

Capacity Strengthening Issues Identified from the Assessment of the Regional Secretariat and Node Hosting Institutions (August 2007)

| Country | Areas that Need Capacity Strengthening | | | | | |
|-----------------------------|---|---|---|---|--|---|
| | Governance and Leadership | Operations and Management Systems | Human Resources Development | Financial Management Systems | Programmes and Service Delivery | External Relations and Advocacy |
| Regional Secretariat | <ul style="list-style-type: none"> Train board and use procedures manual | <ul style="list-style-type: none"> Develop MIS Secure ICT equipment and systems | <ul style="list-style-type: none"> Improve competitiveness of salaries Secure expertise in policy analysis and advocacy | <ul style="list-style-type: none"> Secure long-term core funding | <ul style="list-style-type: none"> Develop M&E and impact assessment systems | <ul style="list-style-type: none"> Secure agreement with SADC Improve private sector engagement |
| Angola | <ul style="list-style-type: none"> Conduct more stakeholder consultations with a view to appoint an autonomous institution | <ul style="list-style-type: none"> Appoint new node hosting institution to facilitate operational management Develop M&E system | <ul style="list-style-type: none"> Public recruitment system in place – hence no need for change, unless new institution is appointed | <ul style="list-style-type: none"> Public financial system in place – hence no need for change, unless new institution is appointed | <ul style="list-style-type: none"> Institute long-term programme planning | <ul style="list-style-type: none"> Increase awareness of FANRPAN activities among all stakeholders Improve linkages with NGOs and private sector |
| Botswana | | <ul style="list-style-type: none"> Develop a participatory M&E system | <ul style="list-style-type: none"> Spell out staff roles in the contracts Clarify policy and strategy on staff development Develop manuals on disciplinary and grievance procedures to manage potential conflict | <ul style="list-style-type: none"> Complete introduction of time sheets to monitor staff productivity Develop funding strategy that allows for independence in programming and opinions | <ul style="list-style-type: none"> Formalise internal communication procedures Improve constituency ownership of programme Complete strategic planning document | <ul style="list-style-type: none"> Improve dissemination of policy research results Develop a media and public relations strategy Link role of regional work to national strategy Strengthen and formalise collaboration with private and NGO sectors |

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| Lesotho | Formalize node hosting arrangements with FANRPAN Regional Office and conduct baseline PIVA | | | <ul style="list-style-type: none"> Formulate resource mobilization strategy | | <ul style="list-style-type: none"> Update ISAS website and link to FANRPAN Regional website |
| Malawi | <ul style="list-style-type: none"> Strengthen board meetings Incorporate FANRPAN node steering committee into CISANET governance structure | <ul style="list-style-type: none"> Insure property against fire and theft risks Improve office security by installing locks and burglar-proof doors | <ul style="list-style-type: none"> Appoint officer responsible for FANRPAN activities Train staff in resource mobilization | <ul style="list-style-type: none"> Speed up development of a resource mobilization strategy. | <ul style="list-style-type: none"> Develop medium-term strategy and M&E, and impact assessment systems | <ul style="list-style-type: none"> Utilise Public-Private dialogue to increase its interaction with the private sector. |
| Mauritius | <ul style="list-style-type: none"> Include all key stakeholders in board Develop and implement board procedures manual | <ul style="list-style-type: none"> Manual of ICT procedures | <ul style="list-style-type: none"> Competitiveness of salaries Long-term staff development Programme Grievance procedures manual | <ul style="list-style-type: none"> Diversify funding sources Pursue public-private partnerships | <ul style="list-style-type: none"> Medium- to long-term strategic plans necessary Review impact assessment systems | <ul style="list-style-type: none"> Establish formal relations with media houses Design communication strategy Involve private and civil society organisations |
| Mozambique | Stakeholder and institutional reports still pending | | | | | |
| Namibia | <ul style="list-style-type: none"> Increase representation of private sector and civil society on the board Develop board procedures and train board members | <ul style="list-style-type: none"> Improve management systems and procedures, especially MIS, staff movement control, movable asset management. Develop a turn-around strategy | <ul style="list-style-type: none"> Job descriptions, competitive salaries staff development system and grievance procedures manual should be put in place. | <ul style="list-style-type: none"> Review financial procedures and reporting procedures Diversify resource base Time sheets for staff | <ul style="list-style-type: none"> M&E and impact measurement systems | <ul style="list-style-type: none"> Public relations/outreach strategy |

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| Swaziland | <ul style="list-style-type: none"> • Consult with Government to endorse new node hosting institution • Incorporate node steering committee into governance structures | | <ul style="list-style-type: none"> • Enhance capacities in policy analysis research and documentation | <ul style="list-style-type: none"> • Budgeting and resource mobilization to be aligned to strategic programme | | <ul style="list-style-type: none"> • Improve capacity for advocacy and links with the private sector |
| South Africa | <ul style="list-style-type: none"> • Consult with stakeholders, especially Government to agree on new node hosting institution • Conduct PIVA on new institution | | | | | |
| Tanzania | <ul style="list-style-type: none"> • Review constitution • Appoint exec committee of board | <ul style="list-style-type: none"> • ICT equipment and software obsolete • Improved connectivity | <ul style="list-style-type: none"> • Competitiveness of salaries | <ul style="list-style-type: none"> • Formulate resource mobilization strategy | <ul style="list-style-type: none"> • Marketing strategy • M&E System and impact assessment | <ul style="list-style-type: none"> • Communication strategy, including public relations and advocacy strategy |
| Zambia | <ul style="list-style-type: none"> • Develop board procedures manual | <ul style="list-style-type: none"> • Complete and endorse draft operational manual. • Document information and communication procedures | <ul style="list-style-type: none"> • Competitiveness of salaries | <ul style="list-style-type: none"> • Diversify funding sources | | <ul style="list-style-type: none"> • Establish formal relations with technical partners to increase its capacity |
| Zimbabwe | <ul style="list-style-type: none"> • Appointment of the board and Executive Secretary | <ul style="list-style-type: none"> • Development of a management information system (MIS). • ICT equipment | <ul style="list-style-type: none"> • Competitiveness of salaries | <ul style="list-style-type: none"> • Improved resource base • Cost recovery mechanisms • Use of partnerships | <ul style="list-style-type: none"> • Develop a new medium-term strategic plan. • M&E system • Impact assessment | <ul style="list-style-type: none"> • Increase its visibility among its stakeholders and the public |