

# FANRPAN

Food Agriculture and Natural Resources Policy Analysis Network

## Five Year Strategic Plan

2002-2007

**"Make no small plans...  
for they have not the power  
to stir men's blood"**

**Niccolo Machiavelli**  
*The Prince, 1514*

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# Foreword by the Co-ordinator

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## *Introduction*

The Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN) was originally conceived in 1994 by Ministers of Agriculture from Southern and Eastern Africa to "enhance the capacity for policy formulation and analysis in the region". At the time this noble idea of the policy network was conceived, both the sub-region and Sub-Saharan Africa were undergoing major economic policy reforms caused by chronic budget deficits, runaway inflation, declining commodity prices and unsustainable debts.

While the painful economic structural adjustment programmes prescribed, inter alia, market and trade liberalisation, reduction in public expenditure, devaluation of currencies, and others, these policy prescriptions did not look in depth into the institutional capacity, policy development processes, stakeholders' participation and role in policy design, implementation and knowledge of strategic public sector functions among the affected countries.

Further, almost all countries were advised by the Bretton-Wood Institutions (World Bank, and IMF) to privatise certain public services under the assumption that there was a strong private sector to take up the role of the public sector and that foreign investment would flow in. Unfortunately, these highly optimistic expectations have not been realised resulting in inequity in such areas as, education, health, infrastructure, etc.

Similarly, projected high real economic growth has not been wide spread despite the policy on economic adjustment programmes. The performance of the agriculture and natural resource sectors in both SADC and other Sub-Saharan Africa has been at best mixed (World Bank, 2000/2001, IMF 2000). Poverty has remained unabated if not worsened. In fact the World Bank Development Reform Report of 2000/2001 shows that for SADC countries, almost 50% of the population live below the poverty datum line. This social eyesore experience has been with the sub-region for more than two decades (World Food Summit, 1996; WTO 1999).

## *Justification for a Strategic Plan*

It is against this background of less successful policy prescriptions to transform the mainly agricultural and natural resources based SADC economies which a five - year strategic plan on policy analysis, design, implementation and review is premised.

Policy reform as much as possible should lead to the development of policies, which promote optimum performance of the agricultural sector at household; small-scale and commercial sectors i.e. improved productivity leading to increased incomes, and employment, hence a reduction in poverty. In a number of economic policy reform cases some of the issues above were not adequately addressed or alternatively, the architects of the reform overlooked them. For FANRPAN to undertake its mandate and fulfil the aspirations of its various stakeholders (government, private sector, farmers, agribusiness, non-governmental organisations, etc.), the network must position itself strategically to respond adequately and timeously to the domestic, regional and international policy challenges in the FANR sector.

## *Strategic Planning for FANRPAN*

In addressing the challenges the FANR sector is facing, FANRPAN has formally introduced strategic planning in order to better identify and address strategic issues that should move it forward into the future.

Strategies in general start at the top with the head of the organisation. Likewise, strategic planning for FANRPAN was driven from the top. A strategic planning workshop was held at the Courtyard Hotel in South Africa from 29 October to the 2nd November 2001. The objectives of the workshop established prior to the event were to:

- ◆ Derive strategies to move the organisation forward.
- ◆ Review the issues relating to the role of FANRPAN.
- ◆ Provide information and education pertaining to strategic planning and provide an emphasis to plans.
- ◆ Develop a theme of performance and productivity, which could be incorporated as part of the new FANRPAN.
- ◆ Develop a communication strategy that would help in the management of stakeholders' information.

Prior to the workshop, nodal visitations were made to capture critical information that was needed to form part of the process. Stakeholders' contribution resulted in the identification of thematic areas that needed to be researched on by FANRPAN. By and large, areas identified were predominantly based on natural resource endowment, increased market access and market potential, technological development and adoption and specialisation based on comparative cost advantage which is aimed at achieving the goals of SADC Trade Protocol and poverty reduction.

In its planning process FANRPAN recognises the need to integrate the following initiatives in its programmes: -  
i. Millennium Partnership for the African Recovery Programme (MAP) which seeks to extricate the African people and their continent from poverty.  
ii. The SADC long-term strategic plan which seeks to improve regional competitiveness.

In both initiatives the FANR sector is a critical vehicle in facilitating poverty reduction through agricultural development.

*H.K. Sigwele  
FANRPAN Coordinator  
May, 2002*

## List of Acronyms

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AIDS	-	Acquired Immuno Deficiency Syndrome
COMESA	-	Common Market for East and Southern Africa
FANRPAN	-	Food, Agriculture and Natural Resources Policy Analysis Network
FANR	-	Food, Agriculture and Natural Resources
GSP	-	General systems of preferences
HIV	-	Human Immuno Virus
IMF	-	International Monetary Fund
M&E	-	Monitoring and Evaluation
MAP	-	Millennium Partnership for the African Recovery Program
MOU	-	Memorandum of Understanding
NGO	-	Non-Governmental Organisation
NTB	-	Non-Tariff Barriers
OECD	-	Organisation for Economic Co-operation and Development
PRA	-	Participatory Rural Appraisal Techniques
SACAU	-	Southern African Confederation of Agricultural Union
SACU	-	South African Customs Union
SADC	-	Southern African Development Community
TOR	-	Terms of Reference
TOT	-	Training of Trainers
WTO	-	World Trade Organisation

# Summary

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## 1.1 Vision

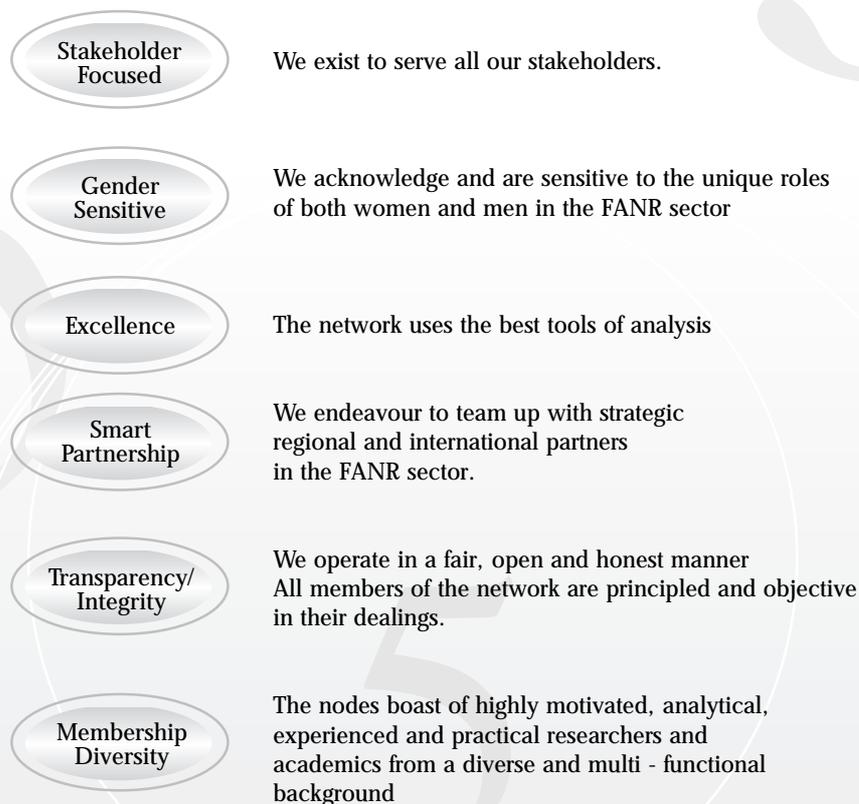
FANRPAN strives for excellence to become a distinguished leader in policy research, analysis and co-ordination in food, agriculture and natural resources by 2020.

## 1.2 Mission Statement

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.

## 1.3 Values

*FANRPAN is guided by the following values:*



## 1.4 Goals and Objectives

The FANRPAN objectives are outlined below:

- ◆ Promote appropriate agricultural policy 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 co-ordinated dialogue among stakeholders.
- ◆ Improve policy decision-making through the generation, exchange and use of policy related information.

## 1.5 Key Strategic Issues

The following key strategic issues were identified as critical for the growth and development of FANRPAN: -

- ◆ Policy research agenda
- ◆ Information and communication management
- ◆ Capacity building
- ◆ Institutional collaboration
- ◆ Resource mobilisation
- ◆ Monitoring and evaluation
- ◆ Governance structures

## 2. The Planning Environment

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### 2.1 Importance of Agriculture in the SADC

Agriculture is the engine of economic growth in the SADC region. The economic performance of most SADC countries is directly influenced by how the agricultural sector performs. It is common knowledge that rapid agricultural growth produces rapid overall economic growth. It has been proven that a strong correlation exists between agricultural growth and overall economic growth and the general improvement in the standard of living of the people. It is therefore imperative that SADC seriously looks at the development of agriculture since any industrialisation that is based on a weak foundation in terms of agriculture base might collapse.

It has also been proven that significant agricultural growth and development leads to poverty reduction, equitable economic growth, employment creation and food security. A prerequisite in the development of agriculture is the requirement that the region enjoys peace, stability, democracy and good governance. In the absence of these, agriculture will not flourish.

### 2.2 Performance of Agriculture

Performance of agriculture in the SADC countries has generally been declining. For instance, there is a marked reduction in investment in the agricultural sector by the SADC countries and there is consensus that chronic poor performance of agriculture is primarily due to low priority accorded to the sector. This is clearly illustrated by agricultural policies that are not focused and inadequate resource allocation in public investment in agriculture.

Natural disasters such as, droughts, floods, civil conflicts, and lawlessness in some countries in the region also compound low production. The terms of trade within SADC have been unfavourable due to the problem of both tariff and non-tariff barriers imposed by member states, an issue that needs to be addressed if trade within the block is to flourish. With the realisation of the inadequacies in agricultural development it was therefore imperative that a framework and strategy to get agriculture moving beyond the recovery phase be developed. Since countries in the SADC agree that agriculture is essentially the engine for economic growth it was agreed by Ministers of Agriculture in 1994 that:

- ◆ Agriculture should be the priority political agenda in all countries in the SADC.
- ◆ Investment should be increased in the FANR Sector.
- ◆ A more comprehensive policy framework that will facilitate the growth of agriculture in the SADC should be developed.

*Furthermore the Ministers of Agriculture agreed in (1994) that the following were the five basic prime movers of agricultural development, which must work in tandem to achieve sustainable development as outlined below:*

- ◆ Technology for large and small holder farmers generated from investments by the public and private sector into research. New technology has to continuously meet the changing needs of farmers. Technology development and adoption should be demand driven.
- ◆ Human capital at all levels such as professional managers, technical skills and artisans achieved through investment in schools, colleges and faculties of agriculture, forestry and natural resources.
- ◆ Sustained growth in physical and biological infrastructure through investments into roads, dams, irrigation systems, grain stores, rural electricity and information systems and large-scale genetic improvements of livestock and crops.
- ◆ Effective institutions particularly able to serve the smallholder farmers' access to research, extension, credit, marketing and land resources.
- ◆ An enabling political and economic environment with adequate budgetary commitment to agriculture and appropriate pricing policies as well as trade policies that cut across the SADC and facilitate agricultural growth and food security is a prerequisite for agricultural development.

In pursuing a strategy of prime movers SADC countries have to acknowledge two important characteristics of the prime movers. First, no prime mover on its own can get agriculture to grow on a sustainable basis, therefore, all prime movers have to be in place for sustainable agricultural development. The second characteristic of all prime movers is the long-term nature of investment necessary to strengthen them. This calls for greater commitment by government to invest in agriculture as well as appropriate policies that encourage agricultural development for food security. It should be recognised that in the past several declarations have been made by African political leadership to increase investment in agriculture, but this has not been fulfilled. Some critical areas that require regional co-operation include:

- ◆ Intra-regional trade management
- ◆ Information exchange and early warning on climate and international food markets.
- ◆ Drought management
- ◆ Migratory pest and livestock disease control.
- ◆ Regional food reserves and security
- ◆ Production related activities resulting from co-ordinated agricultural policies.

It is therefore obvious that with the integration of agricultural activities in the region, there is need to create a regional agricultural policy analysis and research network that will help to develop comprehensive agricultural policies and food security strategies. The network would in collaboration with research institutions be responsible for research and analysis leading to the co-ordination of agricultural policies and strategies in the SADC region.

## 2.3 Stakeholder Expectations

FANRPAN's major stakeholders are - the SADC governments, private sector, academic institutions, farmers (both small and large), traders, non-governmental organisations (agricultural based), parastatals, Board of Governors and FANRPAN employees.

Under the new democratic environment, stakeholder expectations have changed. For instance, the government demands the following:

- ◆ A shift from policy formulation into policy implementation. Speed in policy implementation has become critical if governments are going to be credible.
- ◆ All policies need to be grounded within the stakeholders for them to have relevance. The policies must address stakeholders' expectations since they are a critical constituency in policy formulation and implementation.
- ◆ Development of policies which solve problems
- ◆ Policies must be co-ordinated nationally and regionally.

## 2.4 Other Stakeholder Expectations

- ◆ FANRPAN can be a catalyst in changing policy formulation from conventional methodologies to those that meet expectations of stakeholders.
- ◆ FANRPAN can play a leading role in fund raising, co-ordinating the nodes, information dissemination, and creating linkages with regional stakeholders.
- ◆ The network can research on the impact of various policies to the development of agriculture in the region.
- ◆ FANRPAN has the potential to be policy champions for the region.

FANRPAN has to take into account these changes in the management of expectations of stakeholders. By defining the needs of the stakeholders through a stakeholder consultative process, FANRPAN will make itself relevant to the market. The level of autonomy FANRPAN has will define its objectivity when it fulfils its objectives. FANRPAN will have to be sensitive to criticisms and this demands that it operates in a more transparent fashion to the satisfaction of all its stakeholders.

FANRPAN staff members are a critical stakeholder since through employees can the organisation achieve its objectives. The staff will, therefore, be expected to be sensitive to the stakeholders' expectations. FANRPAN must avoid providing island solutions which appeal to very few beneficiaries.

## 2.5 Regional Policy Situation Analysis

### 2.5.1 Productivity

The region is characterised by low productivity in the FANR sector. This is exacerbated by poverty which negatively influences investment in agriculture at household levels. Access to financial resources, inputs and technology is limited and not demand driven especially for the small-scale farmer. This is further compounded by the inadequate research and extension services. Generally investment in agriculture has not been a top priority for most governments in the region which has led to a reduction in output. It is therefore critical that the region enhances productivity at household and small-scale farmer level. Additionally, there is need to improve management of Natural Resources to enhance productivity. Such increases will lead to a significant increase in intra-regional trade.

### 2.5.2. Natural Resource Management Policy

The Southern African region shares a great deal in terms of how policies have affected or been affected by the natural environment and its management. Pre-independence land policies in most countries in the region created land management regimes that resulted in highly unequal land access with unsustainable tenure conditions. Most of the governments are in the process of trying to rectify this anomaly. South Africa, Namibia and Zimbabwe are undertaking major land redistribution exercises. Zambia and Mozambique are currently reviewing land tenure conditions in communally owned areas with a view to improve tenure security. Lesotho is confronted with a land issue of a more serious nature- that of a gradual reduction in available land due to soil erosion.

In addition to the land problem the region also faces a chronic water availability challenge. The problem is most acute in Namibia, Botswana, northern parts of South Africa as well as southern parts of Zimbabwe leading to chronic droughts and food security problems. Of concern in the region is the similarity in weather patterns, which has seen catastrophic droughts and flooding affecting most countries in the same seasons such as witnessed in the 1992 drought and in the 1999 floods. The issue of shared water resources has come to the fore in recent years as exemplified by the debate between Zimbabwe and Zambia over the proposed Matebeleland-Zambezi Water Project or the Zimbabwe-Mozambique conflict over the Pungwe Gorge Project.

A debate is underway in most countries in the region with regard to management of forestry and other natural resources under common ownership. There are NGO initiated moves that give better access to gains from forest and other natural resources to people living next to these resources through better definition of common property management regimes in countries such as Zimbabwe, South Africa, Malawi, Namibia, Botswana and Zambia. Prudent Natural Resources policies are therefore critical if the level of productivity is to be improved in this sector.

### 2.5.3 Trade Policy

Regional trade has undoubtedly been the overriding policy issue facing the SADC region. All FANRPAN initiated stakeholders dialogue fora identified trade as the key issue of concern regionally. Some of the critical issues that emerged pertaining to trade from stakeholders' perspective are the following:

- ◆ Inadequate and poor quality information on trade opportunities that exist in neighbouring countries.
- ◆ Lack of knowledge about the trading arrangements governments sign on behalf of stakeholders.
- ◆ Concern at the implications of some of the agreements on stakeholders.
- ◆ Concern at the impact of a member country's domestic policy on another's access to its market.
- ◆ Perceived unfair trade practices.
- ◆ Lack of adequate consultation with stakeholders' in preparing country positions in trade negotiations and general feeling by some countries that the government is giving away too much.

## 2.6 Structure of Intra-Regional Agricultural Trade

*Intra-SADC exchange of agricultural products is characterised by the following major features:*

- ◆ Limited range of intra-SADC agricultural inputs. All SADC states import foodstuffs.
- ◆ The major regional sources of food imports are RSA and Zimbabwe followed by Swaziland.
- ◆ Generally intra-SADC agricultural exports are diversified. A number of countries such as, Mozambique, Tanzania, Zimbabwe and Mauritius export over six major different types of agricultural products to the region.

The commodity structure of intra-SADC trade is typical of that between developing and developed countries. South Africa and to some extent Zimbabwe provide other countries in the region with processed goods in exchange for raw agricultural products. This pattern is also visible in commodity exchange between Zimbabwe and South Africa whereby Zimbabwe supplies products with low manufacturing value addition in exchange for goods with high manufacturing value addition.

## 2.7 Regional Trade Agreements

Several bilateral, preferential and multilateral trade agreements, some of which have been renewed more than twice, constitute the major regulatory framework for trade among SADC countries. In principle bilateral / multilateral trade agreements are arrangements that seek to lower barriers to trade between two parties to the agreements. Examples of multilateral trade agreements in the region include South African Customs Union (SACU), the SADC trade protocol and the joint Common Market for East and Southern Africa (COMESA). At the other extreme is the World Trade Organisation (WTO) grouping most countries of the world. Preferential trade agreements on the other hand tend to be one sided with one party lowering its barriers to market access without expecting the other party to reciprocate. The Lome Convention or its successor, the Cotonou Agreement to which most SADC countries are members, is an example of a preferential trade agreement.

Trade barriers that nations develop to protect local industries often limit companies exporting goods and services. These barriers can be tariffs which are duties on goods entering a country, or non tariff barriers which are often rules, regulations, subsidies, or other unfair trading practices that distort and limit trade which is an essential part of development for the SADC region. In all the trade agreements, the idea is that of reducing the barriers to trade and to define rules and enforcement mechanisms to ensure fair trade.

## 2.8 Barriers Faced by SADC Exports to Developed Countries.

Despite the substantial progress in trade liberalisation as a result of World Trade after the Uruguay Round, there remains an important number of products and sectors where high tariffs and relatively high effective protection still persists and substantial barriers to SADC products remain. The following are some of the factors causing this and these need to be fully understood by FANRPAN in the planning process and the subsequent implementation of the strategic plan:

- ◆ Arbitrary application of sanitary and phyto-sanitary measures under the disguise of food hygiene, food safety and quality poses formidable problems for agricultural and food exports from developing countries to OECD countries.
- ◆ There are also technical barriers to trade that cover aspects of food standards related specifically to quality provision, nutritional requirements and labelling which work against exports of developing countries into OECD.

## 2.9 Constraints to Agricultural Trade in the Region

### 2.9.1 Production structure

The region is characterised by a dualistic production system i.e. small - scale versus large scale. Small scale farming, however, has remained stagnant contributing little surplus production for exports compared to large-scale farming sector. These production structures have greatly limited the development of intra-regional trade. SADC countries products tend to be competitive rather than complimentary on world markets. Most countries produce similar ranges of products competing for the same markets leaving little room for intra-regional trade (Fidzani 2000). This is further complicated by similar weather patterns, which makes surplus and deficit periods coincide in many of the member countries.

### 2.9.2 Domestic policy constraints

Internal policies usually present two distinct obstacles to intra-regional trade. First, they distort the internal production and consumption patterns by setting and sending wrong price signals. Secondly, they set restrictive regulations on internal and external trade. Some of the key constraints include: -

- ◆ The marketing system with fixed official price setting and the institution of monopolistic parastatals that are not sufficiently flexible to respond to changes in the market conditions in neighbouring countries and limit cross-border trade.
- ◆ Overvalued currency policies reduce the overall trade activities by taxing exports and reducing potential export volumes, foreign currency earnings while making imports mainly from developed countries cheaper. In the past, shortage of foreign exchange has led to administrative rationing measures such as licence systems and foreign currency allocation.
- ◆ Tariff and non-tariff preferential arrangements that favour trading with overseas countries including the Lome Convention and the GSP
- ◆ The conditions imposed on trade financing require the recipient country to source imports from the donor country, which often is a developed country as opposed to sourcing from anywhere in the region.
- ◆ Risks of non-payment and lack of pre-financing schemes.
- ◆ Lack of knowledge about the opportunities in the regional market.

Lack of purchasing power in the region is a serious constraint to expanding regional trade. The problem is two fold, i.e. small population and falling income. Although SADC has over 100 million people, the population density is still very low compared to Asia and Latin America. The high rate of inflation in some countries and contraction on employment levels in others has significantly reduced the buying power and therefore limiting regional agricultural trade. Compounding these structural weaknesses in regional economies are a host of trade limiting transaction costs including:

- ◆ Laborious processing of imports and exports licenses
- ◆ Transport problems and border delays leading to losses of products through decay and other non-tariff barriers.
- ◆ Very weak financial and capital markets to support agriculture

### 2.9.3 Dealing with constraints / opportunities

The following are possible options to addressing the identified constraints:

- ◆ Researching and finding solutions to the conflicts caused by member states involvement in multiplicity of trade agreements.
- ◆ Finding ways of dealing with the non-complimentary production due to similarity of product range caused by similar weather patterns.
- ◆ Researching on the impact of both tariff and non-tariff barriers on the export business.

## 2.10 Trade challenges for FANRPAN

Given the regional trade situation, FANRPAN faces several challenges to deal with to ensure that the negative effects caused by involvement of member states in various bilateral and multilateral arrangements are managed. Some of the critical challenges involve: -

### 2.10.1 Information exchange

- ◆ Broadening debate on trade at regional and multilateral levels.
- ◆ Identification of market opportunities and ready access to information by stakeholders.

### 2.10.2 Research pertaining to opportunities and constraints presented by the agricultural protocol of the WTO.

- ◆ Futuristic look at the trade relations regionally and internationally
- ◆ Identification and quantification of non-tariff barriers.
- ◆ Research into the grading and standards, sanitary and phyto-sanitary regulations and initiate dialogue on harmonisation.
- ◆ Research pertaining to promises of the agricultural protocol of the (WTO).

### 2.10.3 Capacity

- ◆ Creation of an administrative/legal capacity to effectively participate in the WTO.
- ◆ Development of capacity that will allow for policy formulation in agriculture, fisheries and forestry.
- ◆ Development of capacity to enable stakeholders to prepare and negotiate in multilateral trade negotiations.

## 2.11 Information Technology / Communication

FANRPAN's chosen direction of being lean and mean and requiring streamlining of its activities in line with the demands of its stakeholders will no doubt highlight the need to undertake and implement a far-reaching and long-term information technology strategy to support and accomplish its mission. The possibility of linking FANRPAN secretariat with all nodes electronically will enable fast and accurate transmission of information thereby speeding the research process on both sides. In addition, other stakeholders demand timely, complete and accurate information thus impressing upon FANRPAN to have an effective communication strategy to meet this need.

## 2.12 HIV/AIDS

The HIV/AIDS epidemic poses a serious threat to the region's working population, especially in the agricultural sector. The magnitude of the pandemic negates any such plans for increased productivity and hence reduction in poverty. The absence of a known AIDS cure exacerbates the situation. The strategic plan assumes FANRPAN is aware of the epidemic and needs to carry out a thorough research on the impact of HIV/AIDS to the agricultural sector in the SADC region.

## 2.13 Skills Flight

While the SADC boasts of a conducive political environment that allows for policy dialogue and economic reform by stakeholders, certain countries within the SADC have repressive laws that have led to relevant skills flight from the region to the developed world, a situation which SADC leaders need to address. There is need for stability and retention in terms of the skills that are essential to sustainable development of the FANR sector.

## 2.14 Resistance to Change / Acceptance of FANRPAN by other SADC Stakeholders

One of the most important critical success factors for any change programmes in a network organisation is effective participation and involvement of key stakeholders in key issues in order to gain their commitment and co-operation. There is always a danger of resistance to change that may frustrate the FANRPAN ambitions (bringing more innovation into policy formulation and moving away from the conventional way of developing policies). In order to minimise this resistance it is important to define the new role FANRPAN will be playing and communicate this to its stakeholders. It is essential to change the mind-set of staff that will be responsible for drawing and implementing the programmes. This requires a well developed communication system so that the rationale for FANRPAN activities can be communicated and appreciated.

## 3. Critical success factors for FANRPAN

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*The following have been identified as critical to the success of FANRPAN:*

### 3.1 Policy Research Agenda

In a stakeholder driven organisation, there is recognition that research must generate the results that meet stakeholder expectations and that stakeholders must have access to these results. It is therefore critical that any research must be grounded within the stakeholders for it to have relevance. Any research agenda should have a firm base from its stakeholders and must be on an agenda that helps accelerate regional harmonisation and rationalisation of practices, standards and regulations that improve productivity and lead to higher levels of efficiency.

FANRPAN must encourage stakeholders to use the various research agenda issues as instruments for forging continued inter-regional alliances and co-operation. Finally FANRPAN must realise that the policy issues for research and analysis are identified by stakeholders and they are able to do so because of the problems they meet / experience / or anticipate. There is no substitute for close linkages with the stakeholders. Some of the key policy areas identified by stakeholders include the following: -

- ◆ Development of market intelligence as well as dissemination of information about key commodity markets and prices.
- ◆ Specialisation based on comparative cost advantage.
- ◆ Technological development, adoption and specialisation based on comparative cost advantages
- ◆ Removal of trade barriers between and among SADC countries.
- ◆ Conservation and management of natural resources
- ◆ Impact of various trade agreements on SADC economies
- ◆ Stakeholder participation in policy dialogue and development.
- ◆ Capacity building for stakeholders
- ◆ HIV/AIDS impact on agricultural productivity
- ◆ Effective land reform.

As the FANRPAN's policy research agenda is expected to contribute to SADC objectives on food security, poverty reduction and long-term regional economic and trade integration, it is evident that almost all the key priority research areas identified by stakeholders if implemented comprehensively with other critical success factors, then the region's objectives could be realised on a sustainable basis. It is in the long-term interest of FANRPAN as well as its stakeholders to continue identifying priority research areas that contribute towards the attainment of SADC objectives as well as the initiatives of the African Unity.

### 3.2 Human Resource Skills (Capacity)

There is growing recognition that human resources are organisations' most treasured asset. Research and analytical skills are important to improve the quality of information and advice given to the various stakeholders. In line with FANRPAN's role and objectives, research skills will be required to be developed at both country (nodal) and regional (secretariat) level not only to get a feel of its stakeholders operating environment but also in order to be more innovative in the actual implementation of the policies promulgated. Decisive and courageous leadership are necessary skills for effective decision making to ensure that the organisation progresses in its intended direction and at the same time ensuring that the limited resources are well managed to maximise the benefits to stakeholders. Additional key result areas need to be determined and planning priorities made to achieve objectives within a stipulated time, which is a critical strategic resource.

### 3.3 Information and Communication Management

In this age of rapid change, information technology is essential to improve efficiency of day to day operations and reduce waiting time for outputs. It is also a key element in the provision of efficient and effective management of information and communication from stakeholders of a network organisation. Timely availability of such information enhanced by speedy transfer from all stakeholder sources is thus critical to the provision of FANRPAN's outputs by the respective stakeholders.

Additionally, the dissemination of information through choice of appropriate selection of media for respective stakeholders becomes critical for the network. Network communication can be enhanced by having appropriate organisational structures at both nodal and secretariat levels. A well-structured organisation promotes oneness if nodal linkages are well developed and congruent with secretariat structures.

### 3.4 Monitoring and Evaluation

A monitoring and evaluation system within the network will ensure that the organisational objectives are met. A monitoring and evaluation system helps to monitor and assess performance based on the agreed performance indicators on an on going basis. Baseline data will be established which would provide both a prima facie case as to the need for action and a reference point which will be needed to assess at a later date the impact various policies have had on the stakeholder. Specific indicators of performance must be identified where possible based on the comparative networks elsewhere (benchmarking). Evidence from these institutions may help identify problem areas requiring particular attention during an appraisal process.

### 3.5 Governance Structures

Appropriate governance structures are there to enhance the benefits that stakeholders should enjoy through increased accountability. FANRPAN will have clear systems in which it is to be managed, directed and controlled. The following are critical to FANRPAN governance structure:

- ◆ Constitution and Memorandum of Understanding with node hosting institutions.
- ◆ A structure through which objectives are set and means of attaining them and monitoring performance are determined.
- ◆ Clarity in the selection of members of the Board of Governors and their role.
- ◆ Clear set of relationships between stakeholders, board, management and other constituencies of FANRPAN.

In addition, stature / public image / transparency/ accountability are critical in governance structures if FANRPAN is to be respected by the public and other stakeholders. Maintaining a good public image and being transparent are useful attributes in a network organisation.

### 3.6 Adequate Financial Resources

For FANRPAN programmes to succeed there is need to create a sound financial base. This does not come only from donors but also out of FANRPAN's own financial initiatives such as consultancies, funding by SADC, government, private sector and other interested stakeholders.

A clear financing /funding strategy needs to be developed by FANRPAN to include both fund raising and self-financing techniques for sustainability.

## 4.0 Internal Analysis of FANRPAN

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### 4.1 FANRPAN Strengths

- ◆ Close liaison with policy research institutions (Universities, Research Institutions)
- ◆ Networking within the region and beyond
- ◆ Regional backing
- ◆ Recognition by Governments.
- ◆ Linkages with SADC structures and regional trade protocols.
- ◆ Improved intra-regional stakeholder consultation, SACAU, Cross-border Association, SADC Business Council etc.
- ◆ Existence of the secretariat.

### 4.2 FANRPAN Weaknesses

- ◆ Inadequate funding (declining domestic and donor funding)
- ◆ Limited stakeholder participation in some member states.
- ◆ Poor co-ordination of domestic and regional policies to contribute towards regional integration.
- ◆ Increased brain drain to outside the region.
- ◆ Part-time activity at nodal level - competing demands with other activities as time allocated to FANRPAN is inadequate.
- ◆ Lack of integration of nodal objectives to those of the secretariat.
- ◆ Poor natural resources management and conservation.
- ◆ No working Information and Communication Management System.

*Critical to the survival of FANRPAN, the following have been identified as key strengths.*

### 4.3 Major Strengths

#### 4.3.1 *Close liaison with policy research institutions*

(Universities and other Research Institutions)

FANRPAN has as its key strength close liaison with policy research institutions, which means that FANRPAN has access to skills at Universities, Research Institutions etc. These provide the organisation with a competitive edge and FANRPAN should be able to tap into these reserves to launch its research agenda. Critical to the utilisation of this, FANRPAN will be required to co-ordinate this resource creatively since its activities have always been considered to be part-time. It must also be stressed that there is need to sharpen/enhance these skills so that they become more relevant in the current changing environment. Above all, proper guidelines and terms of reference/memorandum of understanding must be drawn by FANRPAN with collaborating institutions as to how these researchers must be utilised and at the same time rewarded, for them to provide additional support both at technical and operational level.

#### 4.3.2 *Networking within the region*

Another critical strength identified was that of networking within the region. The establishment of a framework that co-ordinates the activities of FANRPAN was considered a strength in that a dialogue platform has been established and now provides the organisation with an information exchange/sharing facility which provides them with a competitive edge.

#### 4.3.3 *Regional backing*

Regional backing has also been considered as a critical strength in that FANRPAN has been recognised as the body that has to launch research related issues for the benefit of the region. With such recognition FANRPAN needs to produce relevant results to help develop its credibility. It further needs to consolidate its grip in the SADC region and at national / government level by maintaining a close liaison with these institutions and at the same time address specific stakeholder issues as laid down by both national governments and SADC.

### 4.3.4 Establishment of secretariat

The establishment of the secretariat was considered a strength in that there is now a process that helps drive FANRPAN and the key requirement is that all governance structures need to be in place for it to discharge its duties. The structures should include an approved constitution; Memorandum of Understanding with nodes as well as a communication strategy that helps disseminate information about the network.

## 4.4 Major Weaknesses

*The following weaknesses were considered critical and needing further analysis and attention:*

### 4.4.1 Inadequate funding

As alluded to above FANRPAN does not have adequate funds to carry out research, policy analysis and policy education issues. This hinges heavily on the quality of the research as well as the sustainability of the organisation.

It is therefore critical that FANRPAN addresses this issue through the development of a clear funding strategy that integrates FANRPAN activities into those of the nodes and at the same time sharpen its operation so that the current available intellectual capacity can be utilised as a source of generating revenue. In developing a funding strategy, FANRPAN should think seriously about sourcing for funds from the SADC and its national governments since they are the promoters of the FANRPAN project.

### 4.4.2 Lack of integration of FANRPAN activities within the organisation that host the nodes.

Nodes are the vital ingredient of FANRPAN and failure to have clear cut memorandum of understanding with host organisations will create confusion in terms of the roles played by the node and at the same time marginalise the operations of FANRPAN. The concept of FANRPAN being a part time activity at nodal level needs to be ironed out soon and may be better remuneration structures will have to be created for the host organisation to enable them to fully integrate nodal activities with those of the institution. Where practical, independent nodes will have to be established so that FANRPAN activities can be spearheaded without marginalisation.

### 4.4.3 Inadequate communication system

The foundation of network organisations lies in the presence of an effective communication strategy. Information sharing and dissemination is critical for the survival of a network organisation. FANRPAN will need to create a comprehensive communication strategy that will help integrate its services/programmes. The communication strategy must examine the diverse nature of stakeholders.

## 5.0 Strategic Analysis

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As a result of the change taking place in the environment including the opportunities that were identified, a few key challenges stand out for FANRPAN:

- ◆ The need for FANRPAN to recognise and adapt in line with its changing role.
- ◆ The need for FANRPAN to respond to demands from its operating environment, to be transparent and accountable to its stakeholders on a day to day basis.
- ◆ Emergency of pressure from key stakeholders for FANRPAN to earn its autonomy or independence demonstrated by their competence in formulating and implementing agricultural/natural resources policies.

The main factors in the operating environment that appear to pose direct threats to FANRPAN's ability to assume its rightful role in policy formulation and implementation are; marginalisation of SADC due to globalisation and information technology, reduction in foreign direct investments, policy prescription by outside institutions as well as other international policy research institutions that may take advantage of the policy research vacuum / weaknesses in the SADC particularly if FANRPAN fails to live up to stakeholders expectations.

The main objectives of FANRPAN are to promote appropriate agricultural policies in order to reduce poverty, increase food security and promote sustainable agricultural development in the SADC region. An environment of continued political instability and economic chaos is disruptive. The investment base can be eroded and economic growth reduced if economic fundamentals are not revitalised. Political stability and appropriate economic fundamentals are therefore a prerequisite for the creation of an environment that leads to higher investment in agriculture, employment creation and economic growth.

It is important to note that although food security is the major objective of FANRPAN, FANRPAN does not have exclusive control. There are other factors outside its purview, particularly the individual country policies and trade patterns that directly impact on this variable. The quest for promotion of agricultural policies by FANRPAN is enhanced by the support the SADC Ministers of Agriculture gave to FANRPAN, which is to be the conduit through which agricultural/natural research policies are formulated and implemented.

The degree of soundness of agricultural policies has a bearing on the success of the programme on poverty reduction. For agricultural policies to achieve sustainability, they have to be grounded within the stakeholders or they become irrelevant. There is a need for prioritisation to maximise impact. There are certain challenges that must be satisfied in order to achieve sustainable agricultural development in the region and these include:-

- ◆ Investment in the FANR sector that will help develop technology for sustainable agricultural development making more technology options accessible to farmers to increase productivity of crops, livestock, forestry, fish, as well as increased value added activities (agro-processing).
- ◆ Markets - access to agricultural inputs, credit and markets with less interference from both tariff and non-tariff barriers.
- ◆ Firm and tested institutional capacity that help deliver the process.
- ◆ Stakeholder empowerment - stakeholders empowered to help set the agenda and priorities for agricultural research.
- ◆ Provision of information - a need to develop databases and methodologies that will facilitate cross-cutting policy analysis.
- ◆ Joint commitment by SADC governments - SADC country governments must provide both the funding and enabling policy conditions necessary for agriculture to contribute effectively to the goal of increased agricultural productivity and hence reduction in poverty. Success will depend on government supporting additional investment in agriculture, enabling policies, efficient and reliable access to inputs and outputs markets and effective channels for accessing innovation.

In view of the above it is clear that FANRPAN has a responsibility to create an environment that is conducive to the promotion of agricultural policies that help increase productivity in order to reduce poverty. The new demands placed on FANRPAN by stakeholders calls for a comprehensive information and communication management strategy to deal with the information requirements for a wide variety of stakeholders.

As a result of the new challenges facing FANRPAN brought about by changes in the operating environment, appropriate skills-mix were identified as a key issue for the organisation. In recognition of the need to develop/enhance the skills and competencies required to meet the challenges, FANRPAN will be establishing attachment/development programme for the nodes secretariat. The change process in FANRPAN will necessitate changes in the governance structures. In order to address the issue of role definition and streamlining of activities to eliminate some duplications and overlaps with the nodes, FANRPAN identified the issue of governance / structures as key particularly as it relates to the development of the constitution that will govern FANRPAN, roles of the Board of Governors and MOUs with node hosting institutions. Role clarity will also ensure that communication and decision making is improved at nodal as well as secretariat level. Funding was also identified as a strategic issue with FANRPAN being called upon to develop and implement long term funding strategies that will ensure long term sustainability of the organisation.

The key strategic issues identified and specific strategies to address them are expected to better equip FANRPAN to meet its future challenges and perform its functions more effectively.

## 6.0 Summary of Key Strategic Issues

Key issues that FANRPAN needs to address in the next five years if the organisation is going to make a difference are as follows:

### 6.1 Policy research agenda

- ◆ Stakeholders drive policy issues for research and analysis.
- ◆ Stakeholders see policies as value adding to their businesses.
- ◆ National and regional implications of policy research areas identified.
- ◆ Policies need to be ground within stakeholders for them to have relevance.
- ◆ Research agenda items to be prioritised to maximise impact.
- ◆ Need for innovativeness in policy formulation.
- ◆ New thrust is implementation as opposed to formulation - disregard for implementation leads to erosion of credibility.

#### 6.1.1 Key thematic topics identified for research

The following are some of the key thematic topics that have already been identified by stakeholders:

- ◆ Technology development and adoption in order to raise productivity and farm incomes
- ◆ Specialisation to improve efficiency and competitiveness based on natural resource advantage
- ◆ Trade and market liberalisation to improve market access and investment opportunities across borders by removing barriers
- ◆ Capacity building to provide skills to stakeholders to improve productivity and regional / global competitiveness
- ◆ Stakeholder participation to improve relevance and appropriateness of policies and programmes
- ◆ Natural resource conservation and management to sustain development and prosperity in food, agriculture and natural resources
- ◆ Information and communication management to improve information dissemination and feedback.
- ◆ HIV/AIDS impact on land reform and productivity
- ◆ Land reform to promote equitable access to productive land and its utilisation to improve productivity, incomes and hence reduction in poverty.

### 6.2 Information and Communication Management

Information exchange across the network is critical to the survival of the network. Given the current information and communication media and tools available, it is possible to exchange policy information emanating from the region and outside the region easily. However the effectiveness of such exchange will depend largely on the following:

- ◆ Knowledge of stakeholders information requirement.
- ◆ Selection of appropriate media for transmitting or exchanging information (effectiveness and attractiveness)
- ◆ Linking communication situations to a media.
- ◆ Evaluating the effectiveness of the communication strategy.

FANRPAN will have to ensure that an appropriate communication strategy is developed that will guarantee information flow that will create a vibrant and informed organisation.

### 6.3 Capacity Building

In a rapidly integrated world economy, access to skills, knowledge and technology can improve one's productivity and competitiveness. Various studies confirm lack of knowledge and skills among several stakeholders in the region. FANRPAN needs to develop a programme of action that ensures that stakeholders' capacity is enhanced through:

- ◆ Needs assessment to identify the knowledge discrepancy.
- ◆ Development of programmes/interventions that address the discrepancy.
- ◆ Evaluation of the effectiveness of the intervention.

There is no substitute for knowledge in this fast and changing world. FANRPAN needs to act now to help the region build its competitive edge.

## 6.4 Institutional Collaboration

Fundamental to the success of FANRPAN is the need to collaborate with similar institutions; nationally, regionally and internationally. FANRPAN should undertake the following major activities in order to benefit from the collaborative efforts.

- ◆ identify and subscribe to magazines and journals relevant to FANRPAN objectives and disseminate the same to key stakeholders
- ◆ identify institutions to negotiate strategic alliances based on priority needs and goals of FANRPAN
- ◆ participate in SADC ministerial meetings to maintain close liaison and constant feedback with the champions of the network organisation.

## 6.5 Funding

For FANRPAN's programmes to succeed, there is need for sustainable funding. This funding does not come from donors only but also from own financial initiatives, which are predicated on sound financial planning. Some of the funding possibilities could include consultancies, SADC, governments, private sector and other interested stakeholders.

*FANRPAN needs to:*

- ◆ Develop a finance/funding strategy, (Interim, medium, long term)
- ◆ Develop internal funding mechanism.
- ◆ Develop long-term self sustaining finance strategy.

## 6.6 Monitoring and Evaluation

Performance management helps to monitor and assess performance on an ongoing basis. It is therefore imperative that in any of the key programmes of FANRPAN a clearly articulated performance management system is put in place outlining the following:

- ◆ Key activities/tasks are outlined.
- ◆ Well developed performance indicators/benchmarks.
- ◆ Evaluation mechanics on a continuous basis.
- ◆ An assessment of the effectiveness of the evaluation

## 6.7 Governance Structures

FANRPAN should therefore ensure that:

- ◆ The set of relationships between the stakeholders, Board of Governors, management and other constituencies of FANRPAN are clearly enshrined in the constitution as well as in the memorandum of understanding with various nodal host institutions

*The role of the Board of Governors would be to champion:*

- ◆ Organisational purpose and goals
- ◆ Set guidelines for major policies to achieve the goals.
- ◆ Define type of organisation FANRPAN should be.
- ◆ Set the tone of what FANRPAN thinks is ethical and moral.
- ◆ The cause/destination for FANRPAN
- ◆ Outline an organisational strategy that sets:
- ◆ The structure / substructures to include committees e.g. technical and audit committees.
- ◆ The systems and procedures.
- ◆ The philosophy.
- ◆ The Character.
- ◆ Management behaviour pattern.

## 7.0 Action Planning

FANRPAN developed action plans for the identified key strategic issues to facilitate implementation of the strategy over the five-year period as indicated below.

Action steps	Accountability		Timing		Feedback mechanism
	Primary	Others	Start	Finish	
1. National stakeholder workshop	Node Coordinator	Secretariat	Feb. 2002	March 2002	Report
2. Research topics submitted to committee	Node Coordinator	Secretariat	April 2002	April 2002 ongoing	Notice of acknowledgement

### 7.1 Strategic issue

Strategic champion

Objective

Performance indicators

- : Policy research agenda
- : Secretariat - Chief Executive Officer (CEO)
- : Improved policies on agriculture, food and natural resources
- : Research topics identified by stakeholders
- : Research topics approved by scientific/technical committee
- : Number of research activities undertaken
- : Number of policies reviewed/formulated
- : Number of policy dissemination sessions
- : Policy impact reviews

3. Technical committee approves the research activities	CEO (Secretariat)	Technical Committee	May 2002	June 2002 ongoing	Notice of approval
4. Preparation and research proposals presentation of to Technical committee	Node Coordinator	CEO (Secretariat)	May 2002	June 2002 ongoing	Proposals
5. Conduct research	Researcher	Node Coordinator	July 2002	ongoing	Research reports
6. Conduct dissemination	Node Coordinator	Stakeholders	Nov. 2002	Nov. 2002 ongoing	Workshop proceedings/ external peer reviews
7. Preparation and distribution of policy briefs	Secretariat CEO	Node Coordinator	Jan. 2003	March 2003 ongoing	Policy briefs

## 7.2 Strategic issue

Management

Strategic champion

Objective

Performance indicators

: Information and Communication

: Communication specialist

: To improve information sharing, dialogue and dissemination

: Website

: Regular newsletters

: Database developed

: Regular policy briefs

: Knowledge and performance improvement on policy issues

: Level of stakeholder participation in FANRPAN activities

Action steps	Accountability		Timing		Feedback Mechanism
	Primary	Others	Start	Finish	
1. Establish a Website at nodal and regional level	Communication Specialist	Nodal Co-ordinator-	In progress	Ongoing	Website developed at regional level
2. Sourcing of articles to publish	Nodal Coordinator	Secretariat	In-progress	Ongoing	Availability of articles
3. Publication of newsletter	Communication Specialist	Nodal Coordinator	In-progress	Ongoing	Publications
4. Establish and maintain a database	Communication Specialist	Nodal Coordinator	Nov. 2002	Ongoing	Newsletter
5. Publication of policy briefs	Communication Specialist	Nodal Coordinator	Feb. 2003	Ongoing	Policy briefs

- 7.3 Strategic issue : Capacity Building (staff and institutional strengthening)
- Strategic champion : Secretariat - Chief Executive Officer (CEO)
- Objective : To enhance the capacity of FANRPAN to carry out its mandate
- Performance indicators : Capacity (staff and institutional) needs assessment
- : Number of people trained
- : Number of institutions strengthened (equipped)

Action steps	Accountability		Timing		Feedback Mechanism
	Primary	Others	Start	Finish	
1. Capacity needs assessment (staff and institutions)	Secretariat CEO	Nodes	Feb. 2002	April 2002 ongoing	Report
2. Develop capacity building programme	Secretariat CEO	Nodes	June 2002	June 2002 ongoing	Report
3. Implement capacity building programme to both staff and institutions	Secretariat CEO	Nodes	Nov. 2002	Sept. 2007 ongoing	Training Report
4. Establish links with similar networks/ organisations	Secretariat CEO	Nodes	Nov. 2001	Ongoing	MOU
5. Monitoring & Evaluation (capacity)	Node CEO	Secretariat CEO	Nov. 2003	Ongoing	Reports

7.4 Strategic issue  
Strategic champion  
Objective

Performance indicators

- : Resource mobilisation
- : Chief Executive Officer (CEO)
- : To mobilise adequate resources for the activities of the Network
- : Potential sources of funding identified regionally and internationally
- : Value of signed funding agreements
- : Number of projects implemented
- : Levels of resources internally generated
- : Establishment of a policy analysis fund

Action steps	Accountability		Timing		Feedback Mechanism
	Primary	Others	Start	Finish	
1. Compile a list of all resources required to undertake the planned activities	Secretariat / Finance admin	Nodes Board	Nov. 01	Nov. 01 ongoing	List of resources and corresponding dollars
2. Identification of potential funders regionally and internationally (including membership, public/private institutions, governments etc)	CEO	Nodes, Board	Nov. 01	Jan. 02 On- going	List of potential funders regionally and internationally
3. Submit specific proposals to individual donors	CEO	Nodes, board	Feb. 02	April 02	Report
4. Develop a Financial Sustainability Plan in consultation with members and sell it to donors	CEO	Nodes, Board	Feb. 02	Ongoing	Report
5. Develop a Policy analysis fund proposal in consultation with members and sell it to donors regionally and internationally	CEO	Nodes, Board	July 02	Oct. 02	Report
6. Launch the policy analysis fund	Secretariat	Nodes, Board donors	Feb. 03	Feb. 03	Launch Report
7. Ensure regular support of the fund and keep members informed on progress	Secretariat	Nodes, Board, donors	March 03	Ongoing	Progress Report

## 7.5 Strategic issue

Strategic champion

Objective

Performance indicators

: Monitoring and Evaluation

: Secretariat - Monitoring and evaluation officer

: To develop an M & E system, which promotes Performance assessment and transparency in the achievement of FANRPAN goals

: Strategic plan action plan used as a basis for monitoring of activities

: M & E baseline indicators developed

: Monitoring tools developed and standardised in a participatory manner

: Nodes trained in the use / application of monitoring tools

: Monitoring information submitted to Secretariat in the format agreed to

: Benchmarking and reporting done regularly

: Midterm external evaluation carried out

Action steps	Accountability		Timing		Feedback mechanism
	Primary	Others	Start	Finish	
1. Carry out a baseline survey of the Nodes to come up with baseline indicators	Secretariat	Nodes / Consultants	Feb. 02	May. 02	Baseline study report with indicators
2. Develop monitoring tools / instruments (including strategic plan which already has some indicators)	Secretariat	Nodes	June. 02	July. 02	Developed set of tools
3. Train Nodes in the use of the monitoring tools	Secretariat	Nodes / Consultant	Aug. 02	Aug. 02	Training report report
4. Pilot test the tools and revise	Secretariat	Nodes/ consultant	Sept. 02	Nov. 02	
5. Implement monitoring tools	Nodes	Secretariat	Dec. 02	ongoing	Reports
6. Receive data and reports from Nodes on performance progress	Secretariat	Nodes	Dec. 02	ongoing	Quarterly reports and completed forms
7. Benchmarking and reporting	Secretariat	Nodes	Jan, 03	ongoing	Report comparing member outputs
8. Tender for external evaluation	Secretariat	Board	Mar. 03	June 03	Advert and signed contract
9. Midterm evaluation	Consultants	Secretariat, Nodes /Board	July. 03	Sept. 03	Evaluation report

## 7.6 Strategic issue

Strategic champion

Objective

Performance indicators

- : Governance
- : Secretariat - Chief Executive Officer (CEO)
- : Establish the governance structures of the Network at Network and Node levels.
- : Constitution for the Network developed and approved
- : Terms of Reference and MOU for the nodes developed and approved
- : Structures at Node level created and strengthened
- : Nodal activities mainstreamed

Action steps	Accountability		Timing		Feedback mechanism
	Primary	Others	Start	Finish	
1. Circulate draft constitution to all key stakeholders for comments	CEO	Node Secretariat	Nov. 2001	Dec. 2001	Comments on the constitution
2. Hold meeting to approve constitution	CEO	Node Secretariat	Jan. 02	Feb. 2002	Meeting
3. Print & distribute constitution (English & Portuguese)	CEO	Secretariat	Feb. 02	March. 02	Confirmed receipt of constitution
4. Draft TOR and MOU for comments by Nodes	CEO	Nodes / Board of Governors	Jan. 02	Feb. 02	meeting
5. Distribute TOR & MOU to Nodes	CEO	"	Feb. 02	March. 02	Signed MOU
6. Organise Nodal w/shops to discuss and finalise structure and activities	Nodal Secretariat	Secretariat	Nov. 01	Feb. 02	Copy of structure to Secretariat
7. Develop nodal annual plans	Nodal Secretariat	Secretariat	Nov. 01	Feb. 02	Nodal annual plan

- 7.7 Strategic issue : Institutional collaboration  
 Strategic champion : Secretariat  
 Objective : Sharing experiences and promotion of synergies  
 Performance indicators : Membership subscription to relevant institutions regionally and internationally  
 : Strategic alliances with key policy institutions regionally and internationally  
 : Participation in SADC ministerial (FANR) meetings

Action steps	Accountability		Timing		Feedback mechanism
	Primary	Others	Start	Finish	
1. Identify and subscribe to magazines / journals relevant to FANRPAN objectives	Secretariat	Nodes, board	Jan. 02	ongoing	Magazines / journals coming in to Secretariat and Nodes
2. Identify institutions to enter into strategic alliances with and screen based on needs and goals of FANRPAN (Nodes can be invited to as well)	Secretariat	Nodes, Board	Jan. 02	ongoing	Report on identified institutions
3. Negotiate the nature of strategic alliances	Secretariat	Board	Mar. 02	ongoing	Report
4. Implement the agreement	Secretariat	Board	June. 02	ongoing	Report and action
5. Participate in SADC Ministerial meetings	Secretariat	Board / Nodes	ongoing	ongoing	Report to Nodes & board opportunities identified actions to be taken either at Node or Secretariat level

## 8.0 Summary Financial Requirements of FANRPAN

Table 1. Budget summary by strategic issue for the period 2002 - 2006

Strategic Issue	Year 2002	Year 2003	Year 2004	Year 2005	Year 2006	Total
Policy Research agenda	\$540,020.00	\$800,000.00	\$1,200,000.00	\$1,300,000.00	\$1,300,000.00	\$5,140,020.0
Information Communication Management	\$491,300.00	\$410,725.00	\$721,798.00	\$782,977.00	\$784,275.00	\$3,191,075.00
Resource Mobilisation	\$21,300.00	\$15,000.00	\$16,500.00	\$16,500.00	\$16,500.00	\$85,800.00
Monitoring and Evaluation	\$90,225.00	\$100,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$790,225.00
Governance	\$57,500.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$77,500.00
Operating expenses	\$960,581.00	\$1,024,570.00	\$1,075,799.00	\$1,129,589.00	\$1,186,068.00	\$5,376,607.00
Capital Expenditure	\$222,200.00	\$120,000.00	\$120,000.00	\$120,000.00	\$120,000.00	\$702,200.00
Totals	\$2,383,126.00	\$2,475,295.00	\$3,339,097.00	\$3,554,066.00	\$3,611,843.00	\$15,363,427.00

Notes:

- i) The financial year for FANRPAN is from April to March each year.
- ii) The increase in funds for the Policy research agenda and other budget line items in year 2003 and subsequent years is based on the assumption that more SADC countries will be joining the network
- iii) The budget incorporates the core activities from the Communication strategy document
- iv) Policy research agenda budget includes capacity building which has a separate action plan
- v) ICM budget includes Institutional collaboration, Corporate image and Policy analysis education activities



