



*Association for Strengthening Agricultural Research
in Eastern and Central Africa*

WORK PROGRAMME

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WORK PROGRAMME

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1 INTRODUCTION

This Work Programme covers the activities to be implemented by the Soil and Water Management Research Network of ASARECA (SWMnet) in the framework of the *ASARECA - Regional Programme to Support Agricultural Research in East Africa*, financed by the European Development Fund (8th EDF). The total contribution to the network co-financed under this Work Programme is 398,610 Euros. The contribution by the EDF amounts to 283,664 Euros of which 222,250 Euros are managed under the imprest account.

2 BACKGROUND

Land and water resources are the most valuable assets in the war against poverty in sub-Saharan Africa, and the Comprehensive Africa Agricultural Development Programme of NEPAD states that *(one of the four) fundamental mutually reinforcing pillars on which to base the immediate improvement of Africa's agriculture, food security and trade balance, is extending the area under sustainable land management and reliable water control systems*. Furthermore, strategies for poverty reduction of the countries in ECA have identified agriculture as the leading sector in poverty reduction. Most pay priority attention to increasing productivity and reducing variability by up-grading rainfed agriculture through improved water management (*rainwater harvesting and supplementary irrigation*) and soil fertility re-capitalization. With these in mind, the Stakeholders of SWMnet during their inaugural workshop held in Nairobi from 10 – 12 November 2003, resolved that SWMnet will have the following vision and mission:

Vision: Land and water resources in ECA are utilized sustainably to reduce poverty through profitable agriculture.

Mission Statement: to assist stakeholders in the ECA sub-region to access and widely utilize the best, locally or globally generated knowledge, information and technologies on soil and water management, through effective networking and collaboration between national, regional and international organizations.

These will be pursued through the objectives and activities described in the following sub-sections.

2.1 Objectives of SWMnet

Overall Objective: Enhanced productivity, value adding and competitiveness of the agricultural system in ECA, for improving livelihoods while enhancing the quality of land and water resources.

Purpose: Increased availability and utilization of knowledge, information and technologies for enhancing the productivity and conservation of soil and water resources for agriculture in ECA.

2.2 Planned Results

1. Demand driven soil and water management knowledge, information and technologies, utilized

Sub-result 1.1: Demand-driven Regional Agenda for R4D in NRM and S&WM

The current objectives of SWMnet are a result of a gradual priority setting process that started with the ASARECA strategic plan of 1997. However, for SWMnet to remain dynamic, it must have an in-built priority setting process to reflect and change its priorities as conditions change. This will be done using the stepwise procedure recently introduced to guide the process of setting priorities within the ASARECA networks. It has seven steps that are:

- Step 1: Establishing the network committee for priority setting,
- Step 2: Review of the Research Domain,
- Step 3: Constraints and Opportunity Analysis,
- Step 4: Evaluation of Existing Results,
- Step 5: Defining Research Themes,
- Step 6: Priority Setting of Research Themes, and
- Step 7: Recommendations for Implementation.

SWMnet will therefore undertake a thorough and systematic priority setting especially of the research agenda while contributing to the process of setting priorities for NRM research of ASARECA. The priorities will be periodically reviewed in circles of at least three years to contribute to ASARECA's Intermediate Result (IR) 1.1

Sub-result 1.2: Opportunities and Strategies for Increasing the Productivity of Water and Soil Nutrients at Farm Level

At farm or range land levels within ECA, two major constraints are consistently being identified by farmers, extension and policy makers. These are:

- That low soil fertility and depletion of nutrients is serious and getting worse in smallholder food production systems; and
- That temporal fluctuation of soil-moisture is a key constraint that limits the establishment of commercial enterprises in crop and livestock systems.

Tackling any of these two constraints on its own has already proven to be inadequate in providing viable options; tackled together in an integrated manner, they offer real opportunities for increasing the productivity of land, water and labour, and hence reduction of poverty. The proposed research will increase the availability of knowledge and best-bet options, and institutionalise systematic decision-making in integrated management of soil- water and nutrients in relation to enterprise development, equity, productivity and profitability. This will be one of the SWMnet's responses to ASARECA IR 1.2 – 1.3

Sub-result 1.3: Approaches (relevant to ECA) for Integrated Management of Watersheds (sub-basins)

The proposed research will combine watershed management approaches with sustainable livelihood framework to firmly establish the linkage between land and water resources use, and the tangible benefits such as profitability, return to labour, and income and

food security. The work will focus on improving existing knowledge in relation to what is required to achieve integrated management of watersheds. This will include improvement of tools for resource assessment, means for responding to climatic variability, and planning of cost effective interventions. Emphasis will be put on developing planning approaches that integrate enterprise development aspects such as assessment of markets, labour, infrastructure and farm budgets into the process of making decisions on management of watersheds. This will be another of the SWMnet's responses to ASARECA IR 1.2 – 1.3

2. Enabling Policies and Institutions for Integrated Management of Land and Water Resources for Agriculture and Environment

One lesson from past soil and water conservation work is that technical innovations and technologies by themselves are not adequate to bring about increased productivity of land and water. There is a need for equal emphasis on innovations in policy, marketing, institutions, infrastructure and financing. This requires integration not only horizontally among the different aspects of natural resources (water, soil, crops, livestock and biodiversity), but also vertically to policies, institutions, markets and gender issues. This theme will focus on the analysis of policy, institutional and governance factors that inhibit the uptake, scaling up and scaling out of proven technologies and practices in soil and water management in the sub-region. Through this result, SWMnet will contribute to the ASARECA wide IR 2.

3. Performance driven institutional arrangements for enhancing research and development in S&WM in ECA, promoted

Sub-result 3.1: Effective Regional Coordination and Collaboration Mechanism for S&WM in ECA

This result is necessary because serious efforts are required to overcome and remove critical constraints and barriers to collaboration, so that the network can function as a truly sub-regional organization that is effective in promoting a meaningful research agenda, facilitating capacity building, and enhancing the brokering, sharing and effective utilization of knowledge. The strategy is to improve the productivity and effectiveness of the available scientists and institutions through linking and networking among themselves and to the world, and obtaining or leveraging funds to support a sub-regional agenda. This result will contribute to the ASARECA wide IR 3.1 – 3.3.

Sub-result 3.2: Strengthened Capacity of NARES for R4D in Integrated Management of Soil and Water Resources

Research in S&WM is faced with a major challenge of embracing the production to consumption concept, otherwise known as the product chain approach. This is because many S&WM researchers still hold the traditional view that since soil and water are factors of production, the research agenda should focus on resolving constraints only at production level. The network will contribute to the reduction of this weakness, through capacity building of existing staff of NARES and partners, as well as education and training on S&WM in the sub-region, with specific focus on INRM and product chain approaches, and effective communication and uptake promotion of results from R4D projects in S&WM. This result is linked and will contribute to the ASARECA wide IR 3.4.

4. *Enhanced Brokering, Sharing and Utilization of S&WM Knowledge, Information and Technologies across ECA*

SWMnet puts a high priority in the utilization of knowledge especially that which already exists. Therefore this result will be produced from a protracted stocktaking of knowledge and experience existing at the local, national and international levels, in a more systematic and detailed manner. Followed by information mapping, sharing and exchange systems, encouraging co-operative and partnership efforts at all levels, and building capacity for developing and using information systems. Leading to:

- An effectively utilized knowledgebase of S&WM knowledge, information and technologies relevant to the sub-region; and
- Fora and tools for learning and knowledge exchange between NARES and resource users, and across NARES and partners.

Through this result, SWMnet will contribute to the ASARECA wide IR 4.

2.3 Previous Work Programmes

This is the first Annual Work Programme to be prepared by SWMnet following the start-up work programme which has been implemented successfully. However, one activity from the start-up work programme will be carried forward to 2004. This is the activity of creating a database of existing information. It was difficult to implement this activity during the start period due to its complexity. It will now be implemented as part of the comprehensive priority setting exercise that is planned in this work programme.

2.4 Assumptions

There are four main pre-conditions that should be in place to ensure that the activities are implemented smoothly. **First**, is the flow of funds from the EDF, which so far has proven to be very slow. The main risk is that given the rules of operating an Imprest Account, activities have to wait until the money is actually in the account. In this case therefore, activities planned for the first two months of the WP period are at risk of being delayed and thus delaying the overall implementation. **Second**, is the assumption that the priority setting work will be implemented jointly with the other NRM NPPs. The detailed implementation and means will be agreed with the other networks. **Third**, an assumption has been made that extra funds will be obtained from other sources to implement several activities and sub-activities that can not be financed by EDF. **Fourth**, pre-condition for the implementation of activities is the availability of high calibre resources persons in the NARES to provide quality expert input to the various activities. Furthermore, that the NARES partners will undertake in-country information gathering as an in-kind contribution to the network.

3 PROJECT ADMINISTRATION

3.1 Day to Day Management

The daily network management will be carried out by the SWMnet Regional Coordination Unit, which acts as the Project Management Unit (PMU). The PMU will ensure the implementation and monitoring of all activities foreseen under this Work Programme. The Regional Network Coordinator (Head of PMU) will ensure regular information and contacts, as required, with the Regional Authorising Officer, the Supervisor and the Delegation of the European Commission in Kampala.

The Regional Authorising Officer (RAO) is the Executive Secretary of ASARECA.

The Supervisor for the Work Programme is the ASARECA - Regional Support Unit (RSU).

The Regional Network Coordinator will report to the Regional Steering Committee (RSC). In 2004, members of the RSC will be:

1. Dr. Paulos Dubale (Ethiopia) - Chair
2. Prof. Mbe-Mpie Mafuka (D.R Congo) – Vice Chair
3. Dr. Ferdinand Ntiburumusi (Burundi)
4. Dr. Mehreteab Tesfai (Eritrea)
5. Dr. Anthony Kilewe (Kenya)
6. Mr. Nicolas Andriamampianina (Madagascar)
7. Mr. Leon Nsharwasi Nabahungu (Rwanda)
8. Prof. Mustafa Ali Mohamed Idris (Sudan)
9. Dr. John J. Msaky (Tanzania)
10. Dr. John Byealebeka (Uganda)
11. Dr. Said Silim (Regional Representative for ESA - ICRISAT)
12. Dr. Douglas Merrey (Director for Africa - IWMI)
13. Dr. Adiel Mbabu (Technical Officer - Planning – ASARECA)
14. Prof. Nuhu Hatibu (Regional Coordinator - SWMnet) - Secretary

The Network Steering Committee will meet once in 2004 but will where necessary delegates some urgent matters to its executive committee composed of the Chair, Vice-chair, RR-ICRISAT, and Regional Coordinator. It will oversee and validate the overall direction and policy of the network, receive and approve progress, technical and financial reports and Work Programmes.

3.2 Administrative Rules and Procurement

The PMU is entitled to contract-out activities described in this work programme up to certain thresholds. The respective EDF procurement procedures will strictly be followed. Beyond these limits, the procurement would be outside of the work programme and the RAO will be responsible under a specific commitment. In case of contracts in local currencies, the limits will be converted to the local currency at the rate of the month of signing the contract. They are described as:

Limits set in Euros for the partial delegation of authorising powers to the designated Imprest Account Holders for the "EDF Imprest Account"	
1. Supply/Equipment Contracts	< Euro 100,000
2. Works Contracts	< Euro 250,000
3. Service Contracts	< Euro 150,000
4. Grant Contracts (MoAs / MoUs)	< Euro 150,000

The procurement procedures in each case are as follows (in Euros):

Type of contract	Direct Purchase	Three Quotations (Project)	Three Quotations (RAO)	Restricted Tender
Supplies	0 – 2,500	2,501 – 5,000	5,001 – 25,000	25,001 – 100,000
Works	0 – 2,500	2,501 – 5,000	5,001 – 250,000	
Services	0 – 2,500	2,501 – 5,000	5,001 – 150,000	

Direct Purchase - To be arranged directly by the project (order form suffices) but prudent financial management recommends that comparative prices/ sources are considered.

Three Quotations - Procurement following the "Direct Agreement Procedure" which requires consideration of bids from at least three suppliers/contractors/experts. Imprest Account Holders are expected to be able to demonstrate that strong financial care was exercised in proportion to the value of the purchase.

Three Quotations (RAO) - In addition to the above, the Regional Authorising Officer and EC Delegation approval is required on the short-listed companies or experts.

Restricted Tender - At least three (preferably six) suppliers/contractors/experts will be asked to submit closed bids. The respective EDF tender procedures have to be followed. Tender dossiers, short-lists and recommendations of the evaluation committee will be required. The Regional Authorising Officer and EC Head of Delegation approval will have to be obtained prior to the award of contract.

With regards to procurement procedures to be followed for Grant Contracts (MoAs / MoUs) advice has to be sought from the RAO for every single case.

3.3 Reporting

A Six-Monthly Progress Report will be submitted within one month of the end of the period covered and an Annual Report within 6 weeks from the end of the calendar year. All reports will include a technical and a financial section.

Copies of all reports will be presented to the members of the Network Steering Committee. One (1) copy must be sent to the Regional Authorising Officer, one (1) copy to the Supervisor and three (3) copies to the EC Delegation in Kampala.

3.4 WORK PROGRAMME ACTIVITIES

For Result 1: Demand driven soil and water management knowledge, information and technologies, utilized

Sub-result 1.1: concerns the priority setting for the NRM research 4 development agenda for ASARECA, as well as priority setting for the research agenda of SWMnet. Planned activities and sub-activities follows the ASARECA priority setting process. Therefore, means required are priority setting committee, in-country surveys, regional workshops, and facilitators. It is envisaged that this will be implemented in parallel with the planned priority setting for ASARECA. The coordinators of ASARECA NPPs dealing with NRM are expected to constitute the PS Committee for NRM – and SWMnet's input is covered by **activity 1.1**.

Activity 1.2 is designed to implement steps 2, 3, and 4 in the priority setting procedure and will be implemented by NARES members under the supervision of the NRM Priority Setting Committee (PSC). **Activity 1.3** is for fine-tuning the SWMnet strategic plan and action plan, so as to align them with the NRM priorities of ASARECA. **Indicators of progress** will include a report compiling identified cross-cutting constraints and opportunities for NRM in ECA, produced by end of April. Another indicator will be a revised strategic plan of SWMnet by July.

For **Activity 1.4 in the LF:** it is planned to initiate one regionally coordinated project to investigate market-oriented approaches for enhancing integrated management of water and nutrients for crop and pasture enterprises. A more detailed description of the project is given separately. Three project activities will be implemented under this WP, while others will be implemented in 2005 and half of 2006. The three activities of the project (listed as sub-activities in this WP) to be implemented under this WP are described below:

Activity	Progress Indicators
<p>1.4.1 Organize the team and plan research implementation in detail</p> <p>To ensure regionality of the project the work will be implemented in at least 3 countries by a consortium of scientists also coming from at least 3 countries. It is envisaged that the project team will have a maximum of four members – namely project leader, and three scientists (Soil fertility expert, Soil-water/irrigation expert, and input/output marketing expert). Members of SWMnet will be invited to form consortiums that will bid to implement the project. The bid will not be very complicated as it will involve providing information about the identified members of the team, their qualifications, and description of experience and on-going research.</p>	<ul style="list-style-type: none"> • By end of January, a circular is sent to all members of SWMnet describing the project and inviting consortium formation bids • By end of March, the Executive Committee of SWMnet has selected the team to implement the project • By mid April the project will have been commissioned • By end of April the selected team will have produced a detailed implementation plan for the project

Activity	Progress Indicators
<p>1.4.2 Identify best-bet options for adaptation</p> <p>This will use past experience (research, development projects and IK) from across the region. The main method will be an intensive and extensive literature review of options that integrates:</p> <ul style="list-style-type: none"> • Crop selection with respect to market opportunities, with • Soil-water management (rain-fed, supplementary irrigation, and full irrigation), with • Plant nutrition management through integrated sources of nutrients. <p>An expert group meeting will be used to synthesis the report and assess the most feasible options selected from the review.</p>	<ul style="list-style-type: none"> • By end of July, a draft report on best options for the target farming systems will have been produced by the research team • By end of August, expert consultation will have been implemented on the best-bet findings and a detailed design produced for scientific/ adaptation investigations
<p>1.4.3 Conduct scientific/adaptation investigations on the best-bet options</p> <p>The investigations will be implemented in representative micro-watersheds with 100 – 200 households or 50 to 100 km²; selected to represent up-stream and downstream parts of the watershed, with differing bio-physical conditions, crops and cropping systems (cereals, legumes, roots and tubers, and vegetables), and socio-economic conditions (population, demography and poverty levels). The field work will involve:</p> <ul style="list-style-type: none"> • Selection of the representative micro-watershed using GIS approaches including socio-economic characterisation, • Selecting and agreeing with farmers for the locations of on-farm trials, • Procurement and installation of field equipment, and • Field trial implementation, Continuous monitoring and analysis of results 	<ul style="list-style-type: none"> • By end of August, selection of the representative micro-watershed using GIS approaches including socio-economic characterisation, completed • By end of September, selection and agreement with farmers on the locations of on-farm trials, will have been completed • By end of October, procurement and installation of field equipment, will have been completed

For **Result 2 in the LF**: no activities will be initiated under this work programme.

For **Result 3 in the LF**: four activities will be initiated under this WP. For *sub-activity 3.1*, activities to be started are 3.1 and 3.2 as they are the foundation upon which the network will be established to pursue the other higher order results. These activities will also be continued in the forth-coming years, and the planned sub-activities for 2004 are intended to create an enhanced understanding of the existing situation with respect to the network stakeholders, as described below. For *sub-activity 3.2*, the activities to be initiated under this programme are 3.7 and 3.9. Major preparations are necessary to ensure that the capacity building programme is well targeted to critical needs. Therefore, during 2004, the main sub-activities will focus on training needs assessment and development of training modules. Only two training courses will be implemented during the year and will serve as pilot learning exercise to provide feedback for further development of the modules. More detailed descriptions are given in the table below.

Activity	Progress Indicators
<p>3.1 Maintain an effective Regional Steering Committee and Coordinating Unit</p> <p>This will be pursued through ordinary activities of the RCU/PMU staff as well as one meeting of the RSC and two of the Executive Committee (EC). Meetings of the EC are justified by the fact that several planning activities will be taking place in the first half of the year. Notably the EC will be called in mid-March to consider and approve the research team for the implementation of the research project under activity 1.4. The RSC will meet in July to contribute to sub-activities 1.3.2 and 1.3.3 and also to draft the Work Programme for 2005. A second meeting of the EC is planned for end of September 2004 and will mainly give a final approve to the WP05 after comments from ASARECA/RSU</p>	<ul style="list-style-type: none"> • By end of March, one meeting of the EC has been held and a research team formed by members from several institutions to implement activity 1.4, has been selected • By end of July, one meeting of the RSC has been held and approved: <ul style="list-style-type: none"> ✓ a refined 5-year strategic plan ✓ a draft of the WP for 2005 • Throughout the year, RCU staff is in place and implementing duties effectively.
<p>3.2 Maintain stakeholders linkages and regular consultations</p> <p>This activity is designed to ensure that the stakeholders of SWMnet are constantly contributing to the development of the network, even in the absence of a stakeholders' workshop. The main sub-activities will involve the assessment of the capacity of stakeholders as a basis for developing capacity building programmes. Most of these will constitute the ordinary activities of the RCU/PMU, thus little extra budget implication. Budget will be required for in-depth synthesis and publication of the database. Furthermore, a stakeholders workshop will be implemented with activities 1.1 – 1.3 and will include a RSHW for priority setting –</p>	<ul style="list-style-type: none"> • By July 2004, a database of key stakeholders is in the SWMnet Website • Stakeholders fully participate and provide adequate data for the Priority Setting exercise – result 1 • The SWMnet WEB-PAGE is regularly up-dated
<p>3.7 Introduce and implement ToT programmes on the development of R4D projects</p> <p>Research in soil and water management is unique in what it takes to achieve a robust linkage to development and to embrace the production to consumption continuum. This is because by itself S&WM research does not deal with final products as is the case for commodity research. Therefore, S&WM research and extension workers require improved skills in the development and implementation of R4D projects that fits well with the production to consumption approach. This activity of the network is designed to assist countries to create a critical mass of scientists who can provide training and promotion on these approaches at national levels. This will be a specialized and focused capacity building for researchers in S&WM and will be designed to build upon and complement the general capacity building on this subject expected from ASARECA. The main justification is the need to ensure that future research on S&WM in ECA are designed for tangible outcomes and impact on the production to consumption continuum. The reason for undertaking ToT at regional level is to ensure commonality of approaches and to exploit economies of scale.</p>	<ul style="list-style-type: none"> • Training needs will have been identified by end of May • Comprehensive training modules for ToT will have been endorsed by expert consultation by end of July • One training course involving about 20 participants will have been implemented by end of September
<p>3.9 Institutionalise through training and other means robust practices of timely communicating, scaling-out and scaling-up of outputs from S&WM research</p> <p>SWMnet stakeholders have recognized four major constraints that</p>	<ul style="list-style-type: none"> • Training needs will have been identified by end of May • Comprehensive training

Activity	Progress Indicators
<p>require urgent attention. One of these is the inadequate utilization of research results. Overcoming this constraint requires several interventions but the most critical is for the researchers themselves to become pro-active in ensuring that there is wide uptake of their research results. Currently, S&WM researchers are very weak in this aspect and this activity is designed to create a minimum capacity in the NARES. Again, the justification for undertaking ToT at regional level is to ensure commonality of approaches and to exploit economies of scale.</p> <p>Funding for training has been requested from several sources, but not yet secured</p>	<p>modules will have been endorsed by expert consultation by end of July 2004</p> <ul style="list-style-type: none"> • One training course involving about 30 participants will have been implemented by end of October 2004

For **Result 4 in the LF**: NO activities will be initiated under this work programme. The result is strongly linked with ASARECA IR4 and will therefore be implemented in collaboration with RAIN. It is also a response to the identification since inception that SWMnet should focus on collation and promotion of existing knowledge, information and technologies. The main justification is that the cost involved in the generation of new knowledge in S&WM is very high and efforts need to be put on ensuring effective utilization of what is available before and while working on the generation of new knowledge and technologies. It is expected that activities will be initiated in 2005 after it has been agreed within ASARECA how each network will work with RAIN to ensure that adequate and relevant content is available for the regional knowledge-base.

3.5 DURATION

The Work Programme will have duration of 12 months covering the period 1st January – 31st December 2004.

4 SIGNATURES

1. For the Imprest Account Holders

Signature:

Name & Title: Prof. Nuhu Hatibu

Date:

Coordinator of SWMnet

Signature:

Name & Title: Dr. Said Silim

Date:

ICRISAT Regional Rep for ESA

2. For the Accounting Officers / Accountants

Signature:

Name & Title: Mr. Philip Ndungu
Nairobi

Date:

Head Fin. & Adm – ICRISAT-

Signature:

Name & Title: Mr. Joseph Mwangi

Date:

Accountant - ICRISAT - Nairobi

3. For the Supervisor

Signature

Name & Title Mr. Michael Duerr
(Technical)

Date

Programme Manager

Regional Support Unit

4. For the Regional Authorising Officer

Signature

Name & Title Dr. Seyfu Ketema

Date

Executive Secretary
ASARECA

5. For the EC Delegation

Signature

Name & Title Mr. Sigurd Illing

Date

Head of Delegation
EC Delegation in Kampala

5 LIST of ANNEXES

- ANNEX 1 Logical Framework – 5 years
- ANNEX 2 Timeframe for Implementation – for 2004
- ANNEX 3 Overall Financing Plan – for 2004
- ANNEX 4 Breakdown of EC Contribution – for 2004