

Summary Report of the National Hub Partners Meetings





AfricaRice

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1 Introduction

From June 2014 onwards so called hub partner meetings have been held in a great number of AfricaRice member countries. Prior to these meetings AfricaRice had communicated with the NARS DGs about the need to organize such hub partner meetings with a copy to the national hub coordinator and all Task Force focal points. The objective of these meetings is to bring all the stakeholders currently working within and around the different rice hubs together so that they can build partnerships in the hubs in ways that will guarantee rapid impact. These meetings are in fact a follow-up on the need identified during the 2014 AfricaRice Science Week, to assist national partners with the identification of a common hub vision and a work plan to achieve outcomes and impact from research products and services in the Rice Hubs.

In most cases the national partners reacted positively to this idea and started planning the meetings. AfricaRice provided a moderate budget to assist the meeting organization and it was hoped that each country would pool additional resources (cash and in-kind) from different national partners working in the hubs. The meeting should be held in a suitable location in or near one of the identified hubs. The organization of these meetings and implementation of planned activities in the Rice Hubs are entirely the responsibility of the NARS partners of AfricaRice. However, AfricaRice staff was assigned to assist the various countries in facilitating the processes to get desired results from the hubs. So also for the hub partner meetings the national partners would take the lead with facilitation support from AfricaRice. The national partners would further ensure that the relevant partners were going to be invited.

Ideally all meetings would be organized before the end of July 2014. However, quite a number of these meetings were held after July and the last ones were implemented in the second part of October 2014. The main objective of this report is to supply an overview of the outcomes of the hub partner meetings on the basis of the current available reporting from the national partners. The report presents first a brief background on the AfricaRice Rice Hub methodology. The next section presents the objectives of the national rice hub partner meetings and the results from the held meetings. The last section provides the main conclusions and recommendations.

2 Background on AfricaRice Rice Hub Methodology

2.1 General Definition of Rice Hub

Rice Sector Development Hubs, commonly called the Rice Hubs or Hubs, are not an invention by AfricaRice alone. The idea was developed through collaborative projects with national partners in Senegal, Mali and Benin and was endorsed by the Council of Ministers in 2011 as one of the three key mechanisms to deliver on the 2011-2020 Strategic Plan. The other two are GRiSP and the Task Force Mechanism.

Rice Hubs are geographical areas where research products and services and local innovations are integrated across the rice value chain to achieve development outcomes and impact. Hubs will represent key rice ecologies and different market opportunities across African countries and will be linked to major national or regional rice-development efforts to facilitate broader uptake of rice knowledge and technologies. Hubs are testing grounds for new rice technologies and follow a 'reverse-research approach', i.e. starting from the market. In the Hubs research outputs and products will be tested, adapted and integrated with feedback provided to researchers on technology performance. The Rice Hub concept should be seen as a collective research for development effort on critical thematic areas in the rice sector, based on the principles of sustainability, build-up of critical mass and ownership by the National Agricultural Research Systems (NARS).

In the AfricaRice member countries a number of Rice Hubs have been selected by rice sector stakeholders through national workshops on the basis of criteria provided by AfricaRice in 2011/2012. These criteria are:

- Importance of the target ecology
- Large rice production area to have high impact
- Easy accessibility (to avoid high transportation costs)
- Linkage with major national or regional rice-development efforts (to facilitate out-scaling)
- Existence of important value-chain actors (rice millers, input dealers, rice traders)

Since its inception in 2012 a total number of 70 Hubs, representing various agro-ecological zones, have been selected in 25 countries by NARS and their partners using the above criteria. Most countries have 2-3 hubs and a few have 4 and above. The idea is that participating rice sector stakeholders in the national hub selection workshops are going to be actively involved in the Hubs.

2.2 AfricaRice Activities in the Hubs

AfricaRice and partners intervene in the Hubs to develop research products and services through the Task Forces (TF) to achieve outcomes and impact. Six Africa-wide Rice TFs are implementing activities in the Hubs: Breeding (26 countries¹); Agronomy (20 countries); Processing and Value Addition (17 countries); Policy (25 countries); Gender in Rice Research and Development (17 countries); and Mechanization (18 countries).²

Implemented and on-going activities conducted by AfricaRice in collaboration with the national partners through the TFs in the Hubs include:

- Breeding TF: screening of varieties, Participatory Variety Selection
- Agronomy TF: Diagnostic survey, Yield gap survey, Good Agricultural Practices introduction and testing, Nutrient Omission Trial, Weeders introduction and testing, Yield Gain Trial and RiceAdvice testing;

¹ This total number Includes Gabon, which has just recently selected a total of two hubs in the provinces of Ngounié and Nyanga.

² Information supplied in 'Status of Implementation of Rice Sector Development Hubs in countries', prepared by Boubakary Cisse for the July 2014 NEC meeting in St. Louis, Senegal.

- Processing & Value Addition TF: Post-harvest loss assessment, Steam parboiler fabrication and testing, Rice-based recipes from low grade broken rice, utilization of rice milling by-products;
- Policy TF: Diagnostic, Baseline and Consumer preference surveys, MSP establishment, Automated M&E system;
- Gender TF: Integrated with all Task Forces;
- Mechanization TF: Combine-harvester fabrication and testing, Training of local artisans/fabricators and NARS technicians on combine-harvester, ASI thresher and weeders fabrication, other small-scale agricultural machinery introduction and testing;

Apart from these activities above there is also the establishment of Information and Knowledge Exchange Facilitation (IKEF) in selected countries to improve the exchange and dissemination of rice sector information and knowledge, and the training of MSc. and PhD. students.

All these interventions are conducted in the vision of the so called ‘Hub mode’ where projects fit in with activities and funds. A consolidated agreement with clear annual work plan and budget compiling TFs activities funded by various programs/projects implemented in a given country is signed every year with NARS before funds are released. In each country a National Hub Coordinator is appointed from within the NARS to coordinate all hub activities. Major projects and funds sources for 2014 are CIDA, SARD-SC, ERI, IFAD and GRiSP.

2.3 Theory of change: achieving impact in the hubs and beyond

National partners are conducting baseline surveys in the Hubs, using a common approach, to have a reference point for measuring impact later on from the activities undertaken in the Rice Hubs. In some countries this work is still ongoing. In addition diagnostic surveys, yield gap surveys, and post-harvest loss assessments are implemented to identify opportunities and constraints to rice sector development in the selected Rice Hubs. This type of work is related to the ‘red dots’ in our theory of change (see **Figure 1** on next page). The collected information from these surveys will assist our national partners in developing appropriate technologies for their selected Rice Hubs. Next to the collected information one should use the information which is available from the national partners themselves and from international development partners, such as JICA, international NGOs, international private sector etc.

To achieve impact from research one has to connect with value chain actors on the ground and with development partners from the public and private sector. The Rice Hubs are the means to do so. The theory of change used by AfricaRice in the Rice Hubs is to move away from the ‘red dots’, which are the efforts by the Task Forces to develop research products and services, and start linking pro-actively with development partners from public and private sector (the ‘blue and ‘green dots’ in **Figure 1**). The ‘blue dots’ refer to out-scaling efforts undertaken by AfricaRice and its partners with value chain actors on the ground within the hub. The ‘green dots’ refer to out-scaling taken over by development partners from public and private sector within and outside the hub. The importance of making the Hubs work (i.e. activating not only the red dots, but also the blue and especially the green dots) is essential. It will take multiple products and services and local innovations to achieve outcomes and impact. That can only be done if multiple actors work together in a specific geographic area. This is what the Hubs are all about.

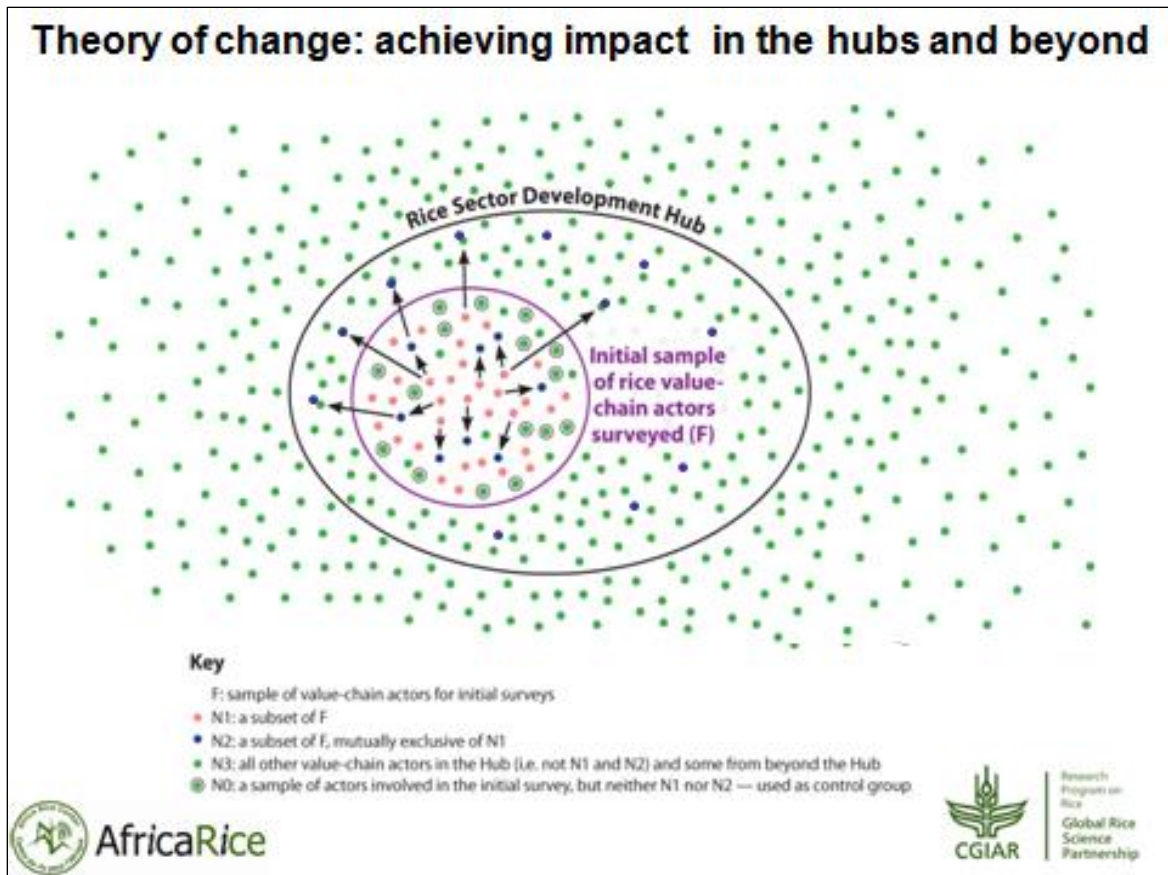


Figure 1 Rice Hub Theory of Change

Multi-Stakeholder Platforms (MSPs) are platforms for a space of interaction among different stakeholders who share a common resource and interact to improve mutual understanding, create trust, define roles and engage in joint action.

In the Rice Hubs MSPs are used to bring actors together around a business proposition or an opportunity for collective natural resource management (e.g. inland valley development). In fact the MSPs are the beating hearts of the Rice Hubs as they truly bring people together around the main purposes of the Hubs. So MSPs are essential to get Hubs going, and to maintain hub functioning and sustainability (i.e., connections with development partners through PPPs).

The MSPs in the Rice Hubs will also function as the ideal channel to provide feedback on and discuss the diagnostic and yield gap surveys. Furthermore, MSPs act as a source of first-hand information and knowledge on the adaptation and adoption of rice technologies within farming communities.

In 2013, two MSPs have been introduced at the community level in at least one hub of eight countries (Benin, Ghana, Ivory Coast, Madagascar, Mali, Liberia, Sierra Leone, and Uganda). The establishment and functioning of the MSP in the Rice Hub is a complex process that requires intensive and continuous support and training of key actors. An MSP facilitation team consisting of an MSP Coordinator and an MSP Facilitator is installed in each country for that matter. The MSP facilitator is responsible for coaching the MSP process and facilitation on the ground and in the field

(within the hub sites). The MSP coordinator is responsible for managing and executing the MSP process at the hub and country level.

2.4 Hub Governance and Facilitation

A consultation on governance and facilitation of Rice Hubs involving five NARS DGs and key AfricaRice staff was held in 2013. Further discussions with the national partners on the same issue were undertaken during the February 2014 AfricaRice Science Week. On the basis of the outcomes from these meetings AfricaRice developed a proposal for Rice Hub governance and facilitation during an internal meeting at AfricaRice HQs in April 2014.³

A general scheme (**Figure 2**) was agreed upon for Hub governance and facilitation in each country. The objectives of this scheme are to facilitate shared understanding of the hub vision/concept, ensure coherent activities, ensure knowledge sharing within and beyond the hubs, setting ground rules for collaboration and actions, and ensure representation and inclusion of all actors' voices. This idea from AfricaRice serves as a starting point for discussion in the Hub partner meetings. The chance that this proposal will work depends on the specific country settings. The national hub partners are thus invited to adjust the proposal from AfricaRice to their particular circumstances.

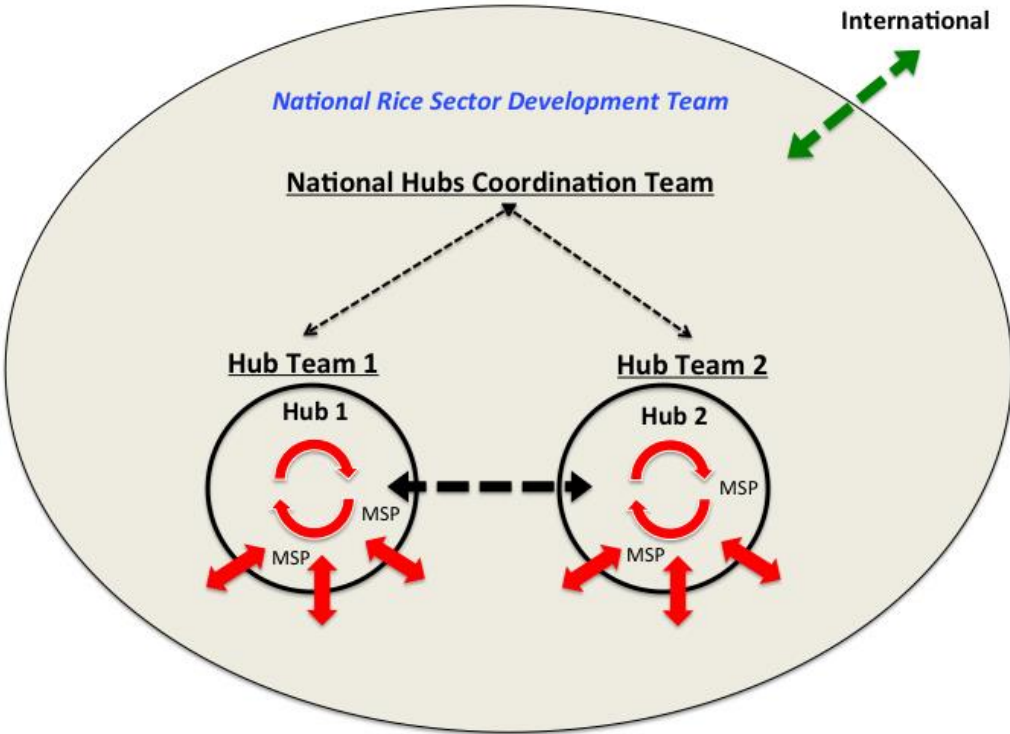


Figure 2 Links between Hub Team(s), the National Hubs Coordination Team and the National Rice Sector Development Team

³ Hub Facilitation Workshop held at AfricaRice, Cotonou, 7-9 April 2014. Report made by Myra Wopereis-Pura.

A so called National Rice Sector Development Team (**Figure 2**) is supposed to be created by the government as a support to rice sector development in the country. This is an official structure functioning entirely beyond the influence of AfricaRice involving major decision-makers from the public and private sector. This general structure refers to any existing government arrangement responsible for the implementation of the Rice Sector Development Strategy (NRDS). Such a structure usually already exists in the countries as this role may be played by the NRDS secretariat as part of the Coalition for African Rice Development (CARD). Responsibilities of a National Rice Sector Development Team are to draft policies that can guide priorities and activities for the hubs, advocacy on the importance of the rice sector development initiative, mobilize resources and actors, attract private sector investments, and to encourage operationalization of the rice strategy.

The next level is formed by a National Hubs Coordination Team (**Figure 2**). The role of this team is to coordinate Rice Hub efforts (red, blue and green dot activities) at country level, with a direct link to the National Rice Sector Development Team. Responsibilities of a National Hubs Coordination Team are to facilitate out-scaling of the most promising innovation, facilitate synergies among Task Forces and across hubs, ensure relevance of hub activities to the national rice agencies or strategies, advocacy for rice research for development, facilitate synergies with other rice research and development activities not funded by AfricaRice, mobilization or leveraging of additional resources for the hubs, overall M&E of hub activities, and capacity strengthening.

Lastly Hub Teams will be established (**Figure 2**) for each operational Rice Hub in the concerned country. Responsibilities of a Hub Team are to identify a common vision and desirable outcomes with clear activities and indicators, engage all stakeholders especially value chain actors such as private sector, link development partners with other hub actors with the objective of out-scaling, prepare and implement the work plan for the hub, M&E of hub activities, facilitate knowledge exchange within and beyond the hub, and facilitate the establishment of an enabling environment within the hub.

Hub governance and facilitation, including monitoring, evaluation and communication, will mostly be a NARS activity at first, but eventually this should be handed over to leading local actors in all hubs. **Figure 3** presents an example from the Innovation Platform (IP) (akin to AfricaRice's multi-stakeholder platform, MSP) concept how the roles of the actors (ARD = Agricultural Research and Development) change in the course of the platform process.

AfricaRice will provide, if available, the initial funds for kicking off the hub operations at a minimum level. This will be done through its Task Forces and project activities. These project activities include backstopping and training in terms of (i) monitoring and evaluation and impact assessment, (ii) facilitation of MSPs and (iii) rice knowledge management. AfricaRice will ensure that project funds obtained from its donors will be used in the most effective and efficient way possible to achieve projects' objectives and the general objectives of the 2011-2020 Strategic Plan of which the Rice Hubs are an essential component.

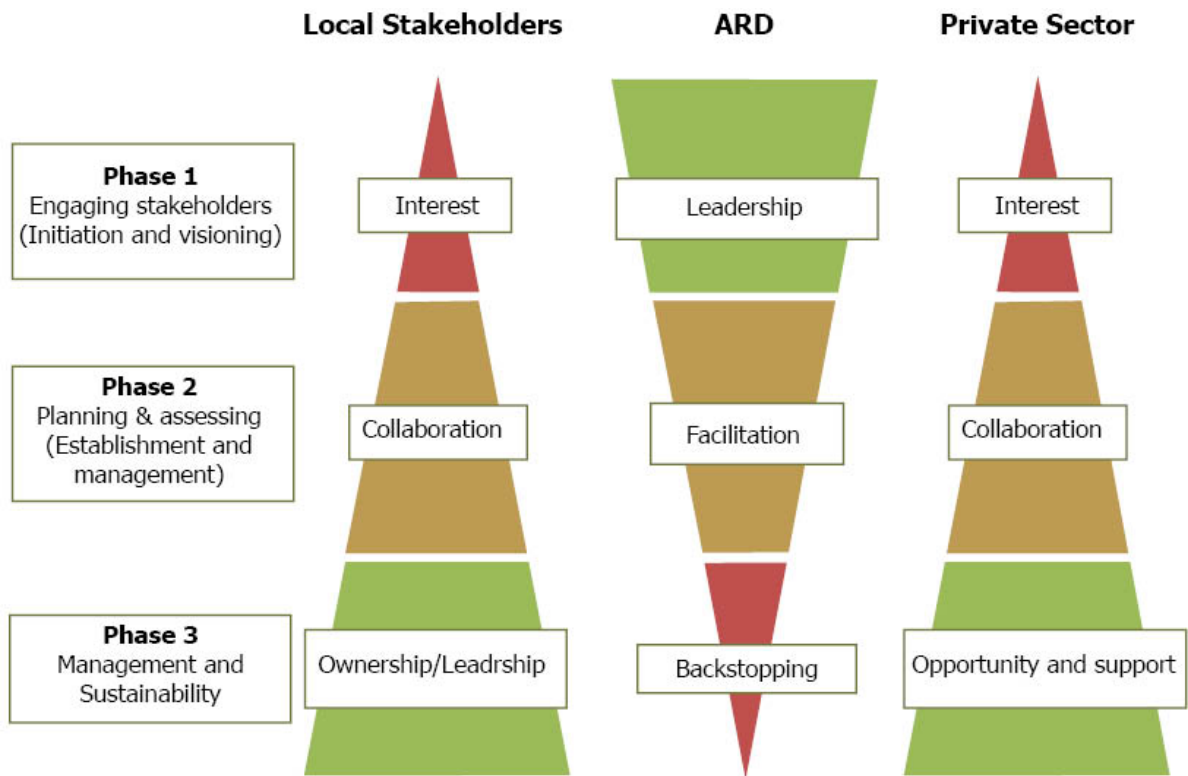


Figure 3 Changing roles of various stakeholders at different phases

Adapted from Devaux, et al., 2005

3 Results from National Hub Partner Meetings

3.1 Guidelines Provided

During the April 2014 Hub Facilitation Workshop held at AfricaRice, Cotonou, guidelines were prepared for the national hub partners meetings. These guidelines were meant to assist the national partners and the AfricaRice facilitators in preparing, implementing, and reporting on the national hub partners meetings. Copies of the guidelines were provided to the national hub coordinator and all Task Force focal points. The first guideline concerns the **preparation of the national hub partners meeting**. A copy of that guideline is presented in **Annex 1**. This guideline presents the **objectives of the meeting** and these are as follows:

- Learn about the status and get an update of the NRDS document and operationalization
- Draft common vision of the Hub based on the shared ideas of the value chain actors and facilitators
- Draft the desirable outcomes of the Hubs
- Communicate on research products such as varieties, machinery, RiceAdvice
- Discuss scalable technologies from research, development and value chain actors (not only AfricaRice!)
- Develop plans to out-scale these innovations (reaching the 'green dots')
- Assess and establish institutional mechanisms for the Hubs (Hub Team <-> National Hub Coordination Team <-> National Rice Sector Development Team)

The preparation guideline states that the national partners will ensure that the relevant partners are going to be invited. **Proposed participants** are as follows:

- Representatives of the Ministry of Agriculture, if possible from the NRDS secretariat, or similar policy or government initiatives
- All Task Force focal points
- National Hub Coordinator
- International development partners with investments in rice sector development within and beyond the hubs e.g. JICA, WAAPP
- National extension partners ; at least three for each hub (public, private and NGO)
- Value chain actors (millers, processors, producers)
- Actors involved in Multi-stakeholder platforms
- Information and Knowledge Exchange Facilitator (IKEF); focal point for the Rice eHub tool

The preparation guideline supplies details on a preparatory meeting one day before the national hub partners meeting (e.g. the evening before). In that preparatory meeting the AfricaRice facilitator will discuss with the national partners several issues to ensure the meeting will reach its objectives. These issues involve program content, participants invited, facilitation of the meeting, and establishing a workshop process group. The workshop process group will be composed of the national hub coordinator, 2-3 Task Force focal points, 1 extension agent or development partner with good knowledge of rice, 1 value chain actor, and AfricaRice staff.

A second guideline supplies details on how to define the **rice hub vision and outcomes (Annex 2)**. On the basis of the vision and the outcomes the participants will then be able to prepare a work plan.

A third guideline concerns the drafting of a template of a **framework of agreement among actors** within the hub (**Annex 3**). This framework of agreement among actors within the hub was one of the recommendations at the NARS DG meeting on hub governance and management for AfricaRice.

A template of such a framework, including an example of a work plan, is provided in **Annex 4**.

3.2 General Overview Implementation of Meetings

Table 1 gives a general overview of the implementation status of the national hub partners meetings at this point in time, which is end November 2014.

Table 1 General overview of the implementation status of the national hub partners meetings

Total number of Meetings	Planned	Implemented	Report Available	Vision Available	Work Plan Available	List of Participants
	24	24	20	21	22	20

There are not yet (draft) reports of the national hub partner meetings sent to AfricaRice by the partners in DR Congo, Liberia, Togo, and Uganda. The meetings for DR Congo and Togo have been held in the second half of October. However, meetings in Liberia and Uganda were held already quite some time ago. For DR Congo, Togo, and Uganda we received fortunately the work plans for the hubs but this was not the case for Liberia. The report supplied by the partners of Burkina Faso contained a general vision but no work plan. In the case of Côte d’Ivoire and Cameroon it was the other way round; work plan included but no vision.

Figure 4 presents the average percentage of representatives from the different types of rice sector actors on the basis of the 20 received lists of participants. The available lists of participants show that researchers were overrepresented in almost all countries. **Figure 4** shows that generally researchers covered 38% of the total participants. In half of the countries this overrepresentation was less severe and one could speak of a relatively good mix of participants. However, in the other half of the countries the researchers have been dominating the group sessions.

The representation of the private sector with less than 1 person out of 10 participants is not sufficient as the private sector covers rice processors, input suppliers, rice traders, rice transporters, and seed companies. In this way many segments in the rice value chain have not properly participated in the development of the work plans. The low representation of the local government is also not good as the value chain actors in the rice hubs need to have good links with the local authorities. The low representation of international development partners and NGOs will not help in out-scaling the technologies and innovations to the green dots. The equally low representation of financial institutes will cause problems in getting funds for the planned activities in the work plans.

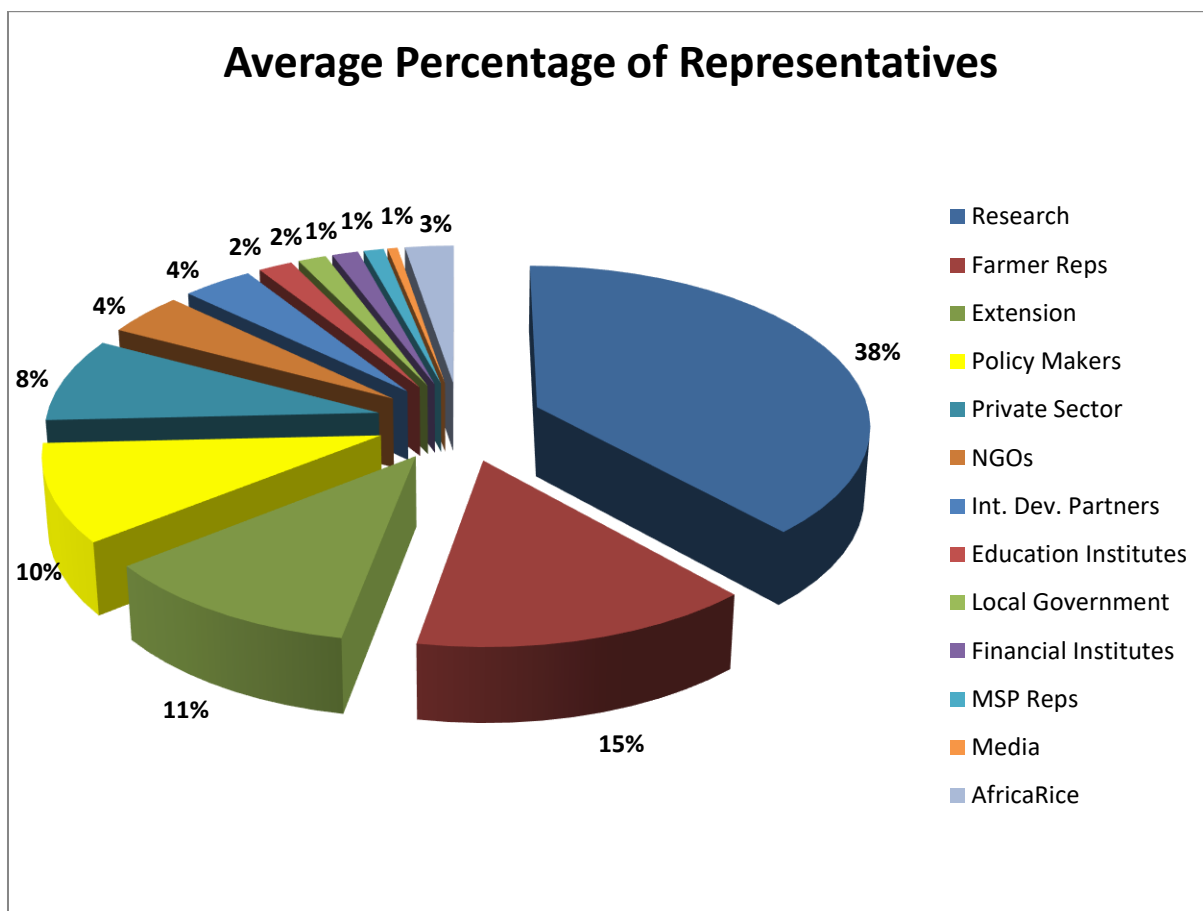


Figure 4 Average percentage of representatives from rice sector actors participating in the national hub partners meetings

In most countries all Task Force focal points from the NARS participated in the meetings. The Information and Knowledge Exchange Facilitator (IKEF) is a member of research just as the MSP coordinator. In some countries the IKEF and/or MSP coordinator and facilitator were absent. In four countries (Chad, Congo Brazzaville, Mauritania, Rwanda) the meeting was held without AfricaRice facilitator.

3.3 Group Sessions

The fact that the national hub partners meeting was held in or near one of the hubs caused an unequal distribution of participants according to type of hub in quite a number of countries. For example in Sierra Leone the representatives of local farmer organizations, local government, and local NGOs were linked to the IVS hub only. Discussions in the other two rice hubs of Sierra Leone, that is the mangrove rice ecology and the riverain grassland ecology, thus missed the contributions from local stakeholders other than extension workers. As a result the visions, objectives, and work plans for these two concerned hubs were almost solely developed by researchers and extensionists. In other countries the unequal distribution of participants according to hubs resulted in no visions

and work plans developed for the hubs other than the one where the meeting was held. Or one general vision and work plan was developed for all hubs concerned, as was the case in Congo Brazzaville, DR Congo, Gabon, Guinea, Mauritania, Rwanda, and Senegal. For Cameroon and Côte d'Ivoire one general work plan was developed in the absence of any hub vision.

In a few countries the localization and names of some hubs were changed during the meeting.

In line with the guidelines for defining visions and outcomes (**Annex 2**) the participants in quite a number of countries were divided into groups according to categories, i.e. farmers, processors, transporters, traders, extensionists and researchers. This limited the interactions between the different key stakeholders. As a consequence the activities in the work plans were sometimes linked to one stakeholder only without collaborations with other rice hub actors.

In other countries group sessions were done for actors involved in one specific hub. Generally this generated better integrated work plans with more examples of collaborations between actors. The overrepresentation of researchers caused in some countries that farmers, farmer organizations and other local key stakeholders were treated as receivers and not as active participating actors in the hub. In these cases the work plans for the hubs were made on the basis of general constraints and not specific outcomes per hub. The often too many, general constraints reflect more the analysis made by research and national policy makers and do not show properly the involvement of other key stakeholders.

In some countries too much attention was given to align the work plans with the SARD-SC project. As a result these work plans were again too much on the basis of general constraints and not specific outcomes per hub. No visions were supplied for the rice hubs. Indicators were in some cases limited to inputs needed and not outputs obtained. In fact the work plan sessions for these countries should be repeated per hub with only a few selected key outcomes related to a vision to make the often very ambitious work plans realistic and fully operational.

Although good efforts have been made in developing work plans for hubs in many countries there has been no example of a work plan which meets all the required expectations. Many times details are missing on the type of collaborations between the stakeholders and the financing of the activities apart from the assistance expected from AfricaRice and the government.

For a number of countries the finalization of the work plans for all hubs is still in progress. That is why not all required work plans are included in some of the reports.

Draft hub framework agreements of collaboration have been signed by a number of implicated stakeholders for both concerned hubs in Tanzania only. Signing of such an agreement has proven to be very difficult for most stakeholders. The general reason given by most actors is that they have to discuss this first with their supervisors or association members.

During the national hub partners meetings the rice hub work plans for a period of 5 years were developed after establishing the rice hub visions. So we moved already from phase 1, that is engaging stakeholders (initiation and visioning), to phase 2, that is planning and assessing, in one single meeting. Ideally there should be a change in the roles of the partners while moving from phase 1 to phase 2 (see Figure 3). Clearly such a change did not take place during the national hub partners

meetings and as a result we have been going too fast in our methodological approach in quite a number of countries.

3.4 Hub Governance and Methodology

In most reports the **governance** of the Rice Hubs remains unclear. Almost always there are no details provided on stakeholders involved, meeting frequencies, and arrangements to fund these meetings. The only time that there is a detailed budget prepared in the work plan for the hub governance the only implicated actors appear to be AfricaRice and the Ministry of Agriculture and funds are expected from AfricaRice only. This is clearly a case of misunderstanding on the role of AfricaRice in the rice hubs. The national partners are supposed to take the lead in the hubs, also financially.

Also for the **monitoring and evaluation** of achievements related to the work plans in the hubs there are almost no details provided on stakeholders involved, meeting frequencies and arrangements to fund these meetings. In one country a key role is reserved for the IKEF. However, no details are provided how this will take shape. In another country it is proposed to have quarterly planning and review meetings funded on a rotational basis by the various stakeholders and coordinated by research. No further details are supplied on the types of stakeholders involved. In the country with the misunderstanding on the role of AfricaRice in the rice hubs the monitoring and evaluation is supposed to be done by a team from the Ministry of Agriculture. The involvement of other stakeholders remains unclear. No details are provided on the M&E methodology and frequency of M&E visits. It is only clear that financing for these activities are expected from AfricaRice only.

In most meetings there was a presentation on the **National Rice Development Strategy (NRDS)**. However, almost no report supplies detailed information on the implementation status of these national rice development strategies. Nigeria reported that the NRDS components are being operationalized in many different ways by the government and the different partners, although not exactly as envisaged in the NRDS document. It is hoped that the hub concept will complement and fasten the realization of the NRDS plans. In Sierra Leone the NRDS is still in its drafting stage and interaction between NRDS task force members is hampered by irregular and insufficient meetings.

The latest updated information on the CARD website shows that Chad, Congo Brazzaville, Mauritania, Niger, and The Gambia have not drafted yet their NRDS. In The Gambia the task of drafting the NRDS document was given to a consultancy company in June 2014 and it is expected to have the document ready in October 2014. From the information supplied on the CARD website it is difficult to assess if a country has operationalized its NRDS. The assumption is that this could be the case whenever a country has finalized their concept notes.

In the Rice Hub methodology the **MSPs** take a very prominent place as these platforms are seen as the beating heart of the Hub for creating interactions and collaborations between the key stakeholders. However, surprisingly MSPs have so far only been created in 8 of the AfricaRice member countries. Feedback from the AfricaRice expert Dr. Cara Raboanarielina shows further that MSPs are currently only functional in 6 countries (Benin, Côte d'Ivoire, Ghana, Madagascar, Mali, and Uganda). Quite a number of work plans from the available reports include the installation of various MSPs. The goals and timing of these MSPs show often a possible misunderstanding of the MSP

concept. In one case activities to educate and organize producers into groups were referred to as MSPs.

In a few countries participants started to discuss the differences and similarities between the **Innovation Platform (IP) concept and the Rice Hub/MSP concept**. In these countries the IP-concept had been introduced prior to the Rice Hub/MSP concept and one wondered why there was a need to come up with a new methodology for similar purposes. In Senegal it was stressed that there should be partnerships between these concepts to strengthen human resources in quantity and quality. In Sierra Leone the participants decided that a harmonization is needed for these two concepts. In The Gambia a similarity between IPs and MSPs was noted as IPs assist the focal farmers to link with other value chain actors in the hubs.

3.5 Feedback from AfricaRice facilitators and experts

Feedback has been received from AfricaRice facilitators and experts on Rice Hub performance (Boubakary Cisse), national hub partners meetings (Philip Idinoba and Kalimuthu Senthilkumar), and Rice Hub methodology (Sidi Sanyang). Their contributions are reflected here below.

The **Rice Hubs concept** appears still not to be well understood in most of the countries. In some cases there is a misunderstanding of the signed Rice Hubs Agreement while implementing it. Technical and financial reports are generally not timely submitted which considerably delays funds released by AfricaRice.

There is a lack of proper **collaboration between TF focal points** in countries to facilitate synergies. The TF focal points should meet often. However, in some countries such as Tanzania the TF focal points are based in different locations and they do not have the opportunity to meet often. These circumstances cause that they are not able to work properly together.

Currently, funds coming from AfricaRice to NARS partners institutions are only acknowledged by the institute director, national Hub coordinator and the accounting officers. The disbursement and uses of such funds is only known to these three officers and other TF focal points are highly unaware of such funds and uses. This leaves room for a few officers to abuse the use of such funds and without transparency or accountability to others.

The experiences from the countries show clearly that the **two days assigned** for the national hub partners meeting were inadequate to fully deal with the issues and deliverables from the meeting. There were too many planned presentations before the group sessions could start. In most cases, there was not sufficient time left for the establishment of the work plans, discussions on the hub governance and facilitation, and the drafting of the framework of agreement. There were brief presentations on Rice Hubs governance and facilitation by the national hub facilitators, after which it was not possible to discuss how to constitute each hub coordinating team. Sub-groups were installed at the end of the meetings to finalize these unfinished tasks. A three days meeting would have been enough to tackle all issues in a proper way. However, this would have involved additional costs which could not be covered by the funds sent from AfricaRice for holding the meeting.

The work plan for the Rice Hub is a very important issue and really needs the proper participation from all relevant stakeholders in a particular hub. If a work plan is not incorporating ideas and contributions from the key players it will not be an operational work plan. So if we want the Rice Hubs to succeed, we maybe need to slow down in some countries and give other stakeholders the time to team up with research, extension and farmers to sit down and discuss on visions and work plans for the Rice Hubs. This means that in some countries we have to go back to phase 1 and then make a new move to phase 2 (Figure 3). In other countries the meetings were quite successful and the work plans operational so that we can proceed there. We have to look at it case by case.

The **Rice Hub Methodology** should be simple, realistic/pragmatic and with less governance layers because we are dealing with many countries and possibly many more MSPs which will make it very costly. Moreover there is a high risk of duplication between the various layers at MSP, Hub Team, and National Hub Coordination Team /National Rice Sector Development Team levels as some actors are involved in more than one level.

The **MSPs** need to be the engine and vehicle for change of the rice Hubs. The MSP is where collective diagnosis, planning and action have to be systematically facilitated by skilled and experienced practitioners/facilitators. Preferably at least 3 facilitators with complementary skills/competences are needed for functional MSPs to operate well in value chains and this will depend on the priority problem to be addressed at a point in time along the value chain. Facilitation of MSPs is a role play and the skill that is most needed at a point in time should lead and others become key actors/players in the value chain. So it is better to spend resources on MSPs in each Hub and leave out unnecessary structural hierarchy for hub governance. Preferably there should be 2-3 MSPs per Rice Hub depending on how big/large the Hub is and systematically link these in each Hub and even across Hubs through learning visits and experiential learning and sharing. The self-organized governance structure of an MSP that is well facilitated is more sustainable than the ones that have been formed before the value chain actors start to build trust and confidence through the MSP process.

To make the Rice Hub idea a successful venture, it will require a different kind of **capacity and knowledge for facilitating** than most of our NARS partners currently possess. Some of these countries need very close backstopping from AfricaRice if we are expecting to see great results from the Hubs idea. Particularly capacity building on how to facilitate value chain development, market/business development, and partnerships within an innovation system should be provided to the national hub coordinators, the TF focal points and the Hub Teams.

NARS partners implementing the Hub approach seem to be finding it difficult to freely involve other development partners to fully participate. There is thus a **need to identify active development or private sector partners** in or near the Hubs who will be charged with engaging the other partners in the Rice Hubs with the active participation of the NARS partners and AfricaRice staff in each country. In most countries the NARS institutions are located far from the Rice Hubs which will render their capacity to supervise the hubs activities very low. Many of the TF focal points do not visit the hubs more than twice a year and one wonders how they could take on more responsibilities for leading the Rice Hubs development activities.

A prominent question is by who and how the activities of the rice hubs will be **financed**? Different partners from all countries are expecting that the drafting of work plans will lead to future donor funding for the hubs activities. Fortunately, some stakeholders already finance one or two activities, which feature in the developed work plans for the Rice Hubs. AfricaRice can assist in sourcing any potential donors that can fund the facilitation of the rice sectors hubs development across Africa. It has to be realized, however, that the Rice Hub Methodology focuses on generating finance for hub activities from value chain actors through their business activities developed jointly in the Hubs. Regular meetings of different rice value chain actors are recommended. The organization of such meetings could be financed by different stakeholders in rotation.

The **CORAF Innovation Platform (IP) approach** had a headstart advantage to the AfricaRice MSP/Rice Hubs approach because they have been established in many countries before the Rice Hubs and MSPs came on board. Naturally while these two approaches are similar both in meaning and application, most of our partners talk about IPs and less of MSPs. AfricaRice would need some efforts in "facilitation" towards the realization of the goals of the MSPs so they can be able to deliver the envisaged results to the target groups, as different from just establishing organizational structures like the IPs. The NARS partners must all recognize the fine difference.

Impact such as number of farmers worked with, households benefiting or adopting GAP or new technologies, number of MSPs, or income of farmers etc. from the hub activities either as red, blue or green dots are important to register. In that case AfricaRice should develop the criteria for measuring that impact of work together with the NARS partners rather than relying on their annual reports for the activities and results in the hubs.

In several countries, the **partners were really enthusiastic** about the Rice Hubs concept and want AfricaRice and NARS partners to be encouraged to carry out the plans of using the Hubs as platforms of exchange and for rapidly facilitating the development of their rice sector in any particular hub. There is need to keep partners enthusiastic and expectations up and running. Having sold this concept, there is no going backward now. The national hub coordinator should be empowered by AfricaRice to move the discussion forward with the partners and formalize the hub governance structure and see what could be still done this year 2014.

4 Conclusions and Recommendations

4.1 Conclusions

Annex 5 presents a **status overview of NRDS, Rice Hub and MSP implementation** in the countries where national hub partners meetings were held. Points are given for certain accomplishments in the process of NRDS, Rice Hub and MSP implementation. Total points gathered per country indicate a certain degree of Rice Hub performance and operationalization. Through using this method it turns out that Mali, Ghana, Uganda, and Nigeria are ahead of the other countries in terms of Rice Hub implementation. Of course the method followed here is not a very sophisticated way for evaluating the countries. It is merely used as a starting point for discussion how to select champion countries for presentation during the 2015 AfricaRice Science Week.

Annex 5 supplies, however, quite some **feedback on the objectives** of the national hub partners meetings. Here below the objectives are presented together with the obtained results.

- Learn about the status and get an update of the NRDS document and operationalization
Updates mostly supplied but degree of operationalization remains unclear in most cases
- Draft common vision of the Hub based on the shared ideas of the value chain actors and facilitators **Most countries were able to produce visions but in half of the cases this was not done for each hub separately**
- Draft the desirable outcomes of the Hubs **In half of the countries there was no good representation of value chain actors and outcomes were often too much influenced by researchers, extensionists, and policy makers**
- Communicate on research products such as varieties, machinery, RiceAdvice
In most countries this was done by the TF focal points and the national hub coordinator
- Discuss scalable technologies from research, development and value chain actors (not only AfricaRice!) **Scalable technologies almost entirely limited to AfricaRice and NARS**
- Develop plans to out-scale these innovations (reaching the 'green dots')
Most work plans contain activities for out-scaling innovations
- Assess and establish institutional mechanisms for the Hubs (Hub Team <-> National Hub Coordination Team <-> National Rice Sector Development Team)
In most countries not much progress has been made for the hub governance and facilitation

The two days assigned for the national hub partners meeting were apparently not enough to address all objectives properly. However, proper facilitation of the meetings through giving more time for the group sessions could have generated more results than what we have now (e.g. no example of a work plan which meets all the required expectations, only one draft framework agreement signed).

The overrepresentation of research in more than half of the countries has affected the quality of the work plans in a negative way as many segments in the rice value chain have not properly participated

in the development of the work plans. The generally low representation of local government, international development partners and NGOs will not help in out-scaling the technologies and innovations to the green dots. The equally low representation of financial institutes will cause problems in getting funds for the planned activities in the work plans. There is an inherent threat to the Rice Hub methodology if it has a narrow range of actors. It is therefore necessary to achieve a balance.

National hub partners meetings were held in or near one of the hubs and this caused an unequal distribution of participants according to hub in many countries. In some cases this led to no visions and work plans developed for the hubs other than the one where the meeting was held. Or one general vision and work plan was developed for all hubs concerned. One wonders if all the hubs selected in a country are really operational.

The guidelines for defining visions and outcomes often limited the interactions between the different key stakeholders. As a consequence the activities in the work plans were sometimes linked to one stakeholder only without indicating collaborations with other rice hub actors.

The leading role of the NARS partners in the implementation of the Rice Hub approach is not encouraging a proper involvement of other rice sector development actors. For example assistant facilitators for the meetings were often selected from amongst the researchers. These facilitators were regularly not able to keep their role as facilitator separate from their role as researcher. Changing the mindset of scientists to accept other players in the Rice Hubs appears to be very challenging.

MSPs have so far only been created in 8 of the AfricaRice member countries and these MSPs are currently only functional in 6 countries (Benin, Côte d'Ivoire, Ghana, Madagascar, Mali, and Uganda).

4.2 Recommendations

Group sessions should be done per hub as this generates better integrated work plans with more examples of collaborations between actors. In some countries the currently available work plans are not suitable for the rice hubs and have to be redone.

AfricaRice has to invest quickly more in getting a full understanding of the **Rice Hub Methodology** amongst the NARS partners and all key rice sector stakeholders. This will ensure that the key hub stakeholders take the lead in the hubs, also financially, and do not expect AfricaRice to step in each time. This should also involve discussions on the differences and similarities between the Innovation Platform concept and the Rice Hub/MSP concept.

Capacity building on how to facilitate value chain development, market/ business development, and partnerships within an innovation system should be provided to the national hub coordinators, the TF focal points and the Hub Teams by AfricaRice.

Active development or private sector partners in or near the Hubs need to be identified in each country. These actors are often in a better position than the NARS partners to engage the other partners in the Rice Hubs.

The Rice Hub Methodology should be simple, realistic and pragmatic. Resources should be spend more on creating, facilitating, and implementing MSPs in each Hub instead of creating unnecessary governance layers. Ownership of the MSPs and Rice Hubs by local actors should be encouraged through facilitation from the beginning.

Criteria for measuring the impact from the activities in the Rice Hubs should be developed by AfricaRice in collaboration with the NARS partners and the key Hub stakeholders. AfricaRice and NARS partners have to check and report on the operational status of all hubs selected in a country.

Annex 1 Guidelines for organization of the Hub partners meeting: before the meeting

- A. Hub partners meetings will be organized in every country within the next few months. Ideally all meetings will be organized before the end of July 2014.
- B. Objectives of these meetings are as follows:
- Learn about the status and get an update of the NRDS document and operationalization
 - Draft common vision of the Hub based on the shared ideas of the value chain actors and facilitators
 - Draft the desirable outcomes of the Hubs
 - Communicate on research products such as varieties, machinery, RiceAdvice
 - Discuss scalable technologies from research, development and value chain actors (not only AfricaRice!)
 - Develop plans to out-scale these innovations (reaching the 'green dots')
 - Assess and establish institutional mechanisms for the Hubs (Hub Team <-> National Hub Coordination Team <-> National Rice Sector Development Team)
- C. The workshop is designed to understand the hub environment, people engaged and resources available. It will generate a space to draw a vision based on various interests of the actors. Next outcomes need to be identified contributing to the vision. *The use by intermediate and end users of research products and services and local innovations, and the consequences of such use, are called outcomes.* The desirable outcomes are identified derived from discussions on needs/requirements for the vision to be achieved. This is compared with the existing options (such as scalable technologies and business opportunities), the gaps in capacities and resources as identified from Task Force research, multi-stakeholder analysis and other methodologies practiced within the hub. Actors, actions and resources are identified to achieve the vision captured in a workplan for the hub. See Annex 1 for more details on how to guide the discussions.
- D. The workshop will be organized together with national partners with facilitation support from AfricaRice. The national partners will ensure that the relevant partners are invited. Profiles of proposed participants are as follows:
- Representatives of the ministry of agriculture, if possible from the NRDS Secretariat, or similar policy or government initiatives
 - All Task Force focal points
 - National Hub Coordinator
 - International development partners with investments in rice sector development within and beyond the hubs e.g. JICA, WAAPP
 - National extension partners ; at least three for each hub (public, private and NGO)
 - Value chain actors (millers, processors, producers)
 - Actors involved in Multi-stakeholder platforms
 - Information and Knowledge Exchange Facilitator (IKEF); focal point for the Rice eHub tool
- E. AfricaRice will communicate with the NARS DGs about the need to organize a Hub partner meeting with a copy to the national Hub Coordinator and all Task Force focal points. The following guidelines to organize the Hub partner meeting will be provided:
- Objective of the Hub partner meeting needs to be clearly specified (see above) when inviting partners
 - The ideal venue of the Hub partner meeting is somewhere in one of the Hubs, if feasible, this will depend on its location, infrastructure, support services and cost effectiveness
 - A tentative program; a field visit can be considered
 - Suggested process to be followed to prepare, conduct and report on the Hub partners meeting

- Suggested profiles of participants
- Allocated funding for the meeting
- Expected output of the meeting

F. **Day 0:** One day before the Hub partner meeting (e.g. the evening before), the AfricaRice facilitator will discuss with the national partners to ensure the meeting will reach its objectives. The following issues need particular attention:

1. Discuss and clarify information and preparations made as indicated in earlier communications i.e. confirm the program content and resource persons, review the list of participants to ensure that all stakeholders are represented and identify individuals who can facilitate group discussions.
2. Ideally several persons will facilitate the meeting, including the AfricaRice staff attending. Facilitators should have good facilitating skills, they should be experienced facilitators of similar workshops.
3. Discuss how to facilitate, questions to be asked (for visioning and identification of outcomes), defining terminologies (what is a 'vision', 'outcome'), listening to all ideas, clearly distinguish facilitators (R&D community) from the actors (farmers, input dealers, processors, traders etc.).
4. Explain that a Rice Sector Development Hub is an effort to collaborate among rice facilitators and actors to advance in terms of value chain development (business opportunity) or natural resource management (e.g. inland valley development).
5. Explain the link with the multi-stakeholder platforms (MSPs). MSPs are used to bring actors together around a business proposition or an opportunity for collective natural resource management (e.g. inland valley development). MSPs may be initiated by research if funding is available. They are essential to get Hubs going – they are the heart of the Rice Hubs because they truly bring people together, around the main purpose of the Hub. Of course we can try to diffuse single technologies and services, such as a variety, or a piece of machinery, however we will make much greater and more lasting progress if we look at all aspects of the value chain, from production, processing to marketing. This will require time and multiple products and services and local innovations.
6. Establish a workshop process group and clarify its roles and responsibilities:
 - a. Assist in facilitating the workshop especially in group discussions
 - b. Assist in synthesizing group inputs for presentation to the plenary i.e. 'dreams' per actors to be drafted as a vision statement
 - c. Draft a framework of agreement using the template provided by AfricaRice (Annex 2)
 - d. Draft workshop report

The workshop process group will be composed of:

- a. the national hub coordinator
- b. 2-3 Task Force focal points e.g. gender, agronomy, value addition – selection is based on individual's capacity to facilitate
- c. 1 extension agent or development partner with good knowledge of rice
- d. 1 value chain actor
- e. AfricaRice staff

G. **Days 1 and 2:** main workshop days. Discuss with national partners if a field visit is feasible.

H. **Day 3:** Wrap up of the workshop. Ensure that all documents are copied and filed for sharing. Check if all information required for the workshop report is made available.

I. **Proposed workshop program:**

1. Opening ceremony
2. Objectives of the meeting

3. Introduction of participants, allow participants to introduce themselves and their institutions.
4. Expectations from participants. Let participants write in small pieces of papers their expectations. These are posted on the wall which is then grouped by the workshop process group member. It should be checked against the workshop objectives. If there are missing elements in the objectives raised during this session, it should be added if possible.
5. Presentation of NRDS or similar policy document – focus only on highlights specifying objectives/targets and state of operationalization
6. Rice sector development strategy – highlighting the role of hubs and taskforces (AfricaRice presentation)
7. Update on hub activities
8. Market place for partners to showcase their rice initiatives
9. Visioning and identifying outcome
10. Showcasing scalable technologies identified as promising for the hubs
11. Hub institutional structure presentation

Source: Report Hub Facilitation Workshop held at AfricaRice, Cotonou, 7-9 April 2014, by Myra Wopereis-Pura

Annex 2 Guidelines for organization of the Hub partners meeting: *defining the vision and outcomes*

- A. **Defining the vision:** Assign participants to groups per categories, i.e. farmers, millers, processors, transporters, traders, extension (public and private) and researchers. Ask each group to write ***what is their dream*** the next 5 years. Each group can write at least 1-2 dreams. The responses should be analyzed and synthesized to form the hub vision. The hub vision is the consolidation of the different dreams of all the stakeholders. Ideally, it should contain targets. The hub vision is then written into the template provided, [see Annex 4](#).
- B. **Defining outcomes and a workplan:** The vision is further discussed using the following questions:
- how will we achieve the vision (this should result in a set of ‘desirable outcomes’) or what are the changes they want to see to achieve the vision?
 - who should we work with to achieve such desirable outcomes (or changes)?
 - when do we want to see these changes happen?
 - how will we recognize changes and who shall take note of these changes?
- Participants **need to agree on a workplan per desirable outcome**, see an example in [Annex 4](#).
- C. **Ensuring participant’s commitment** to the Hub, ask the following question: how can I as an individual and my institution, contribute to the achievement of the vision, the ‘desirable outcomes’ and the workplan?

Source: Report Hub Facilitation Workshop held at AfricaRice, Cotonou, 7-9 April 2014, by Myra Wopereis-Pura

Annex 3 Guidelines for organization of the Hub partners meeting: *framework of agreement*

- A. At the NARS DG meeting on hub governance and management, one of the recommendations was for AfricaRice to draft a template of a framework of agreement among actors within the hub.
- B. Purpose of the agreement:
 - Engage partners to commit to working together towards a shared vision
 - Document common vision, desirable outcomes and workplan
 - Record commitments of partners i.e. roles, responsibilities, interests, resources
 - Create ownership and visibility
- C. Content of the agreement (for more details see Annex 2):
 - Introduction mainly explaining about the need for a partnership – refer to NRDS document (max. ½ page)
 - Purpose / objectives: state here the hub vision statement and desirable outcomes (max. ½ page)
 - List of partners and their roles
 - Work plan (specify what will be done for each research product, service or local innovation) with a clear time line, see Annex 2
 - Monitoring and evaluation
 - Communication
 - Signatories
- D. Process to follow for the framework of agreement:
 - Draft template is shared with national hub coordinator before the workshop
 - Draft presented and discussed at the workshop
 - Inputs from workshop integrated and shared with the participants
 - Participants discuss with their own management for comments and endorsement
 - Deadlines for institutional consultations and finalization of documents agreed upon during the workshop

Source: Report Hub Facilitation Workshop held at AfricaRice, Cotonou, 7-9 April 2014, by Myra Wopereis-Pura

Annex 4 Template for a framework agreement for the Hubs

Hub xxx: Operational Plan

Framework agreement of collaboration

Among: *<list partners>*

Introduction

The above-listed partners have agreed to collaborate to promote rice sector development in *<name of country>* and in particular in and around *<name of Hub>*, thereby fighting poverty, increasing food security, and creating employment in an equitable and sustainable manner. Each partner will make available resources to the collaboration to the best of its possibilities. This agreement is not a binding contract. It should be read as an expression of the firm commitment of partners to collaborate, aligning and connecting efforts to the benefit of all rice value chain actors and rice consumers.

Vision for Hub xxx

<e.g. Hub xxx becomes primary provider of quality par-boiled rice to urban market>

Outcomes for Hub xxx

<list all outcomes; careful not to identify too many; this list can be revisited; e.g.:

Outcome 1: Enhanced access to new varieties with improved salinity tolerance and grain quality of interest to urban markets

Outcome 2: improved water control in rainfed lowland areas

Outcome 3: Expansion of rice grown in rainfed lowland areas

Outcome 4: Win-win contractual arrangements established along rice value chain

Outcome 5: Milling capacity upgraded

Partners and roles

<list with partners and their main role in the context of working together to achieve the vision and outcomes of the Hub; e.g.:

NARS: demonstration of new products and services

Farmer organization: participation in demonstration trials and provide feedback to research

Development partner 1: provide backstopping in business management for farmer organizations

Private sector partner: produce foundation and certified seed

...>

Hub governance and management

Indicate who is taking the lead in managing hub activities and providing the overview of what is happening in and beyond the Hub – this will mostly be a NARS activity at first, but eventually this may be handed over to a major development partner in certain Hubs

Monitoring and evaluation, communication

Provide details on meeting frequency, arrangement to fund these meetings, and in general communication and monitoring and evaluation of achievements related to the workplan.

Workplan (example)

A workplan needs to be provided for **each outcome**, see example below. It may not be possible to fill this out for the full five years; this can be updated regularly.

Outcome 1: <Provide access to varieties with improved tolerance to salinity and grain quality of interest to urban markets>

Partner	2014	2015	2016	2017	2018
NARS	Demonstration of salt tolerant variety	Communicate guidelines for improved crop management using video, radio scripts	Demonstration of salt tolerant variety with improved grain quality	Multi-stakeholder platform formed to sell quality and branded rice	
<i>Proposed indicators to track progress for NARS and targets</i>	# demonstration fields established (target: 50)	# farmer organizations reached with videos (target: 10); # radio programs aired (target: 5)	# demonstration fields established (target: 50)	# multi-stakeholder platforms formed to market quality rice (target: 2)	
Farmer org. 1	Participation in technology testing	Screening of videos to farmers	Participation in technology testing	Participation in MSPs	
<i>Proposed indicators to track progress for farmer org. 1 and targets</i>	# farmers (male – female) growing salinity tolerant variety (target: 50)	# villages in which video was screened (target: 30)	# farmers (male-female) growing salinity tolerant variety with improved grain quality (target: 50)	# farmers producing rice for urban market (target: 10,000); # tons of rice marketed (target: 50t)	
Development partner 1	Provide funds to produce 25 t of foundation seed	Distribute seeds to farmers in 10 kg bags	Training of farmer organizations in business management	Training of farmer organizations in business management	
<i>Proposed indicators to track progress for development partner 1</i>		# farmers reached with improved seed (target: 2000)	# farmer organizations trained in business management (target: 5)	# farmers operating in value chain context with contractual arrangements between actors (target: 10,000)	
<i>... etc.</i>					

This framework agreement is an expression of intent to collaborate in and around the Hub of <XXX> to the benefit of all rice value chain actors and rice consumers. It is not a binding agreement. This agreement shall be valid for a period of 5 years. It may be modified and renewed earlier by mutual consent.

Signatures of each partner and date

Source: Report Hub Facilitation Workshop held at AfricaRice, Cotonou, 7-9 April 2014, by Myra Wopereis-Pura

Annex 5 Expected status overview of NRDS, Rice Hub and MSP implementation in the countries where national hub partners meetings were held*

Title	Total score	NRDS status	Hub vision developed	Hub partner's consultation	5-year workplan developed	Workplan relevance	Quality of stakeholder participation	Technology out scaling	Linkages with development initiatives	Functioning communication channels	Hub governance	M&E system	Multi-stakeholder platform (MSP)	Surveys conducted
Mali	31	2	1	2	1	5	2	2	2	3	1	2	2	4
Ghana	31	2	2	2	2	5	1	2	2	3	1	2	2	6
Uganda	30	2	2	1	2	4	2	2	1	3	1	2	2	2
Nigeria	30	2	2	2	2	4	2	2	2	3	1	2	0	4
Madagascar	29	2	1	2	1	5	2	2	2	3	1	2	2	6
Benin	29	2	2	2	2	4	2	2	2	3	1	2	2	6
Sierra Leone	28	1	2	2	2	4	2	2	2	3	1	2	1	4
Tanzania	27	2	2	2	2	5	0	2	2	3	1	2	0	6
The Gambia	26	0	2	2	2	5	2	2	1	1	1	2	0	4
Senegal	26	2	1	2	1	4	1	2	2	3	0	2	0	6
Togo	26	2	2	1	2	3	2	2	2	2	1	2	0	5
Guinea	26	2	1	2	1	5	2	2	2	3	1	1	0	4
Ethiopia	26	2	1	2	1	6	0	2	2	3	1	2	0	4

Title	Total score	NRDS status	Hub vision developed	Hub partner's consultation	5-year workplan developed	Workplan relevance	Quality of stakeholder participation	Technology out scaling	Linkages with development initiatives	Functioning communication channels	Hub governance	M&E system	Multi-stakeholder platform (MSP)	Surveys conducted
Côte d'Ivoire	26	2	0	2	1	4	2	1	2	3	1	2	2	6
Niger	25	0	2	2	1	4	2	2	2	3	1	2	0	6
Cameroon	23	1	0	2	1	4	2	2	2	3	0	2	0	4
Rwanda	21	2	1	2	1	2	2	1	2	1	0	2	0	4
Chad	20	0	1	2	1	4	2	2	2	0	0	2	0	4
Mauretania	19	1	1	2	1	5	2	2	2	1	0	0	0	2
DR Congo	18	1	1	2	1	3	0	2	2	0	0	2	0	4
Burkina Faso	18	2	1	2	0	0	2	2	2	0	0	2	0	5
Congo Brazzaville	17	0	1	2	1	4	1	1	0	0	1	2	0	4
Gabon	11	0	1	2	1	4	0	1	2	0	0	0	0	0

* Liberia not included in this table as we did not receive a meeting report, work plan or participant list.