

Report of the Committee on the functionality¹ and governance² of the Rice Sector Development Hubs

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Background

At its 37th meeting held in March, 2015 in Cotonou, Benin, the AfricaRice Board of Trustees (BoT) recommended as follows: Recommendation 2 - **“The board appreciated the critical assessment that AfricaRice is conducting with respect to the Hub network. The board recommended that AfricaRice develops a set of indicators depicting the functionality of the Hub network, in particular in terms of joint priority setting and formulation of research questions, effective and efficient implementation of research activities, buy-in from national research institutions and development partners, and out-scaling. The board requested management to present a regular update (perhaps as part of the DDG report) on the Hubs - about its progress and addressing issues and concerns raised by the Board discussion”**.

Following this recommendation, Dr. Marco Wopereis, Director of Research for Development, formed a committee to reflect on how to measure and improve the functionality and governance of the rice sector development Hubs (Hubs). The members of the committee were Drs. Sidi Sanyang (Chair), Bert Meertens, and Olupomi Ajayi, and Mr. Abdoulaye Kabore. Three meetings were held. The committee also invited other AfricaRice staff as Resource Persons to contribute to its deliberations as the need arose. A timeline was developed during the first meeting to complete the final draft report to be submitted to the BoT.

Development of indicators for measuring and improving the functionality and governance of the Hubs

There were no Terms of Reference (TOR) *per se* for the committee’s work but there is a Board recommendation to guide it. It was noted that the indicators for Hub functionality and governance need to be looked at more holistically, i.e. first thinking/looking at AfricaRice’s internal processes and then outside AfricaRice in order to learn from similar organizations. To this end, two main areas were identified to guide the development of indicators:

1. Critical assessment conducted by AfricaRice (from ‘Priority setting’ step up to the ‘Out-

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² Governance addresses quality of leadership, group cohesiveness, transparency and accountability to beneficiaries, and sustainability

scaling' step);

2. Systematic institutional analysis of similar organizations.

To implement this, a template for a **Result-Based Framework** and a **Logical Framework** were developed (see Annex 1) for documenting outputs and indicators and for analyzing, measuring and improving the functionality and governance of the rice Hubs.

Indicators derived from the “Critical assessment conducted by AfricaRice”

The committee drafted a RMB framework of indicators related to the critical assessment conducted by AfricaRice (AfricaRice’s internal processes). The indicators for measuring and improving the functionality and governance of the Hubs were identified through the following steps:

- Step 1: Review of what was missing from the critical assessment conducted by AfricaRice and improving it with additional indicators to be collected/measured;
- Step 2: Consolidation of all the indicators (from committee members) and cleaning (i.e. removal of the irrelevant or repeated items in working session);
- Step 3: Review by AfricaRice M&E specialist;
- Step 4: 2nd review by an external M&E specialist.

The RBM framework is presented in Annex 1.

Indicators to be derived from the ‘Systematic institutional analysis’ from similar organizations

The committee highly recommends that AfricaRice should learn from similar and experienced models on Hubs and IPs from other organizations including, for example:

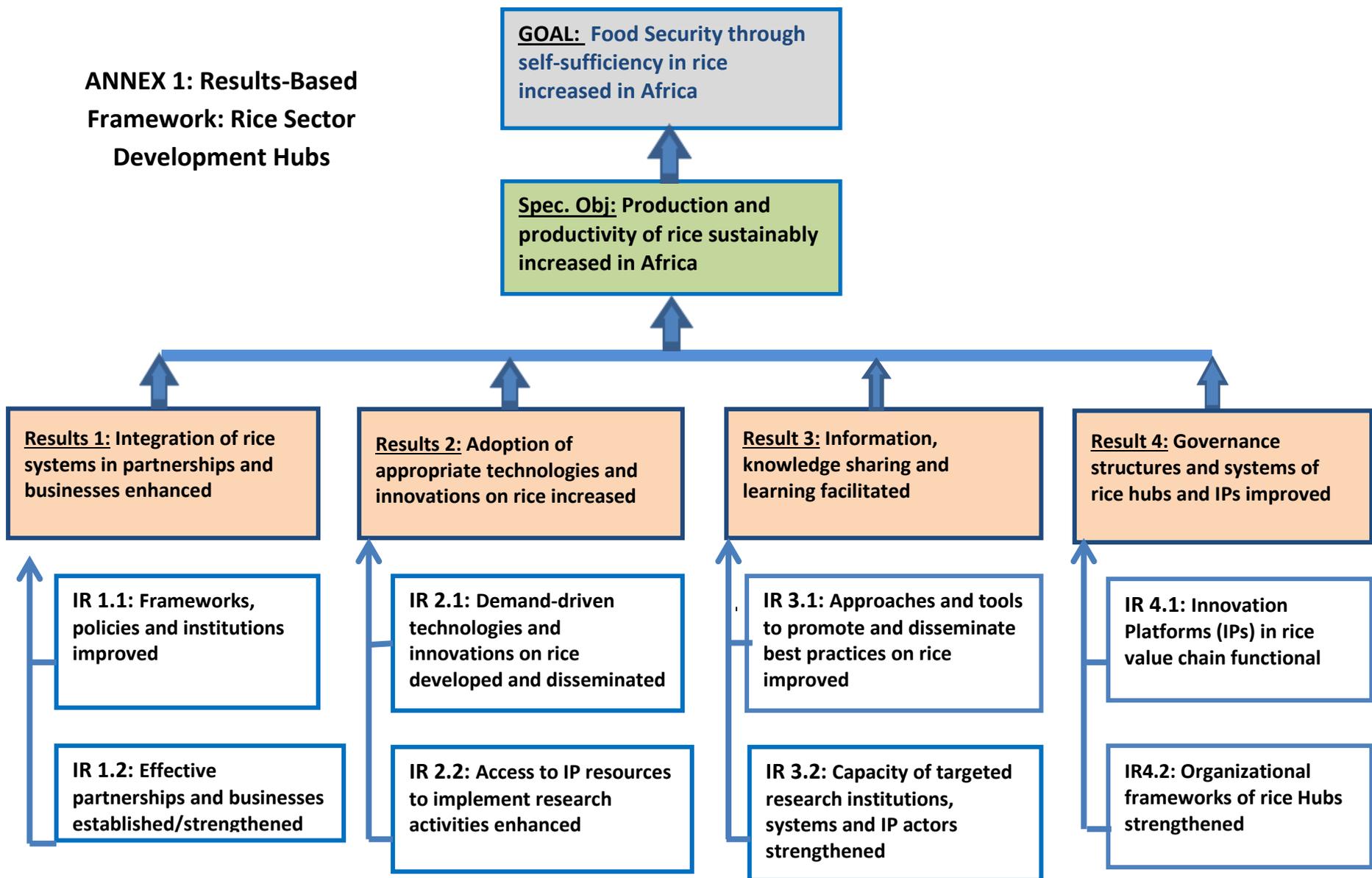
- FARA & SROs: SSA-CP, DONATA, CORAF projects;
- CoS-SIS: (Wageningen University; Université de Abomey-Calavi; University of Legon, Ghana; IPR Katibougou, Mali & NARIs of Ghana eg. STEPRI, Cocoa & Oil Palm Research Institutes);
- Learning visits with other CG Centers, e.g. IITA, ILRI, ICRISAT, ICARDA;
- Learning workshops organized on similar models;
- Engage with competent service providers and firms (CDI of the University of Wageningen, KIT & ICRA of the Netherlands);
- Information, knowledge sharing and learning;
- Gender mainstreaming (including the youth);
- Existing governance models.

Next Steps

The Logical Frame/Results Framework preparation is essentially the beginning point of the M&E System. Below are the recommended actions that could be followed towards getting the system fairly complete, upon approval of the results framework and indicators.

- Define and describe data collection method for each indicator. This must be reflected in the use of a performance indicator reference sheets (PIRs)
- Set targets for each indicator by hub, country and total project/program. It is recommended that this happens through broad consultation and participation of key M&E designates and implementing/technical staff/unit. To do this however, baseline values must be obtained for the indicators
- Develop data capturing tools for each indicator as well
- Develop an M&E Operational Manual/Performance Management (PMP) to serve as a guide to implementers of the programs/projects.
- Plan capacity trainings around the Operational Manual for relevant implementing staff starting with an immediate one, and then occasional trainings as may be necessary. These steps are those deemed immediate. Other high-level M&E activities should be planned to follow suit involving conducting baselines, integrating data quality standards, planning for monitoring etc.

ANNEX 1: Results-Based Framework: Rice Sector Development Hubs



Result Based Framework: Matrix of Performance Indicators

No	Results and Performance Indicators	Performance Indicators	Indicator Type
1	GOAL: Increased Food Security in Africa through self-sufficiency in rice	<u>Impact Ind 1</u> : Prevalence of poverty: Percent of people living on less than \$1.25/day	Impact
2		<u>Impact Ind 2</u> : Percent change in rural household incomes	Impact
3	Specific Objective: Rice Production and Productivity increased	<u>G.O Ind. 1</u> : % change in yield per hectare of targeted crop - Rice	Impact
4		<u>G.O Ind. 2</u> : % change in gross margin per unit of land cultivated	Impact
5		<u>G.O Ind. 3</u> : Number of hectares under improved technology and management practices for rice	Outcome
6	Results 1: Integration of rice systems in partnerships and businesses enhanced	1.1: Number of functional partnerships and businesses (<i>disaggregated by type</i>)	Outcome
7		1.2: Number of champions of change created on IPs at national level	Outcome
		1.3: Level of satisfaction of stakeholder actors (<i>disaggregated by trust, confidence, social capital</i>)	Outcome
9	Results 2: Adoption of appropriate technologies and innovations on rice increased	2.1: Number of appropriate technologies and innovations tested and disseminated	Output
10		2.2: Number of technologies and innovations adopted (<i>disaggregated by type</i>)	Output
11		2.3: Number of individual IP actors adopting technologies and innovations	Outcome
12		2.4: Number and type of business models promoted	Output
13		2.5: Number of networks/agreements among IP actors facilitated	Output
14		2.6: Rice value chain stakeholders/actors on the IPs (<i>disaggregated by gender</i>)	Output
15		2.7: Key research priorities selected with IP actors	Output
16		2.8: Equitable access to funds by IP actors improved	Outcome
17	Result 3: Information, knowledge sharing and learning facilitated	3.1: No. of information communications tools promoted and shared (<i>disaggregated by type</i>)	Output
18		3.2: No. of individual beneficiaries reached (<i>disaggregated by gender</i>)	Outcome

No	Results and Performance Indicators	Performance Indicators	Indicator Type
19		3.3: Level of competence and skills enhancement of IP actors	Outcome
21	Result 4: Governance structures and systems of rice hubs and IPs improved	4.1: Level of recommended Governance structures in place	Outcome
22		4.2: No. of hubs with well-defined leadership, visions and outcomes	Outcome
23		4.3: No. of IPs with good governance guides/manuals/procedures	Outcome
24		4.4: No. of individual IP members accessing resources	Outcome
26		4.5: No. of Innovation Platforms functional	Outcome
26		4.6: No. of hub framework agreements signed between and among IP actors	Output

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