

FANRPAN

Food Agriculture and Natural Resources Policy Analysis Network



Strengthening Institutional Capacity for Policy Research and analysis among Stakeholders in the SADC Region



The origins of the Food, Agriculture and Natural Resources Policy Network (FANRPAN) for Southern Africa can be traced to the first Conference of Ministers of Agriculture of Eastern and Southern Africa held in Harare in April 1994. At that meeting, Ministers agreed to support the establishment of a regional agricultural policy network to enhance the capacity for policy formulation and analysis in the region.

While the original understanding of the geographical coverage of the network was the whole Eastern and Southern Africa, a subsequent meeting proposed to establish separate networks for Eastern and for Southern Africa. At a follow-up of a meeting held in July 1994, SADC Ministers of Agriculture approved the establishment of an agricultural policy network for Southern Africa. FANRPAN was then launched in July 1997.

FANRPAN's mission is to co-ordinate, influence and facilitate policy research, analysis and dialogue at the national, regional and global levels in order to develop the Food, Agriculture and Natural Resources sector through networking, capacity building and generation of information for the benefit of all stakeholders in the SADC region.



The FANRPAN objectives are to:

- ▲ Promote appropriate agricultural policies in order to reduce poverty, increase food security and enhance sustainable agricultural development in the SADC region.
- ▲ Improve policy analysis, research and formulation of priority SADC agricultural research themes.
- ▲ Develop human and institutional capacity for coordinated dialogue among stakeholders.
- ▲ Improve policy decision-making through the exchange and use of policy related information.





Dr Tobias Takavarasha

Chief Executive Officer
FANRPAN

Foreword

Stakeholder participation in policy formulation, analysis and implementation is beginning to take root in the SADC region. Governments in the region now realize that to achieve success, an all-inclusive approach is necessary. One of the key objectives of FANRPAN is the need to assist and facilitate the development and strengthening of institutional capacity for policy formulation, research and analysis among farming groups. This is accomplished by encouraging collaboration in policy research and analysis with existing regional, national and international institutions. The strengthening of FANRPAN country nodes so that they can effectively interact with stakeholders and identify ways of improving collaboration with farmer-based organisations is critical in this process to ensure achievement of objectives.

Smallholder farmers, and in particular their commodity associations and farming unions which represent the interests of farmers can play a key role in guiding policy research formulation, analysis and implementation. Smallholder farmers are the grassroots and soliciting their cooperation improves the prospects of acceptance and successful implementation of desired objectives.

It was precisely for the reasons stated above that, CTA (Technical Centre for Agricultural and Rural Cooperation ACP-EU Cotonou Agreement) and FANRPAN decided to host a regional workshop to review the current status of stakeholder institutions that deal directly with smallholder farmers and operations of country nodes in their co-ordination and collaboration on policy research and analysis. The workshop was held at the Holiday Inn Pretoria, South Africa from 13 to - 15 November 2002.

Abbreviations

ACF	Agricultural Consultative Forum
ACP	African, Caribbean and Pacific
AGRISA	Agriculture South Africa
ASIP	Agricultural Sector Investment Programme
ATF	Agricultural Trade Forum
CGIAR	Consultative Group on International Agricultural Research
CIMMYT	International Maize and Wheat Improvement Centre
CLUSA	Cooperative League of the United States of America
COMESA	Common Market for Eastern and Southern Africa
COSAMP	Southern African Confederation of Maize Producers
CTA	Technical Centre for Agricultural and Rural Cooperation
DANIDA	Danish International Development Agency
DTI	Department of Trade and Industry
ECAPAPA	Eastern and Central Africa Programme for Agricultural
EU	European Union
FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network
FARA	Forum for Agricultural Research in Africa Farmers Network
FBO	Farmer Based Organisation
	Food Agriculture and Natural Resources
ICRISAT	International Crops Research Institute for the Small-Arid
IDEAA	Initiative for Development and Equity in African Agriculture
IFAP	International Federation of Agricultural Producers
IFPRI	International Food Policy Research Institute
MACO	Ministry of Agriculture and Cooperatives
MASIP	Malawi Agricultural Sector Investment Programme
MOU	Memorandum of Understanding
NAFU	National Agricultural Farmers Union
NASFAM	National Association of Smallholders
NAU	Namibia Agricultural Union
NDA	National Department of Agriculture
NEPRU	National Economic Policy Research Unit Network
NGO	Non-governmental Organisation
NNFU	Namibia National Farmers Union
NORAD	Norwegian Agency for Rural Development
PAM	Programme Against Malnutrition
PRSP	Poverty Reduction Strategy Paper
RFSTP	Rural Food Security Training Programme
SACAU	Southern Africa Confederation of Trade Union
SADC	Southern African Development Community
SADC-HUB	Southern African Development Community - HUB
SADCSSFNW	Southern African Development Community Smallscale Farmers Network
USA	United States of America
USAID	United States Agency for International Development
ZATAC	Zambia Agribusiness Technical Assistance Centre
ZNFU	Zambia National Farmers Union

Table Of Contents

Introduction

- Workshop Objectives
- Conduct of Workshop
- Expected Outputs
- Participants

Section I - OPENING REMARKS

- Opening Remarks - South Africa Node Coordinator - Professor Kirsten
- FANRPAN Progress Report and issues - Dr. T. Takavarasha (CEO, FANRPAN)

Section II - SUMMARY OF PROCEEDINGS OF WORKSHOP

- SADC Regional Food Security Training Programme
- ICRISAT
- Cooperative League of the United States of America (CLUSA)
- Keynote Addresses
- Mananga Experience
- Initiative for Development and Equity in African Agriculture (IDEAA)
- Country Presentations by Node Coordinators

Section III - KEYNOTE PAPERS

- Farmer Based Organisation Collaboration Development: A Framework for Discussion.
- Enhancement of Stakeholder Consultation as a Key Component of Agricultural Development in Zambia

Section IV - COUNTRY PRESENTATIONS

- Zimbabwe Node
- Botswana Node
- Namibia Node
- Malawi Node
- South Africa Node
- Zambia Node

Section V - REPORTS FROM GROUP DISCUSSIONS

- Group I - Measures to strengthen the capacity of FBOs in Policy Analysis at regional and national level.
- Group II - Measures to strengthen the capacity of Country Nodes in research and stakeholder consultation
- Group III - Institutional collaboration and donor participation

Section VI - ANNEXES

General Recommendations

- Annex I - Regional Food Security Training Programme (Briefing Note for the Work Attachment Programme)
- Annex II - Workshop Programme
- Annex III - List of Participants

Introduction

Objectives Of the Workshop

- ▲ To present an overview of stakeholder institutions and farming organisations and come up with a strategy for enhancing capacity building for policy analysis by stakeholder institutions.
- ▲ To reevaluate and adjust node operations to achieve improved efficiency and transparency in coordinating stakeholder driven research, development, terms of reference for policy studies and partnership for collaborative research work.
- ▲ To discuss strategies for strengthening partnerships with national, regional and international policy research and donor institutions in their countries of operation.

Conduct Of the Workshop

Keynote addresses were on:

- ▲ Overview of farmer based organizations in the region and strategies for improving collaboration and capacity building for policy formulation and implementation
- ▲ Enhancement of stakeholder consultation as a key component of agricultural development in Zambia.
- ▲ Co-operating partners, namely the SADC Food Security Training Programme, ICRISAT, CLUSA, Mananga Training Institute (Swaziland) and IDEAA were given the opportunity to make presentations on areas of focus and possible collaboration with FANRPAN.

Expected Outputs

The workshop was expected to contribute in the short to medium term towards the following outputs:

- ▲ Recommendations on establishing mechanisms for building the capacity for policy analysis among farming groups
- ▲ A common approach for strengthening and restructuring country nodes together with material for drafting node constitutions, MOUs for partner or host institutions, action plans, research topics and operational producers' manual
- ▲ A Policy Analysis Institutional Matrix and Directory of Collaborative institutions in the region as a FANRPAN/CTA Publication
- ▲ Report on the proceedings of the workshop and the way forward.

Participants

Member countries were invited to bring two participants. Node Coordinators in the participating countries were asked to bring a member of a farmer based organization. New node members (Mauritius, Swaziland, and Lesotho) were also invited to send representatives. There were also participants from cooperating partners (SADC Food Security Training Programme, ICRISAT and IDEAA). Thirty five people participated at the workshop.

Section ONE



Opening Remarks

Welcome Address

The welcome address was given by Professor Johan Kirsten of the University of Pretoria on behalf of the host country node, South Africa. Professor Kirsten emphasized that effective operation and successful delivery of the objectives of FANRPAN are dependent on the input of country nodes. Networking at all levels, formal, informal, social, academic, research etc was very important. Professor Kirsten urged FANRPAN to stay focused on its research oriented mandate. Professor Kirsten who is also a member of the FANRPAN Board of Directors, wished participants successful deliberations and an enjoyable stay in South Africa.

FANRPAN Progress Report And Issues

Dr Takavarasha the Chief Executive Officer (CEO) of the Network outlined the mandate of FANRPAN and the developments that had taken place since its establishment in 1994. FANRPAN is now a fully established institution with a Constitution, a Strategic and Business Plan and a full time Secretariat. The objectives of FANRPAN are to

steer agricultural policy reforms, spearheaded by policy units in research and other related institutions; to promote stakeholder consultation in policy related issues; to train policy analysts in collaboration with other institutions; and to promote policies that lead to reduction of poverty, increase in food security and agricultural development.

FANRPAN seeks to collaborate and partner with other institutions involved in agricultural policy research, formulation and analysis in the SADC region. It is of critical importance to involve all stakeholders in order to undertake policy research that would directly benefit farmers and particularly smallholder farmers who make up the majority in the region.

Dr Takavarasha outlined that the network was managed by a Board of Governors through the CEO. A Technical Committee elected by the Board of Governors provided FANRPAN with technical advice on a number of issues.

The Secretariat is kept lean hence the need to develop the capacity of country nodes to strengthen their capacity of stakeholder consultation.

Section TWO



Summary of Proceedings of the Workshop

Keynote Address: Farmer Based Organisation Collaboration Development: A Framework For Discussion

The paper was presented by Philippe Dardel of the SADC Rural Development HUB. The paper defined what farmer based organisations were and how some of them had evolved in the SADC region. Although the paper dealt with issues pertaining to the region, Mr. Dardel also gave some examples of the development of farmer based organisations in other parts of the world. With the increase in stakeholder consultation, farmer based organisations (FBOs) needed to strengthen information gathering, policy analysis, representation and communication. Direct planning and implementation by government was no longer being promoted as stakeholder consultation was necessary to achieve success.

The fact that FBOs were already in a way partners of FANRPAN meant that some pragmatic approach to collaboration had to be developed. For FBOs to meaningfully influence the policy research, they had to be equipped with the skills to enable them to do so. FANRPAN was well placed to influence the narrowing of this skills gap with the assistance of other regional institutions. Institutional capacity building was very important for the development of FBOs and their effectiveness in the national consultative forum and at all levels of policy making.

Discussion

The keynote address by Philippe Dardel generated a lot of debate since the issue of the development of farmer-based organisations is quite topical in almost all SADC countries. One of the issues that was common in countries with a history of white settler farming such as Zimbabwe, Namibia and South Africa was how to reconcile the seemingly divergent needs of large scale commercial farmers (dominated by whites) and smallholder farmers (dominated by blacks). The participants pointed out that the reason why there were several FBOs in one country were historical with some unions or associations serving the interests of

large scale commercial farmers and others representing small-scale farmers. This phenomenon had manifested itself at the regional level with the Southern African Confederation of Agricultural Unions (SACAU) founded in 1992 which groups farmers unions from 4 countries and the Small Scale Farmers Network (SSFNW) founded in 2000.

The reasons cited for forming SSFNW were that SACAU had not been responsive to the concerns of smallholder producers. Very often, because of the level of development, scale of operations, and degree of sophistication of commercial farms in Southern Africa, small-scale farmers often felt that unions representing large-scale commercial farmers did not adequately address their concerns.

Small-scale farmers were preoccupied with issues such as access to adequate farming land, access to funding, poor infrastructure, market access, training and extension. The workshop, however, recommended that unions should collaborate at the formal level, emphasize common ground and eventually reconcile differences and speak with one voice for the benefit of agriculture.

Participants were also emphatic on FBOs remaining apolitical. In many countries in the region, governments and politicians have quickly realized the latent power of well organized farmers' associations and unions. Unfortunately most associations and unions in the region do not seem to realize the power they have to influence agricultural and other economic related policies. Often, leaders of FBO's usually want to align themselves to political parties in power in the mistaken belief that it would enhance the progress of their organisations.

Other issues discussed included commissioning studies on the effects of trade liberalization, educating farmers on contract farming so that they are compensated fairly and basic business knowledge.

Keynote Address: Enhancement Of Stakeholder Consultation As A Key Component Of Agriculture In Zambia

The lessons from the experiences in stakeholder consultations in Zambia as presented in this keynote address were of significance to all countries in the region.

Zambia had taken up the issue of stakeholder consultation through the establishment of the Agricultural Consultative Forum (ACF). Participants were informed that the metamorphosis of the Agricultural Sector Investment Programme (ASIP) which fostered private - public sector partnerships resulted in the formation of ACF.

Other aspects covered in the keynote address were objectives of the ACF, membership, financing, achievements of the ACF, future roles and institutional sustainability. In line with efficient allocation and use of resources, the ACF is supported by a lean secretariat comprising of the Coordinator, Programme Officer, Socio Economist and a support staff.

To enhance institutional sustainability, the ACF was looking at measures for support from local stakeholders, maintain a lean secretariat and have a part time executive board.

The issue of more independence from government was very important to improve the outlook and perception of the institution. Stakeholders often do not want the activities of an institution in which they have a stake to be mirrored in the government bureaucratic processes.

The ACF has already charted a vision for the future in which they are going to take the leading role as a major forum for stakeholder consultation. Collaboration with FANRPAN at both the node and regional level has been improved and consolidated.

Discussion

In the ensuing discussion some participants questioned the prudence of leaving the membership of the ACF operating in an informal manner without a constitution or a legally binding agreement. Others were of the view that formalisation of institutional membership sometimes stifles stakeholder independence. It was, however, resolved that each country looks at its own circumstance and decide on what was the best

arrangement. Participants felt that the preponderance of government institutions in the membership of ACF might tip the balance in favour of government in decision making.

Country Presentations By Node Coordinators

Node coordinators were tasked to prepare a progress report on their operations, the current structure of their node, composition of their management committee, activities undertaken so far, constraints faced and proposals for strengthening the nodes to undertake cost effective research collaboration, stakeholder co-ordination and capacity building. The nodes were also asked to include a detailed inventory of stakeholder institutions operating in the country in the field of food, agriculture and natural resources, including farming organisations and agribusiness, with recommendations for improving partnerships and policy research collaboration as part of FANRPAN network operations.

Zimbabwe, Botswana, Tanzania, Namibia, South Africa and Malawi presented their reports through node coordinators or representatives of node coordinators.

The new nodes of Lesotho and Swaziland were able to send representatives to the meeting.

Node coordination in each country was invariably located at universities, research institutes or government ministries. The modus operandi showed very little variation from country to country with structures of the nodes, management committees and collaborating institutions being drawn from these similar groups. Countries were at different stages of implementation but encouragingly a number of states had initiated and even completed some studies ranging from land reform issues, policy studies on maize and cassava, commodity trading and the impact of HIV/AIDS on agricultural production. Experiences with relationships between farmer based organisations and FANRPAN nodes followed the same trend as the development of the FBOs in the countries concerned.

Constraints experienced in the operations of the nodes could be summarized as follows:

- ▲ Lack of adequate financial resources thereby curtailing stakeholder consultation.
- ▲ Poor equipment hindering communication with stakeholders.
- ▲ Diverse interests of stakeholders and sometimes other competing interests impact on the smooth implementation of FANRPAN activities
- ▲ Close liason between SADC Secretariat, FANRPAN organs and SADC Council of Ministers critical for successful implementation of objectives.
- ▲ Meaningful cooperation between FANRPAN nodes and national policy making bodies being hampered by the absence of a regional agricultural, food and natural resource policy for SADC.

Discussion

During discussion the point that had been poignantly expressed by South Africa on node neutrality came under the spotlight. South Africa had pointed out that node coordination should move away from universities and government departments to more neutral venues. There were differences of opinion as countries did not have exactly the same policy environment.

There was a strong case for linking national policies to regional policies and this was an area where FANRPAN could be of great assistance in coordination. It has been pointed out among the constraints that the absence of a regional policy on food agriculture and natural resources hampered cooperation among country nodes.

There was general agreement that there should be some convergence on the structure of nodes, management committees and other relevant issues pertaining to the implementation of node activities. Country nodes needed to be pro-active in fund raising to facilitate their operations.

The importance of bringing all stakeholders together was hailed as being of paramount importance with participants once again reviewing the role of FBOs in policy analysis and implementation. Most FBOs in the region were weak and needed strengthening through training in order to participate meaningfully in

stakeholder consultations.

SADC Regional Food Security Training Programme

Mr. Edward Chisala, the Director of the Programme, at the SADC Food Security Training Programme pointed out that the purpose of his presentation was to bring to the awareness of the participants what the aims and objectives of the Regional Food Security Training Programme were. He gave a brief outline of the areas where his organisation was focusing on which included policy management and analysis; poverty and food security as well as food marketing. The Director explained the aim of the work attachment programme and how the programme was designed for the benefit of network members who may be interested in participating.

In line with the aims and objectives of the workshop, Mr. Chisala was of the opinion that a very exciting possible area of collaboration with FANRPAN was the farmer exchange programme. FANRPAN and the Regional Food Security Training Programme (RFSTP) could both address unions, farmer's associations and co-operatives and share resources to successfully implement the farmer exchange programme.

ICRISAT

Dr Joseph Rusike, an Economist with ICRISAT based at Matopos, Bulawayo presented research findings on Farmer Field Schools. The research was prompted by concerns over the falling of average yields despite the adoption of improved seed varieties. Some of the major factors causing this phenomenon were nutrient application, water management and conservation as well as general farm management.

From results obtained so far, the Farmer Field School concept has shown effectiveness in dissemination of information to farmers. Through farmers communicating with each other, farming techniques are imparted in an almost informal manner by people who easily understand each other. The Farmer Field School aims to develop farmer capability through the development of an appropriate curriculum, training of extension workers and networking

through field days. In this way water harvesting techniques, and best ways of fertilizer application are imparted to the majority of farmers and not only those with resources.

There are major lessons coming out of the research ICRISAT is conducting and benefits to farmers are being assessed and the lessons from the research will determine the way forward.

Cooperative League Of The United States (CLUSA)

Mr. Johnny Colon from the Cooperative League of the USA (CLUSA), an NGO working in Mozambique spoke about the efforts his organisation was making in assisting with the establishment of farmers' associations in the northern part of Mozambique. CLUSA is currently working with 28 000 very resource poor farmers and their approach was very much market driven. This was to ensure that whatever the farmers produced beyond their subsistence requirements, found a market.

Initiative For Development And Equity In African Agriculture (IDEAA)

Dr. Carroll Khombe, Programme Manager with the IDEAA Regional Office in Harare gave a brief overview of the activities of the organisation in the SADC

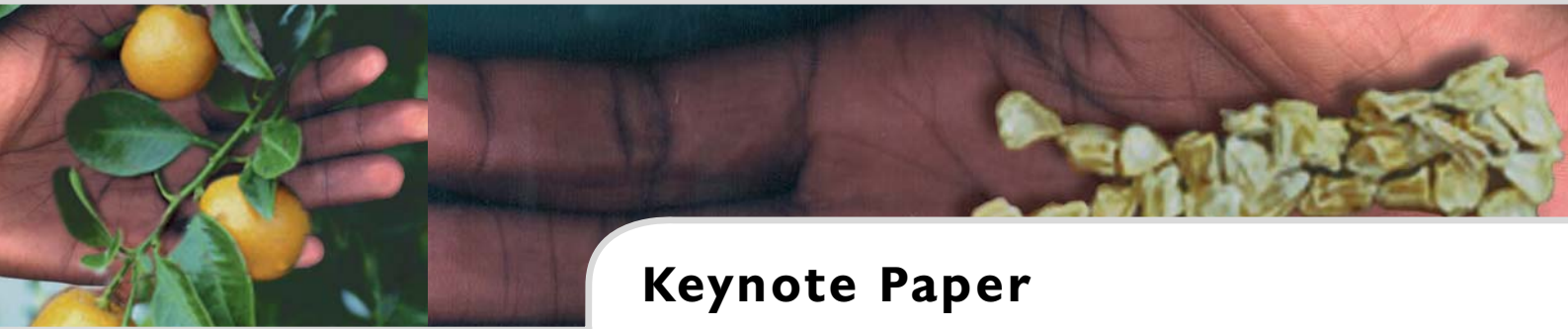
region. IDEAA was one of the organisations that was actively engaged in the promotion of high value agricultural commodities in Southern Africa. The presentation urged government to play a leading role in facilitating the development of implementable policies that would impact positively on the lives of the rural people who constitute the majority of the population in the region.

IDEAA could engage with FANRPAN in enhancing capacity to facilitate policy awareness at national regional and international levels. There are a number of areas in which the two institutions needed to collaborate so as to create synergies.

Mananga Experience

Dr Rangarirai Peter Taruvinga of Mananga Training Institute in Swaziland was given an opportunity to discuss the training programmes available at his institution. There were a number of core courses to enhance both individual and institutional capacity. Mananga could also design courses/programmes to suit the requirements of a client and this had been done for a number of organisations in the region. Due to Mananga's experience in agriculture and rural development, there was a scope for collaboration between the two institutions.

Section THREE



Keynote Paper

Farmer Based Organisation Collaboration Development: A Framework For Discussion

Presented by Mr Philippe Dardel, Rural Development Policy Advisor, SADC Food Security and Rural Development Hub

Why should FANRPAN develop collaboration with FBOs?

As you all know, FBOs, like other groups of stakeholders, are now increasingly involved in policy consultation. Therefore, they face needs in terms of information, analysis, representation and communication.

It is not the purpose of my presentation to provide an analysis on such an evolution. In my opinion, for a long time, policy development in the region meant essentially direct planning and implementation by government, alone or by negotiating with external sources of financing. There has been a shift, still incomplete, towards processes where governments are expected to create an “enabling environment” in order for economic players to develop their own plans, activities and institutions. In that context, governments need information from actual economic practitioners and implementers such as farmer representatives in order to adjust the policy framework adequately. It also needs to obtain the assurance that these economic players are prepared to develop such initiatives.

What are the purposes of such consultations? Different practical situations can/could occur and you may want to think of practical examples in your respective countries such as:

- Dialogue/negotiation process between policy decision-makers and each category of stakeholders in order to adjust this enabling environment (e.g., irrigation management systems in Namibia).
- Negotiation can develop between FBOs and other trade partners in order to “organise” the sector (e.g., on levy mechanisms or pricing).

- Alliances between FBOs and Ministries of Agriculture could appear to lobby Ministries of Finance and urban elites as regards the importance to give to agriculture and rural areas - the PRSP (Poverty Reduction Strategy Paper) can provide ground for that.
- Alliances between FBOs, governments and other national stakeholders in order to contribute to international negotiations, e.g. the WTO and the negotiations now starting between the EU and ACP countries about Economic Partnership Agreements.
- More commonly, lobbying is developed by some categories of farmers (as opposed to other categories) in order to adjust their position within the agricultural policy framework.

Note that there is another interesting evolution. At present: large donors such as the EU are increasingly prepared to transfer funding directly to national budgets instead of financing projects on a case-by-case basis. Yet, this requires that policy formulation objectively becomes a more participatory and transparent process in order not to leave Ministries of Finance and urban elites to determine alone policy orientations. In turn, this requires that information and analysis be accessible and developed by these different categories of stakeholders. Again, the PRSP process provides a practical example of this trend.

Therefore, FBOs are key stakeholders in these processes and, as such, are already among FANRPAN’s partners. They also appear like potential “clients” for FANRPAN. As such, they could propose practical research

orientations that correspond to their own actual needs. At the same time, FANRPAN may express mutual expectations from them.

Yet, this is challenging. In particular, FANRPAN may need to determine what services it can offer to match these various needs, and what it actually cannot, or should not. Moreover, this evolution as regards policy consultation is far from being totally recognized in the region today. Therefore, FANRPAN and FBOs may have to devise pragmatic approaches, different from what an ideal approach would suggest.

So the main questions for FANRPAN at this stage are simple:

- ▲ Is this justification properly described (at least the main ideas)?
- ▲ Could FBOs be considered as “clients” of the network?

What FBOs are we Talking About, that FANRPAN should deal with?

It is important to get back to some basic concepts about FBOs in order to facilitate a common approach. First, we are talking of organisations that are set up, managed and owned solely by farmers. For that reason, some forms of so-called producer organisations that have been promoted in the region may look suspect (e.g., some grain co-operatives).

FBOs functions are theoretically of two kinds (See Figure 1):

- ▲ defending members' interests through advocacy and lobbying (both in the political and economic arenas),
- ▲ provision of development services to members, including market linkages. FANRPAN should focus its attention on the first function only.

The first function is traditionally carried by national farmers unions (e.g., NNFU and NAU in Namibia). FANRPAN's first focus should probably be on these institutions, but other types of organisations can also develop that function, whether it is their main objective or not. e.g.

- Commodity Associations (Paprika Producers Association of Malawi), on issues specific to their sub-sector
- National producer organisations whose main function is not advocacy, such as NASFAM in Malawi, but necessarily develop a representation function.
- Regional organisations: general ones like SACAU,
- Commodity specific such as the Southern African Confederation of Maize Producers (COSAMP) and the Southern African Meat Producers' Forum
- Constituency specific like SADCSSFNW (SADC Small-Scale Farmers Network).

FANRPAN may want to consider these other organisations as potential partners as well. Note that, beyond the regional level, you may find international networks such as IFAP (International Federation of Agricultural Producers), via Campesina and the International Cooperative Agricultural Organisation (see a presentation at the end).

Other organisations such as chambers of agriculture (e.g., the model developed in West Africa) might be of interest. However, there are very few institutions in Southern Africa that resemble the West Africa concept. Such institutions might include, e.g., the Meat Board and the Agronomic Board in Namibia, although one may argue that Government's influence in these boards remains significant.

It could be relevant for FANRPAN to undertake a sort of inventory, or “who's who”, of such national and regional umbrella organisations. This could be done in collaboration with regional farmer organisations. It would describe their main functions, constituency, orientations, size, location and, more importantly for FANRPAN, their capacity as regards: (i) farmers representation and (ii) policy analysis and advocacy.

The two regional organisations, SACAU and SSF NW, could be of particular importance to the FANRPAN network.

The Southern African Confederation of Agricultural Unions (SACAU), groups eight (8) national farmers unions of four (4) countries: Namibia, South Africa, Zimbabwe and Zambia. The respective national unions represent different categories of farmers, in particular with regards to their size. The confederation was created in 1992 and is presently chaired by Zambia National Farmers Union. Of significance to this workshop, ZNFU has a representative on FANRPAN's Board of Governors. Until last year, SACAU looked essentially as a forum offering the possibility for national organisations to meet, receive information and exchange views. Changes started last year in order to set up a permanent secretariat and set up a section dealing specifically with "development" issues (meaning: smallholder farming). This would also provide capacity building support to farmer unions. At the international level, SACAU has decided to join International Federation of Agricultural Producers (IFAP).

The Small-Scale Farmers Network was launched in 2000 and is led by farmers unions of Namibia and Mozambique. Its purpose is to strengthen analysis and advocacy capacities of farmers' unions which represent specifically small-scale farmers. This network also reflects the region's smallholder farmers interest at international forums.

However, it has shown that both institutions still remain weak. None of them has either a secretariat or a sustainable financing mechanism. None of them has yet really developed an advocacy function as such and they are not recognised as such. As a result, farmers' representation at the regional level is limited as well. Their main strength lies in the strength of national farmer unions and members of these institutions. Interestingly, both organisations are indirectly represented on FANRPAN's Board of Governors. Collaboration could surely be promoted.

The existence of the two organisations at the regional level illustrates some of the constraints FANRPAN might face as regards farmer organisations' diversity these are:

- There can be competition between farmer organisations, e.g., because their members compete on similar markets, represent different constituencies or have developed divergent views.

So FANRPAN might need to devise a practical approach as it might put the network into an uncomfortable position.

- There can also be different levels of representativeness and institutional capacity among different FBOs. On this last point, NAFU and AGRI SA in South Africa are some examples. This may create some difficulty for FANRPAN: (1) the research agenda may tend to be influenced by stronger organisations but this might not reflect all farmers' needs; (2) FANRPAN's recommendations as regards to some categories of farmers may be inadequate.

The good news however, is that the preparedness of FBOs for dialogue amongst themselves in Southern Africa seems to be greater than in other regions of the world.

To conclude on this chapter, the questions FANRPAN should deal with include:

- ▲ *Are the different kinds of FBOs described relevant as regards FANRPAN's partnership development?*
- ▲ *Should FANRPAN develop further its knowledge of FBOs and, if so, how?*
- ▲ *Should FANRPAN devise an approach as regards FBOs' diversity and, if so, which should be the main guiding principles? Farmer organisations' diversity deals here with their orientations, institutional capacity and representativeness.*

What are FBOs' practices and needs as regards policy analysis ?

Farmer organisations are now usually involved in consultation processes such as for the PRSP, ASIP, national budget, specific programmes or policy orientation. They also take part in Boards or Consultative forums. It can be relatively informal (like NASFAM in Malawi, at least until last year) or formal. It can take the form of passive attendance at conferences as well as active, organised contribution to sector policy/strategy (e.g., development of the Strategic Plan for South African Agriculture, involving both NAFU and AGRI SA alongside government).

That the working group should list, based on its own experience, the main strengths and weaknesses of such consultation processes. It would then derive actual needs specific to FBOs. However, some of the strengths and weaknesses of these processes perceived are.

- The need for consultation of farmer representatives is increasingly recognised; indeed it is increasingly happening and is more and more welcome.
- Yet there is still a margin for a lot of progress, as for instance, consultation of agricultural stakeholders might not well be recognised by the people dealing with the trade sector. The same can be said about ministries of finance.
- Farmers representation is usually recognised by law, but consultation is not formalised by regulations.
- There is also weaker recognition at the regional level, for instance at SADC level.
- Also critical, is whether national farmers' unions' role is sufficiently recognised by farmers themselves. It has implications in terms of viability and effectiveness. Farmers might be more attracted by commodity associations than generalist farmers' unions. This has serious financial implications. For FANRPAN, this means that collaboration with farmer based organisations must deal with issues which are relatively practical in order to be recognised by their members.

A second aspect deals with institutions' capacity, first in terms of information and analysis, secondly in terms of communication and lobbying:

- As mentioned earlier, farmers' unions' capacity is unbalanced. In particular, farmer unions representing small-scale farmers often have limited human resources and, consequently, weak information and analysis capacity (e.g., NAFU).
- The problem is that other stakeholders also have weak capacity in some countries, including within Government.

- At the same time, these stakeholders are requested to deal with a broad range of issues, often complex technical issues.

- Thus the need for strict prioritisation and adequate identification of issues to be analysed.

- There is the need too, to be able to identify the proper specialists on each specific set of issues.

The third aspect deals with the form it takes: e.g., there is a trend towards consensus seeking through various modes of multi-stakeholder meetings and forums. Now, could consensus be too soft and conservative? Does it meet the needs to adjust analysis to the various categories of stakeholders?

What comes out of this is that FBOs' needs are of different orders; they need:

- continuous information but not any information and in any form (wording, length, practicality, accessibility...)
- analysis
- to provide active contributions (so that they learn by doing and get recognised)
- to develop advocacy and lobbying, which means : recognition of their function, access to resources (external support, permanent contributions from members).

FANRPAN may need to specify at which of these levels it can provide services (probably the two first ones), and which kinds of services.

In terms of priority policy issues, needs as expressed by regional FBOs (SACAU and SSF Network) include:

- the implications for agriculture of the combination of trade agreements,
- sector links with proper macro-economic policy,
- land issues,
- accessible financing,
- infrastructures,
- small scale farming reaching critical mass for marketing,
- input supply,
- risk management and related safety nets,
- producer organisations' institutional and supportive

- environment, as regards their economic function as well as their advocacy role
- competitiveness of specific sub-sectors, such as cattle, fruit and vegetables, cereals, tobacco and cotton.

What could also drive their identification process is what is coming on the policy agenda next: e.g., food crisis, free-trade agreement negotiations (EU, US), implementation design of PRSP, ASIP (Agricultural Sector Investment Programme) and rural development strategies. Again this is purely indicative. Also, where does FANRPAN's existing research plan meet their agenda?

How are such FBOs' needs being answered?

- Invitation to meetings, forums...
- Involvement in broader institutions (ACF Zambia, FANRPAN)
- Direct Technical Assistance or funding support to projects carried by national farmer unions (direct support is not easy to justify)
- Funds for studies (French funded project)

What can FANRPAN and its partners offer?

First, my perception of FANRPAN is that it can provide different kinds of services:

- promote stakeholders consultation
- undertake studies directly
- or, alternatively, source specialised human resource who can undertake studies
- facilitate exchange of ideas and experiences at the regional level
- promote or undertake the synthesis and dissemination of work developed by different institutions in the region (e.g., studies on HIV AIDS presently)

Secondly, up to now, views of FBOs have been expressed from inside FANRPAN's structure. As a first step, you may want to determine how to improve on that. For example, my perception is that:

- ▲ These views have indeed been expressed at country level, but mixed with other stakeholders' views.
- ▲ Have farmers' and private sector's representation faded when FANRPAN has reached the regional level to provide a synthesis of key policy issues? Moreover, this synthesis process at the regional level might have induced a loss in the "practicality" of issues identified at the country level.
- ▲ Is there a risk (or is it a strength?) that, considering how FANRPAN has developed, research orientations might be driven essentially by researchers and economists as well as policy-making institutions such as SADC. If so, how can the views of the other stakeholders within FANRPAN be strengthened?

As a second step, FANRPAN may want to consider initiatives and mechanisms with FBOs as external partners. Here are ideas which could also guide these discussions:

- ▲ How could FANRPAN respond to requests for analysis and information presented specifically by FBOs, considered as clients?
- ▲ Is there a need for a needs assessment?
- ▲ What about assisting them in developing and prioritising their analysis agenda?
- ▲ In developing information media adapted to their capacity and needs (such as newsgroups, newsletters and communication of policy briefs)?
- ▲ Would a data base of specialised resource persons and other sources of information be useful?
- ▲ How could FANRPAN promote further their consultation role, including at the SADC regional level?

What can FBOs offer to FANRPAN?

First, as an economist, I find that the confrontation of ideas with the private sector, in particular farmers, is, challenging, but also very rewarding. Moreover, considering the fact that stakeholders' contribution to policy formulation and strategic planning is still not fully established in the region, alliances may be useful.

Conclusion

Some members will be tasked to address possible approaches for FANRPAN to develop collaboration with farmer-based organisations (FBOs). Propose guidelines in that respect. It is not to provide you with ready-made recipes, but to propose a framework for discussion.

The various questions that you should consider include the following:

- ▲ Why should FANRPAN develop collaboration with FBOs?
- ▲ Who are these FBOs in the region that FANRPAN should deal with?
- ▲ What are their practices and needs today as regards their contribution to policy formulation, in terms of both form and content?
- ▲ How are these needs being met at present, in general, and by FANRPAN in particular?
- ▲ What could FANRPAN offer them?
- ▲ What could FBOs offer to FANRPAN?

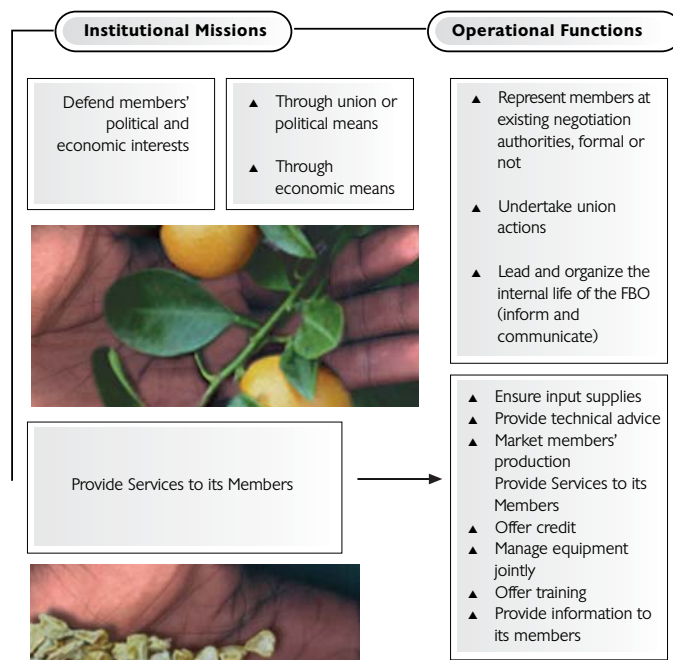
Questions for the working group:

- ▲ Are the main ideas of the rationale for collaboration development with FBOs relevant?
- ▲ Who are they (FBOs) and how to know them better?
- ▲ What sort of needs and expectations do they express, how to know them better?
- ▲ Prioritise these needs.
- ▲ What can FANRPAN practically offer, in particular next year?
- ▲ What expectations does FANRPAN have from them and how to concretely forward these to them?

Advice for the working group :

- ▲ Group organisation: review the framework briefly if you wish so, then stick to it; designate a chairman and a secretary; set a timeframe for each main issue;
- ▲ Don't necessarily try to reach consensus on every issue. If there are opposite views, the chairman should try to describe the main ones with their respective rationale.

Figure 1 : Evaluation Of Farmers Organisations



Source : Inter-réseaux (www.inter-reseaux.org)

Enhancement Of Stakeholder Consultation As a Key Component Of Agricultural Development In Zambia

Presented by L. M. Bangwe



Role Of The Agricultural Consultative Forum (ACF)

Background

- ▲ Market Liberalization and Reforms
- ▲ ASIP introduced in 1996 as main tool
- ▲ Transition to private sector-driven agricultural sector
- ▲ Mid-term review of ASIP in 1998
- ▲ Noted public sector dominance

Birth of ACF

- ▲ To re-focus ASIP to fostering Private - Public Sector partnerships
- ▲ Forum to engage stakeholders in processes of policy formulation
- ▲ Later transformed from “ASIP - CF” to “AGRICULTURAL - CF” to focus on long term agricultural development issues.

Objectives of ACF

- ▲ To facilitate continuous consultation among stakeholders in the agricultural sector
- ▲ To advise on formulation, updating, designing and operationalisation of Agricultural Policy
- ▲ To develop and constantly review the principle governing actions of stakeholders affecting the agricultural sector:
- ▲ To provide a framework for greater understanding and broader commitment to the agricultural sector goals, thus reducing the likelihood of inconsistency among stakeholders.

Outputs of the ACF

- ▲ Expert issue-based Reports
- ▲ Institutionalised Consultative Mechanism
- ▲ Forum Meetings and Seminars
- ▲ Advisory Notes on specific issues (Fig 1)

Fig 2: Advisory Notes Sent to MAFF - 2001

DATE	TITLE
APRIL	GTZ Study on Financing of the Agricultural Sector Investment Programme
APRIL	The ACF/Joint Agribusiness Forum - Zambia National Farmers' Union Study on Farmer Groupings
APRIL	District Agricultural Committees
JULY	Improving Agricultural Commodity Marketing in Zambia through a System of Warehousing and Inventory Credit accessible to smallholders
AUGUST	Sustainable approach to meeting the maize deficit for the 2001 agricultural season
NOVEMBER	Genetically modified organisms

ACF Membership

- ▲ 24 members
- ▲ Good diversity of membership
- ▲ Dynamism in membership
- ▲ Interest group membership
- ▲ Each member plays specific role
- ▲ ACF is not a lobby group for stakeholders but a forum for consensus building
- ▲ Supported by a full time Secretariat

Fig 3: ACF Membership

Institution	Roles
<p>Government Ministries</p> <p>Agriculture and Cooperatives (5) Finance and National Planning (1) Local Government and Housing (1) Lands (1) Works and Supply (1) Gender in Development (1)</p>	<p>Policy, Regulation and Services Resource mobilization Decentralisation Land tenure Infrastructure development Gender issues</p>
Agri-Business Forum (3)	Agricultural services delivery
Zambia National Farmers Union (4)	Beneficiary mobilization
Agro-Based NGO Forum (3)	Agricultural service delivery
Golden Valley Agricultural Research Trust (1)	Agricultural service delivery
Donors (3)	Funding and advisory

ACF Secretariat

- ▲ ACF supported by a small lean Secretariat
 - Coordinator
 - Programmes Officer
 - Socio-Economist
- ▲ Support staff (3)

Financing ACF

- ▲ Basket funding
 - USAID
 - Royal Netherlands Embassy
 - Royal Norwegian Embassy
 - GTZ expressed interest to initiatives on SWAPs
- ▲ Government Contribution
 - Seconded staff/FMU backstopping
- ▲ Invisible Basket (Donors)
- ▲ Stakeholder Contributions
- ▲ Stakeholder Contributions
- ▲ IICD (RISD)

Achievements of the ACF

- ▲ Enhanced continuous consultation amongst agricultural sector stakeholders
- ▲ Increased sense of ownership of the agricultural sector policy initiatives and development projects
- ▲ Strengthen public/private sector partnerships
- ▲ Influenced agricultural policy through Advisory Notes
- ▲ Being considered as a model by other Environment, Tourism and Natural resources sector.
- ▲ Invisible Basket of Funds
 - Agricultural Competitiveness Study
 - Inventor of Agricultural Projects

- Fertilizer study

- ▲ Policy Documents
 - Input into National Agricultural Policy
 - Input into Poverty Reduction Strategy Paper
 - Input into Agricultural Commercialization Programme
- ▲ Stakeholder-Projects
 - FOOD Security Research Project
 - Links to Rural Information Services Project

Strengths

- ▲ Representative membership
- ▲ A small but efficient and effective secretariat
- ▲ Good composition of secretariat in terms of expertise
- ▲ One stop centre for information
- ▲ Good links with the Ministry of Agriculture and Cooperatives

Weaknesses

- ▲ Weak follow-up on Advisory Notes
- ▲ Limited circulation of Advisory Notes
- ▲ ACF not understood by many in MACO and farmers
- ▲ The ACF lacks legal status
- ▲ The Secretariat is overloaded
- ▲ Poor vertical linkages with grass root organizations
- ▲ Dependence on MACO by the secretariat
- ▲ Donor dependence on financing
- ▲ Low gender balance on membership

Opportunities

- ▲ Weak capacity of MACO-Policy and Cooperatives Department (PCD) due to high staff turn over
- ▲ Recognition of the ACF by stakeholders and MACO
- ▲ Goodwill by the donor community
- ▲ High prospects for financial support from stakeholders

- ▲ High prospects of conducting consultancy assignments using the wide range of skills from stakeholders
- ▲ High political recognition attached to the ACF
- ▲ Presence of Parliamentary Committee on Lands and Agriculture
- ▲ High prospects of transforming the ACF into legal entity.

Threats

- ▲ Vulnerability to the decisions of the PCD/MACO
- ▲ Seeming competition with PCD as advisor to Government through policy formulation, strategic planning and policy statements
- ▲ MACO feels it owns the agricultural sector instead of seeing itself as a stakeholder
- ▲ Limited capacity by MACO to implement issues from ACF
- ▲ Low priority in resource allocation attached to the ACF and MACO
- ▲ ACF perceived as an appendage of MACO
- ▲ Local stakeholders not ready to commit resources to the forum

Outstanding Sector Issues

- ▲ Complexity and Diversity of the sector stakeholder
- ▲ Duality of the sector
- ▲ Institutional vacuum in agro-services
- ▲ Dependency syndrome
- ▲ Poverty alleviation vs. development
- ▲ Low competitiveness
- ▲ Mistrust between private and public sector

Changing Stakeholder Perceptions Of ACF Role

- ▲ Acknowledge importance of ACF
- ▲ Emphasise the need for ACF to adjust to emerging issues
- ▲ Extend focus beyond agricultural Production
- ▲ More stakeholder driven in-depth analysis
- ▲ Strategic links and alliances with others -FSRP, miller, other line Ministries
- ▲ Participate in MAFF taskforces

Relevance and Future Roles

- ▲ ACF is largely seen to be useful and successful in stakeholder consultation and partnerships
- ▲ Changes in policies and strategies from ASIP to PRSP and ACP
- ▲ ACF is relevant to future needs of the sector
- ▲ But ACF should adjust to changes

Increase in membership

- ▲ Include more relevant stakeholders
- ▲ Cover value chain (millers and bankers)
- ▲ More farmers
- ▲ Less public sector

Change in mandate

- ▲ ACF continue with its traditional role as a coordinating stakeholder consultation
- ▲ Move beyond agricultural production to include issues such as trade and banking
- ▲ “One stop center” for information on various stakeholder activities
- ▲ Avoid expanding mandate
- ▲ Assist sector to develop a long-term vision

Focusing on impact

- ▲ Advisory Note has been useful but has been underutilized and poorly responded to
- ▲ Change design and format
- ▲ More analytical role on issues raised by ACF members
- ▲ Tailor message to different audience (technocrats and politicians)
- ▲ Circulate among members
- ▲ Widen target audience beyond MACO
- ▲ ACF should empower members to lobby independently
- ▲ Linkages with provinces and districts
- ▲ Stronger link between issues discussed and field projects
- ▲ Disseminate outputs and resolutions through media

Institutional Sustainability

- ▲ Mechanisms to support the ACF locally
- ▲ This depends on perceived value of ACF
- ▲ More independent from government
- ▲ Some donors ready to continue funding

- ▲ Continue with a lean ACF secretariat
- ▲ Part time executive committee - board

Envisioned Role Of ACF

- ▲ Forum for stakeholder consultation
- ▲ Channel for stakeholder networking

- ▲ Centre for stakeholder guidance and backstopping
- ▲ Forum for “test marketing” envisioned interventions
- ▲ Centre for analysis and advisory services
- ▲ Centre for regional coordination of SWAPs

Section FOUR



Country Reports



FANRPAN Zimbabwe Node

The Zimbabwe Node Discussion Report was presented by Dr Innocent Matshe of the University of Zimbabwe.

Steering Committee

- Ministry of Lands and Agriculture(2 representatives)
- University of Zimbabwe(2 representatives)
- Zimbabwe Farmers' Union(ZFU)
- Commercial Farmers' Union(CFU)
- Indigenous Commercial Farmers' Union(ICFU)
- Private business sector
- Women's groups representatives

Activities Undertaken by Node

- Participating in FANRPAN Regional Trade Study
- Submitted a proposal for a study on the impact of HIV/AIDS on the FANR sector in SADC member states

Major Constraints

- Getting experts together to chart the way forward
- Transitional problems in the economy have prevented meetings and other activities from taking place

Structure and Role of Farmers' Unions in Zimbabwe

- Zimbabwe Farmers' Union represents small-holder farmers, communal farmers and resettled farmers
- Commercial Farmers' Union represents mainly large-scale white commercial farmers
- Indigenous Commercial Farmers' Union represents black emergent commercial farmers

Zimbabwe Farmers' Union

- Because of large numbers of members, government recognises potential political clout of the union
- FARMERS generally resource poor resulting in financial constraints in managing activities of the organisation

Commercial Farmers' Union

- Oldest union established in 1942 and best

managed of the three unions

- Major objective of the union is to represent, protect and advance the interests of members and to further the development of a commercially viable and sustainable agricultural sector
- Administrative and management structure ensures full representation of members

Producers' Associations

- These are either affiliated to one of the unions or operate independently for example the Zimbabwe Tobacco Association and the Horticultural Promotion Council
- Associations and unions derive income from subscription fees and levies from the sale of crops and livestock

Institutional Collaboration: Review of Agricultural and Natural Resources Institutions

- Need for agricultural institutions to operate in harmony with natural resources institutions in order to complement each other's efforts
- Extension of cropping area for food security purposes can lead to environmental degradation and ultimately to reduced yields and agricultural activity
- Rural afforestation programmes by the Forestry Commission and conservation education by the Natural Resources Board(NRB), are meant to enhance sustainable agricultural production
- The CAMPFIRE PROGRAMMES encourage small-scale farmers to conserve and value wildlife through well planned projects that benefit communities economically
- Environment 2000 Foundation advocates controlled use of chemicals in a sustainable manner

Future Actions

- The biggest challenge for the Zimbabwe node is to remain focused on the key issues in a rapidly changing agricultural and natural resources environment
- GMOs have brought in further complications that need carefully planned biodiversity conservation
- Policy formulation, analysis and implementation needs to take these new developments into account.



FANRPAN - Botswana Node

The following is a summary of the paper presented by Thaelo Kebaagetse, FANRPAN Botswana Node

Structure of the Botswana Node

- Ministry of Agriculture
- Ministry of Trade and Industry
- University of Botswana
- Botswana Agricultural Union
- Exporters Association of Botswana
- Botswana Export Development and Investment Authority
- Botswana College of Agriculture
- Botswana Institute for Development and Policy Analysis

The Management Committee

- Representatives of above cited institutions form the Management Committee
- University of Botswana serves as Secretariat of Node
- Representative of Ministry of Agriculture serves as Node Chairpersons
- Finances administered by Financial Services Department of University of Botswana

Activities undertaken since the Node started operating

- Published book on paper presented at first stakeholders meeting

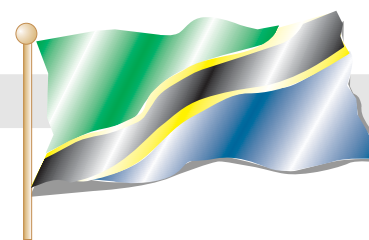
- Participated in pre-strategic planning workshop initiated by FANRPAN
- Identified consultant to recommend proposal for planned regional study on Land Reform Issues in the SADC
- Working on a trade study for Botswana
- Inputted into the FANRPAN Constitution
- Distribution point for FANRPAN newsletter

Other Related Issues

- Inadequate financial resources have been cited as the major constraint on node activities
- FANRPAN needs to extend focus to natural resources management
- Trade Study almost completed

THE Role of Farmer Organizations in the FANRPAN Botswana Node and Structure of Farmer Organisations

- Farmers are members of the Botswana Node and Management Committee
- There are locality specific farmer associations, commodity associations (national) and commodity associations (regional), with the Botswana Agricultural Union at the apex.
- Farmers associations can be divided into commercial and subsistence



FANRPAN: Tanzania Country Node Report

Tanzania Country Node Summary Report presented by Professor Haidari K.R. Amani

Background Information

It is expected that specifically, the node will undertake the following:

- ▲ Initiate collaborative research, the primary objective being to generate information through collaborative research activities on those themes and sub-themes that have been identified by the node and others in order to improve agricultural and natural resource policies and decisions at national level.
- ▲ Strengthen capacity building for policy research analysis. Capacity building programs intend to strengthen the capacity to undertake and communicate policy research and analysis on relevant topics related to agricultural sector development
- ▲ Improve documentation and dissemination. The focus here is to improve information technology and disseminate information that will facilitate more informed policy dialogue and debate by policy makers, executive and news media. Without influencing policy-making process, there is little reason for the country node to exist. It has to justify its existence by reaching the general public and market its ideas and research products.

Country Node Organization and Communication Systems

- ▲ The FANRPAN country node is managed and housed at the Economic and Social Research Foundation (ESRF).
- ▲ The country node also works closely with the peer members who are responsible for providing the guidance in addition to overseeing the daily operations
- ▲ Since the stakeholders are coming from different disciplines, research and policy analysis is multidisciplinary in nature.
- ▲ The country node organizes and attends several meetings for the purpose of managing, guiding and facilitating the country activities.

Alliance and Strategic Partnership

Ministry of Agriculture and Food Security, Ministry of Co-operatives and Marketing, Ministry of Water and Livestock Development, Sokoine University of Agriculture (SUA), University of Dar es salaam (UDSM), Food and Agriculture Organization (FAO), ECAPAPA, IFPRI, Agricultural Economists Society of Tanzania, (AGREST), donor community, farmer organizations and other stakeholders.

Product Services and Target Groups

The intermediate outputs will be:

- (i) Raising public awareness on challenges and opportunities.
- (ii) Enhancing policy dialogue and debate on food, agriculture and natural resource issues.
- (iii) Influencing agricultural and natural resources policy strategies and programs toward national 2025-development vision.

Secondary outputs include:

- (i) Better understanding and more information about the impact of the 2025 agricultural vision.
- (ii) Country meetings, conferences and planned work with all stakeholders.
- (iii) More and better-trained researchers and policy analysts in the government and private sector.
- (iv) Stronger, effective and collaborative policy research entities such as Universities, consultative NGOs and other civil society organization in Tanzania.

The main customers/clients of the node are, the government, the general public, the media, the business community, and donors.

Node Programmes: Planning and Evaluation

To achieve sustainability of its work, the node strives to ensure the following:

- ▲ A track record of getting the job done on time.
- ▲ A clear sense of what it is trying to accomplish and exactly what market niche it targets

- ▲ A strategic plan, which will allow the node to reach its vision.
- ▲ The node's most important challenge is to become better at what it does.

Potential sources of FANRPAN Country Node Funding

1. Clients such as government and business community.
2. Bi-lateral and multilateral finances which include corporate donations.
3. Commercial operations such as contracting for research with a variety of financial, corporate and public sector clients, offering a variety of free-for service activities such as training or developing income generating type of membership arrangements.
4. External Foundations

Problems Facing Country Node

- ▲ Currently, although the country node is formal and well structured, it is still weak in terms of linkages and resource mobilization.
- ▲ Strong linkages exist only with the government and regional networks such as FANRPAN Regional secretariat and IFPRI,
- ▲ Weak links with other stakeholders such as the private sector and civil society. The node has also been weak in resources mobilizing.

Activities undertaken so far by the country node include:

- (i) Organizing and participating in meetings related to agricultural and natural resource management both within and outside Tanzania.
- (ii) One key meeting was the first FANRPAN Tanzania node consultative meeting, which was held in Morogoro, and attended by about 40 participants representing key stakeholders.
- (iii) This consultative workshop gave birth to the stakeholders forum under the name TAPANET (Tanzania Agricultural Policy Network). This stakeholder's forum also endeavored to build capacity among research and policy analysts and conduct collaborative research activities.

Research was required in the areas of infrastructure development, size of smallholder markets and the impact of urban migration on farm labor availability.

- (iv) The country node from time to time has also been hosting visitors from the FANRPAN co-ordination unit visiting Tanzania for various assignments.
- (v) The country node has also conducted country case studies (Regional Maize and Trade Policy studies), which were part of FANRPAN regional studies on agricultural trade and food security in Southern African.

2.0 Stake Holder Institutions

Stakeholders with the potential to associate with the country node can be grouped into the following categories; Government Institutions, Private Sector Organizations, Co-operatives and Farmers Organizations, and Academic and Research Institutions.

▲ Government Institutions

Potential institutions in government fall within the Ministry of Agriculture and Food Security, Ministry of Co-operatives and Marketing, Ministry of Water and Livestock Development and the Ministry of Tourism and Natural Resources.

▲ Private Sector Organizations

Organizations representing the agribusiness sector could play an important role in promoting the development of the sector and in setting up a dialogue with government on constraints and opportunities for development.

At the commodity level the most important organizations include; the Coffee Association established in 1996, the Coffee Growers Association established in 1945, the Cotton Association established in 1998, the Cashew Association of Tanzania established in 1995, the Tea Association of Tanzania established in 1943 the Sisal Association of Tanzania established in

1985 and the Tanzania Flowers Growers Association established in 1997.

- ▲ There are three general private sector organizations, which are trying to represent all private businesses and to forge a cohesive approach to dialogue with the government. These are the Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA), the Confederation of Tanzanian Industries (CTI) and the Tanzania Private Sector Foundation (TPSF).

▲ **Co-operatives and Farmers Organizations**

The overall formal co-operatives structure recognizes four tiers

- primary societies, secondary societies (co-operative unions), apex societies and federations of societies.
- in many areas such as coffee, tobacco, and cashew, the apex level has never been formed.
- The Tanzania Federation of Co-operatives (TFC) was formed in 1994 in order to promote its affiliated societies, disseminate information, initiate education and training programmes and conduct research.
- Agriculture co-operatives account for 55% of all co-operative societies numerically but only 10% of total co-operatives shares with urban savings and credit societies providing the major part (77%) of total co-operatives share
- Having been insolvent at the beginning of the reform period, few of the co-operatives have been able to recover.
- The so-called “new” CUs (i.e. those formed after the reform period) appear to be in a worse financial situation than the “old” CUs.
- Generally, the old CUs benefit from the fact that they retain the fixed assets from the earlier period that makes them more credit worthy than their new counterparts.
- Voluntary Farmer Organizations in general are registered under the Societies Ordinance (Cap. 337), the Trustees Incorporation Ordinance (Cap. 375) or the Co-operatives Societies Act 1991.

- They are registered by the Ministry of Home Affairs and are in effect NGOs.
- Many of them came into existence as a result of externally funded project support and are often driven by the availability of credit.
- The Ministry of Home Affairs has neither the capacity nor the interest to supervise or regulate their activities.
- Most of the groups are of farmers engaged in general agriculture but some have specific production objectives for example maize production, dairying and irrigation. A number of women’s groups have been registered as well as some for specialized activities such as seed production, tea, horticulture, pyrethrum, fish farming and wheat production.

▲ **Academic and Research Institutions**

Academic and research institutions which are active in the field of agriculture and natural resources in the country include Sokoine University of Agriculture (SUA), the University of Dar es salaam (UDSM) and the Research on Poverty Alleviation (REPOA) institution.

3.0 **Proposals to Enhance Institutional Collaboration**

Areas where collaboration can be enhanced include:

- ▲ Shared Information and Communication Systems. Collaboration should emphasize the importance of information and communication as a resource and a tool for development. Thus, emphasis should be placed on shared information systems, library, websites etc.
- ▲ Integrated Framework for Agriculture and Natural Resources Statistics. Effective management of the agricultural and natural resources sectors must be based upon a flow of comprehensive, accurate, consistent, accessible, timely and usable statistics.
- ▲ Capacity Building in Institutional Management. There is a need to increase the efficiency of institute management in the area of agriculture and natural resources in governments, private

sector, and civil society. Proposed activities include exchanging best management and institutional practices by way of undertaking staff exchange program amongst institutions

- ▲ Undertaking Joint Policy Dialogue. It is important to collaborate in organizing and undertaking policy dialogue between researchers in

academia, policy makers, other agents of development and the donor community in order to ensure that the stakeholders are informed, and to some extent participate by airing the views or otherwise on policy decisions and/or outcomes that are bound to impinge on their existence.



FANRPAN - Namibia Node

The following is a summary of the paper presented by Ms Hopolang Phororo, FANRPAN, Namibia Node

Current Structure and Status of Operations of FANRPAN Namibia Node

- Issues pertaining to FANRPAN previously discussed at Agricultural Trade Forum (ATF) meetings
- Decision was made to keep the two entities, FANRPAN and ATF separate to focus on policy and trade related issues separately

Goals and Objectives of the ATF

- To share limited capacity, skills and knowledge through collaboration and to develop capacity
- To monitor and analyse the impact of trade agreements and arrangements nationally, regionally and internationally on the agricultural sector
- To establish a common agricultural position and to formulate proposals
- To monitor, analyse and facilitate the prevention of disruptive and distorting trade practices

Membership of ATF

- Government ministries
- Private sector
- Farmers organisations
- Research institutions
- Polytechnic

FANRPAN steering Committee

Members of the FANRPAN Steering Committee are effectively drawn from the ATF. The FANRPAN Steering Committee comprises six members as follows:

- The agronomic and horticulture sector
- The livestock sector
- The Ministry of Agriculture, Water and Rural Development
- The Namibian Agricultural Union
- The Namibia National Farmers Union and
- NEPRU

Constraints hindering effective running of FANRPAN

- closer liaison needed between SADC Secretariat and FANRPAN Secretariat in dealing with Council of Ministers
- Absence of regional agricultural policy constraints meaningful cooperation at regional level
- Funding of FANRPAN activities is a major inadequacy
- Signing of MOU between FANRPAN and Namibia Node a requisite to focus activities

Structures and Role of Farming Organisations in Namibia

- Two farmer based organisations, the Namibia Agricultural Union (NAU) and the Namibia National Farmers Union (NNFU) represent the interests of commercial farmers and small scale farmers respectively

The Namibian Agricultural Union

- The NAU finances itself from member subscriptions and levies on produce
- NAU relates with a broad range of stakeholders including government ministries, private sector companies, banks, parastatals, and NGOs etc
- NAU is constrained by shortage of staff and the lack of funds to undertake activities.

The Namibia National Farmers Union

- Mouthpiece for communal land farmers
- More than 50% of budget comes from levy charges paid by Namibia meat producers and the rest is from international donors
- Major constraints include diverse interests of stakeholders, time consuming consultative process because of three levels of organisation (local, regional and national)
- Confusion regarding roles of the three levels of organisation



Capacity Building For Policy Analysis Among Stakeholders Workshop

Malawi Case Study

Presented by Mathews Madola

Current Structure and Status of Operation of the Malawi Node

The node is managed by a steering committee consisting of people elected from the following organizations:

- ▲ National Association of Smallholder Farmers in Malawi
- ▲ Tobacco Association of Malawi
- ▲ University or Research Institution
- ▲ Government Ministries (Ministry of Agriculture and Trade)
- ▲ Private Sector
- ▲ Parastatal sector involved in Agriculture (ADMARC)
- ▲ The Agriculture Policy Research Unit is the secretariat of the Malawi Node, whose key functions include coordinating communication between members and the Regional Secretariat and organizing coordination of meetings among others.

Stakeholders Involved

- ▲ Farmers, Farmers Organizations, Input Providers, Produce Traders, Agro-processors, Financial Institutions, Non governmental organizations, Ministries and Government Departments linked to Agriculture, donors, Consumer Association of Malawi, Research Institutions, Public Sector Institutions (Parastatals), Private Sector Institutions, International Agriculture Institutions.

Constraints to the Smooth Operation of the Node

- ▲ Lack of financial resources: there are basically no funds for activities such as meetings and coordination.
- ▲ Inadequate and out-dated equipment resulting in poor communication with network members and the secretariat
- ▲ Although the members are enthusiastic about the network aims, at the same time they are heavily involved in other work and have not

been able to give as much time and effort to network initiatives as originally hoped.

▲ Competition: Due to lack of incentives more effort is put into non-FANRPAN activities, secondly, there is competition from other networks or organizations with overlapping agendas which leads to competition for recognition, limited resources and membership.

Activities

- ▲ Organized the National Consultative Forum on the promotion of Malawi's Agricultural Trade in the SADC region
 - ▲ Organized the Cassava Symposium
 - ▲ Studies being undertaken such as Maize and Farm Input Supply Study and the Trade Study
1. The impact of improved grades and standards on the Export Potential Targeted Commodities.
 2. The Policy Study on maize and farm input supply and the Trade Study.

Planned Operations

- ▲ To fully integrate FANRPAN activities especially the Stakeholder Dialogue Forum into the MASIP National Agricultural Stakeholders Forum.
- ▲ Provide feedback to government on the performance of the agricultural sector
- ▲ Promote partnerships between stakeholder groups.
- ▲ Conduct studies (Research)
- ▲ Networking through the circulation of documents and information to members.

Recommendations to improve Operations

- ▲ Improve communication and interaction which will include improved communication on specific benefits, stimulating communication and interaction among members, document and promote concrete examples of effects of the network activities.
- ▲ Provide incentives and funds for operational activities

- ▲ Procurement of new equipment or update the existing ones to improve communication and institutional capacity.

Structure and Role of Farmers Organization in Malawi

Background

- ▲ During the single party rule the only farmers based organizations were the Tea Association of Malawi and Tobacco Association of Malawi.
- ▲ Represented mainly the interests of large scale farmers.
- ▲ With the advent of Multi-party democracy, Malawi has seen a proliferation of farmers based organizations although most of them are still small, localized, commodity specific and unregistered.
- ▲ Few national ones include, the Paprika Association of Malawi, National Association of Smallholder Farmers, National Association of Seed Producers, Shire Highland Organic Growers Association etc.
- ▲ Government came up with a cooperative development policy and Act in 1997.
- ▲ The goal of the policy is to encourage the sustainable development of cooperatives.
- ▲ Most of the farmer organizations in Malawi are registered under the Societies Act which is under the Ministry of Home Affairs rather than the Cooperative Act under the Ministry of Commerce and Industry.
- ▲ It is easier in Malawi to register as an association

than a cooperative.

- ▲ Efforts are still underway to form an umbrella organization for these farmers groups.

Relationship Between Farmer-based Organizations and other Stakeholders

There is no permanent mechanism or framework for coordination between farmers' organizations and other stakeholders.

Most of these organizations are always in regular contact with government officials on issues related to the sector.

Most farmers' organizations are also part of the National Agricultural Stakeholders Forum within the Malawi Agricultural Sector Investment Programme.

Constraints faced by Farmers Organizations

- ▲ Poor road infrastructure affecting the transport system and access to markets
- ▲ Poor access to financial markets
- ▲ Lack of necessary utilities: access to electricity, piped water and storage facilities is limited, making value adding activities difficult in rural area.
- ▲ Food insecurity
- ▲ Inadequate training
- ▲ High input prices



FANRPAN South Africa Node: Progress Report

Dr Simphiwe Nqangweni (University of Pretoria)
Dr Francis Anim (University of the North)

Presentation Plan

- ▲ Background
- ▲ Activities
- ▲ Challenges
- ▲ Recommendations

Background

- ▲ Established in 2000
- ▲ Coordinated at the University of Pretoria
- ▲ Plan of Action: bring together stakeholders in South Africa
- ▲ Stakeholders meeting took place in August 2001 - but was poorly attended!
- ▲ Since then the node has consistently failed to meet its main objective: promoting networking among stakeholders in South Africa.

Activities

- ▲ Most active node members: UP, U-North, NDA, DTI, NAFU and AgriSA
- ▲ Following activities have taken place:
 - Organization and sponsoring of Regional Stakeholders Conference in December 1999 in South Africa
 - Drawing up proposals for and/or conducting studies on burning issues in SADC
- ▲ SADC TRADE STUDY

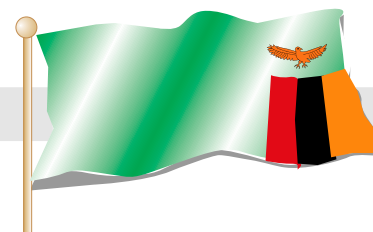
- ▲ SADC MAIZE AND FARM INPUTS SUPPLY
 - Participating in CTA-sponsored training workshop in Botswana in June 2002 on management of agro-policy networks.
 - Participation in a number of other FANRPAN regional fora

Challenges

- ▲ Observations
 - The policy making environment in SA is different: informal network exists; government been active in providing a good stakeholder platform
- ▲ Challenges
 - SA too big - logistical challenge for an academic institution
 - One University (out of many in SA) perceived as "not neutral"
 - Agricultural Economics Department already overloaded by many other tasks - node administration special challenge.

Recommendations

- ▲ Move node coordination away from University (government also not a good candidate!)
- ▲ Hold an urgent Stakeholders Conference to define the node's core assignment and discuss the need to formalize agro-policy and research networking in South Africa.



FANRPAN-Zambia Node

Node Progress Report Presentation

Mr Gabriel Jere

Introduction

- ▲ Zambia node is one of the eight founding members of FANRPAN
- ▲ Hosting institution for FANRPAN is the Department of Agricultural Economics at the University of Zambia
- ▲ Zambia node was represented at the first CTA/FANRPAN stakeholders meeting held in Pretoria in December 1999

Structure of Node

- ▲ Node Coordinator is a Lecturer/researcher in the Department of Agricultural Economics
- ▲ There is also a newly formed Node Management Committee made up of representatives from MACO, PAM, ZNFU and the Private Sector
- ▲ Task of Committee is to identify and work with various stakeholders in agricultural policy
- ▲ The committee holds quarterly meetings to assess progress of node

Activities Undertaken to Date

- ▲ Since February 2000, the node has conducted four workshops, undertaken two regional studies and one national study
- ▲ First workshop was in February 2000 with the theme "The Southern Africa Seed Regulation and Harmonization Study Workshop"
- ▲ The second workshop held in May 2000 focused on the status of Zambia's Agricultural trade, as well as future prospects for Zambia's Agricultural Sector in view of the then forthcoming Common Market for Eastern and Southern Africa (COMESA) Free Trade Area.
- ▲ The output was fed into the work on the formulation of a Development Strategy for the Agricultural Sector that was undertaken by the Agricultural Consultative Forum, an NGO that brings the private sector, government and Donors together to deal with urgent policy issues in Agriculture.
- ▲ The major findings and other highlights of the two workshops have been published by the

FANRPAN secretariat.

- ▲ The other two workshops held by the node were in connection with the "Short-term analysis of food security policy constraints in SADC" study undertaken by FANRPAN from July to September 2002
- ▲ The workshops were highly successful and major inputs was obtained from the diverse stakeholders were incorporated in the final paper for the study presented by the node at the Johannesburg FANRPAN workshop for dissemination of results in October 2002.
- ▲ The two regional studies carried out by the node are the "Trade policies and agricultural trade in the SADC region: challenges and implications" and the "Short-term analysis of food security policy constraints in SADC"
- ▲ The trade study draft report is due early December 2002.
- ▲ The Zambia node in January 2002 also conducted a national study on land reforms in our country whose objectives included:
 - To assess the awareness and knowledge levels on land reforms amongst small-scale farmers
 - To investigate the land tenure systems in use
 - To examine the implications of the various land tenure systems on natural resource use
 - To review the past and current policies and legislation on land.
- ▲ The major findings of the study have been published in the FANRPAN newsletter, Dialogue, volume 2 issue # 1.

Major Constraints Faced

- ▲ Lack of sufficient funding to conduct workshops with stakeholders in outlying areas
- ▲ Limited stakeholder participation
- ▲ Lack of feedback on research findings to stakeholders for implementation and other consideration

Proposal to Strengthen Node

- ▲ The Node management committee that has been put in place needs to approach as many stakeholders as possible especially the farmers based in outlying areas together with other organizations working in those areas.

Zambia National Farmers Union (ZNFU)

- ▲ The node needs to work more in collaboration with other institutions and organizations doing studies and agriculture policy research.
- ▲ FANRPAN needs to have representation at all major agriculture workshops and seminars held within the country and in the region.
- ▲ Sufficient funding should be given to the nodes for research and results dissemination.
- ▲ FANRPAN needs to quickly publish or avail their study findings and share these with their stakeholders to sustain stakeholder interest and to avoid none dissemination of the study results.

Conclusion

- ▲ The FANRPAN Zambia node has tried to do its best in spite of the constraints.
- ▲ FANRPAN had its five-year strategic business plan and constitution just approved this year and the two regional studies were also just commissioned mid this year but the node has participated fully.
- ▲ What is needed is to share the results with the stakeholders and see how the findings can be implemented.
- ▲ Stakeholders and other organizations doing related activities have been approached and these have responded enthusiastically and look forward to working with the node
- ▲ Some of these have been profiled and discussed in the other paper on farmer-based organizations in Zambia presented at this workshop.
- ▲ Farmers' organisations are an expression of the interests of farmers and a means of pursuing their social, economic and political objectives
- ▲ Types of organisations have developed under different names; farmers' unions, village associations, women's groups and self-help development organisations.

Objectives of ZNFU

- ▲ To promote and protect the interests of its members as farmers.
- ▲ To support the development of agriculture by giving voice to farmers' concerns

Programme Against Malnutrition (PAM)

- ▲ The Programme Against Malnutrition is a non-governmental organisation which works with small scale farmers and carries out lobbying for farm based activities.
- ▲ The programme has two projects that are running, the Smallholder Access to Processing, Extension and Seed (SHAPES) and the Food Security Pack (FSP).

Zambia Agribusiness Technical Assistance Centre (ZATAC) Project

- ▲ ZATAC is a five-year (1999-2004) project funded by USAID. Its objective is to provide technical assistance, information and financial intermediation to agribusinesses committed to working with smallholder farmers and small scale rural entrepreneurs in Zambia.
- ▲ Clarify the mandate of nodes vis-à-vis what other institutions are doing (terms of references of nodes to be developed with regional secretariat)

Area of Concern

Regional funding for research should take into account common research interests of at least two members.

Section FIVE



Reports from Group discussions

Group Discussion On The Conceptualization Of Issues Raised From Papers Presented and The Way Forward

After the conclusion of presentations and discussions that followed, participants were divided into three groups with each group being given a topic to discuss as follows:

Group I

Measures to strengthen the capacity of FBO's in policy analysis at regional and national level.

- Current status (strengths and weaknesses)
- Constraints
- Research and training needs (with respect to policy)
- Way Forward

Group II

Measures to strengthen the capacity of country nodes in research and stakeholder consultation.

Group III

Institutions Collaboration and Donor Participation

- Identify institutions
- Need to distinguish between clients and partners
- How to enhance benefits
- How to mobilize resources

Group One

Measures to Strengthen Capacity of FBOs in Policy Analysis at Regional & National Level.

- Current status (strengths and weaknesses)
- Constraints
- Research & training needs (with respect to policy)
- Way forward

Capacity Building

Four focal points

- ▲ Institutional
- ▲ Intellectual & Human Resources
- ▲ Technological
- ▲ Environment / Context

Current Status

- ▲ Structure not formalized
- ▲ Weak institutionally with a legal environment not clearly identified
- ▲ Limited internal cohesion
- ▲ Organised along commodity groups without clout
- ▲ Have limited impact on their constituents and on policy-making

Intellectual Capacity

- ▲ Lack of personnel & skills
- ▲ Quality of secretariat reflects political advocacy
- ▲ Limited vision - not always clear on what is FBO in policy analysis
- ▲ Often not proactive - difficulty of being a learning organization
- ▲ Networking at national & regional level
- ▲ Enabling technologies for regional communication
- ▲ Funding mechanisms levies for sustainability

Agribusiness Forum

- ▲ The Agribusiness Forum represents the private sector companies involved in or associated with outgrower production
- ▲ The forum advocates on behalf of the private companies issues that hinder

Group Two

Measures to Strengthen the Capacity Of Country Nodes in Research and Stakeholder Consultation

- ▲ Independence of FBOs from government, donors is prerequisite
- ▲ Capacity/Availability of support organization is a limiting factor

Structure Of Node

Functions Of Steering Committee

- ▲ Conduct stakeholder meetings
- ▲ Day-to-day management of the Node
- ▲ Package policy recommendations to Implementing Agency
- ▲ Link Node to FARNPAN Regional Secretariat and other Nodes
- ▲ Links to other institutions
- ▲ Fund raising
- ▲ Capacity building
- ▲ Publicity of Node Activities
- ▲ Prepare Memoranda of Understanding

Functions Of Stakeholder Forum

- ▲ Problem identification (Identify research areas and prioritisation)
- ▲ Feedback on research and policies

Choosing The Appropriate Host Institution

- ▲ Supportive
- ▲ Reputable
- ▲ Internalised

Measures To Strengthen The Capacity Of Country Nodes In Research And Stakeholder Consultation

- ▲ Establish budget to support activities of the node
- ▲ Appropriate mechanisms for disseminating information and getting feedback from stakeholders
- ▲ Establish and maintain databases (of members, institutions, Nodes, documents, expertise, etc)
- ▲ Draw up workplans
- ▲ Establish strategic linkages (MOA, FBOs, Consultative bodies, etc)

Environment

- ▲ Government has moral obligation to support FBOs
- ▲ There should be political will to influence policy

Research & Training Needs

Issues were identified as:

- ▲ Production and Value chains
- ▲ Globalization and trade
- ▲ Information and communication technologies
- ▲ Transformation of the subsistence sector
- ▲ Land reform
- ▲ Situational analysis of the issues (?)
- ▲ Linkages with Research Organizations
- ▲ Capacity role on policy
- ▲ Advocacy & lobbying leadership (dissemination of information in adequate packages - linkages with communication skills)
- ▲ Basic research (info collection)
- ▲ Policy formulation process - Training & package

Way Forward

- ▲ Consultative process on issues
- ▲ Identify content of key issues
- ▲ Design training packages
- ▲ Retrieve research findings already available
- ▲ Inventory & databases
 - Organizations (R & T & F), roles and profile
 - Facilitate interactions through financially strong nodes

Group Three

Institutional Collaboration and Donor Partnerships

Issues addressed

- ▲ Identify institutions
- ▲ Need to distinguish between clients and partners
- ▲ How to enhance benefits
- ▲ How to mobilize Resources

Who are the Strategic Partners?

- ▲ Ministries of Agriculture, Trade and Commerce, Lands, Finance etc

- ▲ International/Regional Institutions e.g IDEAA, ICRISAT, IFPRI, CIMMYT, IITA, ICRAF, ISNAR, IMWI, CGIAR and CTA
- ▲ SADC - FANR, Parliamentary Forum, Principal Secretaries Forum, Council of Ministers, Trade Hub
- ▲ Universities and Research Institutions
- ▲ Other Regional Policy Analysis Networks e.g. ECAPAPA, Vision 2020, FARA.
- ▲ Farmer Based Organizations??
- ▲ Trade/Business Associations/Chambers of Commerce?
- ▲ National Consultative Forum
- ▲ National Parliamentary Committees on Agriculture

Clients

- ▲ Farmers
- ▲ Trade/Business Associations
- ▲ Consumers
- ▲ Government ?

How to Enhance Benefits

- ▲ How FANRPAN can work with Partners to achieve its goals?
- ▲ What forms of engagement with partners to maximize benefits?

Investment Partners (Donors)

- ▲ Support capacity building
- ▲ Provide funding for research and training
- ▲ Provide funding for dissemination of results

Universities/Research Institutions

- ▲ Use their human resource capacity
- ▲ Use them to pass on research results to consumers and use them to promote policy dialogue and for teaching

Government and NGOs

- ▲ Formulate and undertake joint work plans and workshops
- ▲ Influence policy decisions

How to Mobilize Resources

- ▲ Have acceptable stakeholder driven strategic plan.
- ▲ Open consultations and lobbying for funds
- ▲ Stakeholder contributions
- ▲ Deliver the outputs/ Publish findings
- ▲ Need to be cost effective

Section SIX



Appendices

General Recommendations From the Workshop

The general recommendations listed below have been drawn from the various presentations, keynote addresses and group discussions that took place during the workshop. Though not exhaustive, the recommendations do offer guidelines on future areas of focus for FANRPAN and country nodes. More work needs to be undertaken by all stakeholders to achieve the desired results.

- ▲ The successful delivery of objectives and achievement of political clout by FANRPAN is dependent on the input and feedback coming from activities of country nodes. The FANRPAN Secretariat should, therefore, not become too large, and should remain focused on spearheading agricultural policy reform.
- ▲ One of the major constraints affecting almost all country nodes was the availability of funding to carry out node activities. The workshop urged country nodes to be pro-active in fund raising in order to support some of their activities. Nodes were advised to draw up budgets and establish work plans for effective implementation of activities.
- ▲ The promotion of stakeholder consultation on policy related issues, training of policy analysts and collaboration with related institutions were areas that needed urgent attention from FANRPAN and country nodes.
- ▲ Country nodes were encouraged to learn from the Zambian experience in relation to the development of stakeholder consultation. The Agricultural Consultative Forum (ACF), had made major strides in stakeholder consultations from which some important lessons can be drawn.
- ▲ The question of an organisation such as the ACF operating without a legally binding agreement was discussed with participants not reaching consensus. The workshop, however, recommended that country nodes examine what worked best for their countries.
- ▲ The workshop noted that farmer based organisations, particularly those dealing with small-scale farmers were weak in many respects and needed training to strengthen their ability to represent their members.
- ▲ Capacity building at institutional, intellectual, human resources, technological and environmental context were necessary to impart skills needed to effectively manage FBOs. A more detailed study on the status of farming organizations in the region should be undertaken with a view to coming up with a frame for training and strengthening communication in policy issues at the level of national and regional FBO's.
- ▲ FBOs could best serve their members by remaining apolitical. Membership of FBOs is open to all farmers of all political persuasion and the mandate of farmers' unions and associations was to effectively influence formulation, analysis and implementation of policies that are conducive to the business of agriculture.
- ▲ In countries with FBOs representing either small-scale or large-scale commercial farmers separately, it was important for unions to emphasise areas of agreement and to collaborate for the benefit of agriculture.
- ▲ The Farmer Field School concept project being researched by ICRISAT and the farmer exchange programme as conceived by the SADC Regional Food Security Training Programme were a move towards undertaking policy research that was of direct practical use to farmers. Farmers are allowed to interact with each other directly to share first hand farming experiences.
- ▲ Farmers were increasingly growing crops for the market and as exemplified by the experiences from Mozambique, market linkages for small-scale farmers were critical in promoting increased food and cash crop production.
- ▲ Countries in the region had varied experiences with contract farming with Zimbabwe reporting successes with out-grower schemes while Tanzania had experienced the opposite. The workshop recommended that a thorough examination of contract farming be carried out so that small-scale farmers could be best informed about the operations of such contracts.
- ▲ The absence of a regional policy on food, agriculture and natural resources for the SADC was deemed to be impeding linkages of national agricultural policies of member countries.

Appendix I

Regional Food Security Training Programme

Briefing note for the Work Attachment Programme

The purpose of this note is to provide information about the Work Exchange Programme (WAP). The brief is primarily intended for the organisation that will be receiving interns or participants for the WAP. It clarifies the responsibilities and roles of the Regional Food Security Training Programme (RFSTP), the participants, and the receiving organisations.

The Work Attachment Programme

The aims of the work attachment programme are to share expertise and experience between member states and to provide participants with an opportunity to practice new skills and learn about new problems and solutions. It is designed to help people who are already working in the food security sector in some capacity in the SADC region. Participants are provided with the opportunity to develop their skills and extend their experience by being attached to work with an appropriate organisation in another SADC member state. During the attachment they work as members of staff in the receiving organisation and gain experience by participating in the normal, day-to-day work programme. The work exchange programme does not support formal academic and research training.

People applying to take part in the programme are asked to provide a short description of what they hope to achieve, what kind of skills and experience they would like to gain. They are also asked, where possible, to identify the organisation they would like to be attached to. Where this cannot be done, RFSTP tries to identify a suitable receiving organisation for the participant.

Thus an individual who is currently working in the food security sector in the region, joins an organisation in another SADC member state to work as a member of staff with the aim of getting as wide as possible an exposure to the operations and activities of that organisation. Although there may be an element of direct training, the major mechanism for skill enhancement will be through on-the-job training and by learning through doing.

Roles and Responsibilities

The Regional Food and Security Training Programme

The role of the RFSTP is to facilitate the programme and to arrange the attachments. RFSTP will meet part of the direct costs of the attachments. These will include daily subsistence allowance to cover the accommodation and living expenses of the participants during the period of attachment. The programme will also arrange for insurance to cover sickness and emergencies but excluding pre-existing medical ailments.

The Receiving Organisation

It would be appreciated if receiving organisations helped participants secure appropriate accommodation, familiarize and assist participants with all necessary things required in the host country such as arranging for transport from and to the point of arrival and departure.

The specific responsibilities of the receiving organisation are as follows:

Before the attachment

The receiving organisation will prepare a work programme for the participant. This programme should cover a variety of relevant task and expose the participant as widely as possible to the activities of the organisation. It is important that the participant works as a member of staff for the period of the programme and be subject to their respective rules, regulations and procedures followed by other people working for the organisation.

The receiving organisation will designate a supervisor capable of acting as an adviser to the participant. The supervisor will also ensure that the work programme prepared for the participant is carried out.

During the Attachment

The receiving organisation, through the supervisor, will guide the participant to help him/her carry out the work programme. The receiving organisation will maintain

contact with RFSTP in Harare so as to solve the problems that may arise during the attachment.

The receiving organisation will be expected to cover work related costs, which most likely will be met even if the participant were not on attachment, with the organisation. However, in the event that the receiving organisation anticipates some exceptional costs arising out of the attachment, RFSTP should be contacted well in advance to consider providing for those costs.

At the end of the Attachment

The receiving organisation will help the participant prepare his/her report on the attachment. The report should state what has been done and should include an action Plan of how the new skills and knowledge acquired will be utilized upon return to his/her country.

The receiving organisation will send a brief report on the attachment to RFSTP.

The sending organisation

The employer of the participant will continue to pay his/her emoluments, while the participant is on attachment. The sending organisation will be responsible for the costs of transporting the participants from their home to and from the country of the receiving organisation at the beginning and at the end of the attachment.

Before the attachment, the sending organisation will indicate clearly that it endorses the application for attachment. It will also facilitate the release of the participant at the required time. After the attachment, the sending organisation will facilitate the implementation of the Action Plan that has been prepared by the

participant. The sending organisation will also collaborate with RFSTP in evaluating the impact of the attachment.

The participant

Before the attachment, the participant will set out what he or she hopes to achieve both in general as well as the specific skills and experience that he or she hopes to acquire. Upon receipt of the application, RFSTP will make necessary arrangements with relevant organisations bearing in mind the needs of the participant. RFSTP will provide details of the applicant, his or her objectives, and requirements for the attachment and details about his or her employer to the prospective receiving organisation.

During the attachment, the participant will be required to work as a member of staff or the receiving organisation. He or she will follow the prescribed work programme; cooperate with the nominated supervisor to complete the work programme. The participant will use his or her nominated supervisor as his channel of communication within the receiving organisation. At the end of the attachment, the participant will prepare a report on the attachment which will include an action plan for implementation on return to his or her employer.

For further information about RFSTP and the Work Exchange Programme, please contact

The Director

The Regional Food Security Training Programme
Private Bag CY270
Harare, Zimbabwe
Telephone: +263 4 792348; 792370; 792396
Facsimile : +263 4 792408; 792411
E-mail: echisala@sadcfanr.org ; fstp@africaonline.co.zw
Website: [Http: //www.Zimbabwe.net/sadc-fanr/intro.htm](http://www.Zimbabwe.net/sadc-fanr/intro.htm)

Appendix II

Workshop Programme

Tuesday 12 November 2002

- 08:00 - 18:00 : Delegates Arrive
- 18:30 : Registration (Main Reception Area)

Wednesday 13 November 2002

- 08:00 - 09:00 : Introductory Remarks
- Progress Report and Issues
- FANRPAN -Representative
- Workshop Objectives -Facilitator
- 09:00 - 10:00 - SADC Food Security Training Programme
Mr E. Chisala
- Farmer Field Schools - Dr. J. Rusike (ICRISAT)
- Development of Farmer's Association in Mozambique
J. Colon (CLUSA)
- 10:00 - 10:15 - Tea/Coffee
- 10:15 - 11:45 - Keynote paper on Farmer Based Organisation
Collaboration Development: a Framework for Discussion -Philippe Dardel
- 11:45 - 13:00 - Keynote Paper on Enhancement of Stakeholders
Consultation as a key Component of Agriculture in
Zambia- Lewis M. Bangwe
- 13:00 - 14:00 - Lunch
- 14:00 - 15:00 - Training Prospects at Mananga - Dr. T. Tarvinga
Country Team Presentations
- 15:00 - 15:15 - Tea/Coffee
- 15:15 - 17:00 - Country Team Presentations
- 18:30 - Cocktail/Reception**

Thursday 14 November 2002

- 08:00 - 09:00 - IDEAA - Collaboration with FANRPAN
Dr. Khombe
- 09:00 - 11:00 - Group Discussions on Contextualisation of Issues
- 11:00 - 11:30 - Tea/Coffee

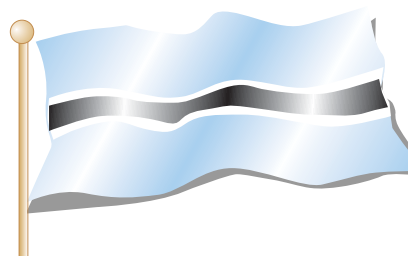
11:30 - 3:00	-	Plenary Session - Contextualisation of Issues Raised and Way Forward
13:00 - 14:00	-	Lunch
14:00 - 15:00	-	Summary
15:00 - 5:30	-	Closing
16:00	-	DEPARTURES

Appendix Iii

List Of Participants

Botswana

Mr. T. Kebaagetse - Node Coordinator
 University of Botswana
 Deputy Director, Research
 P/Bag UB 00708, Gaborone, Botswana
 Tel: 267-355 2904
 Fax: 267 357573
 e-mail : kebaaget@mopipi.ub.bw



Mozambique

Mr. J. Mendonca - Project Officer
 ORAM MANICA
 Rua 17 De Julho No. 388
 Chimoio
 Mozambique
 Tel: 258 51 23887
 Fax: 258 51 23888
 e-mail: oram.ximanimani@teledata.mz

Malawi

Mr. M. Madola - Node Coordinator
 Policy Research Unit
 Bunda College of Agriculture
 P.O. Box Lilongwe
 Tel: 265 277433
 Fax: 265 277251
 e-mail: matthewsmadola@hotmail.com



Mrs. B. Chinyamunyamu
 National Smallholder Farmers Association of Malawi
 P.O. Box 30716 St. Martins House
 1st Floor
 Lilongwe, Malawi
 Tel: 265 01 772866
 Fax: 265 770858
 e-mail: pac@masfam.malawi.net

South Africa

Professor K.F. Kirsten
University of Pretoria
Department of Agricultural Economics
Pretoria 0002, South Africa
Tel: +27-124204582
Fax: +27-154203247
e-mail: jkirsten@postin.up.ac.za

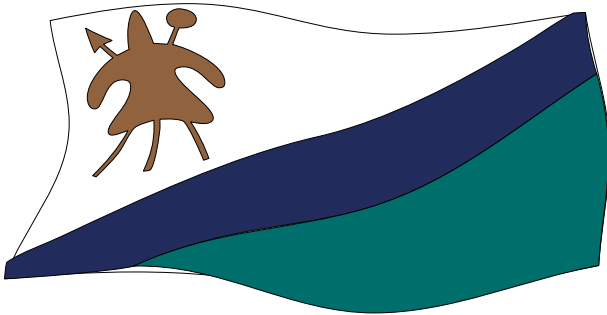
Dr. F. Amani - Node Coordinator
University of The North
P/ Bag 1106, Sovenga 6727
Limpopo Province
Tel: 00 2715 268 3373
Fax: 00 27 15 268 292
e-mail: ANIMF@unorh.ac.za



Dr. S. Ngaqangweni
University of Pretoria
Department of Agricultural Economics
Pretoria, 0002, South Africa
Tel: +27-1242044582
Fax: +27-154203247
e-mail: sngwangwe@postino.up.ac.za

Lesotho

Mr. G.L. Makhale - Chief Crop Production Officer
Department of Crops
Ministry of Agriculture, Coops and Land Reclamation
P.O. Box 7260
Maseru 100
Tel: 266 22 324029
Fax: 266 22 310917
e-mail: Makhale@lesotho.com



Mr. P. Sefika - Principal Research Officer
Ministry of Agriculture, Cooperative and Land
P.O. Box 829
Maseru 100
Tel: 26 2 611271
Fax: 266 310 906

Mrs. M. Motselebane - Director
Department of Planning & Policy Analysis
Ministry of Agriculture, Coops & Land Reclamation
P.O. Box 24, Maseru 100
Lesotho
Tel: 266 22 31391
Fax: 266 22 310186
e-mail: MotselebaneM@Agric.Gov.Ls

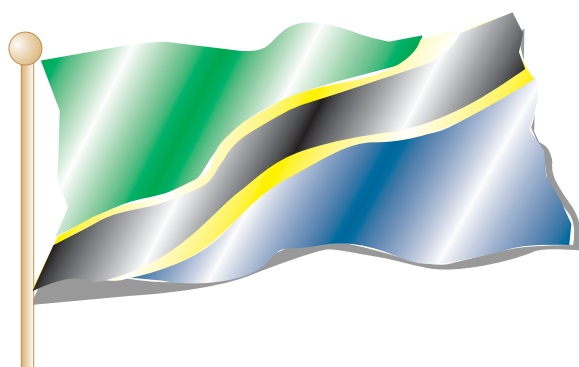
Namibia

S H. Phororo - Node Coordinator
 Namibian Economic Policy Research Unit
 PO. Box 40710
 Windhoek
 Tel: 264 61228284
 Fax: 264 61231496
 e-mail: hphororo@nepru.org.na

Mr. V. Tjimune - Program Officer
 Namibia National Farmers Union
 PO. Box 13255, Windhoek
 Namibia
 Tel: 26 61 271117
 Fax: 264 61 271155
 e-mail: nnfu@mweb.com.na

**Tanzania**

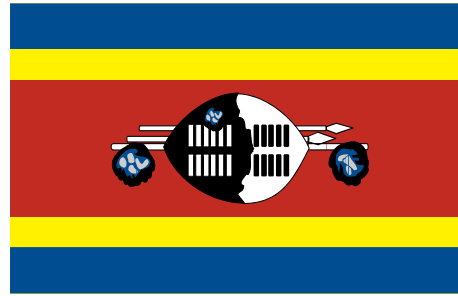
Professor H. Amani - Node Coordinator
 Economic Social Research Foundation
 51 Uporoto Street
 Ursino Estates, Dar Es Salaam
 Tel: 255 222 760260
 Fax: 255 222 760262
 e-mail: amaniesrfortz



Mr. B. Shuma - Chairman
 Tanzania Seed Trade Association
 Monsanto Tanzania Offices
 Esso Road
 P.O. Box 1280
 Arusha - Tanzania
 Tel: 255 27 2544249
 Fax: 255 27 258702
 e-mail: bobshuma@hotmail.com

Swaziland

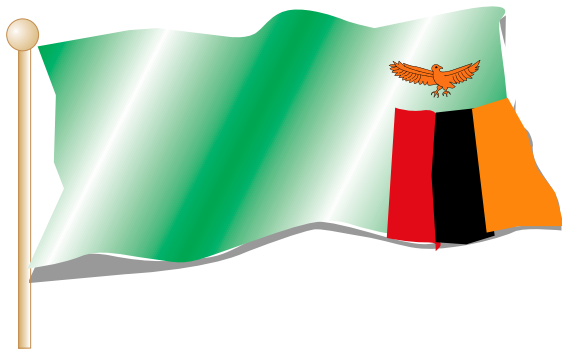
Mr. N. Simelane
 Chief Executive Officer
 Central Cooperative Union
 P.O. Box 551
 Manzini
 Swaziland
 Tel: 268 50528
 Fax: 268 5052964
 e-mail: ccu.admn@africaonline.co.sz



Mrs. Z. Tshabalala - Senior Agricultural Economist
 Ministry of Agriculture & Cooperatives
 P.O. Box 162
 Mbababe
 Swaziland
 Tel: 268 404 2731
 Fax: 268 404 4700
 E-mail: zandile@africaonline.co.sz

Mr. R.P. Taruvinga - Managing Director
 P.O. Box 5100
 Mbabane
 Swaziland
 Tel: 268 4163155
 Fax: 268 41602990
 e-mail: mananga@africaonline.co.sz

Mrs. D. Sithole - Agricultural Consultant
 P.O. Box 032
 Ngwanya
 Swaziland
 Tel: 268 4044364
 Fax: 268 044364
 e-mail: dumileys@swazi.net

Zambia

Mr. L. Bangwe
 The Agricultural Consultative Forum Secretariat
 Plot 30G Sable Road
 Kabulonga
 P.O. Box 320306
 Lusaka
 Zambia
 Tel: 260 1 260767
 Fax: 260 1 263083
 e-mail: acfs@zamnet.zm

Mr. G. Jere - Node Coordinator
 Department of Agricultural Economics
 University of Zambia
 P. Box 32379, Lusaka
 Tel: 260 1 295419
 Fax: 260 1 295213

Ms B. Mulasikwanda
 Principal Agricultural Information Officer
 National Agricultural Information Services
 Box 50698
 Lusaka, Zambia
 Tel: 260-1-253252
 Fax: 260-1-25166
 e-mail: liswamsa@yahoo.com

Zimbabwe

Dr. I. Matshe - Lecturer
 Faculty of Economics
 University of Zimbabwe
 Box MP117
 Mount Pleasant
 Tel: 263 4 303211
 Fax: 263 4 333407
 e-mail: matshe@sociol.uz.ac.zw

Mr. T. Chamboko - Chief Economist
 Zimbabwe Farmers Union
 P.O. Box 3755
 Harare
 Tel: 263 4 251861-8
 Fax: 263 4 250925
 e-mail: zfuhg@africaonline.co.zw

**FANRPAN Secretariat**

Dr. T. Takavarasha - Chief Executive Officer
 12th Floor Social Security Centre
 Julius Nyerere Way
 Harare
 Tel: 263 4 792348/50
 Fax: 263 4 792411
 e-mail: ttakavarasha@fanrpan.org

Ms C. Rutivi - Finance & Administration Officer
 12th Floor Social Security Centre
 Julius Nyerere Way
 Harare
 Tel: 263 4 792348/50
 Fax: 263 4 792411
 e-mail: crutivi@fanrpan.org

Mrs. C. Zinyemba - Office Manager
 12th Floor Social Security Centre
 Julius Nyerere Way
 Harare
 Tel: 263 4 792348/50
 Fax: 263 4 792411
 e-mail: czinyemba@fanrpan.org

SADC FANR

Mr. Philippe Dardel: Rural Development Policy Expert
 (Attache of the French Government)
 SADC - HUB
 12th Floor Social Security Centre
 Julius Nyerere Way
 Harare
 Tel: 263 4 792348/50
 Fax: 263 4 792411
 e-mail: pdardel@sadchub.org

Mr. E. Chisala - Programme Director
 SADC Regional Food Security Training Unit
 12th Floor Social Security Centre
 Julius Nyerere Way
 Harare
 Tel: 263 4 792348/50
 Fax: 263 4 792411
 e-mail: echisala@sadcfanr.org

Mr. B. Sandamu - Facilitator
 Horticultural Promotion Council
 12 Massdorp Avenue
 Alexandra Park
 Harare
 Tel: 263 4 745492
 Fax: 263 4 745480
 e-mail: hpc@mweb.co.zw

Mr. J. Colon
 USAID - CLUSA Country Coordinator
 C.P. 423
 Maputo
 Mozambique
 Tel: 258 621 5825
 Fax: 258 6 215826

Dr. T.C. Khombe - Programme Manager
 IDEAA Regional Officer
 42 Mount Pleasant Drive
 Mount Pleasant
 Harare
 Tel: 263 4 745266
 Fax: 263 4 745266
 e-mail: ctkhombe@mweb.co.zw

ICRISAT

Dr. J. Rusike - Special Project Scientist
ICRISAT
Matopos Research Station
P.O. Box 776 Bulawayo
Zimbabwe
Tel: 263 83 8311
Fax: 263 83 8314
e-mail: j.rusike@cgiar.org

Mr. G. Lo Monaco - associate Professional Officer
ICRISAT
Matopos Research Station
P.O. Box 776 Bulawayo
Zimbabwe
Tel: 263 8 8311
Fax: 263 83 5283
e-mail: g.lo_Monaco@cgiar.org