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FANRPAN

2008-2015 Strategic Plan

Meeting the Demand for Effective Food, Agriculture and Natural Resources Policy Analysis in Southern Africa

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Executive Summary

The Policy Situation in Africa

After decades of stagnation in agricultural yield and little or no investment in rural economies, Southern African countries are beginning to prioritize the development of agricultural production and markets. Rural development and agricultural productivity now feature prominently on the agenda of national governments and regional bodies like COMESA and SADC. Continent-wide plans and investments, through programs like the Common Africa Agriculture Development Programme (CAADP) and the Alliance for a Green Revolution in Africa (AGRA), are encouraging and guiding in-country efforts. And international donors also recognize the need to invest in agricultural development, as evidenced most clearly by the 2008 World Development Report.

Policymakers at all levels of government are seeking smart, comprehensive, evidence-based policy solutions to address long-standing problems. Policy networks are an especially efficient tool for meeting this need. Regional networks have a broader perspective and can invest in addressing shared and trans-boundary issues. They facilitate exchange of information and best practices, thus preventing duplication of effort and reducing the learning curve for the field as a whole. Network resources can also be aligned for joint or coordinated action to effect more ambitious systemic or region-wide changes. For these and other reasons, policy networks have a special utility and value for leading and guiding change in Africa.

About FANRPAN

FANRPAN is a multi-stakeholder, multi-national policy network that supports the development and implementation of better food, agriculture and natural resources (FANR) policies in Southern Africa. Its members include universities, research institutes, the business sector, farmer groups and other civil society organizations that have a stake in FANR policies. FANRPAN's membership is organized into national nodes in twelve countries, with a national secretariat hosted by an existing national institution that has a mandate for agricultural policy research and advocacy. The network also has partnership agreements with more than twenty regional organizations, including SADC, COMESA and several CGIARs.

FANRPAN is known and respected for providing high-quality policy analyses and for convening national policy dialogues that bring together a diverse group of stakeholders. This combination of relevant, unbiased analysis and broad-based stakeholder dialogue enables FANRPAN to produce viable and effective FANR policy recommendations. FANRPAN has already made significant research and policy contributions, such as the first comprehensive study of the impact of HIV/AIDS on household agricultural productivity, the development of a household vulnerability index (HVI) for planning interventions and monitoring impacts, and the pioneering use of a voucher system to promote fertilizer and seed markets. It is currently studying water use in the Limpopo river basin to identify opportunities for increased agricultural production through better water management and is the lead policy analysis provider for a large EU-funded project on biofuel production in Africa.

From Policy Analysis to Policy Change

This strategic plan (2008-2015) is designed to transform FANRPAN from a respected policy analysis provider into a powerful agent of policy change. In addition to producing high-quality recommendations, FANRPAN is now actively working towards the implementation of better policies. It will evaluate its work based on which of its policy recommendations were implemented and what impact they had in the region.

To accomplish real policy change, FANRPAN is investing in strengthening its network and building members' capacity for impacting policy more comprehensively—i.e. from identification of national priorities through broad-based dialogue to stakeholder advocacy for preferred policies. In particular, FANRPAN is working to:

- Improve supply of policy-relevant research at research institutions
- Develop the network's capacity to integrate research findings and stakeholder perspectives to develop viable policy options

- Stimulate national discussion about policy priorities and empower a broad cross-section of stakeholders (especially under-represented interests) to participate in the dialogue.

FANRPAN's own projects model its comprehensive approach to policy change. Its work is organized into four programme areas: Food Systems, Agricultural Productivity, Natural Resources, and the Impact of HIV/AIDS on Agricultural Productivity. In each programme area, FANRPAN pursues policy projects that address critical region-wide concerns via research, policy analysis, dialogue and effective communication of results and recommendations.

Planned Impact

The time is right to bring about much-needed policy reform to address the stubborn and widespread problems that have crippled African agriculture and rural economies. And addressing these problems is critical for achieving the global priorities expressed in the Millennium Development Goals (MDGs).

FANRPAN's overall strategy is aligned with the time frame of MDGs and takes the organization through 2015. In addition, the organization has developed more detailed operational plans and budgets for the next five years, and has set definite organizational targets for that time period. By 2013, FANRPAN will have accomplished the following goals:

- Contributed to significant policy advances in each of its four programme areas, resulting in salutary outcomes such as reduced household vulnerability, increased farm productivity, better resource management, and growth of agricultural markets.
- Contributed significantly to the implementation of Africa-led agendas such as CAADP
- Grown its network; and developed members' capacity for preparing evidence-based policy analyses and communicating them to decision-makers.
- Positioned itself as the preferred provider for evidence-based FANR policies in Southern Africa and an internationally respected convenor and regional representative on FANR issues.
- Developed its revenue streams so that administrative and staff costs can be completely supported through project overheads, service fees and member contributions.

About FANRPAN

FANRPAN is a multi-stakeholder, multi-national network that supports the development of better food, agriculture and natural resources (FANR) policies in Southern Africa. It was started in 1997 by a group of ten agricultural policy research institutes and was endorsed by the Ministers of Agriculture in the region. FANRPAN's founders recognized the need for an *independent source of policy analysis and advice* related to FANR policies. They created FANRPAN to build the region's capacity for policy analyses and policy dialogue, and to improve policy decision-making by enhancing the generation, exchange and use of relevant information.

In 2002, FANRPAN formalized its structure and adopted its constitution and by-laws. Since then, the organization has built a thriving multi-tiered network consisting of a regional secretariat and more than 670 members organized into national nodes in twelve Southern African countries. Each node is led by a national secretariat, housed at a respected policy institution that has the ability and credibility to lead the national debate on FANR policy issues and engage all relevant stakeholders in the conversation. The membership network in each country comprises a diverse group of organizations (including universities, research institutes, businesses, government agencies and civil society organizations) that have a stake in the policy process. FANRPAN has also established partnership agreements with nearly twenty national and international organizations. (Please see the appendix for details of FANRPAN's membership by country and type of organization and a list of FANRPAN's partners.)

FANRPAN's mission is to promote, influence and facilitate quality agricultural and natural resources policy research, analysis and dialogue at the national, regional and global levels.

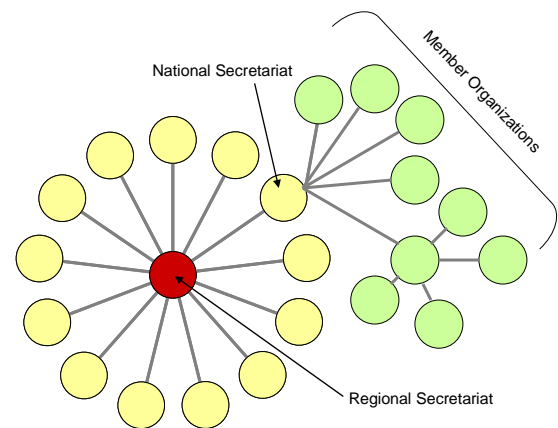


Figure 1: FANRPAN's Multi-tiered Network Structure

FANRPAN leverages this network to deliver unbiased, high quality policy dialogue and analyses, particularly on broad trends and cross-country issues that are of significance for the entire region. Some recent and current projects include:

- The first comprehensive, multi-country study of the impact of HIV/AIDS on agricultural productivity at the household level.
- Development of the Household Vulnerability Index (HVI) and its use to target policy interventions and monitor policy impacts.
- A pioneering programme to provide vouchers to needy farmers, thus using government assistance and non-commercial distribution channels to develop markets for agricultural inputs (e.g. seeds and fertilizers).
- Development of the CAADP regional compacts for 19 Southern African countries.
- A study of water use in the Limpopo basin to identify policies for optimizing use of this trans-boundary resource to maximize agricultural productivity.
- A five-country study of the true contribution of agriculture to the economy.
- Exploration of the potential to produce and market biofuels.

FANRPAN's products are valued by national and regional policymakers because they are developed by professionals who understand the regional context and are subject to review and debate by an expert and engaged membership. Moreover, FANRPAN also uses the network's voice to disseminate results and provide follow-up support for policy formation and implementation.

The Challenge and the Opportunity in Southern Africa

Even as the rest of the world has made significant strides towards reducing hunger and poverty, the problems in sub-Saharan Africa have been relatively intransigent over the last two decades. The situation in poor African countries remains the biggest barrier to the achievement of the millennium development goals (MDGs).

Stagnant agricultural productivity and declining rural incomes lie at the heart of Southern Africa's development challenge. In general, food production in Southern Africa has not kept pace with population growth, and unsustainable management of natural resources may lead to further declines in agricultural yields. As global food prices rise, many of these countries may not be able to make up their food deficits and may face increases in hunger and malnutrition rates.

In addition to low agricultural yield, rural poverty is also linked to these countries' failure to expand and develop their agricultural markets so that African farmers and rural businesses can participate in the regional and global economy. With some exceptions, farming is still practiced on a small scale in Southern Africa, and neither governments nor private sector organizations have made the necessary investments in rural infrastructure and markets. In addition to technical solutions and better farming practices, Southern Africa also needs smarter policies and targeted infrastructure investments to develop the rural economy.

Several recent trends indicate that there is a genuine opportunity to reverse agricultural stagnation and rural decline, and put Southern African countries on the path to prosperity. African governments and regional organizations such as COMESA, SADC, and NEPAD have recognized the importance of agricultural and rural economic growth. Government agencies have committed themselves to promoting market-based agricultural economies and are increasingly looking to make evidence-based policy decisions to further these objectives. Their leadership on these issues is generally welcomed and supported by donor agencies.

Encouraging signs:

- ★ *Governments committed to market-based agricultural and rural development; recognize need for evidence-based FANR policies*
- ★ *Donor support for regional and country plans*
- ★ *Regional integration and planning*
- ★ *Growth of policy expertise; development of policy networks to share knowledge and leverage skills and resources.*

The increasing role of multilateral regional organizations (e.g. NEPAD and the RECs) is also a positive development. Countries are looking to grow their markets, manage their resources better, and participate more competitively in the global economy through greater collaboration with their neighbours. In addition, regional alliances, commitments and standards also provide needed incentives and pressure to keep country governments focused on their promises and plans.

The need for better policy advice and the move towards region-wide thinking has also led to productive ties among civil society organizations and policy research institutes in the region. Networks such as the Africa Economic Research Consortium (AERC), Southern Africa Trade and Policy Research Network (SATPRN) and the Southern Africa Regional Poverty Network (SARPN) are playing a growing role in helping their governments address common development challenges.

In short, the time is right for FANRPAN to step up its efforts and fill the region-wide need for better policies that spur commerce and international trade, even as they address persistent rural poverty and food insecurity. The problems in Africa are serious and persistent, but, for the first time, African leaders and civil society organizations are taking responsibility for solving them and the donor community's willingness to support Africa-led solutions is adding weight to their resolve. Africa can and must develop and implement policies that learn from other countries' experiences but are suited to its unique environment. Policy networks like FANRPAN have an important role to play in this effort.

FANRPAN's Role

Formulating and implementing effective food, agriculture and natural resources policies is particularly challenging because these policies must meet several different objectives and take into account multiple stakeholders. Country governments and regional bodies have identified certain principles (e.g. reducing intervention to promote market-based development) and objectives (e.g. raising aggregate production, promoting international competitiveness, ensuring food security for rural households, etc.) for FANR policies. However, the implementation of these ideas is difficult because any policy choice must balance different, sometimes conflicting, objectives. The situation is complicated by the fact that many of the region's problems are trans-boundary in nature, and not all affected countries are equally able or willing to implement solutions. Another barrier to action is that Southern Africa lacks good mechanisms for drawing civil society organizations into the decision-making process; thus, there may be insufficient public discussion of key policy ideas and little organized support for preferred courses of action.

As an independent multi-stakeholder platform that has a regional perspective *and* a strong national presence, FANRPAN can help bridge the gap between good intentions and smart policies. It plans to promote better FANR policies through high quality, demand-driven policy analyses; inclusive national and regional dialogue; and effective advocacy. In particular, FANRPAN seeks to promote policies that promote regional integration and position Southern Africa competitively in the world environment, while, at the same time addressing issues of food insecurity and poverty in rural areas. Recognizing the need for innovation in agricultural production and commerce, FANRPAN also advocates for policies that facilitate adoption of new ideas and technology.

FANRPAN advocates for policies that:

- ★ *Promote regional integration*
- ★ *Position Southern Africa for a competitive international trade environment*
- ★ *Support reduction in poverty and vulnerability*
- ★ *Promote innovation and adoption of new technologies*

FANRPAN has already positioned itself as a leading provider of FANR research and analysis. Over the next five years, it will seek to become a pro-active and effective agent of change in the region. It will enhance its impact on national and regional policymaking by:

- *Taking a comprehensive approach.* Formulating and implementing smart policies require a range of skills and capacities, including research capacity to generate relevant data and technologies; analytical skills to convert research findings into policy options; dialogue to debate these options; and advocacy skills to push for adoption of preferred policies.
- *Ensuring continuity in the policy cycle.* The region needs longer term projects that can build on prior data, monitor the implementation and impact of policies, and push for changes and improvements as needed.
- *Maximizing the potential of networks:* Africa's experience with policy networks has shown that such organizations have a special utility and role in the current policy environment. Networks reduce overlap and duplication by facilitating the exchange of information. They are also able to leverage the skills and capacities of individual members to move the field forward (e.g. through partnerships and trainings). And finally, they offer the prospect of achieving ambitious goals through joint action on trans-boundary or shared problems.

The next section describes FANRPAN's plans for meeting Southern Africa's growing need for data-driven policy analysis and broad-based policy dialogue and advocacy.

FANRPAN's Strategy

FANRPAN intends to promote effective policies in Southern Africa in two ways:

- (1) By undertaking comprehensive, demand-driven policy analysis projects in selected programme areas
- (2) By strengthening the network's capacity for research, analysis, policy dialogue and advocacy

(1) Undertaking comprehensive long-term research and policy formulation projects in selected programme areas.

FANRPAN has defined four programme areas in which it will undertake comprehensive policy formulation projects to yield effective policies. These are:

- o Food systems, especially the impact of policies related to global environmental changes, biotechnology, phytosanitary conditions, and trade tariffs on crop and animal-based food supplies
- o Agricultural productivity, particularly as relates to trade and vulnerable groups' access to technology and inputs such as seed, fertilizer and germplasm
- o Natural resources and the environment
- o Impact of HIV and AIDS on agriculture and food security

In each of these areas, FANRPAN has ongoing research studies and has planned additional work (for details of existing and planned projects, see Table 1 on page 9). FANRPAN is uniquely positioned to conduct **cross-country studies** to address regional trends and challenges, or to compare and contrast the effects of different policies. It also specializes in "**action research projects**" that combine evidence gathering on selected interventions with ongoing policy dialogue with researchers, policymakers and producer groups. Finally, FANRPAN will also provide **research advisory services** to officials or senior executives, whereby it will draw upon existing data and knowledge to address specific policy questions and decisions.

(2) Strengthening the network's capacity for research, analysis, policy dialogue and advocacy

Figure 1 below illustrates FANRPAN's model for improving policy formulation in Southern Africa.

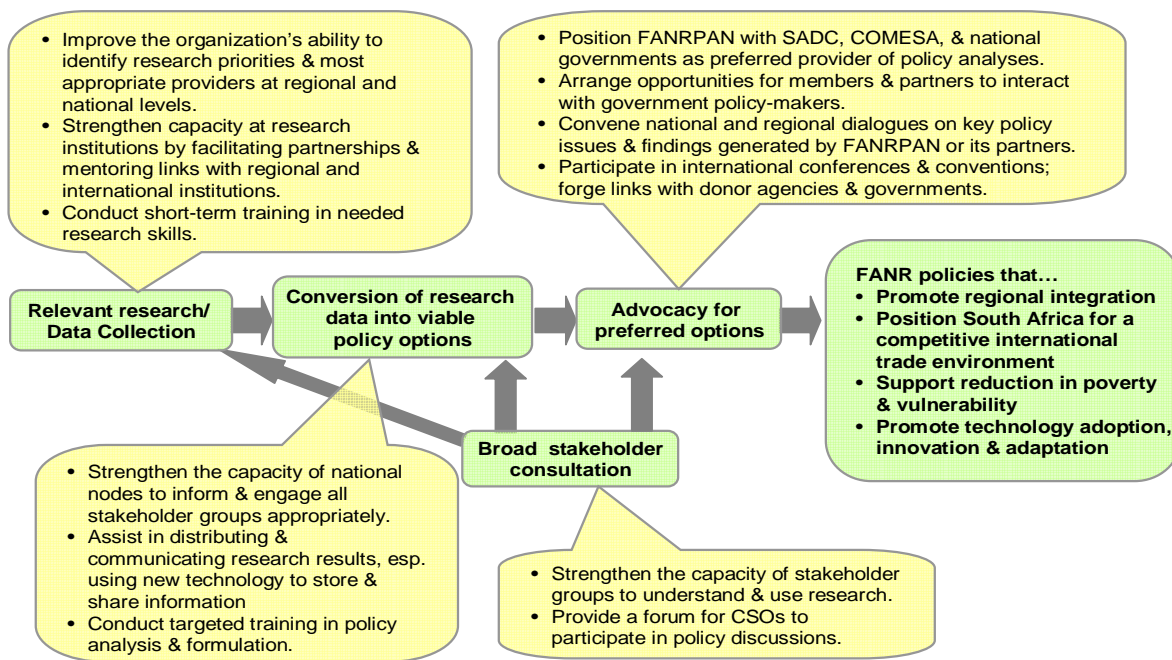


Figure 1: FANRPAN's model of program effects

The green text boxes show the different functions and processes needed for promoting better FANR policies—relevant and timely data collection, integration and translation of research into viable policy options, and advocacy for preferred options. The callouts in the figure list how FANRPAN will work to strengthen each of these functions.

Relevant and Timely Research

FANRPAN hopes to increase the use of research results in policymaking by increasing the demand for research and improving the supply of relevant research. Aligning research studies with national development priorities is an important part of its strategy. FANRPAN will help identify and set research priorities at regional and national levels and will design research programmes in collaboration with international and regional bodies, country governments and civil society organizations. It will also strengthen the ability of the national secretariats to identify the most appropriate providers for planned research studies. Finally, it will enhance the quality of regional research by promoting partnerships and mentoring links among member research institutes and by developing short-term training courses to disseminate specific technical skills.

Converting Research into Viable Policies

Converting research data into viable policies takes special skills and broader dialogue with stakeholders. FANRPAN's has intentionally housed its national secretariats at institutions that have the administrative capacity and credibility to engage a broad range of stakeholders. It will further invest in these nodes' capacity to convene government leaders, researchers, civil society organizations, the media, and other stakeholders for effective and influential consultations.

FANRPAN's broadly inclusive consultations will provide a much-needed forum for civil society organizations such as farmers' groups to present their point of view to policymakers. At the same time, FANRPAN will also work with these organizations to increase their access to research data and increase their capacity for participating in policy debates.

Improving Advocacy for Preferred Policies

Even the highest quality policy recommendations are of no use to Southern Africa unless they are adopted and implemented by country governments. The most important criterion for FANRPAN's success is the extent to which recommended policies are adopted and implemented by country governments. FANRPAN aims to enhance the voice of its members and partners by improving information flows among nodes and developing resources for members to communicate and disseminate their research to relevant audiences (e.g. by building a media database, arranging exhibits at various conferences, etc.). FANRPAN's secretariat will also work at the international level and in senior policy circles to raise the profile of the organization and effectively position it as the preferred provider for FANR policy research. To this end, FANRPAN is already seeking preferred provider agreements with SADC and COMESA and both organizations are represented on its Board.

As is shown in Figure 1 (page 6), effective consultation with a broad-based community of stakeholders is essential for all three parts of the process—setting the agenda, debating policy options and advocacy. Giving voice to multiple stakeholders lies at the core of FANRPAN's network approach.

Implementation & Resources

FANRPAN will manage the growth, capacity and functions of the organization to maximize the capacity, voice and productivity of the network.

The regional secretariat will serve to drive and manage FANRPAN's research portfolio, while ensuring that members and partners in each country can participate in this work via the national secretariats. It will also connect the Southern African FANR community to the regional and international policy community to facilitate exchange of ideas, open access to new funds and encourage partnership and mentoring projects. It will represent FANRPAN at international meetings and high-level discussions, and take primary responsibility for positioning FANRPAN as a preferred and credible provider of policy analysis. The secretariat will also plan and execute a comprehensive communication programme which will use various tools—FANRPAN's website, newsletter, policy briefs, policy advisories, multi-stakeholder dialogue and multi-media CDROMs—to reach all of FANRPAN's audiences. Finally, the regional secretariat will take the lead in developing training programmes for FANRPAN's membership, although the national secretariats will help to identify training needs and trainers, and will facilitate delivery of this service.

The national secretariats will play a crucial role in keeping FANRPAN connected with national priorities and the concerns of its stakeholders in government, research circles and in civil society. They will provide platforms for transmitting information and ideas both vertically (i.e. up towards and down from regional bodies) and laterally (i.e. among nodes and among members of the same node). The success of FANRPAN's research programmes, conferences, and consultations relies on the national secretariats' ability to identify and engage the most appropriate stakeholders in the process.

FANRPAN's specific plans for its two strategic thrusts—undertaking needed research and analysis and building capacity for research, dialogue and advocacy—are described below.

1. Developing FANRPAN's Research Portfolio

Table 1 shows the projects planned by FANRPAN in each of the four programme areas, and estimated budgets for this work. Some of the work is already ongoing and key funders are noted. FANRPAN has identified appropriate members and partners to conduct research, analysis and stakeholder consultations for each project, and is working via its members and partners to disseminate and apply the results as appropriate.

FANRPAN plans to hire a Programme Coordinator to lead each research area. This senior-level researcher will be housed in the regional secretariat. He/she will be responsive for: designing policy-relevant and demand-driven policy projects; identifying appropriate resources and partners for conducting the research; and helping to secure funding for planned work. Initially, programme coordinators will be funded through the secretariat's budget and may be hired on a part-time or consultant basis, but eventually their salary will be covered by overhead charges included in programme budgets.

Table 1: Ongoing and Planned Policy Programmes (2008-2013)

RESEARCH PROGRAMME	PROJECT	2- 5 YEAR BUDGET	STATUS	CURRENT FUNDER(S)	IMPLEMENTING COUNTRIES
Food Systems	1. Global Environmental Change and Food Systems in Southern Africa	\$5.6 million	New		5 of the most vulnerable -to be determined
	2. Addressing Agricultural Biotechnology and Biosafety Policy Issues to Improve Food Security	\$1.5 million	Ongoing needs top up funding	USAID, IFPRI	Malawi; Mauritius; South Africa; Swaziland;
Agricultural Productivity	1. Seed and Fertiliser Trade (Harmonisation of policies: Promoting bulk procurements: Use of input vouchers)	\$4 million	On-going, needs top up funding	USAID	Mozambique, Lesotho Malawi, Swaziland Zambia
	2. Developing a Strategy to Scale Up Use of Input Vouchers for Promoting Use of Productive Inputs by Smallholder Producers in Southern Africa	\$3 million	New		Angola; Lesotho; Malawi; ; Mozambique; Namibia; Africa; Swaziland; Tanzania; Zambia; Zimbabwe
	3. Design of the COMESA CAADP Regional Compact	\$235,700	New		To cover all 19 COMESA countries
Natural Resources and Environment	1. Institutionalising Agroforestry for accelerated impact and improved livelihood by smallholder farmers	\$4.8 million	New, submitted for funding		Angola; Malawi; Mozambique; Namibia; Tanzania; Zambia; Zimbabwe
	2. Energy crops and Agroforestry Systems for arid and semi-arid echo-systems (Biofuels)	\$3 million	On-going, needs top up funding	European Union Commission	Africa wide
	3. Strengthening parliamentarians capacity for reforming natural resources and agricultural policies	\$1 million	New		All 12 member countries
	4. Limpopo Basin water poverty analysis, Water availability and Access, Agricultural Water Productivity, Institution and intervention,	\$700 000	On-going	Challenge Program on Water and Food (CPWF)	Botswana; Mozambique; South Africa; Zimbabwe

	<p>Analysis and Knowledge Base Development Limpopo Basin Focal Project</p> <p>5. Impact assessment of research in the Challenge Program on Water and Food (CPWF): An adoption and cost-benefit analysis project</p> <p>6. Strategies for Adapting to Climate Change in Rural sub-Saharan Africa: Targeting the Most Vulnerable</p>	\$ 91,241	<p>On-going</p> <p>On-going</p>	<p>Challenge Program on Water and Food (CPWF)/International Centre for Tropical Agriculture (CIAT)</p> <p>International Food Policy Research Institute (IFPRI)</p>	<p>Global with emphasis on South Africa, Zimbabwe, Thailand</p> <p>Angola; Botswana; Lesotho; Malawi; Madagascar; Mauritius; Mozambique; Namibia; South Africa; Swaziland; Tanzania; Zambia; Zimbabwe</p>
Impact of HIV and AIDS on Agriculture and Food Security	<p>1. Impact Database for 12 member countries</p> <p>2. Implementation of Human Vulnerability Index (HVI) Tool for targeted humanitarian assistance</p>	<p>\$4.5 million</p> <p>\$2 million</p>	<p>On-going, needs top up funding</p> <p>On-going, needs top up funding</p>	<p>Southern Africa Trust</p> <p>World Vision International / Southern Africa Trust</p>	<p>Lesotho; Swaziland; Zimbabwe</p> <p>Lesotho; Swaziland; Zimbabwe</p>
TOTAL		\$30.4 million			

2. Strengthening the Network and its Voice

The task of building national and regional capacity for policy analysis, policy dialogue and advocacy will be shared by FANRPAN's regional secretariat and the twelve national secretariats. Table 2 shows how responsibilities will be divided between them.

Table 2: The Roles of the Secretariat and the National Nodes

<p>The Regional Secretariat will:</p> <ul style="list-style-type: none"> ▪ Manage and coordinate FANRPAN's research portfolio (as described above) ▪ Facilitate collaborations and partnerships (within the region and with donor country organizations) ▪ Synthesize and disseminate information via a multi-media communication programme that tailors materials and messages to different audiences ▪ Represent FANRPAN at the regional and international level; position it as a preferred provider to key donor and policymaker audiences ▪ Develop training programmes, dialogues and other opportunities for members to share ideas and build skills ▪ Monitor and evaluate progress towards strategic milestones ▪ Provide technical and administrative support to country nodes; institute quality controls ▪ Mobilize resources for the organization 	<p>The National Secretariats will:</p> <ul style="list-style-type: none"> ▪ Grow the network in their countries ▪ Audit the skills, capacities, and priorities of their members so that they can be engaged appropriately in FANRPAN's activities ▪ Raise awareness among members of the most important regional and region-wide policy issues and ways these are being addressed ▪ Facilitate training in policy analysis, communication and advocacy ▪ Convene and lead discussions on issues of concern to members ▪ Develop opportunities for under-represented groups, such as those representing the interests of small farmers, to participate in policy discussions and ensure their voice is heard when setting research priorities
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To accomplish these functions, FANRPAN needs to build a core staff at the secretariat and at the national secretariats, and ensure the quality, continuity and stability of services and programmes. Until now, the organization has been focused on generating high-quality products; it must now invest in people and processes for scaling up its work, addressing the challenges of stakeholder outreach and communications, and ensuring quality control.

At the Regional Secretariat, core FANRPAN staff will comprise:

- Chief Executive Officer (in place)
- A Director of Communication, who will be responsible for planning and implementing communication among members and the Network's target audiences. He/she will also assist and train members to communicate better with policy audiences.
- A Director of Policy who will synthesize research outputs into policy analyses and build members' capacity to formulate policy solutions to national problems (in place)
- 4 Programme Coordinators to lead each research area
- Director of Finance and Administration
- Appropriate administrative support—a programme administrator, a financial officer and a personal assistant to the CEO

Overall costs of staffing and operating the regional secretariat (including training programmes and communications) will be US\$3.75M over five years (ranging from \$714,000 in year 1 to \$815,000 in year 5).

FANRPAN also needs to hire dedicated staff to lead the work of the twelve national nodes. In all cases, the national secretariats are hosted by existing national institutions with mandates for agricultural policy research and stakeholder dialogues. However, without full-time, stable staff dedicated to FANRPAN's work, progress on building, mobilizing and serving member organizations has been uneven. FANRPAN proposes to house one full-

time FANRPAN Officer and a half-time administrative assistant at each node hosting organization. The budget for each hosting node will also include administrative funds for office services, office equipment, travel, etc. and programme funds for hiring consultants, convening national dialogues, and implementing communication and training programmes. The budget for each node in year 1 is estimated at \$150,000, bringing the total for all nodes to \$1.8M per year. Over five years, adjusting for inflation, FANRPAN will need \$9.4M to manage the nodes in a way that delivers maximum benefits to the network.

Table 3 summarizes FANRPAN's estimated budget for strengthening the network and its voice.

Table 3: Projected Budget

	5-year budget	Year 1
Budget for the Regional Secretariat	\$3,750,000	\$714,000
Staff	\$2,750,000	\$515,000
Consultants	\$130,000	\$20,000
Programme costs (meetings, travel, evaluation, etc.)	\$180,070	\$55,000
Operating/overheard costs	\$684,930	\$124,000
Budget for 12 National secretariats	\$9,400,000	\$1,800,000
Cost per node	\$780,000	\$150,000
Staff		\$20,000
Consultants		\$20,000
Programme costs (meetings, travel, communications, etc)		\$80,000
Office services and equipment		\$30,000
TOTAL BUDGET OVER 5 YEARS (for secretariat and 12 nodes)	\$13,150,000	

In total, FANRPAN needs an investment of about \$13M over the next five years to build a strong, viable and effective organization that can promote and lead FANR policy changes in Southern Africa. This organization will be able to support the research and analysis program specified in Table 1 (page 9) as well as provide outreach, capacity-building and communication services to the network.

During the next five years FANRPAN will gradually begin shifting to alternative sources of revenue for these activities. By the end of 2013, FANRPAN expects that staff and programs at the regional and national secretariat will be supported through a mix of the following revenue sources:

- *Overhead fees on research and policy analysis projects.* FANRPAN's research and analysis projects are conducted by members but managed by the regional secretariat. A portion of the overall project budget are reclaimed for administrative costs by the regional secretariat. FANRPAN expects to build its research programs to support larger projects, allowing for better recovery of administrative costs.
- *Fees for specific training programs or other services.* As FANRPAN cultivates expertise within the network and develops needed training programs, it will offer these programs to other organizations for a reasonable service fee.
- *Member contributions.* FANRPAN has 671 members, all of which make a small annual contribution of \$500 to belong to the network. As FANRPAN develops its services to provide greater value to members, it also plans to rationalize its fee structure to build membership revenues. For example, FANRPAN could institute charge fees that are commensurate with services provided and/or with members' size and revenue.

APPENDIX A: FANRPAN's Member Network

The table below shows the number and type of member organizations that constitute FANRPAN's network in twelve countries.

Country	Government	Farmers	Research	NGOs	Donors	For-profit	Total
Angola	5	-	6	9	3		23
Botswana	21	-	16	15	4	4	60
Lesotho	13	1	21	7	2	2	46
Malawi	3	6	5	60	8	12	94
Mauritius	51	7	7	1			66
Mozambique	22	2	12	2	12	3	53
Namibia	3	1	1	1	-	1	7
South Africa	19	4	18	21	13	23	98
Swaziland	7	-	5		-		12
Tanzania	13	4	10	5	1	2	35
Zambia	12	4	1	7	6	16	45
Zimbabwe	30	3	25	20	4	50	132
Total							671

APPENDIX B: FANRPAN'S Partner Organizations

Regional Economic Communities (RECs)

- Common Market for Eastern and Southern Africa (COMESA): 2006
- Southern Africa Development Community (SADC) - Draft under discussion

Government

- The Government of the Republic of South Africa: 2006 - Host Agreement and Diplomatic Status
- Angola: 2007 - Ministry of Agriculture and Rural Development
- South Africa: 2006 - National Agricultural Marketing Council
- The Government of the Republic of Zimbabwe: 2002 - Host Agreement and Diplomatic Status

International Organizations & CGIARs

- International Centre for Research in Agroforestry (ICRAF): 2007
- Global Environment Change and Food Systems (GECAFS): 2006
- International Water Management Institute (IWMI): 2005
- International Fertilizer Development Center (IFDC): 2004
- Overseas Development Institute (ODI), London, UK: 2004
- International Crops Research Institute for the Semi-Arid Tropics (ICRISAT): 2002
- International Food Policy Research Institute (IFPRI): 2002

Farmer Organizations

- Southern Africa Confederation of Agricultural Unions (SACAU): 2005

Private Sector

- CropLife Africa Middle-East: 2006
- Southern African Policy and Economic Series Trust, Zimbabwe: 2002

Universities

- Department of Agricultural Economics, Eduardo Mondlane University, Mozambique: 2006
- Department of Agricultural Economics, Michigan State University: 2004
- Directorate of Research and Unit Development, University of Botswana: 2002
- Agriculture Policy Research Unit, University of Malawi: 2002
- Department of Agricultural Economics, Extension and Rural Development, University of Pretoria, South Africa: 2002
- Department of Agricultural Economics, University of Zambia: 2002
- Department of Agricultural Economics and Extension: University of Zimbabwe
- Department of Agricultural Economics and Extension: University of The North, South Africa: 2002

Civil Society Organizations

- Civil Society Agriculture Network (CISANET), Malawi: 2005
- Agricultural Consultative Forum (ACF), Zambia: 2005
- Namibian Economic Policy Research Unit, Namibia: 2002
- Economic and Social Research Foundation, Tanzania: 2002