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The Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN)

TOWARD A FANRPAN STRATEGY: 2007-2016

**Meeting the Need for Effective Food, Agricultural and Natural Resources
Policy Analysis in Southern Africa**



Farm Inn Hotel, Pretoria, South Africa
September 26-27, 2006

A Report of the Proceedings

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Dr Douglas Merrey, Dr Lindiwe Majele Sibanda, Professor Haidari Amani and Dr Howard Elliott at the strategic planning meeting

Background

FANRPAN has, over the last 2 years (2005-06), been involved in a major process of strengthening and revamping its institutional capacity – a process that has been supported by USAID-Southern Africa. This process has been characterized by five main thrusts: (I) Strengthening FANRPAN's governance systems; (II) Strengthening FANRPAN's links with, and contributions to, key regional policy processes and related regional institutions investing in policy reform; (III) Revitalizing FANRPAN country node system and stakeholder contributions in four pilot countries (Malawi, Mozambique, South Africa and Zambia) through training, policy dialogues, action research and new peer review partnerships; (IV) Engaging national level analysts in policy research contributing to the harmonization of regional policies relating to agricultural inputs trade; and (V) Developing and implementing a sustainable funding strategy for the regional FANRPAN network.

As part of this 5-pronged capacity-strengthening process, FANRPAN commissioned a baseline institutional viability review, at both national and regional levels, to establish and analyze FANRPAN's current strengths, weaknesses, opportunities, and threats as a basis for designing new medium term organizational and operational strategies. This baseline review was undertaken using the Partner Institution Viability Assessment (PIVA) tool and reviewed 7 main organizational elements: Governance Systems; Operational and Management Systems; Programmes and Service Delivery Systems; Human Resource Development Systems; Financial Management Systems; Resource Mobilisation strategies; External Relations and Advocacy.

The peak of this 2-year capacity strengthening and organizational review process was a 2-day strategic planning meeting (26-27 September 2006), organized by the FANRPAN regional secretariat in Pretoria, South Africa. The meeting brought together key stakeholders to discuss the lessons and findings over the 2-years and to convert these into a new FANRPAN 10-year strategic and operational plan (2007 –2016). The strategic planning meeting was organized around 8 main elements:

1. Reviewing the evolution of FANRPAN
2. Defining the scope and role of policy analysis
3. Stakeholder analysis
4. A SWOT analysis of Agricultural Policy in Southern Africa and of FANRPAN and its role
5. A review of FANRPAN's vision, mission and goals
6. A review FANRPAN's internal environment
7. An assessment of the key strategic policy issues for FANRPAN to focus on
8. Linking performance to Mission and to Strategy: the balance scorecard approach.

The guiding principles and critical issues within these elements were presented in a strategic planning workbook – that guided stakeholder discussions at the meeting.

Stakeholder Participation

Stakeholder participation and involvement was central in both the review and planning processes. National and regional level stakeholders were engaged both physically and electronically as part of the assessment process. The stakeholder institutions represented at the planning meeting in Pretoria included: SADC Secretariat, NEPAD Secretariat, COMESA Secretariat, National Universities (Lesotho, Pretoria, Zimbabwe, Angola, Mozambique, Venda), CGIAR centers (IWMI, IFPRI, ILRI), FANRPAN country nodes (Angola, Malawi, South Africa, Zambia, Mozambique, Tanzania, and Mauritius), Partner institutions (ODI, SAKSS-SA, SACAU, GWP, HSRC, SAFAIDS, GECAFS, PBS, AfricaBio); Consultants (Octoplus, Headstart, Development Data; FOODNOCROPBIO, Limited Edition, Auditing & Accounting firm, IBIS-Africa), NGOs (DP Foundation, NANGO-Zimbabwe; legal advisers; and FANRPAN board members. All these institutions articulated the value-addition expected from FANRPAN in the form of value propositions, which FANRPAN will translate into effective action.

The Strategic Planning Meeting

I. Evolution of FANRPAN

The purpose of this session was to set the context for the strategy planning meeting and ensure that: all participants appreciated the diversity of FANRPAN's clients and stakeholders and why their effective participation was important for FANRPAN; that all participants shared the sense of opportunity at hand in helping design and chart the future for FANRPAN; and that all participants appreciated the history and evolution of FANRPAN's work in the region, as well as, the organizational background.

Key outcomes

In this session Dr Lindiwe Majele Sibanda, the FANRPAN CEO, presented the objectives of the meeting and Prof Haidari Amani, the FANRPAN Board Chairperson, helped the participants discuss and appreciate FANRPAN's past, present and future scenarios. The following were some of the key outcomes of the session:

- 1) FANRPAN is a policy body – set up for policy analysis in the FANR sector
- 2) Initial thinking began in 1994. The network was constituted in 1997 and officially registered in 2002
- 3) The network received endorsement from the SADC Council of Ministers
- 4) The driving forces for the creation of the network were: linking national and regional policy reforms; and backstopping these reforms with a critical mass of policy analysts
- 5) The main purpose of setting up FANRPAN was three-fold:
 - Promoting the development of appropriate agricultural and natural resources policies in the region through improved policy research, analysis and information generation
 - Building human capacity in the region for policy analysis and development
 - Setting up a communication system for improving policy decisions
- 6) The need for a revised strategy is derived from three main factors:
 - A new institutional landscape – RECs, NEPAD, FARA all bringing new processes and targets
 - A broader view of policy analysis – away from the narrow scope of agricultural economic analysis that has characterized FANRPAN research to date
 - A SWOT analysis of FANRPAN as an institution
- 7) Relocation of FANRPAN's regional secretariat from Harare to Pretoria has opened up new opportunities and linkages for resource mobilization for the network
- 8) The diversity of FANRPAN stakeholders places competing claims on FANRPAN – based on multiple interests and demands – and these may sometimes be inconsistent
- 9) The FANRPAN customers and clients are not necessarily the ones paying the bill
- 10) Sometimes FANRPAN partners are themselves competitors, e.g., IFRPI is both a partner and competitor in policy analysis
- 11) There is need to articulate FANRPAN's key achievements and milestones over this period as a basis for designing future scenarios
- 12) There is need to clearly define and articulate the distinctions between four categories of FANRPAN clients: (I) FANRPAN members, (II) FANRPAN stakeholders, (III) FANRPAN partners, and (IV) FANRPAN nodes.

II. Defining the Scope of Policy Analysis

This session discussed the demand for policy analysis and the factors that enhance its impacts. The underlying theoretical frameworks for developing an effective strategic plan, as well as, the scope and scale of policy analysis and policy advice were presented by Dr Howard Elliot (Figures 1 and 2) as a basis for refining FANRPAN work. The frameworks were used throughout the

planning meeting as a basis for understanding the strategic planning process and the implications of the scope and scale of policy analysis to FANRPAN's effectiveness.

Key outcomes

1. The strategic planning process was informed by 5 main elements (figure 1): an initial agreement by both external and internal stakeholders that FANRPAN needs a new and more focused direction; a review of FANRPAN's mandate; a review of FANRPAN mission and values; an assessment of FANRPAN's external and internal environments; and a critical analysis of the strategic issues that FANRPAN needs to address over the next 10 years.
2. FANRPAN needs to engage in a complete policy analysis cycle (figure 2) which consists of 6 major activities: Research and analyze; design and recommend; advise strategically; mediate; democratize; and clarify values and arguments.
3. Implementing each of these policy analysis activities requires a specific operational style, a specific thrust and specific human resources that FANRPAN must have:
 - **In researching and analyzing policies** – FANRPAN assumes a "rational style" – and the driving force in this style must be: "what is good knowledge that the stakeholders need to know?" In order to research and analyze effectively, FANRPAN needs independent and objective researchers. The value-added in this mode is scientific quality, reliability and validity of the findings.
 - **In designing and recommending new policies** – FANRPAN assumes a "client advice style" – and the driving force in this style must be, "what is good for the client?" In this mode FANRPAN needs impartial advisors and independent experts. The value-added in this mode will be policy relevance, usability and action-orientation.
 - **In advising strategically** – FANRPAN must focus on the "process." The driving force here must be: "What is good for the process?" In order to advise strategically, FANRPAN needs good client counselors. In this operational mode the value-added will be political effectiveness, workability of options proposed, pro-activeness and personal goal achievement.
 - **In the mediation role** – FANRPAN needs to assume an "interactive style" and the driving force must be, "What is good for mutual understanding?" In this mode FANRPAN needs good facilitators, mediators and process managers and the key value-added will be acceptance and learning, sharing of different perspectives, and commitment to policy change.
 - **In the democratizing mode** – FANRPAN must assume a "participatory style" in which the driving force must be: "What is good for democratic society?" In this mode FANRPAN needs "democratic advocates" and the value-added is democratic legitimacy, openness, transparency and effective representation.
 - **In clarifying values and arguments** – FANRPAN assumes an "argument style" and the driving force in this case would be, "what is good for debate?" In this mode FANRPAN would need good narrators, logicians and a code of ethics. The value-added would be improved quality of debate and arguments; consistency, richness and openness.
4. The demand for policy analysis is derived from a real demand for policy change on the part of some important client.
5. There are important differences between economic analysis (what is causing disequilibria), policy analysis (options), and policy advice (relevance). In this context it's critical to isolate when each of these is likely to be effective.
6. The demand for the provision of policy analysis is not restricted to the public sector.
7. The greater the policy disequilibria – the greater the expected gain from policy change
8. Policy research may take the form of: data and information; ideas; and advocacy. It is possible to combine research and advocacy. It is important to assess whether the type of

policy engagement being undertaken is appropriate to the situation and the stakeholders involved.

9. Analysis of the demands of advocacy groups will give an indication of the evidence base required.



Participants in a working group session: Dr Charles Mataya (Malawi node); Mr. Richard Humphries South Africa node); Dr Tobias Takavarasha (Zimbabwe node) and Mr. Innocent Modisaotsile (SADC Secretariat)

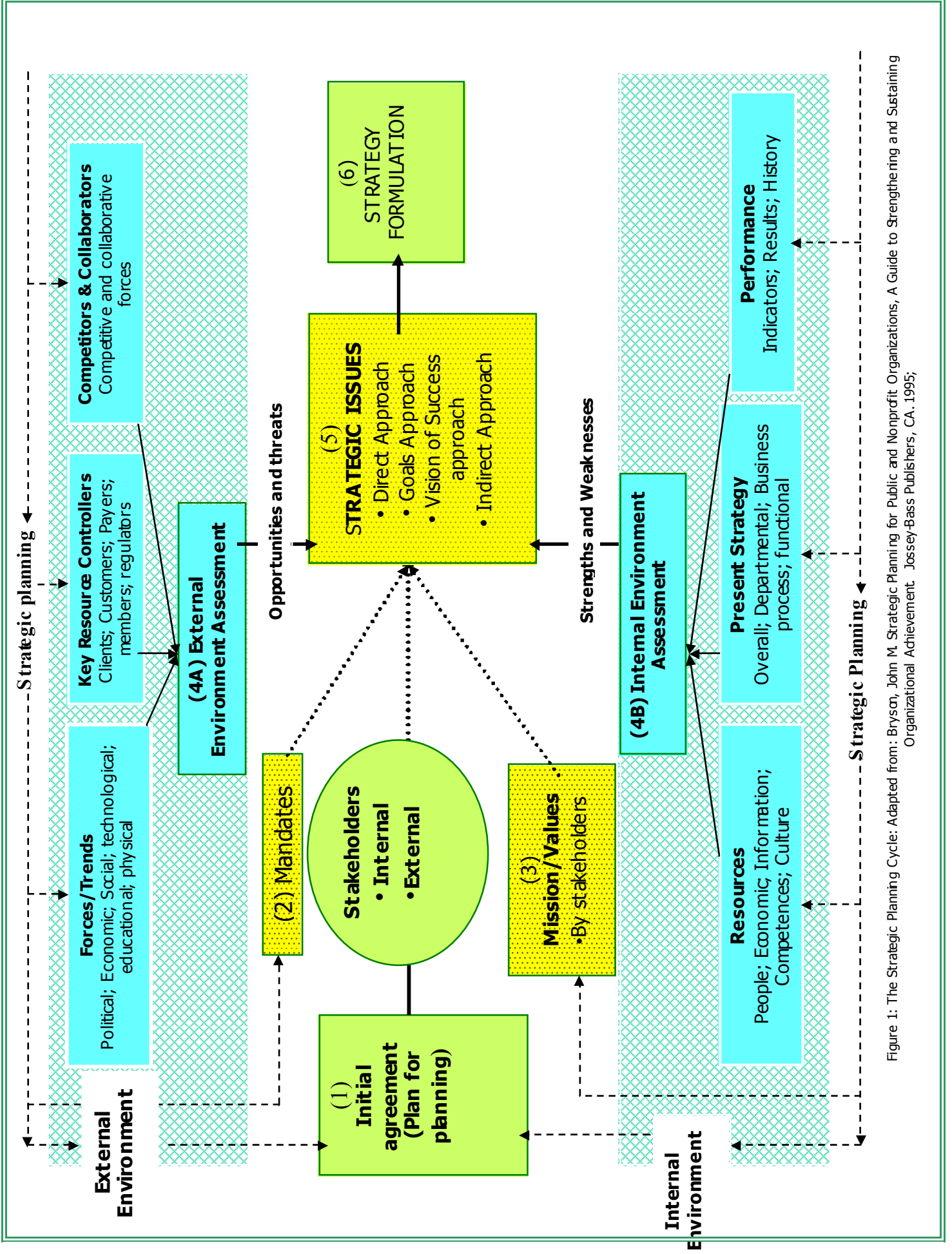


Figure 1: The Strategic Planning Cycle: Adapted from: Bryson, John M. Strategic Planning for Public and Nonprofit Organizations, A Guide to Strengthening and Sustaining Organizational Achievement. Jossey-Bass Publishers, CA. 1995;

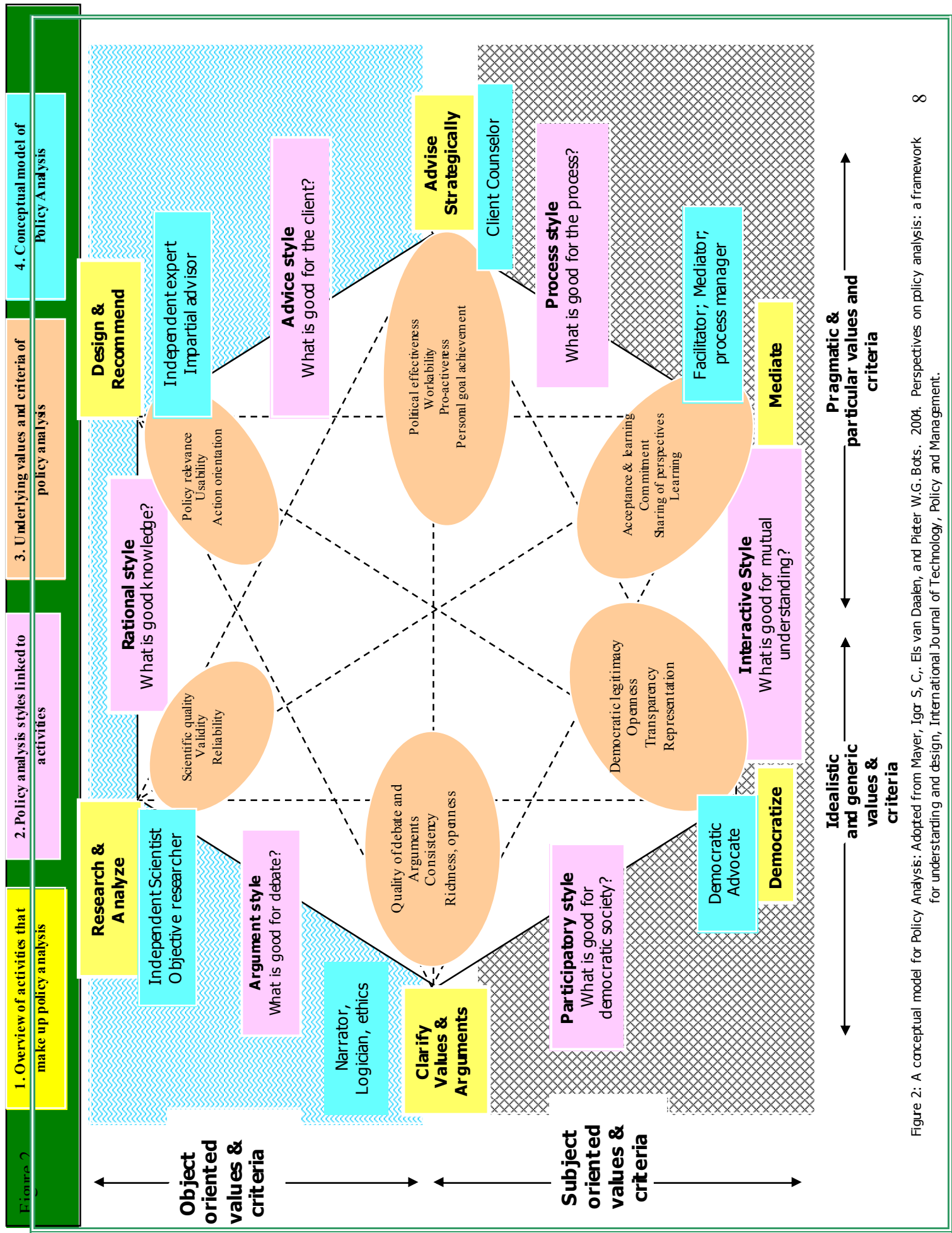


Figure 2: A conceptual model for Policy Analysis: Adopted from Mayer, Igor S., C., Els van Daalen, and Pieter W.G. Bots. 2004. Perspectives on policy analysis: a framework for understanding and design, International Journal of Technology, Policy and Management. 8

III. Stakeholder Analysis: FANRPAN's Clients and Stakeholders

The purpose of this session was to describe the diversity of FANRPAN stakeholders and analyze their claims on FANRPAN products and services.

Key outcomes

1. The diversity of FANRPAN stakeholders often places competing and sometimes conflicting claims on FANRPAN.
2. FANRPAN needs to isolate a special category of "critical stakeholders" – those that directly impact on FANRPAN's existence.
3. The "critical stakeholders" provide core support to FANRPAN and influence FANRPAN's strategic plan.
4. FANRPAN needs a business plan with specific core functions and activities funded by the "critical stakeholders."
5. In terms of effectiveness, FANRPAN stakeholders can be characterized as either "primary or secondary." Some stakeholders can swing between primary and secondary depending on the situation and level (national or regional).
6. Primary stakeholders are the ones that use FANRPAN products – while the secondary stakeholders are the ones that have to be convinced about FANRPAN.
7. A wider group of public institutions and stakeholders, beyond the Ministries of Agriculture, is critical, e.g., parliaments and parliamentary committees.
8. Stronger operational partnerships with universities in developing countries are critical.
9. Partnerships with NGOs/CSOs should cover a wider scope, including trade unions, consumer organizations
10. 'Agribusiness' is too general – this needs to be split into several strata to include SMEs.
11. FANRPAN needs to articulate the different instruments it requires to reach different stakeholders.
12. National governments and bilateral donors should be included in the list of donors.
13. FANRPAN needs to identify and use "key change agents" that can influence policy change and support FANRPAN lobbying and advocacy activities.
14. FANRPAN needs to respond directly to the RECs agenda (SADC and COMESA).
15. FANRPAN needs to adopt informed policy positions based on technical research.
16. FANRPAN's key functions must be providing research and articulating policy.
17. Donors are mainly concerned with FANRPAN having and exhibiting a clear development purpose for the region.
18. Who are the FANRPAN members and what's their stake? What is the stake of governments – is it in setting of priorities? How does FANRPAN balance between collaboration with government vis-à-vis independence?
19. Stakeholders include even those that might influence FANRPAN negatively.
20. What is the stake of SADC in FANRPAN?
21. Geographical coverage – is it SADC or Southern Africa? What is the implication of this on certain stakeholders? To whom is FANRPAN responsible?
22. Who is a member of the network and who is a stakeholder?
23. FANRPAN membership consists of stakeholders across 4 sectors: government, Farmer organizations, policy research institutions, and private sector.

IV. SWOT Analysis

This session discussed the current FANRPAN strengths, weaknesses, opportunities and threats in the context of the current regional agricultural policy needs, stakeholder demands and the theory of effective policy analysis. This discussion was informed by three sets of analysis: the report on the InterAcademy Council (IAC) workshop on agricultural issues in the region; the FANRPAN electronic survey analysis; and an internal SWOT analysis undertaken by FANRPAN's strategic planning core team. Some of the key outcomes included:

1. New branding – the relocation of FANRPAN to South Africa has given FANRPAN a new image – a new quality brand and an opportunity for attracting new resources. This new branding needs to trickle down to the nodes.
2. Commitment by the regional secretariat and regional board – the core team at the regional secretariat has demonstrated unique levels of tenacity, resilience and commitment over the last 3 years in working with very limited resources.
3. Finance Manager – FANRPAN urgently needs a fulltime finance manager based at the regional secretariat. This has not been possible to date due to lack of core funds.
4. Research Director – FANRPAN needs a resident research director to ensure quality control in FANRPAN research. Again this had not been possible due to limited funds.
5. Communication/ICT Manager – FANRPAN needs a resident communication manager to handle the information and knowledge management component of FANRPAN's work.
6. There is a weak link between the secretariat and some country nodes. The two-year capacity grant from USAID focused on five of the twelve nodes. The different country nodes have different compositions.
7. FANRPAN carries out excellent policy research – but the reports need further distilling for different audiences.
8. FANRPAN provides an excellent forum for regional information sharing, and provides national level organizations an opportunity to access regional organizations and processes.
9. FANRPAN is well-recognized in the region and has high credibility.
10. FANRPAN has been undertaking short-term projects that do not allow sufficient time and funding to assess impact.
11. FANRPAN needs to establish a core regional peer review team to review its research outputs.
12. FANRPAN provides a dialogue forum for various stakeholders.
13. FANRPAN has a regional character – a regional institutional framework for implementing multi-country activities. FANRPAN is an organization that has been regionally grown.
14. FANRPAN has some very strong and credible node hosting institutions.
15. The FANRPAN network harnesses a diversity of skills in the region.
16. FANRPAN operates through loose linkages – which can sometimes affect longer-term impact.
17. FANRPAN largely depends on external funding. FANRPAN needs to find ways of charging for its services.
18. FANRPAN needs to develop more synergies with the National Agricultural Research Institutions (NARIs).
19. Because of the varied national interests, FANRPAN needs to focus on balancing regional policy interests, and harmonizing the differences.
20. FANRPAN's impact, to date, is not easily quantifiable. FANRPAN needs a strong M & E component.
21. The changing nature of international and regional agricultural trade is an opportunity for FANRPAN to intensify its trade related policy analysis in the region, as well as respond to national level trade challenges.
22. FANRPAN needs to increase demand for its products – by advertising its services even beyond the region.
23. The increasing demand for capacity building in policy development in the region is an excellent opportunity for FANRPAN to take the lead.
24. Tracking the regional policy commitments and pronouncements, e.g., monitoring the quality and quantity of the Maputo declaration on 10% national spending on agriculture, and implementation of CAADP and MDGs is an open opportunity for FANRPAN.

V. A Review of Mission, Mission and Goals

The purpose of this session was to review FANRPAN's Vision, Mission and Goal statements and assess if they adequately reflect the positioning that the organization was designed to be, as well as, project what it envisages to be in the next 10 years. It was observed that FANRPAN's vision must be distinct from those of other players (but be a broadly shared one) and the mission must reflect how FANRPAN will implement what it is striving to achieve in its vision.

Key outcomes

The participants proposed 5 vision statements and mandated the "core strategy team" – to further work these into a final FANRPAN vision:

1. "Creating a Conducive Policy Environment for a Food Secure SADC"
2. "Creating a Conducive Policy Environment of Sustainable food Security in Southern Africa" (This was followed by a protracted debate on whether FANRPAN's geographical coverage should be specified as SADC or Southern Africa. Each seemed to have its own merits and demerits)
3. "A food secure Southern Africa managing natural resources sustainably and equitably"
4. "A southern Africa that has achieved sustainable livelihoods"
5. **"Productive agriculture as a basis for widely shared food security and prosperity using natural resources sustainably in Southern Africa"**. (There was some general consensus around this statement)

The following mission statements were proposed and the "core team" mandated to further work these into a final statement:

1. "Coordinate, promote, influence, and facilitate policy research, analysis and dialogue at national, regional and global levels – in order to reduce poverty, achieve food security and equity – and contribute to agricultural growth and sustainable natural resource management – in Southern Africa"
2. "Evidence-based policy analysis, dialogue and advocacy"
3. **"Promote, influence and facilitate quality natural resources, agricultural and food policy research, analysis and dialogue at the national, regional and global levels"**. (There was some general consensus on this statement)

The meeting resolved that, FANRPAN would achieve this mission through three main channels:

- **Generating evidence-based policy options (policy research)**
- **Building human and institutional capacity for policy development in the region (capacity building)**
- **Providing appropriate policy information and advice (consultation).**

6. The Internal Environment

The purpose of this session was to review the existing evidence on the internal environment of FANRPAN at 4 levels:

- a) As a network of engaged policy analysts and users
- b) As a secretariat serving a diverse group of clients and stakeholders
- c) As a network of networks – a regional network of national networks (national nodes) with different national level needs
- d) As a regional institution - its governing mechanisms and operational strategies.

Key Outcomes

Building on the discussion of FANRPAN's vision, mission and goals – the following were some of the outcomes essential for optimal performance:

1. **The SADC position on the Regional Board** – has not been adequately filled since the relocation of the SADC-FANR directorate from Harare, Zimbabwe to Gaborone, Botswana. Filling this, as soon as possible, might ensure the required SADC endorsement of FANRPAN work.
2. **Composition of Regional Board** – needs to be revisited by defining the specific “purpose” of the board. Is it for “raising FANRPAN’s profile? Is it for “fund raising”? Is it primarily for proper governance? What are the advantages versus costs of a larger board? What is the “value-added”?
3. **Node/Country-based Board versus Eminent persons/trustees type board** – FANRPAN needs to decide which type of board will give it leverage? Is it representation based or value-based or both?
4. **Agenda setting** – research issues and priorities should come from the national node through a representative regional board. The role of the Secretariat is mainly implementation (coordinating, fundraising, establishing linkages and regional representation).
5. **Communication** – a system of continuous communication between the Secretariat and the nodes, on the one hand, and among nodes, on the other, must be developed. This communication must go beyond just joint studies – it must be on-going even when there is no specific joint activity between a given node and the secretariat.
6. **Country node; Node hosting Institution and Node Coordinator/facilitator** – Although the FANRPAN constitution attempts to define these - there is need for more definite and clearer criteria to help stakeholders distinguish between these three elements – as they tend to be used synonymously – and in so doing - creating undue uncertainty. Country nodes are the national policy research, analysis and dialogue coordination units established in each of the member states. The node members comprise of FANRPAN’s four key stakeholder groups (government ministries responsible for FANR, policy research units, private sector national umbrella organizations that deal with FANR, national farmer organizations. The country node members designate one national organisation to be the node hosting institution, which provides secretariat services through a node coordinator. A facilitator who, in most cases, is a full time employee of the node hosting institution assists the Coordinator.
7. **Criteria for an ideal node-hosting institution** – while the national contexts for policy engagement differ across the different national landscapes – it was proposed that a good node-hosting institution must have the following minimum attributes:
 - **Convening capacity** – capacity to convene high-level policy dialogue meetings for a cross-section of stakeholders in the FANR sector
 - **Respect/ Recognition by Government** – must have a well defined policy agenda respected and recognized by government and other key stakeholders
 - **Strong leadership/ Governance** – must be an organization with its own strategic direction and purpose – exemplified in strong leadership and governance systems
 - **Legal Institution** – must be a legal entity able undertake legally binding agreements and MOUs with FANRPAN and other stakeholders
 - **Capacity to raise own funding** – the node hosting institution must have independent funding. FANRPAN cannot establish and fund a separate national level institution. This type of structure would be too heavy for FANRPAN
 - **Communication System** – must have a good communication system
 - **Independent** – must be apolitical – able to play the role of an independent broker
 - **Interface between Regional and National issues** – must have a policy agenda to which FANRPAN can provide a regional link – and vice versa
 - **Networking** – must be an organization with an emphasis on networking and building partnerships so that the link to FANRPAN is part of its networking agenda.
8. **ACF model** – the Agricultural Consultative Forum (ACF) of Zambia – that currently hosts the FANRPAN-Zambia node – is an excellent nodal-model. Achieving this requires heavy investment in building capacity and stakeholder confidence. The Zambia model is very close to the CISANET-model in Malawi and the upcoming National Agricultural Forum in Mozambique is being modeled in a similar form.

7. Strategic Issues

This session was aimed at refining the areas of focus that FANRPAN is and should be involved in. The assessment was based on four key questions:

1. Why is it an issue and how is it related to FANRPAN's vision, mission, mandate, internal strengths, and external opportunities?
2. What would be the consequences of FANRPAN not addressing this issue?
3. How and to what extent is FANRPAN addressing this issue currently?
4. What priority ranking should be given to this issue?

Key outcomes

The following were some of the outcomes of this session:

1. **Scope and Scale** – participants proposed the following ranking for FANRPAN:
 - a) Analysis of policy options based on available knowledge
 - b) Management of policy processes (policy debate)
 - c) Providing policy advice
 - d) Economic and social science research
2. **Gaps in Skills and Knowledge** – participants proposed that FANRPAN needs additional skills in:
 - a) Social analysis
 - b) Enhancing information sharing
3. **Region relevance** – participants felt that the region really needs a network like FANRPAN linking the different actors and think tanks – and providing a platform for interface. They felt that the region is best served by an autonomous network that can mobilize resources in a “planned” fashion – to provide policy services on a continuous basis and not short-term consultancy mode
4. **Thematic priorities** – in terms of thematic priorities – participants observed that the lists identified in the workbook could be collapsed into fewer broad areas – from which FANRPAN could draw thematic issues to address:
 - **Markets and Trade** – including regional trade policy harmonization, input and output markets development, cross-border trade, smallholder supply chains (contract farming)
 - **Natural Resources Management** – including transboundary resources such as transboundary river basins, agricultural water productivity; environmental change; and biofuels (Land reform was emphasized by some, but there was no agreement)
 - **Technology Development and adoption** – Biotechnology; improved seed varieties; irrigation
 - **Investment and Infrastructure** – trans boundary infrastructural development; regional integration
 - **Capacity building for policy analysis** – human and institutional capacity development
 - **Agricultural Information Systems** – knowledge management (trends analysis); market information
 - **Food Security** – the link between agriculture and other sectors – e.g. Health and Agriculture (HIV and AIDS, Malaria, TB)
 - **Monitoring and Evaluation** – of regional policy commitments – MDGs, CAADP, SADC Heads of State Declarations
5. **Links with other Policy Processes** – two processes were identified for immediate FANRPAN link up:
 - NEPAD's RE-SAKSS
 - CAADP-COMESA country round-tables.

8. The Balanced Score Card: Linking performance to Mission and Strategy

This session introduced the concept of balanced score card as a method for systematically identifying the most important points/issues of leverage for FANRPAN, as well as the trade-offs accompanying these issues. The balanced scorecard has four distinctive characteristics:

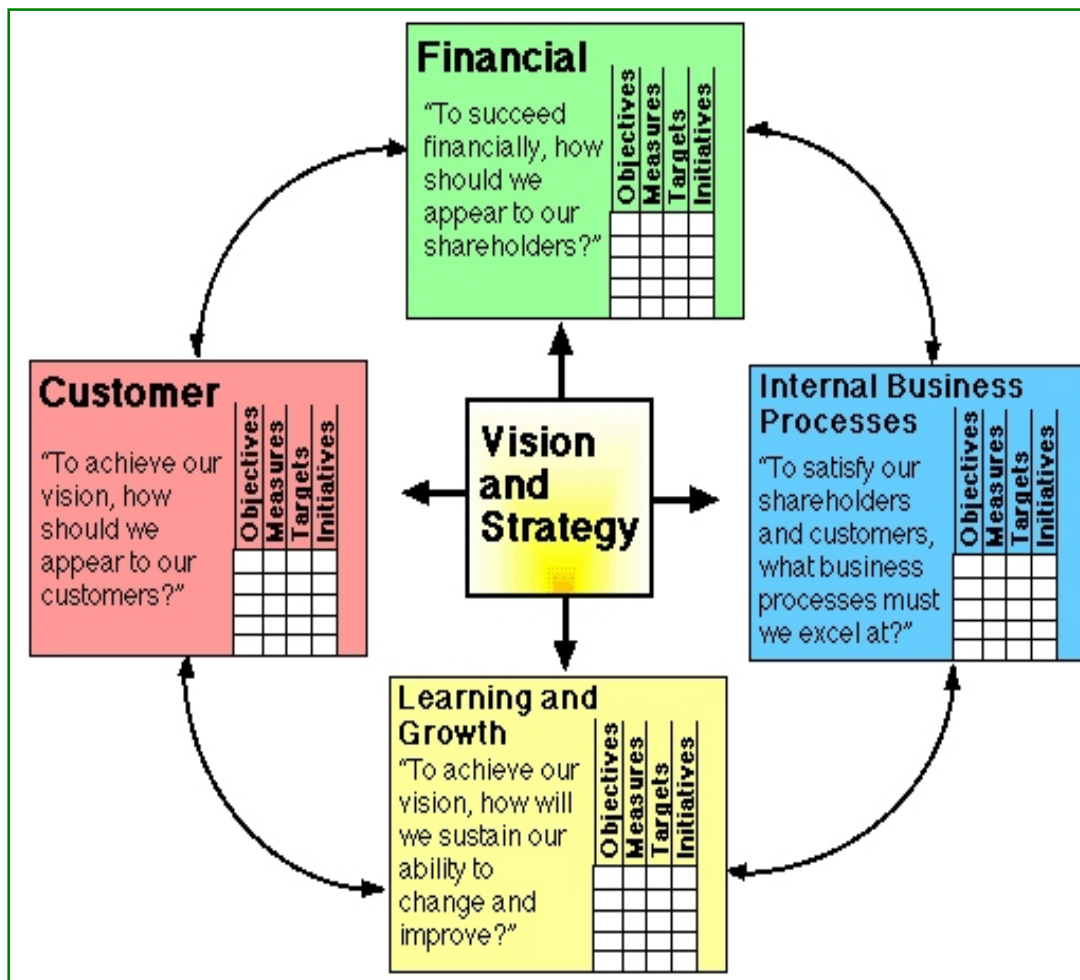
1. It is a top-down reflection of the organization's mission and strategy: It ensures that local activities and processes undertaken in the name of FANRPAN will be relevant to the overall strategy.

2. It is forward-looking: It addresses current and future success: how the Secretariat and the other FANRPAN structures can improve performance in the next period.
3. It integrates external and internal measures: It helps managers see where they have made trade-offs between performance measures in the past and helps ensure that future success on one measure does not come at the expense of another.
4. It helps an organization to focus: a balanced scorecard requires managers to reach agreement on only those measures most critical to the success of a company's strategy.

The balanced score card is, thus, a tool that will help FANRPAN respond effectively to three key questions:

- a) If we succeed with our vision and strategy, how will FANRPAN look different to its shareholders and customers; in terms of its internal processes; in terms of its ability to innovate and grow?
- b) What are the critical success factors in each of the four scorecard perspectives?
- c) What are the key measurements that will tell us whether FANRPAN is addressing those success factors as planned?

Figure 3: The balanceScoreCard (A merson, P, 1998)



Conclusion

New Branding - The strategic planning meeting was a key milestone in the evolution of a new "branding" for FANRPAN – a high performance organization bringing a new value proposition to all its clients, customers and stakeholders. The need for a revised FANRPAN strategy derives from three main factors: a new institutional landscape including new demands and opportunities; a broader view of policy analysis; and a SWOT analysis of FANRPAN as an institution.

Conceptual framework - The strategic planning process was anchored on two conceptual underpinnings: a 5-stage strategic planning cycle (figure 1) and a 6-step policy analysis cycle (figure 2). FANRPAN needs to engage in a complete policy analysis cycle: researching and analyzing; designing and recommending; advising strategically; mediating; democratizing; and clarifying values and arguments.

Critical stakeholders - The diversity of FANRPAN stakeholders and clientele often places competing and sometimes conflicting claims on FANRPAN. FANRPAN needs to isolate a special category of "critical stakeholders" – those that directly impact on FANRPAN's existence. The "critical stakeholders" will provide core support to FANRPAN and significantly influence FANRPAN's strategic plan. FANRPAN needs to develop a "business plan" with a specific "core" that will be funded by the "critical stakeholders."

New Opportunities - The relocation of the secretariat to South Africa has given FANRPAN a new quality brand and an opportunity for attracting new resources. This new branding needs to trickle down to the nodes. The changing nature of international and regional agricultural trade is an opportunity for FANRPAN to intensify its trade-related policy analysis in the region, as well as, respond to national level trade challenges. FANRPAN needs to increase demand for its products – for example by advertising its services even beyond the region. The increasing demand for capacity building in policy development in the region is an excellent opportunity for FANRPAN to take the lead. Tracking the regional policy commitments and pronouncements – e.g., monitoring the quality and quantity of the Maputo declaration on 10% national spending on agriculture; implementation of CAADP and MDGs – is an opportunity for FANRPAN to become more relevant to the RECs and other regional processes.

FANRPAN's Mission – there was unanimous agreement that the FANRPAN mission must be to: "Promote, influence and facilitate quality agricultural and natural resources policy research, analysis and dialogue at the national, regional and global levels." FANRPAN would achieve this mission through three main channels: generating evidence-based policy options (policy research); building human and institutional capacity for policy development in the region (capacity building); and providing appropriate policy information and advice (consultation).

Country node model – there was agreement that the Agricultural Consultative Forum (ACF) of Zambia – that currently hosts the FANRPAN-Zambia node – is an excellent nodal-model. This model is very close to the CISANET-model in Malawi and the upcoming National Agricultural Forum in Mozambique – and should be documented and promoted.

Thematic priorities – participants observed that the thematic issues identified in the workbook could be collapsed into fewer broad areas – from which FANRPAN could draw thematic issues to address:

- Markets and Trade;
- Natural Resource Management;
- Technology Development and Adoption;
- Investment and Infrastructure;
- Capacity Building for Policy Development;
- Agricultural Information Systems;
- Food Security;
- Monitoring and Evaluation of Regional Policy Implementation

Matrix of FANRPA N's Programmatic linkages to Regional Policy Frameworks

Proposed thematic Area	FANRPA N's Programmatic Interventions	Alignment to NEPAD's CAADP	Alignment to SADC's RISDP	Alignment to COMESA's Agricultural strategy and regional integration activities:	Alignment to the UN - MDGs
<p>Markets and Trade – including regional trade policy harmonization, input and output markets development, cross border trade, smallholder supply chains (contract farming)</p>	<ul style="list-style-type: none"> Maize Marketing and Trade Policies in the SADC Region, in Collaboration with Michigan State University, funded by the Rockefeller Foundation; Contract Farming as a Mechanism for the Commercialization of Smallholder Agriculture in the SADC Region, Funded by the French Government; The Importance of Relief Seed, and Opportunities for Improving the Contribution of Relief Seed Programmes to Commercial Seed Market Development – funded by USAID A seed voucher study to describe the different ways in which relief seed and seed vouchers are being programmed and determine ways in which seed vouchers can potentially benefit both farmers and commercial seed markets, funded by USAID. A USAID funded fertilizer trade study on Scoping the Development of Fertilizer Strategies for Malawi, Mozambique and Zambia Status of Plant Variety Protection (PVP) in the SADC Region, funded by USAID 	<p>Contributes to CAADP's Pillar 2</p> <ul style="list-style-type: none"> Improve rural infrastructure trade related market access systems; packaging; handling networks Information and knowledge systems 	<p>Directorate of Trade, Industry Finance and Investment</p> <p>Directorate of Food Agriculture and Natural Resources</p> <ul style="list-style-type: none"> Promoting Trade and Harmonisation of Food Safety Standards SADC Seed Security Programme 	<p>COMESA's agricultural marketing and regional integration activities:</p> <ul style="list-style-type: none"> Agricultural Market Promotion and Regional Integration Project (supported by the AfDB) The Regional Agricultural Trade Expansion Support (RATES) project supported by USAID The AGOA linkages (ALINK) in COMESA supported by USAID. The Commodity Exchange Initiative The WTO and EU/PA market access initiatives aimed at ensuring that the ESA region gets a fair deal in global agricultural trade arrangements Fisheries Sector Development in partnership with the Common Fund for Commodities Implementation of NEPAD's Comprehensive African Agricultural Development Programme (CAADP) in the Eastern and Central African (ECA) region 	<p>Goal 8: Develop a global partnership for development</p> <p>Develop further an open trading and financial system that is rule-based, predictable and non-discriminatory, includes a commitment to good governance, development and poverty reduction— nationally and internationally</p> <p>Address the least developed countries' special needs. This includes tariff- and quota-free access for their exports; enhanced debt relief for heavily indebted poor countries; cancellation of official bilateral debt; and more generous official development assistance for countries committed to poverty reduction</p> <p>Deal comprehensively with developing countries' debt problems through national and international measures to make debt sustainable in the long term</p>
<p>Natural Resources Management – including transboundary resources such as transboundary river basins; agricultural water productivity; environmental change; and biofuels (Land agreement)</p>	<ul style="list-style-type: none"> Limpopo Basin Water Poverty analysis, water availability and access agricultural water productivity, institution and intervention analysis and knowledge base development – funded by the CGIAR – Challenge Programme for Water and Food (CPWF) Global Environmental Change – a GECAPS programme to be hosted by FANRPA N Regional host for the COMPETE 	<p>Contributes to CAADP's Pillar 1:</p> <p>Extend area under sustainable land management and reliable water control systems</p> <p>Information and knowledge systems</p>	<p>Directorate of Food Agriculture and Natural Resources</p> <ul style="list-style-type: none"> The Agricultural Water Management for Food Security Programme The Regional Land Reform Facility The SADC Biofuels Project SADC FANR Multi-Country Productivity Programme (MAPP) 	<p>Goal 7: Ensure environmental sustainability</p> <p>Integrate the principles of sustainable development into county policies and programmes; reverse loss of environmental resources</p> <p>Reduce by half the proportion of people without sustainable access to safe drinking water</p>	

<p>Technology Development and adoption – Biotechnology; improved seed varieties; irrigation</p>	<p>project(Competence Platform for Energy, Crop and Agro-forestry Systems – Africa) – a biofuels project funded by EU</p> <ul style="list-style-type: none"> Addressing Agricultural Biotechnology and Bio-safety Policy issues to Improve Food Security in the SADC, funded by the US Grains Council and the IFPRI – PBS; Proposed establishment of the Southern Africa Research and Technology Network (SAARN) in collaboration with the Agricultural Research Council Biotechnology Multi stakeholder dialogues in Southern Africa in collaboration with JPPRI 	<p>Contributes to CAADP's Pillar 4</p> <p>Improves agricultural research, technology dissemination and adoption to provide the underpinning necessary for long-term productivity and competitiveness</p>	<p>Directorate of Food Agriculture and Natural Resources</p> <ul style="list-style-type: none"> The SADC Committee for Biotechnology and Bio-safety SADCFANR Multi-Country Productivity Programme (MAPP) 	<p>Achieve significant improvement in lives of at least 1.00 million slum dwellers, by 2020</p> <p>Goal 8: Develop a global partnership for development</p> <p>In cooperation with the private sector, make available the benefits of new technologies—especially information and communications technologies</p>
<p>Investment and Infrastructure – trans boundary infrastructural development; regional integration</p>	<p>New Area</p>	<p>Contributes to CAADP's Pillar 2</p> <p>Improve rural infrastructure Information and knowledge systems</p>	<p>Directorate of Infrastructure and Services</p>	<p>Goal 8: Develop a global partnership for development</p> <p>Address the special needs of landlocked and small island developing States</p> <p>Goal 8: Develop a global partnership for development</p> <p>In cooperation with the developing countries, develop decent and productive work for youth</p>
<p>Capacity building for policy development – human and institutional capacity development</p>	<ul style="list-style-type: none"> Strengthening Policy Analysis and Representation Capacity of Farmer-Based Organisations in the SADC Region, Funded by the CIA; USAID project on Improving the Policy Environment of Smallholder Farmers through Transformation of FANRPAN into a Reputable Regional Network with Enhanced Human and Institutional Capacity for Supporting Policy Formulation and Implementation in the SADC Region; New area – building capacity for full cycle policy analysis: researching and analyzing; designing and recommending; advising strategically; mediating; democratizing; and clarifying values and arguments 	<p>Contributes to CAADP's Pillar 4</p> <p>Creating an enabling environment Information and knowledge systems</p>	<p>Directorate of Social and Human Development</p> <p>Directorate of Food Agriculture and Natural Resources</p> <ul style="list-style-type: none"> The SADC Food Security Capacity Building Programme 	<p>Implementing of NEPAD's Comprehensive African Agricultural Development Programme (CAADP) in the Eastern and Central African (ECA) region</p> <p>Implementing of NEPAD's Comprehensive African Agricultural Development Programme (CAADP) in the Eastern and Central African (ECA) region</p>
<p>Agricultural Information Systems – knowledge management (trends</p>	<ul style="list-style-type: none"> Inventory of Agricultural research institutions in Southern Africa – in 	<p>Contributes to CAADP's Pillar 4</p> <p>Information sharing and its role in market development</p>	<p>Directorate of Food Agriculture and Natural Resources</p> <ul style="list-style-type: none"> The SADC Agricultural 	<p>Goal 8: Develop a global partnership for development</p> <p>COMESA's Food and Agricultural Marketing Information System (FAMIS),</p>

analysis); market information	<ul style="list-style-type: none"> collaboration with SAKSS-SA Agricultural growth and poverty trends in Southern Africa – in collaboration with SAKSS-SA Regional Policy Diagnostics and Publications, funded by CTA; FANRPAN stakeholder directory 	Information and knowledge systems RE-SAKSS CAADP early actions	<ul style="list-style-type: none"> Information Systems (AIMS) Statistical Crop Forecasting Methodology Programme SADC Regional Remote Sensing Unit 	<ul style="list-style-type: none"> a component of the AMPRIP program supported by ADB The Pan African Tsetse and Trypanosomiasis Eradication Campaign (PATTEC) in collaboration with the AU Implementation of NEPAD's Comprehensive African Agricultural Development Programme (CAADP) in the Eastern and Central African (ECA) region Crop Crisis Control (C3) Project with the support of USAID 	In cooperation with the private sector, make available the benefits of new technologies— especially information and communications technologies
Food Security and poverty reduction – the link between agriculture and other sectors – e.g. Health and Agriculture (HIV and AIDS, Malaria)	<ul style="list-style-type: none"> The impact of HIV and AIDS on Agriculture and Food Security in the SADC, funded by the European Union and the SADC Secretariat Rural Livelihoods Project in the Southern Africa – Policy Module, funded by USAID/RCSA through IITA; 	Contributes to CAADP's Pillar 3 Increase food supply; reduce hunger and improve responses to food emergency crises Information and knowledge systems	<p>Directorate of Social and Human Development</p> <p>Directorate of Food Agriculture and Natural Resources</p> <ul style="list-style-type: none"> The Regional Food Reserve Facility SADCFANR Multi-Country Productivity Programme (MAPP) Early Warning Systems Vulnerability Monitoring Systems 	<p>Regional Food Security/Food Reserve Initiative among member states</p> <ul style="list-style-type: none"> The Food Security Policy and Vulnerability Reduction Program (to be supported by the 9th EDF) Livestock Sector Development in collaboration with the AU and USAID Interventions to mitigate impacts of HIV/AIDS among smallholder farmers in the ESA region 	<p>Goal 1: Eradicate extreme poverty and hunger</p> <ul style="list-style-type: none"> Reduce by half the proportion of people living on less than a dollar a day Reduce by half the proportion of people who suffer from hunger <p>Goal 6: Combat HIV and AIDS, Malaria and other major diseases</p> <ul style="list-style-type: none"> Halt and begin to reverse the spread of HIV/AIDS Halt and begin to reverse the incidence of malaria and other major diseases
Monitoring and Evaluation – of regional policy commitments – MDGs, CAADP, SADC Heads of State Declarations	<ul style="list-style-type: none"> New Area 	Contributes to overall CAADP Monitoring national level adoption and investment Information and knowledge systems	<p>Directorate of Food Agriculture and Natural Resources</p> <ul style="list-style-type: none"> SADC Plant Protection Action Plan <p>Directorate of Social and Human Development</p>	<p>Implementation of NEPAD's Comprehensive African Agricultural Development Programme (CAADP) in the Eastern and Central African (ECA) region</p>	