDI

### **Organisational challenges**

- ***How to encourage stakeholder to contribute to resources to a common cause.*** The biggest challenge is developing mutual partnership. Many of the stakeholders have not yet appreciated the need to contribute and sacrifice some resources for the success of the research process. The contribution may be left on one or few partners.
- ***How to ensure that the competitive grant scheme managers are aware of IAR4D concepts and approaches.*** Currently, CGS are managed by Zonal Steering Committees. To ensure projects have an innovation systems perspective, grant scheme managers need awareness of IAR4D concepts and the implications of these for award criteria.
- ***How to bring on board newly recruited stakeholders and ZARDI staff on IAR4D approach.*** Currently, there is a recruitment drive for increasing ZARDI staffing levels. New staff needs an “induction training” to familiarise them with IAR4D and rural innovations systems concepts and approaches. As new projects are formulated and financed, it would be useful to familiarise the different stakeholders involved with IAR4D promote a shared understanding of key concepts and approaches.
- ***Support needs:*** Mentoring of new staff by experienced staff within the ZARDIs who attended the IAR4D learning cycle. This process needs to be recognised and encouraged wherever possible with funding if possible.

*Issues and concerns raised by participants: EMERGING ISSUES from presentations*

- There is need to make substantiated statements backed by quantifiable data. For instance, the poverty levels need to be well defined and quantified before we can proceed to discuss and measuring the impact of agricultural research on poverty reduction.
- How could NAADS contribute to IAR4D Learning Initiative  
The strategic role of NAADS as new extension paradigm was recognized as compared with the traditional linear model – where innovations – were developed by scientists, disseminated by extension, put into practice by users. Therefore, NAADS should be brought on board to play a more proactive role in the initiative.
- How can we move forward the mentoring process? Teams that had no mentors gradually disintegrated? Further analysis should be carried out to establish why the teams disappeared to draw lessons for next cycle.  
It was indicated that the mentoring process was very important and had registered a number of achievements. The Mentoring exercise deepens the understanding of the IAR4D approach. The greatest challenge was how to incorporate mentoring into the activities of IAR4D with respect to budgeting. For instance, managers could commit some funding to the mentoring exercise by incorporating it as one of the key items into budgetary process.
- The issue of partnership building and strengthening was crucial. The major challenge is how to keep all partners actively engaged in IAR4D activities? What makes partnerships get committed to institutions? There is need to develop an incentive system (without necessarily emphasizing monetary rewards) within partnership that will ensure that there is total commitment to IAR4D activities by all partners. All partners need to be encouraged to commit resources to the partnership. Formal procedures like MOUs could also help to strengthen partnerships. However, there is need to build partnerships which last beyond MOUs.
- Managers at all levels in the NARS need to understand IAR4D approach for them to get effectively committed. Capacity building in IAR4D skills should be an integral and continued process in all PARIs and Non PARIs with new staff and stakeholders always brought on board.
- Has there been any independent external evaluation of the IAR4D approach in Uganda? Yes! There was been an internal evaluation of the approach in Uganda during FARA and write shop.
- The issue of attribution should be handled carefully since there were many other approaches similar to IAR4D. IAR4D should enhance other initiatives but not take the overall credit. Therefore when evaluating the achievements of the IAR4D approach in Uganda, great caution needs to taken not to single-handedly attribute all the achievements to IAR4D. Instead, emphasis should be focused on where the approach needs greater support to register further achievements.

- The IAR4D approach should be integrated into the university curriculum to train graduates who are more responsive to societal needs and challenges. Noted that mechanisms were already underway to integrate the IAR4D approach into MAK curriculum through internships and short courses at Continuing Agricultural Education Center (CAEC)- Kabanyolo.
- There are many challenges of getting MAK actively participate in the activities of the initiative. Makerere University IAR4D experiences did not feature in the documented mentoring experiences of the first learning cycle in Uganda. The mentor in charge of Makerere University Learning Team expressed the intricacies involved in mentoring the team.
- Documentation skills need to be strengthened in order to capture all the IAR4D success stories such as the Market chain Analysis success story in Mukono ZARDI and the challenges faced.
- How can the IAR4D be marketed to other institutions involved in research? IAR4D approach should be well packaged and marketed to all managers in all forums beyond NARO and few faculties in MAK.

To learn from sharing experiences, leadership of teams that had registered successes in IAR4D activities like Abi, the Director Abi ZARDI, shared with participants how successful partnership was built with Radio Pacis – Arua, by mainly applying IAR4D principles.

***Emerging Issues from Dr. Cyprian Ebong’s Presentation***

- Outsourcing and sharing of resources from sister institutions in the NARS to reduce on costs remains a big challenge. No formal institutional guidelines and modalities on sharing and outsourcing of resources exist in NARS. Guidelines need to be developed to manage any potential conflicts.
- How and who is involved in ensuring quality assurance in NARS? There is need to build a critical mass of IAR4D professionals in PARIs and Non-PARIs (especially universities). This will enhance implementation of Quality Assurance principles and practices in agricultural research.
- Qualitative data is as equally important in agricultural research as quantitative data. Neither of these types of data should be regarded as superior to the other but rather they complement each other in agricultural research. Thus, the assertion that research involving mainly qualitative data is not scientific research is not true.
- In terms of Quality Assurance standards in the NARS, where is the “pointer” now?

The Directorate of Quality Assurance has started implementing the quality assurance guidelines as stipulated in the 2005 NARS Act beginning with constituting the PARIs, rationalizing programmes and thematic appropriations. This enormous task cannot be implemented in a short period.

The nature of science should be dictated by the problem  
(Cyprian Ebong, 2007)

## 2.0 GROUP TASKS

Three groups were constituted along three key emerging issues for broadening the ownership of IAR4D and identified mechanisms for moving from commitment to IAR4D principles to real action. The themes handled by the groups were:

*Group 1: Strengthening capacity in IAR4D*

*Group 2: Organizational/institutional change*

*Group 3: Building partnerships*

### 2.1 GROUP 1:

#### **TASK**

List at least three major challenges facing the “institutionalization of IAR4D” with regard to capacity building needs in IAR4D

Identify specific ways to resolve these challenges, through, for example:

- a) *Budget mechanisms*
- b) *System-wide procedures ( eg Quality Assurance, M&E procedures)*
- c) *Forming new partnerships*
- d) *Changes in institutional culture( the “small things that make a big difference”)*

**2.1.1 Possible ideas/themes for discussion:** The following were given to participants during group discussion to guide the process of generating ideas.

- To what extent do IAR4D concepts, skills and tools (still) need to be improved among personnel of the different organizations in the Ugandan “Innovation System”?
- If needed, who (i.e. which organisations, programmes, projects, partnerships) should be priority targets for such upgrading of skills and tools?
- Which category of staff or personnel should be priority, and what concepts/ skills/ tools are most critical? (E.g. induction courses of basic concepts and skills for new staff? Upgrading of particular aspects for current staff, project managers, fund managers, etc?).
- How can such personal skills development be “grounded” in (i.e. integrated with) the practical and ongoing work of these organisations, programmes, projects and partnerships?
- Should the emphasis be on:
  1. Additional and comprehensive “learning cycles” (combinations of theoretical, planning and reflection workshops, integrated with project work), as was conducted in 2004-2005), or
  2. Strengthening “mentoring” activities (and if so, which organizations or which programmes/ projects should be the focus of such mentoring?)

- How can such continued/continual upgrading of IAR4D skills be financed (e.g. through current and/or special budgets? From institutional or central/collective funding?).
- How should higher education institutes respond to the need for incorporating the experiential learning principles of IAR4D into formal education programmes?
- How can the organisations here take advantage of the planned ASARECA national/regional activities on capacity building in IAR4D?

## 2.2 **GROUP 2:**

### **TASK**

List at least three major challenges facing the “institutionalization of IAR4D” with regard to the organisational changes needed to support IAR4D

Identify specific ways to resolve these challenges, through, for example:

- Budget mechanisms*
- System-wide procedures ( eg Quality Assurance, M&E procedures)*
- Forming new partnerships*
- Changes in institutional culture( the “small things that make a big difference”)*

**2.2.1 Possible ideas/themes for discussion:** The following were given to participants during group discussion to guide the process of generating ideas.

- How do we “embed” IAR4D principles into the “core business” of the institutions represented here (e.g. through changes to activities, projects, programmes, etc.)
- How can time and space be created for team and institutional interaction, reflection, learning and documentation of IAR4D processes, and how can resources be made available for these processes from current budgets?
- How can we improve information exchange and expand communication both within and between organisations (e.g. regular staff meetings?, exchange visits?, focus groups?, communities of practice? Etc.)
- What sort of regular process is needed to document change and change processes? (i.e. the behavioural change of both individuals and organizations, including teamwork, stakeholder dialogue, reflection and institutional learning, etc.). How does this process compare/differ from the quality assurance/M&E processes currently employed?
- How do job descriptions need to be adjusted to place sufficient emphasis on IAR4D processes (such as those mentioned in the previous bullet point).
- How can the need for personal recognition and staff appraisal systems be reconciled with the joint outputs and collective achievements of teams and partnerships - which are difficult to attribute to specific individuals or organizations?
- How can professional and organisational incentives be changed to encourage IAR4D processes (such as teamwork, interdisciplinary collaboration,

stakeholder interaction and partnership development, focus on value chains, impact on livelihoods, etc.)

- How can national/regional (NARO/ASARECA/FARA) competitive grants further encourage the IAR4D agenda? (e.g. through grant conditions, process guidelines, competency/skills development of managers, key committees, etc.).

### 2.3 **GROUP 3:**

**TASK**  
List at least three major challenges facing the “institutionalization of IAR4D” with regard to encouraging and strengthening IAR4D partnerships

Identify specific ways to resolve these challenges, through, for example:

- a) *Budget mechanisms*
- b) *System-wide procedures ( eg Quality Assurance, M&E procedures)*
- c) *Forming new partnerships*
- d) *Changes in institutional culture( the “small things that make a big difference”)*

#### 2.3.1 **Possible ideas/themes for discussion:**

- What are the current constraints to effective multi-stakeholder partnerships?
- What institutional incentives (e.g. over and above competitive grants) could further encourage such partnerships?
- Is partnership development adequately financed under current budgets? If not, how can/should institutional and programme/project budgets be adjusted to encourage partnerships?
- Do IAR4D partnerships require more “formalisation”, e.g. through measures such as Collaborative Agreements, Memoranda of Understanding, “contracts”, etc?
- How can non-research partners (farmer organisations, community based organisations, technical and financial service providers, private businesses) play a stronger role in IAR4D partnerships?
- Do multi-stakeholder partnerships require “outside” facilitation? If so, who could fill this role?
- Is there sufficient participation of key disciplines to encourage and effectively implement IAR4D in Uganda (especially taking into account emphasis on value chains, innovation systems, policy formulation)? How can we strengthen the contribution of “under-represented” disciplines in our organisations? (Additional recruitment? Training? Partnership development?).

## **2.4 GROUP DISCUSSIONS AND PLENARY**

### **2.4.1 Group 1: Capacity building needs in IAR4D**



*Members at work in group discussions, seated clockwise 2<sup>nd</sup> right is Dr. Margaret Nabasirye, Deputy Dean, In-Charge Research and Training. Faculty of Agriculture Makerere University*

### **2.4.2 Outcomes of group 1 discussions as presented plenary**

#### **2.4.2.1 CHALLENGES-**

How to improve working relationships, specifically:

- Research (ZARDIs) - Farmer groups to bring to level of effective demand through clinics and mentoring
- Research (NARS) – NAADS especially at District- National Levels

How to change the mindsets of :

- Ministry of Finance
- Zonal Competitive Fund Managers
- Institute Directors/University unit Heads
- Individual researchers
- Civil Society and Private sector

How to accelerate application of IAR4D, general diffusion and awareness throughout NARS.

#### **Ways to overcome the challenge**

- Need for specific funding for IAR4D activities
- Partnership development- agreement on joint objectives and plans (workplans)
- Curriculum review/internships to incorporate IAR4D principles and practices

## 2.4.3 REACTIONS AND CONCERNS FROM PARTICIPANTS

### 2.4.3.1 GROUP 1

- Civil society and private sector should be assisted in building capacity in proposal writing skills to enable them participate actively in Competitive funding Grants.

### 2.4.3.2 Group 2: Organizational/institutional change



*Members during group discussion, seated 3<sup>rd</sup> right clockwise is Dr. Jon Daane, Director ICRA*

## 2.5.2 Outcomes of group 2 discussions as presented plenary

### 2.5.2.1 CHALLENGES

**Challenge 1:** How to deepen the knowledge and awareness of IAR4D in the NARS especially in the NARIs, and non-PARIs: However there is some knowledge and awareness in the ZARDIs

*Ways to overcome the challenge*

- Induction programs for new staff in PARIs and non-PARIs
- Documentation of the learning processes and availing them to the concerned parties
- Mainstreaming IAR4D principles in all activities
- Curriculum change in training institutions to include IAR4D principles

**Challenge 2:** How to create time and space for learning IAR4D principles.

*Ways to overcome the challenge*

- Create time and space for interaction and inclusion of IAR4D in institutional, project and individual work plans

**Challenge 3:** How to put into place favourable incentives for promotion of IAR4D principles and practices

*Ways to overcome the challenge*

- Develop favourable incentive policy including recognition and rewards schemes for team work and partnership

### 2.5.3 REACTIONS AND CONCERNS FROM PARTICIPANTS

- It is hard to secure money for capacity building in PARIs for Induction programs as proposed by the group. Such induction programs are not incorporated in PARI or ZARDI budgets.

## 2.6 Group 3: Building partnerships



*Group members during discussions, seted clockwise 3<sup>rd</sup> right is Dr. Denis Tumwesigye Kyetere, Director General NARO, Uganda.*

### 2.6.1 Outcomes of group 3 discussions as presented plenary

#### 2.6.1.2 Challenges

- How to encourage partners embrace IAR4D given differences in core businesses (different mandates) and allegiance
- How to encourage the commitment and sharing of resources by partners
- How to create ownership of credit and blame by the partners
- How to operationalise and create understanding of changing scenarios in partnerships, building confidence and bringing partners to the same playing level
- How to effectively coordinate the IAR4D initiative

#### *Ways to overcome the challenge*

- Packaging and marketing IAR4D for ready adoption and ownership by partners
- Joint planning, budgeting, sharing of work plans and signing of MOUs
- Build capacity in facilitating multi-stakeholder processes and continuous identification of potential partners
- Establish a coordination desk of IAR4D information to continuously furnish and facilitating communication between partners e.g a website D-Group.
- Provision of incentives to keep the partners interested e.g. inviting resource persons to give talks about innovations, developments and share experiences in the fields of their interest

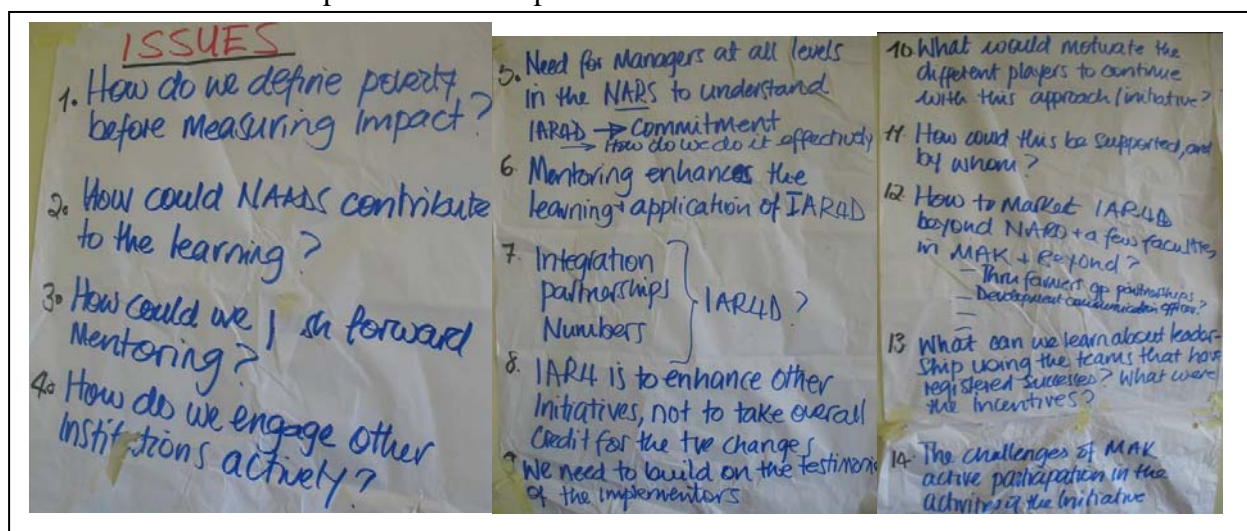


## 2.7.1 REACTIONS AND RECOMMENDATION FROM PARTICIPANTS

- Need to harmonise the activities of the different Initiatives. The concepts and activities of IAR4D have to be championed in collaboration or partnership with other Initiatives engaged in similar activities but not in isolation.
- A coordination unit for IAR4D initiative could be created at NAROSEC either under the Research Coordination or Quality Assurance Directorate. It was agreed that this recommendation be forwarded to PIT and/or Steering Committee for consideration.
- What is the appropriate stage of the Initiative should the private sector and civil society be actively involved?
- Since different stakeholders involved in the NARS have varied interests. It was suggested that they could be actively involved at different levels i.e ZARDI or NARIs.

### WAY FORWARD.

During plenary discussions, issues that need to be addressed by the initiative were highlighted. In total 14 key areas need further discussion in order to carry the initiative forward as presented in the plate below.



	NEXT STEPS	
What?	Who?	When?
Documentation of workshop report	Secretariat	3 weeks 15 November 2007
Reviewing the report to identify gaps and draw up plans	PARIs and Non PARIs	3 weeks 7 December 2007
Consolidating the individual plans into a draft national Plan	Secretariat	31 January 2008
Workshop to review the national plan for adoption and implementation	Secretariat All stakeholders in the NARS	End of March 2008

## 2.8 **APPENDIX 1:**

### **Learning Together For Change In IAR4D**

Diana A. Oyena

#### **Genesis of the NARO/MAK/ICRA Initiative**

- Capacity development partnership
- Originally NARO, Makerere and ICRA; later joined by AHI
- Learning together in IAR4D
  - Trans-institutional
  - Trans-thematic
  - Inter-disciplinary

#### **Why “Learning together in IAR4D?”**

Some coincidences

- New questions in agricultural research for development
- Coinciding organisational challenges and changes in NARO, MAK, ICRA
- Need for new mind sets, joint efforts in designing new ways of doing business

#### **ICRA**

- Role as an international centre for capacity building in agricultural research for development (IAR4D)
- Need to decentralise learning programme
- its interest in strengthening its activities in the East African region.

#### **MAK**

- Role of MAK as one of the key players in the research for development process within the new policy,
- Need for MAK to strengthen its educational programmes to integrate the knowledge and skills to solve complex problems that contribute to reducing poverty and sustainable development;

#### **NARO: PMA, New NARS Policy**

Organisational change and new institutional arrangements

- ZARIs for decentralised, demand-led research allowing broad innovation process and feedback at zonal level.
  - NARIs: more technical commodity defined institutes, concentrating tech dev on strategic national priorities.

#### **NARO: New Research Strategy**

- Thematic Research based on
  - based on projects that integrate research and development themes
  - Resource to fork continuum (from understanding people to linking them to markets and policies).
- Need for new capacity development process

#### **NARO: Need new competencies**

- that would ensure improved management performance and team development.
- competences for enhancing effectiveness of decentralised research
- increased capacity to initiate and support innovation processes and partnership
- Multi stakeholder partnerships, link producers to the markets
- appreciation of the change process

## **Key questions for NARO**

- How to respond to market opportunities in designing research activities
- How to empower stakeholders to participate in research and innovation processes
- How to maintain scientific integrity and professional excellence in dynamic teams
- How to enhance the effectiveness of decentralised agricultural research
- How to strengthen and benefit from increased multi-stakeholder partnerships
- How to improve the management public funding for research
- How to prepare research teams to participate in competitive grants
- How to enhance the mainstreaming of gender, social and environmental concerns in agricultural research and development
- How to ensure quality of agricultural research services

## **Partnership arrangement**

- MOU
- Implementation
- Management

## **MOU**

- Common goal and objective.
- Defined roles
- Specific Roles for each institution
  - NARO: Coordination (also funded cycle 1)
  - MAK: Co-facilitation
  - ICRA: Expert, Learning materials
- Joint activities
  - Staff time to participate in learning workshops

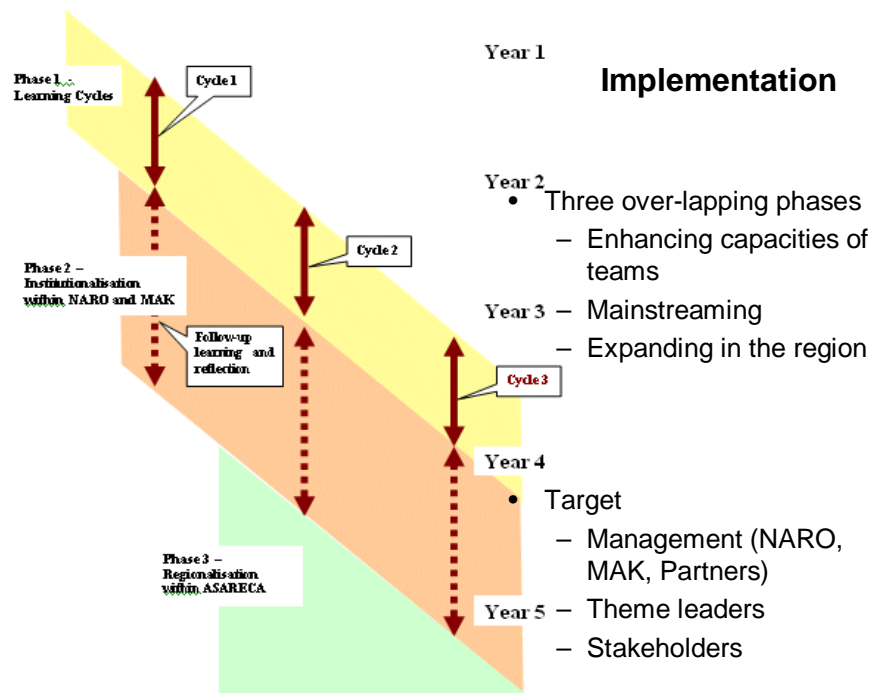
## **Goal and objective**

### **Goal**

- To enhance the capacity for effective, efficient and relevant agric research for development in Uganda

### ***Specific objectives***

- To enhance and mainstream within NARO the capacity of teams to apply IAR4D approaches;
- To strengthen and institutionalize the ability of MAK to provide capacity-enhancing opportunities in IAR4D for a range of stakeholders at various levels;
- To regionalize such capacity strengthening efforts (long term).



### Management

- Steering committee; the apex body guiding the evolution of this learning initiative. Composed of representatives of the major partners and is chaired by the DG NARO with the Dean of the Faculty of Agriculture of MAK as the vice-chair
- Planning implementation team; oversees the implementation of the learning programme and ensures continuous M&E of the initiative. PIT chaired by MAK
- Coordination

### Acknowledgements

- NARO Management
- MAK Management (Dean, FA)
- ICRA Management
- AHI
- CIAT

## 2.9 APPENDIX 2: Overview of the 1st IAR4D learning cycle & mentoring activities in Uganda

Maria G. Nassuuna Musoke

### Challenges of Research in Africa

- Traditional linear model - innovations - developed by scientists, disseminated by extension, put into practice by users has not taken Africa very far
- Poverty & food insecurity persist despite existence of institutions for technology generation & dissemination!

**Need:** improve relevance, effectiveness & efficiency of agric research for relevancy in Africa

### **Responding to the challenges**

Globally, Govts & development agencies are exploring alternative approaches towards innovation systems paradigm

“new” National Agricultural Research Organisation (NARO)

National Agricultural Advisory Services (NAADS)

Need to strengthen programmes to integrate knowledge & skills to solve complex problems that contribute to reducing poverty + sustainable dev't (MAK)

- Necessary but not enough!
- New way of doing business requires new competences for supply (service providers) + demand (farmers)

### **Responding to the challenges**

- To realign with the PMA principles, NARO's realigned strategy & plan (2003) moved to doing research in a new way meant

Shift from..

- Doing research per se to doing research for dev't
- disciplinary & commodity-based to innovation systems approach
- Doing research independently to creating strategic partnerships that enhance relevant research outputs, desired impact

Require skills for negotiation, consensus building & conflict *mgt*

### **IAR4D Learning Initiative (1)**

NARO, ICRA & MAK initiated a learning programme to build capacity in IAR4D  
Other players: Jürgen Hagmann, AHI, CIAT

Pilot April 2004 to April 2005

### **Objective of learning initiative**

To strengthen human and institutional capacity to undertake IAR4D as a new way of doing research

#### Specifically

- enhance and mainstream within NARO the capacity of teams to apply IAR4D approaches
- strengthen and institutionalise the ability of MAK to provide capacity-enhancing opportunities in IAR4D for a range of stakeholders at various levels

## Action-learning process

- Four learning workshops intermitted by field practice by research teams based at the Zonal Agricultural Research Institutes (ZARIs) over 9 months
- A resource person –mentor, attached to each team to provide technical back-up during field practice, & feedback to project implementation team (PIT)

## Composition of participants

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Institution	Number
ZARI staff	24
NARI + Secretariat staff	16
Makerere University	10
NARO partners (DLG staff)	4
Total	54

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## Characteristic (1)

- Experiential / action-learning approach required reasonable time of engagement in the field, to generate adequate experiences that shape subsequent learning events
  1. Abi Team
  2. Bulindi Team
  3. Kachwekano Team
  4. Mbarara Team
  5. Mukono Team
  6. Serere Team
  7. Ngetta

## Capturing lessons of IAR4D

- i. Data generated in an action research mode - cycles of action & reflection
- ii. Competence challenges of IAR4D - synthesized from the iterative process of workshops, field practice & mentoring
- iii. Results clustered & synthesized to bring out the generic challenges for IAR4D
- iv. Subsequent workshops reviewed previous challenges

Practice period between workshops was about 1 month

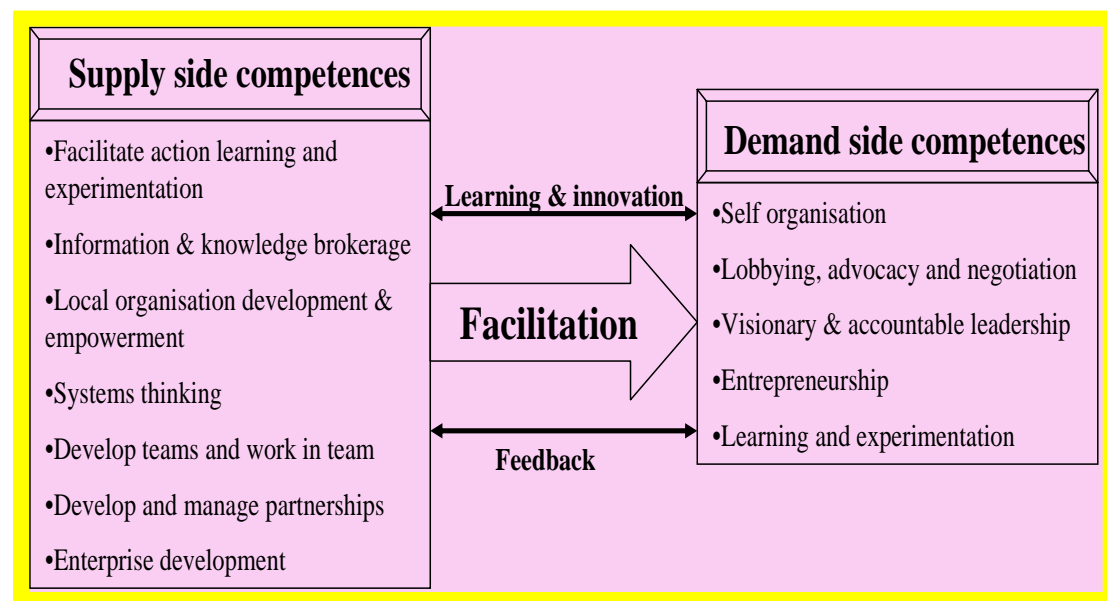
## What were we addressing?

### 1. How to develop & maintain effective partnerships in research & development

- Scientists working independently & in isolation
- Collective processes where partners within their interests & mandates to contribute to impact in a coordinated way!!
- All characterised by conflicts need conflict resolution skills by researchers

2. **How to empower farmers to demand, & effectively participate in research**
  - Enabling them to influence the research agenda for relevance
3. **How to design & manage integrated research with quality**
  - Going beyond asking farmers questions
  - criticisms of bundling together manageable research problems + unmanageable externalities
  - design + implementation in a holistic way, taking into account NRM, without loss of rigor
4. **How to develop and maintain multi –disciplinary teams throughout the process**
5. **How to cope with the dynamism of socio-political & ecological environment**
6. **How to instill a culture of honesty, ethics & transparency in the system**
7. **How to secure & appropriately manage resources for IAR4D**
8. **How appropriately to reward, motivate & retain human resources for superior organizational performance**

Interaction of competences



#### **Sustenance – the successes**

- Core team cohesion was enhanced by mentoring
- Mentoring incorporated other ZARDI staff hence scaling out the learning
- The skills learnt were applied and used in other activities and research projects - Mukono
- Many un-intended positive outcomes such as the rice farmers group - Ngetta

#### **Sustenance – the challenges**

- Multidisciplinary Research teams were formed around learning Research challenges

- After the learning cycle, team activities around the research challenges decreased
- Partner activities reduced after the learning cycle
- Teams that did not have a mentor disappeared

## **2.10 APPENDIX 3: Current status and implications/needs for increased organisational support for IAR4D**

**Muyanja Charles**

### **Introduction**

- NARO adopted the Challenge Programme approach of Integrated Agricultural Research for Development (IAR4D) as a theme in agricultural reform in theory, policy and practice.
- During the IAR4D learning cycles the ZARDI came up with different research challenge to practice and integrate the IAR4D approach in research activities
- Different ZARDIS have been integrating the IAR4D approach in their research activities for past 4 years

### **Achievements, success stories, progress**

#### **Team Work within ZARDIs**

- Teamwork has become a culture in the ZARDIs.
- In past, researchers tended to work as individuals, preparing proposals, implementing activities and analysing results from an individual (mono-disciplinary perspective)
- Presently, Joint technical planning meetings are held to harmonize research activities in ZARDIs
- Team approach to formulating proposals and executing projects, writing reports is now normal procedure.
- Team meetings are now a regular occurrence, where reflection on progress and constraints leads to planning of specific actions needed by the different staff.
- There is togetherness among team members, mutual trust and delegating duties and responsibilities

#### **Building partnerships between research and other stakeholders**

- Major difference to the ZARDI activities from 2-4 years ago is the number and quality of the partnerships and collaborative linkages with other stakeholders.
- A stakeholder approach”. Has resulted into establishment of partnerships” which have been formalised through Memorandum of Understanding. This has further enhanced trust between the ZARDIs
- The increased trust between ZARDIs and their partners is also demonstrated by sharing and pooling of resources (e.g. in ABI ZARDI AND CEFORD, RADIO PACIS, ABI, NGETTA and MUKONO)
- Stakeholders make various demands from ZARDIs and the ZARDIs willingly respond to these demands (e.g. Mukono ZARDI **Poultry project** (Nakaseke) initiated by politicians, local government and farmers and funded by DANIDA. The ZARDI provided Improved cocks and technical backstopping to farmer research groups.
- Monitoring and evaluation tools for on farm trials are jointly developed by technical staff and stakeholders which used to be done by one scientist spearheading the activity in question before.

- Stakeholders make various demands from ZARDIs and the ZARDIs willingly respond to these demands (e.g. Mukono ZARDI **Poultry project** (Nakaseke) initiated by politicians, local government and farmers and funded by DANIDA. The ZARDI provided Improved cocks and technical backstopping to farmer research groups.
- Monitoring and evaluation tools for on farm trials are jointly developed by technical staff and stakeholders which used to be done by one scientist spearheading the activity in question before.
- Farmers host trials, provide necessary labour to plant, weed, and harvest the trials. They also monitor and give feedback to research scientists. MUKONO ZARDI
- Increased level of commitment by partners and feeling that they are important in achieving ZARDI goals and objectives.

### **The vision of researchers**

- The ability of researchers to “see” the wider innovation system, the constraints and the potential role of research within this is exhibited by their appreciation of the perspectives and roles of the different stakeholders
- ZARDIs involve different stakeholder in on-going, new research programmes and priority setting activities.
- Researchers appreciate the importance of market linkages and commercialisation of production.
- Before ZARDIs didn’t think of the markets. The case studies in ABI, MBARARA and MUKONO clearly show the importance of market linkages and outlets play in the setting of research priorities and activities.
- Vision of researchers is also evident in their appreciation of the importance of communication of issues amongst the ZARDI team members, between researchers and other stakeholders.
- Researchers are willingness to take over the responsibilities of managers when are absent as well as to form and develop partnerships with diverse stakeholders.
- Researchers have demonstrated the willingness to analyse – and learn from – “failure”, such as in the case of MBARARA ZARDI BULL project

### **The role of research and researchers**

- The increased confidence of individual researchers, as well as the structural changes of the NARS, has allowed a wider interpretation of the role of research and researchers themselves, relative to other stakeholders.
- In MBARARA, MUKONO and ABI, it is evident that researchers have worked with other stakeholders such as farmers groups, NGOs and NAADS to facilitate these stakeholders carry out research activities themselves
- It is also evident that ZARDI researchers are showing a willingness to bring stakeholders together and facilitating their interactions, (e.g. in ABI and MBARARA). Such interactions are a key factor in the success of the overall “innovation system.
- A number of workshops were facilitated by scientists e.g. in BULINDI ZARDI in the absence of the director.

### **Research procedures**

- In past priority research activities were set by the NARO secretariat managers based on the national priorities and passed them over to the respective ZARDIs for agriculture research for development without consulting stakeholders.
- This led to failure of most research projects as target groups felt that they were being under-looked and therefore did not pay attention to the activities.
- As a result of IAR4D, New ways of priority setting came into being, zonal priority setting was done jointly with various stakeholders who identified research needs. Setting of research agenda is done in participatory manner in the different districts under each respective ZARDI

### **Organisational challenges**

- The challenges of creating increased awareness of IAR4D concepts and include:
  - How to bring on board newly recruited ZARDI staff on IAR4D approach.
  - New staff of ZARDIs. Currently, there is a recruitment drive for increasing ZARDI staffing levels. New staff need an “induction training” to familiarise them with IAR4D and rural innovations systems concepts and approaches
  - How to bring on board different stakeholders involve in new projects using IAR4D approach
  - New projects. As new projects are formulated and financed, it would be useful to familiarise the different stakeholders involved with IAR4D promote a shared understanding of key concepts and approaches.
  - How to ensure that the grant managers are aware of IAR4D concepts and approaches
  - Competitive grant schemes (CGS). Currently, CGS are managed by Zonal Steering Committees. To ensure projects have an innovation systems perspective, grant managers need awareness of IAR4D concepts and the implications of these for award criteria.
  - How to improve the documentation capacities of the ZARDI staff
  - Continued upgrading of all staff in key areas such as facilitation skills, documentation of reflection and learning processes is very important Documentation of learning process tend to be weak
  - How to encourage stakeholder to contribute to resources to a common cause
  - The biggest challenge is develop mutual partnership. Many of the stakeholders have not yet appreciate the need to contribute and sacrifice some resources for the success of the research process. The contribution may be left on one or few partners.

### **Support needs**

- Mentoring of new staff by experienced staff within the ZARDIs who attended the IAR4D learning cycle. This process needs to be recognised and encouraged wherever possible with funding if possible.
- Mentoring of ZARDIs by “outside” facilitators has proved very useful and valuable to the ZARDIs to date. This mentoring needs to be recognised and financed as a national consultancy.

- The IAR4D approach is expensive and frequent planning meetings. Lack of funding by ZARDIs may limit the integrating the approach into ZARDI research agenda
- IAR4D field work for learning cycles needs to be budgeted. Innovation process require linkages between different stakeholders. Learning is by working together.
- Stakeholder workshops need to be financed to continuously create awareness of IADR4D

### 2.11 **Appendix 4: List of Participants**

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