global forum for rural advisory services
forum mondial pour le conseil rural
foro global para los servicios de asesoría rural

GFRAS Capacity Assessment

Standard Operating Procedures

Acknowledgements

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Contents

Document Purpose

The document provides an overview and understanding of the GFRAS Capacity Assessment process. The Standard Operating Procedures (SOP) are meant to be a practical set of tools and templates available to support national and regional networks conducting capacity assessments.

Intended Audience

This document has been developed for both practitioners and non-practitioners. Specifically, for practitioners the document can be used as a high level reference and guide including detailed supporting documents. For non-practitioners the document is intended to serve as a process overview, with an operational level of detail.

Document Format

The document has been constructed around the suggested process. Each process step includes the following information (as appropriate):

1. Description
2. Actors and responsibility
3. Recommendations and best practices
4. Templates

Background

The Global Forum for Rural Advisory Services (GFRAS) provides advocacy and leadership for pluralistic and demand-driven rural advisory services (RAS) for sustainable development. RAS help to empower farmers and better integrate them in systems of agricultural innovation. The GFRAS structure reaches smallholder farmers via the regional RAS networks, which are made up of national-level platforms. The national platforms include actors from all sectors involved in RAS, and work directly with the clientele. National platforms help prioritise national-level issues and formulate demands to be taken to the regional and global levels.

In 2015, the GFRAS Strategic Framework 2016 – 2025 was developed to help plan and measure change, learning, and progress in extension and RAS reform over the next ten years. Implementation of the 10-year strategy required an operational plan; a medium term document that guides the GFRAS community: GFRAS steering committee, secretariat, working groups, regional networks, country fora, and affiliates on how to implement the GFRAS Strategic Framework 2016 – 2025. The operational plan provides a robust framework and plans to accomplish the six higher-level organisational goals identified in the GFRAS Strategic Framework 2016 – 2025.

Within the context of the GFRAS Five-Year Operational Plan 2016 – 2020, the primary aim of GFRAS is to **support and establish stronger regional networks that enhance and strengthen RAS, and provide guidance, leadership, and advocacy for RAS at the global level.**

One key focus of all activities documented within the operational plan is strengthening regional, sub-regional, and national rural advisory services networks and fora. This decision was based upon the pronounced demand by networks, RAS stakeholders, and funders alike.

The capacity assessment process was identified as a robust means to measure capacity consistently across regional networks and national-level platforms. The capacity areas were identified through a participatory process including representative experts from all regions within the GFRAS network. The intent of the assessment is to establish a measurable moment in time, not to be punitive.

In addition to examining an overall General Network factor, the GFRAS organisation identified five capacity factors of interest: Organisational and Institutional Functioning, Knowledge Management, Information Communication Technology Use, Professionalisation of RAS, and Advocacy. Within each of these six factors, dimensions were identified and used as the unit of measurement. A conceptual model for the data is presented in Figure 1.

Figure 1. *Capacity Assessment Conceptual Model*
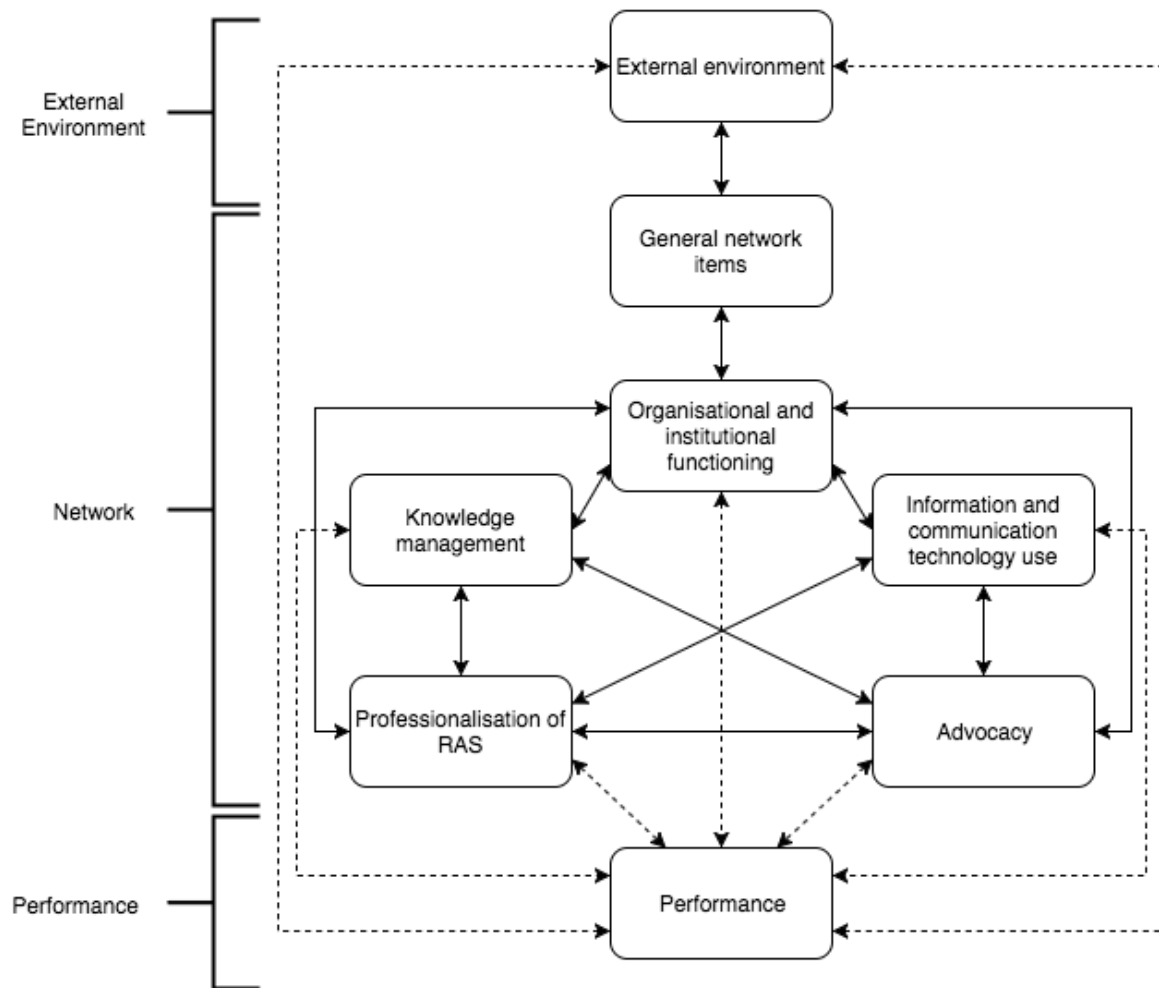
- **External environment**: Items that help quantify the effect of political, social, and economic variables will serve as a set of control items.
- **General network items**: Items that are relevant to the network regardless of specific area of interest.
- **Organisational and institutional functioning**: Items used to assess the network's ability to function properly and fulfil an identified purpose or task through the effective application of human, physical, financial, and intangible resources.
- **Knowledge management:** Items used to assess whether the network is providing a practice or system for enabling clientele and stakeholders to collectively and systematically create, harvest, share, and apply knowledge.
- **Information and communications technology use:** Items used to assess whether the network is providing communications devices, tools, or platforms for collecting, processing, storing, retrieving, managing, and sharing of information in multiple formats.

- **Professionalisation of RAS**: Items used to assess whether the network is providing opportunities resulting in improved skills, good judgment, and behaviour that is expected from a RAS professional.
- **Advocacy**: Items used to assess whether the network is promoting, supporting, defending, or drawing attention to the strategic role of RAS.
- **Performance:** Items used to assess the efficiency, effectiveness, or relevance of specific network areas.

Methodology

While details will follow on utilizing the capacity assessment tools a broad overview of the process is offered here.

First, to measure levels of capacity a set of quantitative survey instruments were developed using a participatory Delphi process. Two unique instruments emerged from the Delphi process: an assessment of *perceived* capacity and an assessment of *objective* capacity. The perceived capacity assessment was developed to quantitatively collect network Secretariat and Board members' perspectives on levels of capacity. A comprehensive version was developed for network Secretariat members to complete and a shortened version of the assessment was developed for Board members or other experts external to the network organisational structure. Respondents are allowed to opt out of rating an item if they do not have any knowledge or if the item was not applicable.

The objective assessment was developed to track a binary assessment of whether a specific capacity could be verified through either document review or direct observation. The objective capacity assessment includes a desk review of documentation provided by the network as well as direct observation. Observations are recorded using a dichotomous coding scheme for each objective item. Specifically, items are either classified as verified or not. If an item is not verified it was not an indication that the network is necessarily deficient, or that there is not capacity in the network; however, the capacity may not be currently manifested in a verifiable form. Interpretation of the objective capacity analysis should be done through the lens that an individual without intimate knowledge of the network, or the network actors, could arrive at a similar conclusion using a heuristic approach. The network objective capacity is calculated by summing the total number of verified capacities and dividing by the total number of potential capacities.

Once collected, data from the assessments of perceived capacity and assessment of objective capacity are analysed according to each of the six factors. Results of the perception and objective assessments are then plotted to provide a visual representation of capacity. The plot area is divided into quadrants to allow for easy classification of capacity. Figure 2 provides a general rubric for capacity classification.

Figure 2. *Capacity Matrix Key*

Capacity Matrix Key
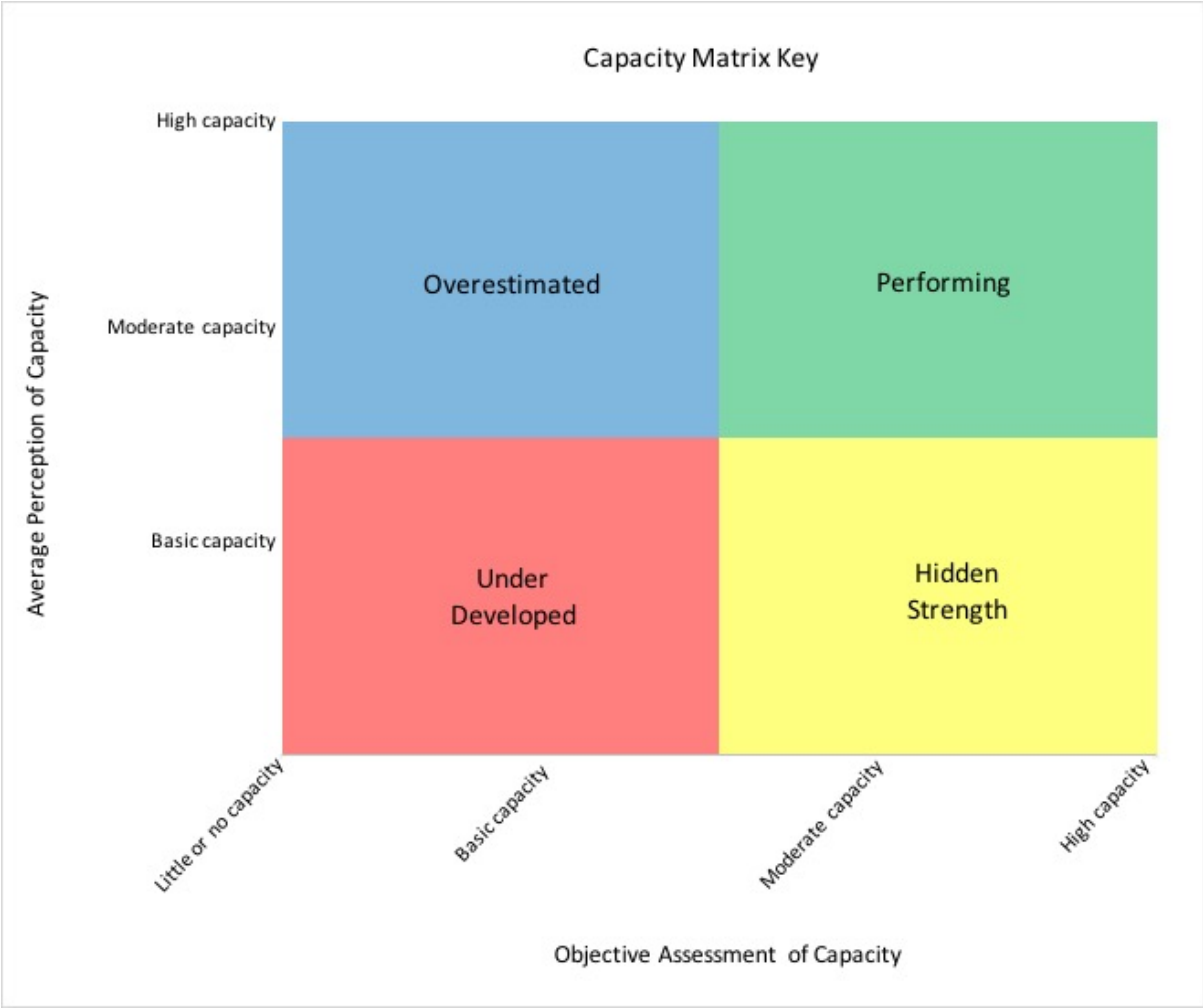
In addition to quantitative data collection, key informant interviews are conducted to provide data triangulation to the capacity assessment process[1] [2]. Interviews are conducted either in-person or by telephone. Key informants are nominated by the network process champion.

Process Map

The GFRAS capacity assessment process has been designed to allow for maximum independence and flexibility at the network level. Specifically, the process has been designed to allow networks to determine the best way to complete the assessment according to their particular needs and situation. The process includes four main actors with a total of 12 actions. The complete process is provided in Figure 3.

Actors

The following actors are included in the process:

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[1] Eisner, E. W. (1998). *The enlightened eye: Qualitative inquiry and the enhancement of educational practice*. Upper Saddle River, NJ: Merrill-Prentice Hall.
[2] Patton, M. Q. (2008). *Utilization-focused evaluation*. Thousand Oaks, CA: Sage.

A. **Network champion (specific individual or individuals)**: This individual is the primary point of contact for the assessment. Ultimately this individual is responsible for facilitating the process, providing approval, and managing responsibilities. The champion may not necessarily be independently responsible for collecting all data or providing all approvals; however, this individual needs to be the primary point of contact for facilitating these activities. This individual should have the authority to make decisions and provide guidance as necessary. Additionally, this individual should be able to synthesise feedback from multiple parties and provide one final and comprehensive perspective to the consultant.

B. **Consultant (specific individual or organisation):** The consultant may be either an internal or external individual, or group of individuals, responsible for conducting the assessment; however, the network champion and consultant should NOT be the same individual. It is critical the consultant be an objective party without a vested interest in outcomes or findings. From this perspective an outside consultant is suggested to ensure objectivity. It is very important to have a process built on transparency and accountability. One method to ensure transparency is to have a clear division of responsibilities.

C. **Internal respondents**: Individuals that operate within the network context will be asked to provide data specific to their area of expertise.

D. **External respondents**: Individuals that operate outside of the network context will be asked to provide data specific to their area of expertise.

Action Summary

Throughout the remainder of the document specific actions are further supported through descriptions, templates, and recommendations.

Figure 3. *Capacity Assessment Process Map*
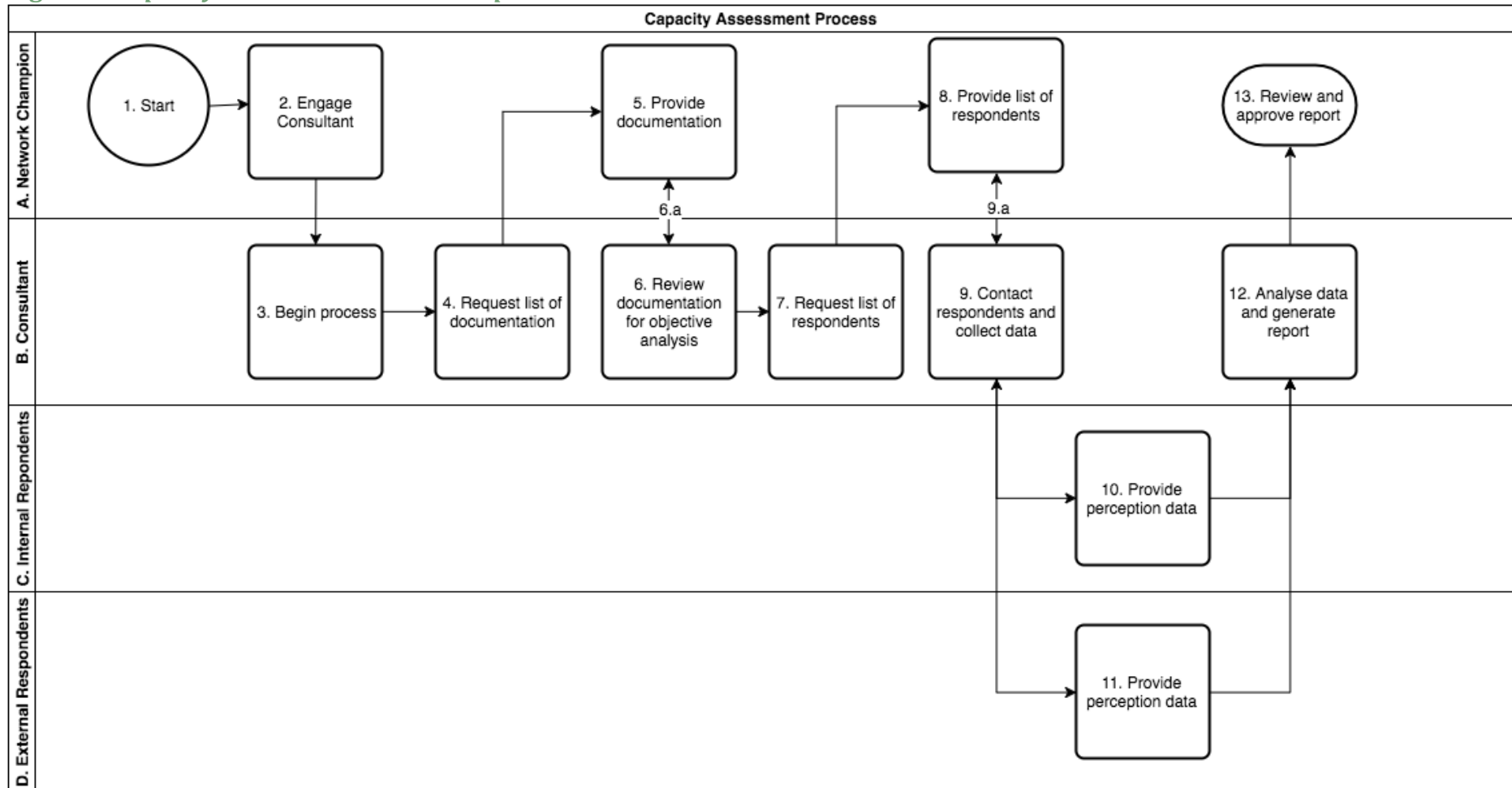
1. Start

Description

There should be a formal kickoff and commitment from the appropriate stakeholders within the network to support the capacity assessment. The key to a successful assessment will be follow through and consistency. The project sponsor may or may not be the same as the network champion. Ultimately, the project should be initiated by a sponsor capable of supporting the effort.

Actors

- Project Sponsor
- Network Champion
- Core Group (as appropriate)

Recommendations and Best Practices

To ensure buy-in from the network, it is suggested that a Core Group responsible for the process is identified and involved from the start. The Core Group should consist of one champion, or primary point of contact, for the project; at least one member of the administrative team, such as a member of the network secretariat; and a representative from the funding agency (if applicable). Additionally, the core group may include other critical actors from the network; however, the recommendation is the keep the core group to less than five for efficiency. During the start the core group should review the purpose of the capacity assessment as well as to discuss how the results will be used.

2. Engage Consultant

Description

Whether the consultant is an internal resource from within the network or an external third-party, the majority of the assessment should be conducted by an individual, or group, with the time and resources necessary to complete the process. At a minimum there should be a clear list of deliverables and timelines.

Actors

- Network Champion
- Consultant

Recommendations and Best Practices

To ensure the highest likelihood for success the consultant should have the following qualifications:

- Experience conducting evaluations of this nature
- Familiarity with rural advisory services
- Familiarity with the network context, either specifically, or generally based on regional or contextual trends
- Access to an online survey tool, or printing facilities for paper based assessments
- Comfort calculating index scores based on response data
- Extensive interviewing experience, including the ability to thematically analyse qualitative data
- Experience conducting desk reviews of documentation and artefacts

- The time to commit a minimum of 60 to 100 hours of effort to complete the entire process over the duration of the project (typically one month from start to finish)

The network champion, and if applicable the core group, should base any consultant decisions on the above criteria. However, depending on when the consultant is engaged in the process it may be necessary for the consultant to pro-actively establish communication with the network champion. For example, if a funding agency were to sponsor a capacity assessment and engage an external consultant to complete the process.

Template Consultant Introduction Email to Network Champion

Dear <CHAMPION>,

I hope that you are doing well! I was just made aware that you will be my primary point of contact for conducting the GFRAS sponsored capacity assessment of the <NETWORK>. I am very excited to be working with you on this important project! The purpose for this message is to formally begin the process and to let you know about the next steps.

I was engaged as a consultant by <ORGANISATION> to undertake a capacity assessment of the <NETWORK>. The tools, templates, and approach for the capacity assessment was developed by LR Brand, Inc. (a United States based consultancy) in coordination with GFRAS and representatives from each of the regional networks. Starting in June 2016 the assessment and approach has been conducted and validated across multiple regional, sub-regional, and national networks. According the assessment standard operating procedures a list of respondents that should be included in the process as well as background documentation has been identified. I will be sending these requests in a separate email after you have had a chance to ask questions about the process.

The purpose of the capacity assessment is to provide a baseline set of data to assist the <NETWORK> in their efforts, as well as support the GFRAS Secretariat five-year operational plan. The goal is to use a standard set of instruments and measures globally to more readily assess where regional networks and country fora are from an evaluative perspective. This is NOT intended to be a gap-analysis or punitive process. Rather the hope is this assessment can be an incremental effort used to honestly assess where groups are currently, as well as provide a roadmap for where the group may wish to invest resources in the future.

This is the first time a capacity assessment of this magnitude has been conducted on a global basis with rural advisory service networks. I am very happy to be assisting with this effort and am very grateful for your time and expertise to help complete the process successfully. As a next step, please let me know if there is any additional information I can provide, or if you have any questions. After we resolve any questions I will follow up with a set of specific requests to continue the assessment process. Thanks very much!

Best Regards,

<CONSULTANT>

3. Begin Process

Description
At the beginning of the capacity assessment the consultants should familiarise themselves with all of the processes and deliverables. Any modifications to the materials or deliverables should be clearly understood by both the network champion and consultant at the beginning of the process. There should also be a plan in place to request modifications or additions once the assessment is underway.

Actors
- Consultant

Recommendations and Best Practices
The following is a very high level project plan for conducting the assessment. The consultant should propose dates and expectations for each activity.

1. Confirm participating network
   a. Identify any meetings or opportunities to conduct assessment
   b. Conduct kick off meeting and discuss any travel requirements
   c. Finalize travel requirements/plan (if necessary)
2. Data capture from network
   a. Email network champion data capture template
   b. All data capture templates completed and returned
3. Online or in-person data collection
   a. Pre-notice message from network champion
   b. Initial invitation
   c. Follow up invitations
   d. Close survey
4. Interviews
   a. Identify key informants
   b. Schedule interviews
   c. Conduct interviews
5. Data analysis
   a. Quantitative
   b. Qualitative
6. Reporting of results
   a. Preliminary results
      i. Draft report to network champion for review
   b. Final report
      i. Create report for network champion to approve and distribute as appropriate

4. Request List of Documentation

Description
The consultant should request a comprehensive set of documentation to support the assessment. The documentation and artefacts will be critical to the objective assessment completed by the consultant.

Actors
- Network Champion
- Consultant

Recommendations and Best Practices
The following items should be requested from the network:

a. Meeting agendas and minutes
b. Annual/quarterly/monthly reports
c. Financial overviews
d. Annual budgets
e. List of donors
f. Website link
g. Website analytics
h. Press releases
i. Awards received
j. Media coverage
k. Organisational charts
l. Staff list
m. Program-planning documents
n. Strategic plans
o. Policy handbooks
p. Regulations
q. Previous studies
r. Needs assessments
s. Clientele impact studies
t. Table of network milestones (dates and events that shape the network: changes in leadership, new programs, etc.)

For simplicity and efficiency, it is suggested that documentation request is combined with the respondent request. Consequently, only one email template is provided. The template may be found in 7. Request list of respondents' section.

5. Provide Documentation

Description
The network champion should provide a complete set of requested documents in a timely manner (ideally within two weeks).

Actors
- Network Champion

Recommendations and Best Practices
The key to a successful assessment will be a comprehensive review of the current status. The priority is to understand, not to penalise. Any areas or documents that are not available should be noted as such.

6. Review Documentation for Objective Analysis

Description
As documentation is received the consultant should review according to the Objective Capacity Assessment. Any specific details, notes, and data source should be recorded.
   a. **Document review feedback loop**: While reviewing documentation the consultant should identify any areas that may be unclear or missing. Additional requests should be managed on an as needed basis.

Actors
- Network Champion
- Consultant

Recommendations and Best Practices
It is important to ensure that the objective assessment is completed in a robust and auditable manner. The provided assessment template should be done in a binary manner, specifically, unless a capacity is not directly observed or identifiable through other means 'no capacity' should be indicated. Although the capacity may exist in the network, if it is not verifiable it remains latent and potentially unused.

Templates

Objective Assessment of Networks

Capacity Assessment of Regional Networks and Country Fora

Objective Assessment

2016

Commissioned by the
Global Forum for Rural Advisory Services

Objective Capacity Assessment

As the capacity assessment consultant, one of your responsibilities will be to review provided documentation and artifacts and make an assessment whether a particular capacity exists within the regional or national network.

For the purposes of the assessment please refer to the following definitions:

Verified capacity: documented example of the capacity.

Capacity: The ability of people, organisations, and society as a whole to manage their affairs successfully. Capacities are thus all aspects, features, attributes, ways of working, approaches, and characteristics of networks and fora that influence their ability to successfully manage their affairs (OECD, 2011).

Knowledge Management: a practice or system of enabling individuals, teams, and entire organisations to collectively and systematically create, harvest, share, and apply knowledge, in order to better achieve their objectives, improve their practices and learn from what they do.

ICT: Information and Communication Technologies, an umbrella term that includes any communication device or application for collection, processing, storage, retrieval, managing, and sharing of information in multiple formats. This encompasses, amongst others, radio, television, cellular phones, computer and network hardware and software, satellite systems and so on, as well as the various services and applications associated with them, such as videoconferencing and distance learning, social media, and others.

Organisational and Institutional Functioning: An ability to function properly and fulfil an identified purpose or task through the effective application of human, physical, financial and intangible resources.

Professionalisation: A profession is a type of job that requires special education, training, or skill. Professionalism and professionalisation is defined as the skills, good judgment, and behavior that is expected from a person who is trained in a particular profession.

Advocacy: Advocacy involves promoting, supporting, or defending something. An important aspect of advocacy for GFRAS and its regional networks is drawing attention to the strategic role of rural advisory services (RAS) in rural development more widely.

Thank you for your time and expertise, the results of the objective assessment will be critical to the overall capacity assessment process.

Network

Network assessed:

Documents and Artefacts

Please indicate if the following items were used as part of the objective assessment:

	No	Yes
Direct observation	☐	☐
Meeting agendas and minutes	☐	☐
Annual/quarterly/monthly reports	☐	☐
Financial overviews	☐	☐
Annual budgets	☐	☐
List of donors	☐	☐
Website link	☐	☐
Website analytics	☐	☐
Press releases	☐	☐
Awards received	☐	☐
Media coverage	☐	☐
Organisational charts	☐	☐
Staff list	☐	☐
Program-planning documents	☐	☐
Strategic plans	☐	☐
Policy handbooks	☐	☐
Regulations	☐	☐
Previous studies	☐	☐
Needs assessments	☐	☐
Clientele impact studies	☐	☐
Table of network milestones (dates and events that shape the network: changes in leadership, new programs, etc.)	☐	☐
Other (please describe):	☐	☐

OVERALL NETWORK

The following section is to record an objective assessment of the overall capacity of the network. Please check the appropriate box.

	n/a	No capacity	Verified capacity
Collaborations with universities, learning, or research institutes	☐	☐	☐
Collaborations with related national organisations	☐	☐	☐
Collaborations with community partners	☐	☐	☐
Collaborations with policy makers	☐	☐	☐
Collaborations with the private sector	☐	☐	☐
Collaborations with other stakeholders	☐	☐	☐
Public/private partnerships	☐	☐	☐
Networking opportunities hosted by the network	☐	☐	☐
An accounting system in place	☐	☐	☐
A formal process for financial planning and budgeting	☐	☐	☐
Funding generation model	☐	☐	☐
Communication in English	☐	☐	☐
Communication in other (clientele) languages, other than English	☐	☐	☐
Promoting the role of women extension workers in RAS	☐	☐	☐

ORGANISATIONAL AND INSTITUTIONAL FUNCTIONING

The following section is to record an objective assessment of the organisational and institutional functioning capacity of the network. Please check the appropriate box.

	n/a	No capacity	Verified capacity
Vision and mission	☐	☐	☐
Strategic plan	☐	☐	☐
Process for the frequency, conditions, and methods for network officers to communicate with network members	☐	☐	☐
Network officers in place	☐	☐	☐
Network members come from multiple disciplines and represent multiple perspectives	☐	☐	☐
Policies, regulations, methods, procedures, terms, and definitions for the network	☐	☐	☐
Accountability procedures in place	☐	☐	☐
Defined management approach for the network	☐	☐	☐
Identifiable organisational structure	☐	☐	☐
Governance structure	☐	☐	☐
Sufficient funding to support organisational staff and infrastructure	☐	☐	☐
Activities well organised, structured, and reliable	☐	☐	☐
Value-added services provided by the network that otherwise would not be available to RAS professionals, stakeholders, clientele, or policy/decisions makers	☐	☐	☐

KNOWLEDGE MANAGEMENT

The following section is to record an objective assessment of the knowledge management capacity of the network. Please check the appropriate box.

	n/a	No capacity	Verified capacity
Network members engaged in sharing knowledge	❑	❑	❑
Feedback mechanisms in place to provide useable formative data	❑	❑	❑
Knowledge sifted, selected, prioritised, refined, organised, packaged and disseminated by the network	❑	❑	❑
Network personnel technically skilled in their use of knowledge management resources	❑	❑	❑
Network personnel available to organise meetings, exchanges, and peer learning events	❑	❑	❑
Database archiving	❑	❑	❑
Network level monitoring and evaluating	❑	❑	❑
Network level needs assessments	❑	❑	❑
Network level reporting skills	❑	❑	❑
Content developed from a variety of information sources	❑	❑	❑
Stable internet platform for knowledge management	❑	❑	❑
Software and monitoring tools specifically used for knowledge management	❑	❑	❑
Established knowledge management strategy including the knowledge being managed, the purpose, and who information is for	❑	❑	❑
Documentation of knowledge provided (activities, products, best practices, success stories) to RAS professionals through a centralised platform	❑	❑	❑
Activities, products, best practices, and success stories made accessible to stakeholders in multiple formats	❑	❑	❑
Information available in an annual report	❑	❑	❑
Sufficient funding to support knowledge management activities	❑	❑	❑
Financial resources allocated to organise meetings, exchanges and peer learning events for knowledge management	❑	❑	❑
RAS professionals use the available knowledge	❑	❑	❑
Network supported stakeholders using the knowledge available to them to inform RAS practice	❑	❑	❑
Network used data to provide insight into challenges and opportunities	❑	❑	❑

INFORMATION AND COMMUNICATION TECHNOLOGIES USE

The following section is to record an objective assessment of the information and communication technologies use capacity of the network. Please check the appropriate box.

	n/a	No capacity	Verified capacity
Communicating via distance	☐	☐	☐
Information and communication technologies accessible by clientele	☐	☐	☐
Processes in place to reach individuals without internet access	☐	☐	☐
Sources of information provided that are adaptable for different users	☐	☐	☐
Evidence of ICT literacy amongst RAS professionals	☐	☐	☐
Communication skills needed to use ICT tools available	☐	☐	☐
ICT used to link stakeholders to RAS professionals	☐	☐	☐
Discussion groups where RAS professionals interact online available	☐	☐	☐
ICT used as a way to leverage partnerships	☐	☐	☐
ICT used to enhance networking	☐	☐	☐
Website available with access to all information	☐	☐	☐
Website arranged in an organised manner	☐	☐	☐
Website updated on a regular basis	☐	☐	☐
Web page design and management skills in network	☐	☐	☐
At least one individual devoted to communication/ICT	☐	☐	☐
At least one individual trained in specific ICT tools	☐	☐	☐
Network officers able to source information	☐	☐	☐
Network officers have access to ICT information	☐	☐	☐
Information and communication technology infrastructure in place	☐	☐	☐
Records, reports, and publications managed electronically	☐	☐	☐
Internet capabilities used by the network	☐	☐	☐

INFORMATION AND COMMUNICATION TECHNOLOGIES USE CONT.

The following section is to record an objective assessment of the information and communication technologies use capacity of the network. Please check the appropriate box.

	n/a	No capacity	Verified capacity
Documentation on how to select the appropriate ICT tools	☐	☐	☐
ICT integrated into reaching the larger objectives of the network	☐	☐	☐
ICT used for monitoring and evaluation	☐	☐	☐
ICT used for collecting information	☐	☐	☐
ICT used for disseminating information	☐	☐	☐
Effective platform for synchronous online opportunities provided (for example on Skype calls)	☐	☐	☐
Effective platform for asynchronous online opportunities provided (for example on a website)	☐	☐	☐
Network uses social media	☐	☐	☐
Sufficient funding to support information communication technologies activities	☐	☐	☐
Virtual networks established and used	☐	☐	☐
Success stories about using ICT tools shared	☐	☐	☐
RAS professionals use ICT tools	☐	☐	☐

PROFESSIONALISATION OF RAS

The following section is to record an objective assessment of the professionalisation of RAS capacity of the network. Please check the appropriate box.

	n/a	No capacity	Verified capacity
Network has advocated for RAS professionalisation	☐	☐	☐
Network provides incentives for engagement in best practices (e.g. awards, scholarships, certificates)	☐	☐	☐
Leadership capacity development activities (including strategy development and managerial skills)	☐	☐	☐
Standardised set of materials for network members to use (e.g. training manuals, best practices, guidelines, learning kits)	☐	☐	☐
Development of appropriate programme monitoring and evaluation systems	☐	☐	☐
Strengths and weaknesses within the RAS system documented	☐	☐	☐
Needs assessments encouraged	☐	☐	☐
Needs assessments supported	☐	☐	☐
Sufficient funding to support professionalisation activities	☐	☐	☐
Network has supported the development of facilitation skills (including the ability to build capacity of staff and stakeholders)	☐	☐	☐
Network has provided opportunities for professional development plan creation	☐	☐	☐
Network has provided opportunities for professional development plan management	☐	☐	☐
Vision for the role of a RAS professional	☐	☐	☐

ADVOCACY

The following section is to record an objective assessment of the advocacy capacity of the network. Please check the appropriate box.

	n/a	No capacity	Verified capacity
RAS stakeholder needs documented	☐	☐	☐
Documentation of the linkage between RAS and ongoing priority government and private sector programmes	☐	☐	☐
Documentation of global trends and context in RAS	☐	☐	☐
Advocacy strategy	☐	☐	☐
Key advocacy messages documented	☐	☐	☐
Advocacy materials developed	☐	☐	☐
Advocacy materials available for clientele	☐	☐	☐
Sufficient funding to support advocacy activities	☐	☐	☐
Network has been recognised as a relevant/important actor	☐	☐	☐
Network has engaged in discussions surrounding current policy trends	☐	☐	☐
Evidence of strong grassroots support	☐	☐	☐
RAS network officers have been invited to be part of the the decision making process at all levels	☐	☐	☐
Representation on international platforms/ events	☐	☐	☐
Representation on national platforms/ events	☐	☐	☐
Representation on local platforms/ events	☐	☐	☐
Network has provided information in support of RAS efforts to policy makers at all levels	☐	☐	☐
Network has shown the role/potential role of RAS in addressing priority concerns	☐	☐	☐
Network has used creative ways to reach new and old audiences	☐	☐	☐
Advocacy success stories have been communicated	☐	☐	☐

7. Request List of Respondents

Description

The consultant should request a list of assessment respondents at the beginning of the process.

Actors

- Network Champion
- Consultant

Recommendations and Best Practices

The request for respondents could be made at the same time as the request for documentation; however, it will be up to the consultant and network champion to determine what a reasonable amount of simultaneous requests will be and what a reasonable timeline for response should be.

a. Secretariat members (paid and non-paid)
b. Board or steering committee members
c. Key informants for interview, one representative from each of the following categories:
    i. Government or Public Sector
    ii. University or Post-Secondary
    iii. Funding Organisation
    iv. Peer Organisation

Templates

Consultant Data Request Email to Network Champion

Dear <CHAMPION>,

Thank you for the follow up, I am very excited to work with you on this process! As a next step there are three primary sets of tasks: identifying respondents for the survey, identifying experts for interviews, and providing background documentation for review.

Online Survey:
1. <NETWORK> Secretariat members: complete an online survey requiring approximately 30-60 minutes to complete
2. <NETWORK> member country country fora focal person (if appropriate): complete an online survey requiring approximately 30-60 minutes to complete
3. <NETWORK> board members: complete an online survey requiring approximately 10 minutes to complete

Each of the identified groups has an associated spreadsheet attached, if you can please complete and return these files we can set up the survey accordingly.

Interviews:
Identify a representative (or group of individuals) representing the following groups (these can either be board members or external individuals):
1. Government or Ministry of Agriculture
2. University or post-secondary institution
3. Peer organisation (performing similar RAS activities)
4. Funding or sponsoring organisation (GIZ, CTA, World Bank, etc.)

The attached interview contact sheet should be used to identify experts, if you can please complete and return these files we can set up the interviews accordingly.

Background documentation and materials:
In addition to the contact information for respondents, we would also like your assistance in gathering background on the <NETWORK> network. We understand that you might not have many of the requested documents; however, we want to request the comprehensive list just to be thorough. Specifically, we would like to review the following if available (preferably sent electronically):
1. Meeting agendas and minutes
2. Annual/quarterly/monthly reports
3. Financial overviews
4. Annual budgets
5. List of donors
6. Website link
7. Website analytics
8. Table of network milestones (dates and events that shape the network: changes in leadership, new programs, etc.)
9. Organisational charts
10. Staff list
11. Program-planning documents
12. Strategic plans
13. Policy handbooks
14. Regulations
15. Previous studies

16. Needs assessments
17. Clientele impact studies
18. Press releases
19. Awards received
20. Media coverage

I would like to suggest that we move forward with data collection and scheduling meetings as soon as possible so we can hopefully complete the assessment and develop the report in the coming month. From my side I will coordinate all of the surveys, data collection, reminders, and document review. If you can help to confirm who should be included in each of the above groups as well as provide an introduction/pre-notice to the groups (I will provide a template for you to use) I will coordinate the rest of the process. Please let me know if this is acceptable or if there is any additional information I can provide. I am looking forward to working with you and <NETWORK> on this exciting project! Thanks,

<CONSULTANT>

Secretariat and Board Member Data Collection Template

The following table should be copy and pasted into two distinct Excel spreadsheets. The spreadsheets should be identifiable as either Secretariat or Board. If the assessment is not going to be collected online it may not be necessary to gather email addresses; however, it would still be valuable to have names of potential respondents when calculating response rates.

FirstName	LastName	EMAIL

Country Fora Focal Person Data Collection Template

If an assessment of a regional or sub-regional network is being conducted, it will be necessary to include country fora focal persons as potential respondents. If only a national level assessment is being conducted, this template is not required. The following table should be copy and pasted into a distinct Excel spreadsheet. If the assessment is not going to be collected online it may not be necessary to gather email addresses; however, it would still be valuable to have names of potential respondents when calculating response rates.

FirstName	LastName	EMAIL	Country

Key Informant Interview Contact Template

The following table should be copy and pasted into a distinct Excel spreadsheet. It is preferable to ensure the experts identified for key informant interviews are not redundant with those identified in the assessment.

Expert Representing	Expert Name	Title	EMAIL
Government			
University			
Funding Organisation			
Peer Organisation			

8. Provide List of Respondents

Description
The network champion should provide as comprehensive a set of potential respondents as possible. It is recommended that the network champion work with the core group to create and confirm the list of respondents as appropriate. This will increase transparency and reduce the possible perception of bias.

Actors
- Network Champion

Recommendations and Best Practices
It is possible to provide contact lists in whatever form is convenient. If there are existing lists of Secretariat members and Board members, it is acceptable to provide the source files. However, it is very important to have the accurate names and contact information for all potential respondents.

9. Contact Respondents and Collect Data

Description
The consultant should be the primary point of contact for all capacity assessment related data collection with respondents. It may be necessary to have the network champion assist in scheduling meetings and making connections; however, the data should be collected in an independent and clear manner. Any requests for interviews or meetings should be coordinated as necessary.

Actors
- Network Champion
- Consultant

Recommendations and Best Practices
For any survey data collection, the consultant should use the Dillman Tailored Design Method as described below. All messages should be personalised to improve response rates.
  a. **Respondent list validation**: Any questions regarding contact information or accuracy should be resolved with the consultant and network champion.
  b. **Pre-notice**: A message should be sent from the network champion informing respondents and alerting them that the invitation from the consultant will be coming.
  c. **Invitation**: The consultant should invite participants to complete the survey. Generally, it is recommended to have the survey open for at least two weeks, but no longer than four weeks.
  d. **Reminder 1**: After one week the consultant should contact all non-respondents and resend the invitation.
  e. **Additional reminders**: Reminders should be sent at least once per week prior to the survey closing.
  f. **Final reminder**: One day prior to the survey closing any non-respondents should be informed that the survey will be closing.

g. **Thank you**: After the survey is closed the consultant should send a thank you message to all respondents providing a summary and description of next steps as appropriate.

The provided templates presume an online data collection. If data is collected in-person or through other means the templates should be modified accordingly. Furthermore, the email templates are based on the shortened version of the survey. The shortened version generally takes 10 minutes to complete whereas the comprehensive version generally takes 30 minutes to complete. The duration estimates in the templates should be updated based on the intended audience.

Templates

Subject Line:

NOTICE: Invitation to Participate in <NETWORK> Capacity Assessment Forthcoming

Email Content:

Dear <NETWORK> Regional Experts,

A few days from now you will receive an email request to fill out a survey for an important capacity assessment of <NETWORK> that is being conducted by GFRAS, and will be coordinated by <CONSULTANT>. This is an assessment of regional, sub-regional, and country fora from across the globe and is the largest such effort ever undertaken. We are confident the findings from the assessment will have huge implications for <NETWORK>, GFRAS, and rural advisory services more broadly.

The purpose of the survey is to collect information about network capacity and to establish a baseline for the five-year GFRAS operational plan. Specifically, there are five primary areas of interest: organisational functioning of the network, knowledge management, ICT use, professionalisation of RAS, and advocacy.

This is where you come in. As regional experts, you have a unique perspective on <NETWORK> and how the network is operating. We would like to ask for you to take the time to respond to the survey and provide your insights. The more complete the data, the more accurate the assessment will be.

In the next few days you should receive an email from <CONSULTANT> with a link to the survey and further instructions, if not please be sure to check your spam mailbox or send them an email directly. I can assure you that your responses will be completely confidential. Any questions or concern can be directed to <CONSULTANT> from this time forward.

Please feel free to email <CONSULTANT> with any other questions that you might have. My profound thank you for your consideration of this request,

Director

Capacity Assessment Invitation Template

Subject Line:

Invitation to Participate in <NETWORK> Capacity Assessment

Email Content:

Dear <EXPERT>,

Based on the pre-notice message you should have received from <NETWORK CHAMPION>, we are very excited to send the <NETWORK> capacity assessment survey for your input!

We greatly appreciate your participation and willingness to share your insights. The survey will be open until <DATE>. Clicking the link below should automatically direct you to your personal survey - once you have submitted your survey no further action is required.

Follow this link to the Survey:
<LINK>

Or copy and paste the URL below into your internet browser:
<URL>

This survey should take approximately 30 minutes to complete. Please let me know if you have any questions or concerns. Our goal is to have 100% of the Secretariat, country fora focal persons, and regional experts complete the survey to ensure we have the most comprehensive data possible, your insights are essential to this capacity assessment process. Thank you for your willingness to participate in this process, and for your commitment to rural advisory services!

Best Regards,

<CONSULTANT>

Capacity Assessment Reminder 1 Template
Subject Line:

REMINDER: Invitation to Participate in <NETWORK> Capacity Assessment

Email Content:

Dear <EXPERT>,

I hope you are doing well! On <DATE> I sent a link to the <NETWORK> capacity assessment survey. I wanted to send a reminder that we'd like to have all responses back by <DATE>.   The survey should take less than 10 minutes to complete, and your input will be critical to ensure we have the most complete view of the <NETWORK> possible. By clicking the link below you should be automatically directed to the survey.

Follow this link to the Survey:
<LINK>

Or copy and paste the URL below into your internet browser:
<URL>

We know how busy everyone is, and we are very grateful for your participation and input! Please let me know if you have any questions or concerns. Thank you!

Best regards,

<CONSULTANT>

Capacity Assessment Reminder 2 Template

Subject Line:

SECOND REMINDER: Invitation to Participate in <NETWORK> Capacity Assessment

Email Content:

Dear <EXPERT>,

Thank you again for assisting with the <NETWORK> Capacity Assessment process! Last week I sent a link to the capacity assessment, I wanted to send a quick reminder that we'd like to have all responses back by <DATE>. The survey should take less than 10 minutes to complete, and so far we have a response rate of <XX>%. Our goal is to have 100% of identified experts represented in this process, so your input is critical. By clicking the link below you should be automatically directed to the survey.

Follow this link to the Survey:
<LINK>

Or copy and paste the URL below into your internet browser:
<URL>

We know this is a very busy time of year so your time and support is greatly appreciated! Please let me know if you have any questions or concerns. Thank you!

Best regards,

<CONSULTANT>

Capacity Assessment Reminder 3 Template
Subject Line:

THIRD REMINDER: Invitation to Participate in <NETWORK> Capacity Assessment

Email Content:

Dear <EXPERT>,

I hope you are having a nice week! I wanted to quickly follow up regarding your invitation to complete the <NETWORK> capacity assessment. The survey will be closing tomorrow, <DATE>, so we wanted to request that you complete it as soon as possible. Currently we have <X> out of <X> completed responses for a <XX>% response rate. However, we would like to encourage the <X> of you that have not completed the survey to please do so now. Your input will be very important to ensure we have a very complete view of the <NETWORK>. By clicking the link below you should be automatically directed to the survey.

Follow this link to the Survey:
<LINK>

Or copy and paste the URL below into your internet browser:
<URL>

Because this is the first time that such a comprehensive capacity assessment has been undertaken amongst RAS networks we want to ensure that it is as complete as possible. Your input is critical to the success of this effort and we are very appreciative of your time and expertise. Please let me know if you have any questions or concerns. Thank you!

Best regards,

<CONSULTANT>

Capacity Assessment Final Reminder Template
Subject Line:

FINAL REMINDER: Invitation to Participate in <NETWORK> Capacity Assessment

Email Content:

Dear <EXPERT>,

First, please allow me to apologise for all of the emails and reminder messages, I know how full email inboxes can become and I am sorry if I have contributed too much to yours. Because of the importance of this global study we wanted to make sure that everyone had an opportunity to participate and contribute before we closed the <NETWORK> capacity assessment. The survey is scheduled to close today <DATE>, so I wanted to send a final reminder and request that you complete the survey. The survey should only take approximately 10 minutes to complete. By clicking the link below you should be automatically directed to the survey.

Follow this link to the Survey:
<LINK>

Or copy and paste the URL below into your internet browser:
<URL>

Your input and insights are very important to the success of this effort and we cannot thank you enough for taking the time to assist with this important global project. Please let me know if you have any questions or concerns. Thank you!

Best regards,

<CONSULTANT>

Subject Line:

THANK YOU: Invitation to Participate in <NETWORK> Capacity Assessment

Email Content:

Dear <EXPERT>,

Thank you so much for participating in the <NETWORK> Capacity Assessment process. We had a <XX>% response rate which is very good. We are now in the process of analyzing the results and compiling all of the data collected. Your insights and participation have been very much appreciated. Please let me know if there is any additional information I can provide. Thank you!

Best Regards,

<CONSULTANT>

10. Internal Respondent Group – Provide Perception Data

Description
Based on the Secretariat member (paid and non-paid) contact information provided, the consultant should collect data using the Comprehensive perceived capacity assessment survey.

Actors
- Consultant
- Internal Respondents

Recommendations and Best Practices
It is important to ensure that the comprehensive perception assessment is completed in a robust manner. Potential respondents should include all Secretariat and Country Fora focal persons (if appropriate). The provided assessment template can be completed in either paper-based or online format. If conducted online, it is recommended to use a robust tool such as Qualtrics to ensure technical challenges are minimised.

Templates

Comprehensive Capacity Assessment

Capacity Assessment of <NETWORK>

2016

Commissioned by the
Global Forum for Rural Advisory Services

Capacity Assessment

Thank you for taking the time to participate in this capacity assessment. The purpose of the capacity assessment is to strengthen regional, sub-regional, and national rural advisory services (RAS) networks and fora by assessing the current capacity of these networks. This assessment has been specifically designed for individuals familiar with the <NETWORK>, and is only related to the <NETWORK> network.

This is the first time a capacity assessment of this magnitude has been conducted on a global basis with rural advisory service networks. We are very grateful for your time and expertise to help complete the process successfully. Your honest insights will be critical to accurately assessing current levels of capacity.

Please note that the questions always concern the <NETWORK> network (and not advisory services as such). For this survey, capacity is defined as the ability of people, organisations, and society as a whole to manage their affairs successfully. Capacities are thus all aspects, features, attributes, ways of working, approaches, and characteristics of networks and fora that influence their ability to successfully manage their affairs (OECD, 2011).

Thank you for your time and expertise, your response will be critical to ensuring the most accurate assessment possible.

The first area that we would like your perceptions on is the environment for rural advisory services (RAS) or the surroundings or conditions in which <NETWORK> operates.

Please indicate how much support you perceive there to be for RAS within each of the following areas:

	Little or no support	Some support, but very limited	Good support, but could still be improved	Exceptional support, no need for improvement	Not applicable	No knowledge
Policy and political support for RAS	☐	☐	☐	☐	☐	☐
Social and cultural support for RAS	☐	☐	☐	☐	☐	☐
Economic support for RAS	☐	☐	☐	☐	☐	☐

Next we would like your perceptions on the overall capacity of the <NETWORK> network.

Please indicate the level of capacity you believe is present within the <NETWORK> network for each of the following areas:

	Little or no capacity	Some capacity, but very limited	Good capacity, but could still be improved	Exceptional capacity, no need for improvement	Not applicable	No knowledge
A culture of connecting others	☐	☐	☐	☐	☐	☐
Supports collaboration, communication, and networking opportunities to establish partnerships with other groups (e.g. universities, learning, or research institutes, national organisations, community partners, policy makers)	☐	☐	☐	☐	☐	☐
Provides opportunities for peer-to-peer exchange	☐	☐	☐	☐	☐	☐
Develops public/private partnerships	☐	☐	☐	☐	☐	☐
A system for spending accountability	☐	☐	☐	☐	☐	☐
A transparent use of funds	☐	☐	☐	☐	☐	☐
Funding decisions are made that are sound, informed, and aligned to the network goals	☐	☐	☐	☐	☐	☐
Sufficient funding to support activities desired by the network	☐	☐	☐	☐	☐	☐

Again, please indicate the level of capacity you believe is present within the <NETWORK> network for each of the following areas:

	Little or no capacity	Some capacity, but very limited	Good capacity, but could still be improved	Exceptional capacity, no need for improvement	Not applicable	No knowledge
Diverse funding sources	☐	☐	☐	☐	☐	☐
Effective fund generation model	☐	☐	☐	☐	☐	☐
Sustainable funding base	☐	☐	☐	☐	☐	☐
Communicates in English	☐	☐	☐	☐	☐	☐
Communicates in clientele languages other than English (if applicable)	☐	☐	☐	☐	☐	☐
Promotes gender equality	☐	☐	☐	☐	☐	☐
Promotes the role of women extension workers in RAS	☐	☐	☐	☐	☐	☐

Next, we would like your perceptions of the <NETWORK> network's organisational and institutional functioning capacity. This is an ability to function properly and fulfill an identified purpose or task through the effective application of human, physical, financial and intangible resources.

Please indicate the level of capacity you believe is present within the <NETWORK> network for each of the following areas:

	Little or no capacity	Some capacity, but very limited	Good capacity, but could still be improved	Exceptional capacity, no need for improvement	Not applicable	No knowledge
The vision and mission are appropriate	☐	☐	☐	☐	☐	☐
Network members are aware of the vision and mission	☐	☐	☐	☐	☐	☐
Network members work towards the network's vision and mission	☐	☐	☐	☐	☐	☐
The network's activities are aligned with the vision and mission	☐	☐	☐	☐	☐	☐
Dynamic leadership is exhibited at all levels	☐	☐	☐	☐	☐	☐
Network officers are aware of when and how to reach out to network members	☐	☐	☐	☐	☐	☐

Again, please indicate the level of capacity you believe is present within the <NETWORK> network for each of the following areas:

	Little or no capacity	Some capacity, but very limited	Good capacity, but could still be improved	Exceptional capacity, no need for improvement	Not applicable	No knowledge
Network officers are committed to RAS	☐	☐	☐	☐	☐	☐
Network officers are committed to the success of the network	☐	☐	☐	☐	☐	☐
Network officers trust one another	☐	☐	☐	☐	☐	☐
The leadership guides the network through change effectively	☐	☐	☐	☐	☐	☐
The leadership delivers results	☐	☐	☐	☐	☐	☐
There a sufficient number of network officers in place to handle and maintain a quality network in a timely manner	☐	☐	☐	☐	☐	☐
Network members are interested in working together	☐	☐	☐	☐	☐	☐
Network members come from multiple disciplines and represent multiple perspectives	☐	☐	☐	☐	☐	☐
Network activities are well organized, structured, and reliable	☐	☐	☐	☐	☐	☐
Stakeholder's needs drive activities	☐	☐	☐	☐	☐	☐
A culture of innovation is present	☐	☐	☐	☐	☐	☐
An operational plan is in place to guide network activities	☐	☐	☐	☐	☐	☐
Processes that define how activities should occur are in place	☐	☐	☐	☐	☐	☐
A system for continuous improvement is present	☐	☐	☐	☐	☐	☐
The network is compliant with relevant laws, policies, and regulations	☐	☐	☐	☐	☐	☐
The network has appropriate legal expertise and support	☐	☐	☐	☐	☐	☐
There is a plan for catastrophes	☐	☐	☐	☐	☐	☐
There is sufficient funding to support organisational staff and infrastructure	☐	☐	☐	☐	☐	☐

Again, please indicate the level of capacity you believe is present within the <NETWORK> network for each of the following areas:

	Little or no capacity	Some capacity, but very limited	Good capacity, but could still be improved	Exceptional capacity, no need for improvement	Not applicable	No knowledge
Network outputs are valued by RAS professionals, stakeholders, clientele or policy/decision makers	☐	☐	☐	☐	☐	☐
The network provides value-added services that otherwise would not be available to RAS professionals, stakeholders, clientele, or policy/decision makers	☐	☐	☐	☐	☐	☐
The network is financially viable	☐	☐	☐	☐	☐	☐

Next, we would like your perceptions of the <NETWORK> network's knowledge management capacity. Knowledge Management is defined as a practice or system of enabling individuals, teams, and entire organisations to collectively and systematically create, harvest, share, and apply knowledge, in order to better achieve their objectives, improve their practices and learn from what they do.

Please indicate the level of capacity you believe is present within the <NETWORK> network for each of the following areas:

	Little or no capacity	Some capacity, but very limited	Good capacity, but could still be improved	Exceptional capacity, no need for improvement	Not applicable	No knowledge
The network offers an understanding of knowledge management	☐	☐	☐	☐	☐	☐
The network correctly identifies the knowledge needs of RAS professionals	☐	☐	☐	☐	☐	☐
The network uses data to provide insight into challenges and opportunities	☐	☐	☐	☐	☐	☐
A culture that supports sharing among all levels within the network is present	☐	☐	☐	☐	☐	☐
Network personnel are capable of sifting, selecting, prioritizing, refining, organizing, packaging and disseminating knowledge	☐	☐	☐	☐	☐	☐
Network personnel are technically skilled in their use of knowledge management resources	☐	☐	☐	☐	☐	☐

Again, please indicate the level of capacity you believe is present within the <NETWORK> network for each of the following areas:

	Little or no capacity	Some capacity, but very limited	Good capacity, but could still be improved	Exceptional capacity, no need for improvement	Not applicable	No knowledge
The network provides the ability to develop content from a variety of information sources	☐	☐	☐	☐	☐	☐
The network supports stakeholders using the knowledge available to them to inform RAS practice	☐	☐	☐	☐	☐	☐
The network makes activities, products, best practices, and success stories accessible to stakeholders in a format they can use	☐	☐	☐	☐	☐	☐
Data and files backed up, secure, and accessible	☐	☐	☐	☐	☐	☐
The network recognizes knowledge creators	☐	☐	☐	☐	☐	☐
Feedback mechanisms are in place to ensure knowledge is available to clientele in an accessible format	☐	☐	☐	☐	☐	☐
Individuals share information freely	☐	☐	☐	☐	☐	☐
Stakeholders are expected and encouraged to input their ideas and suggestions to strengthen the network	☐	☐	☐	☐	☐	☐
Sufficient funding to support knowledge management activities is available	☐	☐	☐	☐	☐	☐
The network has RAS professionals that use available knowledge	☐	☐	☐	☐	☐	☐
Knowledge is used to inform decision making amongst clientele	☐	☐	☐	☐	☐	☐

Next, we would like your perceptions of the <NETWORK> network's capacity to use information communications technology (ICT). Information and Communication Technologies is an umbrella term that includes any communication device or application for collection, processing, storage, retrieval, managing, and sharing of information in multiple formats. This encompasses, amongst others, radio, television, cellular phones, computer and network hardware and software, satellite systems and so on, as well as the various services and applications associated with them, such as videoconferencing and distance learning, social media, and others.

Please indicate the level of capacity you believe is present within the <NETWORK> network for each of the following areas:

	Little or no capacity	Some capacity, but very limited	Good capacity, but could still be improved	Exceptional capacity, no need for improvement	Not applicable	No knowledge
The network communicates via distance	☐	☐	☐	☐	☐	☐
Information and communication technologies are accessible by clientele	☐	☐	☐	☐	☐	☐
Processes are in place to reach individuals without internet access	☐	☐	☐	☐	☐	☐
The network provides sources of information that are adaptable for different users	☐	☐	☐	☐	☐	☐
The network has a positive attitude towards information and communication technology tools	☐	☐	☐	☐	☐	☐
RAS professionals trust the information systems in use	☐	☐	☐	☐	☐	☐
Information and communication technology tools are seen as user-friendly	☐	☐	☐	☐	☐	☐
Evidence of information and communication technology literacy amongst RAS professionals is available	☐	☐	☐	☐	☐	☐
Network members have the communication skills needed to use information and communication technology tools	☐	☐	☐	☐	☐	☐
The network uses information and communication technology tools to link stakeholders to RAS professionals	☐	☐	☐	☐	☐	☐
Network officers are able to source information	☐	☐	☐	☐	☐	☐

Again, please indicate the level of capacity you believe is present within the <NETWORK> network for each of the following areas:

	Little or no capacity	Some capacity, but very limited	Good capacity, but could still be improved	Exceptional capacity, no need for improvement	Not applicable	No knowledge
Network officers have access to information and communication technology information	☐	☐	☐	☐	☐	☐
The network integrates information and communication technology into reaching the larger objectives of the network	☐	☐	☐	☐	☐	☐
Systems are in place to help select appropriate information and communication technology tools	☐	☐	☐	☐	☐	☐
Information and communication technology tools are used to disseminate information	☐	☐	☐	☐	☐	☐
Information and communication technologies are used as a way to leverage partnerships	☐	☐	☐	☐	☐	☐
Information and communication technologies are used to enhance networking	☐	☐	☐	☐	☐	☐
Success stories about using information and communication technology tools are shared within the network	☐	☐	☐	☐	☐	☐
The network provides an effective platform for synchronous online opportunities (e.g. Skype calls)	☐	☐	☐	☐	☐	☐
The network provides an effective platform for asynchronous online opportunities (e.g. a website)	☐	☐	☐	☐	☐	☐
The network establishes and uses virtual networks	☐	☐	☐	☐	☐	☐
The network uses social media	☐	☐	☐	☐	☐	☐
Sufficient funding to support information communication technologies activities is present	☐	☐	☐	☐	☐	☐
The network uses information communication technology tools effectively	☐	☐	☐	☐	☐	☐

Again, please indicate the level of capacity you believe is present within the <NETWORK> network for each of the following areas:

	Little or no capacity	Some capacity, but very limited	Good capacity, but could still be improved	Exceptional capacity, no need for improvement	Not applicable	No knowledge
Information communication technology tools are used to benefit clientele	☐	☐	☐	☐	☐	☐

Next, we would like your perceptions of the <NETWORK> network's RAS professionalisation capacity. A profession is a type of job that requires special education, training, or skill. Professionalism and professionalisation is defined as the skills, good judgment, and behavior that is expected from a person who is trained in a particular profession.

Please indicate the level of capacity you believe is present within the <NETWORK> network for each of the following areas:

	Little or no capacity	Some capacity, but very limited	Good capacity, but could still be improved	Exceptional capacity, no need for improvement	Not applicable	No knowledge
The network has a clear set of messaging around RAS professionalization developed	☐	☐	☐	☐	☐	☐
RAS professionalisation activities align to the network goals	☐	☐	☐	☐	☐	☐
Members of the network advocate for RAS professionalisation	☐	☐	☐	☐	☐	☐
Activities are directed towards building leadership capacity (including strategy development and managerial skills) amongst clientele	☐	☐	☐	☐	☐	☐
The network offers opportunities to enhance knowledge of educational practices (including educational methods and program development expertise) amongst clientele	☐	☐	☐	☐	☐	☐
The network is aware of existing strengths and weaknesses within the RAS system	☐	☐	☐	☐	☐	☐
The network offers an understanding of rural advisory services	☐	☐	☐	☐	☐	☐
The network supports the identification of the resources needed to be successful within RAS	☐	☐	☐	☐	☐	☐

Again, please indicate the level of capacity you believe is present within the <NETWORK> network for each of the following areas:

	Little or no capacity	Some capacity, but very limited	Good capacity, but could still be improved	Exceptional capacity, no need for improvement	Not applicable	No knowledge
A monitoring and feedback loop where insights are used to inform future professionalization activities is present	☐	☐	☐	☐	☐	☐
Sufficient funding to support professionalization activities is present	☐	☐	☐	☐	☐	☐
Network professionalisation supports relevant to clientele	☐	☐	☐	☐	☐	☐
Identifiable impacts associated with the network's professionalization efforts are present	☐	☐	☐	☐	☐	☐

Next, we would like your perceptions of the <NETWORK> network's advocacy capacity. Advocacy involves promoting, supporting, or defending something. An important aspect of advocacy for GFRAS and its regional networks is drawing attention to the strategic role of rural advisory services (RAS) in rural development more widely.

Please indicate the level of capacity you believe is present within the <NETWORK> network for each of the following areas:

	Little or no capacity	Some capacity, but very limited	Good capacity, but could still be improved	Exceptional capacity, no need for improvement	Not applicable	No knowledge
The network defines, identifies, and articulates RAS stakeholder needs	☐	☐	☐	☐	☐	☐
The network uses data about RAS clientele, their challenges, and related policies to support advocacy activities	☐	☐	☐	☐	☐	☐
The network identifies champions for RAS	☐	☐	☐	☐	☐	☐
The network links RAS to ongoing government and private sector programs	☐	☐	☐	☐	☐	☐
The network provides knowledge of RAS including the impact of initiatives and programs	☐	☐	☐	☐	☐	☐

Again, please indicate the level of capacity you believe is present within the <NETWORK> network for each of the following areas:

	Little or no capacity	Some capacity, but very limited	Good capacity, but could still be improved	Exceptional capacity, no need for improvement	Not applicable	No knowledge
The network uses new information to inform advocacy planning and activities	☐	☐	☐	☐	☐	☐
The network can adjust advocacy approaches as external conditions change (e.g., the political landscape, funding)	☐	☐	☐	☐	☐	☐
Advocacy activities are aligned with the network's goals	☐	☐	☐	☐	☐	☐
Accountability measures are in place for advocacy activities	☐	☐	☐	☐	☐	☐
The network is effective in mobilizing resources to take action in support of advocacy activities	☐	☐	☐	☐	☐	☐
The network has compelling advocacy messages	☐	☐	☐	☐	☐	☐
The network engages in discussions surrounding current policy trends	☐	☐	☐	☐	☐	☐
The network uses appropriate media (traditional and/or social) to advocate for RAS	☐	☐	☐	☐	☐	☐
The network communicates with the right audiences (e.g. policy/decision makers at all levels, general public)	☐	☐	☐	☐	☐	☐
Network officers are seen as credible sources	☐	☐	☐	☐	☐	☐
The network shows the role/potential role of RAS in addressing priority concerns (for example poverty alleviation, food security)	☐	☐	☐	☐	☐	☐
The purpose of the network's RAS advocacy activities are clear, broadly understood, compelling, and inspiring to others	☐	☐	☐	☐	☐	☐
The network is connected with the right policymakers, regulatory bodies, and other individuals	☐	☐	☐	☐	☐	☐
Information related to RAS advocacy activities is made accessible to members of the network	☐	☐	☐	☐	☐	☐

Again, please indicate the level of capacity you believe is present within the <NETWORK> network for each of the following areas:

	Little or no capacity	Some capacity, but very limited	Good capacity, but could still be improved	Exceptional capacity, no need for improvement	Not applicable	No knowledge
The network effectively works with policymakers	☐	☐	☐	☐	☐	☐
Sufficient funding to support advocacy activities is available	☐	☐	☐	☐	☐	☐
The network is recognised as a relevant/important actor in RAS advocacy	☐	☐	☐	☐	☐	☐
The network is perceived as a positive influence on the decision making/policy process	☐	☐	☐	☐	☐	☐
Network clientele hold RAS in high regard	☐	☐	☐	☐	☐	☐
Network stakeholders hold RAS in high regard	☐	☐	☐	☐	☐	☐
There is grassroots support for the network	☐	☐	☐	☐	☐	☐
RAS network officers are invited to be part of the decision making/policy process at all levels	☐	☐	☐	☐	☐	☐
The network has representation on local, national, and international platforms/events	☐	☐	☐	☐	☐	☐

Finally, we would to give you an opportunity to provide additional insights about the <NETWORK> network. Please used the space provided below to write your input.

What are the strengths of the <NETWORK> network?

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What are the weaknesses of the <NETWORK> network?

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What should be done to improve the <NETWORK> network?

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Do you have any other feedback or insights about the <NETWORK> network?

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To ensure we can transparently report the results of this assessment we would like to find out some information about you. Please respond to the following items accordingly.

What is your age? [ ] years

What country do you currently live in? [   ]

What is your sex?

[ ] Male

[ ] Female

How would you categorise your involvement with the <NETWORK> network? *(select more than one if applicable)*

[ ] Employee or Secretariat member paid by network

[ ] Secretariat member (non-paid)

[ ] Country focal point

[ ] Steering committee or board of trustees member

[ ] Active member of <NETWORK> network

[ ] Public sector or government representative

[ ] RAS provider or organisation representative

[ ] Private sector representative

[ ] University or post-secondary representative

[ ] GFRAS secretariat representative

[ ] Other (*please describe*) [   ]

Approximately how long have you been involved with the <NETWORK> network? [ ] years

Thank you VERY MUCH for your time and insights!

11. External Respondent Group – Provide Perception Data

Description
External respondent group data collection should be divided into survey data collection and interviews.

a. **Survey**: Based on the Board or steering committee member contact information provided, the consultant should collect data using the Shortened perceived capacity assessment survey.

b. **Interviews**: The consultant should arrange interviews with each of the key informants identified by the champion. Interviews should align to the interview guide.

Actors
- Consultant
- External Respondents

Recommendations and Best Practices
Survey: It is important to ensure that the shortened perception assessment is completed in a robust manner. Potential respondents should include all board, steering committee, or similar individuals. The provided assessment template can be completed in either paper-based or online format. If conducted online, it is recommended to use a robust tool such as Qualtrics to ensure technical challenges are minimised.

Interview: Within the interview guide template specific protocols are included.

Templates

Shortened Capacity Assessment

Capacity Assessment of <NETWORK>

2016

Commissioned by the
Global Forum for Rural Advisory Services

Capacity Assessment

Thank you for taking the time to participate in this capacity assessment. The purpose of the capacity assessment is to strengthen regional, sub-regional, and national rural advisory services (RAS) networks and fora by assessing the current capacity of these networks. This assessment has been specifically designed for individuals familiar with the <NETWORK>, and is only related to the <NETWORK> network.

This is the first time a capacity assessment of this magnitude has been conducted on a global basis with rural advisory service networks. We are very grateful for your time and expertise to help complete the process successfully. Your honest insights will be critical to accurately assessing current levels of capacity.

Please note that the questions always concern the <NETWORK> network (and not advisory services as such). For this survey, capacity is defined as the ability of people, organisations, and society as a whole to manage their affairs successfully. Capacities are thus all aspects, features, attributes, ways of working, approaches, and characteristics of networks and fora that influence their ability to successfully manage their affairs (OECD, 2011).

Thank you for your time and expertise, your response will be critical to ensuring the most accurate assessment possible.

The first area that we would like your perceptions on is the environment for rural advisory services (RAS) or the surroundings or conditions in which <NETWORK> operates.

Please indicate how much support you perceive there to be for RAS within each of the following areas:

	Little or no support	Some support, but very limited	Good support, but could still be improved	Exceptional support, no need for improvement	Not applicable	No knowledge
Policy and political support for RAS	☐	☐	☐	☐	☐	☐
Social and cultural support for RAS	☐	☐	☐	☐	☐	☐
Economic support for RAS	☐	☐	☐	☐	☐	☐

Next we would like your perceptions on the overall capacity of the <NETWORK> network.

Please indicate the level of capacity you believe is present within the <NETWORK> network for each of the following areas:

	Little or no capacity	Some capacity, but very limited	Good capacity, but could still be improved	Exceptional capacity, no need for improvement	Not applicable	No knowledge
Network collaborations	☐	☐	☐	☐	☐	☐
Funding management	☐	☐	☐	☐	☐	☐
Funding sufficiency	☐	☐	☐	☐	☐	☐
Communication in English	☐	☐	☐	☐	☐	☐
Communication in clientele languages	☐	☐	☐	☐	☐	☐
Promoting gender equality	☐	☐	☐	☐	☐	☐

Next, we would like your perceptions of the <NETWORK> network's organisational and institutional functioning capacity. This is an ability to function properly and fulfill an identified purpose or task through the effective application of human, physical, financial and intangible resources.

Please indicate the level of capacity you believe is present within the <NETWORK> network for each of the following areas:

	Little or no capacity	Some capacity, but very limited	Good capacity, but could still be improved	Exceptional capacity, no need for improvement	Not applicable	No knowledge
Network vision and mission	☐	☐	☐	☐	☐	☐
Effective leadership	☐	☐	☐	☐	☐	☐
Adequate staffing	☐	☐	☐	☐	☐	☐
Effective activities	☐	☐	☐	☐	☐	☐
Standardised processes	☐	☐	☐	☐	☐	☐
Protecting against different types of risk	☐	☐	☐	☐	☐	☐
Sufficient funding for organisational functioning	☐	☐	☐	☐	☐	☐
Overall organisational functioning performance	☐	☐	☐	☐	☐	☐

Next, we would like your perceptions of the <NETWORK> network's knowledge management capacity. Knowledge Management is defined as a practice or system of enabling individuals, teams, and entire organisations to collectively and systematically create, harvest, share, and apply knowledge, in order to better achieve their objectives, improve their practices and learn from what they do.

Please indicate the level of capacity you believe is present within the <NETWORK> network for each of the following areas:

	Little or no capacity	Some capacity, but very limited	Good capacity, but could still be improved	Exceptional capacity, no need for improvement	Not applicable	No knowledge
Aware of trends and opportunities associated RAS KM	☐	☐	☐	☐	☐	☐
Network effectively supports KM activities	☐	☐	☐	☐	☐	☐
Knowledge is accessible	☐	☐	☐	☐	☐	☐
Network members participate in KM activities	☐	☐	☐	☐	☐	☐
Sufficient funding for KM activities	☐	☐	☐	☐	☐	☐
Overall KM performance	☐	☐	☐	☐	☐	☐

Next, we would like your perceptions of the <NETWORK> network's capacity to use information communications technology (ICT). Information and Communication Technologies is an umbrella term that includes any communication device or application for collection, processing, storage, retrieval, managing, and sharing of information in multiple formats. This encompasses, amongst others, radio, television, cellular phones, computer and network hardware and software, satellite systems and so on, as well as the various services and applications associated with them, such as videoconferencing and distance learning, social media, and others.

Please indicate the level of capacity you believe is present within the <NETWORK> network for each of the following areas:

	Little or no capacity	Some capacity, but very limited	Good capacity, but could still be improved	Exceptional capacity, no need for improvement	Not applicable	No knowledge
Network addresses ICT access issues	☐	☐	☐	☐	☐	☐
Network has a positive perception of ICT use	☐	☐	☐	☐	☐	☐
Network members use ICT tools	☐	☐	☐	☐	☐	☐
Network can support ICT use	☐	☐	☐	☐	☐	☐
Network promotes ICT use	☐	☐	☐	☐	☐	☐
Network supports multiple channels for information exchange, sharing ideas, and communication	☐	☐	☐	☐	☐	☐
Sufficient funding for ICT activities	☐	☐	☐	☐	☐	☐
Overall ICT performance	☐	☐	☐	☐	☐	☐

Next, we would like your perceptions of the <NETWORK> network's RAS professionalisation capacity. A profession is a type of job that requires special education, training, or skill. Professionalism and professionalisation is defined as the skills, good judgment, and behavior that is expected from a person who is trained in a particular profession.

Please indicate the level of capacity you believe is present within the <NETWORK> network for each of the following areas:

	Little or no capacity	Some capacity, but very limited	Good capacity, but could still be improved	Exceptional capacity, no need for improvement	Not applicable	No knowledge
Promotes RAS professionalisation	☐	☐	☐	☐	☐	☐
Develops RAS capacity through professionalisation activities	☐	☐	☐	☐	☐	☐
Aware of trends and opportunities available for the professionalisation of RAS	☐	☐	☐	☐	☐	☐
Sufficient funding for professionalisation activities	☐	☐	☐	☐	☐	☐
Overall professionalisation performance	☐	☐	☐	☐	☐	☐

Next, we would like your perceptions of the <NETWORK> network's advocacy capacity. Advocacy involves promoting, supporting, or defending something. An important aspect of advocacy for GFRAS and its regional networks is drawing attention to the strategic role of rural advisory services (RAS) in rural development more widely.

Please indicate the level of capacity you believe is present within the <NETWORK> network for each of the following areas:

	Little or no capacity	Some capacity, but very limited	Good capacity, but could still be improved	Exceptional capacity, no need for improvement	Not applicable	No knowledge
Network understands RAS clientele	☐	☐	☐	☐	☐	☐
Aware of policy trends and opportunities associated with RAS	☐	☐	☐	☐	☐	☐
Advocacy activities are organised and appropriate	☐	☐	☐	☐	☐	☐
Advocacy messages communicated effectively	☐	☐	☐	☐	☐	☐
Network is visible actor for RAS	☐	☐	☐	☐	☐	☐
Network effectively advocates for RAS	☐	☐	☐	☐	☐	☐
Sufficient funding for advocacy activities	☐	☐	☐	☐	☐	☐
Overall advocacy performance	☐	☐	☐	☐	☐	☐

Finally, we would to give you an opportunity to provide additional insights about the <NETWORK> network. Please used the space provided below to write your input.

What are the strengths of the <NETWORK> network?

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What are the weaknesses of the <NETWORK> network?

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What should be done to improve the <NETWORK> network?

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Do you have any other feedback or insights about the <NETWORK> network?

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To ensure we can transparently report the results of this assessment we would like to find out some information about you. Please respond to the following items accordingly.

What is your age? ☐ years

What country do you currently live in? ☐

What is your sex?

☐ Male
☐ Female

How would you categorise your involvement with the <NETWORK> network? *(select more than one if applicable)*

☐ Employee or Secretariat member paid by network
☐ Secretariat member (non-paid)
☐ Country focal point
☐ Steering committee or board of trustees member
☐ Active member of <NETWORK> network
☐ Public sector or government representative
☐ RAS provider or organisation representative
☐ Private sector representative
☐ University or post-secondary representative
☐ GFRAS secretariat representative
☐ Other (*please describe*) ☐

Approximately how long have you been involved with the <NETWORK> network? ☐ years

Thank you VERY MUCH for your time and insights!

Capacity Assessment of Regional Networks and Country Fora

Interview Guide

2016

Commissioned by the
Global Forum for Rural Advisory Services

GFRAS Capacity Assessment Key Informant Interview Guide

As the capacity assessment consultant, one of your responsibilities may be to conduct key informant interviews as a means to collect data and assess the capacity of a network or country fora.

As part of the process in the conceptual document, you should work with the network champion to identify individuals to participate in key informant interviews. After receiving the suggested respondent list, you should collect perceptions of network capacity using survey data as well as key informant interviews. The following document should be used to conduct interviews. Specifically, an individual, or group of individuals, representing the following areas should be interviewed:

1. Government or Ministry of Agriculture
2. University or post-secondary institution
3. Peer organisation (performing similar RAS activities)
4. Funding or sponsoring organisation (GIZ, CTA, World Bank, etc.)

Individuals can either be associated with the network as a board member or other similar formal affiliation, or they can be external to the network with no formal ties to the network. However, it is important that any individual interviewed has a robust knowledge of the network and the context.

Use the provided interview guide to determine the perceived level of capacity in place within the network. The subsequent protocol should be followed while conducting an interview:
1. Coordinate with the network champion to schedule a one-hour meeting with the identified respondent. Meetings can be either in-person or conducted at a distance using telephone, Skype, or other synchronous medium.
2. Be sure to have a recording device to document the interview. It will be important to focus your attention on the respondent and asking follow-up and probing questions, rather than writing down all responses. It is recommended to have a secondary recording device available and in use in case the primary device does not work.
3. Use the provided guide to conduct the interview. However, do not feel limited to ask only those questions specifically identified. If there are items that you are unclear on, or that you do not feel like you have received a complete response, please be sure to ask.
   a. For example, within the specific capacity areas, the most critical perceptions to gather are the capacities at the top level (organisational and institutional functioning, advocacy, professionalisation, knowledge management, and ICT use).
   b. The probing questions listed underneath the top level items should be used as needed; however, from a time and logistics perspective, it will probably not be practical to collect data on all of these supporting items.
4. Following the interview, summarise findings and results. Depending on local conditions, summarising may include different activities. A plan for summarising should be discussed and agreed with the network champion on an assessment by assessment basis. It will be critical that the process of summarising is accurate, transparent, and auditable. The following process is suggested:
   a. Listen to recorded interview.
   b. Transcribe interview audio.

      c.   Thematically analyse transcript using qualitative research techniques (e.g. Glaser & Strauss, 1967).

      d.   Summarise finding in the final report as appropriate.

The intent of the process is to be able to provide additional context, insights, and themes that emerge from the interview to provide triangulation of results within the assessment.

For the purposes of the assessment please refer to the following definition:

> **Capacity**: The ability of people, organisations, and society as a whole to manage their affairs successfully. Capacities are thus all aspects, features, attributes, ways of working, approaches, and characteristics of networks and fora that influence their ability to successfully manage their affairs (OECD, 2011).

Thank you for your time and expertise, the results of key informant interviews will be critical to the overall capacity assessment process.

GFRAS Capacity Assessment Key Informant Interview Guide

Thank you for speaking with me today. I really appreciate you time. Your input will assist us greatly as we collect information and perceptions about the capacity of the <NETWORK> Over the next hour I will be asking you questions about the role you play with <NETWORK> and your perceptions of the capacity of < NETWORK>. I will be recording this interview so I do not have write notes while we talk and can focus on our conversation. I assure you your comments will be kept confidential and your name will never appear with statements you make. Do you have any questions before we begin?

INTRODUCTION
1. Please describe what you believe to be the intent of <NETWORK> as an organization?
    a. What do you want <NETWORK> to accomplish?

2. Please describe your role within <NETWORK>.

ENVIRONMENT
3. In your own words, please describe how much support you think there is for rural advisory services (RAS) in <NETWORK>. This should include policy and political support, social and cultural support, and economic support.

OVERALL NETWORK PERCEPTION
4. What, if any, are the <NETWORK>'s greatest strengths or capacities?
    a. Why did you identify these items?

5. What are the <NETWORK>'s weaknesses? Or, what areas need to be improved the most?
    a. Why did you identify these items?

6. What should <NETWORK> do to improve?
    a. Why did you identify these items?

7. In your opinion, is the <NETWORK> collaborating with the appropriate type and number of external groups?
    a. What are they doing well?
    b. In what areas could they improve?

SPECIFIC CAPACITY AREAS
NOTE: It may not be necessary or practical to complete this section, ideally these items should be integrated into the overall perception conversation based on queues from the interviewee.
Thank you for your insights and perception of the overall network. This is very helpful. Next, I'd like to get your perspective on some specific areas within the network.

8. How would you describe the level of organisational and institutional functioning capacity within <NETWORK>? For example, is there sufficient staff and funding?
    a. Are there any areas that you would identify as particular strengths?

      b. Are there any areas that you would identify as needing attention and improvement?

9. How would you describe the level of knowledge management capacity within \<NETWORK\>?
      a. Are there any areas that you would identify as particular strengths?
      b. Are there any areas that you would identify as needing attention and improvement?

10. How would you describe the level of capacity to use information and communication technologies within \<NETWORK\>?
      a. Are there any areas that you would identify as particular strengths?
      b. Are there any areas that you would identify as needing attention and improvement?

11. How would you describe the level of advocacy capacity within \<NETWORK\>?
      a. Are there any areas that you would identify as particular strengths?
      b. Are there any areas that you would identify as needing attention and improvement?

12. How would you describe the level of RAS professionalisation capacity within \<NETWORK\>?
      a. Are there any areas that you would identify as particular strengths?
      b. Are there any areas that you would identify as needing attention and improvement?

CONCLUSION
NOTE: Even if the Specific Capacity questions are omitted, it is critical to ask this final question.
13. Is there anything else that you would like to add?

That ends the series of questions I had for you.

Thank you for your time today. We greatly appreciate your support of \<NETWORK\>.

12. Analyse Data and Generate Report

Description
The consultant should compile all objective and perception data into one comprehensive data set. Next, the consultant should thoroughly review and analyse the data for integrity and completeness. After reviewing, confirming, and analysing data the consultant should develop a final report.

Actors
- Consultant

Recommendations and Best Practices
Whether the data for the capacity assessment are collected on-line or in-person it is very important to ensure all of the calculations are completed correctly to successfully create a summary report. The provided report template is indicative of the final report associated with a capacity assessment. Recommendations are provided *<inline>* in the template.

Templates

Final Report
Note: The provided template is populated with data; however, the data and information should be treated as fictitious and not associated with any particular network.

Capacity Assessment of <NETWORK>

<DATE>

Commissioned by <SPONSOR>

<CONSULTANT>

Introduction

The Global Forum for Rural Advisory Services (GFRAS) is about providing advocacy and leadership for pluralistic and demand-driven rural advisory services (RAS) for sustainable development. RAS help to empower farmers and better integrate them in systems of agricultural innovation. The GFRAS structure reaches smallholder farmers via the regional RAS networks, which are made up of national-level platforms. The national platforms include actors from all sectors involved in RAS, and work directly with the clientele. National platforms help prioritise national-level issues and formulate demands to be taken to the regional and global levels.

In 2015, the GFRAS Strategic Framework 2016 – 2025 was developed to help plan and measure change, learning, and progress in extension and RAS reform over the next ten years. Implementation of the 10-year strategy required an operational plan; a medium term document that guides the GFRAS community: GFRAS steering committee, secretariat, working groups, regional networks, country fora, and affiliates on how to implement the GFRAS Strategic Framework 2016 – 2025. The operational plan provides a robust framework and plans to accomplish the six higher-level organisational goals identified in the GFRAS Strategic Framework 2016 – 2025.

Within the context of the GFRAS Five-Year Operational Plan 2016 – 2020, the primary aim of GFRAS over the next five years is to **support and establish stronger regional networks that enhance and strengthen RAS, and provide guidance, leadership, and advocacy for RAS at the global level.**

One key focus of all activities documented within the operational plan is strengthening regional, sub-regional, and national rural advisory services networks and fora. This decision is based upon the pronounced demand by networks, RAS stakeholders, and funders alike.

The capacity assessment process was identified as a robust means to establish a baseline of capacity consistently across regional networks and national-level platforms. The capacity areas were identified through a participatory process including representative experts from all regions within the GFRAS network. The intent of the assessment was to establish a measurable moment in time, not to be punitive.

<Include background as network as appropriate>

Methodology

<Ensure methodology is updated as appropriate – statistical analysis tool, survey administration, dates, etc.>

In addition to examining an overall General Network factor, the GFRAS organisation identified five capacity factors of interest: Organisational and Institutional Functioning, Knowledge Management, Information Communication Technology Use, Professionalisation of RAS, and Advocacy. Within each of these six factors, dimensions were identified and used as the unit of measurement. To measure levels of capacity a set of quantitative survey instruments were developed using a participatory Delphi process.

Two unique instruments emerged from the Delphi process: an assessment of *perceived* capacity and an assessment of *objective* capacity. The perceived capacity assessment was developed to quantitatively collect network Secretariat and Board members' perspectives on

levels of capacity. Perceived data was collected using a four-point Likert-type scale. The objective assessment was developed to track a binary assessment of whether a specific capacity could be verified through either document review or direct observation. Two versions of the assessment of perceived capacity were then developed according to respondent type. A comprehensive version was developed for network Secretariat members to complete and a shortened version of the assessment was developed for Board members or other experts external to the network organisational structure.

All instruments were reviewed by a panel of experts for content and face validity. Descriptive statistics were used for data analysis purposes using SPSS. A conceptual model for the data is presented in Figure 1.

Figure 1. *Capacity Assessment Conceptual Model*
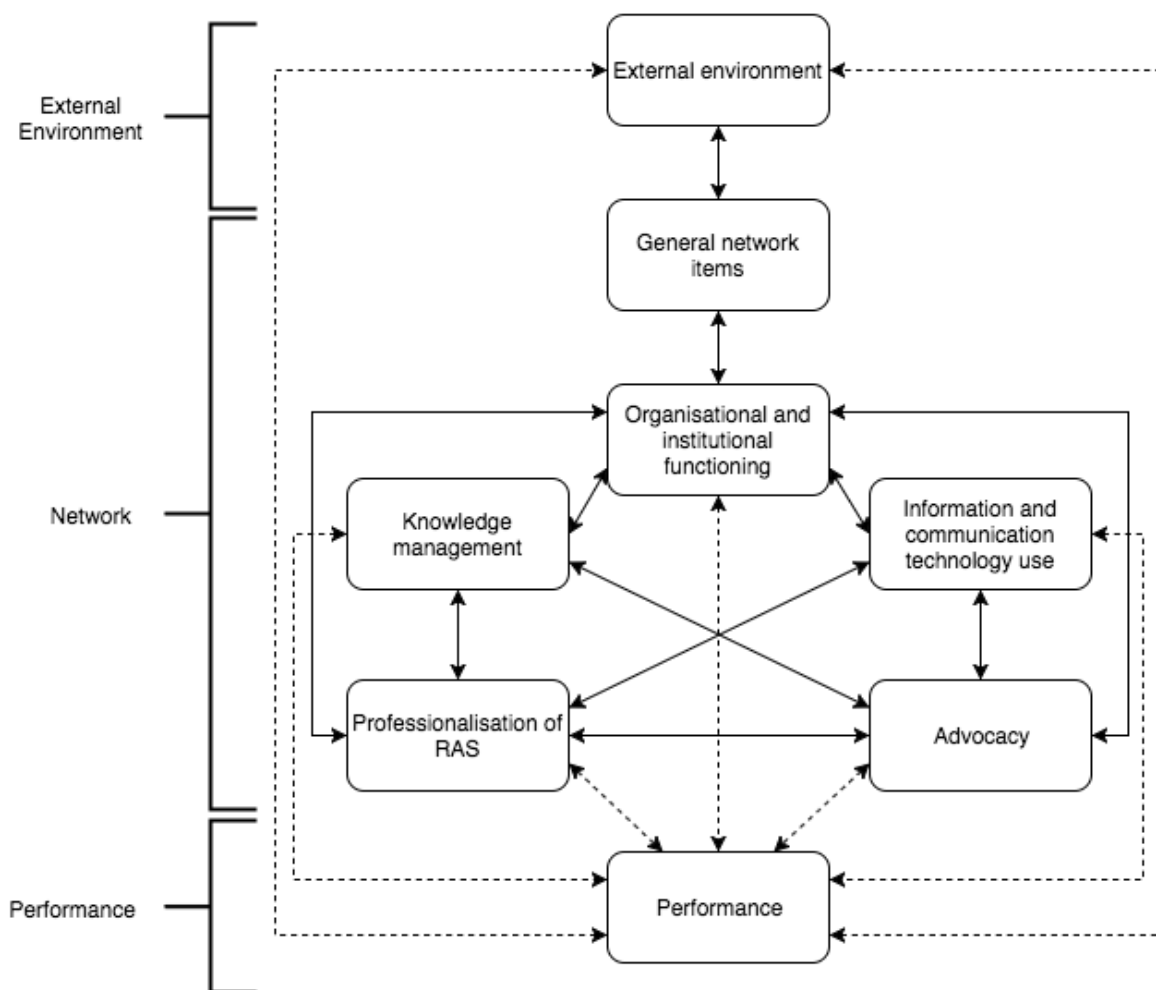
Data from the assessment of perceived capacity and assessment of objective capacity were collected and analysed according to each of the six factors. Participants were allowed to opt out of rating an item if they did not have any knowledge or if the item was not applicable by marking N/A.

For the objective capacity assessment, documentation provided by the network as well as conducted direct observation was reviewed using a dichotomous coding scheme for each objective item. Specifically, items were either classified as having been verified or not. If an

item was not verified it was not an indication that the network is necessarily deficient, or that there is not capacity in the network; however, the capacity may not be currently manifested in a verifiable form. Interpretation of the objective capacity analysis should be done through the lens that an individual without intimate knowledge of the network, or the network actors, could arrive at a similar conclusion using a heuristic approach. The network objective capacity was calculated by summing the total number of verified capacities and dividing by the total number of potential capacities.

Results of the perception and objective assessments were then plotted to provide a visual representation of capacity. The plot area was divided into quadrants to allow for easy classification of capacity. Figure 2 provides a general rubric for capacity classification.

Figure 2. *Capacity Matrix Key*
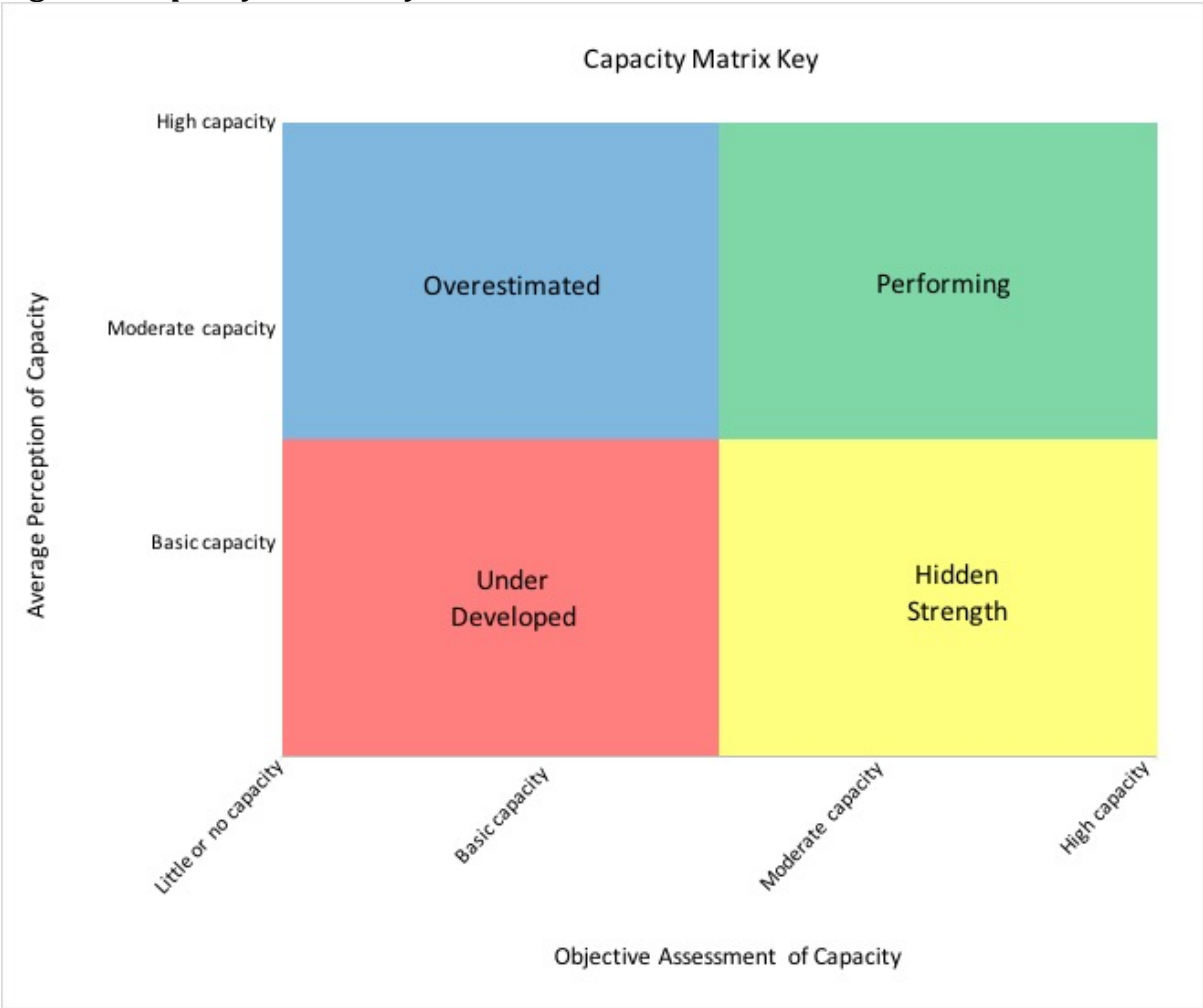
In addition to quantitative data collection, key informant interviews and focus groups were conducted to provide data triangulation to the capacity assessment process[3] [4]. Interviews and focus groups were conducted in-person based on meetings scheduled by <NETWORK> Secretariat members.

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[3] Eisner, E. W. (1998). *The enlightened eye: Qualitative inquiry and the enhancement of educational practice*. Upper Saddle River, NJ: Merrill-Prentice Hall.
[4] Patton, M. Q. (2008). *Utilization-focused evaluation*. Thousand Oaks, CA: Sage.

Description of Data Collection

<Update as appropriate>

Data were collected in <DATE>. A total of <XX> <NETWORK> Secretariat members and <XX> Country Fora Focal Persons completed the comprehensive assessment of perceived capacity. The group was <XX>% male and had between less than one-year and <X> years of experience with the network (M = <X> years; SD = <X> years). Please note, data from Secretariat members and Country Fora Focal Persons were aggregated for analysis purposes, throughout the remainder of the report the combined Secretariat/Country Focal Persons group was referred to as the 'Secretariat' group for efficiency. A total of <X> Board members completed the shortened assessment of perceived capacity. The group was <X>% male and had between <X> year and <X> years of experience with the network (M = <X> years; SD = <X> years). The shortened assessment of perceived capacity collected data at the factor and dimension level where as the complete assessment also collected data at the individual capacity item level. Focus groups and interviews were conducted in-person with:

- <LIST OF EXPERTS>

Summary of Capacities by Factor

Overall Capacity by Factor

<The points on the 2x2 matrix are plotted using the objective data on the Y-Axis and the perception data on the X-Axis. On the Y-Axis the scale ranges from 0% to 100%, on the X-Axis the scale ranges from Little or no capacity to High Capacity. Data on the X-Axis are calculated using the average mean scores from the Comprehensive perception survey and the Shortened perception survey. All data are available in the subsequent tables presented throughout the remainder of the report>

The <NETWORK> network had the highest capacity… Figure 3 represents the relative capacity positions for each factor. Annex A provides details on the findings within each specific factor.

Figure 3. *Capacity Analysis by Factor*
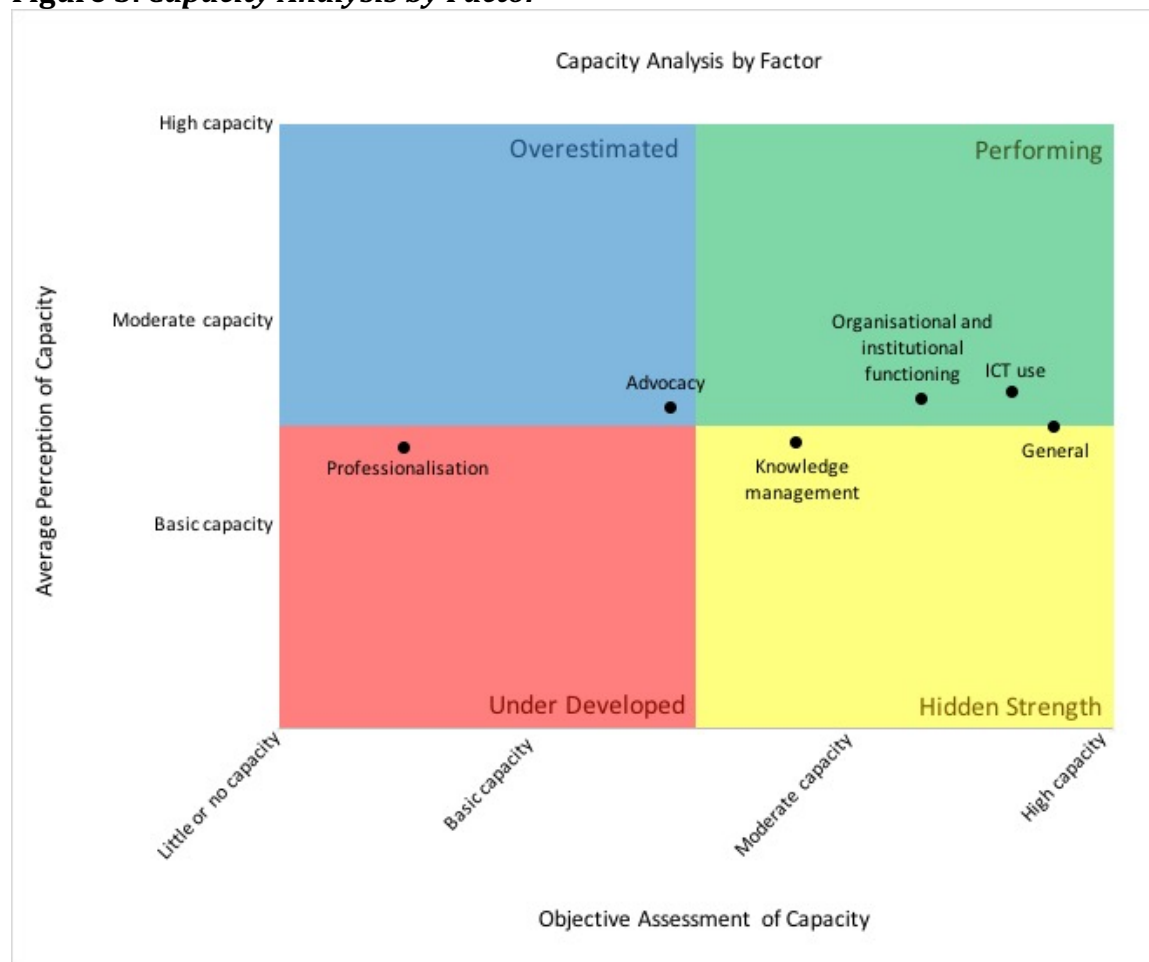
General Network Factor

The general network factor was composed of five dimensions that are represented in both the perception and objective assessments. The network has high performance in…Figure 4 represents the relative capacity positions for each dimension. Annex C provides details on the findings within each specific dimension.

Figure 4. *General Network Capacity Analysis*
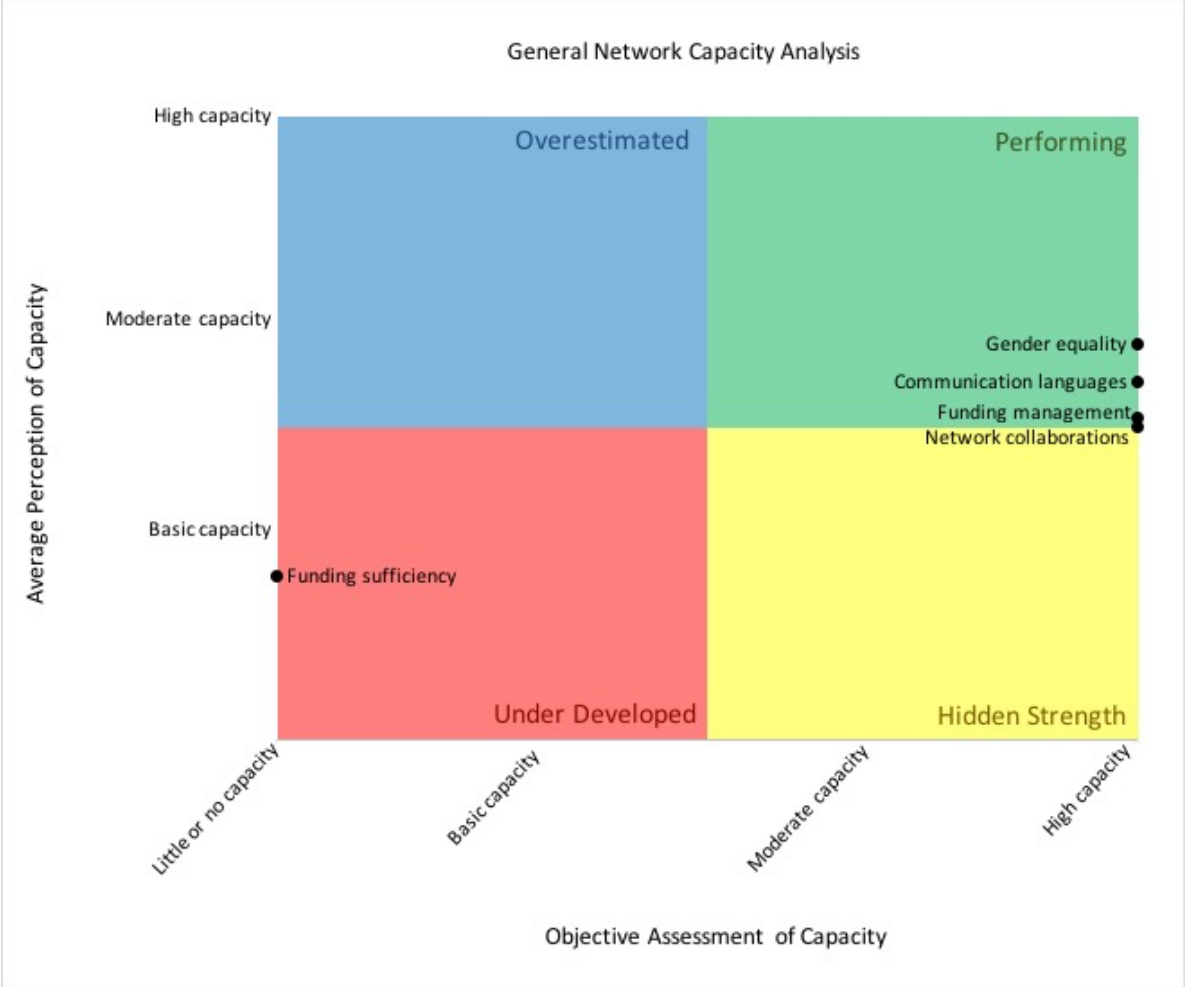
Organisational and Institutional Functioning Factor

The organisational and institutional functioning factor area again had a dense cluster of dimensions all located…Figure 5 represents the relative capacity positions for each dimension. Annex D provides details on the findings within each specific dimension.

Figure 5. *Organisational and Institutional Functioning Capacity Analysis*
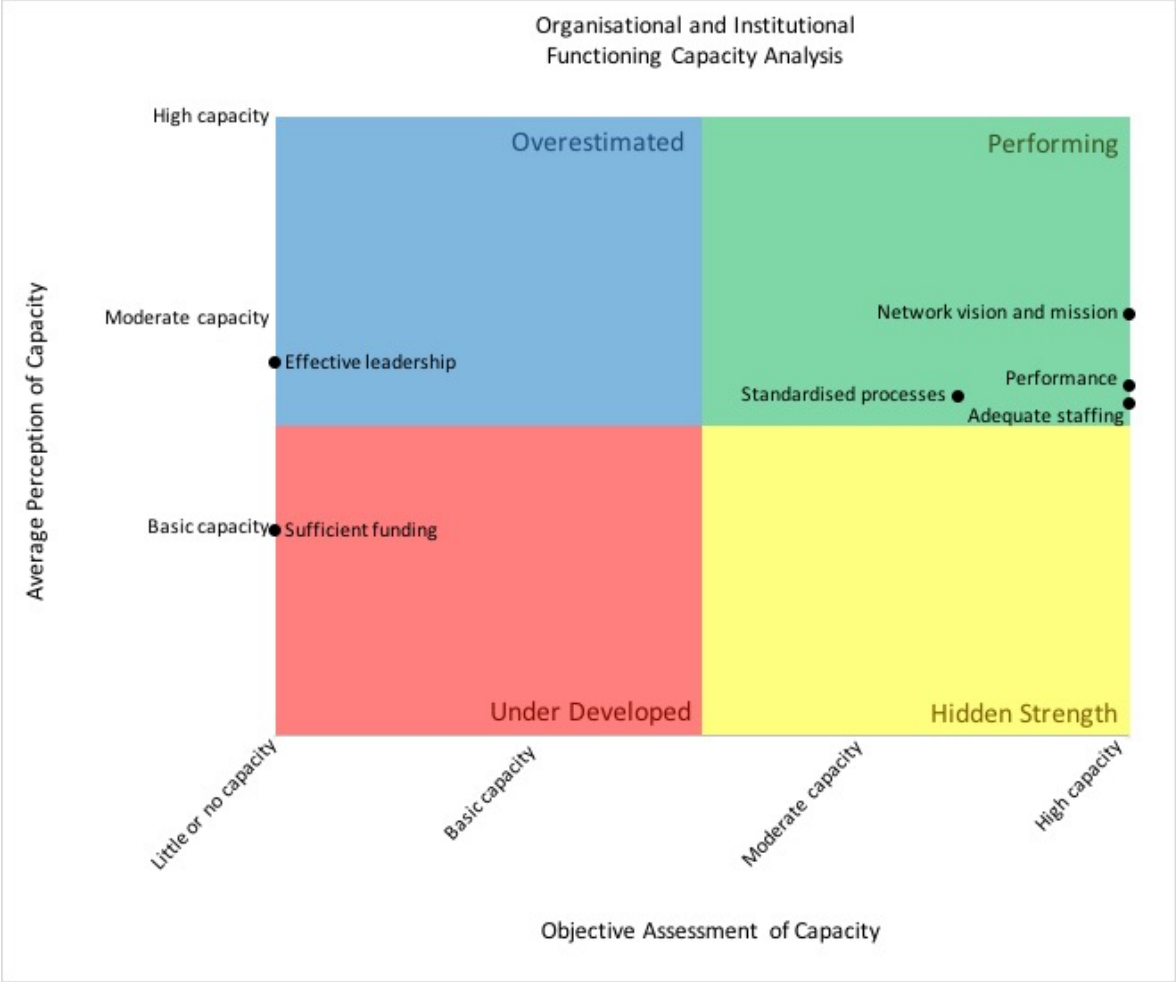
Knowledge Management Factor

Results of the knowledge management factor capacity analysis were noteworthy based on the central clustering amongst…Figure 6 represents the relative capacity positions for each dimension. Annex E provides details on the findings within each specific dimension.

Figure 6. *Knowledge Management Capacity Analysis*
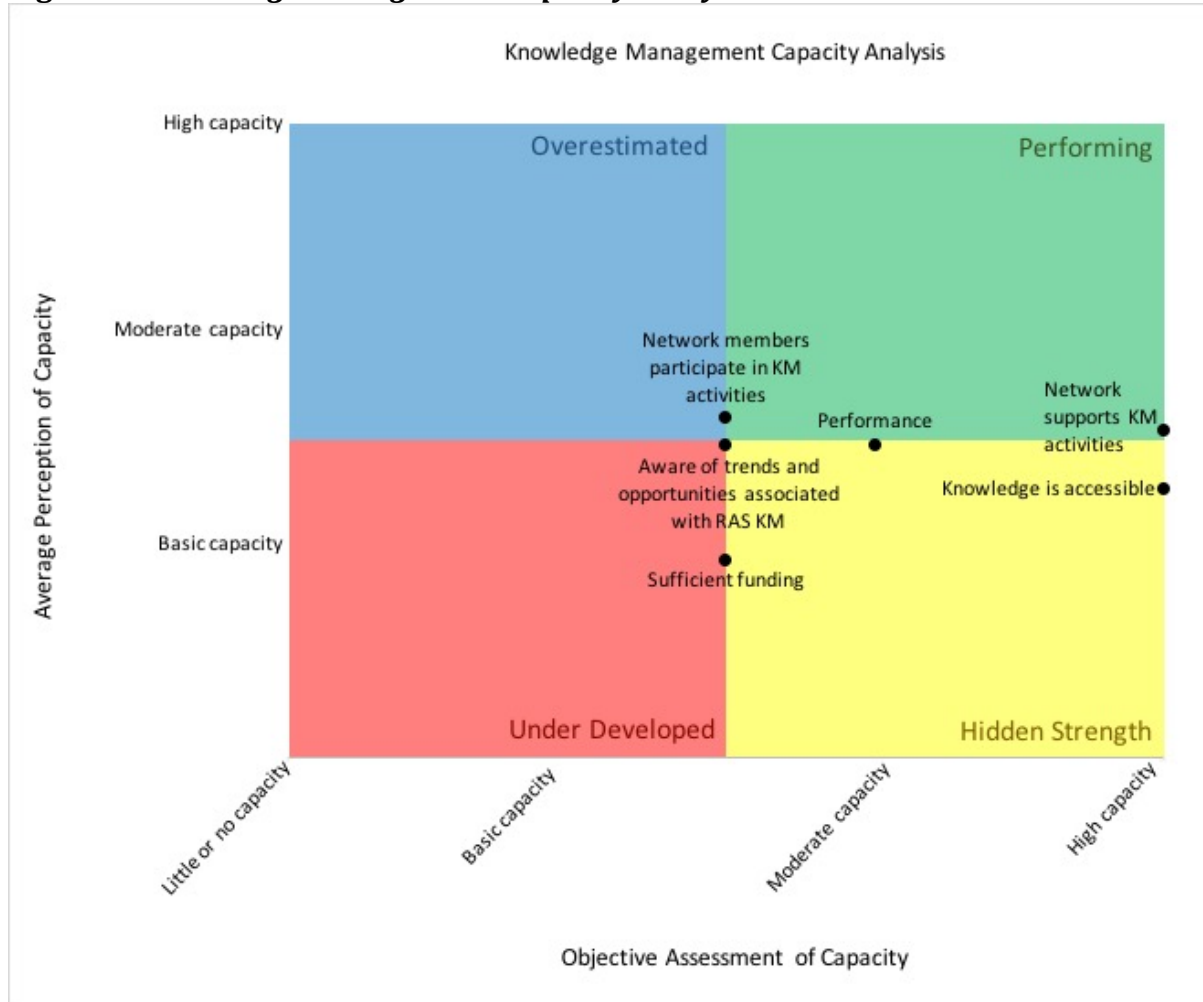
Information and Communication Technology Use Factor

Within the information and communication technology use factor the results indicated the <NETWORK> network has a consistently high…Figure 7 represents the relative capacity positions for each dimension. Annex F provides details on the findings within each specific dimension.

Figure 7. *Information and Communication Technology Use Capacity Analysis*
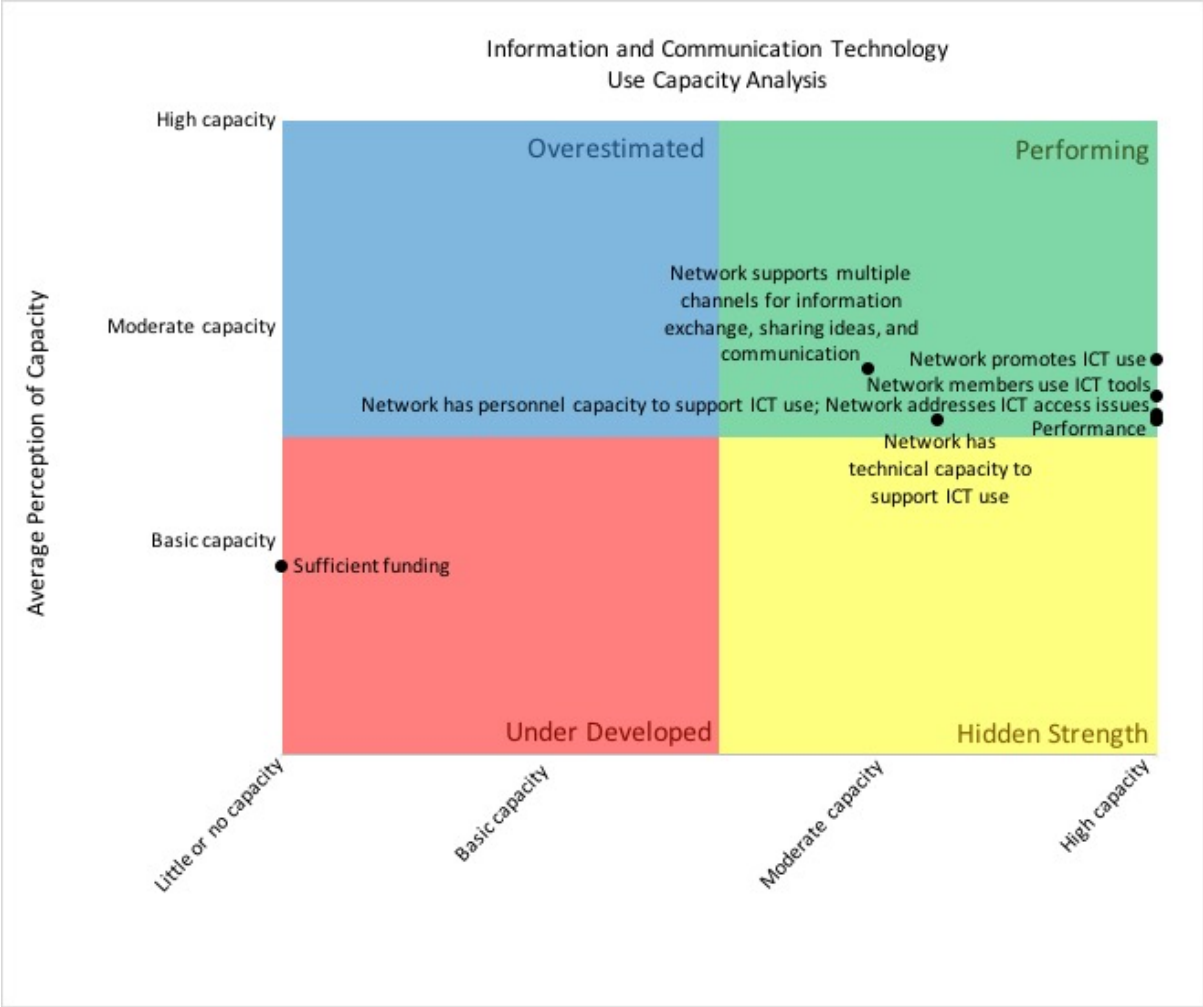
Professionalisation of RAS Factor

Across the capacity factors, professionalisation of RAS had the…Figure 8 represents the relative capacity positions for each dimension. Annex G provides details on the findings within each specific dimension.

Figure 8. *Professionalisation of RAS Capacity Analysis*
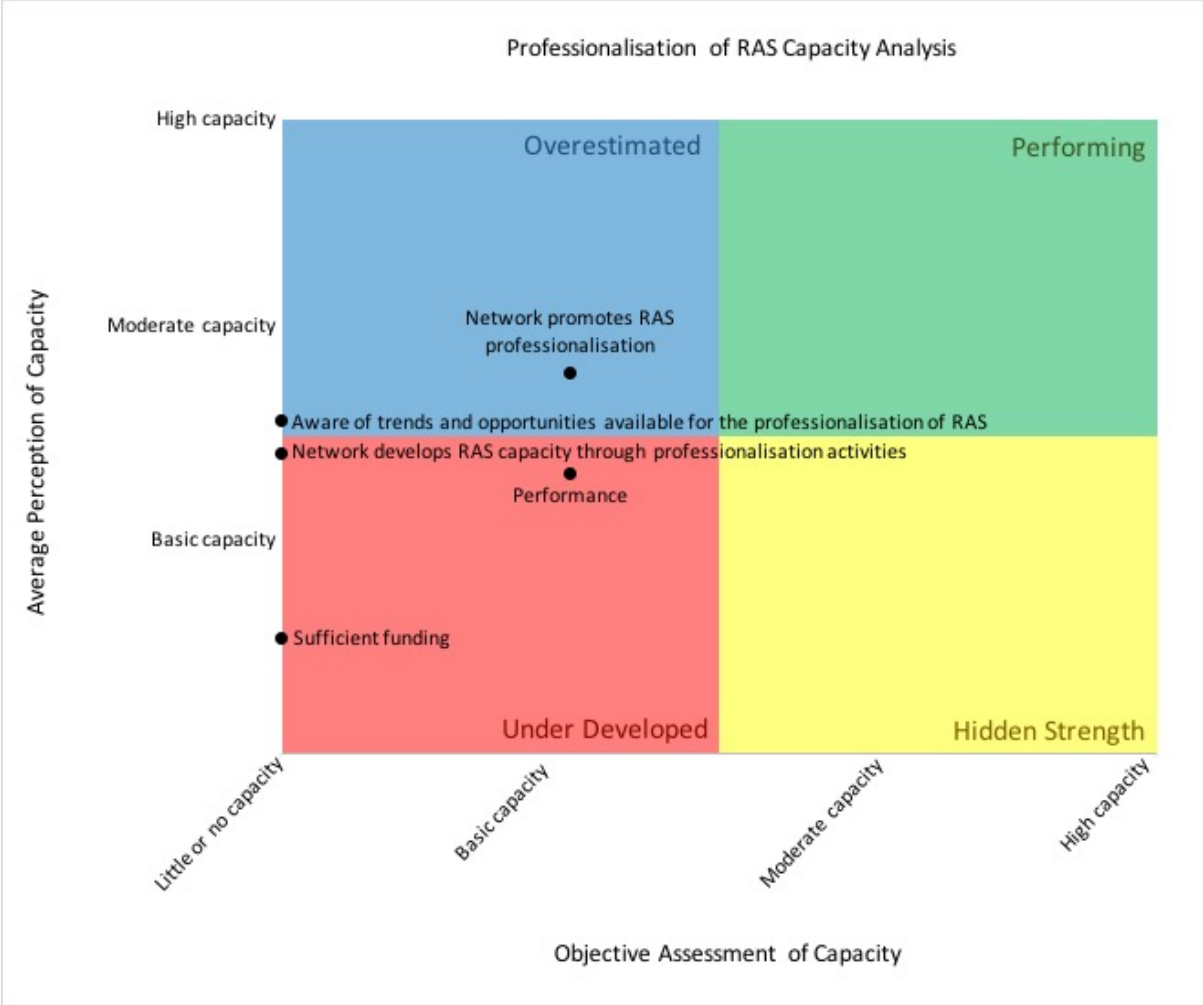
Advocacy Factor

The advocacy factor had the widest range of…Annex H provides details on the underlying items subsumed within the performance dimension, as well as details on all other dimensions within the factor. Figure 9 represents the relative capacity positions for each dimension.

Figure 9. *Advocacy Capacity Analysis*
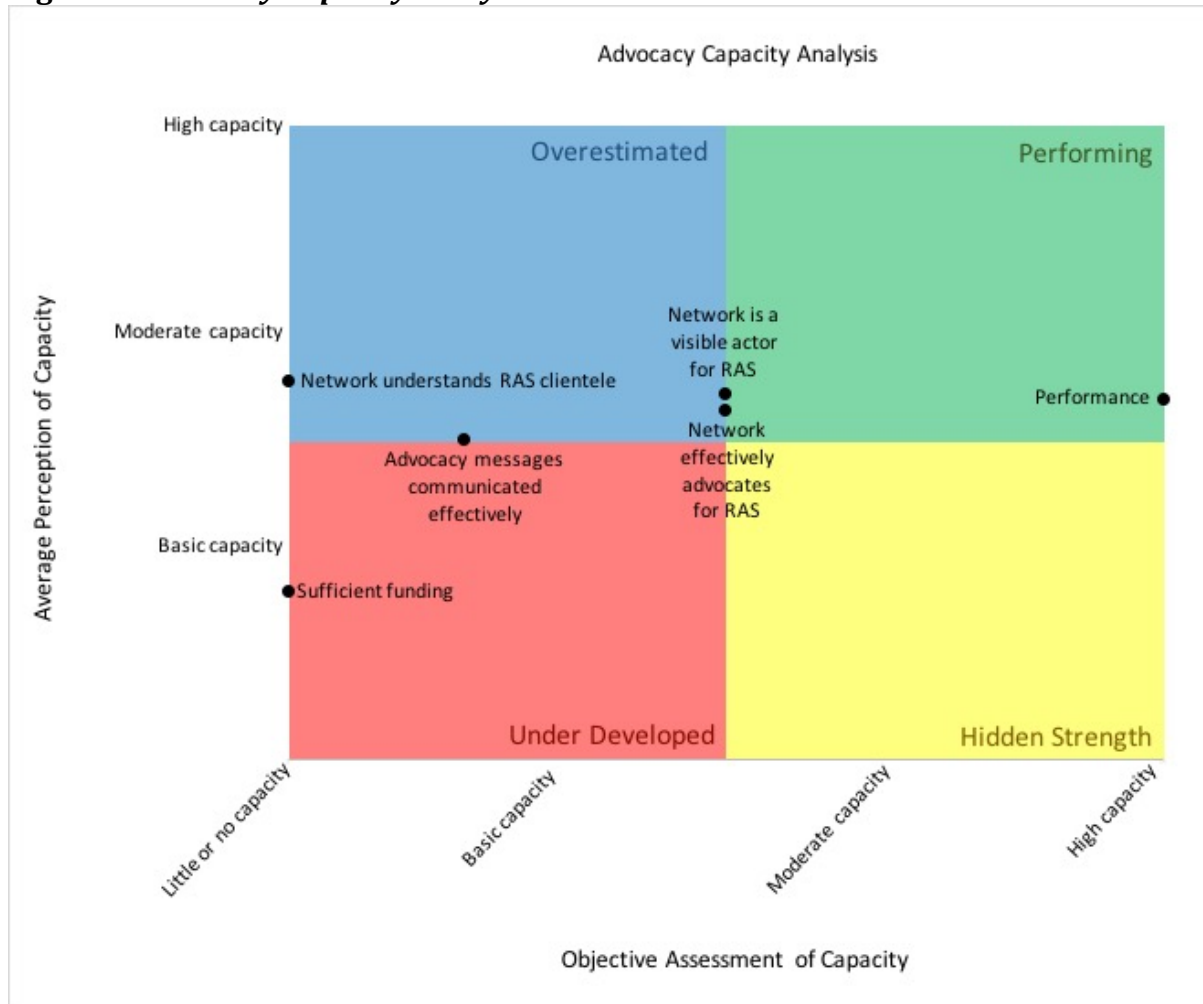
Environment for RAS

<If both Secretariat and Board data are available plot the data to show both sets of results; however, if data is only collected from one group, update the associated description and figure accordingly.>

Respondents were asked to indicate the level of support they perceived for RAS within the environment in which the <NETWORK> network operates. Both Secretariat and Board members provided their insights. Respondents were asked to indicate the perceived level of support across three areas: social and cultural support, policy and political support, and economic support of RAS. The three items were then averaged to compute an overall level of support to serve as a proxy for the network's environment for RAS. Both the Secretariat (*M* = <X>) and Board (*M* = <X>) indicated…

Differences between perceptions of the two respondent groups…Figure 10 represents the average level of perceived support for each environment item. Annex B provides additional results on each specific environment item.

Figure 10. *Environment for RAS*
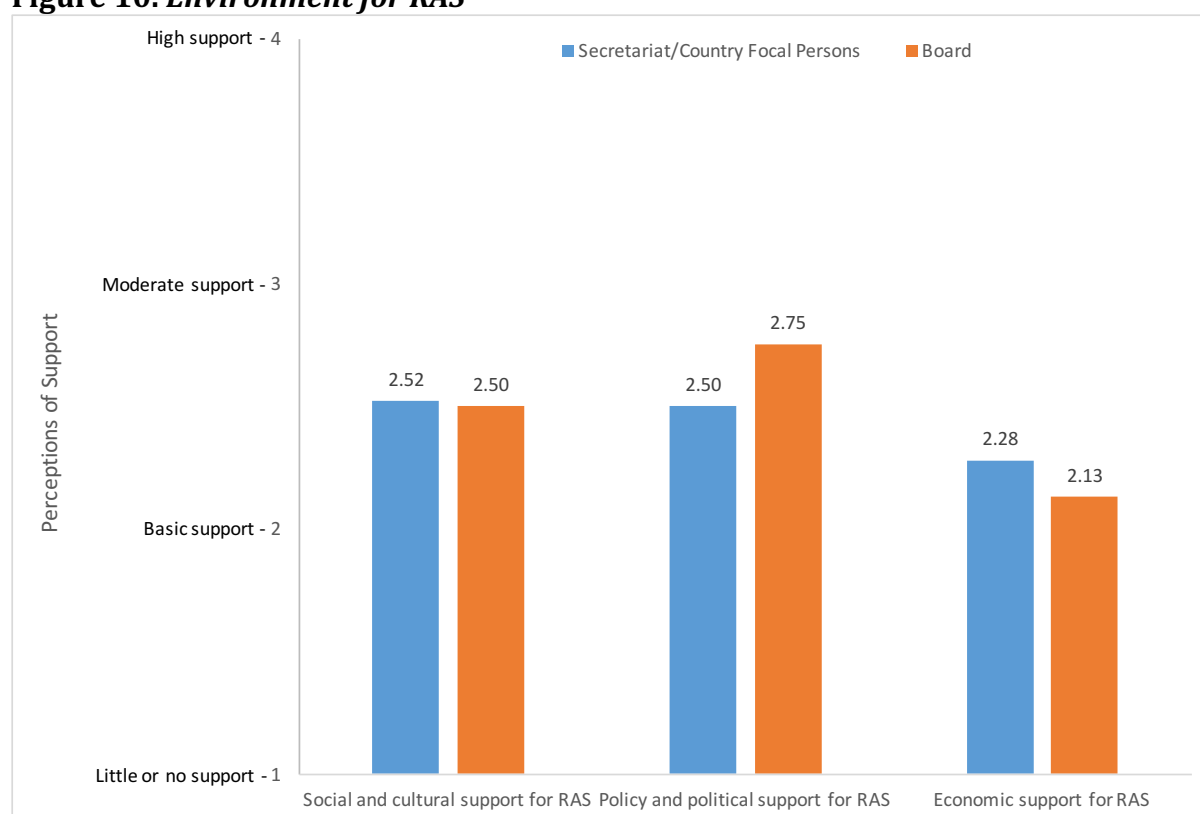
Note Real Limits of Scale: 1.00 – 1.74 = *Little or no support*, 1.75 – 2.49 = *Basic level of support*, 2.50 – 3.24 = *Moderate level of support*, 3.25 – 4.00 = *High level of support*

General Network Factor
Perception Data

< Throughout the remainder of the report, if both Secretariat and Board data are available update the table to show both sets of results; however, if data is only collected from one group, update the associated description and table accordingly.>

Both Secretariat and Board respondents provided their perceptions on the <NETWORK> general network factor. When all factor dimensions were averaged, the Secretariat indicated a moderate level of capacity (M = <X>) while the Board indicated a basic level of capacity (M = <X>). Both groups had…

Table 1 presents the average level of perceived capacity for each general network factor dimension. Furthermore, Annex C provides details on each specific capacity item.

Table 1. *General Network Overview*

	Secretariat M (SD)	Board M (SD)	Average M
General Network Average	**2.58 (0.36)**	**2.40 (0.42)**	**2.49**
Gender equality	2.80 (0.77)	3.00 (0.53)	2.90
Communication languages	2.81 (0.54)	2.63 (0.58)	2.72
Funding management	2.96 (0.87)	2.13 (0.83)	2.55
Network collaborations	2.75 (0.57)	2.25 (0.71)	2.50
Funding sufficiency	1.80 (0.44)	1.75 (0.46)	1.78

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Objective Data

Through document review and direct observation an assessment of objective and verifiable network capacity was conducted. Overall <X>% of potential capacities within the general factor were verified within the network. The network had verified capacity…Dimension results are presented in Table 2, and details on capacity items represented within each dimension can be found within Annex C.

Table 2. *General Network – Objective Capacity Analysis*

	Verified Capacity
General Factor	**93%**
Gender equality	100%
Communication languages	100%
Funding management	100%
Network collaborations	100%
Funding sufficiency	0%

Note Real Limits of Scale: 0% – 24% = *Little or no capacity*, 25% – 49% = *Basic level of capacity*, 50% – 74% = *Moderate level of capacity*, 75% – 100% = *High level of capacity*

Organisational and Institutional Functioning

Perception Data

Amongst Secretariat and Board respondents, the organisational and institutional functioning factor was rated as …

Table 3 presents the average level of perceived capacity for each organisational and institutional functioning factor dimension. Furthermore, Annex D provides details on each specific capacity item.

Table 3. *Organisational and Institutional Functioning Overview*

	Secretariat *M (SD)*	Board *M (SD)*	Average *M*
Organisational and Institutional Functioning Factor	**2.72 (0.42)**	**2.53 (0.34)**	**2.63**
Network vision and mission	2.97 (0.43)	3.11 (0.33)	3.04
Effective leadership	2.83 (0.54)	2.78 (0.67)	2.81
Organisational and institutional functioning performance	2.59 (0.59)	2.78 (0.67)	2.69
Standardised processes	2.71 (0.63)	2.56 (0.53)	2.64
Effective activities	2.88 (0.55)	2.33 (0.50)	2.61
Adequate staffing	2.66 (0.63)	2.56 (0.53)	2.61
Protecting against different types of risks	2.40 (0.63)	1.89 (0.78)	2.15
Sufficient funding for organisational and institutional functioning	1.76 (0.64)	2.22 (0.67)	1.99

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Objective Data

The objective analysis indicated…Table 4 displays objective level of capacity for each organisational and institutional functioning factor dimension. Annex D provides details on the underlying capacity items.

Table 4. *Organisational and Institutional Functioning – Objective Capacity Analysis*

	Verified Capacity
Organisational and Institutional Functioning Factor	**77%**
Organisational and institutional functioning performance	100%
Adequate staffing	100%
Network vision and mission	100%
Standardised processes	80%
Sufficient funding for organisational and institutional functioning	0%
Effective leadership	0%

Note Real Limits of Scale: 0% – 24% = *Little or no capacity*, 25% – 49% = *Basic level of capacity*, 50% – 74% = *Moderate level of capacity*, 75% – 100% = *High level of capacity*

Knowledge Management

Perception Data

Based on the perceptions of the Secretariat and Board, the network's knowledge management capacity was…Table 5 indicates the average level of perceived capacity for each knowledge

management factor dimension. Additional details on each specific capacity item are found in Annex E.

Table 5. *Knowledge Management – Overview*

	Secretariat M (SD)	Board M (SD)	Average M
Knowledge Management Factor	**2.61 (0.35)**	**2.22 (0.69)**	**2.42**
Network members participate in KM activities	2.89 (0.57)	2.33 (0.71)	2.61
Network effectively supports KM activities	2.77 (0.41)	2.33 (0.87)	2.55
Aware of trends and opportunities associated RAS KM	2.63 (0.50)	2.33 (0.50)	2.48
Knowledge management performance	2.62 (0.63)	2.33 (0.71)	2.48
Knowledge is accessible	2.42 (0.49)	2.11 (0.93)	2.27
Sufficient funding for KM activities	1.97 (0.50)	1.89 (0.93)	1.93

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Objective Data

The results of the knowledge management objective assessment indicated there was…Within Table 5 a list of dimensions within the knowledge management factor are displayed. Additional details regarding the individual capacity items that underlay the dimensions is available in Annex E.

Table 6. *Knowledge Management – Objective Capacity Analysis*

	Verified Capacity
Knowledge Management Factor	**62%**
Knowledge is accessible	100%
Network effectively supports KM activities	100%
Knowledge management performance	67%
Sufficient funding for KM activities	50%
Aware of trends and opportunities associated RAS KM	50%
Network members participate in KM activities	50%
Network provides functional knowledge management support	25%

Note Real Limits of Scale: 0% – 24% = *Little or no capacity*, 25% – 49% = *Basic level of capacity*, 50% – 74% = *Moderate level of capacity*, 75% – 100% = *High level of capacity*

Information and Communication Technology Use

Perception Data

Between Secretariat and Board respondents the information communication technology (ICT) use factor was rated as…Dimension details are presented in Table 7 and individual capacity item details are available in Annex F.

Table 7. *ICT Use – Overview*

	Secretariat M (SD)	Board M (SD)	Average M
Information Communication Technology Use Factor	**2.76 (0.43)**	**2.57 (0.52)**	**2.67**
Network has a positive perception of ICT use	2.89 (0.55)	3.00 (0.71)	2.95
Network promotes ICT use	2.73 (0.60)	3.00 (0.71)	2.87
Network supports multiple channels for information exchange, sharing ideas, and communication	2.96 (0.53)	2.67 (1.12)	2.82
Network members use ICT tools	2.59 (0.67)	2.78 (0.67)	2.69
Information communication technology use performance	2.89 (0.74)	2.33 (0.71)	2.61
Network can support ICT use	2.71 (0.52)	2.44 (0.73)	2.58
Network addresses ICT access issues	2.59 (0.57)	2.56 (0.53)	2.58
Sufficient funding for ICT use activities	2.00 (0.65)	1.78 (0.67)	1.89

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Objective Data

The results of the objective assessment were…Table 8 provides details on the dimension level objective assessment. Additional details regarding the individual item capacities is located in Annex F.

Table 8. *Information Communication Technology Use – Objective Capacity Analysis*

	Verified Capacity
Information Communication Technology Use Factor	**88%**
Information communication technology use performance	100%
Network has personnel capacity to support ICT use	100%
Network has a web presence	100%
Network promotes ICT use	100%
Network members use ICT tools	100%
Network addresses ICT access issues	100%
Network applies ICT	75%
Network has technical capacity to support ICT use	75%
Network supports multiple channels for information exchange, sharing ideas, and communication	67%
Sufficient funding for ICT use activities	0%

Note Real Limits of Scale: 0% – 24% = *Little or no capacity*, 25% – 49% = *Basic level of capacity*, 50% – 74% = *Moderate level of capacity*, 75% – 100% = *High level of capacity*

Professionalisation of RAS

Perception Data

The professionalisation of RAS factor had…Dimension results are presented in Table 9 and individual capacity item results are presented in Annex G.

Table 9. *Professionalisation of RAS – Overview*

	Secretariat M (SD)	Board M (SD)	Average M
Professionalisation of RAS Factor	**2.53 (0.52)**	**2.24 (0.50)**	**2.39**
Network promotes RAS professionalisation	2.81 (0.48)	2.78 (0.67)	2.80
Aware of trends and opportunities available for the professionalisation of RAS	2.69 (0.55)	2.44 (0.73)	2.57
Network develops RAS capacity through professionalisation activities	2.50 (0.72)	2.33 (0.50)	2.42
Professionalisation of RAS performance	2.42 (0.79)	2.22 (0.44)	2.32
Sufficient funding for professionalisation of RAS	1.63 (0.69)	1.44 (0.73)	1.54

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Objective Data

The objective assessment was able to…Table 10 presents the dimensions that constitute the professionalisation of RAS factor. Additionally, individual capacity items that constitute each professionalisation of RAS dimension are presented in Annex G.

Table 10. *Professionalisation of RAS – Objective Capacity Analysis*

	Verified Capacity
Professionalisation of RAS Factor	**15%**
Professionalisation of RAS performance	33%
Network promotes RAS professionalisation	33%
Sufficient funding for professionalisation of RAS	0%
Aware of trends and opportunities available for the professionalisation of RAS	0%
Network develops RAS capacity through professionalisation activities	0%

Note Real Limits of Scale: 0% – 24% = *Little or no capacity*, 25% – 49% = *Basic level of capacity*, 50% – 74% = *Moderate level of capacity*, 75% – 100% = *High level of capacity*

Advocacy

Perception Data

The average of Secretariat and Board respondents indicated the network…Table 11 presents the average level of perceived capacity for each advocacy factor dimension. Furthermore, Annex H provides details on each specific capacity item.

Table 11. *Advocacy – Overview*

	Secretariat M (SD)	Board M (SD)	Average M
Advocacy Factor	**2.75 (0.47)**	**2.42 (0.69)**	**2.59**
Network understands RAS clientele	2.69 (0.60)	2.89 (0.60)	2.79
Network is visible actor for RAS	2.79 (0.39)	2.67 (0.87)	2.73
Advocacy performance	2.95 (0.53)	2.44 (0.73)	2.70
Network effectively advocates for RAS	2.67 (0.56)	2.63 (0.74)	2.65
Aware of policy trends and opportunities associated with RAS	2.60 (0.69)	2.56 (0.88)	2.58
Advocacy messages communicated effectively	2.69 (0.69)	2.33 (1.00)	2.51
Advocacy activities are organised and appropriate	2.48 (0.75)	2.22 (0.97)	2.35
Sufficient funding for advocacy activities	1.69 (0.54)	1.89 (0.60)	1.79

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Objective Data

The objective assessment had a range of results…Dimension level details are presented in Table 12; individual capacity item level details are presented in Annex H.

Table 12. *Advocacy – Objective Capacity Analysis*

	Verified Capacity
Advocacy Factor	**47%**
Advocacy performance	100%
Network is visible actor for RAS	50%
Network effectively advocates for RAS	50%
Advocacy messages communicated effectively	20%
Sufficient funding for advocacy activities	0%
Network understands RAS clientele	0%

Note Real Limits of Scale: 0% – 24% = *Little or no capacity*, 25% – 49% = *Basic level of capacity*, 50% – 74% = *Moderate level of capacity*, 75% – 100% = *High level of capacity*

Open Ended Survey Responses

<If data is only collected from one group, update the associated description accordingly. All open ended responses should be grouped and included for transparency.>

In addition to the quantitative data previously reported, both Secretariat and Board respondents were asked several open-ended questions about the network. The results are thematically grouped and listed below with number of respondents reporting the response in parenthesis next to the theme:

Strengths:
- Network Abilities (10)
  - <SPECIFIC RESPONSE>
- Recognition (8)
  - <SPECIFIC RESPONSE>

Weaknesses:
- Funding (22)
  - <SPECIFIC RESPONSE>

What should be done to improve:
- Funding (12)
  - <SPECIFIC RESPONSE>

Additional feedback or insights:
- Recruitment (3)
  - <SPECIFIC RESPONSE>

Key Informant Interviews

In addition to survey based data collection, key informant interviews and focus groups were conducted with stakeholders to gather additional context, insights, and network details. Specifically, interviews and focus groups were conducted with the following individuals:

- <EXPERT>

Thematic Analysis

<Depending on interviews, and focus groups, typically three to six primary themes would be expected to emerge; however, as with all qualitative analysis, this will depend on the process.>

A summary of the major themes that emerged from the data is presented below. Primary themes are highlighted in **bold**.

<PRIMARY THEME>

- <DESCRIPTION>

Implications and Recommendations
<Overall implications and recommendations should be noted>

General Network Area
<General network area implications and recommendations>

Organisational and Institutional Functioning
<Organisational and institutional functioning area implications and recommendations>

Knowledge Management
<Knowledge management area implications and recommendations>

Information and Communication Technology Use
<Information and communication technology use area implications and recommendations>

Professionalisation of RAS
<Professionalisation of RAS area implications and recommendations>

Advocacy
<Advocacy area implications and recommendations>

<All of the tables within the Annexes should be used to identify how specific capacity items are grouped for calculation purposes. This grouping approach is applicable for both perception and objective data.>

Annex A. Overview Detail Data

Perception Data

Table 13. *Perceived Capacity by Area*

	Secretariat M (SD)	Board M (SD)	Average M
Information Communication Technology Use Factor	2.76 (0.43)	2.57 (0.52)	2.67
Advocacy Factor	2.75 (0.47)	2.42 (0.69)	2.59
Organisational and Institutional Functioning Factor	2.72 (0.42)	2.53 (0.34)	2.63
Knowledge Management Factor	2.61 (0.35)	2.22 (0.69)	2.42
General Factor	2.58 (0.36)	2.40 (0.42)	2.49
Professionalisation of RAS Factor	2.53 (0.52)	2.24 (0.50)	2.39

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Objective Data

Table 14. *Network Overview – Objective Capacity Analysis*

	Verified Capacity
General Factor	93%
Information Communication Technology Use Factor	88%
Organisational and Institutional Functioning Factor Difference	77%
Knowledge Management Factor	62%
Advocacy Factor	47%
Professionalisation of RAS Factor	15%

Note Real Limits of Scale: 0% – 24% = *Little or no capacity*, 25% – 49% = *Basic level of capacity*, 50% – 74% = *Moderate level of capacity*, 75% – 100% = *High level of capacity*

Annex B. Environment for RAS Detail Data

Table 15. *Environment for RAS*

	Secretariat *M (SD)*	Board *M (SD)*	Average *M*
Average Environment	**2.44 (0.66)**	**2.46 (0.50)**	**2.45**
Social and cultural support for RAS	2.52 (0.85)	2.50 (0.53)	2.51
Policy and political support for RAS	2.50 (0.76)	2.75 (0.46)	2.63
Economic support for RAS	2.28 (0.88)	2.13 (0.99)	2.21

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no support*, 1.75 – 2.49 = *Basic level of support*, 2.50 – 3.24 = *Moderate level of support*, 3.25 – 4.00 = *High level of support*

Annex C. General Network Detail Data

Perception Data

Table 16. *General Network – Funding Management*

	Secretariat *M (SD)*
Funding decisions are made that are sound, informed, and aligned to the network goals	3.00 (0.83)
A transparent use of funds	2.89 (1.05)
A system for spending accountability	2.86 (0.99)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 17. *General Network – Communication Languages*

	Secretariat *M (SD)*	Board *M (SD)*	Average *M*
Communicates in English	3.31 (0.86)	3.38 (0.52)	3.35
Communicates in clientele languages other than English (if applicable)	2.31 (0.85)	1.88 (0.83)	2.10

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 18. *General Network – Gender Equality*

	Secretariat M (SD)
Promotes gender equality	2.90 (0.75)
Promotes the role of women extension workers in RAS	2.67 (0.92)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 19. *General Network – Network Collaborations*

	Secretariat M (SD)
Supports collaboration, communication, and networking opportunities to establish partnerships with other groups (e.g. universities, learning, or research institutes, national organisations, community partners, policy makers)	3.06 (0.67)
A culture of connecting others	2.94 (0.67)
Provides opportunities for peer-to-peer exchange	2.48 (0.72)
Develops public/private partnerships?	2.42 (0.92)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 20. *General Network – Funding Sufficiency*

	Secretariat M (SD)
Sustainable funding base	2.04 (0.65)
Effective fund generation model	1.96 (0.96)
Sufficient funding to support activities desired by the network	1.80 (0.55)
Diverse funding sources	1.79 (0.68)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Objective Data

Table 21. *General Network – Network Collaborations Objective Capacity Analysis*

	Verified Capacity
Networking opportunities hosted by the network	Yes
Public/private partnerships	Yes
Collaborations with other stakeholders	Yes
Collaborations with the private sector	Yes
Collaborations with policy makers	Yes
Collaborations with community partners	Yes
Collaborations with related national organisations	Yes
Collaborations with universities, learning, or research institutes	Yes

Table 22. *General Network – Funding Management Objective Capacity Analysis*

	Verified Capacity
A formal process for financial planning and budgeting	Yes
An accounting system in place	Yes

Table 23. *General Network – Funding Sufficiency Objective Capacity Analysis*

	Verified Capacity
Funding generation model	No

Table 24. *General Network – Communication Languages Objective Capacity Analysis*

	Verified Capacity
Communication in English	Yes
Communication in other (clientele) languages, other than English	Yes

Table 25. *General Network – Gender Equality Objective Capacity Analysis*

	Verified Capacity
Promoting the role of women extension workers in RAS	Yes

Annex D. Organisational and Institutional Functioning Detail Data

Perception Data

Table 26. *Organisational and Institutional Functioning – Network Vision and Mission*

	Secretariat M (SD)
The vision and mission are appropriate	3.35 (0.49)
The network's activities are aligned with the vision and mission	3.19 (0.70)
Network members are aware of the vision and mission	2.75 (0.62)
Network members work towards the network's vision and mission	2.69 (0.69)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 27. *Organisational and Institutional Functioning – Effective Activities*

	Secretariat M (SD)
A culture of innovation is present	2.94 (0.72)
Stakeholder's needs drive activities	2.80 (0.66)
Network activities are well organized, structured, and reliable	2.78 (0.75)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 28. *Organisational and Institutional Functioning – Effective Leadership*

	Secretariat M (SD)
Network officers are committed to the success of the network	2.97 (0.59)
Network officers are committed to RAS	2.94 (0.62)
Network officers trust one another	2.93 (0.69)
Dynamic leadership is exhibited at all levels	2.75 (0.76)
Network officers are aware of when and how to reach out to network members	2.72 (0.63)
The leadership guides the network through change effectively	2.71 (0.78)
The leadership delivers results	2.69 (0.74)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 29. *Organisational and Institutional Functioning – Standardised Processes*

	Secretariat M (SD)
An operational plan is in place to guide network activities	2.91 (0.89)
Processes that define how activities should occur are in place	2.68 (0.65)
A system for continuous improvement is present	2.58 (0.76)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 30. *Organisational and Institutional Functioning – Adequate Staffing*

	Secretariat M (SD)
Network members come from multiple disciplines and represent multiple perspectives	3.03 (0.69)
Network members are interested in working together	2.81 (0.70)
There a sufficient number of network officers in place to handle and maintain a quality network in a timely manner	2.13 (0.90)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 31. *Organisational and Institutional Functioning – Performance*

	Secretariat M (SD)
Network outputs are valued by RAS professionals, stakeholders, clientele or policy/decision makers	2.76 (0.74)
The network provides value-added services that otherwise would not be available to RAS professionals, stakeholders, clientele, or policy/decision makers	2.64 (0.68)
The network is financially viable	2.43 (0.92)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 32. *Organisational and Institutional Functioning – Protecting Against Different Types of Risks*

	Secretariat M (SD)
The network is compliant with relevant laws, policies, and regulations	2.93 (0.69)
The network has appropriate legal expertise and support	2.59 (0.78)
There is a plan for catastrophes	1.82 (0.85)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Objective Data

Table 33. *Organisational and Institutional Functioning – Network Vision and Mission*

	Verified Capacity
Strategic plan	Yes
Vision and mission	Yes

Table 34. *Organisational and Institutional Functioning – Effective Leadership*

	Verified Capacity
Process for the frequency, conditions, and methods for network officers to communicate with network members	No

Table 35. *Organisational and Institutional Functioning – Adequate Staffing*

	Verified Capacity
Network members come from multiple disciplines and represent multiple perspectives	Yes
Network officers in place	Yes

Table 36. *Organisational and Institutional Functioning – Standardised Processes*

	Verified Capacity
Governance structure	Yes
Identifiable organisational structure	Yes
Defined management approach for the network	Yes
Policies, regulations, methods, procedures, terms, and definitions for the network	Yes
Accountability procedures in place	No

Table 37. *Organisational and Institutional Functioning – Sufficient Funding*

	Verified Capacity
Sufficient funding to support organisational staff and infrastructure	No

Table 38. *Organisational and Institutional Functioning – Performance*

	Verified Capacity
Value-added services provided by the network that otherwise would not be available to RAS professionals, stakeholders, clientele, or policy/decisions makers	Yes
Activities well organised, structured, and reliable	Yes

Annex E. Knowledge Management Detail Data

Perception Data

Table 39. *Knowledge Management – Network Members Participate in KM Activities*

	Secretariat M (SD)
Individuals share information freely	2.94 (0.73)
Stakeholders are expected and encouraged to input their ideas and suggestions to strengthen the network	2.81 (0.59)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 40. *Knowledge Management – Network Effectively Supports KM Activities*

	Secretariat M (SD)
Network personnel are technically skilled in their use of knowledge management resources	2.90 (0.41)
Network personnel are capable of sifting, selecting, prioritizing, refining, organizing, packaging and disseminating knowledge	2.84 (0.58)
A culture that supports sharing among all levels within the network is present	2.81 (0.82)
The network supports stakeholders using the knowledge available to them to inform RAS practice	2.68 (0.60)
The network provides the ability to develop content from a variety of information sources	2.55 (0.77)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 41. *Knowledge Management – Aware of Trends and Opportunities Associated with RAS KM*

	Secretariat M (SD)
The network offers an understanding of knowledge management	2.66 (0.65)
The network correctly identifies the knowledge needs of RAS professionals	2.60 (0.72)
The network uses data to provide insight into challenges and opportunities	2.46 (0.69)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 42. *Knowledge Management – Performance*

	Secretariat M (SD)
The network has RAS professionals that use available knowledge	2.70 (0.65)
Knowledge is used to inform decision making amongst clientele	2.59 (0.80)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 43. *Knowledge Management – Knowledge is Accessible*

	Secretariat M (SD)
Data and files backed up, secure, and accessible	2.54 (0.71)
The network recognizes knowledge creators	2.52 (0.94)
The network makes activities, products, best practices, and success stories accessible to stakeholders in a format they can use	2.29 (0.78)
Feedback mechanisms are in place to ensure knowledge is available to clientele in an accessible format	2.19 (0.75)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Objective Data

Table 44. *Knowledge Management – Network Members Participate in KM Activities*

	Verified Capacity
Network members engaged in sharing knowledge	Yes
Feedback mechanisms in place to provide useable formative data	No

Table 45. *Knowledge Management – Network Effectively Supports KM Activities*

	Verified Capacity
Network personnel available to organise meetings, exchanges, and peer learning events	Yes
Network personnel technically skilled in their use of knowledge management resources	Yes
Knowledge sifted, selected, prioritised, refined, organised, packaged and disseminated by the network	Yes

Table 46. *Knowledge Management – Network Provides Functional Knowledge Management Support*

	Verified Capacity
Database archiving	Yes
Network level reporting skills	No
Network level needs assessments	No
Network level monitoring and evaluating	No

Table 47. *Knowledge Management – Knowledge is Accessible*

	Verified Capacity
Software and monitoring tools specifically used for knowledge management	Yes
Stable internet platform for knowledge management	Yes
Content developed from a variety of information sources	Yes

Table 48. *Knowledge Management – Aware of Trends and Opportunities Associated with RAS KM*

	Verified Capacity
Information available in an annual report	Yes
Established knowledge management strategy including the knowledge being managed, the purpose, and who information is for	Yes
Activities, products, best practices, and success stories made accessible to stakeholders in multiple formats	No
Documentation of knowledge provided (activities, products, best practices, success stories) to RAS professionals through a centralised platform	No

Table 49. *Knowledge Management – Sufficient Funding*

	Verified Capacity
Financial resources allocated to organise meetings, exchanges and peer learning events for knowledge management	Yes
Sufficient funding to support knowledge management activities	No

Table 50. *Knowledge Management – Performance*

	Verified Capacity
Network supported stakeholders using the knowledge available to them to inform RAS practice	Yes
RAS professionals use the available knowledge	Yes
Network used data to provide insight into challenges and opportunities	No

Annex F. Information Communication Technology Use Detail Data

Perception Data

Table 51. *ICT Use – Network Supports Multiple Channels for Information Exchange, Sharing Ideas, and Communication*

	Secretariat M (SD)
The network establishes and uses virtual networks	3.03 (0.63)
The network uses social media	3.03 (0.80)
The network provides an effective platform for asynchronous online opportunities (e.g. a website)	2.97 (0.63)
The network provides an effective platform for synchronous online opportunities (e.g. Skype calls)	2.84 (0.78)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 52. *ICT Use – Network has a Positive Perception of ICT Use*

	Secretariat M (SD)
The network has a positive attitude towards information and communication technology tools	3.22 (0.66)
RAS professionals trust the information systems in use	2.81 (0.65)
Information and communication technology tools are seen as user-friendly	2.72 (0.68)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 53. *ICT Use – Performance*

	Secretariat M (SD)
The network uses information communication technology tools effectively	2.94 (0.76)
Information communication technology tools are used to benefit clientele	2.84 (0.81)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 54. *ICT Use – Network promotes ICT use*

	Secretariat *M (SD)*
Information and communication technologies are used to enhance networking	2.97 (0.59)
Information and communication technologies are used as a way to leverage partnerships	2.77 (0.76)
Success stories about using information and communication technology tools are shared within the network	2.52 (0.85)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 55. *ICT Use – Network Can Support ICT Use*

	Secretariat *M (SD)*
Information and communication technology tools are used to disseminate information	3.00 (0.62)
Network officers have access to information and communication technology information	2.80 (0.61)
The network integrates information and communication technology into reaching the larger objectives of the network	2.75 (0.76)
Network officers are able to source information	2.67 (0.66)
Systems are in place to help select appropriate information and communication technology tools	2.35 (0.80)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 56. *ICT Use – Network Addresses ICT Access Issues*

	Secretariat *M (SD)*
The network communicates via distance	3.09 (0.64)
Information and communication technologies are accessible by clientele	2.61 (0.76)
The network provides sources of information that are adaptable for different users	2.40 (0.77)
Processes are in place to reach individuals without internet access	2.21 (0.96)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 57. *ICT Use – Network Members Use ICT Tools*

	Secretariat *M (SD)*
Network members have the communication skills needed to use information and communication technology tools	2.66 (0.75)
The network uses information and communication technology tools to link stakeholders to RAS professionals	2.63 (0.79)
Evidence of information and communication technology literacy amongst RAS professionals is available	2.57 (0.90)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Objective Data

Table 58. *ICT Use – Network Addresses ICT Access Issues*

	Verified Capacity
Sources of information provided that are adaptable for different users	Yes
Processes in place to reach individuals without internet access	Yes
Information and communication technologies accessible by clientele	Yes
Communicating via distance	Yes

Table 59. *ICT Use – Network Members Use ICT Tools*

	Verified Capacity
Evidence of ICT literacy amongst RAS professionals	Yes
Discussion groups where RAS professionals interact online available	Yes
ICT used to link stakeholders to RAS professionals	Yes
Communication skills needed to use ICT tools available	Yes

Table 60. *ICT Use – Network Promotes ICT Use*

	Verified Capacity
ICT used to enhance networking	Yes
ICT used as a way to leverage partnerships	Yes

Table 61. *ICT Use – Network Has a Web Presence*

	Verified Capacity
Web page design and management skills in network	Yes
Website updated on a regular basis	Yes
Website arranged in an organised manner	Yes
Website available with access to all information	Yes

Table 62. *ICT Use – Network Has Personnel Capacity to Support ICT Use*

	Verified Capacity
Network officers have access to ICT information	Yes
Network officers able to source information	Yes
At least one individual trained in specific ICT tools	Yes
At least one individual devoted to communication/ICT	Yes

Table 63. *ICT Use – Network Has Technical Capacity to Support ICT Use*

	Verified Capacity
Internet capabilities used by the network	Yes
Records, reports, and publications managed electronically	Yes
Information and communication technology infrastructure in place	Yes
Documentation on how to select the appropriate ICT tools	No

Table 64. *ICT Use – Network Applies ICT*

	Verified Capacity
ICT used for disseminating information	Yes
ICT used for collecting information	Yes
ICT integrated into reaching the larger objectives of the network	Yes
ICT used for monitoring and evaluation	No

Table 65. *ICT Use – Network Supports Multiple Channels for Information Exchange, Sharing Ideas, and Communication*

	Verified Capacity
Network uses social media	Yes
Effective platform for asynchronous online opportunities provided (for example on a website)	Yes
Effective platform for synchronous online opportunities provided (for example on Skype calls)	No

Table 66. *ICT Use – Sufficient Funding*

	Verified Capacity
Sufficient funding to support information communication technologies activities	No

Table 67. *ICT Use – Performance*

	Verified Capacity
RAS professionals use ICT tools	Yes
Success stories about using ICT tools shared	Yes
Virtual networks established and used	Yes

Annex G. Professionalisation of RAS Detail Data

Perception Data

Table 68. *Professionalisation of RAS – Network Promotes RAS Professionalisation*

	Secretariat M (SD)
Members of the network advocate for RAS professionalisation	3.16 (0.58)
RAS professionalisation activities align to the network goals	2.81 (0.65)
The network has a clear set of messaging around RAS professionalization developed	2.43 (0.73)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 69. *Professionalisation of RAS – Aware of Trends and Opportunities Available for The Professionalisation of RAS*

	Secretariat *M (SD)*
The network offers an understanding of rural advisory services	2.97 (0.69)
The network is aware of existing strengths and weaknesses within the RAS system	2.86 (0.44)
The network supports the identification of the resources needed to be successful within RAS	2.70 (0.70)
A monitoring and feedback loop where insights are used to inform future professionalization activities is present	2.16 (0.86)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 70. *Professionalisation of RAS – Network Develops RAS Capacity Through Professionalisation Activities*

	Secretariat *M (SD)*
Activities are directed towards building leadership capacity (including strategy development and managerial skills) amongst clientele	2.53 (0.76)
The network offers opportunities to enhance knowledge of educational practices (including educational methods and program development expertise) amongst clientele	2.48 (0.77)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 71. *Professionalisation of RAS – Performance*

	Secretariat *M (SD)*
Network professionalisation supports relevant to clientele	2.61 (0.83)
Identifiable impacts associated with the network's professionalization efforts are present	2.31 (0.79)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Objective Data

Table 72. *Professionalisation of RAS – Network Promotes RAS Professionalisation*

	Verified Capacity
Network has advocated for RAS professionalisation	Yes
Vision for the role of a RAS professional	No
Network provides incentives for engagement in best practices (e.g. awards, scholarships, certificates)	No

Table 73. *Professionalisation of RAS – Network Develops RAS Capacity Through Professionalisation Activities*

	Verified Capacity
Development of appropriate programme monitoring and evaluation systems	No
Standardised set of materials for network members to use (e.g. training manuals, best practices, guidelines, learning kits)	No
Leadership capacity development activities (including strategy development and managerial skills)	No

Table 74. *Professionalisation of RAS – Aware of Trends and Opportunities Available For the Professionalisation of RAS*

	Verified Capacity
Needs assessments supported	No
Needs assessments encouraged	No
Strengths and weaknesses within the RAS system documented	No

Table 75. *Professionalisation of RAS – Sufficient Funding*

	Verified Capacity
Sufficient funding to support professionalisation activities	No

Table 76. *Professionalisation of RAS – Performance*

	Verified Capacity
Network has supported the development of facilitation skills (including the ability to build capacity of staff and stakeholders)	Yes
Network has provided opportunities for professional development plan management	No
Network has provided opportunities for professional development plan creation	No

Annex H. Advocacy Detail Data

Perception Data

Table 77. *Advocacy – Performance*

	Secretariat M (SD)
Network clientele hold RAS in high regard	3.21 (0.62)
Network stakeholders hold RAS in high regard	3.10 (0.56)
The network has representation on local, national, and international platforms/events	3.10 (0.79)
The network is perceived as a positive influence on the decision making/policy process	3.00 (0.63)
The network is recognised as a relevant/important actor in RAS advocacy	2.97 (0.71)
RAS network officers are invited to be part of the decision making/policy process at all levels	2.62 (0.78)
There is grassroots support for the network	2.45 (0.87)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 78. *Advocacy – Network Is Visible Actor for RAS*

	Secretariat M (SD)
Network officers are seen as credible sources	2.93 (0.45)
The network shows the role/potential role of RAS in addressing priority concerns (for example poverty alleviation, food security)	2.75 (0.62)
The purpose of the network's RAS advocacy activities are clear, broadly understood, compelling, and inspiring to others	2.61 (0.67)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 79. *Advocacy – Network Understands RAS Clientele*

	Secretariat M (SD)
The network defines, identifies, and articulates RAS stakeholder needs	2.77 (0.50)
The network identifies champions for RAS	2.73 (0.87)
The network uses data about RAS clientele, their challenges, and related policies to support advocacy activities	2.57 (0.73)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 80. *Advocacy – Advocacy Messages Communicated Effectively*

	Secretariat M (SD)
The network engages in discussions surrounding current policy trends	2.84 (0.82)
The network communicates with the right audiences (e.g. policy/decision makers at all levels, general public)	2.80 (0.81)
The network uses appropriate media (traditional and/or social) to advocate for RAS	2.61 (0.76)
The network has compelling advocacy messages	2.53 (0.78)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 81. *Advocacy – Network Effectively Advocates for RAS*

	Secretariat M (SD)
The network effectively works with policymakers	2.80 (0.71)
The network is connected with the right policymakers, regulatory bodies, and other individuals	2.77 (0.63)
Information related to RAS advocacy activities is made accessible to members of the network	2.45 (0.81)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 82. *Advocacy – Aware of Policy Trends and Opportunities Associated with RAS*

	Secretariat M (SD)
The network links RAS to ongoing government and private sector programs	2.66 (0.81)
The network uses new information to inform advocacy planning and activities	2.65 (0.88)
The network provides knowledge of RAS including the impact of initiatives and programs	2.50 (0.80)
The network can adjust advocacy approaches as external conditions change (e.g., the political landscape, funding)	2.48 (0.83)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Table 83. *Advocacy – Advocacy Activities Are Organised and Appropriate*

	Secretariat M (SD)
Advocacy activities are aligned with the network's goals	2.87 (0.85)
Accountability measures are in place for advocacy activities	2.33 (0.92)
The network is effective in mobilizing resources to take action in support of advocacy activities	2.14 (0.83)

Note Real Limits of Scale: 1.00 – 1.74 = *Little or no capacity*, 1.75 – 2.49 = *Basic level of capacity*, 2.50 – 3.24 = *Moderate level of capacity*, 3.25 – 4.00 = *High level of capacity*

Objective Data

Table 84. *Advocacy – Network Understands RAS Clientele*

	Verified Capacity
Documentation of global trends and context in RAS	No
Documentation of the linkage between RAS and ongoing priority government and private sector programmes	No
RAS stakeholder needs documented	No

Table 85. *Advocacy – Advocacy Messages Communicated Effectively*

	Verified Capacity
Network has engaged in discussions surrounding current policy trends	Yes
Advocacy materials available for clientele	No
Advocacy materials developed	No
Key advocacy messages documented	No
Advocacy strategy	No

Table 86. *Advocacy – Sufficient Funding for Advocacy Activities*

	Verified Capacity
Sufficient funding to support advocacy activities	No

Table 87. *Advocacy – Network Effectively Advocates for RAS*

	Verified Capacity
Network has provided information in support of RAS efforts to policy makers at all levels	Yes
Advocacy success stories have been communicated	No

Table 88. *Advocacy – Network is a Visible Actor for RAS*

	Verified Capacity
Network has shown the role/potential role of RAS in addressing priority concerns	Yes
Network has used creative ways to reach new and old audiences	No

Table 89. *Advocacy – Performance*

	Verified Capacity
Representation on local platforms/ events	Yes
Representation on national platforms/ events	Yes
RAS network officers have been invited to be part of the the decision making process at all levels	Yes
Network has been recognised as a relevant/important actor	Yes
Representation on international platforms/ events	Yes
Evidence of strong grassroots support	Yes

13. Review and Approve Report

Description
As a final step in the process the network champion should review and approve the final report.

Actors
- Network Champion

Recommendations and Best Practices
The review and approval process should include opportunities for the core group, and any other relevant stakeholders, to review and comment. However, it is important that the network champion have the final authority to approve the report based on all provided input. This may require resolving conflicting feedback or other similar activities. It may be desired to address any gaps or develop action plans as a set of next steps. However, it is important that there is a formal acknowledgement that the capacity assessment has concluded and any follow up items should be viewed and addressed independently.

Annex A. Definition of terms

Advocacy	Advocacy involves promoting, supporting, or defending something. An important aspect of advocacy for GFRAS is drawing attention to the strategic role of rural advisory services (RAS) in rural development more widely
Capacity	The Organisation for Economic Co-operation and Development (OECD)[5] defines 'capacity' as the "ability of people, organisations, and society as a whole to manage their affairs successfully." Capacities are thus all aspects, features, attributes, ways of working, approaches, and characteristics of networks and fora that influence their ability to successfully manage their affairs.
Country Fora	Entities that bring together a wide range of actors and stakeholders involved in or benefitting from rural advisory services in a country. They provide a mechanism for the diverse actors – including farmers – to exchange information, share lessons, identify opportunities for providing services to each other, and for innovating on how to provide effective advisory services in their domains of work.
Information communications technology (ICT)	Information and Communication Technologies, an umbrella term that includes any communication device or application for collection, processing, storage, retrieval, managing, and sharing of information in multiple formats. This encompasses, amongst others, radio, television, cellular phones, computer and network hardware and software, satellite systems and so on, as well as the various services and applications associated with them, such as videoconferencing and distance learning, social media, and others.
Knowledge management	A practice or system of enabling individuals, teams, and entire organisations to collectively and systematically create, harvest, share, and apply knowledge, in order to better achieve their objectives, improve their practices and learn from what they do.
Network	The main members of GFRAS. A regional network is a group of people from a particular geographical region that have agreed to participate in GFRAS and to fulfil the expectations detailed by the GFRAS organisation[6].
Organisational and institutional functioning	An ability to function properly and fulfil an identified purpose or task through the effective application of human, physical, financial and intangible resources.
Professionalisation	A profession is a type of job that requires special education, training, or skill. Professionalism and professionalisation is defined as the skills, good judgment, and behaviour that is expected from a person who is trained in a particular profession.

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[5] OECD. (2006). *The challenge of capacity development: working towards good practice*. Paris: Organisation for Economic Cooperation and Development

[6] GFRAS. (2011). *Regional network membership in GFRAS*. GFRAS Resource Paper.

| **Rural advisory services (also called extension)** | Rural advisory services, also called extension, are all the different activities that provide the information and services needed and demanded by farmers and other actors in rural settings to assist them in developing their own technical, organisational, and management skills and practices to improve their livelihoods and well-being |