

JOINT IMPACT ASSESSMENT OF CTA'S SUPPORT TO FANRPAN



(2003-2013)

Sharon Alfred and Karen Lock

INCLUDING:

- Brief on the Capacity-centred Impact Pathway Analysis (CciPA) model
- Abstracts on nine studies

Ibrahim Khadar, Tarikua Woldetsadick, Jan Brouwers and Eunike Spierings

About FANRPAN

FANRPAN is a regional multi-stakeholder policy research and advocacy network. The network engages with targeted constituencies at local and national levels through its current 17 member countries in Africa. In each member country, the FANRPAN network operates through an inter-sectoral platform called a “node” comprising a diverse group of organizations including research institutes, farmer groups, government, media, parliamentarians, private sector and other civil society organizations that have a stake in FANR policies. FANRPAN’s strategy is centred on three mutually supportive thrusts: Policy Research; Capacity Building; and Policy Advocacy. FANRPAN’s vision is a food secure Africa without poverty and hunger. FANRPAN’s mission is to promote effective Food, Agriculture and Natural Resources (FANR) policies by: (i) facilitating linkages and partnerships between government and civil society, (ii) building the capacity for policy analysis and policy dialogue in Africa, and (iii) supporting demand-driven policy research and analysis. FANRPAN works in partnership with other organisations to deliver its mission (www.fanrpan.org).

About CTA

The Technical Centre for Agricultural and Rural Cooperation (CTA) is a joint international institution of the African, Caribbean and Pacific (ACP) Group of States and the European Union (EU). Its mission is to advance food and nutritional security, increase prosperity and encourage sound natural resource management in ACP countries. It facilitates access to information and knowledge; supports evidence-based, multi-stakeholder development of agricultural policies and strategies; promotes inclusive value chain development and use of ICTs; and strengthens the capacities of agricultural and rural development institutions and communities.

CTA pursues these goals through two programmes -- Policies, Markets and ICTs (PMI) and Knowledge Management and Communication (KMC) and a unit responsible for promoting organisational learning -- the Learning, Monitoring and Evaluation (LME) Unit.

About the Joint Impact Assessment Study

CTA initiated this joint impact study with the aim of promoting learning for development impact with its long-term ACP partner organisations and networks. The study has been carried out in two phases between October 2012 and June 2015, with the first phase that was completed in 2014, involving nine partners: CaFAN and CARDI in the Caribbean region, and FANRPAN, EAFF, FANRPAN, IPACC, KENAFF, RTN and RUFORUM in Africa. The second phase, which was launched in 2014, concerned five partners: NARI and SPC in the Pacific region, and AFRACA, PROPAC and WOUGNET in Africa. Close to 50 ACP and EU experts participated in the study.

A key achievement of the joint impact study is that the LME Unit has successfully spearheaded the development and application of an innovative impact assessment methodology, referred to as the Capacity-centred Impact Pathway Analysis (CcIPA) model, with support from CDI-WUR, ECDPM, and MDF and the nine ACP partner organisations and networks involved in the first phase. The study has provided baseline information for future impact studies and also identified opportunities for organisational capacity development. CTA and its partners are committed to sharing the lessons from this joint study widely. The joint impact study represents one of the various forms of evaluations and impact assessments which CTA undertakes to generate information necessary for learning, accountability and decision-making.



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During the Mid-Term Review Meeting, which was held in Harare, Zimbabwe, from 10 to 12 June 2013, the LME Unit arranged additional and very useful briefings for workshop participants on the origin and application of the Five Capabilities (5Cs) Model. The LME Unit was always very willing to assist and quick to respond to requests for information and clarifications.

The Consultant wishes to acknowledge the tremendous support and co-operation that she received from the FANRPAN Regional Secretariat Staff during the course of the Impact Study. Special thanks go to Dr Lindiwe Sibanda, the Chief Executive Officer of FANRPAN and Head of Diplomatic Mission, for sharing her extensive experience on the issue with the Consultant. The invaluable support received from Ms Siphokazi Phillip, the Communications Manager, Ms Sharon Alfred, Office Manager - Finance and Administration, and Dr Tshilidzi Madzivhandila, Monitoring and Coordination Manager, at FANRPAN were instrumental to ensuring the success of the Study.

The Consultant was impressed by the in-depth knowledge, willingness to share information, and professional conduct of the FANRPAN Regional Secretariat Staff.

FANRPAN and CTA facilitated the participation of the Consultant at the Mid-Term Review Meeting in Harare. FANRPAN also allowed the Consultant to work from its Offices in Pretoria where she had access to FANRPAN staff and project reports, budgets, and other documentation that were relevant to the Study.

Thank you to Tarikua Woldetsadick and Ibrahim Khadar for the orientation visit to Wageningen and their patience with us as late-comers to the collaboration, and last but not least, appreciation of Giacomo Rambaldi, Senior Programme Coordinator at CTA who shared his passion and wisdom with IPACC and time with me to share his story.

Acronyms

5Cs	Five Core Capabilities Model	FANR	Food, Agriculture and National Resources
ACP	African, Caribbean and Pacific Group of States	FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network
ACTESA	Alliance for Commodity Trade in Eastern and Southern Africa	FARA	Forum on Agricultural Research in Africa
ARD	Agricultural Research and Development	FO	Farmer Organisation
AU	African Union	HaSSP	Harmonised Seed Security Programme
CAADP	Comprehensive African Agriculture Development Programme	HVI	Household Vulnerability Index
CcIPA	Capacity Centered Impact Pathway Analysis	IFAD	International Fund for Agricultural Development
CGIAR	Consultative Group on International Agricultural Research	IFPRI	International Food Policy Research Institute
COMESA	Common Market for Eastern and Southern Africa	IPS	Inter-Press Service
COP	Conference of Parties	LBDC	Limpopo Basin Development Challenge
CSA	Climate Smart Agriculture	LME	Learning, Monitoring, Evaluation Unit (CTA)
CSO	Civil Society Organisation	MDGs	Millennium Development Goals
CTA	Technical Centre for Agricultural and Rural Cooperation	M&E	Monitoring and Evaluation
DFID	Department for International Development, UK	MOU	Memorandum of Understanding
EC	European Commission	NASFAM	National Smallholder Farmers' Association of Malawi
ESRF	Economic and Social Research Foundation	NEPAD	New Partnership for Africa's Development
EU	European Union	NGO	Non-Governmental Organisation
FAO	Food and Agriculture Organisation, United Nations	PAEPARD	Platform for African – European Partnership on Agricultural Research for Development

REC	Regional Economic Community	UNFCCC	United Nations Framework Convention on Climate Change
SACAU	Southern African Confederation of Agricultural Unions	USAID	United States Agency for International Development
SADC	Southern African Development Community	US\$	United States Dollars
SECCAP	Strengthening Evidence-Based Climate Change Adaptation Policies	WARM	Women Accessing Realigned Markets
TPA	Theatre for Policy Advocacy		
UNCSD	United Nation Conference on Sustainable Development		



Executive Summary

1 FANRPAN is an autonomous regional stakeholder-driven policy research, analysis and implementation network.

It is represented in 16 countries in Africa with its members ranging from governments to private sectors, research institutions, farmer organisations and other civil society bodies. FANRPAN promotes effective Food, Agriculture and Natural Resources (FANR) policies through partnerships, capacity building, research and analysis, and policy advocacy. Its activities and programmes focus on five thematic areas. Since inception, FANRPAN has undertaken 65 projects and activities and received an income of USD 22,317,224.83 from more than 39 development and regional partners. The Impact Study focused on the CTA supported activities and projects undertaken by the Regional Secretariat, which is based in South Africa, between 2003 and early-2013.

2 CTA's support with partnerships since 2004 and valued at 932,958 Euros has enabled FANRPAN to raise its profile, increase awareness among a wider audience of its activities and projects, and improve the frequency and quality of its communication and advocacy products to policy-makers, Network members and FANR stakeholders.

CTA is among the six largest overall financial contributors to FANRPAN with its support amounting to \$1,291,492.30. The FANRPAN Regional Secretariat and Network members have benefitted directly from the support. CTA supported activities have also benefitted policymakers from East and Southern African countries, FANR stakeholders (private sector, CSO's, farmer organisations, youth organisations, media professionals, academic and research institutions), and FANRPAN Node Organisations.

3 CTA's support has largely been directed towards supporting FANRPAN's communication and advocacy efforts, which are important aspects of the work of a policy research and knowledge network.

Key activities supported either partly or completely by CTA included: the hosting of 10 Multi-Stakeholder Regional Policy Dialogues on FANR issues in East and Southern African countries; producing and disseminating 35 Newsletters and 23 Policy Briefs on FANR and youth related issues; upgrading and maintaining the FANRPAN website; holding 6 Media training workshops (training 80 journalists from African countries); defining FANRPAN's medium-term strategic and operational orientation; compiling and disseminating 8 case studies; and undertaking several activities related to youth engagement in the agricultural policy processes.

4 CTA's funding has indirectly supported and contributed towards organisational change and growth.

FANRPAN has grown from an informal network of policy related institutions and universities in the region to a well-known policy research, analysis and implementation network operating in Africa. Its membership, strategic focus and operational activities have shifted from the SADC to the African continent. It has entered into 57 MOUs with national, regional and international partners. It actively participates in international engagements, such as meetings of the United Nations Framework Convention on Climate Change (UNFCCC), United Nations Conference on Sustainable Development (including Rio + 20), Food and Agricultural Organisation (FAO), International Fund for Agricultural Development (IFAD, and International Food Policy Research Institute (IFPRI).

“CTA and USAID are long-standing development partners of FANRPAN and have each funded different aspects of its work for more than ten years.”

While FANRPAN’s strategic and operational shift has largely been in response to external changes in the region and changes within the Network, strengthening its communication and advocacy strategy was an important enabler of its growth, expansion and increased visibility.

5 In the earlier years, CTA’s financial support has been a relatively small portion of FANRPAN’s overall annual income, but it has been an important factor in instilling confidence among other potential development partners.

CTA and USAID are long-standing development partners of FANRPAN and have each funded different aspects of its work for more than ten years. FANRPAN has been able to meet the technical and financial requirements set by two well-known international development partners. It has been able to leverage this fact when raising additional funding from other partners. Since 2003, FANRPAN has been able to increase its overall income levels and the number of funding partners. It has also been able to grow the number of funded projects and activities that it undertook annually from 5 in 2004 to 11 in 2013. Several of its projects were implemented simultaneously in more than one African country, e.g. HaSSP, WARM, HVI, SECCAP, PAEPARD and LBDC. Many were running for more than one year.

6 CTA support has contributed towards positive impact at the level of the Organisation. FANRPAN was able to improve the website, undertake case studies, produce advocacy and communication products, launch a new media strategy, introduce new communication tools, and participate in regional and international policy meetings.

These activities have assisted FANRPAN in raising its profile, contributing to policy discussions, and expanding its networking with regional and other stakeholders. CTA provided some support to FANRPAN’s efforts to refocus and strengthen its operational orientation and strategic direction, which following consultations with Country Nodes, FANRPAN Members and the Board, resulted in the adoption of its Strategic Plan for 2007-2015 and amendments to its Constitution. Node hosting institutions were relocated from universities to CSOs, the Board and governance arrangements were strengthened, interaction between the Secretariat and Node hosting institutions was improved, and FANRPAN received a strong Africa-wide mandate.

7 CTA support has had positive impacts for the direct beneficiaries of the supported activities.

FANR stakeholders were able to influence the strategic and operational direction of the Network and influence the annual activities of FANRPAN. FANR stakeholders have access to information and research findings generated by FANRPAN, which they were able to use for their own research, communication and advocacy work, and policy engagements. Media professionals have gained a better understanding of FANR issues and are able to shape perceptions. Youth organisations are able to draw on base-line studies in their policy engagements on ways to improve youth engagement in the agricultural value chains. Efforts are underway to support a regional approach to youth engagement issues. Regional Policy Dialogues have enabled greater networking and knowledge sharing between FANR stakeholders.

“CTA could consider supporting efforts to increase interaction between FANRPAN and partners in the Caribbean region.”

8 FANRPAN’s activities and projects have brought about change at the level of the broader society within countries and at regional levels. The Quick Scan identified several key impacts of CTA supported activities at broader society level. A wider audience is able to access information that has been generated by African policy network - shaping perceptions and contributing to policy discussions. The FANRPAN website has become a reference point on regional FANR, climate change and youth matters. The inclusive nature of Policy Dialogue platforms brings a wide-range of stakeholders, including government representatives, together on equal footing to consider key regional issues and have improved synergies of efforts. More FANR stakeholders have access to FANRPAN’s database, which creates more opportunities for networking and knowledge sharing.

9 CTA support to FANRPAN has contributed to change within the five Capabilities that were measured by the 5C Organisational self-assessment. CTA support has most strongly contributed to aspects of the Relating (visibility), Cohering (vision), and Learning (external environment) capabilities of FANRPAN. CTA could consider supporting M&E and capacity building efforts. CTA could consider supporting efforts to increase interaction between FANRPAN and partners in the Caribbean region. CTA could also consider providing support to core activities, which have been planned and budgeted for in FANRPAN’s Strategic Plan 2007-2015 and Business Plans.

This will support FANRPAN’s strategic re-orientation efforts whereby it is moving from project to programme mode and aiming to ensure that projects are driven more by the overall corporate strategy and less by the funding preferences of development partners.

10 The Quick Scan identified aspects that could be improved in future support given by CTA to FANRPAN. CTA’s funding was largely provided on an annual basis or for relatively short periods. It made the funding less predictable and limited FANRPAN’s ability to plan activities for subsequent periods. Disbursing lump-sum funding that could be used for longer periods and/or agreeing on a number of activities that CTA would be able to support over a medium-term period would make it easier for FANRPAN to plan its activities. CTA support largely did not provide for staff input, while funding for a dedicated staff member working on CTA funded projects may be more cost effective, improve project delivery and strengthen the capacity of the Regional Secretariat.

11 FANRPAN has largely met the technical and financial requirements of the contracts agreed to with CTA. It submitted financial and project progress reports on time and was able to secure further funding from CTA for additional periods. There were activities that could not be undertaken within the projected timeframe that were implemented in subsequent timeframes following consultations with CTA. For example, after a formal request to CTA, FANRPAN was authorised to postpone the resource mobilisation trip planned for 2008 and combine the 2008 mobilisation tour with the 2009 phase.

FANRPAN was able to use CTA funding in conjunction with funding from other sources to implement activities where CTA funding was insufficient to implement the entire project or activity. For example, to implement activities related to the hosting of the Policy Dialogues, participating in international and regional events, and the development of a medium-term strategic and operational orientation. The latter exercise was largely supported by DFID.

12 The Quick Scan identified three areas for further study and evidence gathering.

These are (i) Advocacy and communication tools; (ii) Media outreach and training; and (iii) Youth engagement in agriculture.

The in-depth study found that impact was evident to various degrees in all five of the impact categories, namely (i) material wealth/wealth creation; (ii) empowerment/political capital, (iii) social capital, (iv) human capital/technical empowerment, and (v) the environment/sustainable use of resources. Most of the impact was evident in the empowerment, social capital and human capital categories. This is understandable given the mandate and strategic focus of FANRPAN on policy research, capacity building, and communication and advocacy.



“Across the three study areas, respondents followed FANRPAN more often on Twitter and Facebook than on the blog. Social media tools were useful for raising awareness of issues, activities and FANRPAN’s work.”

CTA and other development partners have supported the hosting of 10 Multi-Stakeholder Regional Policy Dialogues in Southern and Eastern Africa.

The in-depth study found that the annual Regional Policy Dialogues have increased beneficiaries understanding of FANR issues, enabled networking and knowledge sharing, and supported capacity building and skills development. The policy dialogues provide a unique platform for bringing a wide range of stakeholders together to discuss FANR issues of regional importance. Beneficiaries felt that they were able to raise awareness of their organisations, increase their understanding of regional FANR challenges, and use the information in their advocacy and communication work. They were able to share the information with other FANR stakeholders, including policymakers.

FANRPAN has prepared and disseminated 23 policy briefs and 35 newsletters to Network members, policymakers and FANR stakeholders.

The publications are available on the website so are accessible to a wider audience. The publications’ topics were wide-ranging, cross-cutting and of relevance to the region, e.g. on climate change, youth and agriculture, and other key FANR issues. The newsletters and policy briefs have been among FANRPAN’s main outputs since its inception. The in-depth study found that they have been useful sources of references for beneficiaries, increased beneficiaries’ understanding of FANR issues, and created awareness of FANRPAN and its work. Respondents also used the publications and the website for research purposes, preparing communication products, and in their engagements with government officials, policymakers, FOs and non-governmental organisations (NGO).

CTA supported the development and maintenance of FANRPAN’s website and use of social media tools.

The in-depth study found that the website has become a useful tool for the dissemination of information. The website has increased beneficiaries’ understanding of FANRPAN’s work. Direct beneficiaries were able to use the information in their line of work. For example, it was found that information was mainly used by beneficiaries for communication, followed by research, advocacy and to increase understanding of FANR issues. Beneficiaries have also referred other stakeholders to the website. The in-depth study found that social media tools, with the exception of FANRPAN’s blog, were more useful tools for beneficiaries of the media training workshops and youth engagement activities. Across the three study areas, respondents followed FANRPAN more often on Twitter and Facebook than on the blog. Social media tools were useful for raising awareness of issues, activities and FANRPAN’s work.

The in-depth study found that the media training workshops and training opportunities have impacted on skills development and contributed towards capacity building of the trainees.

Direct beneficiaries have gained a better understanding of FANR issues. They have used the information and new skills in their areas of work. They have filed reports on FANR issues and gained access to additional sources of information and contacts. They have developed a better understanding of the work of FANRPAN and increased their interaction with the national FANRPAN Nodes.

They have also used the information in their engagements with other stakeholders, which is an important step towards building a critical mass of information and communication conducive for policy change. To this end, respondents indicated that they mostly used the information provided by FANRPAN in their own engagements with FOs, followed by policymakers, the media, and civil society. This shows that media professionals are valuable partners in FANRPAN's goal to create a critical mass of information and communication conducive to policy change and they already have some access to policymakers. FANRPAN also enabled the participation of trainee journalists at UNFCCC's COP17 and COP18 meetings, which increased their awareness of climate change issues and inter-governmental negotiation processes.

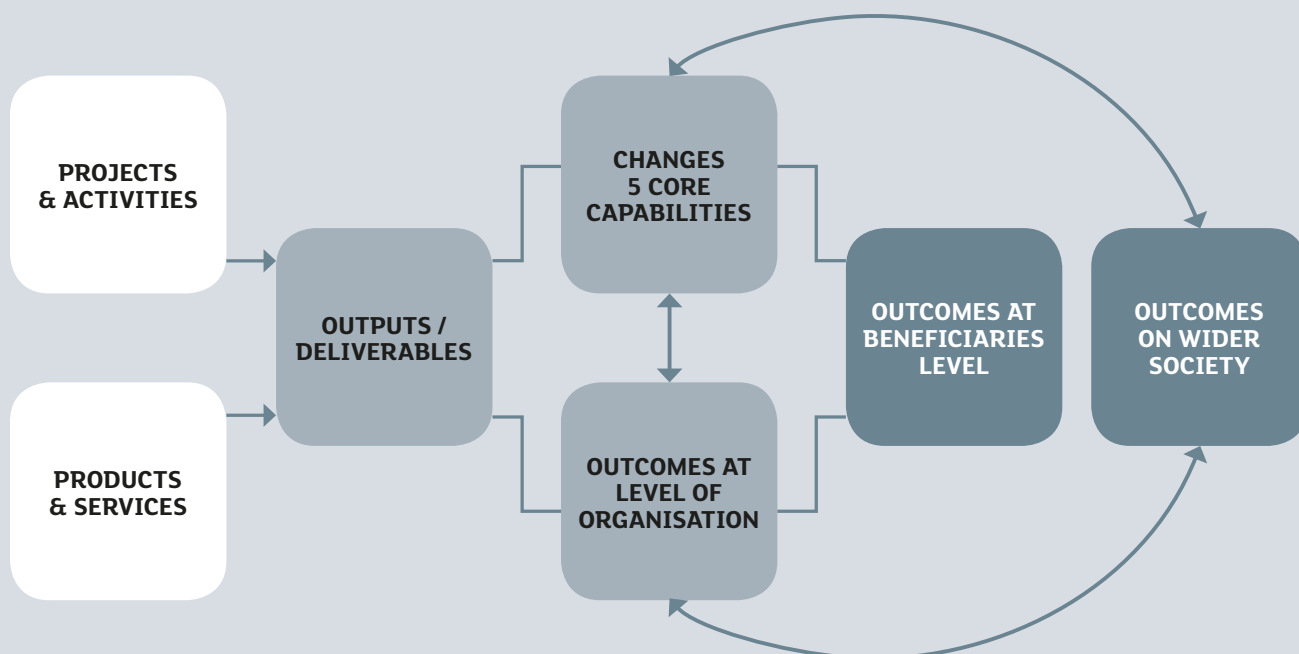
Beneficiaries of the youth engagement outputs identified networking, knowledge sharing, increasing their contact base, raising awareness of youth related issues, supporting their advocacy engagements, and increasing their understanding of youth related issues among the main impacts derived from their participation.

The regional Policy Dialogues and national dialogues enabled networking and knowledge sharing among participants. The on-line forum, case studies, and national and regional Policy Dialogues have contributed to capacity building, skills development, and improved the understanding of beneficiaries of youth related issues. Youth organisations and young people have used information in their own advocacy and policy engagements. Respondents largely used the youth related information provided by FANRPAN in their engagements with other youth organisations, followed by FOs and civil society. The interaction between FOs and youth stakeholders, based on FANRPAN's information, was encouraging, as it was one of the challenges identified in some of the country case studies.



PART A: JOINT IMPACT ASSESSMENT OF CTA'S SUPPORT TO FANRPAN

The Capacity-centred Impact Pathway Analysis Model





INTRODUCTION & BACKGROUND



1.1 About FANRPAN

FANRPAN is an autonomous regional non-profit, scientific organisation with a mandate to coordinate policy research, analysis and dialogue and recommend strategies for promoting food, agriculture and natural resource sectors.

It is represented in 17 countries in Africa with its members ranging from governments to private sector organisations, research institutions, farmer organisations (FO) and other civil society bodies. FANRPAN promotes effective Food, Agriculture and Natural Resources (FANR) policies through partnerships, capacity building, research and analysis, and policy advocacy. Its activities and programmes focus on five thematic areas. These are: (i) Food Systems, (ii) Agricultural Productivity and Markets, (iii) Natural Resources and Environment, (iv) Social Protection and Livelihoods, and (v) Institutional Strengthening. Since inception, FANRPAN has undertaken 65 projects and activities and received an income of US\$22,317,224.83 from more than 39 partners.

CTA has been a long standing partner, providing support for FANRPAN's communication and advocacy activities. It is one of two development partners that have funded FANRPAN's activities and projects for 10 years or more. It is among the six largest overall financial contributors to FANRPAN. CTA's financial support amounted to US\$1,354,331.30. This includes funding amounting to US\$62,839 for activities jointly funded by CTA and SACA in 2005.

In 2013, CTA and FANRPAN conducted studies to determine the impact made on FANRPAN and beneficiaries by the support provided to FANRPAN. The purpose of the study is for CTA and FANRPAN to jointly determine and describe: (i) the activities/projects undertaken through the partnership between CTA and FANRPAN; (ii) the changes that occurred in FANRPAN over the period concerned; and (iii) the changes that occurred for FANRPAN beneficiaries as a result of the partnership with CTA or as a result of FANRPAN's own work. The joint impact study aimed to address four interrelated elements, which together constitute the building blocks of the impact pathways: (i) deliverables generated as a direct result of CTA's partnership with FANRPAN; (ii) changes in the capabilities of FANRPAN that can be linked to the deliverables; (iii) effects (outcomes/impact) on FANRPAN (as a direct partner) and indirect beneficiaries that can be attributed to either the deliverables or the changes in the partner's core capabilities; (iv) dynamics of the relationships between the main actors, including CTA and the partners, along impact pathways.

“The report provided an overview of FANRPAN’s mandate and work; the changes that the Network has undergone since its inception; and the support provided by CTA.”

The CTA/FANRPAN joint impact study involves four phases, namely: (i) the planning phase (October 2012 to March 2013); (ii) quick scan and mid-term review phase (April to July 2013); (iii) in-depth study phase (August to November 2013); (iv) and the follow-up phase. The first two phases have been completed within the envisaged time-frames. FANRPAN participated in the mid-term review meeting which was held from 10 to 12 June 2013 in Harare, Zimbabwe. The quick scan findings were presented at the meeting and subjected to review by peers, following which, the quick scan presentation was revised and the narrative report was finalised.

At the end of the second phase in August 2013, a narrative report outlining the findings of the quick scan exercise was submitted to CTA. The report provided an overview of FANRPAN’s mandate and work; the changes that the Network has undergone since its inception; and the support provided by CTA. The report assessed the activities that CTA supported, the outputs resulting from the support, and the outcomes for the organisation, direct beneficiaries and broader society. The report also considered changes in the organisation, findings of the self-assessment (Five Capabilities (5Cs) model), and cross-cutting issues. It lastly provided initial conclusions and identified further areas for in-depth study.



1.2 Network Structure

FANRPAN is represented in 16 countries in Africa¹. It operates in each country through an inter-sectoral network platform designated as a Country Node. The National Nodes manage national policy dialogues and implement most of the research and analysis. The in-country dialogues serve as a platform for sharing, learning, debating and building consensus on priorities for research and policy advocacy. Node members include multiple stakeholder groups with a stake in FANR policies, including universities, research institutes, the private sector, farmer organisations and other civil society organisations (Figure 1).

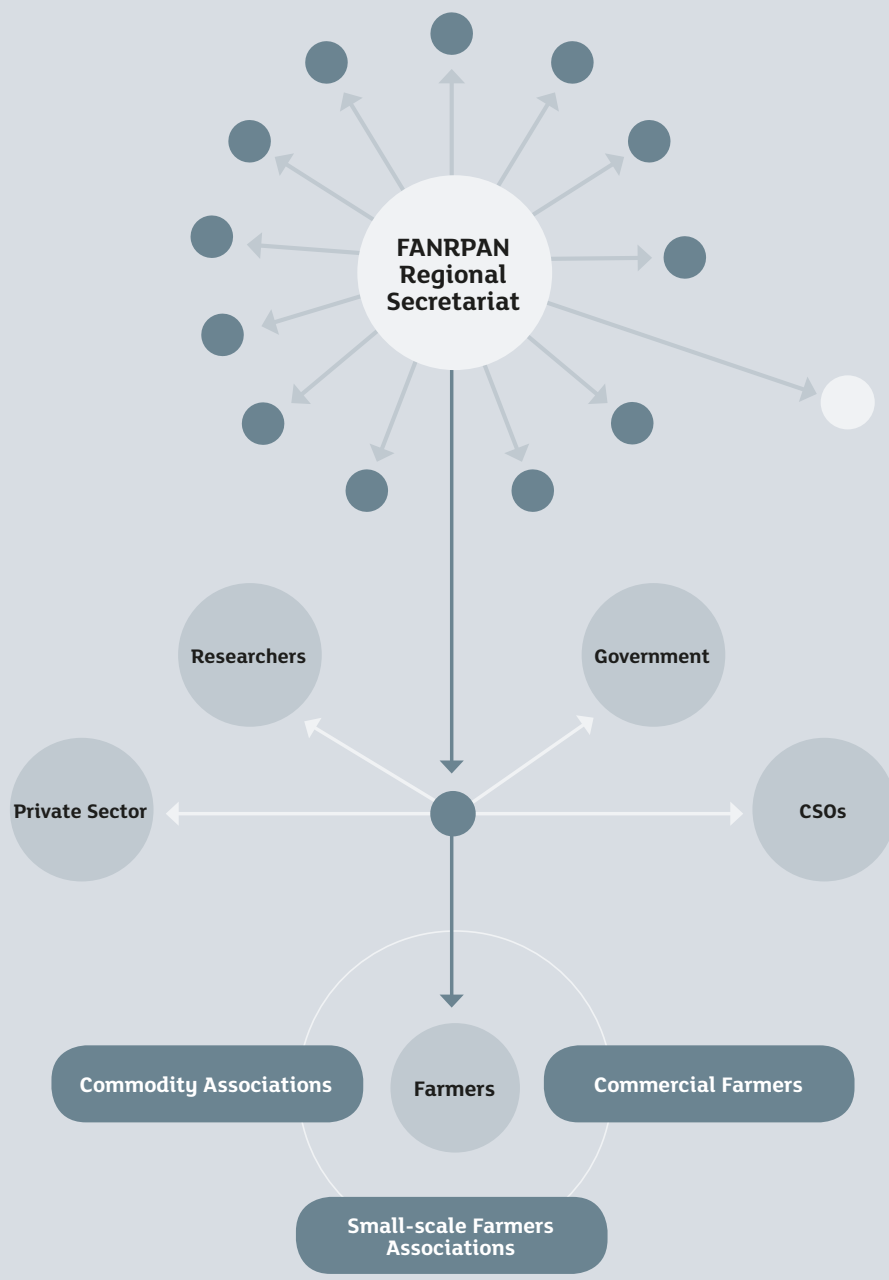
At the regional level, the Network is supported by a Regional Secretariat providing overall coordination, financial management, quality control and research synthesis services. The FANRPAN Regional Secretariat has the responsibility of managing regional policy dialogues and maintaining effective partnerships with a large variety of sub-regional, regional, and international partners. The Regional Secretariat currently consists of 22 staff members overseeing 11 projects, including multi-country and multi-year projects.

At the national level, each country node is served by a hosting institution which provides secretariat and coordination services. The hosting institution is appointed by and reports to a management committee of five to eight elected representatives from government, private sector, farming unions, policy research institutions and non-governmental organizations.

The niche for FANRPAN lies in its distinct role as an all-inclusive, multi-stakeholder platform for policy development from the national level upwards, whilst maintaining sufficient independence to be able to provide objective evidence-based policy research, analysis and advice. The Node Hosting institutions are civil society organisations, which in their own right are networks, thus effectively producing a “network of networks”, as illustrated in Figure 1 (with the yellow dots representing member countries).

1 List of FANRPAN Members and the date of their membership: Angola (2005), Botswana (2001), the DRC (2010), Kenya (2011), Lesotho (2002), Madagascar (2008), Malawi (2001), Mauritius (2002), Mozambique (2001), Namibia (2001), South Africa (2001), Swaziland (2002), Tanzania (2001), Uganda (2011), Zambia (2001), Zimbabwe (2001).

Figure 1 FANRPAN Membership - Network of networks



1.3 FANRPAN Programme and Strategic Areas

FANRPAN's activities focus on five thematic areas. It undertakes comprehensive policy development programmes in these areas to yield effective policies. The thematic areas are:

- (i) *Food Systems*: especially the impact of policies related to global environmental changes, biosafety, biotechnology, phytosanitary conditions, and trade tariffs on crop and animal-based food supplies.
- (ii) *Agricultural Productivity – Markets*: particularly its relationship to commodity trade and access to technology and inputs such as seed, fertiliser and germplasm.
- (iii) *Natural Resources and the Environment*: focusing on policies relating to trans-boundary resources management, biofuels, land and climate change.
- (iv) *Social Protection and Livelihoods*: focusing on cross-cutting issues such as the impact of HIV/ AIDS on agriculture and food security, gender and youth, targeting of humanitarian and developmental interventions and the development of longitudinal community based databases to inform development assistance.
- (v) *Institutional Strengthening*: focusing on strengthening the capacities of institutions, including the node Regional Secretariat and hosting institutions.

Through on-going research in each of these areas, FANRPAN has been able to conduct cross-country studies addressing regional trends and challenges or providing country-by-country comparative analyses on the effects of different policies on development outcomes.

FANRPAN also specialises in action research projects that combine evidence gathering on selected interventions with on-going policy dialogue with researchers, policy-makers, the private sector, and producer groups. FANRPAN provides research advisory services to policy-makers, drawing upon existing research evidence and knowledge from its supporting partners to address specific policy questions and decisions.

FANRPAN's projects take a comprehensive approach to policy-making and often involve multi-disciplinary teams with capacity for research, policy analysis, policy dialogue and advocacy. These long-term projects continue to build upon existing knowledge to ensure continuity in the policy cycle and to develop FANRPAN's broad multi-national and multi-disciplinary network.

1.4 Promoting effective FANR policies by focusing on *three strategic areas*

The framework for FANRPAN's work is supported by the following three pillars to maximise its impact on relevant policies.

Policy research: FANRPAN aims to increase the amount of sound evidence that African policymakers have access to, by undertaking comprehensive studies on key issues affecting agricultural productivity and food security in the region. Studies are conducted by members of FANRPAN's network, most often in-country universities or autonomous research institutes. FANRPAN's research benefits from the institutional knowledge, expertise and credibility of its member organisations.

FANRPAN's network research model contributes towards building research capacity in the region. By bringing researchers and organisations from different countries together to work on comprehensive, multi-disciplinary and multi-country projects, opportunities are created for further disseminating knowledge within the country and across the region. FANRPAN also facilitates several training and networking opportunities to build local capacity based on the policy research it conducts and to promote the use of data in policy formulation. FANRPAN works to create greater exposure and demand for African "home-grown" evidence to guide the work of policy-makers and donors.

Capacity building: FANRPAN provides assistance to farmer organisations, women, FANRPAN network node members and research institutes to empower them to advocate for policies which are better aligned to their needs. It also holds workshops for journalists from the region to better equip them to report on critical issues such as agricultural development, climate change and food security.

Communication and Advocacy: FANRPAN works to communicate its policy priorities and learning to wider audiences within the region and globally. This communications outreach targets multiple channels (both online and offline) as well as multiple audiences. FANRPAN has applied a range of communication tools to create stakeholder awareness whilst advocating for specific policies across its five programme areas. The goal of FANRPAN's work in this area is to improve the general public's understanding of the most important policy decisions affecting the Southern African region and to create more political will to allow for the development of more progressive FANR policies.

1.5 FANRPAN growth over past ten years

In 1994, Ministers of Agriculture from Eastern and Southern Africa first mooted the idea of creating a regional policy network. It was felt that the lack of access to knowledge institutions and the inability to apply knowledge systems has led to policy failures in efforts to address the recovery of agriculture in Southern Africa. This led to the birth of FANRPAN, which was championed in 1997 by Permanent Secretaries in Ministries of Agriculture and University Deans from Faculties of Agriculture representing eight (8) Southern African countries (Botswana, South Africa, Tanzania, Zimbabwe, Namibia, Zambia, Malawi, and Mozambique).

FANRPAN initially functioned as an informal network of policy related institutions and universities in the region. As an information network, its outputs were driven by the research focus of individuals and not guided by a larger organisational, strategic framework. Funding was done mainly through grants to the University of Zimbabwe and provided largely for research and the holding of workshops on research findings. It became an autonomous network in 2001 with Nodes in eight countries. It also relocated national Nodes from universities to independent NGOs.

In 2001, FANRPAN finalized its constitution, with funding from USAID, and five year Strategic Plan (2002-2007). The Network was formerly registered in 2002 as a regional network designed to promote the dissemination of policy research results across the region, the engagement of the research community with policy decision-makers, and the involvement in policy dialogues of other stakeholders such as farmers' organizations, agribusiness and civil society organizations.

The early programmes of FANRPAN focused primarily on markets and trade, a particular concern at a time when intra-regional trade patterns were expected to change with the evolution of the SADC and with changes in the global trading environment.

In the earlier years, FANRPAN had to establish itself as a knowledge institution and gain the confidence of regional stakeholders by producing and disseminating information that was relevant and contributed to policy and advocacy work. It had to forge linkages with regional institutions; such as SACU, SADC and COMESA; and continental institutions, such as NEPAD. It had to strengthen its organisational capacity, recruit staff, mobile funding, relocate its office from Zimbabwe to South Africa and relocate the Node Organisations within the member countries.

FANRPAN undertook a review of its strategic and operation orientation in 2007. It was felt that it had to respond to several changes in the policy environment. Agricultural development strategies were increasingly being looked at from a continental perspective, due to inter alia the adoption of the MDGs, the launch of CAADP and establishment of NEPAD by the AU. RECs gained greater importance and started playing a bigger role in agricultural development issues. FANRPAN's members were members of both COMESA and SADC, which meant that it had to strengthen its relationship with both RECs. Increased activity in regional research and networking created new opportunities for strengthening agricultural policy formation.

Emerging issues, such as climate change, and issues relating to new technologies, such as biotechnology, were taking centre stage in regional policy debates. These changes in the policy environment and network environment presented opportunities for FANRPAN to engage with policy research in a wider pan-African context than its original SADC mandate.

FANRPAN has also undergone many changes in response to changes in the operational environment and stakeholder demands. For example, a shift from using policy dialogues principally as a tool for defining the research agenda, to using dialogues as a platform for disseminating information, soliciting knowledge from non-researchers and equipping policy advocates with evidence for policy development.

The number of FANRPAN Nodes increased from 8 to 12 and the Regional Secretariat was relocated from Zimbabwe to South Africa. Node Secretariats were relocated from NGOs to CSOs.

In 2007, FANRPAN launched the Strategic Plan 2007-2015 to give impetus to the network and ensure that FANRPAN achieves its long-term objectives. It also adopted its Business Plan 2007-2012 which emphasised capacity building for policy research and advocacy across all our stakeholder groups. FANRPAN approved a new constitution that has strengthened the framework and given it a new mandate in policy advocacy and research throughout the African region and internationally.

“The number of FANRPAN Nodes increased from 8 to 12 and the Regional Secretariat was relocated from Zimbabwe to South Africa. Node Secretariats were relocated from NGOs to CSOs.”

1.6 FANRPAN today

The FANRPAN brand is well-known in the region and it is able to expand beyond the SADC region into the rest of Africa. It currently has Nodes in 16 African countries, which is double the number it had in 2001. Benin's membership is expected to be concluded in 2013 and discussions are under way with five other countries². Much of this expansion has been demand driven with national stakeholders approaching FANRPAN.

FANRPAN has consolidated its position in the region and internationally by concluding 57 MOUs or partnership agreements with regional and international organisations and other partners. Among these are the COMESA, FARA, various research centres of the CGIAR, and several regional farmer organisations and private firms operating in Africa.

FANRPAN is visible and an active participant in international events, such as meetings of the UNFCCC, FAO, IFPRI, IFAD, UNCSD and Rio+20. FANRPAN has received acceptance and recognition by the UNFCCC as an observer organisation. It has received more than 260 endorsements worldwide of the Africa Bio Carbon Initiative - "No Agriculture, No Deal".

FANRPAN's funding has more than doubled over the last ten years. The funding base has diversified and increased. FANRPAN received funding from CTA, the EU, FAO, the Rockefeller Foundation and SADC-HUB in 2004. By 2013, it has received income based on contracts signed with more than 39 development and other partners. However, all funding is contract related and short-term.

FANRPAN has implemented 65 projects and successfully closed 55. The number of funded activities and projects (per year) has grown from 5 in 2004 to 11 in 2013. Much of the growth in funding sources and number of projects were seen from 2007 onwards. This coincides with FANRPAN's strategic and operational realignment and the adoption of the 2007 – 2015 Strategic Framework.

Figure 1 below illustrates the number of funded projects and activities implemented each year between 2004 and 2013. It should be noted that some of the projects were completed over a number of years and, as such, are reflected in more than one year. Several projects are implemented in more than one country but still only counted as one project.

FANRPAN has developed an integrated, multi-media communications strategy. It was able to increase its database and it consists now of more than 9,000 stakeholders. Website usage has increased significantly with a total number of 361,451 visits recorded from September 2012 to August 2013. The average monthly visits for this period amounted to more than 30,000 and daily average is over 1,000. This outreach strategy has effectively positioned key FANRPAN stakeholder concerns on capacity building, policy research and advocacy on issues such as climate change, agricultural productivity, rural livelihoods and natural resource management.

The staffing of the Regional Secretariat grew from 4 in 2004 to 22 in 2013.

² Ethiopia, Burkina Faso, Burundi, Ghana, and Rwanda.

Figure 2 Number of funded projects and activities undertaken per annum

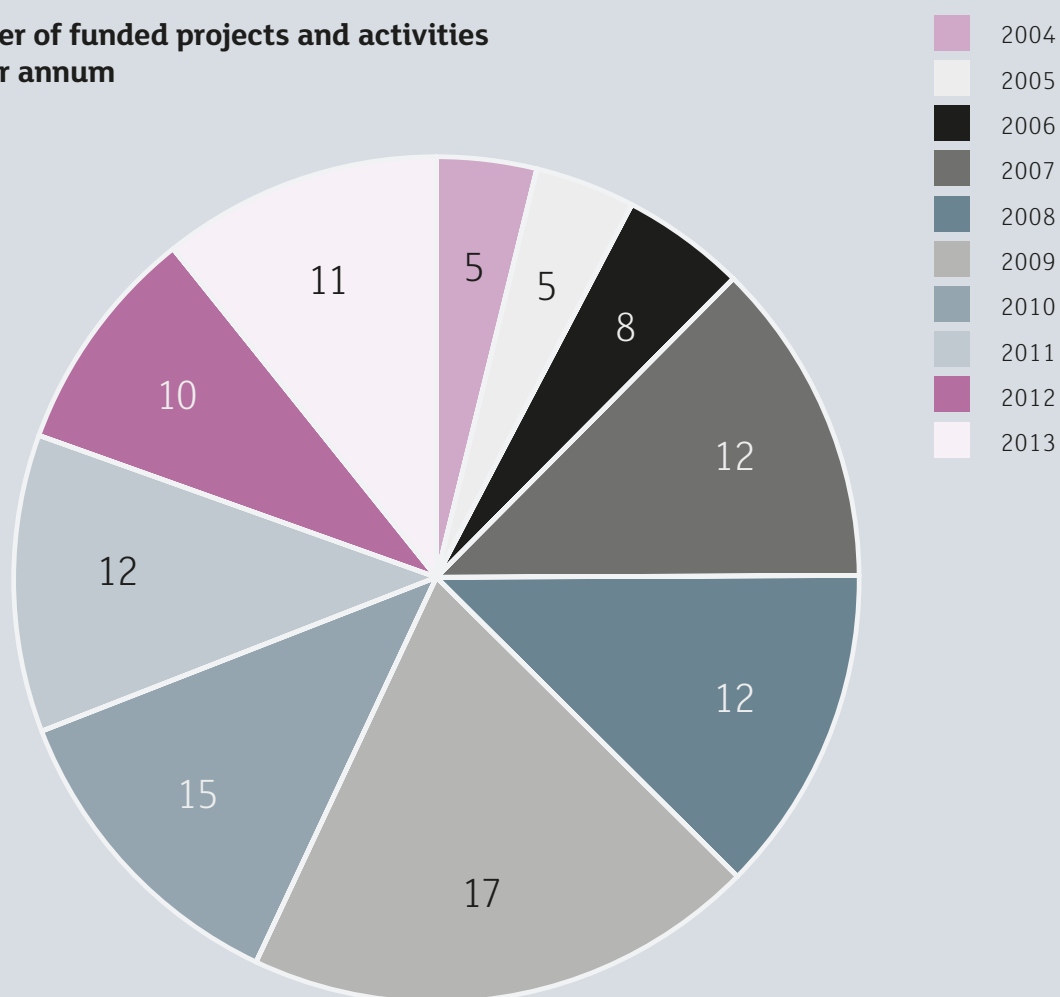


Figure 3 Main Development Partners – FANRPAN Thematic Areas



1.7 Main development partners

FANRPAN relies heavily on the financial support that it receives from development partners and other organisations for the implementation of its mandate, activities and projects. Its Constitution does not provide for the apportionment of its financial and operational cost among Network Members. According to the Constitution, the Board sets annual subscriptions that are paid by the members of the Network. The subscriptions do not cover the cost of the core activities. The Secretariat consequently is engaged in fundraising efforts.

Since its inception, FANRPAN has been supported by several development partners. Several of its development partners have provided funding over a number of years and for more than one activity or project. CTA and USAID have been funding FANRPAN for over 10 years.

FANRPAN's main development partners were SDC, USAID, ACBF, NORAD, CGIAR-CPWF, IDRC, the Rockefeller Foundation, the EU, CTA, DFID, ACCID, the Gates Foundation, GTZ, IFPRI, SAT, ICRISAT, the University of Copenhagen, and COMESA. Development partners have funded 65 core activities, once-off activities and projects.

Figure 2 below provides a breakdown of the support by the main development partners to the five thematic areas.

Support for FANRPAN's three strategic pillars has largely been provided by CTA (Communication and Advocacy), as well as DFID, ACBF and USAID (Capacity building). ACBF has also funded policy research.

Funding for FANRPAN activities has largely been channelled through fragmented short-term projects and with little support for the holistic implementation of the Business Plan.

Regional Secretariat Staff members, with the exception of the CEO, are appointed on short-term or annual contracts with the periods largely coinciding with the funding cycles of partners providing support to the project under which the staff member has been recruited. FANRPAN does not have core support to support projects, which means that all staff time is charged. FANRPAN is seeking ways to secure more predictable, longer-term funding for core activities. The Strategic Plan 2007-2015 contains a funding strategy.

FANRPAN has been the subject of several due diligence exercises funded by or undertaken on behalf of development partners. The exercises have confirmed that FANRPAN's accounting system is capable of handling many projects and fulfilling the reporting requirements of development partners. FANRPAN has been audited annually by an external auditor and its financial statements have been published.

Since 2008, FANRPAN has organised annual meetings specifically for its donor and partner organisations. The Annual Partners' Meetings inter alia aim to raise awareness among its development partners and other partner organisations of the various FANRPAN projects and the crosscutting relationships among them. Meeting evaluations have found that participants felt that the engagements have left them with a greater appreciation for FANRPAN's work, and provided them with new information to guide their projects and ideas for collaboration with other development or donor organisations.

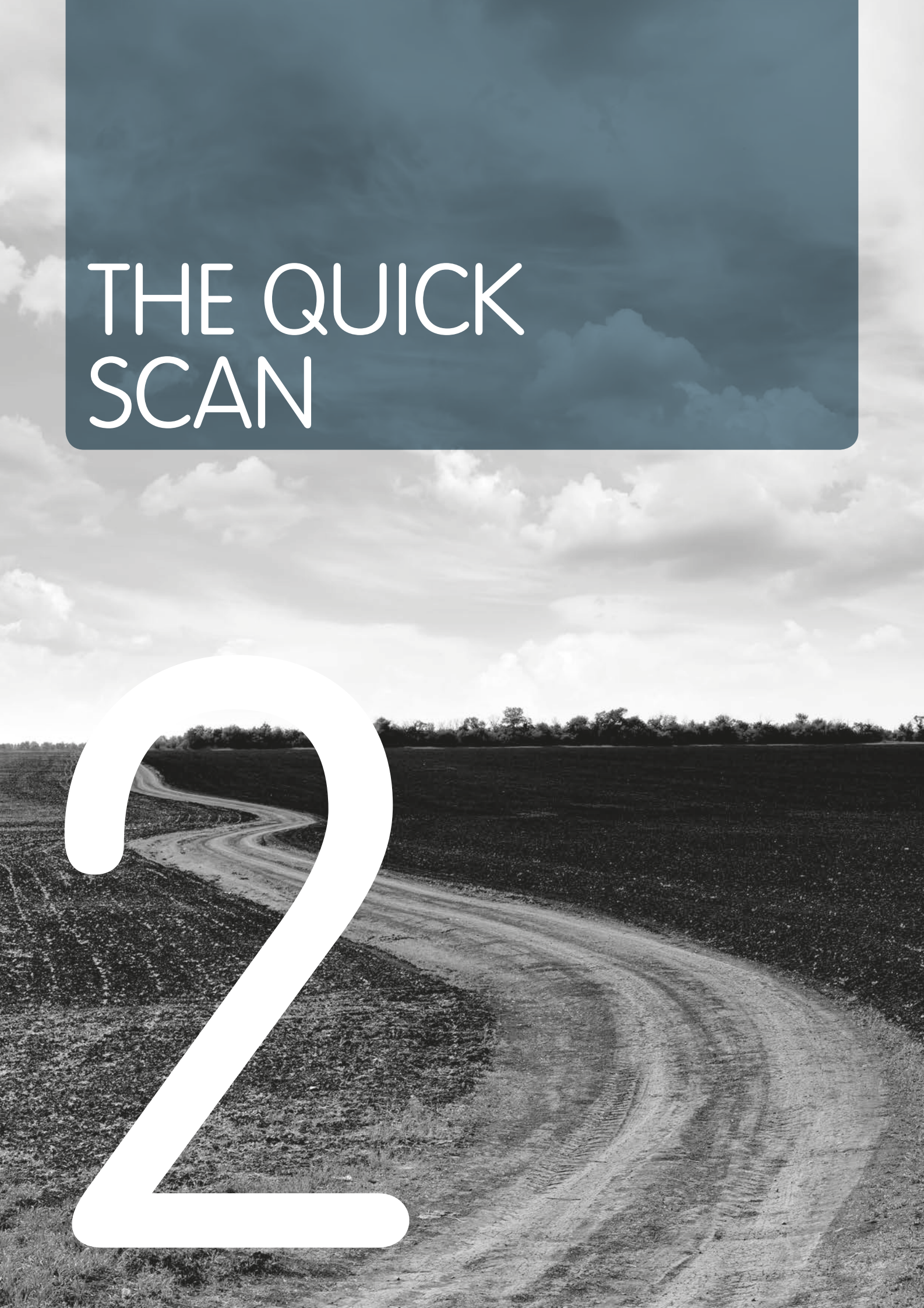
1.8 Objectives of the Joint Impact Assessment

This evaluation was initiated by CTA with the aim of contributing to learning for development impact within CTA and its ACP partner organisations and networks like FANRPAN. The overall expected results from this study were:

- Learning opportunities identified for improving organisational capacity development practices in CTA and its partners (i.e. concrete/practical lessons).
- Inputs obtained for immediate use in the project cycle management practices (e.g. baseline data for future impact studies and formulation/revision of CTA's partnership strategy).
- An adapted and easily accessible methodology for future impact studies.

THE QUICK SCAN

2



2.1 Objectives and Scope of the Impact Study

Since 2003, Technical Centre for Agricultural and Rural Cooperation (CTA) has provided financial support to FANRPAN focusing on information, communication and knowledge management (e.g. aimed at promoting policy dialogues and knowledge-sharing via workshops and publications).

Each year the support was oriented towards specific FANR theme and policy-related issues.

In 2013, CTA conducted impact studies to determine the impact made on FANRPAN and beneficiaries by the support provided to FANRPAN through the years. The purpose of the study is for CTA and FANRPAN to jointly determine and describe:

- (i) The activities/projects undertaken through the partnership between CTA and FANRPAN (component 1).
- (ii) The changes that occurred on FANRPAN over the period of years concerned (component 2).
- (iii) The changes that occurred as a result of the partnership with CTA or as a result of FANRPAN's own work (component 3).

The joint Impact Study aims to address four interrelated elements, which together constitute the building blocks of the impact pathways:

- (i) Deliverables generated as direct result of CTA's partnership with FANRPAN.
- (ii) Changes in the capabilities of FANRPAN that can be linked to the deliverables.

- (iii) Effects (outcomes/ impact) on FANRPAN (as a direct partner) and indirect beneficiaries that can be attributed to either the deliverables or the changes in the partner's core capabilities.
- (iv) Dynamics of the relationships between the main actors, including CTA and the partners, along the impact pathways.

The key questions for the study were formulated around:

- (i) Capacity development (i.e. outputs of CTA's support);
- (ii) Effects on the direct beneficiaries of the partners supported by CTA (i.e. outcomes); and
- (iii) Impact.

FANRPAN commissioned a consultant to conduct components 2 and 3 of the Impact Study. FANRPAN made an internal resource person available who provided the necessary information and support. CTA provided evaluation support through two groups of experts.

2.2 Methodology

The Impact Study was carried out over the following inter-related phases:

Inception briefings: FANRPAN Regional Secretariat staff briefed the consultant on the purpose and expected deliverables. The consultant was also provided with an overview of the support that CTA has provided to FANRPAN since 2003. Agreement was reached on the time-frame and the methodology for the Impact Study.

Literature review: An extensive set of literature was reviewed before and after the June 2013 Mid-Term Review meeting in Harare, Zimbabwe. For example, a literature review was conducted of the available contracts that have set out the support that CTA undertook to provide to FANRPAN, as well as the available project progress reports that FANRPAN has submitted to CTA through the course of its partnership. FANRPAN's evaluation reports were reviewed, including evaluation reports for Node Common Visioning Meetings, as well as for each of the Regional Policy Dialogues that were held since 2005. FANRPAN reports of its Annual Staff Planning Meetings for 2012 and 2013 were reviewed. Due diligence reports of evaluation assessments conducted by external parties on behalf of development partners were reviewed. FANRPAN's Strategic Plan 2007-2015, the PIVA assessment for 2007, its Consolidated Annual Report 2007-2010, and numerous other FANRPAN publications, strategy documents, newsletters, policy briefs, and reports were reviewed.

Interviews: Formal and informal interviews were conducted with Regional Secretariat staff, including programme managers, the M&E Section, and the Finance Section.

Some of them have been with the Regional Secretariat since the beginning of its partnership with the CTA. The CEO, Dr Lindiwe Sibanda, was also interviewed and the main findings of the presentation to the Mid-Term Review Meeting were shared with her. Dr. Sibanda provided an overview of the origin and growth of FANRPAN, its mandate and vision, and the partnership with CTA. The consultant worked from the FANRPAN office for a period before the Mid-Term Review Meeting in Zimbabwe, where she had unlimited access to FANRPAN staff, resources and documents.

Reports for component and 1 and 2:

Two exercises were undertaken and forms were completed before the Mid-Term Review Meeting, namely the Logic Model (Deliverables) and the 5 Capabilities Framework (5Cs), which measures five core capabilities. Both forms and the approach to the exercises were discussed with FANRPAN staff before the forms were completed.

The Logic Model captured the following areas:

Activities supported by CTA; Outputs/Deliverables; Outcomes at the Level of the partner organisation/network; Outcomes at the level of the direct beneficiaries of the partner organisation/network; and Outcomes with broader implications. FANRPAN Regional Secretariat staff completed the first three columns of the Logic Model form. The consultant reviewed the available contracts and project progress reports and assisted with the completion of the first three columns of the Logic Model. The consultant also completed the last two columns. The consultant met with FANRPAN staff to discuss the information captured in the Logic Model and to test the assessments. Additional information and evidence were obtained and discussed.

“FANRPAN Regional Secretariat Staff members completed the 5Cs questionnaire and the overall scores were calculated. The findings and evidence were discussed with staff.”

The 5Cs framework was discussed with FANRPAN staff before its completion. The 5Cs framework measures the five inter-related capabilities of the organisation, namely the capabilities to act and commit; to adapt and self-renew; to deliver products and services; to relate; and to achieve coherence. According to Huisman and Ruijschoot, “the 5C model can be categorised as a holistic model which looks at organisations from different angles and stresses the importance of both the hard and the soft aspects of an organisation (systems, finance, people, culture), and sees capacity as being functional as well as intrinsic.”³ FANRPAN Regional Secretariat Staff members completed the 5Cs questionnaire and the overall scores were calculated. The findings and evidence were discussed with staff. The 5Cs questionnaire, capturing the total scores of the self-assessment, was circulated to all FANRPAN Secretariat Staff members for comment. They were also asked to provide additional evidence if deemed relevant. The final 5Cs questionnaire is attached as Annex 1.

Mid-Term Review Meeting: The findings of the Logic Model, 5Cs questionnaire, interviews and literature review were assessed. A quick scan was prepared in the form of a power point presentation. The initial findings and the presentation were shared with Regional Secretariat Staff. Following several consultations and revisions, the presentation was submitted to the CTA. The consultant and two members of the Regional Secretariat participated in the Mid-Term Review Meeting, which was held in June 2013 in Harare, Zimbabwe. The quick scan and preliminary findings were shared with participants and submitted for peer review. Additional study areas were identified, namely Advocacy and communication tools; Media outreach and training; and Youth engagement in agriculture.

The consultant attended a briefing on the 5Cs Model, which was held on the margins of the meeting. The presentation was revised to reflect the format, which was agreed to by participants at the meeting, and re-submitted to CTA at the end of June 2013. The revisions were done in consultation with FANRPAN. The presentation (summary findings) provides a narrative of the most important findings.

Narrative report: The consultant has prepared a report highlighting the findings of the Impact Study. The report provides an overview of FANRPAN’s mandate and work; the changes that the Network has undergone since its inception; and the support provided by the CTA. It assessed the activities that CT supported, the outputs resulting from the support, the outcomes at the level of the Organisation, the Outcomes at the level of direct beneficiaries and the Outcomes at the level of the broader society. It also considers changes in the Organisation, the findings of the self-assessment (5Cs Model), and cross-cutting issues. It lastly provides initial conclusions.

Additional study areas: The consultant and FANRPAN have considered what would be feasible to undertake within the budget and time-frame for the Impact Study. Three sets of questionnaires have been prepared on each of the study areas. The questionnaires were circulated in July 2013 to beneficiaries of the above activities. Additional literature reviews and interviews focusing on the three additional study areas will take place until early September. The consultant, in consultation with FANRPAN, will capture the findings and share them in the final report to CTA.

³ Peter Huisman and Lieke Ruijschoot, “Using the Five Capabilities (5C) model: making a virtue of necessity”, *Development in Practice* 23 no. 2 (2013): 299-311

2.3 The Logical Framework Analysis of FANRPAN

2.3.1 Overview of CTA support to FANRPAN

CTA has is one of two development partners that have funded FANRPAN's activities and projects for ten years or more. It is among the six largest overall financial contributors to FANRPAN. CTA's financial support amounted to USD 1,354,331.30. This includes funding amounting to USD 62,839 for activities jointly funded by CTA and SACAUI in 2005.

The Impact Study focussed on the CTA funded activities that were undertaken by the FANRPAN Regional Secretariat from 2003 to 2013. CTA's financial support has enabled FANRPAN to undertake several activities in support of its communication and advocacy objective and efforts. CTA support has enabled FANRPAN to undertake the following key activities from 2003 to 2013:

- (i) Host 10 Multi-Stakeholder Regional Policy Dialogues on FANR issue in East and Southern African countries.
- (ii) Produce and Disseminate 35 Newsletters and 23 Policy Briefs on FANR and Youth related issues.
- (iii) Strengthen information and communication capacity at regional and national levels.
- (iv) Upgrade and maintain the FANRPAN Website.
- (v) Hold 6 Media training workshops, train 80 journalists from African countries, and support media outreach activities.
- (vi) Develop, update and distribute FANRPAN stakeholder directory to FANR national and regional stakeholders.

- (vii) Implement FANRPAN's Resource Mobilisation Campaign.
- (viii) Provide external assistance to project implementation and reporting.
- (ix) Define FANRPAN's medium-term strategic and operational orientation.
- (x) Compile and disseminate 8 case studies.
- (xi) Provide analytical information on policy issues to stakeholders at over 30 international and regional engagements.
- (xii) Youth engagement in the agricultural value chain: supported case studies, policy dialogues, online forum, media training and outreach activities, and publication of newsletters and policy briefs.

Its assistance has to some extent been tailored to respond to FANRPAN's needs, which evolved over time as the Network grew and expanded its activities and reach. FANRPAN was able to undertake policy studies, produce publications and participate in regional policy meetings. This assisted FANRPAN in raising its profile, contributing to policy discussions, and expanding its networking with regional stakeholders. CTA also provided some support to FANRPAN's efforts to refocus and strengthen its operational orientation and strategic direction, which following consultations with Country Nodes, FANRPAN Members and the Board, resulted in the adoption of its Strategic Plan for 2007-2015.

“The Policy Dialogue themes were formulated to respond to current and critical FANR issues, as well as to build upon previous themes to ensure continuity in activities.”

2.3.2 Type of Beneficiaries

Direct beneficiaries were diverse and mostly from East and Southern African countries. They consisted of policymakers and their advisers at national (Governments and Parliaments), regional (including SADC and COMESA) and continental (NEPAD/CAADP). Other direct beneficiaries included: FANRPAN Node Organisations, private sector (mainly agri-business), research institutions, academic institutions, farmer organisations, women’s organisations, youth organisations, civil society organisations, and media professionals. The FANRPAN Regional Secretariat also benefited from the activities funded by the CTA.

Indirect beneficiaries include biophysical and social scientists with an interest in agriculture and rural economy, other ACP organisations and networks, representative of International Organisations, and the general public.

2.3.3 Deliverables presented in Logic Model

2.3.4 Outputs/Deliverables

a) Regional Multi-Stakeholder Policy Dialogues:

CTA and other development partners have supported the hosting of ten policy Dialogues in Southern and East African countries. The annual Policy Dialogues have become one of FANRPAN’s flagship events. They have been attended, on average, by more than 170 participants per year. Participants have been from 30 or more countries and different continents.

Participants included government representatives, policymakers, development partners, media, academic and research institutions, civil society, international and regional organisations, women’s and youth organisations, farmer organisations, private sector and other FANR stakeholders.

The Policy Dialogue themes were formulated to respond to current and critical FANR issues, as well as to build upon previous themes to ensure continuity in activities. Papers were presented on research findings and key FANR issues. FANRPAN launched awards at the Dialogues, such as Annual Award, Youth in Agriculture Award, and Media Award. The Dialogues provided an opportunity for FANR stakeholders to share best practices; lessons and experiences on a particular theme; and to come up with tangible resolutions. The Regional Policy Dialogues also showcased best practices from Africa and beyond in line with FANRPAN’s five thematic areas.

b) Publications:

FANRPAN prepared and disseminated 23 policy briefs and 35 newsletters to policy makers and FANR stakeholders. The publications’ topics were wide-ranging, cross-cutting and of relevance to region, e.g. on climate change, youth and agriculture, and other key FANR issues. The publications showcased FANRPAN programmes and research activities. The distribution list has grown over the years and FANRPAN has ensured better access to more end-users by making the publications available on its website.

c) Media outreach and training of journalist:

FANRPAN held 6 training workshop for 80 journalists from African countries. The workshops were conducted in partnership with Inter-Press Service (IPS) and done in conjunction with the important policy meetings, such as the UNFCCC COP-meetings and FANRPAN's annual Regional Policy Dialogues. Journalists were trained on how to analyse FANR subject areas critically and to apply these skills to issues at both regional and global levels. As part of the workshops, journalists also published articles related to the policy meetings. The articles appeared on the TerraViva website, overseen by IPS. Approximately 32 news articles were produced.

As part of its outreach efforts, FANRPAN prepared and disseminated information on agricultural issues of regional strategic importance through print, radio, television (including international stations such as BBC, CNBC, and CNN) and digital and social media (YouTube, Farming First website, Twitter and Facebook). Events were showcased and advocacy messages disseminated.

d) Youth Engagement in agriculture:

Since 2011, FANRPAN undertook several activities to promote youth engagement in agriculture. The following main outputs were generated:

- (i) Two Regional Policy Dialogues focussed on youth issues: the 2011 Policy Dialogue was held in Swaziland and focussed on "Advocating for the Active Engagement of the Youth in the Agricultural Value Chain". The 2012 Policy Dialogue held in Tanzania built on the discussions held and resolutions adopted in Swaziland. It was themed, "From Policy to Practice: Advocating for active Engagement of Youth in Agricultural Value Chains".
- (ii) Six country case studies (in Malawi, Swaziland, South Africa, Mauritius, Zimbabwe and Tanzania) on current and emerging youth policies and initiatives, with a special focus on links to agriculture, were undertaken. Young people were involved in conducting the case studies.
- (iii) National Dialogue meetings were held in the six countries where the case studies were conducted.
- (iv) FANRPAN compiled a synthesis report of case studies, which was presented, in conjunction with the case studies, to stakeholders at the FANRPAN Regional Policy Dialogue meeting held in Tanzania in 2012. The Synthesis and Case Study Reports and their findings were validated by participants and the meeting, as a result, adopted a number of specific resolutions to support youth engagement.

- (v) FANRPAN trained 40 journalists from 6 African countries on issues related to engaging the youth in the agricultural value chains. 47 articles on youth and agriculture were produced and disseminated through the website and in print versions of the dialogue news. 25 stories on youth and agriculture were published online and in print media. Six television and radio interviews on the topic were done.
- (vi) FANRPAN conducted an online forum on youth and agriculture policies. 263 Twitter followers were gained, 230 tweets were sent out and 850 like-minded organisations and individuals followed the discussions.
- (vii) FANRPAN prepared and published 3 policy briefs and 3 newsletters on youth and agriculture.

e) Update and maintain FANRPAN website:

CTA support enabled FANRPAN to develop and improve its website. FANRPAN was able to regularly upload communication and advocacy products. Information on events and issue information on FANR topics were made available on website. New tools were developed with a view to simplifying and enhancing effective networking among members, such as Podcasts, Picture Gallery, RSS Feeds and FANRPAN Blog.

As an extension to the main website, in April 2009, FANRPAN launched a project-specific site, www.africaclimatesolution.org for its climate change work. This site has grown in the space of three months to exceed over a thousand hits per day.

Accompanying this website extension is the circulation of a weekly digest that targets a database exceeding 5,000 recipients. Most visits, between 13 August 2012 and 13 August 2013, were from users in South Africa, the United Kingdom, and the United States of America. Other popular percentages are shared among various European and African countries. A total number of 61,953 of views per pages loaded were recorded during the above twelve-month period. The high number of new visits indicates a great amount of interests in the page.⁴

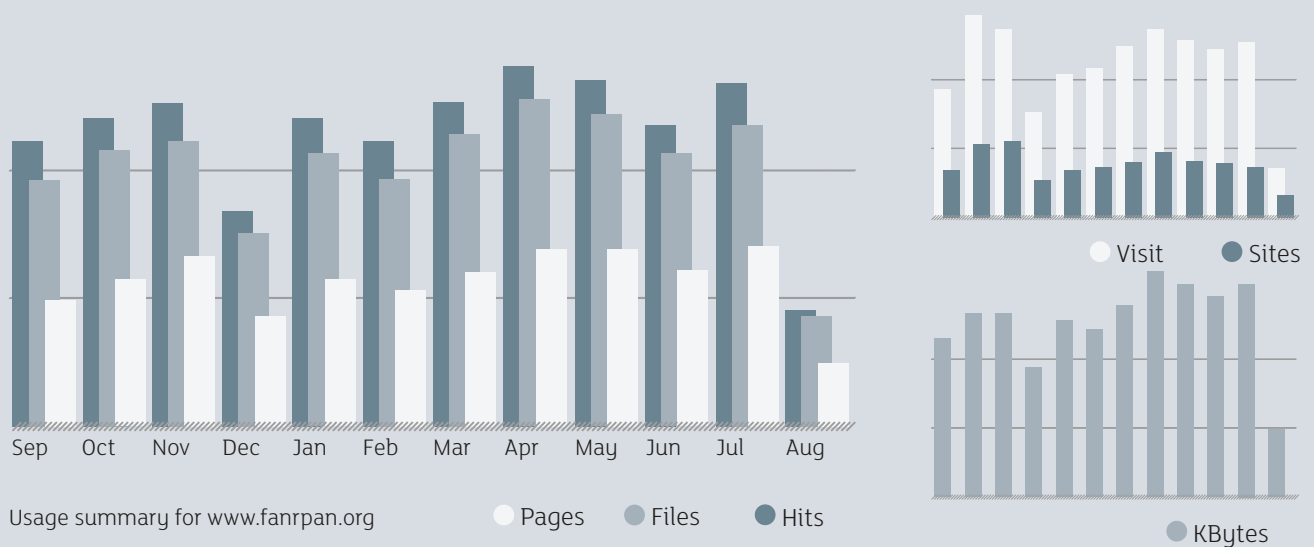
The FANRPAN website has become more appealing and is more frequently visited. 361,451 visitors have accessed the website between 1 September 2012 and 13 August 2013. The average number of monthly visits for this period amounted to more than 30,000 and daily average is over 1,000. (Figure 4 below).

f) Develop, update and distribute stakeholder directory:

FANRPAN was able to update its stakeholder directory with over 9,000 contacts (increased from 500 in 2005/6). The directory was distributed and is available on the website to Network members and FANR stakeholders.

⁴ Octoplus Information Solutions, "FANRPAN project webpage statistics for Climate change page: 13 August 2012 to 13 August 2013", 2013: 3.

Figure 4 Usage of FANRPAN website: September 2012 to August 2013



Summary by Month										
Month	Daily Avg				Month Totals					
	Hits	Files	Pages	Visits	Sites	KBytes	Visits	Pages	Files	Hits
Aug 2013	10905	9917	5628	751	4461	7673979	9771	73167	128928	141769
Jul 2013	14809	12951	7459	1112	10057	26296138	34480	231250	401505	459091
Jun 2013	13447	12120	6725	1095	10749	24601620	32871	201758	363629	403422
May 2013	14851	13370	7432	1122	11208	25958451	34792	230419	414477	460386
Apr 2013	16097	14435	7645	1229	12836	27789418	36899	229401	433055	482920
Mar 2013	13868	12436	6566	1069	10910	22971214	33149	203548	387091	429935
Feb 2013	13420	11808	6421	1047	9325	20594848	29319	179804	330636	375768
Jan 2013	13053	11607	6156	885	9507	21740826	27436	190866	359837	404673
Dec 2012	9148	8254	4457	663	7545	15620570	20567	138184	255898	283615
Nov 2012	14333	12721	7329	1243	14500	22672392	37296	219870	381659	430013
Oct 2012	13144	11738	6251	1273	14220	22529301	39490	193784	363930	407487
Sep 2012	12707	10941	5386	846	9462	19535969	25381	161589	328255	381223
Totals						257984726	361451	2253640	4148873	4660302

“The review process was characterised by strong stakeholder participation and it took more than two years to complete.”

g) Defining Medium-Term strategic and operational orientation:

FANRPAN’s growth necessitated a revision of its strategic and operation orientation. It was felt that it had to align its activities better with relevant regional objectives and the time-frame of the Millennium Development Goals. The scope of its work was expanding beyond the SADC region but its Constitution did not reflect this growth. It consequently embarked on a strategic and operational review process.

The process involved a review of FANRPAN’s mandate and mission, stakeholders’ needs and expectations, diagnosis of the internal and external environments for policy research, a SWOT analysis (strengths, weaknesses, opportunities and threats) and a discussion of alternatives for FANRPAN’s evolution. The vision and mission statements were refined, a value proposition detailing what FANRPAN promises to deliver were developed, a business plan was developed, and strategic areas for action were consolidated. FANRPAN was funded by DFID to contract a professional writer to finalize the strategic plan for publication and wider distribution. The review process was characterised by strong stakeholder participation and it took more than two years to complete. The following activities were undertaken between June 2005 and September 2007:

- (i) June – August 2005 - Partner Institutional Viability Assessment (PIVA), to assess, benchmark and establish targets for the capacity of the regional secretariat and selected nodes.
- (ii) June 2006 Desk reviews of mission and vision, SWOT analysis, lessons from the evolution of FANRPAN and choice of options.
- (iii) July to August 2006 - Electronic and face-to-face consultations – strategic discussions with stakeholders on how to define FANRPAN’s clients: who creates an “effective demand” for policy analysis, scope; which effective demands for analysis should FANRPAN serve; choice of scenarios and best options for FANRPAN.
- (iv) September 2006 and May 2007 - Regional workshops for members and stakeholders—participants developed possible scenarios based on identified issues and structured a plan of action to meet agreed-upon goals.
- (v) July – August 2007 – Benchmarking and capacity assessment of national nodes
- (vi) September 2006 and June 2007 - Meetings with funding partners.
- (vii) September 2007 - Adoption of new strategy and amended constitution, and election of new Board of Governors

The PIVA Benchmark Assessment involved eleven Nodes, as well as updating of previous PIVA assessments for Malawi and Zambia (funded by DFID but using the methodology pioneered by USAID).

FANRPAN also carried out an assessment of Human Resource capacities in the region for agricultural and natural resources policy research, analysis and dialogue and preparation of a new draft Directory (funded by DFID).

FANRPAN consulted with Node Organisations and network members throughout the review process. It held a Stakeholders Planning Workshop in 2007 to discuss its Strategic Plan. FANRPAN also consulted with RECs to synchronise Node activities with regional commitments. The Regional Policy Dialogue meeting held in Zambia in 2007 endorsed the need for new strategic direction and constitutional amendments that were needed to implement the Strategic Plan.

The AGM held on 5 September 2007 endorsed the final Strategic Plan, adopted the revised Constitution, and elected a new Governing Board. The business and financial plan, covers a five-year period 2007-2012. The Business Plan 2007-2012 is aimed at improving the Network's operations and it emphasised capacity building for policy research and advocacy across all our stakeholder groups. The Strategic Plan 2007-2015 is aimed at ensuring that FANRPAN achieves its medium to longer-term objectives.

The revisions to the Constitution enabled FANRPAN to implement its policy advocacy and research mandate throughout the African continent and globally.



“CTA’s support has improved FANRPAN’s ability to mobilise resources and interaction with potential funding sources.”

In line with the constitutional changes, a new Board of Governors was ushered in under the Chairmanship of the Secretary-General of COMESA, Hon. Sindiso Ngwenya.

h) Strengthen information and communication capacity of FANRPAN at regional and national levels:

CTA and other partners have contributed towards FANRPAN’s efforts to strengthen its information and communication capacity at regional and national levels. Partners have contributed towards FANRPAN’s participation in several partnership meetings, including the NEPAD (AU), SADC and COMESA. As a result of the engagements, FANRPAN was able to sign Memoranda of Understanding with COMESA and SACAU, respectively. FANRPAN was able to provide analytical information on critical policy issues to key stakeholders, e.g. at the SADC HIV/Aids workshop where it shared lessons learnt in the implementation of pilot projects; the African Agricultural Economists meeting in Ghana in 2007; Salzburg Global Seminar where it led a panel discussion on Governance and Policy Processes; and the SADC Regional Economic Integration meeting where it briefed participants on the economic cost of HIV and Aids, Malaria and TB in the SADC region. FANRPAN re-launched and improved its website.

i) Implementation of FANRPAN’s Resource Mobilisation Campaign:

FANRPAN relies heavily on financial support from development partners for project implementation. CTA’s support has improved FANRPAN’s ability to mobilise resources and interaction with potential funding sources. It enabled FANRPAN to undertake mobilisation visits, e.g. to Sweden and Belgium.

It also contributed towards FANRPAN’s participation in international meetings, events and engagements. FANRPAN, consequently, was able to increase awareness of its activities beyond its membership, influence international discussions, and provide an African perspective of the issues facing the region. The mobilisation visits and engagements were largely more successful in raising FANRPAN’s profile than in mobilising resources as a direct or immediate result from the visits.

j) Case studies on FANR issues:

FANRPAN conducted case studies on the true contribution of agriculture to economic growth and policy reduction in Mozambique and Malawi. It has also conducted case studies of youth engagement in agriculture in six African countries (Malawi, Mauritius, Swaziland, South Africa, Tanzania and Zimbabwe). It held national policy dialogues in seven countries on the findings of the case studies and presented the case studies and their findings to participations at its annual Regional Policy Dialogues in Mozambique (2009), Swaziland (2011) and Tanzania (2012). The dialogue participants validated the findings and adopted resolutions guiding policy engagements. FANRPAN has packaged the findings in communication products and disseminated them to FANR stakeholders.

2.3.5 Outcomes at the Organisation Level

a) Key Outcomes:

A Raised FANRPAN's profile, increased visibility and increased awareness of its activities among wider audience:

FANRPAN's funding base has increased and diversified. Its Africa-wide expansion and project growth are demand driven. Its membership has expanded from 8 country Nodes in 2001 to 16 in July 2013. It has signed 57 MOUs with national, regional and international partners. It has increased its participation in international meetings, such as UNFCCC, FAO, IFPRI, IFAD, UNCSD and Rio+20 meetings. FANRPAN has received acceptance and recognition by the UNFCCC as an observer organisation and it has actively participated in regional and international UNFCCC meetings since COP15. It was able to create awareness in African and among UNFCCC meeting participants of the importance of dealing with agriculture in climate change negotiations. It has received more than 260 endorsements worldwide of the Africa Bio Carbon Initiative - "No Agriculture, No Deal".

B FANRPAN's media engagements have increased, website hits have increased, and its database has grown. The outreach strategy has effectively positioned key FANRPAN stakeholder concerns on capacity building, policy research and advocacy on issues such as climate change, agricultural productivity, rural livelihoods and natural resource management. The media outreach activities has create awareness of FANRPAN activities, e.g. it has led to an increase in FANRPAN Twitter discussions.

During the period of the 2011 Dialogue in Swaziland, the newsroom section of the FANRPAN website where all the stories are posted had 197 visits, with 50 per cent of the visitors being first time visitors and the other 50 per cent returning visitors.

C Improved FANRPAN's capacity to transform policy analyses and recommendations into communication and advocacy products that contribute to national and regional policy discussions:

For example, the case studies on youth engagement in agriculture and Regional Policy Dialogue outcomes have been packaged in Advocacy Notes for policymakers. It compiled and distributed three country reports on fertilizer trade, as well as a regional policy brief to Heads of State and/or Government which they were able to use at the Abuja Fertilizer Summit.

D Contribute towards building capacity and skills of youth in conducting research: FANRPAN contracted young people to undertake country case studies (in Malawi, Swaziland, South Africa, Mauritius, Zimbabwe and Tanzania) on current and emerging youth policies and initiatives, with a special focus on links to agriculture. Youth organisations and young people participated in the national dialogues that were held in the six countries. They also participated in the two Regional Policy Dialogues where the findings of the case studies were presented and discussed. In 2013, FANRPAN launched four new case studies on youth and agriculture in Angola, Lesotho, Mozambique and Zambia. The objective is to facilitate a regional approach on policies and institutions that are required in order to engage the youth in agricultural value chains.

“Dialogue participants are able to comment on the activities and identify areas that require further attention.”

The new case studies will build on the findings of six previous case studies. Young people will be consulted and involved in conducting the new case studies.

E Increased the Network’s understanding of the engagement of youth in agricultural value chain:

The themes of the Regional Policy Dialogues that were held in Swaziland and Tanzania in 2011 and 2012, respectively, concentrated on engaging the youth in agricultural value chains. The Dialogues in Swaziland and Tanzania were attended by 225 delegates from 21 countries, and 253 delegates from 23 countries, respectively. The Regional Secretariat and Network Members were able to discuss the findings of the six youth case studies and use the information to prepare Advocacy Notes for national policymakers.

F Regional Policy Dialogues ensured that FANRPAN’s activities respond to the needs of FANR stakeholders:

FANRPAN uses the annual Regional Policy Dialogues to brief stakeholders and Network Members on the activities that it has undertaken since the previous event and the activities that it intends to undertake after the Dialogue. Dialogue participants are able to comment on the activities and identify areas that require further attention. Participants are able to indicate in their evaluation forms which areas they would like FANRPAN to focus on or discuss at future events. Dialogue participants also adopt resolutions that guide the post-dialogue activities of FANRPAN. The 2011 Policy Dialogue, for example, decided that the youth theme should continue in 2012. Following which, FANRPAN prepared a synthesis report on the six country case studies and presented it to FANR participants at the 2012 Dialogue.

FANRPAN also used the Dialogues to consult with FANR stakeholders on its strategic and operational orientation. Participants at the 2007 Regional Policy Dialogue provided guidance on FANRPAN’s Strategic Plan 2007-2015, its Business Plan 2007 - 2012 and the need for it to amend its Constitution in order to reflect its Africa-wide mandate. The Dialogue decisions were conveyed to the 2007 Annual General Meeting, which adopted the two Plans and constitutional amendments.

G Media training and outreach enabled FANRPAN to draw on group of journalists that understand and are able to report on FANR issues:

As a result of the media training workshops on youth and agriculture, 47 articles on youth and agriculture were produced and disseminated. 25 stories on youth and agriculture were published on online and in print media. 6 television and radio interviews. Journalists also published articles related to the FANRPAN’s Regional Policy Dialogue and UNFCCC COP meetings, which appeared on the TerraViva website, overseen by IPS. Media representatives participated in FANRPAN’s 2012 annual staff planning meeting and provided guidance to the Secretariat on strategies to better communicate its research findings and advocacy messages. The media outreach activities has led to an increase in FANRPAN Twitter discussions: 2 819 followers gained. 1 197 like-minded organisations and individuals followed. 2 994 tweets sent.

H Enhanced networking opportunities and ability to mobilise resources:

FANRPAN's income has more than doubled over the last ten years. The funding base has increased. Five partners provided funding to it in 2004. By 2013, more than 30 partners have funded one or more activities and projects for one or more years. It, however, has not been able to diversify and grow support for its core activities. It has received core funding from a small number of partners. FANRPAN has concluded more than 57 MOUs with regional and international organisations. It has participated in numerous regional and international events. Its stakeholder directory increased from 500 contacts in 2005 to more than 9,000 in 2013.

b) Most important outcomes of each deliverable

(i) **Regional Multi-Stakeholder Policy Dialogues:** The Policy Dialogues raised the profile of FANRPAN and it was able to showcase its activities and created awareness of research, advocacy and communication products. Secretariat staff was able to gain a better understanding of the advocated topics and benefitted from networking opportunities and from the presentations made by other participants. FANRPAN's post-dialogue activities were guided by the actions adopted by Dialogue participants. FANRPAN staff developed a better understanding of the research and advocacy needs of policy-makers and other FANR stakeholders, which assisted staff in identifying potential areas for further research.

The Policy Dialogues provided a platform for FANRPAN to share its strategic thinking with stakeholders and obtain greater buy-in for its vision and Strategic Plan for 2007-2015. For example, the Policy Dialogue meeting in Zambia endorsed the need for new strategic direction and constitutional amendments.

(ii) **Publications:** The publications have raised FANRPAN's profile and increased awareness at regional, continental and international levels of its research and advocacy activities. The publications showcased FANRPAN activities and improved its profile as a depository of knowledge on FANR issues. FANRPAN staff has gained a better understanding of the advocated topics, their policy implications and further research needs. The publications have been a useful tool for FANRPAN to raise awareness of policy dialogue outcomes among a wider audience. It enabled FANRPAN to disseminate dialogue discussions and decisions to stakeholders who did not attend the dialogues.

(iii) **Media outreach and training of journalist:** The media training and outreach activities have raised profile of FANRPAN in the region and create greater awareness by African media of its mission and activities. The training workshops have created a group of media professionals who understand and are able to report on regional FANR issues. FANRPAN is able to draw on the expertise of the journalist when discussing ways to improve its own communication and advocacy products. It is also able to utilise them for its outreach activities.

“The validation has strengthened FANRPAN’s policy engagements on the findings of the case study and synthesis reports.”

Its media outreach activities and articles on strategic agricultural issues have led to an increased recognition of FANRPAN’s ability to act as an important voice when it comes to regional agricultural issues. FANRPAN has increased the number of social media followers and improved its capacity to transform policy analyses and recommendations on key agricultural issues into communication and advocacy products.

c) Youth Engagement in agriculture:

- (i) **Case studies:** The case studies have improved the understanding of FANRPAN of the perceptions held by the youth of agriculture; existing youth policies; existing institutions for engaging the youth; opportunities for streamlining youth in agriculture; and key drivers in youth and agriculture policies in the six countries. The case studies have led to better informed discussions on topic, as the Synthesis report and case studies were presented to stakeholders at the FANRPAN Regional Multi-Stakeholder Food Security Policy Dialogue meeting held in Tanzania in 2012. The findings have been validated, which provided FANRPAN with the assurance that the studies are an accurate reflection of existing youth policies and opportunities available to the youth in the six countries. The validation has strengthened FANRPAN’s policy engagements on the findings of the case study and synthesis reports. It has strengthened FANRPAN’s profile as a knowledge and research network on issues related to youth and agriculture.
- (ii) **On-line forum:** FANRPAN was able to engage youth involved in agriculture in their familiar space. It improved FANRPAN’s access to inputs from young people, youth organisations and other interested parties. It improved FANRPAN’s ability to contribute to more relevant and conducive youth and agriculture policies. It also increased awareness of the strength of FANRPAN on youth and agriculture policies. At the end of the 2011 Dialogue in Swaziland, the FANRPAN account had 628 followers, an increase of 72% in less than one week. FANRPAN also added approximately 850 relevant stakeholders to its follower list (for a total of 1087 in total). Approximately 230 Tweets were sent in total from the FANRPAN account, some of which were re-Tweeted by others. Other Dialogue delegates produced Tweets of their own using the hash tag #FANRPAN.
- (iii) **Media training workshops and outreach:** FANRPAN is now able to draw on a group of media professionals who understand issues related to the youth and agriculture and are able to report on youth in agriculture. The workshop and outreach activities raise the profile of the network among the media as a thought leader on the topic of youth and agriculture.
- (iv) **Publications:** FANRPAN has gained a greater understanding of the challenges facing and opportunities available to youth in the agricultural value chain. The publications have also raised its profile and create awareness in the region and internationally of FANRPAN’s activities related to youth engagement.

d) Update and maintain FANRPAN website:

The website has become a reference point on regional matters and repository of knowledge related to FANR and climate change issues. It is a more appealing and frequently visited site. The number of hits per day has increased from 4,690 in October 2008 to 14,809 in July 2013. Time spent on the FANRPAN website has increased. FANRPAN's visibility and ability to facilitate sharing of research findings, material, information, views and best practices on important FANR issues to a wider audience have improved. FANRPAN is now able to track feedback from visitors and files that browsers access, which enables the regional secretariat to give prominence to related topics.

e) Develop, update and distribute stakeholder directory:

Compiling and updating a stakeholder directory has enhanced the ability of FANRPAN to network with policymakers and FANR stakeholders, as well as increase its knowledge of stakeholders working in FANR issues. The directory was improved to ensure easier access by users to contact details of stakeholders. FANRPAN is able to maintain continuity in its activities and projects, as contacts are not lost when employees resign.



f) Defining Medium-term strategic and operational orientation:

The adoption of its Strategic Plan 2007 – 2015 has improved FANRPAN's capacity to plan, monitor and evaluate its activities. FANRPAN staff has a better understanding of the strengths, weaknesses, opportunities and threats. It has improved its governance capacity.

g) Strengthen information and communication capacity of FANRPAN at regional and national levels:

FANRPAN has strengthened its relations with SADC, NEPAD and FARA. It has signed a MOU with COMESA. FANRPAN's increased participation in regional and international engagements has provided it with a platform for engaging with regional and global partners and sharing FANR information from East and Southern Africa. The engagements have provided it with an opportunity for networking and for influencing discussions and outcomes of regional and international processes.

h) Implementation of FANRPAN's Resource Mobilisation Campaign:

The campaign has improved FANRPAN's visibility beyond the SADC region and given it access to a wider international audience. FANRPAN was able to identify co-operation opportunities between stakeholders and policymakers from European and African countries. For example, it submitted a collaborative proposal with 12 international partners to the EC on CINEMA, and it led the policy work package of the COMPETE project, which was supported by the EU and involved 45 partners globally.

FANRPAN CEO has been asked to serve on the Swedish University of Agricultural Sciences Global Natural Resources Management and Livelihoods Advisory Board and to assist with the Department of Urban and Rural Development Curricula mentoring of African students. FANRPAN did not necessarily secure additional funding immediately following the mobilisation trips and other more effective ways of supporting its mobilisation efforts could be considered.

2.3.6 Outcomes on the direct beneficiaries of the organisations

b) Regional Policy Dialogues:

On average were attended by more than 200 participants annually since 2009. More than 30 countries were represented since 2005. Largest representation was from NGOs and CSOs, followed by government, research and academic institutions, and private sector (agri-business). Previously, they have operated in isolation, thus viewing their roles as adversarial rather than synergetic. However, by participating on an equal footing in an inclusive forum, they have been able to discuss policy issues affecting countries and the region and agree on common approaches to address the challenges. Figure 3 below illustrates the percentage share of attendance by sector from 2005 to 2012. The information on participation by youth and development partners are based on absolute values and not percentages. Their participation was only recorded at the 2011 and 2012 Regional Policy Dialogues.

Figure 5 Total % share of attendance: 2005 – 2012

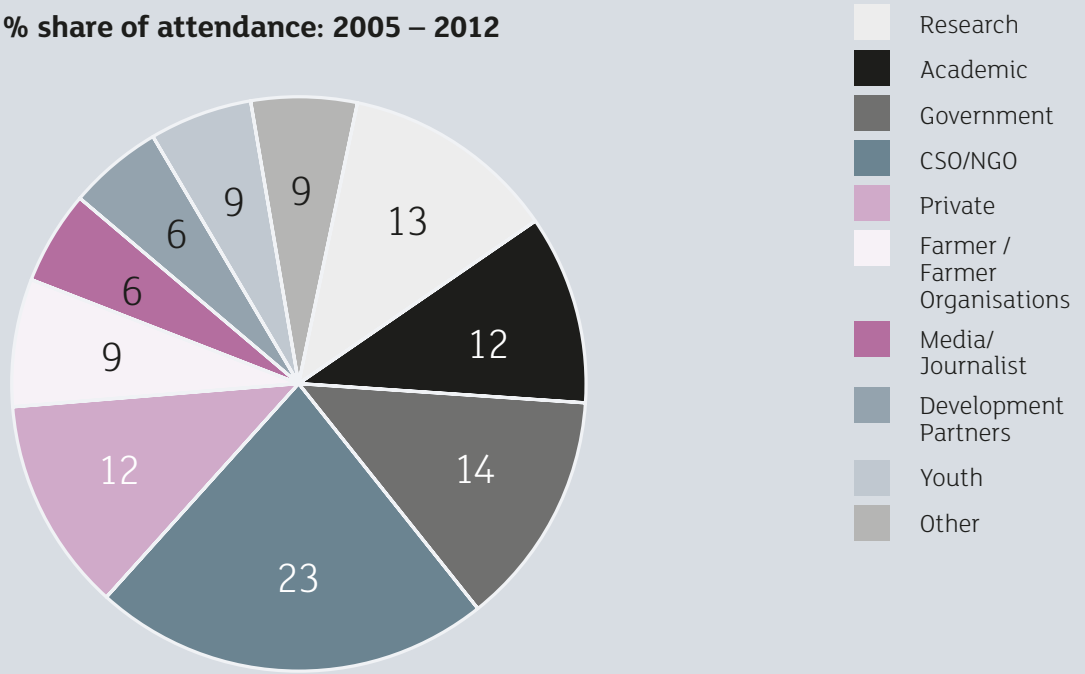
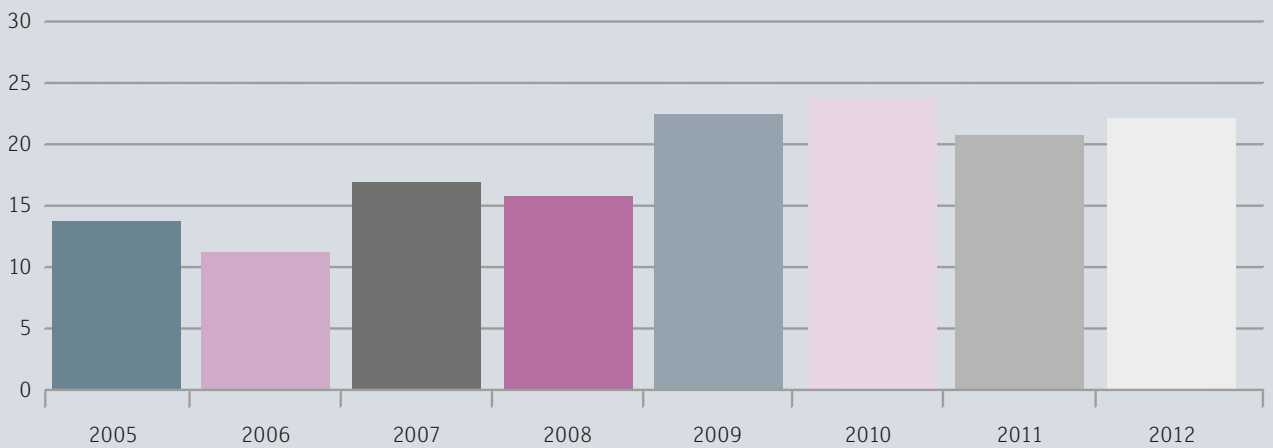


Figure 6 Countries represented at the Regional Policy Dialogues from 2005 to 2012



“FANRPAN staff members have been invited by national and international partners to share FANRPAN work at their events.”

The Dialogues also provided opportunity for networking, forming of partnerships and showcasing activities. Award recipients and hosting institutions received greater exposure. For example, Node Organisations hosted the dialogues and arranged field visits to showcase their activities. FANRPAN Award winners were able to showcase their achievements. Participants were able to influence FANRPAN post-Dialogue activities and strategic orientation, e.g. the Regional Policy Dialogue in 2007 adopted resolutions on the Strategic Plan 2007 – 2015, the Business Plan 2007 – 2012. The 2010 Policy Dialogue adopted resolutions on FANRPAN’s Africa-wide expansion. The decisions were enacted by the respective AGMs. There has been an increase in the number of self-sponsored delegates participating in FANRPAN Policy Dialogues, which illustrates the growing interest among FANR stakeholders and the perceived value gained from participation.

c) Advocacy and Communication products (newsletters, policy briefs and website):

are distributed to FANRPAN’s partners and FANR stakeholders. FANRPAN has also improved access to its research and information for use by beneficiaries in own research, advocacy work and policy engagements. The products are available on FANRPAN’s website and thus accessible to a wider audience (beneficiaries). FANRPAN staff members have been invited by national and international partners to share FANRPAN work at their events. Willingness of partners to sponsor FANRPAN staff participation shows the value that they attach to its work. FANRPAN has also been invited by partners to be part of consortiums in response to calls for proposal.

d) Media outreach and training of journalist:

The training improved the ability of African journalists to identify relevant agricultural development issues in the region and cover them in a more accurate way. Journalists’ skills were expanded to enable them move from event-based reporting to issue-based reporting. A better informed media is able to give more prominence to FANR related issues, raise awareness, influence public opinion, and put issues more prominently on the agenda of policy makers. As a result of training at Policy Dialogues in Swaziland and Tanzania: 47 articles on youth and agriculture were produced and disseminated. 25 stories on youth and agriculture were published on online and in print media. 6 television and radio interviews were conducted. FANR stakeholders and policymakers in the region were able to access and use the reporting in the advocacy engagements and policy discussions.

FANR Stakeholders and policymakers have access to information generated by African researchers and reporting done by African journalist:

FANRPAN has prepared and disseminated 35 Newsletters and 23 Policy Briefs on FANR issues to stakeholders. It has prepared policy briefs for African leaders and supported policy discussions, e.g. to African Heads of State and/or Government attending the Abuja Fertilizer Summit. FANR stakeholders are able to participate in and access Case Studies, national and Regional Policy Dialogues, media reporting, and advocacy products.

The latter has enabled youth and youth organisations to prepare Advisory Notes for policymakers. Journalists have attended FANRPAN's Regional Policy Dialogue and UNFCCC COP meetings and reported on FANR issues. For example, journalists, following their respective country delegations at COP 18, reported on the African position and "No Agriculture! No Deal!"

Better understanding by direct beneficiaries of advocated topics and policy implications:

FANRPAN's activities, projects and communication and advocacy efforts have improved the understanding of beneficiaries of the advocated topics. For example, Newsletters and Policy Briefs on *inter alia* Climate Change and Livestock created greater awareness of need to ensure that agriculture should be part of a climate change deal. Evidence of the Household Vulnerability Index (HVI) tool was captured in communication products. The HVI Tool was made available on website and is in the process of being domesticated in national universities. As a result of the HaSSP project, policymakers in four SADC countries support the need to harmonise national legislation with SADC Seed Protocol and have drafted amendments to national legislations. 2011 Policy Dialogue participants agreed to develop a Plan of Action on youth in agriculture in their respective countries with implementable strategic plans and financial resources.

e) Youth Engagement in agriculture:

Since 2011, FANRPAN undertook several activities to promote youth engagement in agriculture. Direct beneficiaries have benefitted in the following ways:

- (i) **Country case studies:** The case studies provided baseline data on the type of public policies and initiatives that were available on youth in SADC member countries' agricultural sector. Beneficiaries in the six countries and beyond were able to use validated reports in their advocacy engagements on ways to engage the youth in agriculture. The studies strengthen their arguments in favour for policy improvements when dealing with other stakeholders and policy makers.
- (ii) **Online forum:** Young people and other interested parties were able to use the forum as a platform to voice their opinions, interact and debate issues related to youth and agriculture. It increased access by youth to FANRPAN evidence-based information and generated more interest among youth to be part of policy discussions.
- (iii) **Publications:** The publications raise awareness in the region of issues facing the youth in agriculture and other key messages from various FANRPAN project activities. Beneficiaries were able to utilise research findings and evidence-based information in their own research and advocacy work.

“Beneficiaries were able to access FANRPAN’s directory and identify other FANR stakeholders. The directory contains information on 9,000 stakeholders.”

f) Update and maintain FANRPAN website:

Beneficiaries are able to access and use FANRPAN’s website as a platform for information sharing with wider FANR stakeholders. They have better access to FANRPAN communication and advocacy issues, as well as up-to-date and relevant FANR issues that are of global and regional importance, which they are able to use for their own evidence-based advocacy work and in policy discussions.

g) Develop, update and distribute stakeholder directory:

Beneficiaries were able to access FANRPAN’s directory and identify other FANR stakeholders. The directory contains information on 9,000 stakeholders. They benefit from improved networking opportunities and enhanced ability to communicate with other stakeholders and undertake advocacy and research.

h) Defining Medium-term strategic and operational orientation:

Node Organisations and Network members were able to contribute to the development of FANRPAN’s Strategic Plan by participating *inter alia* in regional workshops, node visioning workshop, capacity assessments (PIVA), electronic and face-to-face consultations. The PIVA capacity assessments led to better understanding of capacities of Node Organisations. Node Organisations and Network members have a better understanding of how they are able to contribute to overall vision and mission of Network. The participatory process ensured that FANRPAN’s orientation and activities are more relevant to the Network stakeholders and beneficiaries.

i) Strengthen information and communication capacity of FANRPAN at regional and national levels:

Beneficiaries have an increased awareness of FANRPAN’s activities and how it contributes to FANR advocacy and policy work in the region. They are able to use FANRPAN’s research, communication and advocacy products for their own research and advocacy work.

2.3.7 Benefits on wider society

The following key impacts were identified during the Quick Scan exercise:

- (i) Information generated by African policy network available to a wider audience with the potential to shape perceptions and contribute to policy discussions.
- (ii) Website has become a reference point on regional FANR, climate change and youth matters.
- (iii) The inclusive nature of Policy Dialogue brings wide-range of stakeholders together on equal footing to consider key regional issues.
- (iv) Improved access to details of FANR stakeholders improves networking and knowledge sharing.

a) Regional Multi-Stakeholder Policy Dialogues

The Dialogue format is inclusive and brings policymakers and a wide-range of stakeholders from different countries together on an equal footing to focus on challenges that require co-ordinated action and policies. It could be replicated elsewhere to improve interfaces between on the ground efforts and policy making processes.

b) Publications:

Information is available to wider international and regional audience with potential to shape perceptions and contribute to policy discussions within SADC, COMESA and further afield. Researchers, policy-makers and stakeholders are able to access information from print and on-line sources and use research findings to further own research, generate policy discussions and contribute to policy formulation. They are able to draw on research generated within Africa by a Network which understands the local context.

c) Media outreach and training of journalist:

International, regional and national perceptions are being shaped by African media and not only by international media coverage. FANRPAN's partnership with the media provides a useful model for improving media engagement in FANR issues, which could be replicated.

d) Youth Engagement in agriculture:

Country Case Studies and the Synthesis Report were published on FANRPAN's website and are accessible to regional and international FANR and youth stakeholders. The case studies' findings could be useful for research, advocacy work and policy discussions on youth and agriculture in other countries and/or regions. The on-line forum has been a useful tool for engaging youth in policy discussions that affect them directly, and could be replicated.

e) Develop, update and distribute stakeholder directory:

It is unusual for organisations to share their stakeholder directories. Smaller organisations and individual FANR stakeholders could benefit from accessing contact information of other FANR stakeholders. A wider audience is able to access FANRPAN's directory, pursue potential partnerships and interact with FANR stakeholders. It provides a useful model for improved knowledge sharing and advocacy work.

f) Defining Medium-term strategic and operational orientation:

National and regional-wide consultations and the inclusive nature of the process followed by FANRPAN in developing its Strategic Plan could be replicated. It has enabled FANRPAN to ensure that its work is anchored in the visions of the AU, COMESA and SADC, as well as more responsive to the needs of the Network Members.

g) Strengthen information and communication capacity of FANRPAN at regional and national levels:

FANRPAN creates a platform for academics, farmer organisations, civil society organisations, research institutions, private sector and governments to discuss issues related to FANR.

2.4 THE 5 CORE CAPABILITIES OF FANRPAN

FANRPAN Regional Secretariat staff awarded the following scores to five Capability areas (listed from the highest to the lowest scores):

Capabilities		Domains	Self-assessment by Regional Secretariat (Score out of 5: 1 disagree and 5 agree)
Relating	Capability to relate	<ul style="list-style-type: none"> • Level of engagement and influence of the organisations in networks, alliances and collaborative efforts • Mandate • Visibility/credibility 	5
Cohering	Capability to achieve coherence	<ul style="list-style-type: none"> • Governance structure • Vision and strategy • People 	4.7
Producing	Capability to deliver products and services	<ul style="list-style-type: none"> • Implementation of activities and projects • Project/activity initiation or phasing out/ termination • Quality assurance mechanism 	4.7
Acting	Capability to act and commit	<ul style="list-style-type: none"> • Leadership and management • Organisational commitment • Decision-making structures/ mechanisms 	4.1
Learning	Capability to act and self-renew	<ul style="list-style-type: none"> • External environment 	4

2.4.1 Relating: Capability to Relate

FANRPAN scored the highest score in the Relating Capability area. Staff felt that FANRPAN has operational credibility, and political and social legitimacy; is aware of the importance of coalitions; and is able to maintain alliances. The Impact Study was able to find evidence to support these perceptions, including results from due diligence exercises conducted by external parties on behalf of COMESA and the SDC in 2012 and 2009, respectively. The latter due diligence exercise, for example, accorded FANRPAN an overall rating of “A”, which was defined as mature or viable status, for its mandate and legality, respectively⁵.

Mandate

FANRPAN is a legally constituted organisation that was registered in Zimbabwe in 2003 as a Private Voluntary Organisation (PVO). It has a regional mandate and was established in response to a call made by Heads of State and/or Government of Southern African countries. It has a broad range of members, consisting of governments and different FANR stakeholders in 16 African countries, who share the need for a Network such as FANRPAN. The South African Government has accorded full diplomatic status, privileges and immunities to the FANRPAN Secretariat, similar to those extended to international organisations such as the United Nations. The mandate is periodically reconfirmed through Annual General Meetings and annual Regional Policy Dialogue Meetings.

FANRPAN’s Constitution was endorsed by members in 2002. It has since been amended with effect from 7 September 2007 in order to remove some functional bottlenecks that came with the wording of the first constitution. It was also revised to respond to its strategic and operational re-orientation, including its Africa-wide expansion strategy. The review process was transparent, inclusive and participatory. FANRPAN has been mandated by its members to expand its activities beyond the Southern African region to the rest of the Continent.

Visibility and levels of engagement

FANRPAN’s visibility has increased over the past ten years. It has concluded 57 MOUs. It participates in international events, such as meetings of the UNFCCC, FAO, IFPRI, IFAD, UNCSD and Rio+20. FANRPAN has received acceptance and recognition by the UNFCCC as an observer organisation. It was asked to co-host a side-event at the UNCSD Rio + 20 meeting in 2012. It currently has national Nodes in 16 African countries, which is double the number it had in 2001. Much of this expansion has been demand driven with national stakeholders approaching FANRPAN. Six additional African countries are expected to be included in the Network by 2015.

⁵ Munhamo Chisvo, “FANRPAN Request for Funding for Implementation of SADC Seed Security Programme Phase 2 on Harmonisation of a Regional Seed System: Due Diligence for FANRPAN,” November 2009: 10.

“The TPAs have increased the voice and participation of women farmers in issues affecting their livelihoods.”

New initiatives of changes

The following example of new initiatives/changes were identified:

FANRPAN is involved in national, regional and international engagements. It has gained a positive reputation as is evidenced from the large number of invitations to present key note addresses at major conferences and participate in a wide variety of policy-related initiatives. It has been very active in advocating for the inclusion of agriculture in the UNFCCC negotiations. It has received more than 260 endorsements worldwide of the Africa Bio Carbon Initiative - “No Agriculture, No Deal”.

Partnerships are participatory and FANRPAN aims to add value to partner organisations. It, for example, has conducted capacity assessments (PIVA) of Node hosting institutions and secured funding from DFID for capacity strengthening efforts. National Nodes are involved in the hosting of national and regional policy dialogue meetings in their countries and able to showcase their activities. FANRPAN holds national consultations and dialogues in project areas. It has instituted annual Regional Policy Dialogues, which bring policy-makers and FANR stakeholders to an engagement platform as equal partners and participants.

Partners are able to participate in projects at the same level playing field, e.g. Theatre for Policy Advocacy provided a platform for local women farmers to formulate their own advocacy messages, as well as to engage with and convey their concerns to community members, community leaders and policy-makers.

The TPAs have increased the voice and participation of women farmers in issues affecting their livelihoods. It has also contributed to policy changes in their countries, e.g. Malawi adopted a new inheritance law.

Partnerships are demand driven and FANRPAN regularly receives requests from partners to participate in joint project proposals. The types of partnerships have also changed, e.g. FANRPAN is actively engaging with media professionals. Media professionals have been invited to participate in staff planning meetings and provide guidance on ways to improve its advocacy and communication strategies and products. FANRPAN has increased its engagement with RECs. For example, it has implemented projects with and on behalf of COMESA, especially on climate change and the CAADP Regional Compact.

FANRPAN has developed an integrated, multi-media communications strategy, including dissemination through digital media, print, radio, television and in-person participation at key meetings and conferences. It has trained African media professionals in FANR issues. It has developed and shared a database of over 9,000 stakeholders. The website was improved, is updated regularly and has become an information hub for FANR issues. The site has been accessed by 361,451 visitors from September 2012 to August 2013. On average, the website was visited by more than 30,000 visitors with a daily average of more than 1,000 visits. FANRPAN has launched thematic pages, with the Climate Change page becoming very popular.

It launched a new quarterly publication (AgriDeal). The Regional Secretariat's strategic focus in 2012 was on improving the way in which it captures and disseminates knowledge and evidence.

It launched a new brand and logo to reflect its African-wide mandate and expansion efforts.

Observations/Recommendation

The self-assessment's high score may create the impression that FANRPAN has reached full capacity to implement the three domains. This is not the case and FANRPAN staff is continuously considering ways to improve its level of engagement and visibility, including at the 2013 Annual Staff Planning Workshop. There are still some capacity areas that could be strengthened further, e.g. the engagement between the Regional Secretariat and the Nodes, the capacity of the Nodes, partnerships (such as with RECs and the private sector), and the implementation of the communication strategy. **CTA could consider supporting these capacity areas.**

2.4.2 Producing: Capability to deliver products and services

Staff felt that FANRPAN has good systems in place, including for monitoring performance, and that outputs are relevant for achieving outcome. Staff felt that they have the necessary technical knowledge and skills to deliver products and services and have access to adequate infrastructure to perform their tasks (office equipment – hard and soft wares). Decisions are documented in annual staff work plans. Staff performance reviews are conducted annually and feedback sessions take place on a quarterly basis.

FANRPAN has implemented 65 projects and successfully closed 55. Its projects and programmes often involve more than one country, for example, the WARM, LBDC and HaSSP projects. In this process, it has widened its network of professional researchers. The number of employees and the scope of FANRPAN's activities have increased. The number of funded activities and projects has grown from 5 in 2004 to 11 in 2013, including several multi-year projects. Its research projects have had important policy relevance on multi-country and regional levels. For example, e.g. on policy implications and responses to the impact of HIV/ AIDS on agriculture and food security in the SADC region. It also developed a statistical index – the Household Vulnerability Index (HVI) - for quantifying vulnerability as a means of improving targeting of impact responses.

Its funding base has been diversified, funding has grown and most of the current projects run for over a year. However, funding is still largely channelled through projects. FANRPAN has sought financial support for core funding but no significant support is being provided to ensure the holistic implementation of the Business Plan. FANRPAN is considering ways to secure back-up funding that the organisation would be able to access in times of financial downturn. It was felt that, without such funding, it runs the risk of reverting back to project mode, which was not conducive to its ability to implement its Strategic Plan and undermines staff continuity.

“The self-assessment score may suggest that the Secretariat has full capacity to implement, initiate and terminate projects.”

External assessments have concluded that FANRPAN is capable of delivering products and services. External due diligence exercises completed in 2009 and 2012 have recommended that development partners partner with FANRPAN for the implementation of the projects.⁶ The assessment undertaken by COMESA in 2012 was able to provide reasonable assurances that FANRPAN has the capacity to properly and effectively implement activities and account for the financial support provided by COMESA. It concluded that FANRPAN has experience in backing up policy decisions with research work.

The self-assessment score may suggest that the Secretariat has full capacity to implement, initiate and terminate projects. However, there is evidence to suggest that these areas could be further strengthened. The SDC due diligence undertaken in 2009 awarded an overall “B” rating,⁷ which was defined as “Consolidating”, to programme and project management. M&E was also awarded a “B” rating. A capacity assessment of the Regional Secretariat (PIVA) was undertaken in 2005 (baseline study) and again in 2007. In terms of its capacity for programme and service delivery, the baseline study found that FANRPAN had to improve its sectoral expertise, as well as introduce a formal M&E system and strategy-based programme planning. The 2007 PIVA assessment found that efforts to improve programme planning and development were among the most notable achievements in addressing the recommendations that were made in the 2005 baseline study.⁸ FANRPAN has taken steps since the completion of the above two exercises to strengthen its M&E system and capacity to deliver.

New initiatives of changes:

The 5C exercise identified the following example of new initiatives/changes:

FANRPAN developed a medium-term strategy, i.e. the Strategy Plan 2007-2015. The Plan provides a framework for short-term planning and programming. It responds to changes in the policy environment in Africa and the Network. It aims to improve service delivery. It incorporates a funding and communication strategy.

FANRPAN has adopted a more thematic programmatic view and is moving from project to programme mode. It aims to identify projects that support the overall strategic vision and thematic areas. The challenge remains to ensure financial support for the strategic re-orientation of the Network whereby the corporate strategy takes precedence and projects come second.

It has strengthened the national networks, promoted participation of key stakeholders in national policy dialogues, and engaged national Nodes in policy research. FANRPAN has identified new or endorsed existing Node hosting institutions in member countries. Capacity assessments (PIVA) were conducted of the Node hosting institutions. Areas that needed strengthening were identified and targets set.

Staff performance reviews and feedback sessions were conducted on an annual and quarterly basis, respectively.

Human Resources Policies and Procedures are in place. FANRPAN used to have a standard staff contract that provided for clear description of the job that they had to perform. Contracts for individual staff were crafted in line with the funding cycles of the respective partners that were providing support to the project under which the particular staff member had been recruited. Among other things, the contracts stipulated job descriptions, salaries and conditions of service. In 2009, FANRPAN commissioned a consultancy to develop its Human Resources Policies and Procedures document. The document was considered and approved by the Board. It more clearly defines staff roles.

Staff Self evaluations were introduced.

Implemented MS Project Software to support a more effective and efficient way of managing projects. Staff received training in project management at FANRPAN's Staff Planning Workshop held in February 2013.

Projects have monitoring and evaluation components and results are communicated to development partners and stakeholders.

Observations/Recommendations:

FANRPAN has identified the need for it to further focus on capacity development. Its vision for 2013 is to strengthen Leadership Development and Innovation. **CTA could support capacity development efforts. It could align its financial support with the thematic focus of FANRPAN with a view to strengthen its ability to deliver products and services.**

FANRPAN's capability to deliver is being hampered by a lack of core funding. Funding has largely been channeled through fragmented short-term projects and with little support for the overall implementation of the strategic and business plans. In addition to providing project support, **CTA could consider supporting components of the Business Plan that are not addressed by individual projects.**

2.4.3 Cohering: Capability to achieve coherence

Staff felt that the internal management is supportive of staff operations and creates an enabling environment. Staff is aware of the vision and strategy of the organisation.

Vision and strategy

FANRPAN since its inception has implemented two strategic plans, i.e. from 2002-2007 and 2007-2015. In 2007, FANRPAN revised its strategic and operation orientation, in order to better respond to changes in the policy environment and the Network itself. Staff, national Nodes, Network members and FANR stakeholders participated in the process. The Strategic Plan was considered by the Regional Policy Dialogue held in Lusaka, Zambia in 2007, before being approved by the AGM. The Strategic Plan 2007-2015 has clear vision and mission statements. FANRPAN has also approved a new constitution that has strengthened the framework and given it a new mandate in policy advocacy and research throughout the African region and globally.

⁶ COMESA, Assessment of Climate Change Sub-contractors, 2012.

⁷ Munhamo Chisvo, 2009: 37.

⁸ Simbarashe Sibanda, Review of Institutional Capacity of FANRPAN Regional Secretariat, August 2007: iv, 8 – 10.

FANRPAN's Vision and strategy is discussed annually at different forums with different stakeholders. The Regional Secretariat holds Staff Planning Workshops at the beginning of each calendar year. Node Common Visioning Workshops are held on an annual basis and attended by the Regional Secretariat and Node Coordinators. The Regional Policy Dialogue meetings are open to Network members, FANR stakeholders, and partners. The FANRPAN AGM and Board meetings also consider the vision and strategy, including activities to support the implementation thereof. FANRPAN's partners and other stakeholders are briefed on the Network's vision, strategy and projects or activities at the Annual Partners' Meetings.

The Regional Secretariat's Annual Staff Planning Workshops *inter alia* reflects on the vision and strategy of the Network. Secretariat Staff considers ways in which their activities and FANRPAN projects and programmes could support the Network's vision, which is "A food secure Africa free from hunger and poverty". Staff also considers themes or visions for the Secretariat for each year which would support the implementation of FANRPAN's vision and Strategy Plan 2007-2015. For example, FANRPAN, in 2011, focused largely on grounding its projects. The Regional Secretariat's vision for 2012 was to strengthen its policy research and knowledge management functions by *inter alia* capturing, packaging and disseminating its research findings and the evidence generated from its work.



The Secretariat's vision for 2013 is to strengthen Leadership Development and Innovation.

FANRPAN has created organisational banners that reflect the values, vision and mission statements. The latter are also displayed on the website. Staff further reflects on the organisational values at staff meetings.

Governance structure

An external due diligence exercise conducted in 2009 accorded FANRPAN's governance an overall rating of "A", which was defined as mature or viable status.⁹

The organisation is regulated by its Constitution. Members of the Network (Nodes), in an Annual General Meeting (AGM), are the supreme decision-making body of the Network. Each Node, as a member of the Network, is represented at each general meeting by one person, with voting rights. Each Node (or country) carries one vote. The Nodes elect the Board Members.

The Board is responsible for overall governance and policy direction. The Board members are high profile individuals elected from government, the research bodies, the private sector, farmer organisations and other civil society organisations. They are well respected internationally and in their own right bring social capital that opens opportunities for tapping into external expertise and funding. The Board of Governors of FANRPAN is active, meets regularly and follows the Constitution.

The CEO is an ex-officio member and accountable to the Board. At the Secretariat level, FANRPAN has an effective mechanism for the exercise of delegated authority. Decisions go through the relevant officers for their consideration and advice before the CEO takes the final decision.

The 2009 external due diligence exercise found that "the configuration of the management bodies is technically sound, as there is good segregation of duties and several layers of accountability".¹⁰

The new Constitution allows for an external participation in Board meetings, e.g. SADC and COMESA are allowed to each send a representative and one non-voting member of the donor community is invited to join the Board. Node hosting institutions have their own governance structures, which are independent of FANRPAN. This provides for independent scrutiny of FANRPAN activities at country level, which may only be a fraction of the wider mandates of Node hosting institutions.

People

Significant strides have been made in building human resource capacity of the Regional Secretariat since the adoption of the Strategic Plan 2007-2015. The staffing has grown significantly over the past ten years, with much of the increase taking place in the last one-and-a-half years. The Regional Secretariat currently has 22 staff members, compared to only 4 in 2004. However, FANRPAN has not been able to secure significant support for core funding. This has made it more difficult to recruit staff at directorship level as foreseen by the Business Plan. Only the CEO has a longer-term contract. Other staff members are employed on short-term contracts that are often link to specific projects being funded by partners.

⁹ Munhamo Chisvo, 2009: 8 - 15.

¹⁰ Munhamo Chisvo, 2009: 15.

“It was felt that team work drives organisational success and the organisation is inclusive in decision-making.”

The Strategic Plan 2007-2015 elaborated on the roles and responsibilities of the Regional Secretariat. It, for example, is responsible for providing research leadership, co-ordination and quality control; technical and administrative support to country nodes; information synthesis and dissemination; representation and leadership in regional discussions; resource mobilization and management; and M&E.

Staff members have described the culture of the Network as participatory. It was felt that team work drives organisational success and the organisation is inclusive in decision-making. It was observed that staff shares their back to office reports internally. Official correspondence is also shared with all staff.

New initiatives or changes

The following new initiatives or changes were identified:

The Constitution was amended and the Board processes and structure were strengthened.

The new Constitution brought about several changes aimed at eliminating operational bottlenecks linked to the way that the Board was constituted; namely the minimum requirements for a quorum, restriction of host institutions to universities, re-definition of membership which was at individual rather than country basis, and absence of membership fee.

Node hosting institutions were relocated from universities to NGOs. Interaction with Nodes was strengthened, e.g. through holding Annual Node Common Visioning Workshops and disseminating a quarterly newsletter to Nodes.

In an effort to ensure that information is filtering through to the Node Steering Committee members, the Regional Secretariat now copies all of its communication to all Node Steering Committee members.

Re-branding of the organisation to fit the Africa-wide mandate.

FANRPAN embarked on a recruitment drive to fill vacant positions at the Regional Secretariat. ACBF funding was secured to strengthen FANRPAN capacity needs. The funding will be used to fill three director positions in the Regional Secretariat, which will improve the overall functioning of the organisation. ACBF is also providing funding for staff training and for equipment for the Nodes.

FANRPAN now offers internships.

Staff members have diverse backgrounds in terms of nationality, qualifications, gender and age groups. Staff members have been recruited from five different nationalities. The gender balance is good with ten female and twelve male staff members currently working in the Secretariat. Human Resources Policies and Procedures, which defines staff roles more clearly, have been approved by the Board and issued.

Observations/Recommendations:

FANRPAN's capability to achieve coherence and implement its vision and strategy will be strengthened if it could ensure institutional stability and staff continuity, for which it needs to secure multi-year funding.

In its Strategic Plan 2007-2015, it has outlined a budget for the Secretariat and identified potential funding approaches, e.g. to establish a trust fund or to obtain core or unrestricted funds, such as the model used by the CGIAR centres. The funds would be used solely for the costs of the Secretariat that cannot be financed from FANRPAN project activities. CTA could consider supporting FANRPAN's core activities.

2.4.4 Acting: Capability to Act and Commit

The Leadership and management domain was awarded the highest rating of the three domains. FANRPAN staff felt that the Network has an action oriented leadership; a clear vision and mission; and is able to plan, take decisions and act.

Leadership and management

FANRPAN has a good track record in managing and implementing projects and liaising with stakeholders. Since 2003, FANRPAN has implemented 65 activities or projects and successfully closed 55. The Secretariat has been able to manage ten or more projects running at the same time. Some of them are fairly complex and involve multiple stakeholders in multiple countries. Some run for more than one year. Separate bank accounts are maintained for each project and each project adheres to the technical and financial requirements set by the relevant funding partner(s). FANRPAN has received unqualified audits for past seven years. It has been able to increase its funding and diversify its funding base. USAID and CTA have provided financial support to FANRPAN for ten years or more.

FANRPAN follows a participatory approach to project management. It holds common visioning consultations with stakeholders before commencing with projects. Regular updates are prepared for FANRPAN members on its projects and activities, e.g. through its website, policy briefs and newsletters. The Regional Secretariat further provides updates to stakeholders at its three annual flagship events, namely the Node Common Visioning Workshop, the Annual Partners' Meeting and the Annual High-Level Multi-Stakeholder Regional Policy Dialogue.

The amendments that were made to the Constitution in 2007 have strengthened the Network's governance structures and processes. This enables better leadership, management and decision-making structures and mechanisms.

Organisational commitment

The Regional Secretariat staff and Node coordinators are actively involved in annual organisational planning. The FANRPAN Regional Secretariat holds Staff Planning Workshops at the beginning of each year. Nodes are able to provide input into FANRPAN activities and influence or take decisions through the AGM, the annual Node Common Visioning Meeting, and the annual Regional Policy Dialogue meetings.

Decision-making structures and mechanisms

The Constitution sets out the decision-making structures. The Nodes, through the AGM, is the main decision-making body of the Network and appoints the Board. The Board is responsible for overall governance and policy direction.

The CEO is accountable to the Board. The Secretariat has an effective mechanism for the exercise of delegated authority. Decisions go through the relevant officers for their consideration and advice before the CEO takes the final decision.

Decision-making mechanisms are in place at the various levels of the Network. FANRPAN every year holds an AGM, three Board meetings and monthly staff planning meetings. It has an Operational Manual guiding its operations and activities.

New initiatives or changes

The following new initiatives or changes were identified:

The Regional Secretariat has undertaken several measures to strengthen communication and interaction with the Nodes. It holds annual Node Common Visioning Planning Meetings; undertook PIVA assessments of the capacity of Nodes; and involved the Nodes in efforts to revise the organisational values. It has also launched quarterly newsletters for Nodes.

Project reporting templates have been introduced for staff meetings.

Projects and staff have been grouped into thematic areas for functional purposes. Results are shared across projects and thematic areas. For example, in 2012 FANRPAN projects and staff were grouped into three thematic areas in an effort to improve knowledge management and policy research.

They groups were: (i) the Food Systems, Food and Nutrition Security (FNS) group, which included the CAADP, HaSSP, WARM and PAEPARD projects; (ii) the Natural Resources and Environment (NRE) group, which included the LBDC, AfriCAN Climate, and SECCAP projects, as well as activities funded by the Rockefeller Foundation; and (iii) the People, Livelihood and Institutions group, which included HVI, PIVA, SAPASA, CTA and Knowledge Management. Together, the three groups contributed to social welfare, food security and environmental welfare. It is a functional arrangement and does not change the organogram.

The Regional Secretariat has increasingly been focusing on ways to package evidence generated from FANRPAN projects across countries. There are multiple projects in multi-countries and some of the projects areas overlap, e.g. Malawi was a pilot country for the HaSSP, CAADP, WARM, and SECCAP projects. Mozambique was a pilot country for the PAEPARD, LBDC, and WARM projects. Swaziland has been a pilot country for the CAADP, PAEPARD, HaSSP, SECCAP, and HVI projects.

2.4.5 Learning: Capability to Adapt and Self-renew

The Learning Capability scored the lowest out of the five Capabilities during the self-assessment. However, this should not be seen as an indication that FANRPAN has a weak capability to adapt and self-renew. FANRPAN has consistently shown that it was able to adapt to a changing environment and renew its strategic orientation and operations.

Since its inception, it has gone through considerable revisions and changes, including to its Constitution, Strategic Plans (2002-2007 and 2007-2015), business plans, operational systems, and organisational and membership structures.

FANRPAN changed from an information network to an autonomous network in 2001 with Nodes in eight countries. Its first five year Strategic Plan (2002-2007) and earlier programmes focused primarily on markets and trade, which was a particular policy concern at a time. In response to changes in the policy environment, region and within the Network, FANRPAN embarked on strategic and operational review in 2007.

It, as a result, revised and adopted a new Constitution, which gave it a new Africa-wide mandate in policy advocacy. It adopted a new Vision and Mission Statement identifying three main strategic and five thematic areas. It moved from project to programme mode, adopted new communication and funding strategies, focused on ways to strengthen capacity development of the Regional Secretariat and Nodes, and strengthened its M&E systems and activities.



“Information is analysed and projects designed and implemented in a manner that promotes learning.”

External environment

FANRPAN takes changes to the external environment into account in its planning and operations. Its Strategic Plan, Vision, Mission Statement and programme areas have been revised to respond to changes in the region. Research topics and Policy Dialogue themes address current and emerging global issues, such as climate change, the implementation of CAADP, the international food crisis, the international financial crisis, and the role of youth in agricultural value chains.

Learning is linked and responsive to external factors. For example, the annual Node Common Visioning Meetings facilitates learning among different Nodes and between Nodes and the Regional Secretariat. Nodes are able to share progress, work plans and calendar of events. Nodes provide inputs on the activities and projects planned by the Secretariat.

The Strategic Plan 2007-2015 focusses extensively on strengthening the capacity of the Nodes for policy research and promoting regional harmonization of FANR policies. Baseline PIVA assessments of the institutional capacity of the Node hosting institutions have been undertaken. In some case, Node hosting institutions have undergone additional PIVA assessments to review the progress that they have made towards achieving the institutional strengthening targets identified during the baseline studies. FANRPAN obtained support from DFID and FARA for efforts to strengthen the Nodes.

FANRPAN promote cross-learning between countries implementing similar projects, e.g. HaSSP, WARM, LBDC and HVI projects.

Country case studies and research findings are shared with Network members at national and regional policy dialogues, through newsletters and policy briefs, and by publishing it on the website. National engagement platforms bring together stakeholders for a dialogue around particular themes. The annual Partners' Meeting facilitates networking and learning between partners and Network members.

Information is analysed and projects designed and implemented in a manner that promotes learning. FANRPAN hosts reflection and learning meetings for all projects. Project site and field visits are undertaken by each project. Lessons from meetings are documented and shared. Staff complete and share their back-to-office reports. Workshops, flagship events, including the Regional Policy Dialogues, are evaluated by participants and the views of participants are taken into account in future events. For example, the 2012 Regional Policy Dialogue continued with the theme of youth engagement in agricultural value chains in response to requests from participants at the 2011 Regional Policy Dialogue.

FANRPAN's communication and advocacy products promote learning within the Secretariat, FANRPAN members and other FANR stakeholders. For example, country case studies on youth engagement in the agricultural value chain were conducted by young people, findings were shared with national stakeholders, findings were disseminated to and validated by Network members and partners at the 2012 Regional Policy Dialogue, findings were used by national stakeholders in preparing Advisory Notes for policy-makers, and led to the launching of case studies in four other countries.

Lessons and research findings are packaged in Newsletters and policy briefs, disseminated to FANRPAN members and FANR stakeholders, and available on the website.

Internal environment

A culture of sharing information and lessons is encouraged within the Secretariat. Monthly staff meetings are held. Staff members circulate back-to-office reports after every engagement. Self-assessments are undertaken by staff, e.g. biannual performance reviews and feedback sessions are held with staff. Staff performance is reviewed annually. Human Resources Policies and Procedures have been issued and are being implemented. FANRPAN does not have a staff development plan mainly due to the short tenure of employee contracts.

The Regional Secretariat has undergone two PIVA assessments. A baseline study in 2005 assessed its institutional capacity in terms of governance and leadership; operations and management systems; HR development; financial management; programme and service delivery; and external relations and advocacy. A second review in 2007 assessed the progress that it has made in implementing capacity strengthening activities. PIVA assessments were also undertaken for the Node hosting institutions.

Internal communication is open and transparent. FANRPAN has created a group e-mail that includes all staff members. Staff members are obliged to copy all official communication to this account.

FANRPAN's financial system has been strengthened over the years. A 2009 due diligence exercise conducted for SDC has awarded it an A rating for the quality of its financial management system.

FANRPAN has a computerized accounting system capable of handling many projects, and fulfilling the reporting requirements of both more and less stringent donors. It has an Accounting Manual and there is a clear separation of duties which enhances accountability. Audited financial statements are presented to the AGM and thoroughly discussed every year. It uses a standardized financial reporting format as a source of information for donor-compliant reporting. USAID, one of its longest serving development partners, for instance confirmed that all their financial reports were submitted by FANRPAN on time and adhered to high accounting standards.¹¹

Monitoring and evaluation

The PIVA 2005 baseline assessment and 2009 due diligence exercise found that FANRPAN had to strengthen its M&E system. As part of its Business Plan, FANRPAN in 2007 developed an M&E plan. It included annual benchmarks for critical processes; logical frameworks and network-oriented impact pathways that are used to document and assess outputs, outcomes, and impacts at project and programme level; internally commissioned external reviews as needed for projects, and for the entire Business Plan; and rigorous externally commissioned evaluation.

¹¹ Munhamo Chisvo, 2009: 30

FANRPAN projects have M&E components and results are communicated to stakeholders. The focus on M&E has supported learning efforts and project implementation. For example, a recommendation, resulting from the HaSSP Mid-Term Review, to use country task teams was implemented. WARM project end review information was used to secure funding from USAID to support woman farmers.

Staff appraisals are linked to M&E and evidence of individual staff engagements is used during staff appraisals. Baseline data is available in some cases.

New initiatives or changes

The following new initiatives or changes were identified:

Communities of practice are formed to discuss issues related to specific fields. For example, FANRPAN participates in a community of practice on Climate Smart Agriculture (www.africanclimate.net).

FANRPAN involves senior Policy Champions in projects. For example, HaSSP has senior former Government officials as Seed Elders, who assist the project implementers in interfacing with policymakers.

It has facilitated project implementation and increased the understanding of project implementers of policymaking processes.

Launched a quarterly newsletter to Nodes.

It has introduced M&E component in all projects (with gender sensitive indicators).

It has introduced adaptive management for projects.

Observations/Recommendations:

CTA support has contributed to growth in FANRPAN's learning capability. FANRPAN was able to share research findings and promote learning with FANR stakeholders and FANRPAN members through disseminating newsletters, policy briefs and case studies; conducting Regional Policy Dialogues; undertaking media outreach activities; and upgrading its website. **CTA could consider renewing its support for FANRPAN's communication and advocacy activities.**

CTA could consider supporting FANRPAN's efforts to strengthen M&E.

“CTA support has contributed to growth in FANRPAN's learning capability.”

2.5 Cross Cutting and Process Issues

The support provided by CTA to FANRPAN coincided with the operational and strategic changes that the Network underwent. CTA was one of two development partners that have supported FANRPAN, on an on-going basis, since its inception. A USAID grant, disbursed through the University of Zimbabwe, initially enabled FANRPAN to establish policy Nodes, draft a constitution and the first five-year strategic and business plan, and undertake policy studies. Initial support by CTA assisted FANRPAN in maintaining its networking with regional stakeholders through several information and communication activities, such as developing an information and communication strategy, producing publications and participating in meetings.

The size and scope of CTA's support to FANRPAN grew as the Network grew. The CTA's initial support was for smaller projects and activities, i.e. a maximum of US\$100,000, and placed extensive reporting requirements on a relatively small Regional Secretariat. The initial support focused largely on market and trade-related issues, which were of concern to Southern African countries at the time, due to the preoccupation with structural adjustment programmes and regional efforts to establish the SADC. However, after 2007, CTA support increased in size and scope with the largest contract amounting to \$308,178.00 (signed in 2008). The increase coincided with the period in which FANRPAN amended its Constitution and adopted Strategic and Business Plans for the second five-year period of its formal existence. CTA supported activities were more theme-orientated and responsive to FANR topics that were topical or pressing at the time, such as the international food and financial crises and advancing youth engagement in agricultural value chains.

The consistent and long-standing support provided by CTA and USAID instilled confidence among other development partners and was helpful in securing funding from other sources. FANRPAN was able to secure funding year after year from well-known traditional development partners, such as CTA and USAID, which showed that it was able to comply with technical and financial reporting requirements of its main funding partners. In addition, CTA support enabled FANRPAN to undertake policy studies, produce publications and participate in regional policy meetings. This assisted it in raising its profile, contributed to policy discussions, and increased its networking opportunities with regional stakeholders. CTA also supported FANRPAN's efforts to refocus and strengthen its operational orientation and strategic direction, which following consultations with Country Nodes, FANRPAN Members and the Board, resulted in the adoption of its Strategic Plan for 2007-2015.

The Impact Study was able to find evidence that FANRPAN has been able to bring about change at a larger or society level. For example, FANRPAN's climate change portfolio has grown. It is implementing more projects related to climate change issues. It has actively participated in regional and international UNFCCC meetings since COP15. It has been very successful in raising awareness of how important it is for African countries to ensure that agriculture is dealt with in international climate change negotiations. Its Climate change webpage has become very popular as evident from the increase in the number of views per pages loaded and the amount of new visits recorded in the last twelve months.

FANRPAN has been able to implement multi-country projects that have resulted in change. For example, four HaSSP pilot countries have aligned their national legislation with SADC Protocol. The WARM project has contributed to the adoption of new inheritance law in Malawi recognizing the right of women and children to inherit from the marital estate. Women advocacy champions were able to raise their concerns with the President of Mozambique.

FANRPAN projects and activities support youth engagement in agricultural development issues. CTA funded case studies on youth and agriculture have contracted young people as consultants, national dialogues were held in six countries to consider the findings, and Advisory Notes were submitted to the relevant Ministries in the six countries. New case studies were launched in four other countries, as Regional Dialogue participants felt that it would facilitate a regional approach to increasing engagement of youth in agriculture value chains. The LBDC has created a Young Professional's Network (30 young professionals from 20 countries). The project also mentors youth and involve them in research.

FANRPAN has made strides in integrating gender into programmes and projects and advancing gender in the region. FANRPAN has established a gender technical team to address gender issues in FANRPAN's projects, including in the project design phase. Gender mainstreaming is done in research and other FANRPAN activities. The involvement of Youth and women in FANRPAN's CAADP processes increased. FANRPAN has undertaken specific projects to strengthen the capacity of women farmers to advocate for appropriate agricultural policies and programmes and to influence agricultural policy development in Southern Africa, e.g. WARM. The WARM project used an innovative tool, Theatre for Policy Advocacy (TPA), which was a form of participatory theatre that allowed women to engage their communities in developing solutions to their problems. It allowed for community participation and dialogue and enabled women farmers to convey policy messages to community leaders, national decision-makers and other stakeholders.

“The WARM project used an innovative tool, Theatre for Policy Advocacy (TPA), which was a form of participatory theatre that allowed women to engage their communities in developing solutions to their problems.”

2.6 Analysis and Conclusions of the quick scan

2.6.1 Quick Scan Assessment of what worked

CTA support has contributed to organisational change and efforts to strengthen the core capabilities of the Regional Secretariat and Network (as measured by the 5C model). CTA support has contributed to aspects of the Relating (visibility), Cohering (vision), and Learning (external environment) capabilities. Its support has enabled FANRPAN to package and disseminate its research findings and advocacy information through publications, its website, workshops and Regional Policy Dialogue meetings. This has raised awareness of FANRPAN's activities, increased its profile, and made its work accessible to a wider audience.

CTA funding has provided continuity and instilled confidence among other development partners. CTA and USAID were among the first partners to provide financial support to FANRPAN's activities. CTA's initial support amounted to a small percentage of FANRPAN's overall annual income. However, it was consistent and enabled the Regional Secretariat to undertake important communication and advocacy work. The long-standing history, with prominent development partners, such as CTA and USAID, was used to leverage funding from other sources. FANRPAN was able to show to other partners that it could meet stringent reporting requirements, use the funds for the intended purposes, form long-standing relations with its partners, and meet the expectations of its development partners.

CTA supported activities have made a difference at level of Organisation, direct beneficiaries and broader society. CTA funding has been instrumental in the dissemination of FANRPAN outputs through Dialogues; newsletters; policy briefs and the website. The Impact Study could find the following examples and evidence to support this statement:

- (i) Regional Policy Dialogues have provided an inclusive platform for policy engagements with regional and national FANR stakeholders, including from governments, CSOs, farmers and private sector. They have enhanced networking, enabled knowledge sharing, strengthened evidence-based advocacy, supported national and regional policy engagements, and shaped FANRPAN's post-Dialogue activities.
- (ii) Newsletters, policy briefs and case studies have increased FANRPAN's visibility and brand recognition; increased access to research findings and FANR information; and improved evidence-based advocacy efforts.
- (iii) Media training and outreach activities have raised awareness among media professionals, improved reporting, increased access by policy-makers and FANR stakeholders to reporting by African journalists on regional FANR issues. Public perceptions and policy discussions are being shaped by sources from within Africa.

- (iv) The use of social media and improvements to the website: FANRPAN was able to engage the youth in a familiar space. It has improved FANRPAN's access to inputs from youth and access by youth to FANR information. It has raised awareness of FANRPAN's activities and contributions to youth engagement, as well as increased the number of FANRPAN Twitter followers.
- (v) Strategic and operational orientations: Extensive consultations with partners and Nodes have enabled FANRPAN to re-orientate its activities and strategies, and to be more responsive to their needs and changes in the external environment. FANRPAN has received a strong mandate to undertake activities in the rest of Africa. Constitutional changes have strengthened the governance aspects and enabled the re-positioning of the Node hosting institutions.

2.6.2 Quick Scan Assessment of what did not work and why

CTA's funding was largely provided on an annual basis or for relatively short periods.

It made the funding less predictable and limited FANRPAN's ability to plan activities for subsequent periods. CTA, for example, has been a consistent supporter of FANRPAN's communication and advocacy products for more than ten years. FANRPAN has been able to produce and disseminate a steady stream of publications every year. Its stakeholders expect to receive publications on a regular basis every year, which keep them informed of FANRPAN activities and which they use in their own advocacy work.

“CTA, for example, has been a consistent supporter of FANRPAN's communication and advocacy products for more than ten years.”

It was not clear in 2013 if CTA would provide support for communication products, which meant that FANRPAN had to search for alternative funding and delay publishing its newsletters and policy briefs. **Disbursing lump-sum funding that could be used for longer periods and/or agreeing on a number of activities that CTA would be able to support over a medium-term period would make it easier for FANRPAN to plan its activities.**

CTA support largely did not provide for staff input. The FANRPAN Secretariat was relatively small in the beginning and felt overburdened at times by the extensive reporting requirements. CTA support amounted to a relatively small percentage of FANRPAN's overall annual income. FANRPAN staff members are consultants with short-term or annual contracts. FANRPAN does not have core support to support projects which meant that all staff time is charged. Some of the contracts provided a small fee for external services, which enabled FANRPAN to hire consultants for financial reporting and project planning and implementation for a few weeks at a time. It was found that the services improved FANRPAN's ability to submit quality reports on time. **Dedicated staff members to CTA projects will be cost effective and add more value to the finished products. It will also strengthen the capacity of the Regional Secretariat.**

Development partners supporting FANRPAN have not given sufficient, tangible financial support to the strategic re-orientation of the Network whereby the corporate strategy takes precedence and projects come second. It was hoped that the Strategic Plan 2007-2015 would address some of the challenges that FANRPAN has experienced in implementing the first Strategic Plan (2002-2007). For example, funding levels between years have fluctuated substantially, which affected programme implementation at times. Financial support has not been sufficient to finance a full staff complement and/or upgrade or procure equipment. It was hoped that development partners would fund the new Strategic and Business plans in a way that would enable FANRPAN to implement projects focusing on their contribution to the desired outcomes in the strategy, as opposed to guaranteeing financial survival. In 2013, ACBF provided significant financial support to FANRPAN for capacity strengthening efforts. FANRPAN will have to continue ensuring that its funding base remains diversified and at a sufficient level. **Other partners, like CTA, could also consider supporting FANRPAN's core activities and implementation of the corporate strategy.**

A black and white photograph of a dirt road winding through a dense forest. The road is on the right side of the frame, curving away into the distance. The left side is dominated by thick foliage and trees. A large, white, stylized number '3' is overlaid on the left side of the image, partially obscuring the forest. The top of the image has a dark blue gradient overlay.

IN-DEPTH REPORT

3

3.1 Scope and objective of the in-depth study

The in-depth study is the third phase of the impact study. The purpose was, firstly, to verify and support with evidence the outcomes or impacts that were identified during the quick scan phase of the impact study, as well as to further investigate those areas that would provide maximum opportunity for learning.

Secondly, the study aimed to appropriately record the impact of FANRPAN interventions, therefore, was a continuation, validation and further investigation of the quick-scan findings. The study only covers a selection of the key findings and concerns the medium-term outcomes or effects of CTA's support to FANRPAN. It should be noted that other development partners have also provided support to FANRPAN in the three focus areas.

FANRPAN has decided to undertake an in-depth study of three areas. The first area covers communication tools and platforms. These include the annual Regional Policy Dialogues, newsletters and policy briefs.

It also briefly touches on efforts to upgrade the website and use social media tools. The second area focusses on youth engagement, which covers activities funded by CTA from 2011 to 2013. The third area focusses on media training. The three areas overlap to some extent, for example, the Regional Policy Dialogues held in 2011 and 2012 dealt with youth related issues, as did communication and outreach activities that were conducted at the dialogues, and included media training workshops.

3.2 Methodology

Inception briefings: FANRPAN Regional Secretariat staff briefed the consultant on the purpose and expected deliverables. Agreement was reached on the time-frame, the methodology for the impact study and the sample selection.

Literature review: As part of the methodology for the quick scan and narrative report, an extensive set of literature was reviewed. For the in-depth study, additional literature was reviewed, focusing specifically on the outputs covered in the three study areas. The original literature, which was considered in the quick scan phase, was reviewed again but this time with a different focus. The literature review was useful for determining the base-line information.

Data collection: Quantitative and qualitative data was collected through questionnaires, interviews and a desk study, including other evaluation reports. Site visits could not be undertaken as CTA supported communication and advocacy efforts, which were disseminated in electronic and print versions to thousands of beneficiaries in different geographical locations and posted on the FANRPAN website. Participants in Regional Policy Dialogue meetings, youth case studies and media training workshops were drawn from a large number of countries in Africa and elsewhere.

Three sets of questionnaires were prepared on each of the study areas. The questionnaires were circulated in July 2013 to direct beneficiaries of the above activities. Additional literature reviews and interviews focusing on the three study areas took place until early October 2013.

The Impact Categorisation Template was used to guide the research and data collection processes. It was a useful investigating tool and the fact that the Dimensions and Descriptions of Impact were not exhaustive, made it more user-friendly.

The questionnaires were submitted to more than 300 stakeholders. Reminders and follow-up requests were transmitted. A total of 77 stakeholders completed the three on-line questionnaires. The budget did not allow for travels and face-to-face interviews, as beneficiaries resided in a large number of countries.

Analysis, write-up and review: The findings were captured and analysed by the consultant, as well as reviewed by FANRPAN. Revisions were captured in the final report of the in-depth study before its submission to CTA.

Efforts were made to invite a wide variety of beneficiaries, who were representative of the work carried out by FANRPAN, to participate in the evaluation. However in some cases, the beneficiaries represented organisations which made it difficult to determine the age, gender and other factors of the persons completing the questionnaires on behalf of their organisations. The on-line questionnaires were accessed by beneficiaries via a web link.

In general, it is difficult to evaluate the impact of communication outputs. The impact study consequently attempted to ascertain if FANRPAN provided the right communication means and products to the right end users through the right channels. To this end, the in-depth study was guided by FANRPAN's mission statement and impact was measured against its strategic objectives.

Communication is an important component of FANRPAN's work and output in support of its efforts to implement its mission and mandate. The study, therefore, attempted to ascertain if the outputs were able to facilitate linkages and partnerships; build capacity for policy analysis and policy dialogue; and support policy research and analysis.

It was decided that impact should be measured against the original purposes of the outputs, as outlined in the contracts concluded between CTA and FANRPAN.

The objectives of the communication outputs were to provide stakeholders with evidence-based information on relevant FANR issues, to raise awareness of the issues, to contribute to their communication and advocacy work, to enable them to participate in policy making processes, or make better informed policy decisions. It was also a tool to create awareness of FANRPAN and its activities. The in-depth study attempted to ascertain whether or not the outputs in study area one, two and three were able to meet these purposes.



3.3 STUDY AREA 1: Communication products and platforms

3.3.1 Reason for selecting the study area

FANRPAN's communication and advocacy products and platforms are important outputs in support of the implementation of its mandate. The FANRPAN voice (communication and policy advocacy) engages consistently and authoritatively in national, regional and global policy making processes to raise awareness of the contribution of policy research and dialogue to policy development, implementation and monitoring. However strong the quality of FANRPAN's research, and however effective its organisation of the national Nodes, the most important criterion of success for FANRPAN is the extent to which it contributes to regional FANR policies to assist the region as a whole to achieve food and nutrition security. There are three dimensions to this broader voice strategy: i) improved information flows, ii) improved capacity of network members to use research-based evidence as a basis for advocacy, and iii) improved positioning with respect to policy deliberations. CTA has supported FANRPAN's communication outputs since 2003. Other development partners, such as the United States Agency for International Development (USAID), have also provided support for this aspect of FANRPAN's work. This support has enabled FANRPAN to grow and maintain its networking with stakeholders first in SADC and now throughout Africa. FANRPAN has become more visible in the region, on the continent and further afield. The number of direct beneficiaries of its communication products and participants in its platforms has increased significantly over the last 10 years.

In response to changes in the operational environment and stakeholder demands, FANRPAN developed an integrated, multi-media communications strategy in 2007. FANRPAN's strategy and support by CTA enabled the Network to increase its database which now consists of more than 9,000 stakeholders. Website usage has increased significantly with a total number of 361,451 visits recorded from September 2012 to August 2013. The average monthly visits for this period amounted to more than 30,000 and the daily average is over 1,000. The outreach strategy has effectively positioned key FANRPAN stakeholder concerns on capacity building, policy research and advocacy on issues such as climate change, agricultural productivity, rural livelihoods and natural resource management.

Communication is one of the tools used by FANRPAN to promote its mission to promote effective FANR policies by: (i) facilitating linkages and partnerships between government and civil society; (ii) building capacity for policy analysis and policy dialogue in Africa; and (iii) supporting demand-driven policy research and analysis. This is done through: networking of policy research, analysis institutions and other partners; capacity building of national and regional institutions; and generating and exchanging policy-related information.

FANRPAN works to communicate its policy priorities and learning to wider audiences within the region and globally through multiple channels (both online and offline) as well as multiple audiences. FANRPAN has applied a range of communication tools to improve stakeholder awareness whilst advocating for specific policies across its five programme areas. The goal of FANRPAN's work in this area is to improve the general public's understanding of the most important policy decisions affecting the African region and to create more political will to allow for the development of more progressive FANR policies.

The outputs covered in study area one (namely Regional Policy Dialogues, newsletters and policy briefs, and the maintenance of the website) represent the bulk of activities supported by CTA from 2003 to early 2013. They remain important and useful tools for FANRPAN to disseminate its research findings and FANR information to a wider regional and international audience. It was felt that a further evaluation of the communication products and platforms would be relevant to FANRPAN's on-going efforts to improve its communications strategy and outreach efforts.

3.3.2 Baseline and situation as evolved since 2003

Since its inception, FANRPAN has produced and disseminated publications in the form of policy briefs, newsletters, workshops reports, calendar of events, and dialogue proceedings. The target audience (direct beneficiaries) was policymakers, private sector (including agri-business), development partners and the media¹². The focus was largely on issues of interest to Southern and Eastern Africa. For example, CTA support in 2003 was geared towards outputs that would assist SACA. To this end, the funding supported a workshop on policy advocacy and representation capacity of FOs, the development of an ICT strategy for SACA, and the production of policy papers.

The policy papers disseminated the findings of FANRPAN commissioned studies. The objective was to ensure regional interaction and dialogue on key issues affecting trade and food security in the region. Newsletters were originally produced on a bi-monthly basis. They were distributed to 300 readers electronically in 2004. Two thousand print copies of each issue were distributed. The publications focused largely on the research focus of FANRPAN at the time. The themes evolved and included more areas as the research focus and mandate of FANRPAN grew. The number of beneficiaries grew significantly and other target groups were included in the distribution list, such as NGOs, youth, women's organisations, and research institutions.

¹² Contract No. 2-4-21-009-4 between CTA and FANRPAN, March 2004.

“The publications are now distributed to more than 9,000 FANR stakeholders on FANRPAN’s database.”

The publications are now distributed to more than 9,000 FANR stakeholders on FANRPAN’s database. About 1,000 print copies of each issue are distributed. The publications are available on FANRPAN’s website, which was first launched shortly after FANRPAN’s inception. CTA supported the development and maintenance of the website from 2006 onwards. FANRPAN has also been using social media tools to disseminate messages and raise awareness of its activities and FANR issues.

FANRPAN used communication platforms, such as the annual Regional Policy Dialogues, from the outset. Initially, they were referred to as Stakeholder Regional Conferences/High Level Dialogues and focused on supporting stakeholders in SADC, in particular policymakers. For example, the objective of the 2004 conference was to enable senior SADC agricultural policy advisors to “crystallise and reach consensus on the priority issues that need to be addressed to speed up agricultural recovery and deliberate on policy recommendations for onwards transmission to Ministers”¹³. In addition to permanent secretaries and senior policy advisors, participants in 2004 included representatives of FOs, agri-business, private sector, partner institutions and development partners.

In 2005, FANRPAN embarked on an initiative to strengthen the capacity of the Network at national and regional levels (SADC). The 2005 dialogue was called an Annual Stakeholder Conference and was used to showcase FANRPAN’s outputs from research studies that it conducted from 2001 to 2005.

The emphasis was still on supporting SADC policymakers and the CEO presented the main findings of the policy research activities at the SADC Council of Ministers meeting in 2006. Participation was expanded to other stakeholders from 2005 onwards to include, for example, civil society, women’s organisations, youth, media, and research institutions.

The 2006 dialogue took on the form of a two-day strategic planning meeting. Participation was limited to a smaller number of stakeholders. The strategic planning meeting prepared the strategic and operational plan, which would guide FANRPAN’s work over the medium-term. The Regional Policy Dialogue meeting held in Zambia in 2007 endorsed the need for new strategic direction and constitutional amendments that were needed to implement the Strategic Plan. FANRPAN’s mandate was expanded to include the African region and international community. The Policy Dialogues from 2007 onwards focused on critical FANR issues ranging from the global food crisis and youth engagement to climate change. The themes are in support of FANRPAN’s five thematic areas, as outlined in the Strategic Plan. Figure 1 below provides an indication of the dialogue themes from 2001 to 2012.

¹³ Contract No 2-4-21-009-4 between CTA and FANRPAN, March 2004.

Figure 7: Themes of the FANRPAN Annual Regional Policy Dialogues from 2001 to 2012

Year	Regional policy dialogue
2012	From Policy to Practice: Advocating for Active Engagement of Youth in Agricultural Value Chains
2011	Advocating for the Active Engagement of the Youth in the Agricultural Value Chain
2010	Livestock and Fisheries Policies for Food Security and Trade in a Changing Climate
2009	True Contribution of Agriculture to Economic Growth and Poverty Reduction in Southern African Countries
2008	Regional Strategies for Addressing the Global Food Crisis
2007	Meeting the Demand for Effective Food Agriculture and Natural Resources Policy Analysis in Southern Africa “Triggers” for Agricultural Growth in Southern Africa
2006	Creating a Conducive Policy Environment for Inputs Intensification and Market Development for Increased Production and Productivity
2005	Creating a Conducive Policy Environment for a Food Secure Southern Africa
2004	Policy Strategies Needed to Promote Permanent Agricultural Recovery and Productivity Growth in the SADC Region
2003	Regional Stakeholder Meeting on Agricultural Recovery, Food Security and Trade Policies in Southern Africa
2002	Strengthening Institutional Capacity for Policy Research and Analysis Among Stakeholders in the SADC Region
2001	Agricultural Policy Making in Southern Africa: Issues and Challenges

(Source: FANRPAN website, http://www.fanrpan.org/about/annual_dialogues/)

3.3.3 Change or impact resulting from intervention

Regional Policy Dialogues:

Between 2003 and 2013, CTA and other development partners have supported the hosting of 10 Regional Policy Dialogues in Southern and Eastern Africa. The quick scan exercise has identified a number of outcomes at the level of the organisation and for direct beneficiaries (see Figure 2 below).

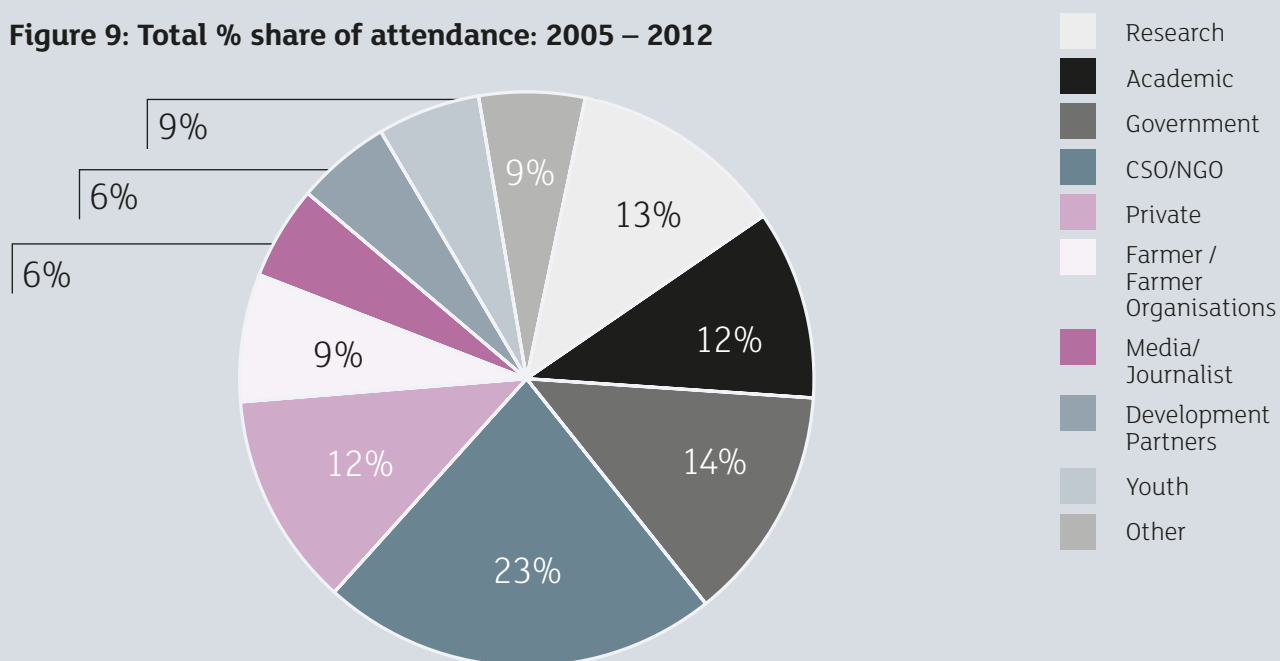
The annual Regional Policy Dialogues have become one of FANRPAN’s flagship events. They have been attended, on average, by more than 200 participants per year since 2009, from more than 30 countries.

Participants include senior government representatives, policymakers, development partners, media, academic and research institutions, civil society, international and regional organisations, women’s and youth organisations, FOs, private sector and other FANR stakeholders. The Policy Dialogue themes are now formulated to respond to current and critical FANR issues, as well as to build upon previous themes to ensure continuity in activities.

Figure 8: Logical framework for Regional Policy Dialogues

Outputs/deliverables	Outcomes at the organisational Level	Outcomes for direct beneficiaries
<p>(i) Hold 10 Multi-Stakeholder Regional Policy Dialogues in Eastern and Southern African countries.</p> <p>(ii) On average more than 200 participants from 30 countries attend the annual Regional Policy Dialogues.</p> <p>(iii) Themes addressed FANR issues that were current and pressing.</p> <p>(iv) Papers were presented on research findings and key FANR</p> <p>(v) Launched: Annual Award, Youth in Agriculture Award, and Media Award. issues.</p> <p>(vi) Included participants from ACP countries in other regions, such as the Caribbean.</p>	<p>(i) Raised FANRPAN's profile, showcased its activities and created awareness of research, advocacy and communication products.</p> <p>(ii) Secretariat staff were able to gain a better understanding of the advocated topics and benefitted from networking opportunities and from the presentations made by other participants.</p> <p>(iii) Post-dialogue activities were guided by the actions adopted by dialogue participants.</p> <p>(iv) Staff developed a better understanding of the research and advocacy needs of policymakers and other FANR stakeholders.</p> <p>(v) Platform to share its strategic thinking with stakeholders and obtain approval for the new strategic and operational orientation.</p>	<p>(i) Provided an opportunity for networking, forming of partnerships and showcasing activities.</p> <p>(ii) Award recipients and hosting institutions received greater exposure.</p> <p>(iii) Able to influence FANRPAN post-dialogue activities and strategic orientation.</p> <p>(iv) Increased understanding and awareness of FANRPAN activities.</p> <p>(v) Increased understanding of FANR issues.</p>

Figure 9: Total % share of attendance: 2005 – 2012



The Policy Dialogues showcase best practices from Africa and beyond in line with FANRPAN's five thematic thrusts, namely food systems; agriculture productivity and markets; natural resources and environment; social protection and livelihoods; and institutional strengthening. Papers are presented on research findings and key FANR issues. Resolutions are adopted that guide the work of the Network for the period preceding the Dialogue. FANRPAN launched awards at the Dialogues, such as its Annual Award, Youth in Agriculture Award, and Media Award.

Between 2005 and 2012, a total of 1,463 delegates attended the FANRPAN Regional Policy Dialogues. The annual attendance is an average of 183 delegates per annum over the 8 year period. Since 2009, average attendance has risen to more than 200. The largest representation has been from NGOs and CSOs, followed by government, research and academic institutions, and private sector (agri-business). Previously, FANR stakeholders have operated in isolation, thus viewing their roles as adversarial rather than synergetic. However, by participating on an equal footing in an inclusive forum, they have been able to discuss policy issues affecting individual countries and the region and agree on common approaches to address challenges. Figure 3 below illustrates the percentage share of attendance by sector from 2005 to 2012. The information on participation by youth and development partners are based on absolute values and not percentages. Their participation was only recorded at the 2011 and 2012 Regional Policy Dialogues. Figure 4 below provides a breakdown of the annual attendance by sector between 2005 and 2012.

Attendance of the Regional Policy Dialogues has been increasing, as depicted in Figure 5. The year 2006 was an exception since few people were invited to attend the two-day strategic planning meeting. This was after FANRPAN commissioned a baseline institutional viability review, at both national and regional levels, to establish and analyse its strengths, weaknesses, opportunities, and threats as a basis for designing new medium-term organisational and operational strategies. The key stakeholders discussed the lessons and findings over 2 years and merged these findings into a new FANRPAN 10 year strategic and operational plan. The strategic meeting achieved continued growth from 175 delegates in 2007 to 244 delegates in 2009, representing a percentage growth of 16.4%. From 2010 to 2012, attendance has stabilised at an average of approximately 240 delegates. The 2012 Policy Dialogue was attended by the highest number of delegates with attendance recorded at 253 participants from 23 countries.

FANRPAN held a Regional Policy Dialogue in September 2013 in Lesotho. The Policy Dialogue was not included in the in-depth study due to the timing of the evaluation. In addition, CTA did not support the 2013 Regional Policy Dialogue. The Policy Dialogue was attended by 271 participants from 27 countries.

The quick scan exercise found that the dialogues provided opportunities for networking, forming of partnerships and showcasing activities. Award recipients and hosting institutions received greater exposure. For example, Node hosting organisations hosted the Policy Dialogues and arranged field visits to showcase their activities.

Figure 10: Breakdown of annual attendance by sector from 2005 – 2012

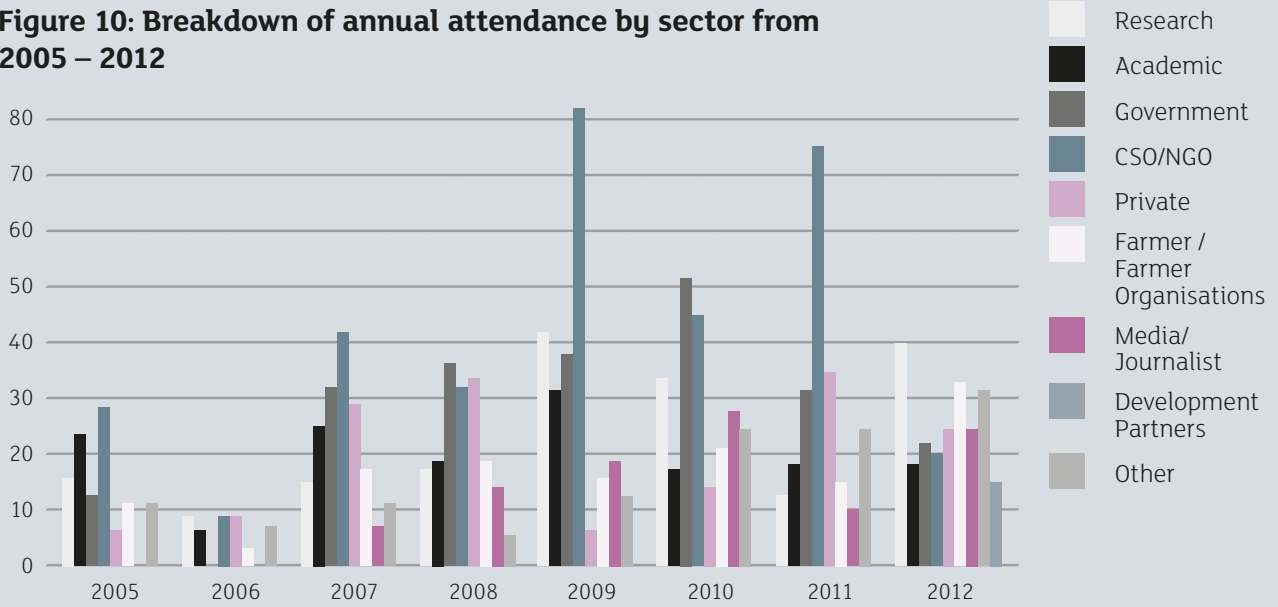
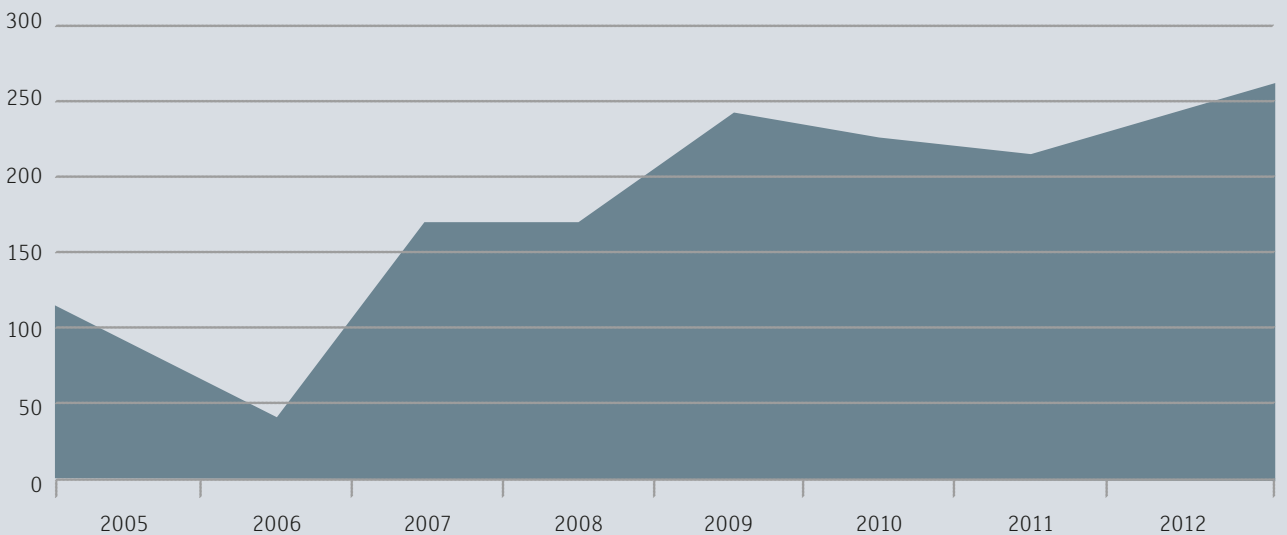


Figure 11: Growth in total yearly attendance



FANRPAN award winners were able to showcase their achievements. Participants were able to influence FANRPAN post-dialogue activities and strategic orientation, e.g. the Regional Policy Dialogue in 2007 adopted resolutions on the Strategic Plan 2007 – 2015 and the Business Plan 2007 – 2012. The 2010 Policy Dialogue adopted resolutions on FANRPAN's Africa-wide expansion. The decisions were enacted by the respective AGMs. There has been an increase in the number of self-sponsored delegates participating in FANRPAN Policy Dialogues, which illustrates the growing interest among FANR stakeholders and the perceived value gained from participation.

Figure 6 shows that the number of countries represented at the FANRPAN Regional Dialogues has been increasing steadily: 14 countries in 2005 to 23 countries in 2012. Overall, from 2005 to 2012, more than 30 countries were represented at the FANRPAN Regional Dialogues. Most of the delegates that have attended the Policy Dialogues have been from the SADC region. Countries with highest total attendance are those that have hosted the FANRPAN Regional Policy Dialogue during the observed periods, except for Zimbabwe. Zimbabwe had more total representation than Namibia, Mozambique and Swaziland even though the latter countries have hosted Regional Policy Dialogues. For countries outside Africa, the UK and the US also had a reasonable total attendance. Members of the FANRPAN Regional Secretariat have been included in the number of South African delegates.

Newsletters and policy briefs

FANRPAN has prepared and disseminated 23 policy briefs and 35 newsletters to Network members, policymakers and FANR stakeholders. The publications are available on the website and are accessible to wide audience. The publications' topics were wide-ranging, cross-cutting and of relevance to the region, e.g. on climate change, youth and agriculture, and other key FANR issues. The quick scan exercise identified a number of impacts for the organisation and direct beneficiaries (see Figure 7 below).

Beneficiaries are able to use FANRPAN's information for their own research, advocacy work and policy engagements. FANRPAN staff members have been invited by national and international partners to share FANRPAN work at their events. Willingness of partners to sponsor FANRPAN staff participation shows the value that they attach to the Network's work. FANRPAN has also been invited by partners to be part of consortiums in response to calls for proposals.

FANRPAN website

CTA support enabled FANRPAN to develop and improve its website. FANRPAN was able to regularly upload communication and advocacy products. Information on events and issue information on FANR topics were made available on the website. New tools were developed with a view to simplifying and enhancing effective networking among members, such as podcasts, a picture gallery, RSS feeds and the FANRPAN blog.

As an extension to the main website, in April 2009, FANRPAN launched a project-specific site, (www.africaclimatesolution.org) for its climate change work. This site has grown in the space of 3 months to exceed over 1,000 hits per day. Accompanying this website extension is the circulation of a weekly digest that targets a database exceeding 5,000 recipients. Most visits, between 13 August 2012 and 13 August 2013, were from users in South Africa, the UK and the US. A total number of 61,953 of views per pages loaded were recorded during the same 12 month period. The high number of new visits indicates a great amount of interests in the pages¹⁴.

The FANRPAN website has become more appealing and is more frequently visited. Between 1 September 2012 and 13 August 2013, 361,451 visitors accessed the website. The average number of monthly visits for this period amounted to more than 30,000 and the daily average is over 1,000.

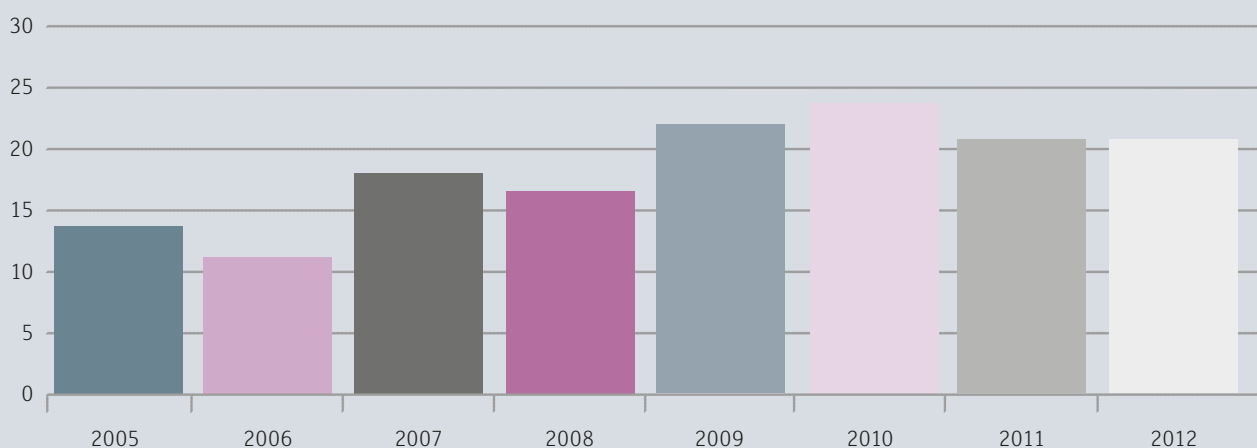
3.3.4 Results

Methodology

Questionnaires and interviews were used as data collection tools. The literature review focused on the Regional Policy Dialogue evaluation reports, contracts between CTA and FANRPAN, and project reports. The questionnaire was circulated to nearly 300 direct beneficiaries on FANRPAN's database. Thirty-three beneficiaries completed the questionnaire and 10 were approached for interviews. It was thus felt that the responses should be correlated with the feedback received from dialogue participants in the annual dialogue evaluation reports. The evaluation reports were completed by significant but changing numbers of participants.

¹⁴ Octopus Information Solutions, "FANRPAN project webpage statistics for Climate change page: 13 August 2012 to 13 August 2013", 2013: 3.

Figure 12: Countries represented at the Regional Policy Dialogues from 2005 to 2012



For example, feedback from 64 (out of 225 delegates) and 268 (almost 100% feedback rate) evaluation reports were captured following the 2011 and 2012 Regional Policy Dialogues, respectively. This study area therefore drew on responses received from hundreds of beneficiaries.

The questionnaire sample group included beneficiaries who have participated in two or more of the Regional Policy Dialogues. More respondents participated in the Regional Policy Dialogues held from 2009 onwards than in earlier ones. This correlates with the growth trend witnessed from 2009.

Figure 13: Logical framework - newsletters and policy briefs

Outputs/deliverables	Outcomes at the organisational Level	Outcomes for direct beneficiaries
<p>(i) Produced and disseminated 35 newsletters and 23 policy briefs (electronic and print versions) to policymakers and FANR stakeholders.</p> <p>(ii) Covered key FANR issue and showcased FANRPAN programmes and research activities.</p> <p>(iii) Distribution list has grown and FANRPAN has ensured better access to more end-users by making the publications available on its website.</p>	<p>(i) Raised FANRPAN's profile and increased awareness at regional, continental and international levels of its research and advocacy activities.</p> <p>(ii) Showcased FANRPAN activities and improved its profile as a depository of knowledge on FANR issues.</p> <p>(iii) FANRPAN staff have gained a better understanding of advocated topics, their policy implications and further research needs.</p> <p>(iv) Useful tools for FANRPAN to raise awareness of policy dialogue outcomes among a wider audience.</p>	<p>(i) Raised FANRPAN's profile and increased awareness at regional, continental and international levels of its research and advocacy activities.</p> <p>(ii) Showcased FANRPAN activities and improved its profile as a depository of knowledge on FANR issues.</p> <p>(iii) FANRPAN staff have gained a better understanding of advocated topics, their policy implications and further research needs.</p> <p>(iv) Useful tools for FANRPAN to raise awareness of policy dialogue outcomes among a wider audience.</p>

Figure 14: Logical framework for FANRPAN website

Outputs/deliverables	Outcomes at the organisational Level	Outcomes for direct beneficiaries
<p>(i) Upgraded and maintained FANRPAN's website.</p>	<p>(i) More appealing and more frequently visited site - 4,609,150 hits in the last 12 months.</p> <p>(ii) Regularly uploaded FANRPAN communication and advocacy products, and event and issue information on FANR topics.</p> <p>(iii) New tools were developed, such as podcasts, a picture gallery, RSS feeds and the FANRPAN blog.</p> <p>(iv) FANRPAN also launched a climate change website.</p>	<p>(i) More appealing and more frequently visited site - 4,609,150 hits in the last 12 months.</p> <p>(ii) Regularly uploaded FANRPAN communication and advocacy products, and event and issue information on FANR topics.</p> <p>(iii) New tools were developed, such as podcasts, a picture gallery, RSS feeds and the FANRPAN blog.</p> <p>(iv) FANRPAN also launched a climate change website.</p>

“Qualitatively, questionnaire respondents were asked to name a few of the benefits that they have derived from their participation in the Regional Policy Dialogues.”

The sample group was drawn from government, FOs, civil society, research institutions, youth, women’s organisations, and Node hosting institutions. Some participants completed the questionnaire on behalf of their organisation and reflected the views of a larger group. Sample groups for the Policy Dialogue evaluation reports were drawn from participants, which represent a diverse range of FANR stakeholders and Network members.

Regional Policy Dialogues:

A mixture of quantitative and qualitative questions were posed to beneficiaries: 100% of the questionnaire respondents (33 out of 33) felt that they had benefitted from attending the Policy Dialogues and 100% indicated that they would be interested in attending future Policy Dialogues.

The findings of the questionnaire correlate with the high satisfaction ratings awarded by participants who completed evaluation forms after the Policy Dialogues. For example, 43% of delegates rated the 2012 Regional Policy Dialogue as satisfactory (score of 4). This was followed by 24% of participants rating it as excellent (score of 5), 22% rating it as satisfactory (with room for improvement), 10% rating it as less satisfactory and 2% as unsatisfactory. When aggregating the scores to only high (ranging from scores 3 to 5) and low (ranging from scores 1 to 2), 88% of participants were satisfied.

Eighty-five percent of respondents rated the 2011 Regional Policy Dialogue as useful (measurement levels aggregated to only high (ranging from scores 3 to 5) and low (ranging from scores 1 to 2): 88% were satisfied (scores 3 to 5). Ninety-four percent of the delegates indicated that they would recommend that other people attend the 2012 dialogue, while 91% indicated that they were planning on attending the next dialogue. Eighty-nine percent of respondents felt that the 2010 Regional Policy Dialogue was relevant to their work. The relevancy rating for earlier Dialogues were: 72% in 2009 (rating it as “good”), 83% in 2008 (aggregated scores of 4 and 5), 87% in 2007 (aggregated scores of 4 and 5) and 84% in 2006 (rating it as “good” or “excellent”).

Qualitatively, questionnaire respondents were asked to name a few of the benefits that they have derived from their participation in the Regional Policy Dialogues. Most of the responses relate to the following impacts: capacity development, skills development, networking, expanding contact base, gained knowledge, enhanced profile of respondents’ organisations, and increasing understanding of FANR topics. Some of the respondents indicated that they were able to apply their new skills, capacities, knowledge, and networking opportunities in their work after the Policy Dialogue. Responses, listed in Box 1 below, were tested in follow-up questions.

Box 1

Selection of responses on the benefits that respondents derived from participating in Regional Policy Dialogues

“Learning about what others in the region are doing in the climate smart agriculture (CSA) arena. Networking and getting to understand the common denominators of opportunities and constraints around the promotion of CSA.”

“Gained knowledge on some key conceptual issues around climate change - developed collaboration with other farmer organization and civil society organisations as well regional bodies like ACTESA, COMESA, NEPAD which now continue to engage with NASFAM on a bilateral level.”

“1) Enhanced my contact base and interactions. 2) Widened my understanding of policy analysis and development. 3) Shared information from Zimbabwe and the region. 4) Raised the profile of my institution regionally.”

“Now I drive research in the field of agriculture and climate change with ease and write high quality papers that are informative for my readers.”

“I have developed good relationships with other technical people that are helping me now.”

“1. Experience sharing. 2. Copy new strategies of doing things. 3. Understanding innovative methods of attaining food security.”

“J’ai pu améliorer mon anglais. - Les échanges d’expériences avec différents pays et aussi avec les différents secteurs. - Les expériences sur les méthodes de travail et de communication. - Les thèmes sont : Les jeunes, Changement Climatique, les semences.”

“I learnt a lot about climate change and climate smart agriculture.”

“As a researcher, a major benefit comes from the interaction with stakeholders (farmers, policy makers, NGOs, etc.) with whom I don’t interact enough with.”

“Made good networks. Linked women beekeepers in my country to honey buyers. Better understanding of role of FANRPAN.”

“A successful CAYC commercial farmer whom we exposed to FANRPAN through the 2013 FARA Science Week and 2013 FANRPAN Regional Network in Swaziland is currently being considered as an youth ambassador in countries where FANRPAN operates.”

“Networking widely due to the presence of people from different countries of the world. Knowledge sharing as a result of presentations made and discussions held. Brain washing to many things that I didn’t know before.”

“Policy advocacy - Networks that helped me when I was looking for African country specific data.”

“Learnt a lot on the importance of involving youths in agriculture developmental programmes.”

“Exchange of information and public debates were very useful.”

Box 1 Continued

“Because I learned a lot about different topics, networked with colleagues, negotiated for home projects and enjoyed the benefits that were allocated to my Node increased my worth as a member of the Node. I learned more about social media as a form of communication with others and got encouraged to use it. The use of HVI has increased my understanding and appreciation of the tool for selecting recipients without bias. Environmental issues have also been appreciated.”

“I am able to formulate policies, through problem statements, causes of problems, vision, mission, goal, major objectives and specific objectives, policy statements, strategies, implementation framework and monitoring and evaluation (impact analysis).”

“Conducted a research on emerging youth opportunities and policy issues in Zambia. Network with other young people having similar objectives and focus in agriculture receive informational materials relevant to agricultural development and growth.”

“Exchange of information and public debates were very useful. When I went to South Sudan in 2010, I produced seven Draft Agricultural Policy Documents within 6 months including on fertilizer, horticulture, forestry, mechanization, agricultural research, plant protection and training and capacity development. The Regional Policies induced me to go to South Sudan to develop policies.”

“The one in Namibia was very useful because the topic was on livestock and fisheries in a changing climate. Our organization presented/shared a lot of material from some of our work through organizing a special session.”

“a. I get to know areas that need to be researched. b. Ideas are shared, and practical solutions to problems are also shared. c. The dialogues provide means of networking.”

“Networking with other Node coordinators, professionals and institutions. Provides a forum and dialogue to discuss about pertinent issues and technologies and challenges facing agriculture. Learning about other cultures and facets of agriculture in other countries.”

“Development of localized seed systems and advocacy role of seed elders. Enhancing private sector participation in CAADP implementation at country level case studies on the adaptation and mitigation of climate change. The role of the youth in livestock production.”

“Sharing of results of our work. Learning from others about their work. Understanding what the priority policy issues are in the region and the continent. Meeting existing and potential partners for our work.”

“Knowledge - New relationships - Partnerships - DRC’s involvement in subregional discussions – etc.”

“Developed passion for reporting in agriculture and food security and won an award for it.”

“I developed skills and language to report on agriculture and forestry extensively.”

“The occasion allowed me to reinforce my capacities in understanding and reporting on agricultural issues and on the climate issues.”

Box 1 Continued

“This was especially on HaSSP as we were able to reflect on what we did and copy from those that did exceptionally well.”

“It widened my research focus and broadened my networking.”

“A wealth of wisdom was gained and will use the books and website to further inform colleagues. Copies of all presentations would be much appreciated as well as finding ways to actively collaborate with networked individuals post FANRPAN annual events.”

“Interacting and learning from what other partners are doing in their countries.”

“Given that policy and advocacy is one of my expertise and of CAYC’s three pillars, FANRPAN policy dialogues quickly and immensely benefited me and continue to benefit to this day from various networks I created – thanks to those dialogues!”

“The first obvious benefit is the networking platform and the policy advocacy approach of FANRPAN.”

“Case study and policy analysis presentations were most beneficial. Field visits helped to consolidate the applicability of the benefits.”

“I benefited a lot in terms of lessons learned, as well as in terms of networks and relationships built.”

“An important forum for researchers to meet. Learnt new developments in climate change.”

In terms of specific impacts, networking (96.8%), followed by knowledge sharing (93.75%), increased understanding of FANRPAN’s work (87.5%), increased understanding of the topic (84.38%) and increased contact base (81.25%) were the five most common impacts identified by respondents. Figure 9 gives a breakdown of the outcomes or impacts resulting from participation in the Policy Dialogues.

These findings correlate with the evaluation reports completed by participants and submitted to FANRPAN. For example, the 2011 evaluation reports found that 71% of delegates felt that the Regional Policy Dialogue was a good platform for networking (rating it as “strongly agreed”). Participants also stated that the dialogue “provided new ideas on youth and agriculture” (56% strongly agreed, 36% agreed and 8% disagreed) and enabled the “showcasing of the effective best practices” (47% strongly agreed, 41 agreed and 12% disagreed). Eighty-nine percent felt that the information shared at the 2010 dialogue was useful (rating it as “good”). This compares with a usefulness ratings of 79% at the 2009 dialogue, 83% in 2008 (aggregated number for those who scored it either 4 or 5), 84% in 2007 (scoring 4 and 5) and 96% in 2006 (rating is as “good” or “excellent”).

Other impacts listed by questionnaire respondents include using the information for research, capacity building, and improving access to diverse publications on CAADP and climate change policies.

Respondents indicated that they largely share the information or evidence with policymakers, followed by government officials, FOs, research institutions and NGOs. The information was least shared with RECs and the AU. This correlates with findings in Study Area 2 and 3, which may suggest that participants have less access to Regional Economic Communities (REC) and the African Union (AU). Women's organisations and FANR practitioners also scored low. The latter could be explained by the fact that several FANR stakeholders were listed as separate options in the questionnaire. Respondents listed a number of stakeholders, with whom they have shared the information or evidence, which were not covered by the questionnaire. These included the private sector, academic institutions, local authorities, schools, churches and urban communities. Figure 10 provides a breakdown of the sectors of FANR stakeholders with whom dialogue participants have shared the information or evidence that they originally received at the dialogues.

Newsletters and policy briefs:

Questionnaire respondents overwhelmingly felt that FANRPAN's publications have increased their understanding of and/or stimulated their interest in the topics: 58% found it had definitely increased their understanding; 35.5% found that it increased their understanding to a large degree; 6.5% felt that it had somewhat increased their understanding; and 0% found that it had not. Box 2 highlights some of the comments made by respondents.

Box 2

Comments by respondents - publications as a tool for increasing understanding of beneficiaries on FANR issues:

"FANRPAN works on issues rarely discussed in my country and in the region where I live."

"Bien sûr ces publications ont augmenté mes compréhension dans le sens aussi de les lire, comme les discussions sont tous en anglais, avec les publications je peux lire et comprendre beaucoup plus les activités de FANRPAN."

"The various methods of communication used were well blended to bring the poverty reduction message home."

"Mostly stimulated my interest in facilitating the step that goes beyond the "research" part of my work."

"The Partnership Institutional Viability Assessment Toolkit, Household Vulnerability Index, Synthesis Regional Report publication on country youth case studies and related national policy briefs definitely increased my knowledge and to this day, they remain reliable point of reference in my work."

"The youth approach and climate change thematic areas have been of benefit to me."

Figure 15: Impacts or outcomes of Regional Policy Dialogues for participants

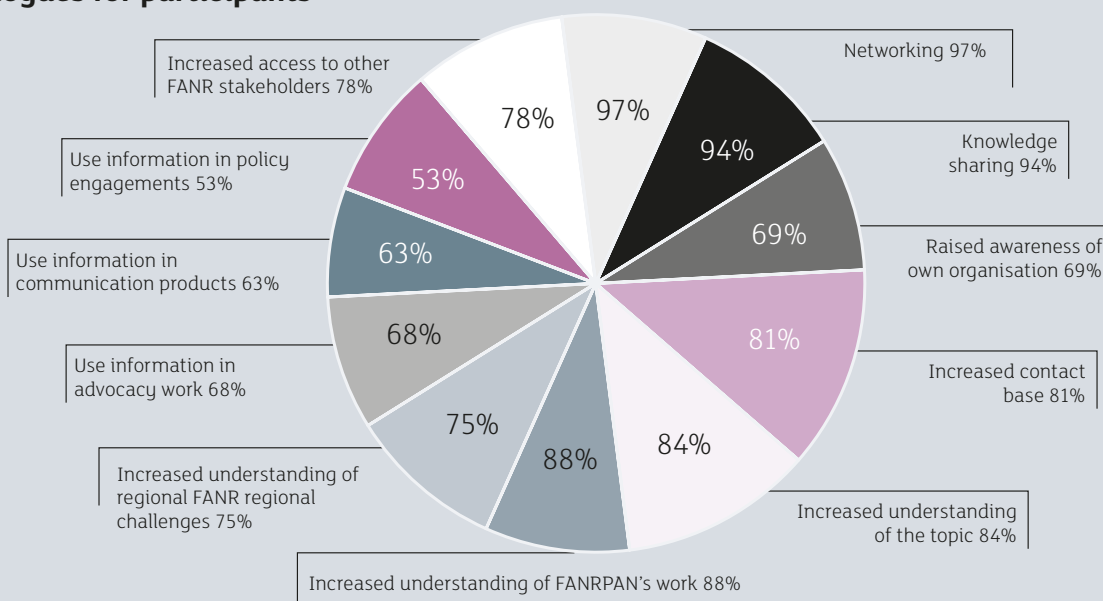
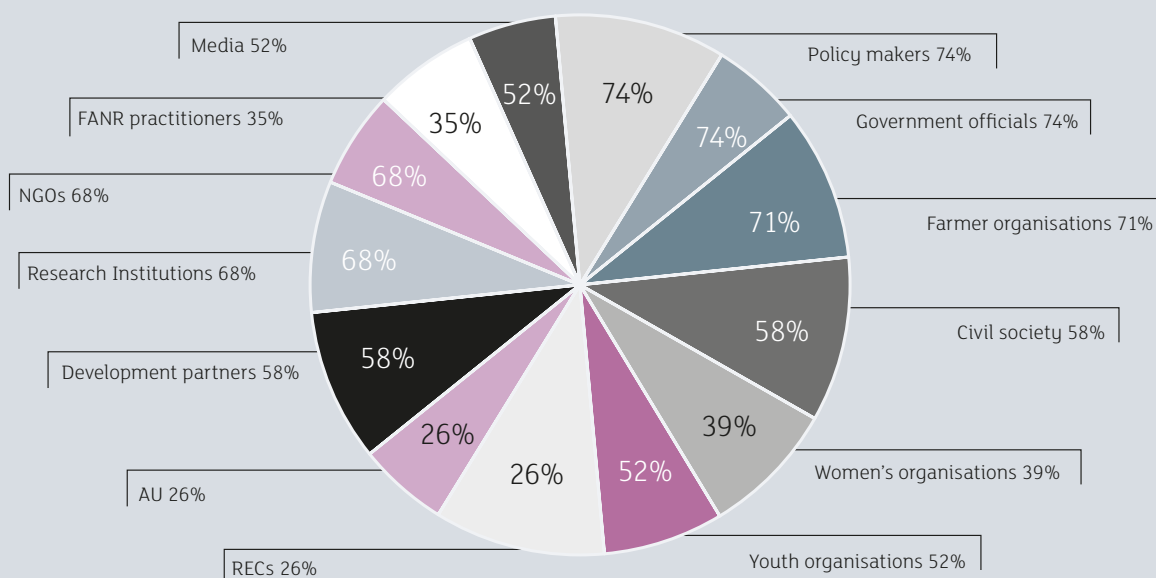


Figure 16: Breakdown of stakeholders by sector with which dialogue participants shared the information or evidence that they originally received



Questionnaire respondents largely found the topics and discussions covered in FANRPAN publications relevant to their area of work: 58% found them very relevant, 35.5% said they were relevant, 6.5% felt they had limited relevancy, and 0% didn't find them to be relevant. The following areas for improvement were highlighted by some respondents: (i) translating the publications into French (the publications are in English and cannot be distributed in some areas); (ii) take into account the "full reality of the member countries"; and (iii) issued publications more often. A number of specific benefits were listed by respondents (Box 3).

In terms of the frequency of using the information in their area of work, 38.71% of respondents indicated that they used it very often, 41.94% often, 12.9% somewhat and 6.45% did not use it. Box 4 lists a number of examples mentioned by respondents in terms of how they have used the information in their area of work. Most of the examples suggest that the information is being used in research, for policy engagements and planning, when compiling communication products, and for training.

Questionnaire respondents largely shared the information contained in the publications with FOs, followed by government officials, NGOs, research institutions and policymakers. The information was shared least with the AU, followed by RECs, FANR practitioners and women's organisations. Some respondents indicated that they have shared the information with academic institutions. Academic institutions were not listed as a separate stakeholder in the questionnaire.

Information contained in the publications was largely used by respondents during their participation in national events. Beneficiaries also used the information as supporting evidence, in research, communication products, to raise awareness of FANR issues, and to engage with development partners. The information was less often used in regional events, international events, and in engaging with other FANR stakeholders. The latter could be explained by the fact that some FANR stakeholders were listed as separate options in the questionnaire. Figure 12 provides a breakdown of some of the purposes for which the information was used.

“Questionnaire respondents largely shared the information contained in the publications with FOs, followed by government officials, NGOs, research institutions and policymakers.”

Box 3

Examples of relevancy of publications to the area of work of beneficiaries:

“Ces publications sont nécessaires pour nous et nous donnent des nouvelles idées pour améliorer nos travaux.”

“The articles are relevant for the issue of youth engagement in agriculture as well as policy making”.

“It provides a comparison base for what is happening in various places in terms of agriculture.”

“As a researcher, peer reviewed publications are the basis. FANRPAN’s publications however keep our feet on the ground.”

“The research outputs and the policy lobbying are great. Stepwise information about how to implement on the ground, the research and lobbied changes would prove useful.”

“I used the information in my line of work. I work with women and youth groups in the rural areas of Kapiri Mposhi in the field of agriculture.”

“FANRPAN Policy Dialogue topics and publications are extremely relevant to the work I do, that being advocating for policy tools that promote meaningful engagement of youth across agricultural value chains, ARD agenda and application of ICT tools in agribusiness marketing.”

“They are a source of current literature for my own research and that of the students.”

“I use information from publications for research in my story telling.”

“Materials are up to date.”

Box 4

Examples of how respondents have used the information in their area of work

“Bientôt le 21 Octobre 2013 Madagascar va signer le compact PSAEP/CAADP, comme premier responsable de l’élaboration de ce document, j’ai utilisé beaucoup les informations-formations de FANRPAN.”

“I recently completed a study on the land rights of women in Southern Africa and used a lot of FANRPAN’s publications as reference material. I quote it in my articles from time to time. I also put together questions challenging policymakers based on the information contained in the publications.”

“The information has been shared with policymakers in the ministry of agriculture.”

“PIVA Tool is adjusted to our Enterprise Viability Assessment Tool and we use it often to screen each case of agricultural cooperatives during feasibility assessment and business plan writing. To this day, 340 cooperatives have benefited. Policy briefs and various FANRPAN publications are often exploited during internal planning and engagements with stakeholders.”

“Assisting smallholder farmers during price negotiations.”

“I have used publications to undertake research and share in workshops among farmers, NGOs, government officials, donors and development partners.”

Figure 17: Breakdown of FANR stakeholders with whom beneficiaries have shared the information published in FANRPAN's publications

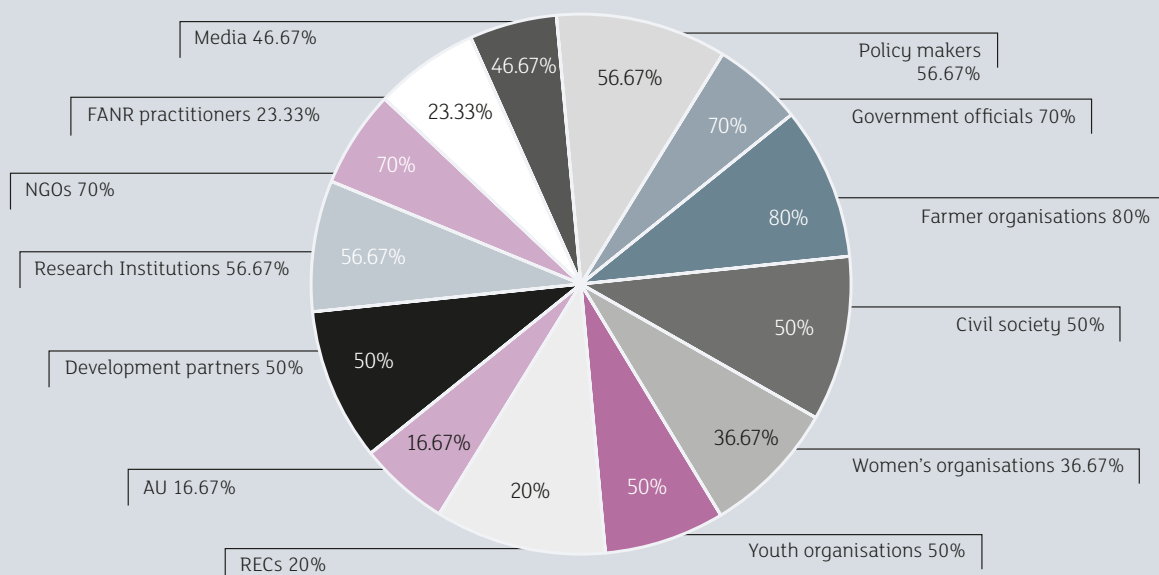
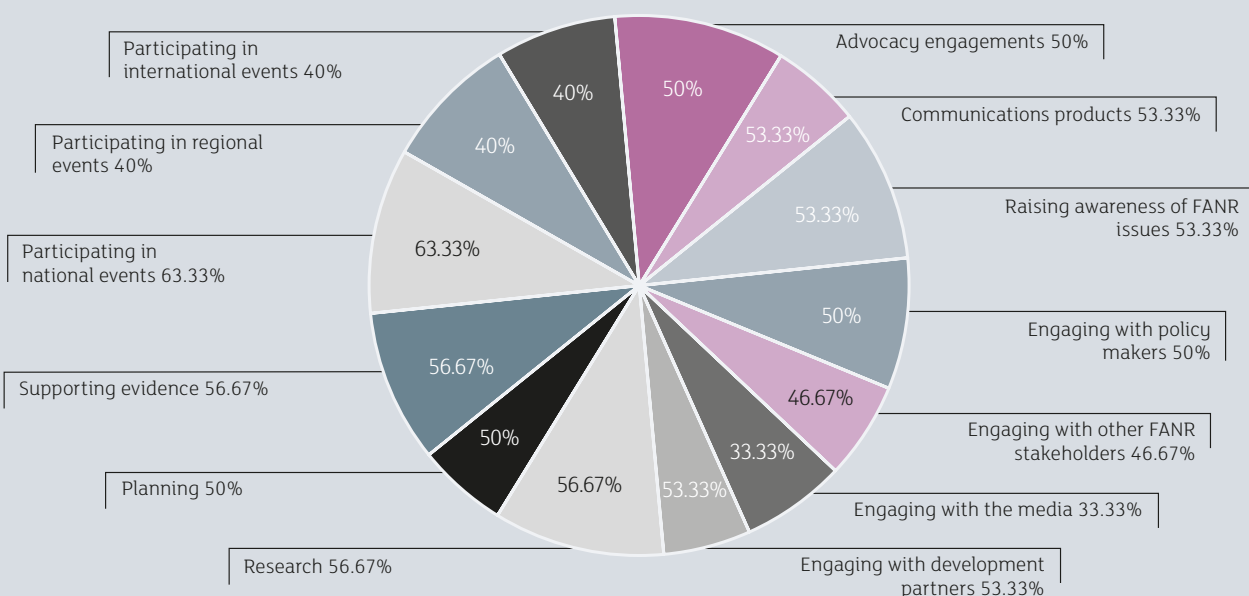


Figure 18: Indication of how beneficiaries have used the information contained in FANRPAN publications



The newsletters and policy briefs have been useful tools to raise awareness among FANR stakeholders of the role and work of FANRPAN: 51.61% indicated that the publications have definitely improved their understanding, 38.71% to a large degree, 6.45% felt their understanding had somewhat improved and 3.23% felt that it had not improved.

FANRPAN website and social media tools:

The website seems to be a useful tool for the dissemination of information:

- Asked how frequently they accessed the website, 36.7% indicated when necessary, 33.3% on a weekly basis, 20% on a monthly basis, 6.7% quarterly and 3.3% annually.
- Asked if the website had increased their understanding of FANRPAN's work, 75% answered 'yes', 22% 'somewhat' and 3% 'no'.
- Asked if they were able to use the information in their line of work, 72% answered 'yes', 25% 'somewhat', and 3% 'no'.
- The information published on the website is largely used for the following purposes: communication, followed by research, advocacy and to increase understanding of FANR issues. Figure 13 provides a breakdown of uses.
- Some respondents indicated that they also use the information in their engagement with development partners, for national and regional workshops, and as part of lectures to students (e.g. regional trade).
- Respondents indicated that they have referred other stakeholders to the website.

- Possible areas for improvement: Some respondents indicated that their use is being hindered by the fact that they website caters for English speaking users. They felt that translating it into French would increase access by more users in their countries.

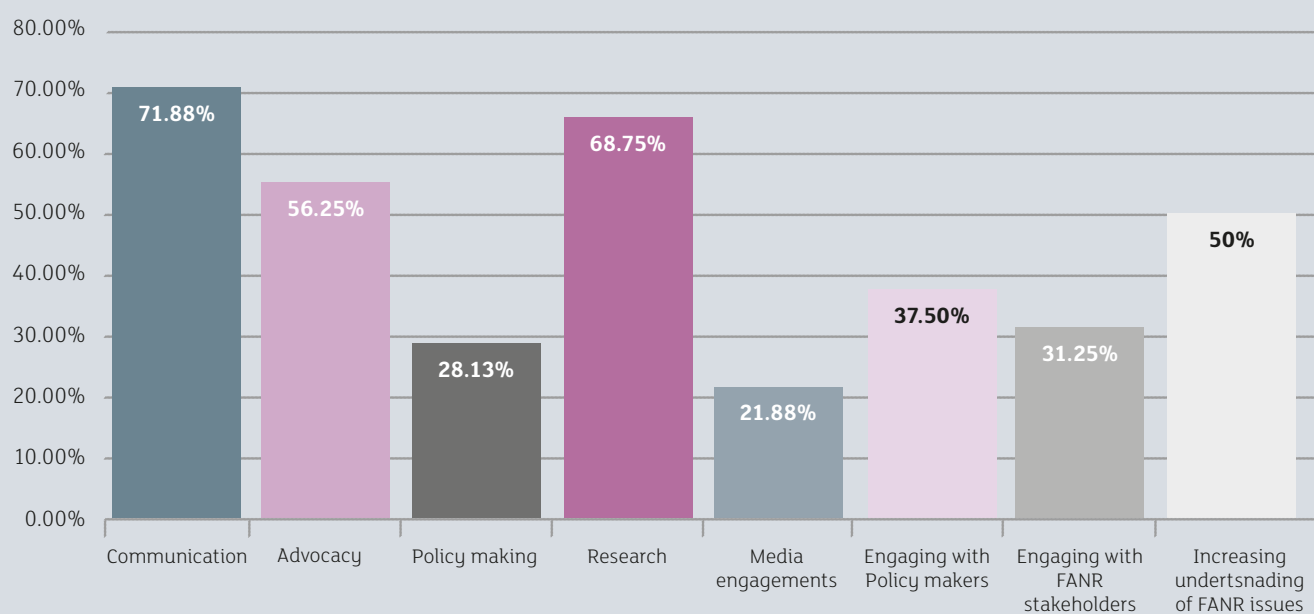
Box 5

Comments made by beneficiaries:

"Through these publications, I can attest that there is no single regional institution I know of that is doing the work that FANRPAN does and of course doing it as well as FANRPAN does it. To say that FANRPAN is indeed a regional and global think tank in matters relating to policy analysis and application of trendy tools in the field of food, agriculture and natural resources is to simply tell the truth!"

"Yes, I feel comfortable and I also understand the role and issues emanating from FANRPAN. For example, I worked in the Limpopo River Basin and I produced reports from Mozambique, Zimbabwe, South Africa and Swaziland. The policy debates provide me with a framework to link with policymakers, development partners, academics, farmers, traders, NGOs, and participate in national and international events."

Figure 19: Purposes for which website information was used



Only half of the respondents answered the question on their use of FANRPAN's social media tools: 75% indicated that they follow FANRPAN on Twitter, followed by 37.5% on Facebook and 12.5% access the blog. This suggests that traditional forms of communications, i.e. newsletters and policy briefs, are more popular among the respondents and being used more often. The questionnaire did not question why they do not use the social media tools. It should be kept in mind that stakeholders may live in areas where they do not have good internet connectivity, which makes it more difficult for some to use social media tools. However, the majority of respondents are accessing and using the information published on the website. This may suggest that beneficiaries may not be aware that FANRPAN is also using social media tools.

3.3.5 Impact Categories: Why change happened or did not happen?

It was difficult to quantify the impact of FANRPAN's communication outputs on all of the impact categories. Over the past 10 years, communication outputs have been distributed to a large number of recipients in Africa and at the international level. The outputs are also available on the website. Baseline information for recipients was not readily available. Impact should be measured against the original purposes of the outputs, as outlined in the contracts concluded between CTA and FANRPAN.

The objectives of the communication outputs were to provide stakeholders with evidence-based information on relevant FANR issues, to raise awareness of the issues, to contribute to their communication and advocacy work, to enable them to participate in policy making processes, or make better informed policy decisions. It was also a tool to create awareness of FANRPAN and its activities. The in-depth study has found evidence to verify that FANRPAN has been able to reach these objectives. Communication publications and platforms have contributed to change in targeted areas.

Using the Impact Categorisation Tool, has shown that impact was evident to various degrees in all five of the impact categories: (i) material wealth/wealth creation; (ii) empowerment/political capital, (iii) social capital, (iv) human capital/technical empowerment, and (v) the environment/sustainable use of resources. Most of the impact was evident in the empowerment, social capital and human capital categories. This is understandable given the mandate and strategic focus of FANRPAN on policy research, capacity building, and communication and advocacy.

Material wealth/wealth creation:

It was difficult to quantify the impact that FANRPAN's communication outputs and platforms have had on the material wealth of direct beneficiaries. Wealth creation per se of its direct beneficiaries is not the primary objective of FANRPAN's work and products. However, the outputs have indirectly contributed to this category in the following ways:

- Direct beneficiaries were able to use FANRPAN's communication products in their areas of work. Eighty percent of respondents indicated that they used the information contained in the communication publications either very often or often in their area of work.
- They were able to access the website and use research findings, publications and information in their work, with 97% of respondents indicating that they have used the website information in their line of work.
- The annual Regional Policy Dialogues have been a useful platform for networking among participants, which could lead to wealth creation. For example, one respondent indicated that they were able to link women bee keepers in their country to honey buyers. Another respondent indicated that their organisation (NASFAM) started collaborating with other FO, CSOs and regional or continental bodies (such as NEPAD, ACTESA and COMESA). This collaboration is now continuing on a bilateral basis.
- Direct beneficiaries have access to FANRPAN's database of FANR stakeholders. This increases their opportunity for networking, pursuing partnerships and collaborations, and knowledge sharing.

“A respondent indicated that they compiled questions challenging policymakers based on the information contained in publications.”

Empowerment/political capital:

Beneficiaries were able to use communication products in their own advocacy, communication and policy engagements. Communications products contributed to FANRPAN's efforts to increase gender awareness:

- Policy Dimension of Impact: The Regional Policy Dialogues increased the understanding of participants about the themes (84.4% of respondents). Respondents indicated that they have shared the information or evidence disseminated and discussed at the dialogue with policymakers (74%), government officials (74%), FOs (71%), research institutions (68%) and NGOs (68%).
- FANRPAN's newsletters and policy briefs were useful tools for increasing the understanding of beneficiaries of FANR issues: 93.5% indicated that they had either definitely, or to a large degree, increased their understanding and/or stimulated their interest in the topics. Respondents have shared the information with FOs (80%), government officials (70%), NGOs (70%) and policymakers (57%).
- A respondent indicated that they compiled questions challenging policymakers based on the information contained in publications.
- Gender dimension of impact: In terms of increasing gender awareness, FANRPAN has introduced M&E component in all projects (with gender sensitive indicators). FANRPAN has established a gender technical team to address gender issues in FANRPAN's projects, including in the project design phase. Gender mainstreaming occurs in research and other FANRPAN activities. The involvement of youth and women in FANRPAN's CAADP processes increased.

- FANRPAN has undertaken specific projects to strengthen the capacity of women farmers to advocate for appropriate agricultural policies and programmes and to influence agricultural policy development in Southern Africa, e.g. WARM. The WARM project used an innovative tool, Theatre for Policy Advocacy (TPA), which was a form of participatory theatre that allowed women to engage their communities to develop solutions to their problems. It allowed for community participation and dialogue and enabled women farmers to convey policy messages to community leaders, national decision-makers and other stakeholders.
- The WARM project has contributed to the adoption of a new inheritance law in Malawi, recognising the right of women and children to inherit from the marital estate. Women advocacy champions were able to raise their concerns with the President of Mozambique.
- Lessons learnt and best practices were disseminated through FANRPAN's communication publications and its website, for example, through AgriDeal, videos, newsletters and policy briefs. Project documents and national dialogue reports are also available on the website.
- A respondent indicated that they had used FANRPAN's publications as reference material when completing a study on the land rights of women in Southern Africa.

Social capital:

Communication outputs have increased FANRPAN's visibility. Beneficiaries have a better understanding of FANRPAN's role and work and interact more regularly with the national Nodes.

Outputs have also increased the visibility of beneficiaries and contributed to networking and the forming of partnerships:

- Visibility dimension of impact: The Regional Policy Dialogues have increased the visibility of award recipients and participants. For example, a respondent indicated that participation in the Regional Policy Dialogues has “raised the profile of my institution regionally.” Another respondent indicated that one of their members – a commercial farmer – is now “being considered a youth ambassador” in FANRPAN member countries, following his participation in the 2012 Regional Policy Dialogue.
- The communication tools and platforms have been useful tools for raising awareness and understanding of FANRPAN’s work and role. For example, 87.5% of respondents indicated that the Regional Policy Dialogues have increased their understanding of FANRPAN’s work; 91% indicated that the publications have either definitely, or to a large degree, increased their understanding of the role and work of FANRPAN; 75% indicated that the website has increased their understanding of FANRPAN’s work and 22% felt that it somewhat increased their understanding.
- FANRPAN’s visibility in the region and internationally has increased. For example, FANRPAN has been able to expand beyond the SADC region into the rest of Africa. It currently has Nodes in 16 African countries, which is double the number it had in 2001. Much of this expansion has been demand driven with national stakeholders approaching FANRPAN.
- FANRPAN has implemented 65 projects and successfully closed 55. The number of funded activities and projects (per year) has grown from five in 2004 to 11 in 2013.
- Website usage has increased significantly with a total number of 361,451 visits recorded from September 2012 to August 2013. The average monthly visits for this period amounted to more than 30,000 and the daily average is over 1,000.
- FANRPAN’s profile has increased. For example, it has concluded 57 MOUs or partnership agreements with regional and international organisations and other partners.
- FANRPAN is visible and an active participant in international events, such as meetings of the UNFCCC, FAO, IFPRI, IFAD, UNCSD and Rio+20. FANRPAN has received acceptance and recognition by the UNFCCC as an observer organisation.
- FANRPAN’s funding has more than doubled over the last 10 years. The funding base has diversified and increased.
- Networking dimension impact: The Regional Policy Dialogues have enabled networking among participants. Networking scored the highest (96.8%) when respondents were asked to identify outcomes resulting from their participation in the Regional Policy Dialogues. Participants felt that they were able to increase their contact base (rated at 81.25%).

“Respondents overwhelmingly felt that they have a better understanding of the topics (84.4%) due to their participation.”

Human capital:

The study found evidence to support the earlier findings of the quick scan exercise that the communication outputs increased beneficiaries’ understanding of FANR issues, contributed towards capacity building, and enabled knowledge sharing.

- Contribute to professional discourse:
 - Respondents indicated that the Regional Policy Dialogues were effective in increasing their understanding of FANR issues (impact rated at 84.83%).
 - 80.65% of respondents indicated that they used the information contained in the publications either very often or often in their work.
 - The information contained in the publications was largely used during their participation in national events (usage rated at 63%) and as supporting evidence (57%), for research (57%), for communication products (53%) and to raise awareness of FANR issues (53%).
 - The information on the website is used to increase understanding of FANR issues (usage rated at 50%). Respondents indicated that they used the information as part of lectures to students.
- Competences dimension of impact: Respondents in the Regional Policy Dialogues identified capacity building and skills development among the main benefits that they have derived from their participation. Some indicated that they were able to apply their news skills or capacities in their work (see Box 1).

Environment/sustainable use of resources:

The communication products and platforms have been useful tools to increase the understanding of beneficiaries on FANR and climate issues. Access to information on FANR and climate change issues has increased.

- Regional Policy Dialogues themes dealt with current and emerging FANR issues. Respondents overwhelmingly felt that they have a better understanding of the topics (84.4%) due to their participation.
- Most respondents (93.5%) indicated that the newsletters and policy briefs have either definitely, or to a large degree, increased their understanding and/or stimulated their interest in FANR issues.
- The FANRPAN climate change page on its website has been very popular. The site has grown in the space of 3 months to exceed over 1,000 hits per day. Accompanying the website’s extension is the circulation of a weekly digest that targets a database of more than 5,000 recipients.
- FANRPAN has been recognised as an observer organisation to the UNFCCC. It has actively participated in regional and international UNFCCC meetings since COP15. The Network was able to create awareness in Africa and among UNFCCC meeting participants of the importance of dealing with agriculture in climate change negotiations. It has played an active role in advocating for the Africa Bio Carbon Initiative “No Agriculture, No Deal”.

- FANRPAN has and will continue to make use of social media platforms to create a networking environment for agriculture, food and nutrition security related activities. Sharing of information and knowledge among members and stakeholders through conventional and ICT-based tools, including a dedicated online advocacy platform and active social media usage, and community building activities through popular social media such as YouTube, Twitter and blogs, will be established. FANRPAN has been and will continue to engage stakeholders using forms of mass media such as YouTube, Twitter and Facebook to spread climate smart agriculture (CSA) messages.
- Respondents made some specific comments on how FANRPAN's products have impacted on their understanding climate change (see Box 1).

3.3.6 Recommendation

CTA funded communication outputs contributed to change at the level of the organisation. FANRPAN's profile in the region and internationally has increased. This is evident from the growth in the level of funding and number of funding partners, the increase in the number of member countries, the growth in MOUs, and the growth in projects and activities. The in-depth study has found evidence to indicate that the newsletters, policy briefs, Regional Policy Dialogues and revamped website have increased the understanding of beneficiaries of the role and work of FANRPAN.

The annual Regional Policy Dialogues have increased the understanding of beneficiaries of FANR issues, enabled networking and knowledge sharing, and supported capacity building and skills development. The dialogues provide a unique platform for bringing a wide range of stakeholders together to discuss FANR issues of regional importance. Beneficiaries felt that they were able to raise awareness of their organisations, increase their understanding of regional FANR challenges, and use the information in their advocacy and communication work. Beneficiaries were able to use the information in their areas of work and share the information with other FANR stakeholders, including policymakers. FANRPAN was able to continue with the output and hosted a very successful Regional Policy Dialogue in Lesotho, without CTA support in 2013, suggesting that the output is sustainable.

CTA and FANRPAN should consider renewing their collaboration in communication outputs. The newsletters and policy briefs have been among FANRPAN's main outputs since its inception. They have been useful sources of references for beneficiaries, and have increased beneficiaries' understanding of FANR issues and created awareness of FANRPAN and its work. Respondents also used publications and the website for research purposes, preparing communication products, and in their engagements with government officials, policymakers, FOs and NGOs. As a policy analysis network, FANRPAN has to be able to communicate its research findings and FANR information to stakeholders. Its network stretches over a large geographical area.

“Based on responses to the questionnaire, it seems as if there is a need to increase awareness of FANRPAN’s social media tools.”

The communication outputs thus remain important components of FANRPAN’s work and are crucial for the implementation of its longer-term operational and strategic focus. FANRPAN has not published any newsletters or policy briefs since its contract with CTA ended in early 2013. It has however launched other publications, such as AgriDeal, which has been very successful and supported by a significant number of development partners. FANRPAN and CTA could consider ways of continuing with their collaboration in traditional or new communication outputs.

FANRPAN could consider creating greater awareness of its blog and social media tools. Based on responses to the questionnaire, it seems as if there is a need to increase awareness of FANRPAN’s social media tools. Only half of the respondents answered the questions related to their use of FANRPAN’s social media tools. This may suggest that they are either not aware of FANRPAN’s use of the tools or are not following FANRPAN on any of them. However 75% of those who responded indicated that they follow FANRPAN on Twitter, 37.5% on Facebook and only 12.5% accessed the blog. While the social media tools are useful for raising awareness of issues, activities and FANRPAN’s work, they are not intended to replace traditional communication products and are used for different purposes. Beneficiaries may therefore benefit from being able to access information through social media and traditional publications, such as newsletters and policy briefs.

FANRPAN has introduced sessions in some of its recent Regional Policy Dialogues on the use of social media. It has also used on-line forums very effectively in recent dialogues (as seen in study area two and three). While continuing with these activities, FANRPAN may also wish to consider additional ways of raising awareness of its social media tools.

FANRPAN could consider addressing some of the issues listed by respondents in its future communication activities.

Respondents indicated that their use of the publications and website is being hindered by the fact that the information is largely available only in English. FANRPAN is expanding its membership and reach to other African countries. It therefore may wish to consider making its communication tools available in more than one language. In addition, respondents listed the following two areas for improvement: (i) publications did not always take the “full reality” of member countries into account and (ii) publications should be issued more often.

3.4 STUDY AREA 2: Media training

3.4.1 Reason for selecting the study area

CTA has provided critical support to the development and implementation of FANRPAN's communication strategy and tools. It is an important aspect of FANRPAN's work and enables it to disseminate and share research findings and other forms of policy evidence with a wide-range of stakeholders and beneficiaries. Starting in 2009, FANRPAN added media training workshops to its communication activities. The aim was to increase journalists' skills and knowledge base to cover agricultural issues and improve their networks for sources.

This was done with the realisation that valid knowledge is important as it predisposes journalists to report with precision. In addition, journalists have to be made aware of issues in order to increase the dissemination of agricultural news. FANRPAN began its focus on agricultural reporting and journalism training to address subject areas related to the complex agricultural enterprises of food, nutrition, climate change, natural resource management, and rural development, both locally and globally. Furthermore, the trainings included participants, from scientists to consumers – and all stages of those enterprises, from agricultural research and production to processing, marketing, consumption, nutrition and health. As a result the trained journalists are expected to communicate agriculture-related information among agricultural stakeholders and between agricultural and non-agricultural stakeholders.

The journalists are equipped with an understanding of agricultural systems and science either through experience and/or academic training.

The first workshop was held in 2009 and have been very successful and beneficial to both FANRPAN and media professionals. Through the media training workshops, FANRPAN has been able to improve its interaction with media professionals in Africa. It is able to draw on a group of professionals who understands FANR issues and are willing to report on FANRPAN related activities. The media professionals have advised FANRPAN on ways to better package and communicate its research findings and activities. For these reasons, the workshops have become an annual event with FANRPAN constantly trying to find ways to improve the workshops and build on previous best practices.

It was felt that a further evaluation of the study area would be relevant to FANRPAN's on-going efforts to improve its communications strategy, in general, and its interaction with the media, in particular. It was envisaged that the evaluation would identify useful lessons that FANRPAN could apply in future media workshops.

“Between 2009 and 2013, FANRPAN held six training workshops for nearly 60 journalists from Africa.”

3.4.2 Baseline and situation as evolved following intervention

Since its inception, FANRPAN has engaged with the media. However, its initial interaction was more ad-hoc in nature and it did not offer training programmes. FANRPAN undertook a review of its strategic and operational orientation in 2007, which culminated in the adoption of its Strategic Plan 2007-2015, Business Plan 2007-2012, and a new constitution. It also adopted a multi-media communications strategy in an effort to improve its communication and advocacy engagements. The media training workshops were one of the new initiatives launched after 2008. The first media training workshop took place in 2009 and subsequent workshops have built on experience gained.

The purpose of the workshops was to increase the understanding of African media professionals on FANR issues in the region. It was hoped that the training would enable or entice media professionals to rely more on research evidence from African FANR stakeholders. It was felt that this would enable FANR stakeholders in the region and abroad to access more reports written by African media professionals, which would give them more of an African perspective. Before the intervention, it was felt that there was a reporting gap, which would hopefully be addressed by the training. FANRPAN, throughout, was mindful of the need to respect the independence of media professionals.

It should be noted that project documents do not contain quantitative information on the baseline situation of individual trainees before the intervention.

The in-depth study has, however, found quantitative evidence to support the initial perception that prior to the intervention, direct beneficiaries knew less about FANR issues and of the work of FANRPAN than they did after participating in the media training workshops. They have used the information in their subsequent reporting, have reported on FANR issues since they completed the workshops, and are following FANRPAN on its social media tools, accessing the FANRPAN website and interacting with FANRPAN Node organisations in their respective countries. Interaction between FANRPAN and media professionals has continued beyond the workshops. FANRPAN is now able to draw on the expertise of a group of media professionals, e.g. for guidance on its communication strategy.

3.4.3 Change or impact resulting from intervention

Between 2009 and 2013, FANRPAN held six training workshops for nearly 60 journalists from Africa. The workshops were conducted in partnership with Inter-Press Service (IPS) and Junxion Real Communications Solutions. The workshops took place in conjunction with important policy meetings, such as the UNFCCC’s COP17, and FANRPAN’s Regional Policy Dialogues. Journalists were trained on how to analyse FANR subject areas critically and to apply these skills to issues at both regional and global levels. As part of the workshops, journalists also published articles related to the policy meetings. Approximately 100 news articles were produced and appeared on the TerraViva website overseen by IPS, FANRPAN website, in FANRPAN dialogue newsletters, and on other on-line and print sources.

As part of its outreach efforts, FANRPAN prepared and disseminated information on agricultural issues of regional strategic importance through print, radio, television (including international stations such as BBC, CNBC, and CNN) and digital and social media (YouTube, Farming First website, Twitter and Facebook). Events were showcased and advocacy messages disseminated.

The quick scan exercise identified outcomes for the organisation and direct beneficiaries (see Figure 14). It should be noted that the quick scan initially listed training of 80 journalists as one of the outputs in this study area. However, this number has been revised to 60 following the in-depth study, as some journalists may have participated in more than one training activity, which may have resulted in double counting.

The training improved the ability of African journalists to identify relevant agricultural development issues in the region and cover them in a more accurate way. Journalists' skills were expanded to enable them to move from event-based reporting to issue-based reporting. A better informed media is able to give more prominence to FANR related issues, raise awareness, influence public opinion, and put issues more prominently on the agenda of policymakers.

The workshops were presented as an in-house training process with the 'lecture room' being a fully-fledged newsroom. The journalists were an integral part of the news team, and assigned tasks every day according to fixed deadlines.

Figure 20: Logical framework - media training and outreach activities

Outputs/deliverables	Outcomes at the organisational Level	Outcomes for direct beneficiaries
<p>(i) Held six training workshop and training opportunities.</p> <p>(ii) Trained about 60 journalists from African countries.</p> <p>(iii) Produced news articles, published on-line stories, held television and radio interviews.</p> <p>(iv) Used social media - Twitter and Facebook.</p>	<p>(i) Able to draw on group of media professionals who understand FANR issues.</p> <p>(ii) Able to draw on the expertise of journalists when discussing ways to improve its own communication and advocacy products.</p> <p>(iii) Raised its profile and increased awareness of its activities.</p> <p>(iv) Increased the number of social media followers.</p> <p>(v) Improved its capacity to transform policy analyses and recommendations on key agricultural issues into communication and advocacy products.</p>	<p>(i) Improved ability to identify relevant agricultural development issues in the region and cover them in a more accurate way.</p> <p>(ii) Expanded skills to enable them to move from event-based reporting to issue-based reporting.</p> <p>(iii) A better informed media is able to give more prominence to FANR related issues, raise awareness, influence public opinion, and put issues more prominently on the agenda of policymakers.</p> <p>(iv) FANR stakeholders and policymakers in the region were able to access and use the reporting in the advocacy engagements and policy discussions.</p>

“In 2009, IPS Africa partnered with FANRPAN to train 20 selected journalists prior to the annual Regional Policy Dialogue.”

This interactive training approach with journalists sharing experiences from their individual countries proved valuable, which enhanced the quality of the end product tremendously. Journalists were assigned different tasks which included attending presentations, conducting in-depth interviews and preparing articles for the website and for the conference newspaper. They also prepared articles to file for their respective media houses.

In 2009, IPS Africa partnered with FANRPAN to train 20 selected journalists prior to the annual Regional Policy Dialogue. The aim was to train the journalists on how to better report the issues of agriculture, food security, climate change and economic development in Africa. A team of participants and editors generated daily news and analysis on the conference that was circulated for publication to selected print and online media. Some of the stories, photos and interviews were reproduced in a 12-page printed edition of IPS TerraViva newspaper distributed on the final day. The article was translated into French, Swahili and Portuguese. During the dialogue, journalists wrote more than 70 articles on biosafety and biotechnology, the particular needs of women farmers in terms of access to markets, seed and fertiliser, water usage, and more for the TerraViva site (africa.ipsterraviva.net). Several podcasts were also produced. The workshop was successful and provided a starting point for future workshops supported by CTA.

The 2010 workshop, which coincided with the Regional Policy Dialogue in Namibia, trained nine journalists from seven SADC countries, namely Malawi, Mauritius, Mozambique, South Africa, Swaziland, Zambia and Zimbabwe.

Participants prepared stories, which were translated into French, Swahili and Portuguese. During the course of the Regional Policy Dialogue:

- IPS Africa uploaded at least 12 stories on the TerraViva website and submitted articles to their respective media houses.
- Participants produced three radio inserts.
- TerraViva stories were distributed via an electronic newsletter.
- More than 200 printed TerraViva Newsletters were distributed to dialogue participants.
- The dialogue and articles were covered by on-line and mainstream media in Africa, the US and Europe.

The 2011 workshop held in Swaziland trained 16 journalists from six countries, namely Kenya, Malawi, South Africa, Swaziland, Tanzania and Uganda. A total of 31 articles were produced by the journalists. These were filed through their respective media houses and posted on the FANRPAN website. There were 795 visits to the FANRPAN dialogue website during September 2011 – January 2012. The newsroom section of the FANRPAN website where all the stories are posted had 197 visits, with 50% being first time visitors. News releases were issued and circulated to a network of agricultural reporters. The releases were translated into French and Portuguese.

A total of 20 African journalists from six African countries were trained at the 2012 Regional Policy Dialogue in Tanzania. The journalists were from Kenya, Malawi, South Africa, Swaziland, Tanzania and Uganda.

Three news releases were prepared and 16 articles were approved and posted on the FANRPAN website and included in the print version of the dialogue newsletter - *FANRPAN @ Tanzania Dialogue*. As a result of training in Swaziland and Tanzania: 47 articles on youth and agriculture were produced and disseminated, 25 stories on youth and agriculture were published on online and in print media, and 6 television and radio interviews were conducted. At COP18, FANRPAN enabled the participation of two trained journalists from Tanzania. This was a continuation of training activities that took place at the 2012 Regional Policy Dialogue in Tanzania.

At the COP17 meeting, FANRPAN managed to accredit seven media participants to the UNFCCC meeting, including the five participants in the training workshop. The five participating media professionals were working with newspapers and publications in Kenya, Malawi, South Africa, Swaziland and Tanzania. They were not novice journalists and the training was pitched at a more strategic level. As part of the training, they produced articles for the FANRPAN COP17 newsletter, which was distributed at COP17, and distributed via South African and international databases. Six news releases were issued. They were posted on the FANRPAN website, the Agricultural Writers SA website, and the COP17 international media room. The trainees produced 41 articles, which were distributed to their media outlets, the database of The Glasshouse Partnership, and to agricultural media stakeholders. The articles were also posted on the FANRPAN website and in the FANRPAN COP17 newsletter.

CTA did not support the COP17 training workshop. However, it was a continuation of the training workshop held in September 2011 in Swaziland, which CTA supported. It was included in the questionnaire, in order to get a better assessment of the impact of workshops during 2010 – 2012. The COP17 workshop was also a continuation of the workshop held in September 2011 in Swaziland.

3.4.4 Results

For study area two, questionnaires and interviews were used as data collection tools. The literature review focused on workshop evaluation reports, Regional Policy Dialogue evaluation reports, FANRPAN on-line newsroom, CTA/FANRPAN contracts, and project progress reports. The questionnaire was circulated to 60 direct beneficiaries of the media training workshops, from which 14 responded. The sample group included beneficiaries who participated in two or more of the four workshops. Every member of the sample group participated in the 2012 media training workshop held in Tanzania, 35.7% of the respondents (5) participated in the 2011 workshop in Swaziland, 35.7% (5) participated in the workshop held in Durban at the margins of the COP17 meeting in 2011, and only one (7%) participated in the 2010 workshop held in Namibia. The questionnaire consisted of eleven qualitative and quantitative questions.

Ninety-three percent of the respondents indicated that they benefitted from participating in the media training workshops (see Box 6). Only one indicated that they did not benefit, but did not explain why.

Box 6

Examples of how respondents have benefitted from participating in the workshops

“It improved my reportage skills and also expanded my reportage horizon from just focusing on one issue but looking at issues from a holistic point of view.”

“I benefited from the clarification of agriculture technical terms which the facilitators explained in simple terms which has improved my reporting in agriculture. I am now confident to tackle issues that I previously considered difficult in agriculture, food security and natural resources.”

“My knowledge on FANR issues has been broadened and I can write and communicate better. As a journalist, having knowledge and skill is key, for this not only builds credibility, but the target audience also trusts your writing.”

“Getting to know more about policies relating to agriculture and food security enhancement. Understanding the mandate of FANRPAN and its partners. Knowing that FANRPAN values the youth and having youth participate in policy formulation to foster the agricultural sector; widely regarded as a place for older people. That active involvement of youth participating to influence policies on agriculture was a learning experience for me as a first time participant. As a journalist the workshop provided a platform for sources of information on agriculture. The training presented me an opportunity to meet journalists reporting on different matters on agriculture.”

And that agriculture is an important sector that is not ably covered because many journalists disregard it.”

“Increase in my reporting skills and also having a lot of contacts.”

“Through the FANRPAN workshop I learnt a lot about writing agriculture information especially for youth.”

“From the presentations made in the workshops, especially in Swaziland and Dar es Salaam, engagements with different stakeholders with different experiences from different countries as well as sharing ideas with others journalists, I have improved my knowledge in regards to agriculture and food security in Africa and how I can contribute to make Africa food secure.”

“The trainings were very intense and my reporting and understanding of issues on agriculture was enhanced. These trainings are very relevant for people who have passion for agriculture and therefore would like to attend another one. When such meetings are regular they help in our everyday reporting, which is good.”

“I benefited through FANRPAN a lot because during the seminar we managed to learn many things and we formed the magazine which helps a lot of Tanzanians.”

“I benefited because I can tell Ammonites about how farming is done in Southern Africa.”

“I got valuable lessons in writing about agricultural issues. The quality of presentations and ready availability of news sources was particularly encouraging.”

Box 6 Continued

“Ever since I participated, I started to have a better understanding of what is expected of the media in pushing forward the FANRPAN agenda by disseminating the appropriate information that will upscale the good work in agriculture. Furthermore, I now clearly understand the FANRPAN policies which aim to see a Green Revolution in the African continent become a reality. Policies like the seed harmonisation policies and CAADP are some of those policies or programmes that have to be pushed to accomplish the mission of increased agricultural production for attaining a food secure status and wealth accumulation.”

Most examples from Box 6 indicate that the impact of the media training workshops was largely related to capacity building and skills development. Beneficiaries also indicated that the workshops increased their understanding of FANR issues and technical concepts, as well as provided networking with other journalists and increased their understanding of the work of FANRPAN.

Respondents listed the following skills that they have acquired from the training workshops: (i) reporting skills, (ii) writing skills, (iii) news gathering, (iv) research skills, (v) skills to understand, translate and diffuse scientific language into layman terms, (vi) communication skills, (vii) time management, (viii) analysing information, (ix) interviewing, (x) meeting deadlines, (xi) accuracy, and (xii) using social networks to interact and disseminate information (note: respondents mentioned other examples but only the most common ones are listed here).

Box 7 lists specific examples mentioned by respondents of how they are applying their newly acquired skills. Several indicated that they are writing more articles or stories on FANR issues, including on climate change, seed harmonisation, CAADP, and youth and agriculture. One respondent indicated that they have started their own media company using the skills that they acquired in the training workshops. Others have used the skills in training activities; e.g. one has been invited by other organisations to train their staff. This suggests that the training workshops have not only had a direct impact on participants but also on non-participants.

“I benefited because I can tell Ammonites about how farming is done in Southern Africa.”

Box 7

How are you applying the skills acquired in your work setting?

"Have used the skills throughout my work and have also shared it with my workmates as well as other journalists through other platforms such as conferences, social media and dialogues."

"By writing more stories on FANR issues. Right now I'm working on a seed security issue following the training in Namibia on how seed insecurity was a hindrance to food security in Africa."

"I belong to an association of agriculture writers and another one that deals with climate change. In all of these I am able to submit reports which highlight how far Malawi has gone in reporting. In my newsroom, we also make presentations regarding FANR issues. Most important, I write stories and features on a weekly basis."

"After the training I felt well equipped with skills to report on the sector and disseminate info. Today I give priority to agriculture related stories over politics and other beats. Encouraging fellow journalist in my news room to take interest in reporting on food security matters and agriculture."

"Have reported on some of these conferences. I also started my own media company focusing on the issues that I learnt from these training."

"It is by ensuring that my time is well managed and properly planned, and effective utilisation of available of resources at my working area."

"By writing documentaries and features concerning better ways of preserving seed to my community, and on how youth will benefit through agriculture to overcome the problem of unemployment."

"I have been writing news articles and features about agriculture and food security issues and have published them in Tanzanian Government owned newspapers, Daily News (English) and Habarileo (Kiswahili). The articles can also be found in online editions of the newspapers (www.habarileo.co.tz and www.dailynews.co.tz)."

"I am now an expert in issues of agriculture in my country and some organizations have started inviting me to train their staff."

"I normally teach other people how to apply the skill I acquired."

"Training that helped me in educating the public about the effects of climate change, especially the impact of disappearing wetlands and water sources."

"They are very important and useful to me, especially when I want to interview experts whose contacts I obtained from the meeting."

"I regularly participate in FANRPAN country projects like the seed harmonisation and CAADP projects and do report objectively on the topics. Through my writing, I advocate for the support of farmers by government and financial institutions so that they can solicit funding in the form of grants or loans. This assists them to easily buy farming inputs and have easy access to markets."

The in-depth study has validated the quick scan finding that the media training workshops increased the understanding of direct beneficiaries of FANR issues, created more awareness of the work and mandate of FANRPAN, and increased interaction between FANRPAN and the media professionals.

- 100% felt that the workshop had increased their understanding of and/or stimulated their interest in FANR topics.
- 86% indicated that they have a better understanding of the role and work of FANRPAN and 14% felt that their understanding has only improved to some extent. Box 8 highlights some of the comments made by participants on their understanding of FANRPAN.
- 100% indicated that they now interact more regularly with the FANRPAN Node in their country. Some stated that they have written stories, features or publications following their engagements with the Nodes. For example, one visited agricultural farms and cultivation areas, as well as participated in their production activities, and produced publications on them. Another revealed that the Node is an NGO umbrella body and not always able to engage with them “on what is going on in FANRPAN.” Three respondents specifically referred to their engagements with ERSF. The Node in Kenya was described as “interesting and cooperative.”

Box 8

Comments on the understanding of beneficiaries of the role and work of FANRPAN

“At first I thought it was a complicated organisation dealing with complicated issues. Now I feel it is a simple organisation trying to simplify complicated issues.”

“I believe I do. I know FANRPAN’s mission, what they advocate for and their role in the African continent.”

“Today I can confidently talk about what FANRPAN does, especially the mandate to formulate policies that foster agriculture development in Africa. This is something I couldn’t do prior to attending the workshop.”

“I had a great opportunity to share and gain from your resource persons on climate change, seeds and CAADP. Thus Kilimo kwanza was policy geared to this end.”

“FANRPAN’s role of promoting food security is very clear, but the organisation needs to find ways to engage Africans who speak Kiswahili and cannot understand English so it is very difficult for them to know not only what FANRPAN is doing and how they benefit from the programs and projects. Kiswahili is among the official languages of African Union.”

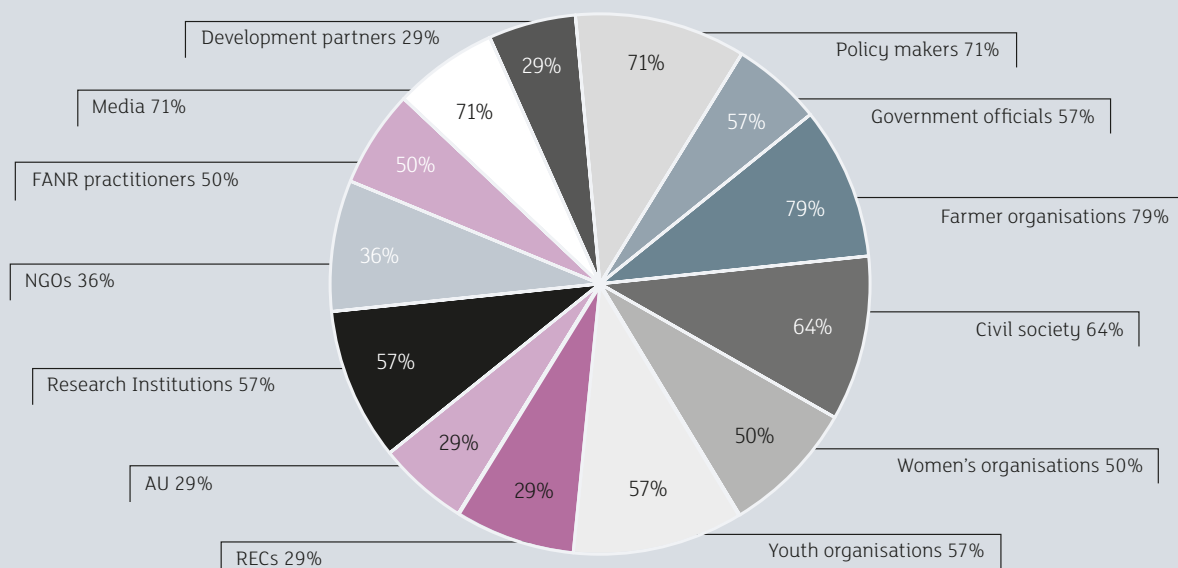
“I have a better understanding of the role of FANRPAN than before and understanding its purposes in the continent, as it talks on how African can feed itself.”

Following the workshops, direct beneficiaries have made good use of FANRPAN’s website and social media tools:

- 79% follow FANRPAN’s activities and access its website more often since their participation in the workshop, 14% access it to some extent more and 7% do not access it more. It is not clear if the 7% access it at all or if the frequency of their visits has remained unchanged. Box 9 highlights comments on their website use. Overall, most access the website as a source of information on FANR issues. Some indicated that poor interconnectivity and high internet costs limit their ability to use the website.

- 73% indicated that since the workshops they have followed FANRPAN on Facebook, 73% follow FANRPAN on Twitter and 36% follow the blog. Some stated that they are regular followers on Twitter, have used FANRPAN’s tweets and also tweeted during the Regional Policy Dialogue(s) to engage with a larger audience on FANR issues. One said that social media tools were “very good sources of agricultural information, events and news.” One indicated that their use of social media tools was hampered by an unreliable internet connection.

Figure 21: Frequency of use of information obtained from FANRPAN in beneficiaries’ engagement with FANR stakeholders



Respondents have used the information provided by FANRPAN in their own engagements with FOs (78.57%), policymakers (71.43%), media (71.43%), and civil society (64.29%). Other sectors include government officials (57.14%), youth organisations (57.14%) and research institutions (57.14%). The beneficiaries used the information least with RECs, the AU and NGOs.

This may be an indication that they have little interaction or limited access to the institutions. It may also be due to the areas that they cover in their work, i.e. more of a national focus. The questionnaire did not seek clarification of this aspect. However, the questionnaire that covered study area three (youth) had a similar finding in terms of the interaction of youth stakeholders with RECs and the AU. FANRPAN could potentially play a role in facilitating interaction between the media, RECs and the AU, e.g. by bringing stakeholders together in regional and national dialogue platforms and by publishing information on the activities of the RECs and AU on its website.

The quick scan exercise found that the workshops impact the ability of participants to report on FANR issues and indirect beneficiaries will be able to draw from reports produced by African journalist on FANR issues in Africa. The in-depth study found evidence to support these initial findings: 77% have filed media reports on FANR issues since the training workshops and only 23% (3 respondents) have not. Box 10 provides an indication of the types of stories filed by direct beneficiaries.

Box 9

Comments by direct beneficiaries about their use of FANRPAN's website since the workshops

"I always find it handy in getting to know the latest information on agriculture, food security, climate change and natural resources."

"It's where I also get my stories."

"I thought journalists who participated in the workshop would get a heads up on FANRPAN activities, newsletters and other communication materials from headquarters through a mailing list. I access the website sometimes but given the schedule of journalists, dropping communication in our email inbox would help enhance access to FANRPAN activities."

"Seen most of their publications, news and updated information about the development of agricultural sector and activities in the region."

"Yes, but not regularly due to access of internet, as internet here is expensive."

"I learn about new developments from the website which again stimulates me on forum."

"FANRPAN website is one of my sources of information in my daily work."

"They are always up to date and useful to my professional work."

"I am living in a country where the telecommunication industry is not liberalised; therefore the internet is not reliable. However, I try to follow activities."

“Beneficiaries were able to use the information provided by FANRPAN in their media reporting.”

It should be noted that these articles are in addition to the coverage generated by articles, news releases, newsletters, and radio and television interviews that were issued and given during the Regional Policy Dialogues.

3.4.5 Impact categories: Why change happened or did not happen?

Using the Impact Categorisation Tool, has shown that impact was evident in the following impact categories: (i) empowerment/political capital, (ii) social capital, (iii) human capital/technical empowerment, and (iv) the environment/sustainable use of resources.

Empowerment/political capital:

Beneficiaries were able to use the information provided by FANRPAN in their media reporting. They gained access to additional sources of information, contacts, new skills and the workshop increased their understanding of FANR issues. They, in turn, have used the information in their engagements with other stakeholders, which is an important to step towards building a critical mass of information and communication conducive to policy change.

- 77% have filed media reports on FANR issues since the training workshops. Only 23% (3 respondents) have not. The workshops have thus impacted on the ability of the participants to report on FANR issues. Indirect beneficiaries will be able to draw from reports produced by African journalist on FANR issues in Africa.

Box 10

Examples of reporting on FANR issue by direct beneficiaries since the training workshops

“I have filed many times and I have continued to report on FANR issues since attending the workshops.”

“Agriculture stories, ICT, agriculture and climate change articles.”

“About Dr Sibanda Majele, address in the USA.”

“Yes, media reports were generated i.e. youth in agriculture. Farmers to be aware of climate changes. Tanzania farmers were able to implement a green revolution and agricultural irrigation. Smallholder farmers can create a secure supply of seeds.”

“I have written a feature article on how the media can advocate for active engagement of the youth in agricultural value chains. I have also written the feature on how climate change is being related to the third world war, and also a feature on CAADP.”

“1. Climate change. 2. Youth in agro-activities 3. CAADP.”

“Kilimo kwanza in Tanzania.”

“Youths key to african agricultural production. Agriculture.com Mobile: http://m.agriculture.com/crops/grain-handling-and-storage/youths-key-to-afric-agricultural_181-ar26360; http://m.agriculture.com/farm-management/how-to-harness-new-media-to-improve_309-ar16978; http://www.agriculture.com/crops/corn/agriculture-key-plk-in-keny-general_136-ar29550..”

- Respondents indicated that they have used the information provided by FANRPAN in their own engagements with FOs (78.57%), policymakers (71.43%), media (71.43%), and civil society (64.29%). Other sectors include government officials (57.14%), youth organisations (57.14%) and research institutions (57.14%).
- Several respondents indicated that they are writing more articles or stories on FANR issues. One revealed that they had started their own media company using the skills that they acquired in the training workshops.

Social capital:

The media training workshops and reports written by the participants contributed to efforts to increase the visibility of FANRPAN. Media professionals have gained a better understanding of FANRPAN's work and have increased their own engagements with FANRPAN Node organisations in their countries.

- 86% indicated that they have a better understanding of the role and work of FANRPAN and 14% felt that their understanding has only improved to some extent.
- 100% stated that they now interact more regularly with the FANRPAN Node in their countries. Some indicated that they have written stories, features or publications following their engagements with the Nodes.

Human capital/technical empowerment:

The media training workshops have contributed towards skills development and capacity building of media professionals. It has increased their understanding of FANR issues and they have used the skills and information in their subsequent reporting on FANR issues.

- 93% (13 out of 14) indicated that they have benefitted from participating in the media training workshops.
- 100% felt that the workshop had increased their understanding of and/or stimulated their interest in FANR topics.
- Respondents revealed that the workshops have contributed towards capacity building and skills development.
- Beneficiaries also indicated that the workshops have increased their understanding of FANR issues and technical concepts, as well as provided for networking with other journalists and increased their understanding of the work of FANRPAN.
- Several indicated that they are writing more articles or stories on FANR issues.
- One has started their own media company using the skills that they acquired in the training workshops.
- Others have used the skills in other training related activities, e.g. one has been invited by other organisations to train their staff. This suggests that the training workshops have not only had a direct impact on participants but also on non-participants.

“Direct beneficiaries have a better understanding of FANR issues and have used this information in their subsequent reporting”

Environment/sustainable use of resources:

Direct beneficiaries have a better understanding of FANR issues and have used this information in their subsequent reporting. FANRPAN secured the accreditation of five journalists to the UNFCCC’s COP17 in Durban. FANRPAN also involved media professionals in its climate change portfolio, and launched a new website page on climate change and a new publication. FANRPAN has been very visible in climate change discussions.

- 100% felt that the workshop has increased their understanding of and/or stimulated their interest in FANR topics.
- 79% follow FANRPAN’s activities and access its website more often since their participation in the workshop, 14% accessed it ‘to some extent’ more and 7% do not access it more.
- 73% indicated that they, since the workshops, have followed FANRPAN on Facebook, 73% follow FANRPAN on Twitter and 36% follow the blog.
- FANRPAN has received acceptance and recognition by the UNFCCC as an observer organisation and it has actively participated in regional and international UNFCCC meetings since COP15. The Network was able to create awareness in African and among UNFCCC meeting participants of the importance of dealing with agriculture in climate change negotiations. It has received endorsements worldwide of the Africa Bio Carbon Initiative -“No Agriculture, No Deal”.
- FANRPAN’s climate change page has become very popular. A total number of 61,953 views per pages loaded were recorded between 13 August 2012 and 13 August 2013.

- Accompanying this website extension is the circulation of a weekly digest that targets a database exceeding 5,000 recipients. Most visits, between 13 August 2012 and 13 August 2013, were from users in South Africa, the UK and the US. Other popular percentages are shared among various European and African countries.
- FANRPAN launched a new quarterly publication (AgriDeal).
- Using social media to disseminate messages and keeping non-participants informed of discussions at Regional Policy Dialogues has been very effective. It has been so successful that FANRPAN decided to use Twitter to rally support for its “No Agriculture, No Deal” campaign using the hash tag #NoAgNoDeal.

Media training and outreach activities have raised the profile of FANRPAN in the region and created greater awareness of African media professionals of its mission and activities. The training workshops have created a group of media professionals who understand and are able to report on regional FANR issues. FANRPAN is able to draw on the expertise of these journalists when discussing ways to improve its own communication and advocacy products. It is also able to utilise them for its outreach activities. The Network’s media outreach activities and articles on strategic agricultural issues have led to an increased recognition of FANRPAN’s ability to act as an important voice when it comes to regional agricultural issues. FANRPAN has increased the number of social media followers and improved its capacity to transform policy analyses and recommendations on key agricultural issues into communication and advocacy products.

3.4.6 Recommendation

CTA and FANRPAN could consider opportunities for partnering on media training workshops. The workshops have impacted skills development and contributed towards capacity building of the trainees. Direct beneficiaries have gained a better understanding of FANR issues, used the information and new skills in their areas of work, filed reports on FANR issues, developed a better understanding of the work of FANRPAN and increased their interaction with national Nodes.

FANRPAN should continue with efforts to use social media and its website for its communication and advocacy work. Social media and the FANRPAN website are effective tools for the dissemination of FANR information and are accessed by media professionals for FANR information. Direct beneficiaries access the website more often now than they did prior to their participation in the training workshops. They also follow FANRPAN more regularly on Facebook and Twitter. FANRPAN's blogs are not accessed as often as the two other social media tools.

FANRPAN could contribute to efforts to increase interaction between media professionals and policymakers at national, regional and international levels through its policy platforms and training workshops. Direct beneficiaries indicated that they mostly use the information provided by FANRPAN in their own engagements with FOs, followed by policymakers, media, and civil society. They used the information least in their engagements with RECs, the AU and NGOs. This shows that media professionals are valuable partners in FANRPAN's goal to create a critical mass of information and communication conducive to policy change and they already have some access to policymakers. It also suggests that the level of interaction between media professionals and RECs/AU could be improved. The following options could be considered: (i) Include representatives from the RECs and AU in future training sessions. (ii) Dedicate a session in every workshop to discussing regional and continental initiatives and sources of information. (iii) Co-host a regional training workshop with the RECs or AU.



3.5 STUDY AREA 3: Youth engagement activities

3.5.1 Reason for selecting the study area

The study area deals with an issue that both FANRPAN and CTA, individually and collectively, have been engaged with for several years and will continue to focus on in the foreseeable future. FANRPAN and CTA in 2011 considered embarking on a multi-year project and CTA provided funding for approximately 19 months (August 2011 - February 2013). The quick scan exercise found that CTA funded outputs attained most of the expected results and yielded benefits for FANRPAN and direct beneficiaries. The in-depth study has found further evidence of the impact or change brought about as a result of FANRPAN's youth engagement activities.

Increasing the engagement of the youth in agriculture remains an important question that ACP countries are grappling with. Agriculture in most ACP countries is suffering an aging problem. Efforts to rejuvenate the sector are handicapped by a scarcity of information on the drivers of the problem and poor interfaces between on-the-ground efforts and policy making processes. FANRPAN has undertaken several measures, some of which were supported by CTA, to mainstream the debate on youth and agriculture. It will continue to focus on youth and agricultural policy related issues in the short to medium-term. It was thus felt that a further in-depth evaluation of the youth engagement activities supported by CTA would provide FANRPAN with valuable lessons for its future activities.

3.5.2 Baseline situation

At the time of launching CTA funded activities, holistic "youth and agriculture" policies were viewed as emerging policies in Southern Africa, which meant that the need for such policies has been recognised but the policy cycle has not been initiated. At continental and regional levels, a number of youth arrangements and initiatives were launched by the AU and SADC. Many African countries have established National Youth Councils. However, it was felt that there were few specific arrangements that explicitly dealt with coherent policies to attract the youth to agriculture. The nexus between youth and agriculture was only partially developed and translated into public policies at national, regional and continental levels. This was partly due to a scarcity of information on the drivers of the problem, as well as poor interfaces between on-the-ground efforts and policy making processes.

Prior to the implementation of CTA funded activities starting from August 2011, FANRPAN did not have a dedicated youth programme or a programme officer specifically assigned to deal with youth related issues. FANRPAN had, however, been advocating for the need to actively involve the youth in agricultural value chains and policy discussions but its youth engagement activities were one element of its broader mandate and not a standalone programme. FANRPAN, from 2011 onwards, started bringing stakeholders, including youth organisations and representatives, together in national and regional dialogues to consider best practices and identify policy options on issues specifically related to youth and agriculture.

In terms of the beneficiaries, there was limited space for quality engagement of key stakeholders, especially the youth in Agricultural Research and Development (ARD) policy dialogues. A limited capacity for policy communications and insufficient understanding by the media of policies affecting youth in agriculture existed. Rural and urban youth had a negative image of agriculture. There was little baseline information available on youth policies and initiatives in Southern African countries.

FANRPAN felt that it could contribute to the development of key elements of a holistic youth and agriculture policy framework for South African by sharing knowledge with stakeholders, raising awareness in the media, undertaking case studies in countries and increasing interaction between stakeholders on youth issues. It contracted young people to undertake the case studies and involved young people in the outputs.

Figure 22: Logical framework - youth engagement activities

Outputs/deliverables	Outcomes at the organisational Level	Outcomes for direct beneficiaries
<p>(i) Compile and disseminate six country case studies (Malawi, Mauritius, South Africa, Swaziland, Tanzania and Zimbabwe).</p> <p>(ii) Involve young people in conducting the case studies.</p> <p>(iii) Hold national dialogues in six countries.</p> <p>(iv) Hold two Regional Policy Dialogues (Swaziland in 2011 and Tanzania in 2012).</p> <p>(v) Case studies and a synthesis report were validated by dialogue participants.</p> <p>(vi) Participants adopted resolutions for regional and national action and advocacy notes for policymakers.</p> <p>(vii) Produced and disseminated three policy briefs and three newsletters on youth issues.</p>	<p>(i) Improved understanding of the perceptions held by the youth of agriculture; existing youth policies; existing institutions for engaging the youth; opportunities for streamlining youth in agriculture; and key drivers in youth and agriculture policies in the six countries.</p> <p>(ii) Strengthened FANRPAN's policy engagements on the findings of the case study and synthesis reports.</p> <p>(iii) Strengthened FANRPAN's profile as a knowledge and research network on issues related to youth and agriculture.</p> <p>(iv) FANRPAN was able to engage youth involved in agriculture in their familiar space (on-line forum).</p> <p>(v) Improved FANRPAN's access to inputs from young people, youth organisations and other interested parties.</p> <p>(vi) Improved FANRPAN's ability to contribute to more relevant and conducive youth and agriculture policies.</p>	<p>(i) Provided baseline data on the type of public policies and initiatives that were available on youth in SADC member countries' agricultural sector.</p> <p>(ii) Able to use validated reports in their advocacy engagements on ways to engage the youth in agriculture.</p> <p>(iii) Strengthen their arguments in favour of policy improvements when dealing with other stakeholders and policymakers.</p> <p>(iv) Young people and other interested parties were able to use the forum as a platform to voice their opinions, interact and debate issues related to youth and agriculture.</p> <p>(v) Increased access by youth to FANRPAN evidence-based information and generated more interest among youth to be part of policy discussions.</p> <p>(vi) Publications raised awareness in the region of issues facing youth in agriculture and other key messages from various FANRPAN project activities.</p> <p>(vii) Able to utilise research findings and evidence-based information in research and advocacy work.</p>

“Interviews with FANRPAN staff have supported the initial quick scan findings.”

3.5.3 Change or impact resulting from intervention

The quick scan exercise identified several outputs (deliverables) and outcomes at the level of the organisation and direct beneficiaries (Figure 16). The in-depth study collected data to check the initial findings and focused largely on impacts for direct beneficiaries.

The questionnaire and additional literature review found supporting evidence for the initial findings highlighted in the quick scan exercise. For example, participants identified the following main impacts resulting from their participation in Regional Policy Dialogues: (i) networking, (ii) increased understanding of youth and agricultural related issues, (iii) knowledge sharing, (iv) they used the information in their policy engagements, (v) increased their contact base, and (vi) increased their understanding of FANRPAN’s work.

Interviews with FANRPAN staff have supported the initial quick scan findings. Staff indicated that they have a better understanding of current and emerging youth policies and initiatives in the agricultural sectors of the case study countries. The Regional Policy Dialogue discussions on the case studies have contributed to internal strategic discussions on how FANRPAN should engage with youth policy issues in the future. It has enabled staff to make better informed decisions and strengthened FANRPAN’s profile as a knowledge and research network on issues related to youth and agriculture.

FANRPAN now has a dedicated programme officer dealing with its youth programme and has launched and completed several youth-related outputs in 2013. Some of them have built on the outcomes of activities that were supported by CTA in 2011 and 2012. For example, FANRPAN held National Youth Policy Dialogues in Malawi, Mauritius, Swaziland, Tanzania and Zimbabwe in 2013. The dialogues were supported by other development partners, such as USAID, and focused on the findings of the case studies and ways to mainstream youth issues in agricultural policies and practices at national levels. This has illustrated the sustainability and continued usefulness of activities that were previously supported by CTA.

The in-depth study identified networking, knowledge sharing, increasing their contact base, raising awareness of youth related issues, supporting their advocacy engagements, increasing their understanding of youth related issues, and enabling them to engage with youth organisations and FOs as the main impacts for, or benefits derived by, direct beneficiaries from CTA supported activities in this study area.

Youth engagement activities brought about change in the following categories of impact: (i) empowerment/political capital; (ii) social capital; and (iii) human capital/technical empowerment. The evaluation shows that the impact on beneficiaries of CTA funded activities was largely in line with the original objective and purpose outlined in the original project documents. For example, to mainstream the debate on youth and agriculture, increase access to knowledge on youth and agriculture, improve understanding of the policies, and enhance capacity for policy communication.

3.5.4 Results

A questionnaire dealing specifically with youth engagement activities was circulated to a diverse sample group. Ten stakeholders completed the questionnaire. Respondents were based in various countries in Southern Africa, were male and female, and were from different FANR sectors. The activities largely targeted youth organisations and the respondents, therefore, were mainly youth representatives from youth organisations and Node hosting organisations. The sample group is involved in a cross-section of youth related activities of which the following were listed: livelihoods; technology for agriculture; pre-practical professional education; agricultural development and outreach; vocational training; leadership and entrepreneurship training; advocacy and fundraising; social mobilisation (grass root level); ICT for development (Web 2.0); and media and communication technology policies.

The activities covered in the questionnaire were: (i) the 2011 and 2012 Regional Policy Dialogues, (ii) newsletters and policy briefs dealing with youth and agriculture, and (iii) on-line forum and social media tools. It should be noted that the questionnaires for the other two study areas dealt with Regional Policy Dialogues, newsletters and policy briefs (study area one), and media training outputs (study area two), which include activities covered in study area three. The latter two questionnaires were circulated to different sample groups. The findings are discussed in more detail in sections 6 and 7. However, it is difficult to separate the activities and their impacts.

The discussion below consequently will discuss some of these activities, as they relate to youth engagement specifically and from the perspective of beneficiaries of the youth engagement activities.

In addition, evaluation reports from the 2011 and 2012 Regional Policy Dialogues, CTA/ FANRPAN contracts and project reports, and reports from the National Youth Policy Dialogues that were held in 2013 in five of the six case study countries were considered. Feedback from 64 (out of 225 delegates) and 268 (from 253 delegates and 15 day visitors) evaluation reports were captured following the 2011 and 2012 Regional Policy Dialogues, respectively.

Usefulness of information provided by FANRPAN on youth related issues:

The questionnaire contained three quantitative question sets testing the assumptions that: (i) CTA supported outputs have increased awareness of FANRPAN's youth related work, and (ii) beneficiaries are able to use the information in their work and advocacy engagements.

Facebook (80%), the FANRPAN website (70%), Twitter (60%) and Regional Policy Dialogues (60%) were most effective in increasing the understanding of the respondents of FANRPAN's work and role in engaging the youth in agriculture. Policy briefs (50%), newsletters (30%), media reporting (30%) and blogs (10%) were less effective.

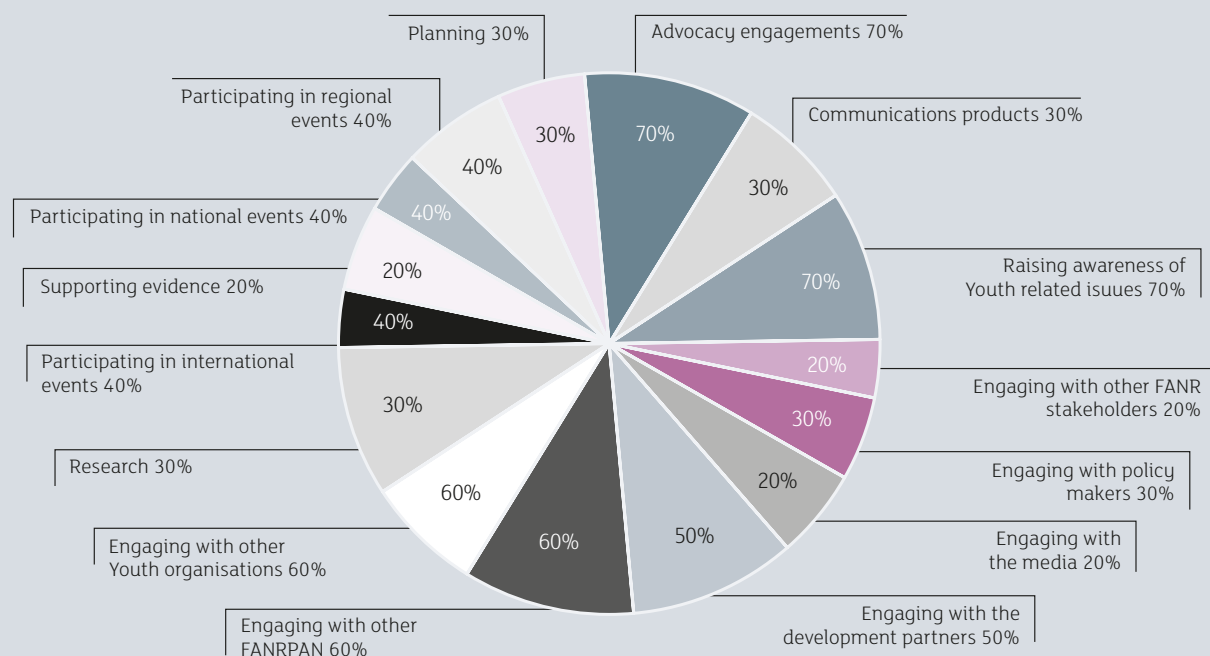
Respondents overwhelmingly used the youth related information provided by FANRPAN in their engagements with other youth organisations (90%), FOs (70%), and civil society (50%).

Interaction between FOs and youth stakeholders based on FANRPAN's information was encouraging, as it was one of the challenges identified in some of the country case studies. In comparison, government officials and policymakers were rated low (40%), which may suggest difficulties in accessing them. It may also be due to the nature of the work of the respondents. Women's organisations, development partners, and NGOs were rated at 40%. Information was used less in engagements with research institutions (30%), the media (30%) and other FANR practitioners (20%). Respondents indicated that they have used the information least in their engagements with RECs (10%) and slightly more in engaging with the AU (30%).

These findings correlate with responses received to a follow-up question on how they have used the information, outlined in Figure 17.

Respondents indicated that they have mostly used the information for the objective of undertaking advocacy and raising awareness, followed by engaging with other youth organisations, FANRPAN and development partners (Figure 17). The information was used least in support of evidence, which correlates with the responses indicating that the information was used to a limited extent in their own research, and to engage with the media and other FANR stakeholders. This may again be a reflection of the nature of the work of respondents.

Figure 23: Respondents answers to the question 'have you used the youth and agricultural related information provided by FANRPAN for one or more of the following objectives?'



Regional Policy Dialogues held in Swaziland (2011) and Tanzania (2012):

An equal number of the sample group (70%) participated in the 2011 and the 2012 Regional Policy Dialogues, respectively, which indicates that the sample group included repeat participants. Repeat participants have been identified as an indicator of impact or change, as it suggests that they only participate in follow-up dialogues if they benefitted from participating in earlier ones (see Annex 1 for the template). Ninety percent indicated that they have benefitted from attending the dialogues and 10% felt that they benefitted somewhat. These quantitative ratings were tested with two sets of qualitative follow-up questions. In response to the first set of questions, respondents listed examples of how they have benefited from participating in the two Regional Policy Dialogues dealing with youth engagement issues (see Box 11). Most of the examples indicated the impact was largely in the areas of networking, knowledge sharing, learning and increasing their understanding of youth and agriculture related issues. This assessment is supported by responses to the second set of questions, as seen in Figure 18.

Box 11

Specific examples listed by respondents of how they have benefitted from participating in the Regional Policy Dialogues:

“Learning best practices from youth in other countries.”

“It gave me an opportunity to be more conversant of Regional Policy Dialogue related issues as well as increase networking and knowledge sharing with other partners.”

“I got different positive perspectives on the way young people engage with and understand their role in agriculture, and the niches they can create for themselves along agricultural value chains.”

“By learning how youth engagement in agriculture can be enhanced and by meeting various stakeholders involved in this theme.”

“I became one of the six consultants contracted for the South African Youth case study and went on to attend almost all FANRPAN Policy Dialogues and follow FANRPAN activities in social media platforms, opening up more opportunities for me and my organisation.”

“Increased understanding of youth in agriculture and the challenges faced by young farmers in terms of markets and seed grants. Greater involvement of governments in subsidising youth in agriculture and enacting enabling policies.”

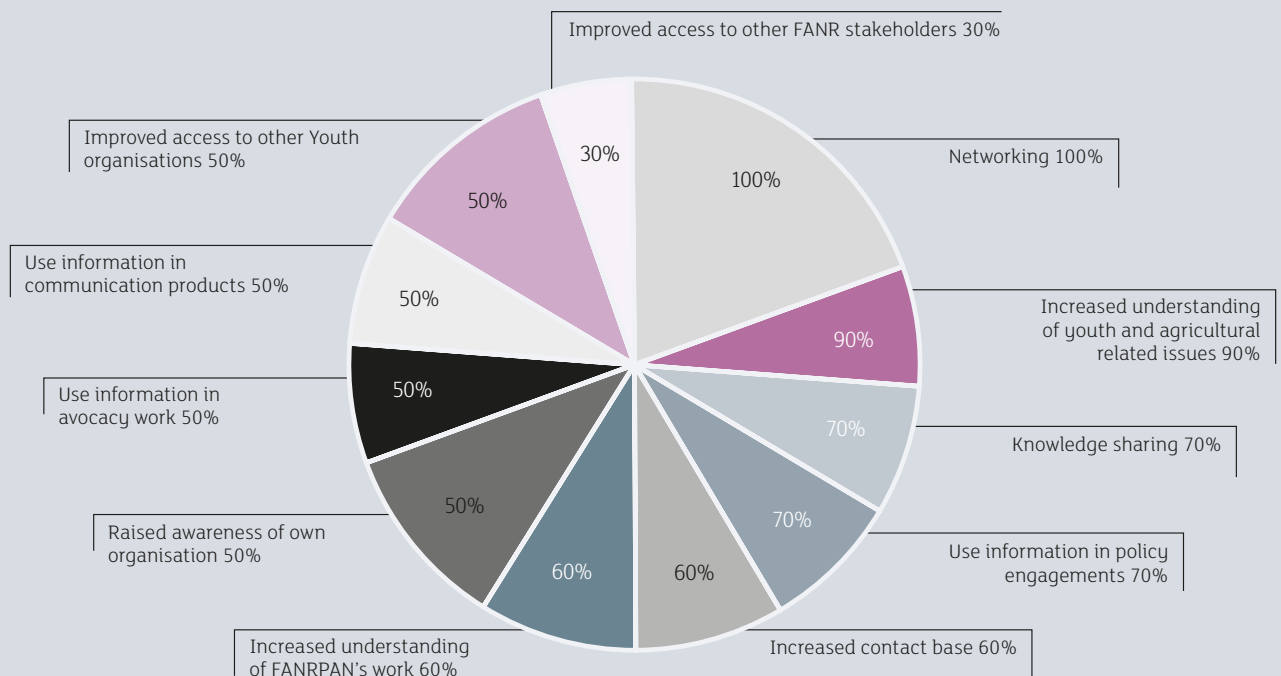
Box 11 Continued

“Attending the Regional Dialogue in 2011 was my first exposure to policy processes in agriculture and made me aware of the lack of youth involvement in policy planning and implementation. Having the opportunity to work on the Mauritius case study was an opportunity for me to know about issues in my own country and share the results through the social media campaign we had.”

“Very relevant for me especially now that I am attached to the policies, markets and ICTs program at CTA.”

In the second set of qualitative questions, respondents identified the following main impacts or benefits that they derived from participating in the Regional Policy Dialogues: networking (100%), increased understanding of youth and agricultural related issues (90%), knowledge sharing (70%), used information in their policy engagements (70%), increased their contact base (60%) and increased their understanding of FANRPAN’s work (60%). Respondents were able to identify more than one outcome. Please see Figure 18 for the complete list.

Figure 24: Outcomes for direct beneficiaries resulting from their participation in FANRPAN Regional Policy Dialogues in 2011 and 2012



Fewer participants felt that their participation enabled them to improve access to other FANR stakeholders (30%) than to other youth organisations (50%). It may have been due to the fact that the sample group were largely from youth organisations or representatives who may have focused more on engaging with other youth organisations or representatives than on engaging with other FANR stakeholders. More respondents used the information in their policy engagements (70%) than they did in their communication products (50%) and advocacy work (50%). It may be due to the nature of their work but the questionnaire did not elaborate on this aspect.

The evaluation reports completed by participant at the 2011 and 2012 Regional Policy Dialogues support the assessment that most participants were satisfied with the dialogues and found them useful. Eighty-five percent rated the 2011 Regional Policy Dialogue as useful and 94% indicated that they would recommend that other people attend the 2012 dialogue, while 91% indicated that they were planning on attending the next dialogue.

Overall, 43% rated the 2012 Regional Policy Dialogue as satisfactory (score of 4), 24% as excellent (score of 5), 22% as satisfactory (with room for improvement), 10% as less satisfactory and 2% as unsatisfactory. When aggregating the scores to high (ranging from scores 3 to 5) and low (ranging from scores 1 to 2), 88% were satisfied.

The 2011 evaluation reports found that 71% felt that the Regional Policy Dialogue is a good platform for networking (rating it as “strongly agreed”).

“Following the case study I conducted on youth and agriculture policies, I have been invited by FARA for their regional youth workshop on CAADP implementation in May 2013 to share experiences. Since the case study is also online, I have been contacted by several people (some researchers, students, etc.) to get more information on youth and agriculture in Mauritius and the region. My involvement with FANRPAN and agriculture and youth policies has also enabled me to attend and participate at the High Level Meeting on Food Security at the African Union in June 2013. These experiences have been very enriching for my personal and professional development.”

Other benefits to participants included the provision of new ideas on youth and agriculture (56% strongly agreed, 36% agreed and 8% disagreed) and showcasing of effective best practices (47% strongly agreed, 41 agreed and 12% disagreed).

Case studies:

At the Swaziland Regional Policy Dialogue, 42% were satisfied with presentations on the youth case studies (based on the evaluation report), 23% were satisfied but felt that there was room for improvement, 21% felt that the presentations were excellent and 14% found them less than satisfactory.

Eighty percent indicated that they have accessed and used the information contained in the country case studies on youth and agricultural policies.

“Reports captured the discussions on the case study findings and comments of participants.”

One of the respondents, who was involved in conducting one of the case studies, stated that it has impacted his work and increased his exposure (see text box). This supports the initial finding that working on the case studies contributed to capacity building of the youth consultants.

Respondents also indicated that they have used and/or shared the information with other stakeholders. The case studies have increased their understanding of youth and agricultural related issues, enabled them to better understand the dynamics that shape policies and perspectives in different African countries, as well as understand the situation in other countries. The individual responses and examples provided by participants are listed in Box 12. It should be noted that the information was also useful to respondents who were not based in either one of the six case study countries and thus not classified as a direct beneficiary. This is an indication of the usefulness of the case studies to both direct and indirect beneficiaries.

In 2013, FANRPAN co-hosted and participated in National Youth Policy Dialogues in Malawi, Mauritius, Swaziland, Tanzania and Zimbabwe. The dialogues deliberated on the findings of the CTA supported case studies and national youth policies in the two countries. The dialogues were attended by government representatives, development partners, youth representatives, and FANR stakeholders. Reports captured the discussions on the case study findings and comments of participants. Participants indicated that the case studies were useful sources of references, provided important baseline information, and they would use them in their work and policy engagements.

Box 12

Responses to the question: “How did you use the information?”

“In holding the Zimbabwe Youth in Agriculture Policy Workshop held in Zimbabwe on the 26th of April. It was particularly helpful in understanding the different dynamics that shape the perspectives and policies that shape agriculture in the different African countries in which the studies were undertaken.”

“By sharing and learning from what is seen elsewhere.”

“I share it with my network (Burkinatic).”

“Assisting young people to engage meaningfully in agriculture.”

“I have read all the other case studies during the social media campaign. It helped me understand the situation in the other countries and disseminate the information.”

“I used it to compare what goes on in the various countries with regard to youth and agriculture and felt that a similar study would be so relevant in Uganda where agriculture is the biggest source of livelihood and because Uganda has the most youthful population in Africa.”

For example, the National Dialogue in Tanzania identified concrete actions to support the implementation of each of the case study's recommendations (see Box 13). This supports the quick scan findings that the case studied were useful tools for framing deliberations at national levels on youth and agricultural related policies and practices, as well as for involving youth stakeholders in the discussions.

Participants, including national government representatives, recognised and appreciated the role of FANRPAN in promoting the mainstreaming of youth in agricultural policies. For example, the Minister of Youth, Culture and Sports Affairs of Swaziland, commended FANRPAN for taking the role in ensuring that youth participate in the development of agricultural policies and activities. At the Dialogue in Tanzania, the Executive Director of the Economic and Social Research Foundation (ESRF) congratulated FANRPAN for its various initiatives that target youth empowerment and engagement in agriculture. The Tanzanian Minister of Information, Youth, Culture and Sports thanked FANRPAN for bringing local stakeholders together engaging with them on the role of youth in agriculture. Participants at the Zimbabwe National Dialogue recommended that FANRPAN should hold more youth dialogues at national and regional levels. They felt that the FANRPAN dialogues create a “conductive networking system among the youths in southern Africa region.”

Box 13

Concrete recommendations made by participants in response to the case study recommendation on land reform:

- Harmonise the land allocation system at the village, district and national level to reduce contradictions and conflicts.
- Empower the youth to participate in District Land and Housing Tribunals in order to ensure the final decisions reflect their needs and create more opportunities for them to engage in the agriculture sector.
- Educate the Ten-Cell leaders about the Tanzanian land laws in order to facilitate their role as ad hoc arbitrators in land disputes.
- Encourage and support youth mobilisation towards having access to land for agriculture through village councils.
- Government should provide some unproductive national farms to the youth to enable their engagement in profitable commercial farming.
- Government should formulate a policy on land banks to encourage and support youth investment in agriculture.

“Sixty percent of the questionnaire respondents indicated that they either participated in or followed the on-line forum.”

Following the dialogues, policy briefing notes were prepared and submitted to the relevant Ministries with a view to ensuring that the issues, which were raised in the case studies and at the dialogues, would be incorporated in national policy discussions. Malawi, for example, is in the process of developing national policies on the issue. Reports on the national dialogues were prepared and circulated to stakeholders, including relevant government ministries. In addition, four new case studies on youth and agriculture were launched in 2013 in Angola, Lesotho, Mozambique and Zambia. It is envisaged that this will facilitate a regional approach to youth and agricultural issues. The fact that other development partners are willing to support the activities and that they are continuing beyond the period covered by CTA funding illustrates the sustainability and need for such activities.

Newsletters and policy briefs:

For a more comprehensive assessment of the impact of newsletters and policy briefs on direct beneficiaries, please refer to the discussion in Section 6. The questionnaire on study area three only focussed on a small portion of the overall number of newsletters and policy briefs funded by CTA and other developing partners (six products out of 58).

Eighty percent of questionnaire respondents indicated that they had either received or accessed the FANRPAN newsletters and policy briefs on youth and agricultural issues and 56% had used the information in their area of work. Please see Box 14 below for examples of how they have used the information.

Box 14

Examples of how respondents used information contained in FANRPAN newsletters and policy briefs:

“During the Agri-Hub Tanzania group meeting.”

“Disseminating the newsletters and policy briefs has produced a resoundingly positive response from other youth groups who didn’t have additional/ meaningful information pertaining to their relevant fields. An example is a group of young women from Norton, Zimbabwe, who are successfully running an aquaculture project. Seeing other young people from across the country inspired them to try different techniques and get in touch with like-minded counterparts in other countries.”

“Through lobbying and advocacy, I continue to highlight agri-youth development challenges, opportunities and what could be done to improve the situation to various stakeholders, particularly policymakers. It is almost impossible to advocate for youth in agriculture without reference to the work that FANRPAN has done in the field in this regard.”

“In a presentation for CTA.”

“To quote work and to Tweet.”

22% indicated that they have not used the information (answered “no”) and 22% indicated that they have only used the information to a limited extent (answered “somewhat”).

Forty-four percent indicated that the newsletters and policy briefs increased their understanding of, or stimulated their interest in, youth and agricultural related issues, 44% stated that their understanding increased to some degree and 11% indicated that the publications did not stimulate their interest or increase their understanding of the issues. Based on aggregated measurement levels, the outputs generated a measure of awareness of youth related issues among 88% of respondents.

On-line forum on youth and agricultural policies:

At the 2011 FANRPAN Regional Policy Dialogue, delegates were “Live Tweeting” in an effort to inform other stakeholders, who were not able to attend the dialogue, of discussions. This was a new initiative undertaken by FANRPAN in 2011. Before the start of the dialogue, FANRPAN’s Twitter account had approximately 365 followers. At the end of the Dialogue, the account had 628 followers, an increase of 72% in less than 1 week. FANRPAN also added approximately 850 relevant stakeholders to its follower list (for a total of 1,087 in total). It supports the finding that the on-line forum increased FANRPAN’s profile and stimulated the interest of beneficiaries. In total, approximately 230 Tweets were sent from the FANRPAN account, some of which were re-Tweeted by others. In addition, other dialogue delegates produced Tweets of their own using the hash tag #FANRPAN.

Furthermore, one-on-one social media training workshops were conducted for interested delegates.

The on-line forum rejuvenated the @FANRPAN Tweeter account, facilitated the building of a unified online community for various stakeholders, especially those within Africa, and facilitated the communication of FANRPAN’s communications and advocacy messages by direct beneficiaries or third parties to other FANR stakeholders, especially stakeholders in Africa and beyond. Due to the successful experience, FANRPAN decided to continue to use Twitter to rally support for its “No Agriculture, No Deal” campaign using the hash tag #NoAgNoDeal.

Sixty percent of the questionnaire respondents indicated that they either participated in or followed the on-line forum. One stated that their participation in the on-line forum and use of other social media tools “dramatically improved my social media skills, particularly on Twitter”. Since their participation in the on-line forum, 90% are following FANRPAN on Facebook, 70% on Twitter and 30% on the FANRPAN blog. Qualitatively, respondents indicated that the FANRPAN social media tools were informative and educational. One indicated that it “drives me to want to break new ground in my work.”

“The outputs contributed to professional discourse by increasing the understanding of beneficiaries of youth related issues.”

3.5.5 Why change happened or did not happen?

CTA supported activities brought about change and/or made a difference at the level of the organisation and for direct beneficiaries. Respondents identified networking, knowledge sharing, increasing their contact base, raising awareness of youth related issues, supporting their advocacy engagements, increasing their understanding of youth related issues, and enabling them to engage with youth organisations and FOs as the main impacts or benefits resulting from the CTA supported activities in this study area.

The youth engagement activities brought about change in the following categories of impact:

- (i) Empowerment/political capital;
- (ii) Social capital; and
- (iii) Human capital/technical empowerment.

Empowerment/political capital: The youth case studies and Regional Policy Dialogues increased the understanding of FANRPAN and of the direct beneficiaries of youth issues. Youth stakeholders were able to use the information in advocacy and policy engagements. The in-depth study found the following evidence in support of this assessment:

- Respondents used the youth related information provided by FANRPAN in their engagements with other youth organisations (90%), FOs (70%), and civil society (50%).
- Respondents have mostly used the information provided by FANRPAN’s platforms and communication tools for the objective of undertaking advocacy (70%) and raising awareness of youth related issues (70%).
- Respondents have derived the following empowerment related impacts from participating in the Regional Policy Dialogues: increased understanding of youth and agricultural related issues (90%), knowledge sharing (70%), use information in their policy engagements (70%) and increased their understanding of FANRPAN’s work (60%).
- Respondents have used and/or shared the information contained in the case studies with other stakeholders. The case studies have increased their understanding of youth and agricultural related issues. The information has enabled them to better understand the dynamics that shape policies and perspectives in different African countries, as well as to understand the situation in other countries.
- The newsletters and policy briefs have increased the understanding of, or stimulated the interest of 88% of respondents in youth and agricultural related issues.
- Since their participation in the on-line forum, 90% have been following FANRPAN on Facebook, 70% on Twitter and 30% on the FANRPAN blog. Respondents indicated that the FANRPAN social media tools were informative and educational.

Social capital:

The Regional Policy Dialogues enabled networking and knowledge sharing among participants. FANRPAN involved youth organisations and young people in the Regional Policy Dialogues on youth related issues, the compilation of the case studies, the hosting and participation of National Youth Policy Dialogues, and the on-line forum. The in-depth study identified the following examples in support of this statement:

- Networking scored the highest of all impact categories (100%) when questionnaire respondents were asked to list the benefits or outcomes that they have derived from participating in the Regional Policy Dialogues. Knowledge sharing was listed as the third highest outcome (70%).
- The 2011 evaluation reports found that 71% of delegates felt that the Regional Policy Dialogue is a good platform for networking (rating it as “strongly agreed”).
- The Regional and National Policy Dialogues dealing with youth related issues provided an inclusive forum where youth stakeholders could interact with policymakers and other FANR stakeholders.

Human capital/technical empowerment:

The outputs contributed to professional discourse by increasing the understanding of beneficiaries of youth related issues. They contributed to capacity building. The Regional Policy Dialogues and National Youth Policy Dialogue platforms have contributed to knowledge sharing and improved the understanding of beneficiaries of youth related issues.

Youth organisations and young people have used information in their own advocacy and policy engagements.

- One of the youth stakeholders, commissioned by FANRPAN to undertake one of the country case studies, indicated that the experience had enriched his professional and personal development. He has been invited to participate in regional workshops and AU meetings due to his involvement in the case study, and his work with FANRPAN and in youth and agricultural policies.
- The case studies were effective impact tools. The findings have been discussed in two Regional Policy Dialogues (2011 and 2012). They have informed the resolutions adopted by participants on ways to enhance youth engagement in the agricultural value chain. In 2013, the findings were deliberated in five National Youth Policy Dialogues. Participants indicated that the reports were useful sources of reference, provided important baseline information, and will be used in their work and policy engagements. The case study findings and national and regional dialogue discussions have informed the content of policy advisory notes that were prepared by youth stakeholders and submitted to policymakers.
- The Regional Policy Dialogues contributed to an increased understanding by direct beneficiaries of youth and agricultural related issues. It was the second highest scoring outcome (90%) of the dialogue outcomes listed in the questionnaire.

“Only 30% of respondents indicated that they followed FANRPAN’s blog.”

The use of social media and improvements to the website were effective impact tools. Facebook (80%) followed by the FANRPAN website (70%), Twitter (60%) and Regional Policy Dialogues (60%) were most effective in increasing the understanding of respondents of FANRPAN’s work and role in engaging the youth in agriculture. Policy briefs (50%), newsletters (30%), media reporting (30%) and blogs (10%) were less effective in raising awareness of FANRPAN’s youth related work.

The two Regional Policy Dialogues dealing with youth engagement were also effective in bringing about change. They enabled youth stakeholders to network, increase their understanding of youth and agricultural related issues, enable the sharing of knowledge, provide participants with information that they used in their advocacy work, and increase their contact base and understanding of FANRPAN’s work.

The case studies provided baseline data on the type of public policies and initiatives that were available on youth in SADC member countries’ agricultural sector. Beneficiaries in the six countries were able to use validated reports in their advocacy engagements on ways to engage youth in agriculture. The case studies have informed national and regional policy dialogues among government, youth representatives, CSOs and other regional and national FANR stakeholders.

3.5.6 Recommendation

CTA and FANRPAN should consider continuing with youth engagement activities that CTA funded in the past.

FANRPAN now has a dedicated Youth Programme and staff member overseeing the activities. Youth is a main dimension of the CTA’s mid-term strategy for 2011 – 2015. Other development partners, mainly USAID, have provided support to FANRPAN’s youth portfolio in 2013. For example, USAID supported five National Youth Policy Dialogues held in 2013 to deliberate the findings of the CTA supported case studies and other issues related to youth and agricultural policies and practices. Additional case studies have been launched in four countries. This has shown the usefulness and sustainability of the case studies beyond the period of CTA’s support.

CTA could consider supporting the on-line forum and social media activities targeting youth engagement activities.

FANRPAN started the on-line forum in 2011. It was very successful and popular with dialogue participants and FANRPAN used it as an advocacy and communication tool in 2012 and 2013. FANRPAN was able to engage the youth in a familiar space. It has improved FANRPAN’s access to inputs from youth and access by youth to FANR information. It has raised awareness of FANRPAN’s activities and contributions to youth engagement, as well as increased the number of FANRPAN Twitter followers. Information on FANR issues and dialogue discussions were spread by third parties and not only by FANRPAN.

Facebook, the FANRPAN website, Twitter and Regional Policy Dialogues were most effective in increasing the understanding of respondents of FANRPAN's work and role in engaging youth in agriculture.

FANRPAN could consider tailoring its approach to the target audience that it wants to reach. Youth stakeholders seem to find electronic and social media platforms more useful to follow FANRPAN's work than traditional communication tools, such as newsletters and policy briefs. However, it should be kept in mind that the questionnaire on youth engagement activities only tested a small number of the overall number of newsletters and policy briefs that were circulated during the past 10 years (six out of 58).

FANRPAN could consider creating greater awareness of its blog and social media tools.

Only 30% of respondents indicated that they followed FANRPAN's blog. Some stated that they were not aware of the blog and would appreciate receiving the URL. Respondents indicated that, of all the tools, the blog made the least contribution to their understanding of FANRPAN's work and role in youth related activities (10%).

FANRPAN could consider ways to facilitate access by youth stakeholders to policymakers and RECs.

Respondents overwhelmingly used the youth related information provided by FANRPAN in their engagements with other youth organisations (90%), FOs (70%), and civil society (50%). In comparison, government officials and policymakers were rated low (40%), which may suggest difficulties in accessing them.

It may also be due to the nature of the work of the respondents. Respondents also indicated that they used the information least in their engagements with RECs (10%) and the AU (30%). FANRPAN has a unique ability to bring stakeholders from government and other sectors together in its regional and national policy platforms. Youth stakeholders could utilise these forums to increase their interaction with policymakers, regional and continental actors.

FANRPAN could consider addressing some of the issues listed by respondents in its future youth engagement activities.

Respondents identified the following youth and agriculture related issues or topics that they would like FANRPAN to address: agri-business, young farmers, youth and agri-business entrepreneurship, modern access to youth-conducive financial and technical support, investment opportunities in agriculture, ways to raise youth awareness that agriculture is a profitable business, how to change the perception that youth have of agriculture and make agriculture more attractive, capacity building of youth focused organisations/enterprises, research on factors inhibiting/encouraging culture of agri-entrepreneurship among the youth, access to markets and micro financing, the use of ICTs in agriculture, and equip youth with journalistic skills by organising mini-training at dialogues, sponsoring online training and supporting young journalists to attend the annual dialogues.



CONCLUSION

4

The long-standing relationship between CTA and KENAFF has been beneficial. KENAFF has been able to reach its objectives in establishing an effective and efficient information and communication structure that is able to address the needs of its members.

The partnership increased the Federation's visibility, vibrancy and enabled it to get more partners. The communication structure within the organisation, through RICs and radio programmes, has greatly eased the sharing of information and enhancing service delivery. Members have benefited from ease of access to timely, relevant and credible information, rating the services they received as very good.

The communication publications and RICs have contributed to change as intended, since farmers can access information and are informed about what is happening in agriculture.

It is interesting to note that the flow of information from the RICs and the radio programmes have had similar change effects on individual beneficiaries. The results indicate that the majority of individual beneficiaries were empowered and increased their income and social well being.

The kind of information that was received most from the RICs and radio programmes was about crop management and animal husbandry.

This is an indication that the beneficiaries and members of KENAFF are mostly smallholder farmers whose main interest is basic information about the topical issues. This implies that KENAFF's role is being well played and there is a greater opportunity for growth.

From the study, it was evident that some of KENAFF's branches have created better relationships with radio stations than others, and hence are more active in disseminating relevant information to its members. Good practice should be replicated to ensure all branches are meeting standard practices.

4.1 Analysis and Recommendations

The in-depth study found evidence to verify that FANRPAN has been able to reach the objectives that it originally set out to achieve when it concluded contracts with CTA. The communication publications and platforms have contributed to change. The quick scan exercise found that CTA's support has enabled FANRPAN to grow its network and increase its reach. The Regional Policy Dialogues, publications, improvements to FANRPAN's website, media outreach, on-line forum and youth case studies were useful tools to increase awareness of FANRPAN's activities beyond the SADC region and to establish it as a reference source on FANR, climate change and youth issues. The sample groups were drawn from beneficiaries across Africa and not only from the SADC region where FANRPAN initially started in 2001. They overwhelmingly indicated that they have benefitted from the information disseminated through the website, publications and Regional Policy Dialogues.

The CTA supported outputs have been effective in raising awareness of FANRPAN's role and activities among FANR stakeholders. This is an important impact for the organisation, as it functions as a network at regional and national levels (i.e. a network within networks). Its value to its members depends on how effective it is in providing networking opportunities and in disseminating findings and information that are useful to FANR stakeholders. Good tools for raising awareness or increasing the understanding of beneficiaries of FANRPAN's work were publications (rated as such by more than 90% of respondents), the Regional Policy Dialogues (88%), the website (75%), and media training workshops (86%).

Most participants would have had some prior knowledge of FANRPAN before participating in the events. The publications, however, are disseminated to contacts, distributed at FANRPAN and non-FANRPAN events (such as UNFCCC COP meetings) and through the website. The publications, therefore, are good tools for creating awareness among existing contacts and other FANR stakeholders who may not have had any dealing with FANRPAN before reading the publications.

CTA supported outputs have supported FANRPAN's efforts to implement its mandate and achieve its mission through networking, capacity building and exchanging information. This is in line with FANRPAN's strategic focus. In terms of networking, the Regional Policy Dialogues and media training workshops were rated as good opportunities for networking, knowledge sharing and increasing the contact base of participants. The media training workshop, publications, youth engagement activities, Regional Policy Dialogues and publications were identified as outputs that have contributed towards capacity building and skills development of their respective beneficiaries. The Regional Policy Dialogues, publications and to a lesser extent the media training workshops and youth engagement activities were useful tools for stimulating interaction with policymakers. They were effective in providing information to beneficiaries that they were able to share with other FANR stakeholders, including policymakers.

“The CTA supported outputs have been effective in raising awareness of FANRPAN’s role and activities among FANR stakeholders.”

CTA and FANRPAN may wish to consider ways of collaborating in support of FANRPAN’s annual Regional Policy Dialogues. The annual Regional Policy Dialogues have increased the understanding of beneficiaries of FANR issues, enabled networking and knowledge sharing, and supported capacity building and skills development. The dialogues provide a unique platform for bringing a wide range of stakeholders together to discuss FANR issues of regional importance. Beneficiaries felt that they were able to raise awareness of their organisations, increase their understanding of regional FANR challenges, and use the information in their advocacy and communication work. Beneficiaries were able to use the information in their areas of work, and share the information with other FANR stakeholders, including policymakers. CTA has not supported this output in 2013. FANRPAN was able to continue with the output and hosted a very successful Regional Policy Dialogue in Lesotho. This suggests that the output is sustainable.

CTA and FANRPAN should consider renewing their collaboration in communication outputs. The newsletters and policy briefs have been among FANRPAN’s main outputs since its inception. They have been useful sources of references for beneficiaries, increased beneficiaries’ understanding of FANR issues, and created awareness of FANRPAN and its work. Respondents also used the publications and accessed the website for research purposes, preparing communication products, and in their engagements with government officials, policymakers, FOs and NGOs.

As a policy analysis network, FANRPAN has to be able to communicate its research findings and FANR information to stakeholders. The Network stretches over a large geographical area. The communication outputs thus remain important components of FANRPAN’s work and are crucial for the implementation of its longer-term operational and strategic focus. FANRPAN has not published any newsletters or policy briefs since its contract with CTA ended in early 2013. It has however launched other publications, such as AgriDeal, which has been very successful. FANRPAN and CTA could consider ways of continuing with their collaboration in communication outputs. FANRPAN could consider disseminating its newsletters and policy briefs via electronic means.

FANRPAN should consider creating greater awareness of its blog and social media tools. Only half of the participants in the evaluation of study area one answered the questions related to their use of social media tools. This may suggest that they are either not aware of FANRPAN’s use of the tools or not following FANRPAN on any of them. Across the three study areas, it was found that respondents follow FANRPAN more often on Twitter and Facebook. However, FANRPAN’s blogs are not accessed as often as the two other social media tools by respondents in all three study areas. Some respondents indicated that they were not aware of the blog. While the social media tools are useful for raising awareness of issues, activities and FANRPAN’s work, they are not intended to replace traditional communication products and are used for different purposes.

“FANRPAN is expanding its membership and reach.”

Beneficiaries may therefore benefit from being able to access information through social media and traditional publications. FANRPAN has introduced sessions in some of its recent Regional Policy Dialogues on the use of social media. It has also used on-line forums very effectively in recent dialogues (as seen in study area two and three). While continuing with these activities, it may also wish to consider additional ways of raising awareness of its social media tools.

FANRPAN could consider addressing some of the issues listed by respondents in its future communication activities.

Respondents indicated that their use of the publications and the website is being hindered by the fact that the information is largely available only in English. FANRPAN is expanding its membership and reach. It therefore may wish to consider making its communication tools available in more than one language. In addition, respondents listed the following two areas for improvement: (i) publications did not always take the “full reality” of member countries into account and (ii) publications should be issued more often.

CTA and FANRPAN could consider opportunities for partnering on media training workshops. The workshops have impacted skills development and contributed towards capacity building of the trainees. Direct beneficiaries have gained a better understanding of FANR issues. They have used the information and new skills in their areas of work, and have filed reports on FANR issues. Beneficiaries have developed a better understanding of the work of FANRPAN and increased their interaction with the national Nodes.

FANRPAN could contribute to efforts to increase interaction between youth organisations and/or media professionals, and policymakers at national, regional and international levels through its policy platforms and training workshops.

Direct beneficiaries of the media training workshops indicated that they mostly use the information provided by FANRPAN in their own engagements with FOs, policymakers, media, and civil society. They used the information least in their engagements with RECs, the AU and NGOs. This shows that media professionals are valuable partners in FANRPAN’s goal to create a critical mass of information and communication conducive to policy change and that they already have some access to policymakers. It also suggests that the level of interaction between media professionals and RECs/AU could be improved. The following options for media training could be considered: (i) include representatives from the RECs and AU in future training sessions; (ii) dedicate a session in every workshop to discussing regional and continental initiatives and sources of information; (iii) co-host a regional training workshop with the RECs or AU. Youth representatives, on the other hand, seem to have little interaction with policymakers, RECs and the AU. The Regional Policy Dialogues and national dialogues are valuable tools for increasing access of youth to national policymakers, RECs and the AU.

CTA and FANRPAN could consider ways of collaborating on youth engagement activities. The case studies provided baseline data on the type of public policies and initiatives that were available on youth in SADC member countries’ agricultural sector.

Beneficiaries in the six countries and beyond were able to use validated reports in their advocacy engagements on ways to engage youth in agriculture. The case studies have informed national and regional policy dialogues among governments, youth representatives, CSOs and other regional and national FANR stakeholders. FANRPAN has a dedicated programme officer dealing with its youth programme. It has launched and completed several youth-related outputs in 2013. Some of them have built on the outcomes of activities that were supported by CTA in 2011 and 2012.

For example, FANRPAN held National Youth Policy Dialogues in Malawi, Mauritius, Swaziland, Tanzania and Zimbabwe in 2013. The dialogues were supported by other development partners, such as USAID, and focused on the findings of the case studies and ways to mainstream youth issues in agricultural policies and practices at national levels. This has illustrated the sustainability and continued usefulness of activities that were previously supported by CTA.



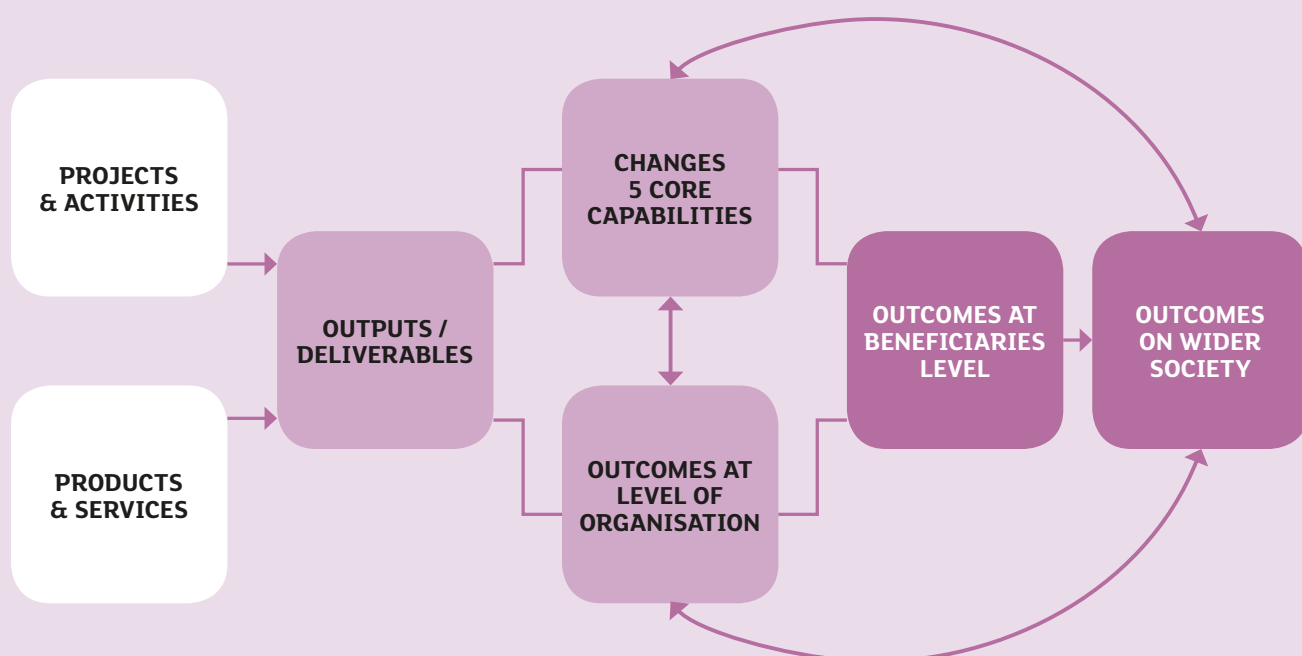
PART B: EXPLANATION OF THE CcIPA MODEL AND PROCESS

(THIS SECTION INCLUDES THE LESSONS LEARNED FROM THE NINE CcIPA STUDIES OF ROUND 1)

Capacity-centred Impact Pathways Analysis (CcIPA) model: design, testing and use through collaborative case studies

Prepared by: Ibrahim Khadar (CTA), Tarikua Woldetsadick (CTA), Jan Brouwers (CDI-WUR) and Eunike Spierings (ECDPM)

The Capacity-centred Impact Pathway Analysis Model





OVERVIEW OF THE CcIPA MODEL

5

5.1 Introduction

In 2012, CTA's Learning, Monitoring and Evaluation (LME) Unit initiated a joint impact study of the Centre's technical and financial support to its long-standing partners, focusing on nine national and regional organisations and networks in Africa (ANAFE, EAFF, FANRPAN, IPACC, KENAFF, RTN and RUFORUM) and the Caribbean region (CaFAN and CARDI).

These organisations and networks cover more than 50 countries and they are as diverse as the countries they cover - some operate as a small secretariat with nodes and members in their various constituencies, while others are large organisations with sub-offices in various countries. Some are university networks while others are farmers' organisations. Their areas of intervention range from ICTs, to forestry education and from research to policy advocacy. The study was limited to collaboration with CTA over the past ten years.

Eighteen months after the study was formally launched in a workshop held at CTA's Headquarters in Wageningen, on 29-30 October 2012¹⁵, this initiative has produced a number of very interesting results that have benefitted the participating institutions, with some of the results, such as the formulation of the CcIPA model itself, likely to be of interest to the wider development community. The other results include: (i) improved understanding of the impact pathways of CTA's and its partners' project interventions, (ii) availability of baseline data for future impact studies, and (iii) strengthened M&E capacities (including CTA's) of the participating organisations. This paper presents the main highlights of this exciting experience.

The next two sections explain the process, starting with the context in which the impact study was conceived and designed, followed by a short description of the different phases of the study, during which the model was formulated and applied. Sections 4 -6 present respectively, the key features of the CcIPA model, some of the immediate benefits of the impact study, and the next steps foreseen in the future development and application of the CcIPA model. Contact details of the experts who contributed to the testing and development of the CcIPA model are listed in Annex 1. These lists are included as an acknowledgement of the fact that, while CTA has provided the technical leadership and financial support for developing CcIPA, the impact study has benefitted extensively from the active involvement of CTA's partners and local M&E experts, as well as advice given by a number of EU-based M&E experts, in particular from three international development centres based in the Netherlands, namely WUR-CDI, ECDPM and MDF.

¹⁵ Consultation on 29-30 October 2012 at CTA's Headquarters in Wageningen, attended by representatives of CTA, ANAFE, KENAFF, FANRPAN, CDI-WUR, ECDPM, MDF and two private/individual consultants.

5.2 Context in which the CcIPA model was designed

Evaluation methodologies are never context-free, even though as they get more accepted there is a tendency to pay less attention to the context in which they are applied. CTA wanted to carry out an impact assessment of the support it has provided to its long-standing partners, using an evaluation methodology that would genuinely promote joint learning. It was in light of this consideration that the LME Unit sought to set up an evaluation exercise that would meet the following requirements:

- (i) centred on the partner organisations/networks rather than focusing exclusively on the interventions, products or services that CTA supported,
- (ii) focused on the impact pathways, rather than only looking for impact, and
- (iii) facilitated collaboration throughout the evaluation exercise – leading to the direct involvement of about thirty participants from Africa, the Caribbean and Europe.
- (iv) mobilised strong internal support from key staff in the participating organisations.

The first requirement poses a serious challenge methodology-wise. Within the development community, the commonly accepted practice in impact assessment is to identify the ‘significant or lasting changes in people’s lives, brought about by a given action or series of action’. Changes in the capacities of the organisations and networks that implement the development actions are not normally considered as impact, which explains why impact studies are usually carried out separately from the evaluation of organisational capacity development.

While a number of authoritative voices in the field of evaluation have subscribed to the view that impact assessment should go beyond programmes and projects, and explore the influences and roles of the implementing organisations, CTA and partners observed during the planning of the impact study that the development community has not yet come up with a satisfactory impact assessment model that fulfils this requirement. It is in order to address this methodological vacuum that CTA brought several partner organisations/networks and M&E specialists together to identify a suitable tool, which subsequently led to CTA spearheading the development of the Capacity-centred Impact Pathway Analysis (CcIPA) model.

The decision to focus on ‘impact pathways’, which is expressed in the second requirement above, is acknowledgement of the complex nature of the change processes that are involved in creating and sustaining development impact. As such, the evaluation framework should take account of the interactions among the key actors (direct and indirect beneficiaries, stakeholders), as well as the complex human and institutional relationships that may have a crucial bearing on how impact occurs.

The next section explains how the third requirement (i.e. regarding communication among the participants) was handled effectively during the implementation of the impact study. Regarding the fourth requirement, effective communication and careful planning and tack were applied, especially within CTA where the LME Unit needed to secure funding for this unconventional study.

5.3 Implementing the impact study through different phases

The joint impact study involved four distinct phases: planning, quick scan, in-depth study and follow-up. The main activities in each phase are listed below (see tables 1a, 1b, 1c and 1d), with an indication of how the responsibilities were shared among the participants (i.e. CTA, partners and consultants).

During the planning phase, CTA and partners recognised the need for an effective implementation strategy that would ensure good communication among the participants as well as their full commitment to the study.

A key element of the strategy was to implement the study in two distinct phases - a quick scan of approximately three months, followed by in-depth studies. It was also agreed that each partner organisation has responsibility for managing their case study, including the selection of an external M&E expert, based locally, who will work with the staff member appointed to serve as the focal point. The external expert brings the technical support while the staff member brings the data and information.

Table 1a: Planning phase

Task	Responsibility
Preparation of draft Terms of reference for the impact study	CTA
Selection of partner organisations and networks	CTA
Negotiation of contracts with EU-based advisers (from CDI-WUR, ECDPM and MDF and UK)	CTA
2-day workshops to discuss methodology and develop road map for impact study (hosted by CTA in Wageningen)	CTA, partners and EU-based advisers
Negotiating roles/responsibilities between CTA and partners	CTA and partners
Selection of focal points within partner organisations	Partners
Preparation of guidelines for the quick scan	CTA and advisers

Table 1b: Quick scan phase

Task	Responsibility
Appointment of local M&E experts	Partners
Backstopping of quick scan methodology through face-to-face meetings, emails, Skype, telephone to guide local teams	CTA/ CDI-WUR/ ECDPM
Mid-term review workshop (Harare, Zimbabwe - June 10-12) to examine the findings of the Quick Scan (hosted by FANRPAN)	CTA, partners and EU-based advisers
Peer reviewing of quick scan reports	CTA/ CDI-WUR/ ECDPM
Revision and finalisations of quick scan reports and PPTs	Partners/ local consultants
Selection of in-depth study topics	Partners
Finalisation of guidelines for the in-depth studies	CTA and CDI-WUR

“The external expert brings the technical support while the staff member brings the data and information.”

Table 1c: In-depth study phase

Task	Responsibility
Preparation of inception notes for carrying out the in-depth studies	Partners/ local consultants
Review of inception notes	CTA
Implementation of in-depth studies (approximately two topics per organisation) and reporting	Partners and local consultants
Peer review and revision of in-depth study reports	CTA and CDI-WUR
Finalisation, peer review and revision of in-depth study reports	Partners and local consultants

Table 1d: Follow-up phase

Task	Responsibility
Dissemination of the findings	All participants
Promoting organisational learning from the impact study	CTA and partners
Further refinement of the methodology.	CTA

Finally all the organisations were consulted at all the stages of the study: the methodology design, definition of scope, scheduling and budgeting, and mid-term progress review.

5.4 The CcIPA model explained¹⁶

CcIPA is a synthesis model based on the premise that the performance and impact of organisations or networks depend to a large extent on the state of their capabilities. The CcIPA model is built around three main conceptual components: the Five Core Capabilities (5 CCs) model, the Logic Model and a framework for categorising impact indicators. Each of these models or framework is adapted to a certain degree to fit into CcIPA, with the logic model undergoing the most far-reaching modification.

a. Conceptualisation of CcIPA

During the planning phase, participants agreed that instead of attempting to construct an entirely new model, the team should draw on the existing array of established evaluation frameworks/models¹⁷. In view of the emphasis on the capabilities of organisations, it was decided that the **5 Core Capabilities (5Cs) model**¹⁸ be given a central place in the CcIPA model. The five core capabilities applied to the impact study can be summarised as followed:

- **Capability to act and commit:** concerns the ability to work properly, including planning, taking decisions and acting on these decisions collectively.
- **Capability to deliver on development objectives:** concerns the organisations' skill to ensure that it is producing what it is established to do.
- **Capability to adapt and self-renew:** concerns the ability of an organisation to learn internally and to adjust to shifting contexts and relevant trends.

- **Capability to relate to external stakeholders:** this is about building and maintaining networks with external actors (including governmental structures, private sector parties, civil society organisations and in the end their constituencies)
- **Capability to achieve coherence:** concerns the strength of an organisations' identity, self-awareness and discipline.

Each of these five categories was further divided into sub-categories referred as domains. A total of fifteen domains were identified, with two or three key questions per domain to help collect the information needed for assessing an organisation's capability.

As already indicated, the participants agreed to complement the 5Cs model by the **Logic model**¹⁹, with the latter being adapted (see Figure 1 below) to reflect the fact that organisations/ networks learn and change as they engage in development processes, which in turn affects their ability to make an impact.

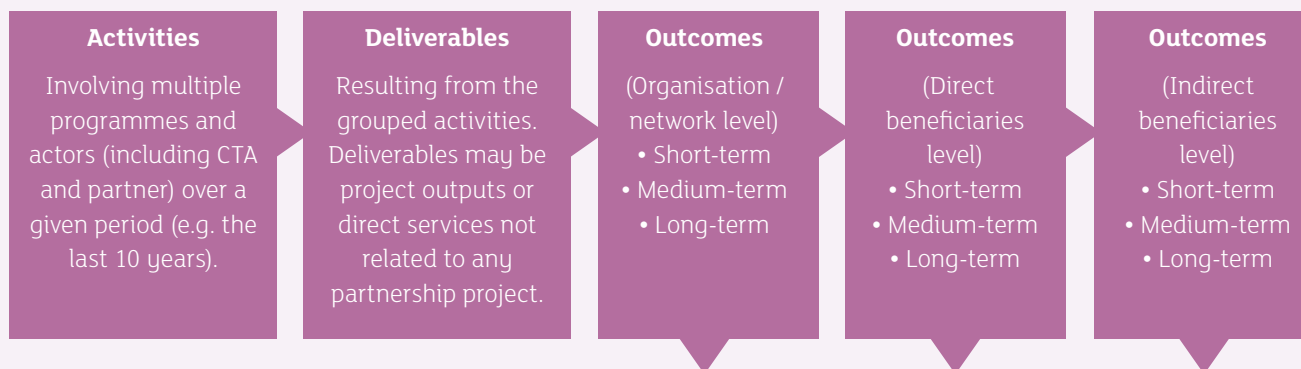
¹⁶ Since the model is described in detail in a 22-page guideline, only the salient points are highlighted in this article.

¹⁷ The following framework considered: logical framework/DAC criteria, theory of change, logic model, 5 Core capabilities, outcome mapping, results-based management and participatory impact pathway analysis.

¹⁸ The 5Cs model was developed by ECDPM and applied in an extensive impact assessment study financed by the Dutch Government in 2009-10.

¹⁹ The logic model was chosen because it is less rigid than logical framework and better suited to evaluation exercise.

Figure 1: Logic Model adapted for the CcIPA framework



Categories of impact

Categories of Impact (Fixed)	Dimension of Impact (not fixed, not exhaustive)	Description of Impact (not fixed, not exhaustive)	Questions
Wealth/Capital	Income	Increased Revenue for farmers	Why? What for? Why not?
Political empowerment	Policy	New policy adopted	For whom? Unplanned? Etc...
Human/Technical Empowerment	New skills	Use of new ICT tools	
Social capital	Network	New organisations joined	
Natural/Environment	Climate Change	New measures taken to mitigate changes	

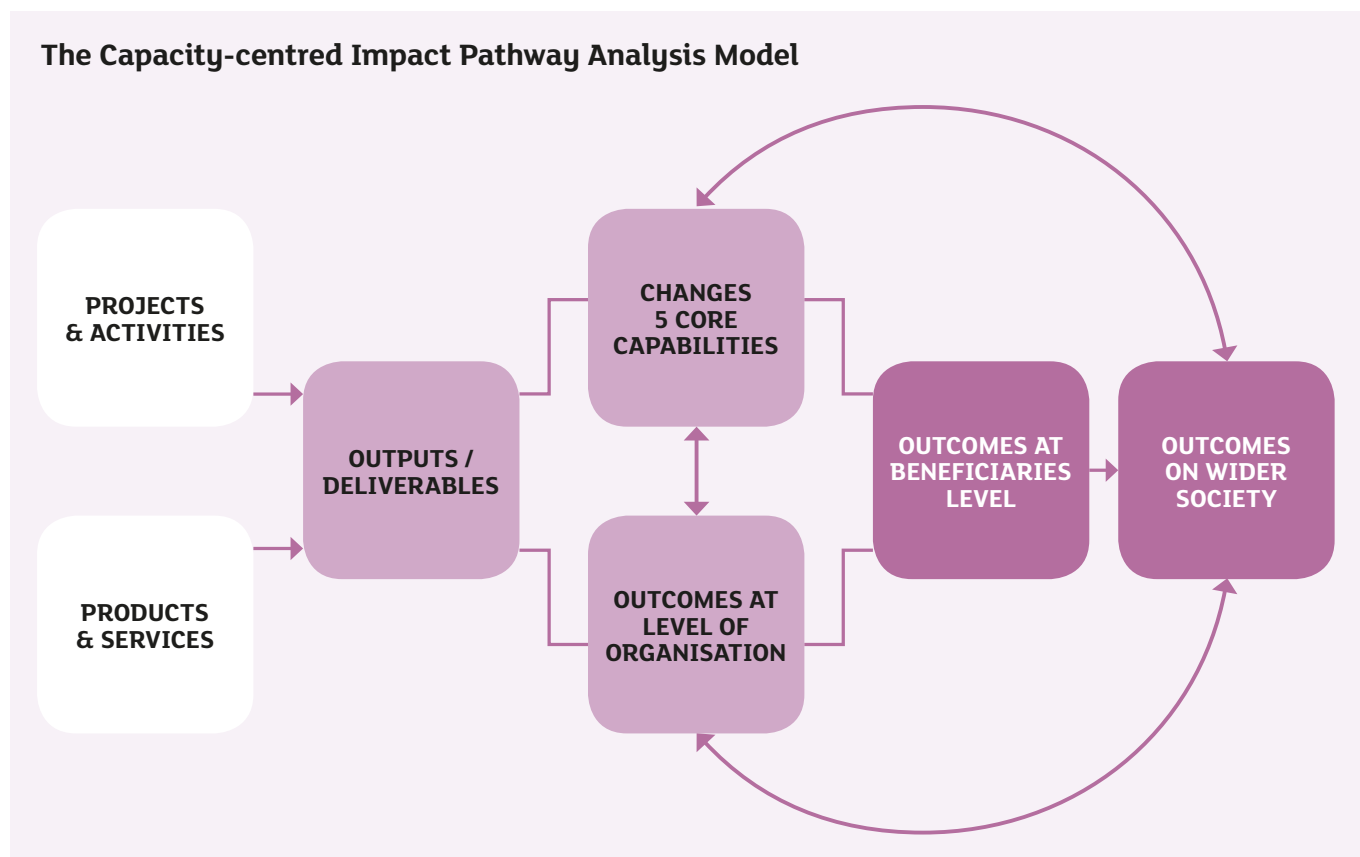
The CcIPA framework combines activities from different programmes, projects or services, whereas the conventional use of the logic model is limited to a single project or programme. Outcomes at the level of the implementing organisation/ network are separated from outcomes at the level of beneficiaries, whereas the common practice is to only differentiate outcomes along the time line (short-, medium-, and long-term).

Regarding the **impact indicators** the participants drew on previous work undertaken under the auspices of Oxfam²⁰ to develop a template, referred to as the ‘impact categorisation table, with a similar format to the 5Cs, containing the following heading:

- **Impact Categories:** which are a list of possible general types of impact
- **Dimensions of impact:** which are a list of possible changes or specific domains within the general type of impact/impact category
- **Description of impact:** which are examples of possible changes/impact
- **Questions:** which are a list of questions to help first investigate the impact/finding/ story and then to narrate the story

²⁰ Chris Roche 1999; Impact assessment for development agencies – learning to value change (Oxfam development guidelines)

The Capacity-centred Impact Pathway Analysis Model



As shown above, the five categories of impact included in the CcIPA model are: (i) wealth/capital, (ii) political empowerment, (iii) human/ technical empowerment, (iv) social capital and (v) natural resources/ environment.

Overall a key feature running through the different constituents is the categorisation of indicators aimed at making the information more manageable as well as facilitating communication among the participants.

b. Application of CcIPA

The Capacity-centred Impact Pathway Analysis (CcIPA)²¹ framework incorporates three inter-related elements, as shown in the horizontal segments of the model (moving from left to right):

- (i) **Outputs/Deliverables:** These are outputs at the level of the partner organisation or network as a direct result of CTA's partnership with the organisation or network. They are defined in relation to the set of project interventions or

products and services. Deliverables may be directed at the partner's capacity building needs or made up of products/ services aimed at the partner's beneficiaries. CTA's support may be only partial but must be considered significant.

- (ii) **Changes in the capabilities:** of the CTA partner organisations/ networks. These can be also described as outcomes at level of the organisation or network.
- (iii) **Effects (medium-, long-term outcomes / impact):** on the partner's direct and indirect beneficiaries or on the wider society that can be attributed to the deliverables and/or changes in the partner's core capabilities.

The application of the CcIPA framework will produce a graphical representation of the changes resulting from diverse interventions over time.

²¹ The development of this synthesis model has been proposed and led by Ibrahim Khadar, in collaboration with the participants at the three preparatory meetings held at CTA's headquarters in Wageningen, the Netherlands.



LESSONS LEARNED FROM IMPACT STUDY AND NEXT STEPS

6

Concerning the participating organisations

Improved understanding of the impact pathways

- Implications of core capabilities (especially capability to relate)
- Growth of organisations/ networks
- Feedback from beneficiaries
- Better appreciation of CTA's support

Baseline information

- Nine quick scan reports (finalised)
- Nine in-depth study reports (partially completed)

Enhanced M&E capabilities

- Strengthening of CTA's M&E framework

Joint learning

- the evaluation has resulted in new arrangements and procedures how partners collaborate.
- collaboration between FANRPAN and RUFORUM (e.g. joint article for the AfrEA conference)

Concerning the wider development community

- CcIPA contributes to an emerging new practice which is stronger self-evaluation. So, the utilisation in the evaluation community in terms of methods and quality standards for (assisted) self-evaluation is in my view one of the use results.
- CcIPA is also inspiring the evaluation community in terms of 1) combining different methods, and 2) adapting them to the specific information needs of the partners. In other words, a kind of calibration was done, designing methodologically to the learning needs of the partners.

Next steps

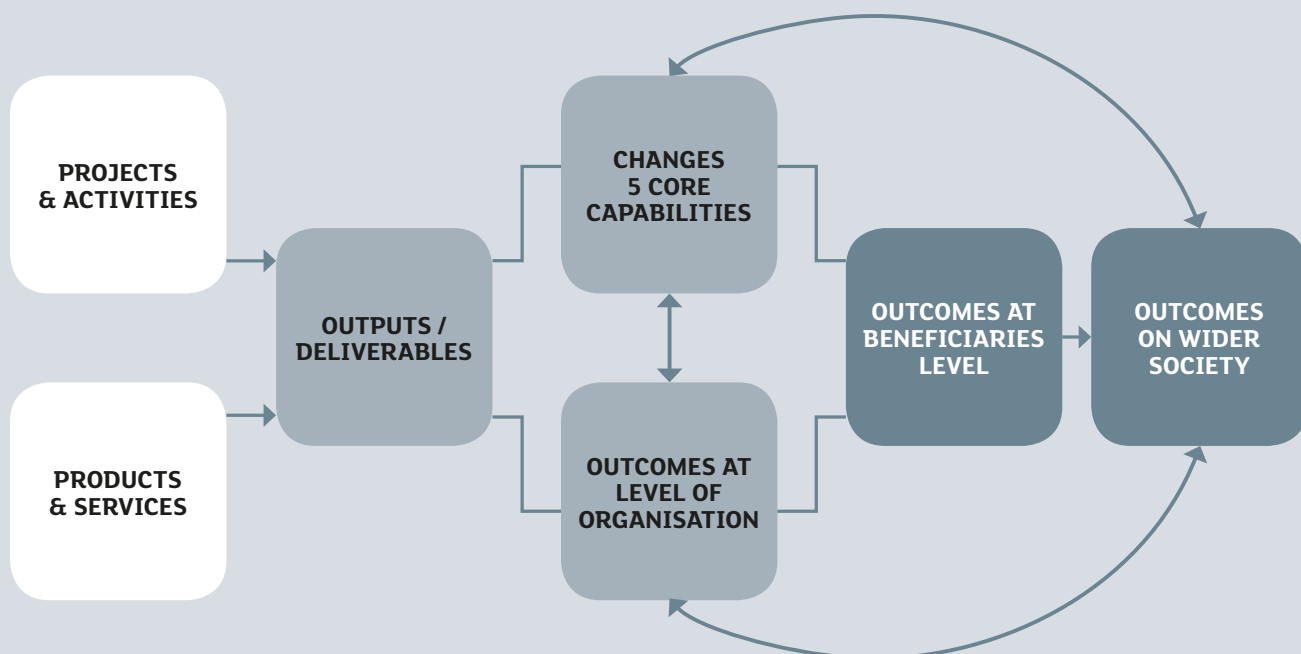
- Intensify dissemination of findings and CcIPA model;
- Carry out a second round of impact studies;
- Further clarification of impact pathways.

“CcIPA contributes to an emerging new practice which is stronger self-evaluation”

PART C: KEY FINDINGS FROM ALL NINE REPORTS

(THIS SECTION SYNTHESISES THE FINDINGS OF ALL NINE QUICK SCAN REPORTS)

The Capacity-centred Impact Pathway Analysis Model





An aerial photograph of a dirt road winding through a dense, green forest. The road is light-colored and curves through the dark green foliage. The overall scene is captured in a monochromatic, slightly desaturated style.

INTRODUCTION

7

CTA initiated this joint impact study with the aim of promoting learning for development impact with its long-term ACP partner organisations and networks. The study has been carried out in two phases between October 2012 and June 2015, with the first phase that was completed in 2014, involving nine partners: CaFAN and CARDI in the Caribbean region, and ANAFE, EAFF, FANRPAN, IPACC, KENAFF, RTN and RUFORUM in Africa. The second phase, which was launched in 2014, concerned five partners: NARI and SPC in the Pacific region, and AFRACA, PROPAC and WOUGNET in Africa. Close to 50 ACP and EU experts participated in the study.

A key achievement of the joint impact study is that the LME Unit has successfully spearheaded the development and application of an innovative impact assessment methodology, referred to as the Capacity-centred Impact Pathway Analysis (CcIPA) model, with support from CDI-WUR, ECDPM, and MDF and the nine ACP partner organisations and networks involved in the first phase. The study has provided baseline information for future impact studies and also identified opportunities for organisational capacity development. CTA and its partners are committed to sharing the lessons from this joint study widely. The joint impact study represents one of the various forms of evaluations and impact assessments which CTA undertakes to generate information necessary for learning, accountability and decision-making.

The first part of the summary below introduces the nine organisations that took part in the study. The summary then captures the main findings and lessons from the quick scan reports. Presentation of various findings is adapted to the nature of the findings appearing as tables or as narrative text where applicable. The third and final part provides a glimpse into the in-depth report findings of all nine reports.

BRIEF DESCRIPTION OF THE ORGANISATIONS



ANAFE

The African Network for Agriculture, Agroforestry and Natural Resources Education (ANAFE) is a membership network of Tertiary Agricultural Education (TAE) institutions. The network was launched in 1993 by 17 universities and 12 technical colleges teaching land use disciplines in sub-Saharan Africa with the main objective of incorporating agroforestry into agricultural programmes. The ANAFE network has since grown to 134 member institutions in 35 African countries. The vision of ANAFE is to be a vibrant network leading in agricultural and natural resources education for development, and its mandate, as set out in its mission statement, is to improve the quality, relevance and application of agricultural and natural resource management education for development.

CaFAN

CaFAN was established in 2004 as a regional network of farmers' organisations within the Caribbean region. The network now represents over 500,000 small farmers within 20 farmers' organisations across 13 Caribbean countries. With a secretariat in St Vincent and the Grenadines, CaFAN aims to improve the quality of life for small farm families throughout the Caribbean region and to gain economic empowerment and sociopolitical independence in the agricultural sector. One of CaFAN's guiding philosophies is that a sound education in food and nutrition security can help develop attitudes and values which can lead to a reduction in food importation.

CARDI

The Caribbean Agricultural Research and Development Institute (CARDI) was established in 1975 and was charged by regional governments with the task of providing for the research and development needs of the agriculture sector in the region as identified in national plans and policies, as well as providing an appropriate research and development services to the agricultural sector of member countries. CARDI's mission is to contribute to the sustainable economic well being of Caribbean people by the generation and transfer of appropriate technology through agricultural research and development. CARDI currently has offices in 14 member states across the Caribbean.

EAFF

The East African Farmers' Federation (EAFF) was formed in 2001 as a non-political, non-profit, democratic apex organisation for farmers in Eastern Africa. Its role is to voice legitimate concerns and interests of farmers in the region on issues such as markets, productivity, capacity building and information dissemination, with an aim of enhancing regional cohesiveness and the social-economic status of farmers. EAFF's mission is to represent, lobby and advocate for Eastern African farmers interests and build their capacities in order to build a prosperous and cohesive farming community in Eastern Africa. EAFF promotes regional agricultural trade through market appropriation, improvement of value chain management and promotion of farming as a business and entrepreneurship.

“KENAFF is currently present in 42 out of the 47 counties in Kenya representing over 1.8 million farm families.”

FANRPAN

Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN) is an autonomous regional stakeholder-driven policy research, analysis and implementation network. It was established in 1997 and is now represented in 16 Eastern and Southern African countries in Africa with its members ranging from governments to private sector organisations, research institutions, farmer organisations, policy think tanks, and other civil society bodies. FANRPAN promotes effective food, agriculture and natural resources policies through partnerships, capacity building, policy research and analysis, and policy advocacy. FANRPAN's activities and programmes focus on five thematic areas (food systems, agricultural productivity and markets, natural resources and the environment, social protection and livelihoods, and institutional strengthening). Its secretariat is based in Pretoria, South Africa.

IPACC

Indigenous Peoples of Africa Coordinating Committee (IPACC) was founded by African community-based organisations participating in the UN Working Group on Indigenous Populations. The first constitution was adopted in 1997 and the secretariat opened in Cape Town in 1998. IPACC is composed of member organisations, an elected 18 member Executive Committee (with a 3 year mandate), a secretariat and a legal trust. There are currently 135 community-based member organisations in 22 countries, consisting mostly of primarily hunter-gatherer peoples and mobile pastoralists. IPACC's mission is to assist member organisations to understand international/multilateral norms and standards of rights and treaties, and to advocate for the application of these norms and standards at national and local levels.

KENAFF

Kenya National Federation of Agricultural Producers (KENAFF) is a membership organisation drawing members from farmer groups, cooperatives and commodity associations. It is the umbrella organisation representing farmers in Kenyan agriculture. As the recognised voice of Kenyan farmers, its key role is to articulate issues specifically affecting farmers and generally the agriculture sector in Kenya. It is a member of the International Federation of Agricultural Producers. KENAFF is currently present in 42 out of the 47 counties in Kenya representing over 1.8 million farm families. KENAFF's mission is to progressively influence change in the agricultural sector environments and promote agri-business through targeted interventions.

RTN

The Rwanda Telecentre Network (RTN) is a Rwandan non-profit organisation established in 2006 and incorporated in 2009 with the support of the International Development Research Center's (IDRC) Telecentre.org programme. RTN was started as a network for knowledge and information exchange on ICTs for development (ICT4D) in Rwanda. With support from partners, RTN has been able to transform from an informal network to a strong institution with national and international recognition in ICT4D through the telecentre movement advocacy. The network now includes 140 members who are practising ICT entrepreneurship throughout Rwanda.

RUFORUM

The Regional Universities Forum for Capacity building in Agriculture (RUFORUM) is a consortium of 32 member universities in Eastern, Central and Southern Africa. RUFORUM envisages a vibrant agricultural sector linked to African universities which can produce high performing graduates and high-quality research responsive to the demands of Africa's farmers for innovations and able to generate sustainable livelihoods and national development. It has a mandate of capacity building for universities to strengthen research, graduate training and maintenance of collaborative working relations among researchers, farmers, national agricultural research, and governments and is a platform for networking, resource mobilisation and advocacy for higher agricultural education.



A black and white photograph of a wooden boardwalk on a beach. The boardwalk is made of wooden planks and runs diagonally from the bottom right towards the top left. The beach is covered in low-lying vegetation. A large, white, stylized number '9' is overlaid on the left side of the image, partially obscuring the boardwalk and the grass. At the top of the image, there is a dark, semi-transparent rectangular area containing white text.

SELECTED
FINDINGS ON THE
CAPACITY OF THE
ORGANISATIONS

9

9.1 Capability to act and commit

ANAFE has committed staff at the secretariat with strong leadership and management. This is evidenced by the 91% growth in the size of the projects since 2003; growth in staff from one person in 2008 to five currently; and motivated staff who continue to deliver despite large workloads.

CaFAN depends critically on the support of volunteer staff and the commitment of member organisations for the execution of a number of its programmes but organizational commitment is high. CaFAN has been able to demonstrate a fairly high degree of success in the execution of its programmes and in attracting new funding partners. It scored most highly in this area.

CARDI has an action-oriented leadership. The organisation's culture is committed and decision-making is often participatory and based on acquired information. The capability bears out the observed efficiency with which the organisation executed project activities and produced deliverables.

EAFF scored highly for organisational commitment and decision-making structures/mechanisms (18/20). The establishment of various committees of the board for improved oversight as well as regular staff meetings were sighted as the main evidence for improved decision-making structures and governance.

FANRPAN's leadership and management domain was awarded the highest rating of the three domains in this capability area. FANRPAN staff felt that the network has an action-oriented leadership, a clear vision and mission, and is able to plan, take decisions and act. FANRPAN has a good track-record in managing and implementing projects and liaising with stakeholders and follows a participatory approach to project management. The constitution sets out decision-making structures. The nodes, through the AGM, are the main decision-making body of the network, and appoint the board.

IPACC has a number of systems for communicating with its members but it is acknowledged that there is room for improvement to accompany the intended growth. The ability to plan, take decisions and act is provided by competencies appropriately distributed across the secretariat, executive committee and trust, and is strongest at the secretariat. However, significant administrative support is needed at the secretariat and a challenge that lies ahead is for IPACC to more effectively monitor and evaluate its progress, effectiveness and impact, which it is enthusiastic to do.

9.2 Capability to adapt and self renew

KENAFF has a well-established organisational structure with technically competent staff who are committed towards successful implementation of projects. The organisation's ability to manage projects is remarkable as shown by various evaluations made by donors, e.g. World Bank. Many, however, felt that the organisation's culture to commitment especially at the field level is wanting and hence alternative measures need to be taken.

RTN staff take part in the planning and execution of projects from operational to strategic level. Joint social activities, information sharing among staff and networking outside work all help team spirit. Monthly staff meetings provide a platform in which all issues are discussed with staff and decisions taken. Although key decisions are taken by the board and the executive director, others are taken in consultation with telecenter managers.

RUFORUM was rated moderately on "action-oriented leadership". However it was noted that its ability to manage and implement projects, as well as liaising with staff and stakeholders, is good. Project design and implementation is usually participatory. It also has a strong ability to mobilise financial, institutional and human resources to support implementation of programmes. RUFORUM's secretariat has? a legal basis to make binding commitments on behalf of the organisation. However, the internal decision-making structures/mechanisms scored rather low.

ANAFE is well networked with relevant organisations in the external environment. However the internal structures for self-assessment and learning are not formalised. Monitoring and evaluation is focused on progress reporting on a project basis and not at organisation level.

CaFAN has been able to capitalise on the changing policy environment for the promotion and recognition of the agricultural sector as well as capitalising on emerging market opportunities. The organisation has recently launched a new project bringing together producers and buyers, which signals a new phase in CaFAN's development from a networking platform to an organisation that facilitates market development and expansion. The small number of staff and informal nature of the organisation does not lend itself to overarching institutional structures for feedback. However, among staff and member organisations there is openness in communication which is informal but works effectively for the organisation to facilitate both positive and negative feedback.

CARDI has not always taken external environment changes into account well nor has it provided adequate incentives for a learning culture. The human resources policy is still not well implemented and internal communication is not as open as it should be. Feedback from stakeholders is taken into account in daily processes and reflects the renewed mandate. The M&E process has not really contributed to improving project delivery and is an area for joint investment in the future.

“RTN staff take part in the planning and execution of projects from operational to strategic level.”

EAFF scored high in both external and internal environment domains (19/20). EAFF ensures it remains closely linked to external actors by providing e-Learning opportunities to its staff through short courses, and sharing of information via social media, emails and the website. EAFF sponsors and accommodates staff time spent on training in ICTs, including Web 2.0. M&E received the lowest rating as M&E is only conducted at project level; EAFF needs to develop an institutional M&E framework.

FANRPAN scored the lowest out of the 5Cs in this area (4/5). However, FANRPAN has consistently shown that it was able to adapt to a changing environment and renew its strategic orientation and operations. FANRPAN takes external environment changes into account in its planning and operations. Its strategic plan, vision, mission statement and programme areas have been revised to respond to changes in the region. A culture of sharing information and lessons is encouraged within the secretariat and internal communication is open and transparent. FANRPAN has introduced an M&E component in all projects (with gender sensitive indicators). Feedback from stakeholders is taken into account in daily processes

IPACC has been salutary in its ability to analyse, access, and respond in a turbulent, complex and negative environment for indigenous peoples and their organisations. In terms of intervening, IPACC is also extremely strong in accessing entry points and leverage for effecting change, for gaining access, and for building allies. There is plenty of evidence of how learning has occurred, and informal mechanisms to enable this. There is an intention to set up a ‘Council of Elders’ to serve as the institutional memory and a source of wisdom for a constantly adapting organisation such as IPACC. However, a well designed M&E system is overdue.

KENAFF’s M&E of projects and presence of the federation’s staff in areas of implementation has allowed for regular information flow to the management which in turn has been used to make critical decisions that have resulted in the improving on areas of weaknesses for enhanced realisation of targets. Committees are formed to look into emerging issues and provide a report to aid in decision-making in a bid to make appropriate responses. However, baseline surveys are rarely done and M&E is currently project-based. It is necessary to have a progressive overview of the performance of the entire organisation in all areas in order to conduct the relevant intervention measures.

9.3 Capability to deliver

RTN learning is undertaken through reporting and joint review of activities implemented, and discussing weekly and monthly progress reports. Staff provide backward and forward communication between RTN leadership and beneficiaries. Internal learning is carried out through staff meetings and training of staff who become trainers to beneficiaries.

RUFORUM programmes are shaped by an analysis and understanding of the higher agricultural education and agricultural development landscape in which RUFORUM operates and are used to position RUFORUM for future growth. However the secretariat needs to systemise and institutionalise tracking of the external environment. Regular reflections and M&E are undertaken, and the implementation process improved/adjusted, based on the lessons from implementation experiences. The finalisation of the theory of change clarified a lot of processes at the secretariat, and refinement of outcomes and indicators at secretariat, university, network levels.

ANAFE has skilled staff who are recruited based on the competencies required. The infrastructure is adequate to deliver products and services. Staff appraisals are reviewed by the board as a quality assurance measure.

CaFAN - M&E is one of the weaker areas and M&E systems need to be enhanced. Currently, mechanisms are embryonic and at times informal. However, it is an often recognised weakness of all voluntary organisations and represents an area that CTA could provide greater assistance in addressing. This element was one of the lowest scoring of all the capabilities.

CARDI - the review results paralleled the perception in the wider Caribbean community that CARDI staff are competent for the job they need to do but the organization does not necessarily have adequate infrastructure. The type of projects that are undertaken fit in to the overall strategy and are consistent with the renewed mandate and the quality of the organisation's work is well assured.

EAFF scored high for the implementation of activities/projects, project/activity initiation or phasing out/termination, and quality assurance mechanisms. The high ratings are attributed to the fact that all project managers and officers are appointed or assigned according to capability, merit and specialisation and therefore have the technical competence, skills and confidence that assure effective delivery on assigned projects.

“CARDI staff are competent for the job they need to do but the organization does not necessarily have adequate infrastructure”

FANRPAN has implemented 65 projects and successfully closed 55; its projects and programmes often involve more than one country. The number of employees and scope of FANRPAN's activities have also increased while the number of funded activities and projects has grown, including several multi-year projects. Its research projects have had important policy relevance at multi-country and regional level and FANRPAN has adopted a more thematic programmatic view and is moving from project to programme mode. However, FANRPAN has identified the need to further focus on capacity development. Its vision for 2013 is to strengthen leadership development and innovation.

IPACC has a 3 year plan and competent staff with the required skills to perform their different functions. One tension that IPACC needs to face is whether it continues to expand, consolidate or contract to a core group of dedicated members. A second is whether the secretariat stays lean, innovative and robust with all the right people doing the right work, or whether it grows in response to member needs. The capacity of member organisations to do projects also varies from region to region and from organisation to organisation.

KENAFF - from the many projects implemented by the organisation, it can be surmised that the organisation has the ability to deliver products and services. However, despite the various efforts made in phasing out projects, there is a need to strengthen the structures and systems to a point of self-sustainability once the donors have stepped out. Staff need more capacity building in this area. Annual appraisals exist but quality assurance procedures were not documented.

RTN staff have skills and resources but not at a satisfactory level. All projects undertaken are in line with RTN strategic objectives, thus RTN produces results based on productivity and revenues generated by business delivery centers (telecenters).

RUFORUM staff have the requisite skills to perform their duties. The well-developed and constantly improving website, as well as a functional e-mail system, was noted to ease communication thereby enabling staff to access external knowledge and information sources. However, limited office space and absence of a wide area network to connect the various office buildings need to be addressed. Financial internal controls are in place; reporting guidelines and data collection tools/templates are also in place.

9.4 Capability to relate

ANAFE is visible and reputable among relevant networks and partners. It maintains relationships with relevant donors, partner organisations (co-implementers), and similar organisations. Communication channels and products (which include a newsletter, websites, posters, banners, policy briefs, books and scientific publications) ensure that ANAFE is visible and maintains a credible image.

CaFAN has become the leading farmers' organisation in the Caribbean and has become recognised at government level as the official voice for farmers in the region. Over the last 5 years, CaFAN has been able to develop a number of new strategic partnerships and has also broadened its stakeholders base to include other development partners like FAO and the EU. Additionally, people with a high profile, attracted to CaFAN's executive board have become champions and key spokespersons for the organisation. CAFAN scored highly in this area.

CARDI is involved in all relevant networks and these collaborations effectively strengthen its regional profile. The organisation has a strong reputation among its stakeholders and is seen in a positive light within the Caribbean.

EAFF is increasingly being recognised as a credible, strong and professional regional organisation for consultation in the region and is often invited to represent smallholder farmers in Eastern Africa at regional and continental forums. The high rating is also attributed to new initiatives by EAFF especially in building the knowledge management hub and contracting a media consultant. Consequently EAFF has gained more visibility through exposure in international, regional and local media.

FANRPAN staff felt that FANRPAN has operational credibility and political and social legitimacy, is aware of the importance of coalitions, and is able to maintain alliances and they rated themselves highest for this capability (20/20). Despite the high score, FANRPAN staff are continuously considering ways to improve the network's level of engagement and visibility, including at the 2013 annual staff planning workshop. There are still some capacity areas that could be strengthened further, e.g. engagement between the regional secretariat and the nodes, capacity of the nodes, partnerships (such as with regional economic community and the private sector), and implementation of the communication strategy.

“EAFF has gained more visibility through exposure in international, regional and local media”

IPACC is relatively secure and recognised as the primary African indigenous peoples’ network by members, donors, partners and UN agencies. IPACC has endeavoured to build good relationships with governments. IPACC has functional partnerships with a wide range of well-chosen organisations and is seen to be confident and effective in these partnerships. IPACC is able to bring people together and help people work together effectively. IPACC has built itself slowly, through building strong relationships with a wide range of donors, the majority of which have stayed with IPACC over many years.

KENAFF engages actively in affiliations, partnerships and collaborations that are mutually beneficial at local, regional and international level. The federation is visibly present in most parts of the country and the organisation has great credibility among stakeholders. Nonetheless, more capacity building is necessary to better equip the staff at district level to be at par in the formation of partnerships as their counterparts at headquarters in developing and sustaining partnerships.

RTN is a member of NetAfrica and Telecentre.org. Because RTN is part of the decision-making for both networks many relations are created, thus the number of partners is increasing. There is an increasing and potential number of diverse partnerships with public and private organisations. The government looks to empower and work with the private sector more than ever before. Policy influence comes through joint participation to develop ICT for community development stipulated in the national ICT policy.

RUFORUM is engaging in relevant networks and partnerships which add value to the network objectives and members; it has worked with seven different categories of organisations, and collaborated with over 50 individual organisations. FARA recognises RUFORUM as a key partner for implementation of CAADP Pillar 4, and COMESA gave RUFORUM a mandate to oversee graduate training and networks of specialisation. RUFORUM has a strong visibility, reputation, and image supported by its website, newsletter and side events at conferences.

9.5 Capability to achieve coherence

ANAFE has good comprehension of the vision, mission and strategy of the network. There is diversity in the staff and board to reflect the geographical distribution of the network, as well as language and gender diversity. There is easy camaraderie and free communication amongst the staff and the executive secretary is accessible to all staff.

CaFAN - the current voluntary nature of the staff provides for some implicit weaknesses in the ability of CaFAN to align institutional processes with the organisational mandate and vision. However, it is noted that CaFAN, with the support of PROPEL, is set to roll out a multi-million project which would provide permanent programme, field staff and general institutional support. Additionally, the organisation has also recently developed a number of institutional protocols which should provide greater capacity for coherence.

CARDI (no information).

EAFF is proud of having a clear organisational hierarchy that is known to staff. The governance structure is further supplemented by the human resource policy that guides staff in their operations, communication and relations. The goal, vision, mission and strategic objectives are well documented in the EAFF strategic plan and are known to staff at all levels, thereby providing a road map. The content of the strategic plan is often referred to during staff appraisals. A conducive working environment and great team work is cited as the main contributor to the high rating in the people domain of the capability.

FANRPAN staff felt that management is supportive of staff operations and creates an enabling environment. Staff are aware of the vision and strategy of the organisation and this is also discussed annually at different forums with different stakeholders. FANRPAN has created organisational banners that reflect the values, vision and mission statements, which are also displayed on the website. The board is responsible for overall governance and policy direction. However, FANRPAN's capability to achieve coherence would be strengthened if it could ensure institutional stability and staff continuity, for which it needs to secure multi-year funding.

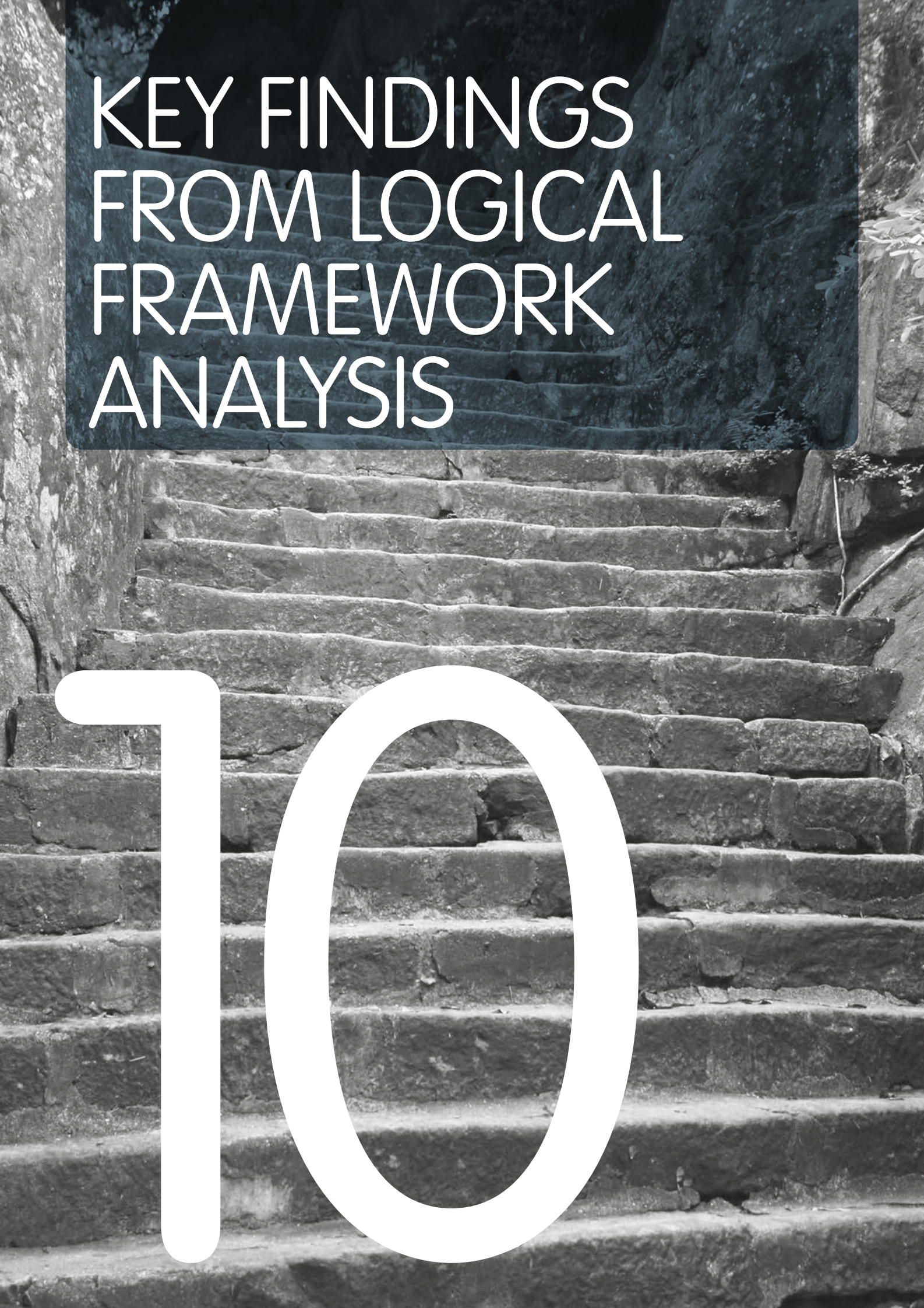
IPACC has a clear vision and mission and reformulates its strategy at the executive committee meetings, conferences, and workshops in a semi-formal way as formal planning is costly. However, working together on a strategic plan at least once in next 5 years would strengthen IPACC and deepen and widen ownership of a conscious strategy although it is expensive to ensure democratic, participatory and regular action from 135 member organisations in 22 countries. The secretariat has an appropriate diversity of people, languages and capability, to support the executive committee. IPACC members and secretariat staff share a common set of values that is clearly visible in their practice.

KENAFF has an elaborate management structure, supportive of staff, with clear roles specified at each level. The current strategic plan was responsible for implementing the management structure. The technical staff use the strategic plan document to design the year plan based on the federation's objectives, from which the annual appraisals are based. The strategy and vision of KENAFF is strong within the organisation.

RTN holds a general staff meeting once or twice a month. Information sharing, induction and mentoring is undertaken to ensure a shared vision among staff.

RUFORUM staff are well aware of the organisation's strategy (score 4). In 2012, RUFORUM produced branded notebooks which spell out its vision, mission and impact statement which staff distribute to stakeholders during events. The issues with the human resource policy and implementation are challenging and are in need of improving.





KEY FINDINGS FROM LOGICAL FRAMEWORK ANALYSIS

10

10.1 ANAFE

Activities / Outputs	<p>35 lecturers from TAEs received support to attend two ANAFE organised international symposia in 2003 and 2008; CTA also supported 2 secretariat staff to attend the 2010 International Association of Agricultural Information Specialists (IAALD) World Congress.</p> <p>CTA provided training for 3 ANAFE secretariat staff and approximately 135 lecturers from member institutions on M&E, proposal development, value chain analysis, web 2.0, ASTI and Joint Learning for Organisational Development.</p> <p>The Executive Secretary of ANAFE has been a member of the CTA Advisory Committee for Science and Technology since 2007. Other staff have contributed to CTA interventions e.g. ARDYIS project and Women and Youth in Science competition.</p>
Outcome at organization level	<p>Increased visibility and profile of ANAFE among other stakeholders engaged in agriculture and natural resources education, as well as policymakers, and extension organisers.</p> <p>Through interactions during events, ANAFE obtains information on the external environment including policy decisions, best practices, knowledge of relevant stakeholders work, as well as opportunities for partnership or funding.</p> <p>Increased knowledge and skills of secretariat staff and in some cases a change in practice e.g. M&E resulted in improved M&E of projects.</p>
Outcome at individual level	<p>Transforming land use education programmes into more integrative and effective approaches for solving real development problems. Lecturers attending the ANAFE symposia have contributed to and engaged in the dialogue that informed the production of curricula for agriculture, agroforestry and natural resource education.</p> <p>Conferences and training workshops have provided the critical space needed to foster relationships among institutions and between academia, research and extension organisations.</p>
Impact	<p>The support provided by CTA to ANAFE has contributed towards strengthening the capacity of the secretariat as well as the network member institutions. This is expected to result in a stronger and more sustainable network which is more effective at improving the quality, relevance and application of agricultural and natural resource education in Africa.</p>

10.2 CaFAN

Activities / Outputs	<p>Project management capacity building; improving the financial management and monitoring of CTA contracts; liaising with consultants and resource persons; liaising with CaFAN national focal points; managing the technical scheduling, documentation, communication and reporting functions of CTA contracts.</p> <p>A workshop on youth in agriculture; upgrading and dissemination of CaFAN stakeholder directory; campaign to mobilise new members and establish national focal points;</p> <p>survey on CaFAN members' needs; CaFAN participation in regional agricultural exhibitions.</p> <p>Production/dissemination of CaFAN newsletter; web-based communication; production and dissemination of factsheets; update and dissemination of CaFAN brochure.</p>
Outcome at organization level	<p>Specific outcomes include increased ability to deliver projects and reports, enhanced ability to leverage resources and partnerships, and better management of organisational expansion and implementation of innovation.</p> <p>The visibility of CaFAN was enhanced; strengthened membership base through increased stakeholder involvement.</p>
Outcome at individual level	<p>Increase in youth participation in sector in organisational structures within the farming sector has grown by 50% as a direct result of CaFAN interventions.</p> <p>Improvement in the production, quality and price of farm produce to the benefit of the wider society.</p> <p>Strengthening of farmers' capacity to take advantage of market opportunities and improved farm practices.</p>
Impact	<p>CTA support has directly helped the organisation to grow institutionally, increase its visibility and networking, and expand and strengthen its membership base.</p>

10.3 CARDI

Activities / Outputs

Implement e-consultation with wider stakeholder groups to obtain and synthesise key policy messages related to policy perspectives for the conservation, sharing and utilisation of Caribbean crop biodiversity under climate variability and change.

Study conducted on “Establishment and Development of a Regional Farmers and NGO Network in the Caribbean“ which led to survey report, expressions of interest for development of network.

Findings of spice case study presented at a one-day workshop which led to case study report and analyses, recommended next steps.

Outputs according to theme:

ICM: software, methodologies and management protocols.

Agricultural Science, Technology and Innovation: studies, industry maps, and policy recommendations

Climate change: practical mitigation and adaptation models to policy guidelines and suggested best practice.

Networking: Group formation protocols, necessary preconditions for group/network success.

Research methodology: Documented methodologies for determining research needs, research prioritisation and research utility.

Briefing meeting: Financial and technical instruments.

Web 2.0: Software manipulation

Media: Podcasts, press stories, video and radio offerings.

Outcome at organization level

CARDI recognised as having science-based positions on climate resilient agriculture. Seen as an engaging organisation willing to learn from the experiences of others.

CARDI provides nurturing secretariat support for proposed network.

CARDI led the recovery effort for the spice industry in Grenada (post hurricane Ivan).

Reciprocal feedback mechanisms put in place such that CARDI steers policy and can proactively design the requisite programmes and projects.

CARDI has gained in-house expertise to communicate with its various publics using internet-based systems. Enhanced capacity to interact with younger stakeholders.

CARDI managers, researchers and technicians have been provided with specific research communication and outreach methods and tools in addition to being equipped to use mass media for communicating with stakeholders.

CARDI staff can link the MTP to more meaningful research and output, use a common instrument for identifying research issues and the adoption of methodologies to deliver output, and report research results in a standard format. A core group can train regional scientists in the use of the methodology.

Outcome at individual level

Enhanced understanding and consensus among stakeholders on key policy issues regarding plant genetic resources (PGR) for agriculture in the context of climate change. Farmers linked to rolled out projects are more capable of managing PGR in selected root crops.

Collaboration between scientists, farmers and other stakeholders strengthened through greater understanding of the ASTI system. Ten Scientists have the skills to analyse the ASTI system.

Climate change case studies provided on-farm prescriptions to effect mitigation and adaptation measures.

Closer collaboration between scientists in three nations leading to the implementing of climate resilient protocols in a fourth country .

Several entities base their buying and selling behaviour in new markets on CARDI research results.

Impact

The climate change activities are all linked to knowledge systems that have led to verifiable changes in policy direction, on-farm operations and philosophical perspective.

Significant information flows, some knowledge transfer.

Vibrant network filling the void which predicated its formation.

Web 2.0 Providing new channels to farmers and researchers for information.

Media: Heightened sensitivity to a range of issues impacting the agricultural sector and national development in light of climate change.



10.4 EAFF

**Activities /
Outputs**

Managing communication for advocacy by smallholder farmers' organisations in Eastern Africa.

Development of EAFF website, including training of EAFF staff on Web 2.0, development of social media tools and e-learning.

Climate change and bio-energy conferences, which enabled EAFF to produce policy position papers on climate change and bio-energy.

Design and implementation of a coherent and harmonised communication framework and plan for advocacy purposes.

**Outcome at
organization
level**

Design and implementation of a coherent and harmonised communication framework and plan for advocacy purposes.

The development of policy positions, proposals and messages.
Effective communication on climate change and bio-energy.
Improved EAFF's capacity.

Development of media strategy, EAFF website and use of social media leading to increased visibility for EAFF and its members.

**Outcome at
individual
level**

Increased and visible debate on climate change and bio-energy issues due to the improved understanding brought about by the conferences.

Impact

Better interaction with wider policy environment. Strengthened networking among various actors and improved knowledge sharing.

Increased visibility for EAFF and its members.

Increased and visible debate on climate change and bio-energy issues.

Unexpected impacts:

Adoption of a CTA financial management system, improved proposal writing skills, improved project management and reporting as well as improved human resource capacity through involvement in CTA re-organisation and conference planning meetings.

10.5 FANRPAN

Activities / Outputs	<p>CTA and other partners have supported the hosting of 10 policy dialogues in Southern and Eastern Africa.</p> <p>Prepared and disseminated 23 policy briefs and 35 newsletters to policymakers and FANR stakeholders; six training workshops for 80 African journalists; prepared and disseminated information on agricultural issues of regional strategic importance through print, radio, tv and digital and social media; updated and maintained website; updated stakeholder directory;</p> <p>conducted case studies on contribution of agriculture to economic growth and policy reduction in Malawi and Mozambique; conducted case studies of youth engagement in agriculture in six African countries.</p> <p>Revision of FANRPAN strategic and operation orientation;</p> <p>strengthen FANRPAN information and communication capacity at regional and national levels; improved FANRPAN's ability to mobilise resources and interaction with potential funding sources.</p>
Outcome at organization level	<p>Raised profile, increased visibility and increased awareness of its activities among a wider audience.</p> <p>Improved capacity to transform policy analyses and recommendations into communication and advocacy products that contribute to national and regional policy discussions.</p> <p>Contributed towards building capacity and skills of youth in conducting research.</p> <p>Increased the network's understanding of the engagement of youth in agricultural value chains.</p> <p>Media training and outreach enabled FANRPAN to draw on a group of journalists that understand and are able to report on FANR issues.</p>
Outcome at individual level	<p>On average regional policy dialogues have been attended by more than 200 participants since 2009 and more than 30 countries were represented. The largest representation was from NGOs and CSOs, followed by governments, research and academic institutions, and the private sector (agri-business).</p> <p>Improved access to FANR material.</p> <p>Improved reporting of journalists on FANR issues.</p>

Impact

Information generated by African policy network is now available to a wider audience with the potential to shape perceptions and contribute to policy discussions.

The website has become a reference point on regional FANR, climate change and youth matters.

The inclusive nature of policy dialogues brings a wide-range of stakeholders together on an equal footing to consider key regional issues.

Improved access to details about FANR stakeholders improves networking and knowledge sharing.



10.6 IPACC

Activities / Outputs	<p>Regional conference on participatory mapping and environmental advocacy, in Namibia;</p> <ul style="list-style-type: none">• regional adaptation and meteorology workshop, in Chad; support for advocacy and side events at UNFCC COP15 (Copenhagen), COP17 (Durban) and COP18 (Doha). <p>Participatory 3D mapping in Kenya, Gabon and Chad.</p> <p>ICT/Web 2.0 training related to climate advocacy.</p> <p>Support to develop IPACC pan-Africa climate and environment plan.</p> <p>IPACC Secretariat has hosted the IUCN TILCEPA (Theme on Indigenous Peoples, Local Communities, Equity & Protected Areas) secretariat with the IPACC director of secretariat serving two mandates as the co-chair of this international advisory body.</p>
Outcome at organization level	<p>IPACC has moved into the domains of climate advocacy, environmental policy and natural resource tenure advocacy.</p> <p>Greater profile politically and also on the ground with members as a result of participatory mapping.</p> <p>The use of new media/ICTs for networking and rural advocacy.</p> <p>IPACC has a growing range of competent partners in human rights and climate/environmental advocacy including international NGOs, church-based partners, UN agencies and training/internship partners.</p> <p>Bringing indigenous knowledge into the climate change and environmental rights terrain and debates.</p>

Outcome at individual level

Through IPACC, members have access to international spaces, key people, recourse mechanisms, training and internships with other organisations, and sustained contact with other indigenous peoples' groups.

Opportunities for indigenous peoples to meet other indigenous peoples across the world to build a shared identity in the face of their marginalisation.

Members have developed skills, particularly in relation to engagement, negotiation, and building relationships.

Indigenous peoples' organisations have developed a far higher profile over the past few years and acquired a certain status in debates across Africa.

Members and leaders served in the last three years as experts on the UN Permanent Forum on Indigenous Issues (UNPFII), on EMRIP and on the UNEP Major Groups body.

Impact

IPACC has influenced a "very large" society with the signing of the UN Declaration on the Rights of Indigenous Peoples (UNDRIP) in 2007. With the signing of the UN Declaration, international norms, standards and instruments are largely in place to ensure the Declaration holds.

The rise of an indigenous peoples' movement, applauded by many and reviled by others, has been a major restructuring of African civil society.

IPACC and its members are recognised by African states as the representative body of indigenous peoples in Africa.

The participatory 3D mapping work in Gabon led to PIDP-Kivu in the DRC to conduct a series of participatory mapping projects in areas around protected areas in the lower altitude areas of Kahuzi-Biega National Park.

IPACC's status led IUCN to award IPACC two coveted slots at its World Conservation Congress in 2012 and an advisory role for the influential World Parks Congress in 2014.

10.7 KENAFF

<p>Activities / Outputs</p>	<p>Training of farmers in 20 field schools; training for commodity associations; staff training courses on ICT and communication.</p> <p>Development of an effective ICM system and structure – 10 RICs fully equipped; information communication through radio and TV programmes; use of mobile phone SMS services in information delivery.</p> <p>Organisational brochure, monthly newsletter, stickers, posters, fliers and other promotional material for members .</p> <p>Linking farmers to the internet in “Linking local learners”.</p> <p>Collecting information on current innovations and storing on KENAFF database and publishing on website.</p>
<p>Outcome at organization level</p>	<p>KENAFF staff members have improved their skills, are considerably more computer literate and are able to offer better services to members; through the proposal writing trainings, members of staff have increased their fundraising capacities. KENAFF staff and members have been able to gain from sharing experiences with other farmers from all over E Africa.</p> <p>Visibility and credibility of KENAFF has improved; KENAFF is consulted at high levels on agricultural issues and is engaging with more and bigger partners and chairing various forums such as the Agricultural Committee of Kenya Private Sector Alliance, Kenya Climate Change Working Groups, among others.</p> <p>Increased membership and wider geographical coverage.</p> <p>KENAFF advocacy mandate has been expanded and its voice in lobby and advocacy legitimised.</p>
<p>Outcome at individual level</p>	<p>Improved communication between farmers and other stakeholders.</p> <p>Members have benefited from ease of access to timely, relevant and credible information.</p>
<p>Impact</p>	<p>A nationwide information infrastructure has been set up which has significantly impacted on the needs of farmers.</p> <p>KENAFF now attracting more, longer-term and closer partnerships with major donors.</p> <p>KENAFF built the capacity of farmers’ organisation in the region on ICT through knowledge management acquired from the CTA partnership.</p>

10.8 RTN

Activities / Outputs	<p>Participation in telecentre sustainability workshop, in Lusaka; participation in the India Study tour: Africa-India Dialogue on ICT, 2010; organising workshop for telecentre managers in Rwanda.</p> <p>Conducting a telecentre baseline study in Rwanda; establishing the RTN web presence; Web 2.0 learning opportunity in Rwanda.</p> <p>Facilitation of CTA delegation visits to Rwanda.</p>
Outcome at organization level	<p>Increased sustainability of RTN and its members. RTN has evolved and transformed into a strong organisation locally, with a management structure, staff, telecenters and partners/stakeholders.</p> <p>Study tour to India has enabled RTN to replicate the India telecentre model in Rwanda (case of 1,000 telecenters). RTN has also forged strong partnership with the government through RDB who own most of the public telecentres.</p> <p>Increased RTN membership. Easy contact and collaboration with members. Improved image of RTN amongst stakeholders.</p> <p>The adoption and use of Web 2.0 skills among RTN staff. Web 2.0 training becomes an income generating activity for RTN.</p> <p>Improved networking and knowledge exchange among telecentre operators.</p>
Outcome at individual level	<p>Increased awareness of RTN in Rwanda. Increased RTN visibility among rural ICT entrepreneurs as well as international level. Improved image of RTN among stakeholders.</p> <p>Beneficiaries have access to training and business support services.</p>
Impact	<p>Improved understanding and appreciation of telecentres in Rwanda and their operation mode.</p> <p>Increased employment in rural areas.</p> <p>Improvement of online information exchange on ICT4D in Rwanda.</p> <p>Increased knowledge and use of Web 2.0 technologies in Rwanda.</p> <p>PPP model has been forged between RTN, CTA and MINAGRI on ICT promotion for rural farmers.</p> <p>Improved information sharing among institutions and practitioners in ICT4D.</p>

10.9 RUFORUM

**Activities /
Outputs**

153 staff and student participation in at least seven international conferences; creation of awareness and advocacy for higher agricultural education through organising of workshops and conferences such as CHEA.

Skills enhancement training courses for over 200 graduate students, and research scientists (including on IKM4D, SDM, proposal and scientific writing, Web 2.0,

M&E smart toolkit, ASTI etc).

Co support with the African-wide women and young professionals in science competitions; at least four projects were implemented with CTA as associate partner.

Provided support to RUFORUM universities for specific resource mobilisation; facilitated establishment of links between RUFORUM member universities with other organisations, projects and networks in the ACP region.

**Outcome at
organization
level**

Improved visibility & influence of RUFORUM as a key reference platform for HAE; participants in jointly organised conferences, side events & training events; Increased capacity of individuals.

Increased competitiveness of the network: more grants won under ACP-EU EDULINK, ACP-S&T, and ACP-EU intra academic mobility.

Increased opportunities for collaboration between RUFORUM network and other actors in the ACP region; Enhanced reach of RUFORUM: e.g. with ANAFE to West Africa; supporting formation of network (Pacific Islands Universities Research Network - PIURN).

Enhancing quality of the regional graduate training programmes: e.g. partnership with Agrinatura; allowing RUFORUM member universities to draw in best practices e.g. Earth University.

Outcome at individual level

Improved knowledge and skills for staff and students.

Creation of enabling environment for quality training and research (improvements in policies, procedures, infrastructure and logistical support).

Heightened awareness of quality assurance and leadership & management issues in universities.

72 university & 57 students staff won research grants.

Increased engagement with value chain actors.

Impact

Catalysed change in university policy on curriculum development.

Improved focus on TAE in the ACP region.

An increase in the awareness of policymakers of the need to support TAE in Africa.



RECOMMENDATIONS FOR FUTURE CTA SUPPORT/ ENGAGEMENT

11



“CTA should recognise the enhancement of its brand in the region and consolidate relations with CARDI...”

ANAFE: CTA support has greatly contributed to the capability of the ANAFE secretariat and member institutions to relate, as well as to deliver services. This support has been activity based, which occurs when a CTA event is found to coincide with the needs of the organisation. The main recommendation is that **CTA support is made known publicly on a regular basis**; ANAFE will then be better placed **to predict and plan for joint activities with CTA**.

CaFAN: CTA should continue to support CaFAN's capacity building and information dissemination activities. CaFAN should seek to further institutionalise the reporting functions of national focal points and **CTA should consider supporting further institutional building for the organisation**. Greater institutional capacity needs to be built in M&E.

CARDI: The areas of 'learning' and 'cohering' are prime candidates for CARDI-CTA investment in the future. The logical framework should be modified based on cultural context, and design of projects/ activities should be outcome oriented and sustainable. Weak areas in the 5Cs assessment should be investigated with an aim to improve, whilst strong areas should be reviewed and not taken for granted. The work in the areas of Web 2.0, climate change and media engagement display positive results and further study of these areas would be beneficial. Research results should be promoted to multiple audiences. **CTA should recognise the enhancement of its brand in the region and consolidate relations with CARDI** given the positive return on investment of CTA funds.

EAFF: Observed shortcomings of CTA projects included short and uncertain durations, long lags in disbursement of approved funds and over-emphasis on tangible products that constrained proposals intended to tackle policy issues due to the elusive nature of policy influencing. Recommendations include **continued support in documentation and formulation of M&E** at the institution level, and establishment of baseline studies and to consider supporting human resource capacity building.

FANRPAN: CTA's funding was largely provided on an annual basis or for relatively short periods, which made the funding less predictable and limited FANRPAN's ability to plan activities for significant periods of time. Disbursing lump-sum funding that could be used for longer periods and/or agreeing on a number of activities that CTA would be able to support over a medium-term period would make it easier for FANRPAN to plan its activities. CTA support largely did not provide for staff input, but **funding for a dedicated staff member working on CTA-funded projects** may be more cost effective, and **could improve project delivery and strengthen the capacity of the regional secretariat**. FANRPAN was also overburdened by extensive reporting requirements.

IPACC: CTA projects and support have led to greater profile politically and also on the ground with members as a result of participatory mapping, its traditional knowledge strategy on climate and environmental advocacy, and the use of new media/ICTs for networking and rural advocacy. However, IPACC needs more **resources to develop traditional knowledge climate adaptation guidelines and engage more with Africa Group negotiators prior to COPs**. IPACC also needs stronger technical partnerships with others doing community-based adaptation and pastoralist advocacy and rights work in Africa.

KENAFF: With CTA support, the organisation has become more visible, more vibrant and grown to include more partnerships, which have resulted in more funding. Communication within the organisation and with the outside world has greatly improved, easing sharing of information and enhancing service delivery. Members have benefited from ease of access to timely, relevant and credible information. Other stakeholders are able to communicate with farmers with ease through blogs, resource websites and email.
No specific recommendations given.

RTN: CTA support has led to a number of key results including attending workshops and conferences to exchange information and share experiences with other telecentre practitioners; RTN institutional structures and capacity has been strengthened. RTN has increased its capacity to negotiate, and as a result achieved the rights to host the NetAfrica project, participate in NICI III planning, and implement the community development cluster, amongst other activities. However, CTA support did not have a clearly defined scope and a M&E plan. It is recommended to **incorporate monitoring plans in future projects**. RTN should seek more partnerships going forward so as to strengthen the telecenter movement campaign in Rwanda and enable RTN to implement the 1,000 telecenters plan; there is a need to secure more partnerships and push for implementation as soon as possible.



ANNEXES

12

12.1 List of Participants in the CcIPA impact study

ACP-EU Technical Centre for Agricultural and Rural Cooperation (CTA)

- 1 Dr. Ibrahim Khadar
- 2 Ms Tarikua Woldetsadick

Food, Agriculture and Natural Resources Policy Network (FANRPAN)

- 3 Mr. Tshilidzi Madzivhandila
- 4 Ms. Sharon Alfred
- 5 Ms Siphokazi Phillip

African Network for Agriculture and Forestry Education (ANAFE)

- 6 Dr. Amadou Issaka
- 7 Dr. Sebastian Chakeredza
- 8 Mr. Alfred Ochola

Kenyan National Farmers Association (KENFAP)

- 9 Dr. Jhon Mutunga
- 10 Ms. Stellan Nyagah
- 11 Ms. Nancy Yawera

Rwanda Telecentres Network

- 12 Mr. Paul Barera

Indigenous peoples of Africa Coordination Committee (IPACC)

- 13 Dr. Nigel Crawhall

Caribbean Research Development Institute (CARDI)

- 14 Mr. Maurice Wilson
- 15 Mr. Allister Glean

Caribbean Farmers Network (CaFAN)

- 16 Dr. Cleve Scot

Regional Universities Forum for Capacity Building in Agriculture (RUFORUM)

- 17 Mrs. Agnes Obua-Ogwal

East African Farmers Federation (EAFF)

- 18 Ms. Joyce Wanjiru

EU-based M&E Specialists

- 19 Mr. Dick van Blitterswijk *MDF, Netherlands*
- 20 Mr. Jan Brouwers *CDI-WUR, Netherlands*
- 21 Mrs. Eunike Spierings *ECDPM, Netherlands*
- 22 Mr. Harsha Liyanage *eNovation, UK*
- 23 Ms. Sara Gwynn *Independent consultant*
- 24 Mr. Domien Bruinsma *Independent consultant*

Local/ ACP-based M&E Specialists

- 25 Mrs. Enid Kaabunga *Consultant (ANAFE)*
- 26 Mr. Steve Maximay *Consultant (CARDI)*
- 27 Ms. Shantal Munro *Consultant (CARDI)*
- 28 Dr. Paul Gamba *Consultant (EAFF)*
- 29 Mr. Edward Mbaya *Consultant (EAFF)*
- 30 Ms. Karen Lock *Consultant (FANRPAN)*
- 31 Ms. Davine Thaw *Consultant (IPACC)*
- 32 Mr. Daniel Gachichi *Consultant (KENFAP)*
- 33 Mr. Moses Twesigye *Consultant (RTN)*
- 34 Mr. Godfrey Kabobyoy *Consultant (RUFORUM)*

12.2 Appendix 2

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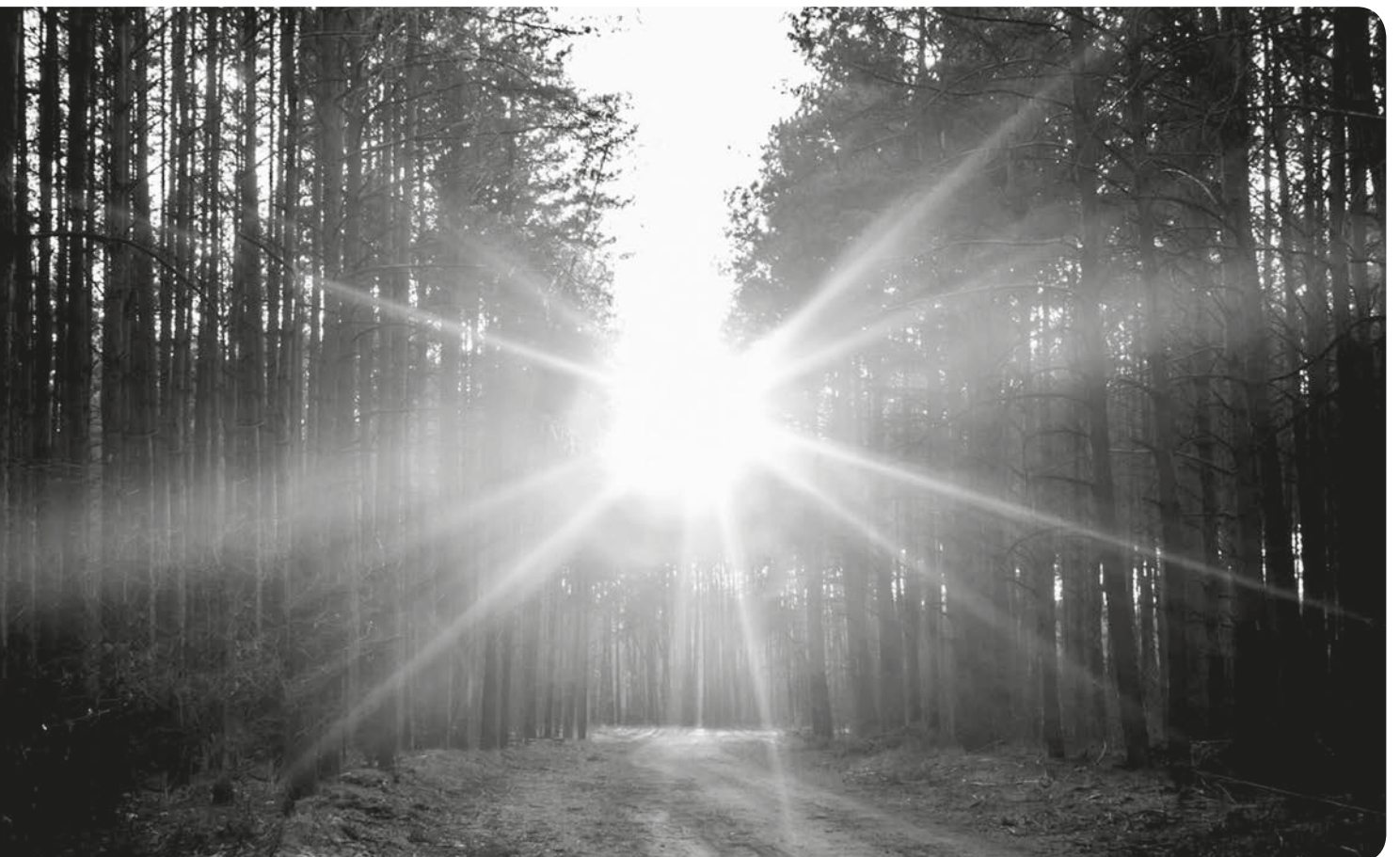
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12.3 Appendix 3

ANNEX 1: Impact Categorisation Table used in in-depth study (as per the Guidance Note issued by CTA)

Categories of impact (possible types of impact)	Dimensions of impact	Outcome	Indicator
Material wealth/ wealth creation	Resources mobilised	<ul style="list-style-type: none"> • Extent to which organisation was able to grow and diversify its funding base 	<ul style="list-style-type: none"> • Growth in number of funding partners • Growth in income • Growth in projects and activities
	Tools and equipment	<ul style="list-style-type: none"> • Member organisations/ beneficiaries were able to use FANRPAN's website and database 	<ul style="list-style-type: none"> • Database was shared with Network members and published on website. Website usage has grown.
Empowerment/ political capital	Policy	<ul style="list-style-type: none"> • Beneficiaries were able to use communication products in their own advocacy and policy engagements • Improved FANRPAN's capacity to transform policy analyses and recommendations into communication and advocacy products that contribute to national and regional policy discussions • Participation by policymakers in Regional Policy Dialogues 	<ul style="list-style-type: none"> • Communication products were used in advocacy and policy engagements • Policy reports and advocacy notes were prepared for policy engagements • Extent to which policymakers participated in Regional Policy Dialogues
	Gender	<ul style="list-style-type: none"> • Gender awareness increased 	<ul style="list-style-type: none"> • Projects and M&E include gender component • Undertake projects to support women farmers • Communication and advocacy products focus on gender issues
	Youth	<ul style="list-style-type: none"> • Youth case studies and communication products increased understanding of youth issues 	<ul style="list-style-type: none"> • Youth case studies and communication products increased understanding of youth issues

**ANNEX 1: Impact Categorisation Table used in in-depth study
(as per the Guidance Note issued by CTA) *Continued***

Categories of impact (possible types of impact)	Dimensions of impact	Outcome	Indicator
	Media	<ul style="list-style-type: none"> • Access to media reporting on FANR issues by African journalists 	<ul style="list-style-type: none"> • Access to media reporting on FANR issues by African journalists
Social capital	Visibility	<ul style="list-style-type: none"> • FANRPAN visibility in region and internationally increased 	<ul style="list-style-type: none"> • Growth in Network members • Increase in website hits • Increase in activities and projects in region (multi-country projects launched) • Increase in database
		<ul style="list-style-type: none"> • FANRPAN's international profile increased 	<ul style="list-style-type: none"> • International engagements • Increase in number of MOUs concluded • Increase in projects and activities
	Networking	<ul style="list-style-type: none"> • Extent to which Regional Policy Dialogues enabled networking among participants 	<ul style="list-style-type: none"> • Participants benefitted from participating in Dialogues • Repeat participation
		<ul style="list-style-type: none"> • Regional Policy Dialogues increase FANRPAN's profile 	<ul style="list-style-type: none"> • Growth in number of participants • Launch awards
	Influential relationships	<ul style="list-style-type: none"> • FANRPAN's ability to influence discussions on global issues improved 	<ul style="list-style-type: none"> • Participation in UNFCCC negotiations. Gained support for "No Agriculture! No Deal!" campaign. • Conclude MOUs with regional and international partners
		<ul style="list-style-type: none"> • Partners invite FANRPAN to participate in their events 	<ul style="list-style-type: none"> • Participate in events organised by partners and collaborate on FANR issues

**ANNEX 1: Impact Categorisation Table used in in-depth study
(as per the Guidance Note issued by CTA) *Continued***

Categories of impact (possible types of impact)	Dimensions of impact	Outcome	Indicator
	Youth	<ul style="list-style-type: none"> Involved youth organisations and youth in issues that affect them. 	<ul style="list-style-type: none"> Youth participation in case studies. Youth participation in national and regional policy dialogues on youth issues Increase in youth participation in on-line forums
	Media	<ul style="list-style-type: none"> Increased understanding and awareness of FANRPAN's activities 	<ul style="list-style-type: none"> Involve media professionals in events and be able to draw on expertise
Human capital/ technical empowerment	Contribute to professional discourse	<ul style="list-style-type: none"> Increased understanding by beneficiaries of FANR issues 	<ul style="list-style-type: none"> Feedback from Regional Policy Dialogues' evaluation forms and questionnaires
	Competences	<ul style="list-style-type: none"> Capacity building 	<ul style="list-style-type: none"> Able to use information in advocacy work and policy engagements
	Platform	<ul style="list-style-type: none"> Knowledge sharing platform established and functional 	<ul style="list-style-type: none"> Regional Policy Dialogues enabled knowledge sharing on FANR issues among participants Website improved and used as knowledge sharing platform on FANR, youth and climate change issues
	Youth	<ul style="list-style-type: none"> Increased understanding of youth issues 	<ul style="list-style-type: none"> Regional Policy Dialogue and communication products increased understanding of issues
		<ul style="list-style-type: none"> Contribute towards capacity building and skills of youth in conducting research 	<ul style="list-style-type: none"> Youth participation in conducting case studies and in national and regional policy dialogues
<ul style="list-style-type: none"> Youth organisations and young people use information in their own advocacy and policy engagements 		<ul style="list-style-type: none"> Prepare advisory notes on youth issues 	

**ANNEX 1: Impact Categorisation Table used in in-depth study
(as per the Guidance Note issued by CTA) *Continued***

Categories of impact (possible types of impact)	Dimensions of impact	Outcome	Indicator
	Media	<ul style="list-style-type: none"> Increased understanding of FANR issues 	<ul style="list-style-type: none"> Media training and reporting
Environment/ sustainable use of resources	FANR	<ul style="list-style-type: none"> Advance FANR issues 	<ul style="list-style-type: none"> Increased access to information on FANR issues (website, case studies, and communication products) Regional Policy Dialogues increase awareness and understanding of FANR issues Train media professionals in FANR issues
	Climate change	<ul style="list-style-type: none"> Communication and advocacy products improve understanding of climate change issues 	<ul style="list-style-type: none"> Launch climate change website Increase in visits to climate change website Participation in UNFCCC negotiations Prepare and circulate communication and advocacy products focused on climate change issues
		<ul style="list-style-type: none"> Increased engagement with media on climate change issues 	<ul style="list-style-type: none"> Involve media professionals in climate change work

The Technical Centre for Agricultural and Rural Cooperation (CTA) is a joint international institution of the African, Caribbean and Pacific (ACP) Group of States and the European Union (EU). Its mission is to advance food and nutritional security, increase prosperity and encourage sound natural resource management in ACP countries. It provides access to information and knowledge, facilitates policy dialogue and strengthens the capacity of agricultural and rural development institutions and communities.

CTA operates under the framework of the Cotonou Agreement and is funded by the EU.

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