

Crop Post-Harvest Programme

Regional Strategy for Southern Africa

**Improving livelihoods through innovative post-harvest interventions-
a coalition approach to innovation**

2002 – 2005



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1. INTRODUCTION

The southern Africa regional strategy was developed in consultation with a wide range of regional partners and Programme Management. The details of the consultative process are outlined in Annex 1. This strategy document sets out where we are, what we aim to do and how we aim to contribute to achieving the overall Programme Strategy and further contribute to Department for International Development's (DFID) goal of poverty reduction over the next three years (2002-2005). It also provides the rationale for our approach, the associated implications; the resources required for effective implementation and delivery of the specified outcomes. Progress will be monitored against the indicators of achievements. The regional strategy is considered as a live document that has provision for further evolution but with no anticipated major changes in focus and approach. It will be translated annually into an action plan by the regional desk. The Programme Manager shall approve the regional annual work plan taking into account inputs from key partners.

This strategy document has been summarised into a promotional regional Programme flier (*Improving Livelihoods through Innovative Post-harvest Interventions*) for wider publicity among all the relevant post-harvest partners.

2. OVERVIEW OF THE CROP POST-HARVEST PROGRAMME

2.1 Background

The Crop Post-Harvest Programme (CPHP) is one of ten Renewable Natural Resources Research Strategy (RNRRS) programmes funded by DFID of the United Kingdom. The major aim of the research Programmes is to contribute to improved food security in poor households by funding the development and dissemination of innovations with global relevance. The CPHP has been designed to help people who are involved in post-harvest commodity systems by providing them with better opportunities for employment, higher incomes and greater availability of safe and nutritious food. Its geographical focus covers four regions, three in sub-Saharan Africa namely Southern Africa (Zimbabwe, Mozambique, Malawi, Namibia, South Africa and Zambia), East Africa (Uganda, Kenya and Tanzania), West Africa (Ghana, Nigeria and Benin) and South Asia (India and Bangladesh). Natural Resources International Ltd¹ (NRIL), formerly part of the Natural Resources Institute, with a long history of project management for DFID and other development organisations, manages the Programme.

Opportunities and challenges within the post-harvest crop systems are continually changing. The CPHP, therefore, has always taken a fully participatory and interdisciplinary approach to the identification of researchable constraints and demands, and encourages partnerships with Government, NGOs, farmers, consumer groups, the private sector and civil society. The Programme offered training in participatory rural appraisal techniques (Zimbabwe, South Africa and Mozambique- 94 people) and proposal writing (Zimbabwe -40 people) to regional partners who later trained others. Participation and partnerships are integral to, and strongly promoted throughout, DFID's research strategy to ensure that the Programme outputs make a sustainable contribution to livelihoods of the poor people. These principles require close partnership between research providers and users.

¹ A Company owned by the University of Edinburgh, the University of Greenwich and Imperial College of Science, Technology and Medicine and contracted by DFID to manage the Programme

2.2 Past strategies and approaches

The CPHP research process has evolved significantly over the past seven years, the initial focus being to reduce crop losses, lessening drudgery and adding value to foods grown by the resource poor farmers through improved processing and storage. The Programme has now extended its scope to include access to markets, food safety and quality, as well as understanding technical innovation systems. Programme management has gradually been decentralised, such that strategic decisions have now been fully devolved to the four regional offices, with ultimate contractual responsibility being retained by the UK central management office.

Since the Programme's inception in 1995, a wide range of technologies, protocols, strategies and policy recommendations have been developed and disseminated (Annex 2). Global investment across the four themes of market access, processing, storage and food safety reaches £16 million. Focus crops, chosen for their importance in the livelihoods of resource-poor producers and/or consumers include; cereals, non-grain starch staples, legumes, oilseeds and horticultural crops. Since 1995, 128 projects have been commissioned in response to constraints and opportunities identified in national agricultural research strategies and participatory needs assessments funded by the Programme.

In 1998, the Programme revised its logframe in line with the revised RNRRS, adding a second output (promotion of research outputs) alongside the original output (generation of new knowledge).

2.3 New approach and strategy

The new strategy focuses on making institutional aspects of technical innovation more explicit in the future. Acknowledging the role of institutions, systems and processes in technical innovation can also be seen as a key step in operationalizing the sustainable livelihoods approach. This is expected to make research more relevant and responsive to the needs of the poor; and to address factors in the enabling environment (e.g. institutions, markets, policy, patterns of resource tenure) that impinge on poor people's ability to adopt and benefit from new research.

Developing and promoting post-harvest innovation systems require the joint effort of many organizations: government agencies, NGOs, scientific research and development organizations; universities, entrepreneurs in the market chain, as well as poor producers and consumers of food and food products. The way these different organizations come together, and the way priorities are negotiated, determines which challenges and opportunities are examined, which technologies are developed; and the appropriateness of these technologies to the agendas of poor people.

During 2002-2005, whilst not neglecting strategic research entirely, the Regional Programme priority is maximizing uptake of existing findings and opportunities for cross-regional validation and promotion. The Programme proposes to maintain a tight geographic focus and pursue greater linkages with the "emerging" regional and national research networks in these areas. During 2002, the Regional Coordinator will facilitate the development and strengthening of partnerships that are expected to bring together an appropriate mix of research expertise, representatives of intended beneficiary groups, and other actors in the production-consumption chain (e.g. processors, retailers, policy-makers, civil societies) around selected research themes. The Programme will provide financial and technical support for these partnerships to develop proposals in response to opportunities or challenges identified by them.

Whilst improved livelihood outcomes are its long-term goal, to be achieved through innovation in post-harvest systems, the CPHP believes that the key to research impact may lie in institutional development. The regional Programme expects to leave behind it a 'footprint' in the form of effective partnerships for innovation and lessons about the types of partnership that favour the generation and application of knowledge which benefits the poor. It is hoped that these partnerships will be sustainable and evolve further after the Programme ends in March 2005.

3. RATIONALE FOR AN INNOVATIVE COALITION APPROACH

3.1 A fresh approach to post-harvest research

In the past, CPHP research focused principally on the identification of (largely technical and market) constraints and the development of knowledge and technology to resolve them. However, the focus and approach of the programme has recently shifted. Rather than concentrating on only producing solutions to post-harvest problems, the emphasis is now on understanding and strengthening ways to create these innovations. Rather than concentrating on only producing solutions to post-harvest problems, the emphasis is now on understanding and strengthening ways to create these innovations.

3.2 Reasons for Change

- The CPHP has realised that developing and promoting post-harvest innovations requires the joint effort of many organisations: government agencies, NGOs, scientific research establishments, universities, entrepreneurs in the market chain, as well as poor producers and consumers of food crops and their products. The way these organisations come together and the way priorities are negotiated determines which constraints are examined, which technologies are developed and the appropriateness of these technologies to the agendas of poor people.

For example, CPHP has almost exclusively funded technical/ market research to address technical/ market constraints. In fact, there are many constraints in the post-harvest sector, which are social or institutional in nature and for which changes in the 'enabling environment' (policies, formal and traditional law, organisational culture, capacity, and relations, household or community power relations) are equally or more cost-effective solutions. By paying more attention to the way the post-harvest research agenda is constructed, it will become possible to consider a wider range of problems and solutions than in the past.

- Secondly, new technology in itself may often only be a short-term solution. For the long term, it is necessary to know how to get the right groups of organisation together to work on problems and solutions relevant to the poor. It is these groups or coalitions that will collectively form the future capacity of local systems to generate, promote and sustain relevant post-harvest innovations.

For these reasons, the CPHP is seeking to place greater emphasis on understanding the way effective partnerships for pro-poor innovation can be established and this local capacity developed. We will identify and resource partnerships for innovation to take forward the results of past CPHP research in the context of problems and opportunities identified by them. During project implementation, we will monitor changes in relationships, capabilities and attitudes amongst partners (sometimes called 'institutional innovation'). Towards 2005, lessons will be drawn out and disseminated to research policy-makers and others.

3.3 Independent Programme Review

Recognising that partnerships were becoming important and the need to strengthen this aspect of its approach, the CPHP commissioned an independent review of partnership arrangements in its work and the implications of this for the Programme's research management approach (Biggs and Underwood, September 2001); and has recruited the assistance of a specialist who visited the region during 2001 (Almond, March 2001). The main recommendation was to implement an innovative systems approach to Programme management, development and implementation as a way to maximize the likelihood of sustainable impact is reflected in this strategic plan. Specifically, it was recommended that:

- CPHP should develop thematic projects implemented by coalitions of partners;
- focus was to be put on the nature of coalition partnerships involved and the overall project management framework as a way to ensure transparency in the management of the agendas of different stakeholders and; adequate focus on poverty reduction agenda.

There has been no deliberate effort to study the research processes and collective institutional and partnerships learning in Southern Africa. Despite this gap, it is quite evident that the successful projects that have yielded the greatest impact have experienced an evolution of good partnerships covering a broader stakeholder base; examples in southern Africa include R7419 (Raising rural incomes through peanut butter processing) in Zimbabwe and R7372 (Impact of rodents on rural households in Mozambique and the development of sustainable control strategies) in Mozambique. Post-harvest issues frequently involve a diverse base of partners including market actors, entrepreneurs, private industry, consumers, producers, policy and advocacy groups. The institutional context in which the agendas of the poor is negotiated and promoted and should be well understood.

Southern Africa also stands to benefit from experiences in South Asia, which has made a concerted effort to organize its portfolio of projects around the theme of partnership in post-harvest innovation over the past 3 years. Understanding the way the institutional context and nature of partnerships involved in the research process is expected to contribute to the development, promotion and use of pro-poor post-harvest innovations.

3.4 Principles of an innovative coalition approach

- **Establishment and development of regional coalition partnerships** that bring with them formal and informal networks that can help support a coalition and promote its outputs and objectives. Equally important is that partners bring with them knowledge of research, client and promotion contexts in a particular country setting.
- **Partnership diversity** that draws in the resources, skills and agendas of wide set of both research and non-research partners from both the public and other sectors – private enterprises, NGO's farmers and consumer associations etc. to bring different perspectives into the research process. The intentionally blurred distinction between research and development is expected to maximize the opportunities for impact through partnership diversity.
- **Nature of partnerships** should facilitate establishment of clear ground rules that govern the partnership.
- **Coalition capacity development** in disciplinary and networking skills is expected to act as a platform for evolving programme of research and technology promotion. The CPHP considers such capacity building achievements as equally important as the

conventional technology and knowledge outputs that the Programme has been associated with in the past.

- **Contribution to national development plans.** The regional Programme will seek more strategic partnerships in the public policy sector and contribute to legislation that improves livelihoods of the poor. The CPHP Southern Africa aims to partnership with advocacy and lobbying networks so as to provide the vital interface between the Programme and national and regional development agendas in the region.

3.5 Implications of the innovative coalition approach

- Decentralisation of strategic decisions to the regions
- New role and responsibilities of regional coordinators
- Shift to increased regional managed projects
- New procedures for developing, approving, implementing, monitoring and evaluation of projects
- Additional resources available for supporting coalition building and project development
- Evolving and negotiated agendas that requires shift to action-orientated research approach

4. STRATEGIC OBJECTIVES

The Programme's long-term goal is to **improve livelihood outcomes** for poor people in rural or urban areas – small or remote producers, waged labour, petty traders, small agri-businesses, cottage-scale processors and poor consumers – by providing them with:

- more secure access to safe, nutritious food;
- higher incomes.

The approach is to **strengthen the livelihood strategies** of these groups by funding the development and extension of technologies, protocols, strategies and policy recommendations that:

- reduce post-harvest losses through reduced perishability, more effective storage and handling and improved access to transport;
- identify and exploit market opportunities and remove constraints to market access;
- reduce drudgery and release labour for on- or off-farm activities through more efficient processing;
- improve the quality and add value to primary crops through processing technologies and improvements in storage and handling,
- improve flows of technical information to actors in the chain from production to consumption through institutional development and
- improve opportunities for on- and off-farm employment through backward and forward linkages in the agricultural sector and the development and management of small enterprises.

The Programme plans to invest substantially in partnership formation between stakeholders in post-harvest systems; and to support these partnerships in developing funding proposals in

response to problems and opportunities identified by them. Where possible, these will take forward existing research results that have been generated under the programme.

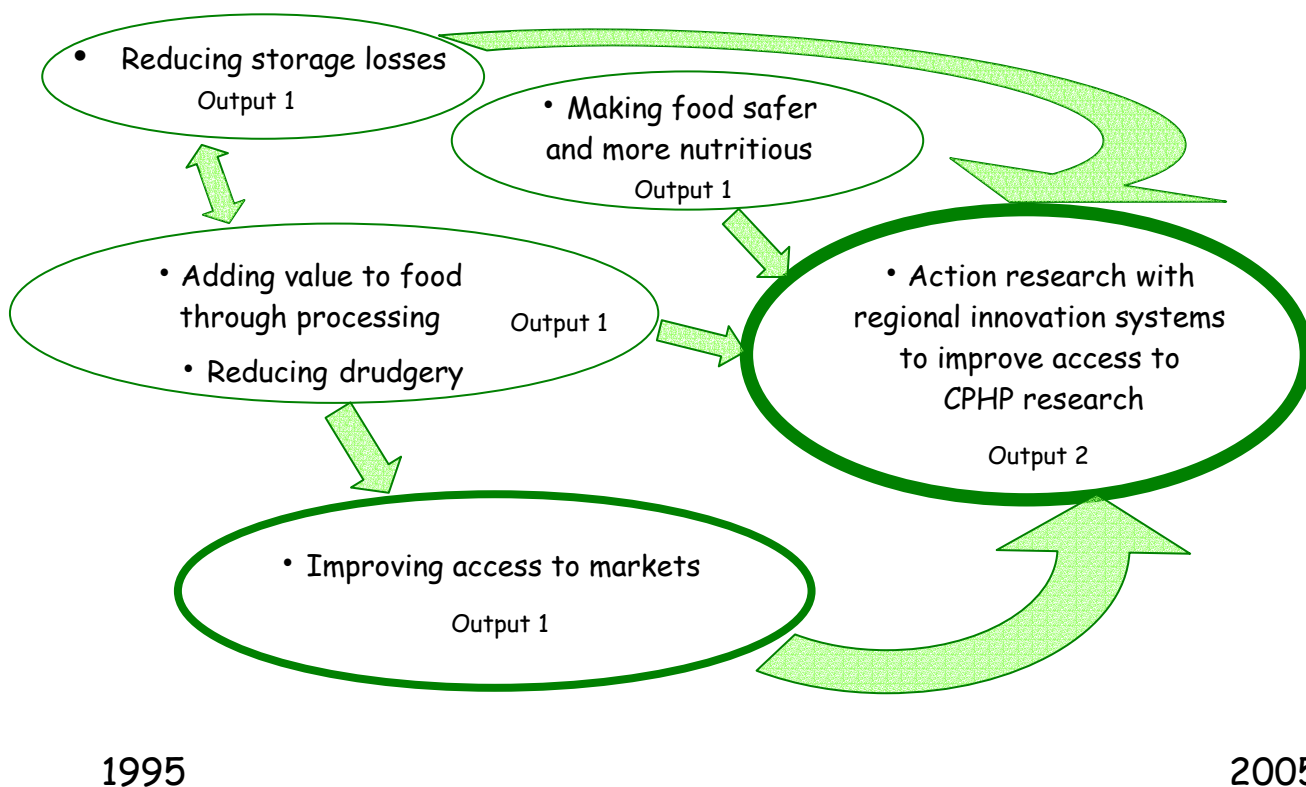
In the short term, the Programme expects to leave behind

- effective partnerships for innovation; and
- lessons about the types of partnership that stimulate pro-poor research.

5. THEMATIC AREAS FOR COALITION PROJECTS

During 2002-2005, the programme will concentrate on maximising value from its past investment. To reflect this change of emphasis, the programme will allocate available funds to Outputs 1 and 2 on an approximately 40:60 basis. The two major outputs are shown below in Figure 1. Current and completed projects have addressed the major components of Output 1. We will continue to fund projects addressing access to markets and food security, under Output 1. All these themes will feed into the approach we propose to deliver Output 2 – action research to promote CPHP outputs – by making access to programme outputs easier through regional coalition projects. This is described in more detail below.

Figure 1 The Crop Post-Harvest Programme: Improving food security for poor people by...



5.1 Delivery of Output 1

The Programme is well on the way to achieving Output 1 indicators. A large proportion of current projects are addressing issues of market access and food safety. These projects will continue into the period 2002-2005 and some new research may be commissioned to deliver this theme under Output 1. Small amounts of new research may be commissioned to fill gaps under themes. The identification of new researchable constraints will largely be identified by coalitions themselves.

The particular importance of market access has been highlighted by the Issues Papers commissioned during the last two years, and the work of the Regional Coordinators, Advisers and the Programme Advisory Committee. Aspects include:

- the effects of market liberalisation;
- changing food demands through urbanisation;
- the challenge to link remote producers to urban demand centres;
- high transaction costs;
- opportunities for value-adding and employment in this sector for those exiting agriculture;
- predominance of women in the food sector;
- effects of globalisation on the food sector;
- effects of climate change on future food production.

Historically, the Programme's work has been at the adaptive end of the spectrum. However, for the last six years some upstream research has been supported that will produce benefits after 2005. We propose to continue support for those most promising projects, with a long-term view of poor people benefiting by 2015, although this type of work will not exceed 10% of the budget.

5.2 Delivery of Output 2

As recommended by the independent review commissioned in 2001, we will use an innovations systems approach for developing areas of research to address Output 2 – promotion of new knowledge.

5.3 Development of new thematic areas

The Regional Programme has taken the lead in developing thematic areas through regional consultation with project partners and post-harvest stakeholders. Past research investments, accumulated learning and established relationships were also used as a basis to initially identify and define the thematic areas. A strategic meeting was held to review the Programme performance, its outputs and the associated opportunities and challenges that existed and also focused on strategies to formulate sustainable institutional partnerships that enhance post-harvest technical innovations within the region. Priority thematic areas were identified and developed within the overarching theme of food security using the following criteria: (a) CPHP has something to offer; (b) it fits within national priorities; (c) relevance to the poor; (d) CPHP has a comparative advantage and (e) existence of complementary on-going activity that CPHP can add value to. The themes outlined below were subjected to an extensive consultation process in the region.

5.3.1 Theme 1: Opportunities for Value Addition in Agro-processing

The main focus of this theme is an exploration of opportunities presented to poor households by the emergence of rural agro-enterprises or challenges to accessing existing formal and export markets, and the related technical considerations concerning quality management, storage, packaging and consumer preference. This theme will seek to develop institutional and organizational lessons on the way research and technology services can be brought to bear on these issues, particularly in the context of raising rural incomes. Value addition through processing of horticultural crops and indigenous vegetables are also considered as good opportunities to raise incomes and food security status of the poor.

5.3.2 Theme 2: Improving Access to Markets

Previous work has addressed the problem of remoteness, and most of it has aimed to benefit poor consumers, improving economic opportunities for producers as well as promotion of low-cost technologies. In the context of liberalization, smallholders and in particular remote farmers in sub-Saharan Africa (SSA) are experiencing problems accessing domestic and high value export markets. Problems include high transactions costs due to poor information flow about prices, inconsistent and low quality produce, high transport costs, unreliability of surpluses, inability to store, poor handling practices and contamination. Emerging concerns include developing market linkages- how market linkages are coordinated among farmers and traders; organizational development that could improve access to markets and transport; support in access to inputs, identifying market demand; service and technical mobilization as well as basic business training such as record keeping and profit margin analysis.

5.3.3 Theme 3: Improving the Safety of Food

Poor producers and consumers face loss of income and health risks through microbial contamination (e.g. mycotoxins) and pollution (e.g. heavy metals and pesticide residues) of the food chain. This theme focuses on exploration of ways of addressing this problem through new market and other incentives, and accompanying technical changes, in the overall framework of the institutional and organizational context of stakeholders in the food system and the related policy making process. The Programme currently funds several projects (*R7519*², *R7528*³, *R7530*⁴ and *R7493*⁵) concerned with improving the safety of foods. Partners associated with food safety projects reviewed the project findings and indicated emerging issues as a lack of clear government policies, poor awareness of food safety related issues and inadequate co-ordination and co-operation among the various players and inadequate national and regional linkages to exchange information and experiences.

5.3.4 Theme 4: Reducing Storage Losses On-farm

Generic storage problems (rodents, insect pests and store structure-related) exist in Southern Africa. The Programme (*R7034*⁶, *R6685*⁷, *R7372*⁸, *R7486*⁹ and *R7430*¹⁰) has generated a lot of technologies that could be applied in their current form or adapted to overcome storage problems

² Pollution and health problems in horticultural production in Harare: the need for improved quality assurance systems.

³ Improving quality assurance systems for fresh fruits and vegetables produced by peri-urban resource poor farmers in Zimbabwe

⁴ Enhancing food chain integrity, quality assurance mechanisms for air pollution impacts on fruit and vegetables systems

⁵ Improving street food vending in Accra Pollution and health problems in horticultural production in Harare: the need for improved quality assurance systems: Problems and prospects

⁶ Grain storage pest management using inert dusts

⁷ Improved Design of Indigenous Stores – Including Minimising the Use of Hardwood Resources

⁸ Impact of rodents on rural households in Mozambique and the development of sustainable control strategies

⁹ Development of IPM techniques for the control of LGB

¹⁰ Rapid Screening of maize and sorghum for varietal resistance to post-harvest insect pests

faced by the smallholder farmers in SSA. *R7777¹¹* showed that insect pests and rodents are major post-harvest constraints in the Limpopo Province; and identified the potential to validate several CPHP-funded outputs (developed in Zimbabwe and Mozambique) in South Africa. Proposals in this area should focus on promotion, adaptation and validation of existing outputs.

6. COALITION PROJECTS PROPOSAL DEVELOPMENT PROCESS

6.1 Background

Project selection will take place, as before, according to a transparent and competitive process. The Programme management team will continue to be assisted by an independent Programme Advisory Committee and a Regional Advisory Committee made up of members drawn from leading public and private sector organisations involved in crop post-harvest management. By December 2002, the CPHP expects to commission its final series of coalition projects, intended primarily to take forward the outputs of past work. Project design will be more fluid than before, responding to a process of continuous reflection and revision by project partnerships.

6.2 Application and selection process

The pre-concept note (PCN) will be considered first. The PCNs will be submitted through the Regional Coordinator and successful ones will be further developed into concept notes (CNS). Successful coalitions will be invited to develop their proposals into full project memoranda (PMFs). At CN stage, the focus should be on justifying and contextualising the problem and to identify who should play what role in the PMF design and project implementation. At PMF stage, a detailed work plan and budget, together with a proposed management structure and process will be required.

Approval of the pre-concept notes is the sole responsibility of the Regional Coordinator, using independent advice from a Regional Advisory Committee. Approval of CNS and PMFs is the sole responsibility of the Programme Manager in UK, using advice from the Programme Advisory Committee (PAC), Regional Coordinators and Regional Advisory Committee (RAC). Submission of CNS is through the Regional Coordinator who, using transparent criteria will be asked to recommend a selection of CNS to the Programme Manager. All CNS submitted to Regional Offices, whether or not they are recommended, will be logged and forwarded to the Programme Manager, together with a report explaining why each was recommended or not. The Programme Manager has the final authority to select which CNS that are considered by the PAC and which are taken forward to PMF stage.

6.3 Project Proposal 3-stage Process

6.3.1 Pre-Concept Notes

The Regional Coordinator through a call shall initiate development of coalition proposals for CPHP funding for Pre-concept Notes (PCN). The calls shall define the focus of the action research to be undertaken and addressing the themes defined by the stakeholders in the region (Section 3). The PCN shall provide brief outlines of the objectives of the proposal, the major activities, project partners to undertake the work, the expected technical and institutional outputs, the expected immediate and sustained impacts, timeframe and budget estimates. It is expected that the core members of the proposed coalition shall develop PCN. The PCN form and evaluation criteria shall be designed by the Regional Coordinator in consultation with selected

¹¹ The potential for integrating DFID-funded Crop Post Harvest Programme outputs into small scale food production systems in South Africa's Northern Province

Regional Advisory Committee (RAC), central Programme Management, other Regional Coordinators and other key partners. The main criteria for the evaluation of the PCN shall include:

- evidence of general demand from the perspective of national development objectives and priorities;
- utilization of past outputs of CPHP research and how this would contribute to attainment of CPHP outputs and purpose;
- potential for generating outputs that sustainably improve livelihoods of the rural and urban poor;
- comparative advantage and whether similar work is not being undertaken by others;
- whether the project is good value for money and feasible within the 2-years time frame;
- adequacy and relevancy of the range of partners for the desired output;
- whether the partners can work together in an efficient and effective way and
- whether the project has elements to ensure sustained innovation by the coalition, after it has ended

The evaluation of PCNs shall be undertaken by the RAC that will act as an independent regional advisory board. The PCNs that pass the initial evaluation shall proceed to the Concept Note (CN) stage.

6.3.2 Concept Notes

The CN shall be the product of a participatory planning process involving all the coalition partners. Hence the CN shall be expected to give details of the process through which it was developed. A standard CPHP format shall be used to write the CN. The CPHP Programme Advisory Committee (PAC) shall evaluate the CN. The major criteria for the evaluation shall include: validation of the demand within the target beneficiaries that the project shall focus on:

- Analysis of the livelihood problem/ opportunity within the context of the target beneficiaries;
- The hypothesis for the project;
- Stakeholder analysis;
- The original learning that will take place in the coalition during implementation and how this shall contribute to establishment of an innovation system as well as how it could be scaled up to form other innovation system;
- The immediate benefits - for improving the livelihoods of the targeted rural poor - that shall flow from the project and;
- Analysis and design of the partnership arrangements and how they shall work during and after the project.

Criteria for selection of Concept Notes. Successful proposals will aim to take forward existing crop post-harvest knowledge, in the context of partnerships between relevant research users and providers. This is to increase the likelihood that the results will be applied to the problem/ opportunity that has been identified. In so doing, proposals will also aim to generate a certain amount of new knowledge through one or more of the following:

- Validating existing knowledge
- Adapting existing knowledge
- Testing novel ways of improving access to knowledge
- Gap-filling with new knowledge

Proposals should:

- Contribute to resolving a problem or exploiting an opportunity for poor people
- Be demonstrably demand-driven
- Be implemented by relevant partnerships of research users and providers
- Contribute to the CPHP Regional Strategy
- Produce results that are potentially applicable in more than one DFID focus country
- Represent value for money (although a budget is only required at PMF stage)
- Indicate how the results will be extended and sustained after the project ends

6.3.3 Project Memorandum

The CN that are approved by the PAC shall proceed to the Project Memorandum (PM). The PM shall be the basis for contracts to be drawn between the coalition and the CPHP. The PM will give the full technical, institutional, administrative and financial details. It shall have a detailed work plan and a monitoring and evaluation framework based on a detailed logical framework. It shall also respond comprehensively to the specific requirements of DFID and CPHP relating especially to poverty, environment and gender. All the coalition partners shall endorse the PM.

6.4 Skills based support for proposal (CN and PM) development

No financial support shall be given for development of pre-concept notes. The Regional Coordinator will provide guidance notes and any other relevant information that may be required by the coalitions. The RC will also facilitate the process of coalition partnership building. The Programme will support skills based workshops for interactions of coalition partners during CN and PM development. Similar support shall be provided to support broader interaction between the coalition and major stakeholders. However, given that the innovation system approach and coalition projects are very new concepts for the CPHP stakeholders, training shall be provided on demand to groups of potential coalitions for the purpose of helping them to develop CN and PM.

6.5 Programme Management

The Programme Manager (PM) based in the UK at the headquarters of Natural Resources International Limited has overall responsibility of central management of the CPHP. A technical and administrative team that includes a Programme Coordinator, Social Development Adviser, Monitoring and Evaluation Specialist and a Partnership and Institutional Adviser supports the PM.

6.5.1 The Central Management Office shall:

- manage the overall Programme finances;
- issue and manage contracts for;
 - already commissioned projects;
 - new coalition projects;
 - dissemination activities;
 - Programme development activities.
- monitor and evaluate;
 - already commissioned projects;
 - new coalition projects;
 - to design methodology for DFID Rural Livelihoods Department to evaluate the CPHP;
- report to DFID;
- develop information management systems

- provide capacity-building/ technical support to the Regional Coordinators
- provide general leadership in deriving lessons for from coalition projects;
- general public relations.

6.5.2 The Regional Office shall:

- manage the process leading to the choice of priority themes (set out in Regional Strategies);
- facilitate identification of coalition partners and facilitate the formation of coalitions based on these themes;
- support coalitions in articulating aspirations, identifying strategies to meet them, identifying the researchable constraints and developing research proposals;
- receive project reports, collate and forward them to central management flagging issues that need to be addressed;
- commission regional studies for deriving lessons from coalition projects;
- take forward cross-programme links.
- facilitate development and implementation of dissemination and programme development activities;
- facilitate monitoring and evaluating the programme and projects
- monitor the regional programme against its logframe

6.5.3 Managing Partner

The driving force for coalition projects is a shared agenda of overlapping interests with no dominant member. This demands a management approach that recognizes that all processes have to be undertaken through negotiation, iteration and consensus building so as to have joint responsibility and ownership. Coalition projects shall therefore not have a “project leader” in the conventionally accepted sense. Instead they shall have a Managing Partner who shall:

- facilitate the coalition partnership among all actors through ensuring that the processes of needs identification, planning, implementation, monitoring and evaluation of coalition activities is fully participatory;
- collating meeting reports, technical reports and financial reports from the coalition and submitting them to the central office through the Regional Coordinator

6.6 Monitoring and Evaluation

The innovation systems approach requires changes in M&E approach from what has been used to date within the CPHP. The Programme is currently developing new approaches that shall be used. The essential changes shall relate to the need to better reconcile technical and financial accountability, and to enhance the value of the M&E to learning within and across coalition projects. Hence the new M&E approach shall focus on both institutional and technical innovation. There are 3 levels (project, region, programme) of monitoring and evaluation. Each level has a logframe and reports against the first three rows of their logframe (activities, outputs and purpose) over different timescales (quarterly, annual and full term). Projects and regions report to the Programme Manager who in turn reports to DFID.

The broad roles of the Programme, Regional Coordinators, project partners and DFID with regards to monitoring and evaluation are outlined below:

- All Project reports (quarterly and annual reports) will be sent through RCs to the Programme Manager. Regional Coordinators will flag any issues (that may or may not have been declared in the reports) of concern to in connection with individual projects to the Programme Manager who will take action where necessary in response to reports.

- Projects will continue to report to the Programme Manager against project milestones (these are really just activity indicators) as well as output and purpose indicators. There will be quarterly and annual reports as before.
- A new end-of-project evaluation report will replace the old Final Technical Report.
- Projects are expected to do monitoring for their own purposes, checking they are on track towards their objectives and adjusting project design where necessary. Projects might hold six-monthly or quarterly meetings to review progress together and submit proposed changes to their logframes to the programme Manager through the regional Coordinators. This 'formative' or 'internal' monitoring is expected to learn and improve and could also be based on the same indicators as you use for the 'external monitoring'.
- The Programme Manager will report to DFID against programme-level activities, as well as output and purpose indicators. The programme will also review its progress regularly for its own learning purposes. The methodology that will be based on the master logframe is currently under development.
- Regional Coordinators will be expected to review progress against regional logframes that will shape the development of the work plans. The work plans could be rescheduled and budgets shifted around to ensure meeting the overall objectives. The monitoring and evaluation adviser will assist the Regional Coordinator with developing the regional OVIs and MOVs.
- DFID will evaluate the impact of the whole programme 1995-2005 and the M&E adviser will lead on developing the methodology.

6.7 Studies on Innovation Systems

The new CPHP approach will generate lessons in institutional innovations for enhancing the sustainable uptake and continued demand-driven generation of new knowledge and technologies by poor people. To ensure that not only the institutional outputs and outcomes of coalition projects are captured, studies shall be funded to contribute to the improved understanding of the processes that lead to development of successful innovation systems within the CPHP projects as well as other projects striving to achieve the same goal. These studies shall be supported through special grants.

6.8 Logical Framework

The logical framework that will guide the activities of the Regional Programme in Southern Africa.

7. LOGICAL FRAMEWORK - CROP POST HARVEST PROGRAMME – SOUTHERN AFRICA

Narrative Summary	Indicators	Means of Verification	Important Assumptions
Goal: Livelihood of poor people improved through sustainably enhanced production and productivity of RNR systems.			
Purpose: Crop Post Harvest systems in Southern Africa respond more effectively to the needs of the poor.	By 2005, a range of different institutional arrangements which effectively and sustainably improve access to post-harvest knowledge and/or stimulate post-harvest innovation to benefit the poor have been validated in Southern Africa	<ul style="list-style-type: none"> • Project Evaluation reports • Regional Coordinators' annual/Partners' reports • Annual reports/Review 2005 	
Output 1 Strategies are developed, which improve food security of poor households through increased availability and improved quality of food crops and better access to markets.	1.1 Existing projects reviewed by December 2002 and re-orientation recommendations made where applicable 1.2 Promotion of outputs from past and existing projects 1.3 Uptake and validation of outputs from the past and existing projects by emerging coalitions and other users by March 2005 1.4 Implementation of at least 3 promotional initiatives from past work by March 2005 1.5 Documentation of successful case studies by March 2005 1.6 Production and distribution of key recommendations from past and current projects by December 2004	<ul style="list-style-type: none"> • Annual and quarterly reports from RO • Partners' reports • External Monitoring and Evaluation reports • CPHP annual reports 	<ul style="list-style-type: none"> • Enabling environment exists for coalition partners to develop, adapt and promote research findings to the poor. • Coalition partners and post harvest systems in East Africa demand for CPH innovations and have the capability to validate, adapt and use them after the projects and programme.
Output 2 Development, commissioning, implementation coordination, monitoring and evaluation of coalition projects	2.1 Regional portfolio review and compilation of a Programme Outputs 2.2 Regional consultations through meetings, workshops and electronic communication to identify and define themes for coalition projects 2.3 Identification and development of priority themes through stakeholder workshop and consultations by April 2002 2.4 Partner organizations for joining coalitions identified by Regional Coordinator by April 2002 2.5 Call developed and circulated among all potential regional coalition partners by April 2002 2.6 Coalition partners submit pre-concept notes to the Regional Coordinator by May 2002 and Regional Advisory Committee evaluates pre-concept notes by June 2002 2.7 Development and submission of concept notes by 14 August 2002 2.8 Development, submission of Project Memoranda 2.9 Implementation of at least 3 coalition projects commences by Dec 2002 and of at least two more projects in 2003 2.10 Monitoring and evaluation procedures of coalition projects in place by March 2003		

Narrative Summary	Indicators	Means of Verification	Important Assumptions
<p>Output 3 Institutional processes and lessons studied, documented and disseminated</p>	<p>3.1 Cross learning and institutional issues defined by December 2002 3.2 Innovation studies commissioned by April 2003 3.3 Monitoring and documentation of the scaling up of partnership and institutional issues by March 2005 3.4 Institutional innovations studies documented and distributed by March 2005</p>		
<p>Output 4 Strategies to effectively promote dissemination, validation, adaptation and uptake of post harvest information in Southern Africa are promoted.</p>	<p>4.1 Development and maintenance (quarterly updates) of regional website by August 2002 4.2 Development and circulation of Regional Programme flier by August 2002 4.3 Promotional materials developed and circulated among relevant partners by March 2005 4.4 12 issues of the Post Harvest Bulletin for Southern Africa produced and circulated among relevant partners by March 2005 4.5 A 15% annual increase in media coverage of Programme issues 4.6 At least 2 joint promotional activities with existing regional networks developed and implemented by March 2002 4.7 Institutional and technical databases relevant to CPHP maintained</p>		
<p>Output 5 To contribute to changing policies and regulations that work to improve post harvest systems within the post harvest system in Southern Africa</p>	<p>5.1 Inventory of relevant laws, regulations and issues documented by December April 2003 5.2 Development of partnerships formed with campaign and advocacy networks/associations by April 2003 5.3 Documentation and dissemination of interventions by March 2005 5.4 CAL strategy developed by April 2003 5.4 Notable changes in perceptions on post harvest issues resulting from CAL by March 2005</p>		
<p>Output 6 Coordination of CPHP activities in Southern Africa</p>	<p>6.1 At least one annual visit to each of the countries participating in the Programme 6.2 Updates of national policies and strategies in national and regional research systems produced as and when necessary 6.3 Training needs addressing needs of national and regional needs conducted on a need/demand basis 6.4 Review of projects/projects quarterly report</p>		

ACTIVITIES
1. Development, Coordination and Monitoring/Evaluation of Coalition Projects
<ul style="list-style-type: none"> 1.1 Review regional portfolio and distribute programme outputs 1.2 Facilitate identification and development of priority thematic areas 1.3 Identify potential institutions/organizations to participate in coalition projects 1.4 Contribute to process of developing PCN, CN and Project Memoranda 1.5 Develop and circulate call for pre-concept notes 1.6 Facilitate evaluation of pre-concept notes by RAC 1.7 Participate in the development of the Revised Starter Pack 2002 and M&E procedures 1.8 Provide training support to regional coalitions as required 1.9 Review quarterly reports of coalition projects and make the necessary recommendations 1.10 Participate in M&E as requested by management
2. Coordination of Existing Projects
<ul style="list-style-type: none"> 2.1 Facilitate review of ongoing projects and make the necessary recommendations 2.2 Review quarterly reports of existing projects 2.3 Support and promote development of promotional initiatives 2.4 Facilitate study, documentation and dissemination of successful case studies
3. Institutional/Innovation Process Studies
<ul style="list-style-type: none"> 3.1 Develop concepts for the studies 3.2 Study and documentation of the research processes 3.3 Dissemination and promotion of the outputs
4. Promotion and Dissemination of Programme Outputs
<ul style="list-style-type: none"> 4.1 Develop and maintain regional website 4.2 Develop and disseminate Programme flier 4.3 Develop and disseminate promotional/extension materials on demand 4.4 Produce and circulate 12 issues of the Post Harvest Bulletin 4.5 Facilitate media (radio, television and newspapers) coverage of Programme activities/outputs 4.6 Develop and run a competitive annual grant for promotional initiatives 4.7 Identify new promotional opportunities 4.8 Develop promotional initiatives with other regional networks
5. Advocacy and Lobbying
<ul style="list-style-type: none"> 5.1 Develop concepts for the studies 5.2 Issue contracts for the advocacy and lobbying studies 5.3 Promote and disseminate outputs
6. Other Coordination Functions
<ul style="list-style-type: none"> 6.1 Maintain links with all the relevant post harvest stakeholders 6.2 Link the CPHP with bilateral DFID programmes and the other RNRRS working in the region 6.3 Contribute to policy, developmental and institutional activities in the region 6.4 Identify new promotional opportunities 6.5 Link Programme to changes in national policies and strategies in the region 6.6 Maintain institutional and technical databases 6.7 Manage regional programme development and dissemination funds

ANNEX 2: Southern Africa Project Portfolio

NEEDS IDENTIFICATION

CODE	PROJECT TITLE	STATUS	OUTPUTS
R6674	Analysis of Post Harvest Needs and Constraints in Southern Africa.	Complete	<ul style="list-style-type: none"> Baseline data on constraints in the post harvest system, for all the relevant commodities, have been collected and dissemination outputs completed. Priorities for action according to stakeholder interests have been identified through PRA surveys and a brainstorming meeting.
R7372	Impact of rodents on rural households in Mozambique and the development of sustainable control strategies.	Complete	<ul style="list-style-type: none"> Baseline data obtained on the impact of rodents on rural communities based on PRA surveys in two areas of Mozambique. A cost effective method developed to assess farm level post harvest losses caused by rodents in the major food staples and the impact of rodents on rural health and nutrition. Potential strategies for limiting rodent numbers described and projects developed to test the strategies.
R7039	Analysing changing gender relations for monitoring and Evaluation in the renewable Natural Resources Sector	Complete	<ul style="list-style-type: none"> Ways of understanding process of CGRs identified and evaluated Methods for analysing processes of CGRs developed and tested. Practicable approaches for monitoring CGRs made widely available.
*R7527	Assessing opportunities for increased utilisation of bambarra groundnut in Southern Africa.	Complete	<ul style="list-style-type: none"> Identification and recommendation of priority areas for opportunities that could result in increased Bambara groundnut utilisation.
R7777	The potential for integrating DFID-funded Crop Post Harvest Programme outputs into small scale food production systems in South Africa's Northern Province.	Complete	<ul style="list-style-type: none"> Post- harvest constraints influencing the livelihood strategies of rural households have been identified through a Participatory Rural Appraisal in three Districts of the Northern Province.

* Needs identification, Agro-processing and Marketing Interface.....

AGRO-PROCESSING

CODE	PROJECT TITLE	STATUS	OUTPUTS
R7419	Raising rural family incomes through improved peanut butter processing.	On-going	<ul style="list-style-type: none"> Increase the potential for improving the income and nutrition of rural groundnut farmers through the sale of increased quantity peanut butter of improved quality.
R7524	Use of oil seed cake from small scale processing operations for inclusion in rations for peri-urban poultry and small ruminant production.	Complete	<ul style="list-style-type: none"> Data on nutritional value of sunflower cake and recommended inclusion simple diets for indigenous and hybrid poultry and goats. An evaluation of the income generating aspects of oil-seed based small-scale livestock production systems. Evidence from village trials of the applicability of the findings to adoption by rural and peri-urban households.
**R7487	Improving the livelihoods of peri-urban vegetable growers through market promotion of fresh and processed indigenous vegetables.	On-going	<ul style="list-style-type: none"> Characterisation of indigenous vegetable commodity systems and assessment of market potential for fresh and processed vegetables. Varieties of specific vegetable crops with improved marketability selected and bred. Appropriate processing and packaging techniques identified and optimised. Project outputs promoted and disseminated.

**Agro-processing and Marketing Interface

STORAGE

CODE	PROJECT TITLE	STATUS	OUTPUTS
R7034	Grain storage pest management using inert dusts	Complete	Methods for treating grain with inert dusts to provide protection against insect pests in storage developed.
R6685	Improved Design of Indigenous Stores – Including Minimising the Use of Hardwood Resources.	Complete	<ul style="list-style-type: none"> • Illustrated account of traditional on-farm storage structures prepared, identifying the extent of use of hardwoods in store construction. • Modified store, minimising the use of hardwoods, tested in Binga District, Zimbabwe. • PRA completed: Farmers now have further to travel to source sufficiently mature wood for store construction. • Losses due to rodents and termites recorded from traditional grain stores. • Demonstration stores built and farmers' opinions surveyed in Buhera and Mutoko Districts in Zimbabwe. Agricultural Research staff from Mozambique visited trial sites. • Research station trials of pearl millet storage set up and operated by Namibia Department of Agriculture. • Agritex has prepared a video and manual on improved store construction.
R7486	Development of IPM techniques for the control of LGB	On-going	<ul style="list-style-type: none"> • Strategies developed and effectively promoted which improve food security of poor households through increased availability and improved quality of cereals and pulse foods and better access to markets.
R7430	Rapid Screening of maize and sorghum for varietal resistance to post-harvest insect pests.	Complete	<ul style="list-style-type: none"> • rapid screening technique developed for maize • rapid screening technique developed for sorghum • dissemination of the project findings.

MARKETING

CODE	PROJECT TITLE	STATUS	OUTPUTS
R7151	Overcoming Informational Constraints: Improving Horticultural Marketing and Technical Information Flows to Smallholders.	Complete	<ul style="list-style-type: none"> • New knowledge about marketing systems and informational imperfections in the target countries, and recommendations concerning initiatives from within the public and private sectors respectively to overcome marketing imperfections.
**R7485	Facilitating the effective production and marketing of processed food products by small scale producers in Zimbabwe.	On-going	<ul style="list-style-type: none"> • Constraints that prevent small-scale producers/processors of horticultural and/or fruit crops from manufacturing and marketing processed products effectively identified and suggestions to overcome these made.
R7168	Development of tools for ethical trading of horticultural exports by resource poor groups – Phase 1	Complete	<ul style="list-style-type: none"> • Identification of poor people's social and environmental criteria through field research. • Identification of good social performance
R7468	Development of tools for ethical trading of horticultural exports by resource poor groups – Phase 11	Complete	<ul style="list-style-type: none"> • The project has established a consultative group for developing a framework in Ghana, and project experience is being use to inform the development of the Agricultural Ethics Association in Zimbabwe. • Indicators of good social performance have been identified in Ghana.
R7523	Identifying characteristics which influence consumer acceptance of new sorghum varieties.	Complete	<ul style="list-style-type: none"> • Sensory qualities of sorghum varieties identified and quantified. • Rapid and simple physical and chemical methods for monitoring sorghum quality.

**Agro-processing and Marketing Interface

ACCESS TO CREDIT

CODE	PROJECT TITLE	STATUS	OUTPUTS
R7197	Smallholder credit: roles of farmers, Government and private sector.	Complete	<ul style="list-style-type: none"> analysis of the cotton sector credit programmes in Uganda and Zimbabwe. analysis of potential application of similar input schemes to other sectors. Stakeholder workshops. Dissemination outputs.

FOOD SAFETY

CODE	PROJECT TITLE	STATUS	OUTPUTS
***R7528	Improving quality assurance systems for fresh fruits and vegetables produced by peri-urban resource poor farmers in Zimbabwe.	On-going	<ul style="list-style-type: none"> Food safety constraints facing smallholders involved in production and marketing of fresh vegetables assessed. Improved food safety assurance systems for smallholder production of fresh produce developed and validated. Potential for production of safer vegetables by smallholders, and importance of food safety, promoted to policy makers, planners, horticultural exporters, and NGOs.
***R7519	Pollution and health problems in horticultural production in Harare: the need for improved quality assurance systems.	On-going	<ul style="list-style-type: none"> Strategies to improve food security for poor households through improved quality of horticultural food and better access to markets developed. Pathways and guidelines for improved food quality production-consumer chain identified. Reduced contamination of the resource base. Enhanced access of smallholder producers to markets and increased consumer confidence.

*** Food Safety and Marketing Interface

8. REFERENCES

Biggs, S. and Underwood, M. (2001) Review of DFID's Crop Post-Harvest Programme