Capacity Assessment of Regional Networks

Synthesis Report
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The Global Forum for Rural Advisory Services (GFRAS) is about enhancing the performance of advisory services so that they can better serve farm families and rural producers, thus contributing to improved livelihoods in rural areas and the sustainable reduction of hunger and poverty. Rural advisory services help to empower farmers and better integrate them in systems of agricultural innovation.

The GFRAS structure reaches smallholder farmers via the regional rural advisory services networks, which are made up of national-level platforms. The national platforms include actors from all sectors working in rural advisory services, and work directly with smallholders. National platforms help prioritise national-level issues and formulate demands to be taken to the regional and global levels.

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Confédération suisse
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1. Executive summary

1.1 Process and methodology

- The capacity assessment process was participatory from the inception, so the results and insights are directly attributable to the efforts of those members who participated.
- The entire GFRAS team, including all network champions, Secretariat members, country forum focal points, Board members, experts, and other key personnel should be commended for their support for and participation in this process.
- The consistent approach taken supports the seamless integration of results across multiple networks and geographies.
- Data were interpreted in a logical and replicable manner so that trends observed are verifiable from both primary, quantitative sources such as Likert-type questionnaires; and secondary, qualitative sources such as key informant interviews, focus groups, and thematic analysis of open-ended questions.
- The process was completed with a high level of attention to methodological rigour, including reliability and validity checks as well as data triangulation (quantitative, qualitative, and objective data analyses).
- The following regional, sub-regional, or country-level networks were included in the assessment –
  - African Forum for Agricultural Advisory Services (AFAAS), Caribbean Agricultural Extension Providers Network (CAEPNet), Pacific Islands Rural Advisory Services (PIRAS), Red Latinoamericana de Servicios de Extensión Rural (Latin American Network of Rural Extension Services, RELASER)
  - Réseau des services de conseil agricole et rural d'Afrique de l'Ouest et du Centre (West and Central Africa Network of Agricultural and Rural Advisory Services, RESCAR-AOC)
  - Kenya Forum for Agricultural Advisory Services (KEFAAS), Malawi Forum for Agricultural Advisory Services (MAFAAS), Nigerian Forum for Agricultural Advisory Services (NIFAAS), Uganda Forum for Agricultural Advisory Services (UFAAS).

1.2 Key conclusions, implications, and recommendations

1.2.1 Overall

- As a proxy for the global capacity of the GFRAS network, the results of the capacity assessment are encouraging.
- There is diversity among the regional and country networks in terms of levels of maturity and resources; however, the averaged results indicate a moderate level of capacity as assessed by the Secretariat and Board members, and by objective analysis.
- Insufficient funding was the most prominent theme from both quantitative and qualitative analyses, and was consistent across almost all networks and focus areas.
- The results indicate that, after considering all the participating networks, while there is capacity in the overall GFRAS network the primary focus should be on sharing this capacity to quickly improve constituent peer networks at regional and country levels.
- GFRAS should consider developing a technical platform, such as a database of experts available online, for more directed and pragmatic knowledge-sharing, best practice sharing, and peer-supported capacity development.
- It is recommended that networks within each focus area categorised as 'performing' be identified as exemplars for other networks to emulate.
- Globally there was a markedly lower level of capacity with regard to the professionalisation of rural advisory services (RAS).
- GFRAS might consider whether professionalisation of RAS should continue to be a strategic imperative. Given an environment of constrained resources and the low level of professionalisation capacity observed during the assessment, GFRAS might consider whether it is appropriate to dedicate resources to this area, or whether those resources would be better used in an area of relative strength. This recommendation is not representative of the networks' interests or priorities, but a rather is a question of strategy and resource allocation.
- If GFRAS decides to continue to maintain professionalisation as a strategic priority, it should consider creating and implementing a monitoring, evaluation, and learning plan focused on professionalisation. Given the low level of existing capacity, it is recommended that any further resource investment should receive special attention given the resource constraints, and all activities should be tracked accordingly.

1.2.2 General network area

- There were two dimensions that exhibited high levels of perceived and objective capacity across most networks assessed: **communication** in English and local languages, and **network collaborations.** It is recommended that the global network pursue opportunities to leverage these strengths.
- Networks may consider a stronger focus on how funds will be used, rather than just on the need for funds. Focusing on what outcomes or impacts are intended through useful application of the funds would be a much more powerful value statement.
- Networks are encouraged to establish a protocol and procedure for funding management. It may be appropriate for GFRAS proactively to develop and provide guidelines and support to establish this capacity among networks.

1.2.3 Organisational and institutional functioning

- Networks consistently had adequate staffing, and the associated capacity, to address their needs. The networks should be commended for this finding, which indicates participants' support and commitment.
- It is recommended that networks cultivate the paid or volunteer resources available and use them as building blocks for future capacity-building activities.
- Many networks have a vision and mission. For those that do not, it is recommended that establishing a clear vision and mission should be a priority. These should be clearly articulated and connected with the overall GFRAS vision and mission.
- It is recommended that a process defining the frequency, conditions, and methods for network officers to communicate with network members be developed, shared, and implemented among networks.
- Networks might consider documenting standardised processes and making processes available across all networks. Existing processes could be shared among networks for benchmarking.

1.2.4 Knowledge management

- Perceptions of knowledge management capacity were generally higher among Secretariat respondents than Board respondents. This difference indicates that Board members may not be aware of the knowledge management activities that take place, or that Secretariat members are overestimating the actual level of knowledge management capacity.
- Networks should consider continuing to test, confirm, or modify knowledge management beliefs based on member checking and evaluation activities.
- It is recommended that networks continue to make themselves aware of the trends and opportunities associated with RAS knowledge management.

1.2.5 Use of information and communication technology

- There was a high degree of consistency in perceptions between Secretariat and Board respondents.
- All networks had some level of capacity to use information and communication technology (ICT).
- Networks should consider focusing on promoting ICT use among their members and maximising the value and utility of their existing toolset.
- It is recommended that networks share information and best practices regarding ICT access issues.
- GFRAS may consider developing a centralised repository of ICT tools and best practices for use and adaptation across networks.

1.2.6 Professionalisation of RAS

- This area had the lowest level of capacity relative to all other areas that were assessed.
- It is recommended that the global network identify the most important two or three specific capacities and ensure all networks have access to the necessary support to build and establish these capacities. As the overall level of objective capacity is low, small incremental improvements may be beneficial to establish momentum, rather than focusing on major strategic changes.
- It is recommended that networks increase the focus on needs assessments. Once networks know the specific needs of RAS professionals, they will be able to develop and deliver professionalisation activities accordingly.

1.2.7 Advocacy

- The global GFRAS network had the highest level of performance capacity with regard to advocacy.
- GFRAS networks are already interfacing with and influencing policy.
- Networks may consider documenting and recording the impacts and outcomes associated with this area of strength by developing and implementing a system to capture and record all advocacy activities undertaken by network members.
- Assessment results indicate that a significant amount of advocacy activity is taking place but is not being captured systematically and effectively.
- It is recommended that networks should consider developing at least one case study where advocacy undertaken by a GFRAS representative has had an identifiable impact.
- It is suggested that networks continue to work on understanding RAS clients by exchanging information regarding client trends and needs, as well as best practices.

2. Report overview

This report provides detailed information and data from the 2016 GFRAS capacity assessment process. The structure of the report is outlined in Figure 1.

Figure 1. *Report structure*

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3.   Introduction

The Global Forum for Rural Advisory Services (GFRAS) provides advocacy and leadership for pluralistic and demand-driven rural advisory services (RAS) for sustainable development. Rural advisory services help to empower farmers and integrate them in systems of agricultural innovation. The GFRAS structure reaches smallholder farmers via the regional RAS networks and their country fora. The country fora include actors involved in RAS from governmental, nongovernmental, civil society, and the private sector. They work directly with RAS clients. National platforms, or country fora, 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*[1] was developed to help plan and measure change, learning, and progress in extension and RAS reform over the following 10 years. Implementation of the 10-year strategy requires an operational plan, the GFRAS *Five-Year Operational Plan 2016–2020*.[2] This medium-term document guides the GFRAS community – the Steering Committee, Secretariat, working groups, regional networks, country fora, and affiliates – on how to implement the Strategic Framework. The operational plan provides a robust framework to accomplish the six higher-level organisational goals identified in the *Strategic Framework 2016–2025*.

Within the context of the *Five-Year Operational Plan 2016–2020*, the primary aim of GFRAS over the next 5 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 RAS networks and fora. This decision is based on the high level of demand from networks, RAS stakeholders, and funders.

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 aim of the assessment was to establish a measure of capacity at a specific moment in time, with no criticism implied.

A total of four regional networks, one sub-regional network, and four country fora participated in the capacity assessment.

Regional:
- African Forum for Agricultural Advisory Services (AFAAS)
- Caribbean Agricultural Extension Providers Network (CAEPNet)
- Pacific Islands Rural Advisory Services (PIRAS)
- Red Latinoamericana de Servicios de Extensión Rural (Latin American Network of Rural Extension Services, RELASER)

Sub-regional:
- Réseau des services de conseil agricole et rural d'Afrique de l'Ouest et du Centre (West and Central Africa Network of Agricultural and Rural Advisory Services, RESCAR-AOC)

Country fora:
- Kenya Forum for Agricultural Advisory Services (KEFAAS)
- Malawi Forum for Agricultural Advisory Services (MAFAAS)
- Nigerian Forum for Agricultural Advisory Services (NIFAAS)
- Uganda Forum for Agricultural Advisory Services (UFAAS)

3.1   Key questions

The overall purpose of the 2016 GFRAS capacity assessment process was to understand the capacities needed for a regional or national network to be effective, and to establish a baseline measure of capacity for networks in light of this understanding. The following questions were asked.

- To be effective, what capacities do RAS networks need in:
  - organisational and institutional functioning?
  - knowledge management?
  - information and communication technology (ICT) use?
  - professionalisation of RAS?
  - advocacy?
- Are there any consistent capacities across the identified areas that can be extracted and collated into an independent area?
- What is the baseline level of capacity for RAS networks, across all areas assessed, in 2016?

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1   GFRAS. 2015. *Strategic Framework 2016–2025.* Lausanne: Global Forum for Rural Advisory Services. www.g-fras.org/en/knowledge/gfras-publications/file/363-strategic-framework-2016-2025.html

2   Available on request from info@g-fras.org

4. Methodology for capacity assessment

Thus the six factors assessed were:
- organisational and institutional functioning
- knowledge management
- ICT use
- professionalisation of RAS
- advocacy
- overall general network factor

4.1 Quantitative data

For each factor, 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.[3]

Two instruments emerged from the Delphi process: an assessment of **perceived** capacity and an assessment of **objective** capacity.

- The assessment of perceived capacity was developed to collect quantitative information on Secretariat and Board members' perspectives on levels of capacity. Data on perceived capacity were collected using a four-point Likert-type scale.[4]
- The assessment of objective capacity was developed to indicate whether a specific capacity could be verified through either document review or direct observation.

Two versions of the assessment of perceived capacity were developed according to respondent type: a comprehensive version for network Secretariat members to complete; and a shortened version for Board members or other experts external to the network's organisational structure.

All instruments were reviewed by a panel of experts for validity. Descriptive statistics were analysed using the SPSS software package. A conceptual model for the data is presented in Figure 2.

Figure 2. *Capacity assessment conceptual model*

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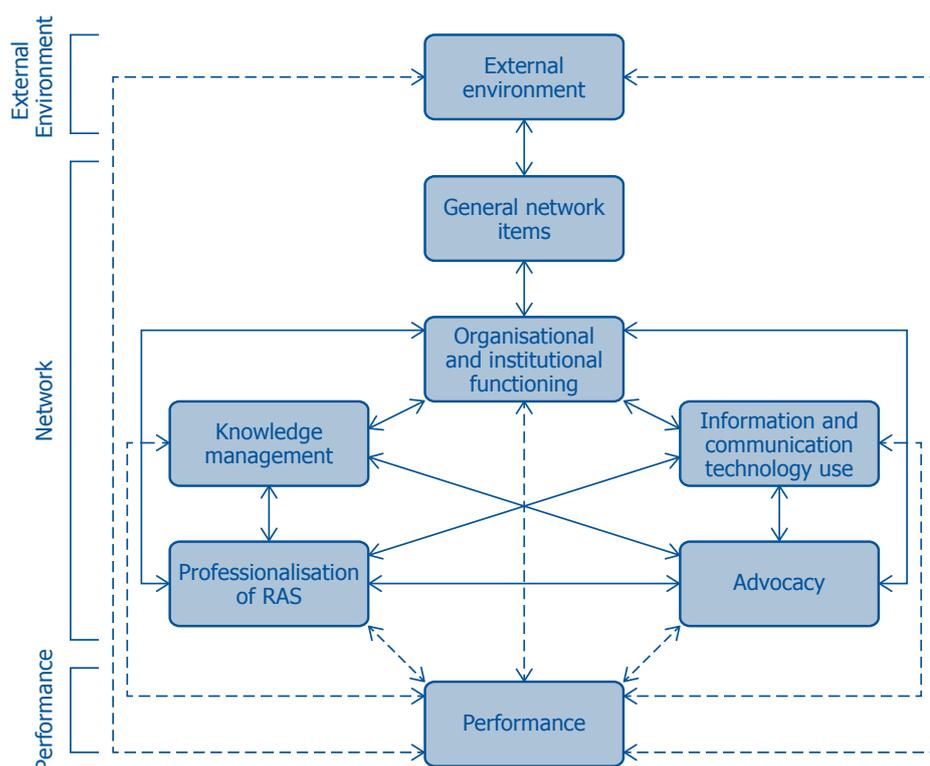
3   The RAND Corporation developed the Delphi method to collect knowledge and create consensus on a specific topic from a group of experts. According to this method, several rounds of questionnaires are sent out and the anonymous responses are aggregated and shared with the group after each round. Three iterations of the Delphi method were used to complete this study. See Dalkey, N. and Helmer, O. 1963. An experimental application of the Delphi method to the use of experts. *Management Science* 9(3): 458–467; Ziglio, E. 1996. The Delphi method and its contribution to decision-making. In: Adler, M. and Ziglio, E. (eds) *Gazing into the oracle: The Delphi method and its application to social policy and public health*. Bristol, PA: Jessica Kingsley. 3–33.

4   The Likert scale requests an assessment of a variable from among a range of potential responses. In this case the scale used was: 1 = little or no capacity; 2 = some capacity, but very limited; 3 = good capacity but could still be improved; 4 = exceptional capacity, no need for improvement.

Data from the assessments of perceived and objective capacity were collected and analysed for each of the six factors. Participants could opt out of rating an item if they had no knowledge of it by marking it N/A (not applicable).

For the objective capacity assessment, documents provided by each network, as well as direct observations conducted, were reviewed by classifying each item as verified or not verified. A classification of 'not verified' does not necessarily indicate that a network is deficient or lacks capacity; it may be that the capacity exists but is not currently in a verifiable form. A network's objective capacity was calculated by summing the total number of verified capacities and dividing by the total number of potential capacities. It should be noted that the networks are constantly changing – while the fine details may differ, the likelihood is that further studies using the same methodology and protocol would arrive at a very similar outcome.

Results of the perceived and objective capacity 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 3 provides a key for capacity classification.

Figure 3. *Capacity matrix key*
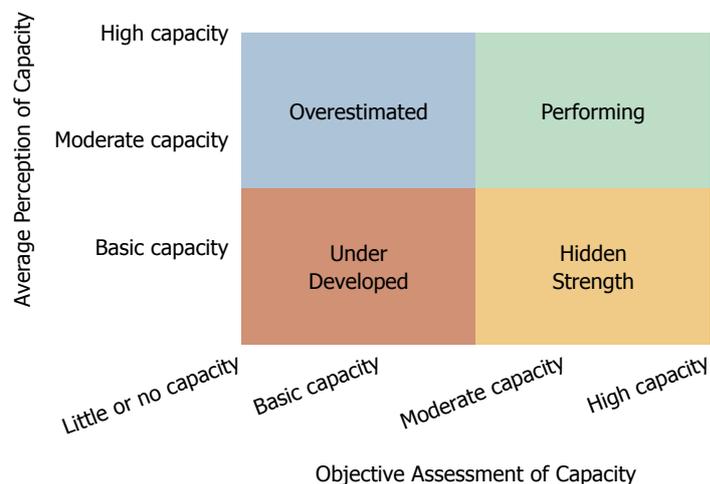
4.2   Qualitative data

In addition to quantitative data collection, key informant interviews and focus groups were conducted to triangulate data to the capacity assessment process.[5] Interviews and focus groups were conducted in person, and by telephone or Skype, between June and December 2016. Key informants and focus group participants were nominated by the regional Secretariat.

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

5. Data collection

Data were collected between June and December 2016.

- A total of 122 Secretariat members and country forum focal persons from nine regions, sub-regions, and country fora completed the comprehensive assessment of perceived capacity. The group was 72% male and had between <1 and 11 years of experience with the network (M = 3.93 years, SD = 2.39 years).
- A total of 63 Board members from seven regions, sub-regions, and country fora completed the shortened assessment of perceived capacity. The group was 66% male and had between 1 and 22 years of experience with the network (M = 3.88 years, SD = 3.77 years).

The shortened assessment of perceived capacity collected data at the factor and dimension levels, whereas the complete assessment also collected data at the individual capacity level. Interviews and focus groups were conducted with the following individuals and organisations.

AFAAS
- AFAAS Secretariat members
- Representatives from the Ugandan Ministry of Agriculture including the Director of Extension, the Commissioner of Agricultural Investments, and the Head of Agricultural Extension Coordination
- A representative from the World Bank
- A professor from Makerere University
- Representatives from Sasakawa Global 2000
- The Director of the Uganda National Farmers Federation

PIRAS
- Director, Crops and Extension Division, Ministry of Agriculture, Fiji
- Country Programme Officer, IFAD, Pacific Region
- Acting Deputy Director, Land Resource Division, SPC

RELASER
- Special Secretariat for Family Farming and Agrarian Development, Ministry of Agriculture, Brazil
- Executive Secretary, Innovagro
- Former Vice-Minister of Agriculture, Peru
- Regional Advocacy Officer, Hivos, Bolivia
- Country Representative, FAO, Peru
- Coordinator, Ministry of Agriculture, Peru
- Country Coordinator, GIZ, Bolivia
- RELASER Secretariat
- A professor from Colegio de Postgraduados, Mexico
- A representative from the Nature Conservancy, Mexico
- Representatives from Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Mexico, Nicaragua, Paraguay, Peru, and Uruguay

RESCAR-AOC
- A representative from the University of Nigeria, Nsukka, Enugu State
- A representative from the African Forum for Agricultural Advisory Services

KEFAAS
- Representatives from the Kenyan Ministry of Agriculture
- The Kenya National Farmers' Federation (KENAFF)
- KeFAAS Board
- KeFAAS Secretariat

MaFAAS
- The Deputy Director of the Malawi Department of Agriculture Extension
- A representative from USAID
- A professor from the University of Lilongwe
- A representative from Self Help Africa

NIFAAS
- The Director of Federal Department of Agricultural Extension Services (FDAE)
- A representative from the World Bank
- A professor from the University of Ibadan
- A representative from the Rural Sociological Society of Nigeria (RuSAN)

UFAAS
- UFAAS Board
- UFAAS Secretariat
- A professor from Makerere University
- The Director of the Uganda National Farmers Federation

6.   Consequential validity of the capacity assessment

Consequential validity describes the possible social and societal results from a particular assessment or measure. This process is known as establishing consequential validity, and is an important step to ensure the new assessment or measure is serving the intended purpose for the intended audience.[6]

To establish consequential validity evidence with the proposed capacity assessment, in April 2017 a follow-up evaluation survey was sent to the GFRAS champions involved in the assessment process. A total of 15 champions were identified for participation in the survey and 14 responded, giving a response rate of 93%.

Consequential validity was established in three primary areas.

- Respondents were asked to indicate how useful, or not useful, the factor information was to them.
- Respondents were asked to indicate whether or not they intended to use the assessment information to modify their network.[7]

- Respondents were provided an opportunity to complete open-ended responses giving additional comments on the assessment information within their network.

Both quantitative and qualitative measures were used to provide additional insights through data triangulation.

6.1   Utility of leadership competency behaviour information

Respondents were asked to indicate how useful, or not useful, the capacity assessment factor information was in their networks. For the overall report, 100% of respondents indicated that data were useful or very useful. This trend was consistent across most factors, with only the general and professionalisation of RAS factors receiving a response in the 'neither agree nor disagree' category. Response distributions are provided for all factors in Table 1. Additionally, specific assessment characteristic utility data are available in Annex J. The results indicate that the champions generally found the capacity information to be very useful to them within their networks.

Table 1. *Usefulness response distributions for analysed factors*

Item	Strongly disagree (%)	Disagree (%)	Neither agree nor disagree (%)	Agree (%)	Strongly agree (%)
Overall report	**0.00**	**0.00**	**0.00**	**33.33**	**66.67**
Factor					
Advocacy	0.00	0.00	0.00	27.27	72.73
General	0.00	0.00	9.09	27.27	63.64
Organisational and institutional functioning	0.00	0.00	0.00	45.45	54.55
ICT use	0.00	0.00	0.00	45.45	54.55
Professionalisation of RAS	0.00	0.00	9.09	27.27	63.64
Knowledge management	0.00	0.00	0.00	50.00	50.00

6.2   Intent to use leadership competency information

To assess whether network champions intended to use the underlying data associated with the capacity assessment, a behavioural intent scale was developed based on recommen-

dations in the literature. A series of three items was developed to assess respondents' agreement or disagreement with statements provided. Response distributions to individual items per factor are provided in Annex J. A behavioural intent index score was calculated by taking the mean of the three items for each of the factor areas. The minimum, maximum, mean, standard

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6   Messick, S. 1995. Validity of psychological assessment: validation of inferences from persons' responses and performances as scientific inquiry into score meaning. *American Psychologist* 50(9): 741–749.

7   Ajzen, I. 2002. Constructing a TpB questionnaire: conceptual and methodological considerations. Unpublished. www.uni-bielefeld.de/ikg/zick/ajzen%20construction%20a%20tpb%20questionnaire.pdf

deviation, and Cronbach's α scores for each index area are presented in Table 2. Cronbach's α scores are a measure of reliability with scores over 0.70 considered reliable for interpretation. The results indicated that the champions had the strongest level of intent to use the knowledge management factor information, and the lowest level of intent to use the general factor information. However, all index scores indicated a high level of intent to use the factor information.

Table 2. *Intent to use capacity assessment factor information*

Factor	Min	Max	Mean	SD	Cronbach's α
Knowledge management	3.33	5.00	4.56	0.59	0.95
Advocacy	3.33	5.00	4.52	0.61	0.98
ICT use	3.33	5.00	4.42	0.65	0.91
Professionalisation of RAS	2.67	5.00	4.28	0.87	0.96
Organisational and institutional functioning	3.67	5.00	4.25	0.53	0.73
General	3.33	5.00	4.09	0.58	0.78

6.3   Open-ended response data

To provide an opportunity for respondents to identify any additional benefits or consequences of the capacity assessment information, a series of open-ended questions was presented. Respondents were asked to:

- describe any success stories associated with the information provided
- identify what (if any) positive changes they experienced as a result of the capacity assessment information provided
- identify what (if any) negative changes they experienced as a result of the capacity assessment information provided
- provide any additional feedback regarding the data provided.

Open-ended response data were collected and coded based on an open-sort grouping methodology.[8] Three primary themes emerged from the responses, and are summarised below. Quotes have been chosen selectively to illustrate the themes.

6.3.1   Capacity assessment data were valuable in stimulating conversation within the network

The most prominent theme among the responses collected was that the capacity assessment process, and associated results, stimulated conversation within the network. As one champion indicated, "We were able to review the document as a group and talked about where we are at on each item." This was a consistent theme among other network champions as well. For example, a second champion indicated, "We are using the information for the preparation of our strategic program for the next three years, discussing the results and the proposals with our steering committee."

A sub-theme was that the process and results were valuable not only in stimulating conversation, but also in helping networks to focus their efforts and identify priorities and next steps. For example, one champion noted the results were used for "internal discussions that have been useful to establish priorities". A second champion extended the capacity assessment process, and capacities, to the broader extension organisation within their home country; specifically, the capacity assessment "was used to identify capacity development areas for extension staff in their current agricultural action plan".

However, a noteworthy comment was made by another champion, that the capacity assessment process was "[…] expected to support change management. But the governance of our network did not ease this process." This is an important revelation: that not all recommendations and competencies are going to be accessible by all networks at all times. Therefore it is important to consider network-appropriate change management techniques and to approach capacity-building activities accordingly.

6.3.2   Capacity assessment information is valuable for working with funding organisations

A second primary theme identified through the champions' open-ended responses was that the capacity assessment was a valuable tool for working with funding and support organisations. Many champions indicated that the capacity assessment results had already been used to initiate conversations with funders around projects or needs. As one champion summarised, the "objectives being to highlight the need for financial support. Areas of weaknesses in capacity development [assessment] emphasised and highlighted in the report will also be

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8   Glaser, B.G. and Strauss, A.L. 1967. *The discovery of grounded theory: Strategies for qualitative research*. Piscataway, NJ: Transaction Publishers.

used for additional support." A second champion had a similar experience with a specific project and set of support partners: the capacity assessment "information has been an important support for the preparation of new projects, such as the knowledge management platform and the involvement of [organisation 1] and [organisation 2] in technical and financial support". Another champion shared that the capacity assessment had a "positive impact in highlighting our strength – thus increasing our support base among our partners".

A sub-theme that emerged was that the results were not only beneficial in working with funding agencies, but also valuable in making decisions regarding limited resources and priority areas. One champion noted that "This is a very good tool for decision making […] it has helped to focus the efforts and limited resources of our network in key aspects." Consequently, the results may provide additional assistance to networks by helping them identify the areas where they have the most need, as well as providing very pragmatic and operational insights into the specific support they require.

Although the results were generally viewed as positive for working with funding organisations, one champion also identified a potential limitation associated with the capacity assessment results: "The fact that our funding base is very weak may tend to scare away some of our potential partners." This is an important observation, and one that is applicable to all the assessments that were completed. Networks should proactively acknowledge this reality and create plans and approaches to address the situation transparently.

6.3.3   There is a need for ongoing support to build capacity for areas of weakness identified through the capacity assessment process

A third primary theme emerged from the champions' open-ended responses: despite the value associated with the capacity assessment process, there is a need for ongoing support to build capacity in the areas that were identified as lacking. As one champion summarised it, there is "no follow-up plan for capacity-building for the identified gaps. This is a very strong recommendation that GFRAS may have to lead." A second champion responded similarly: "it will be great if, for each weakness identified, the assessment can help the network to identify potential solutions".

A sub-theme also emerged in this area relating to the need for specific types of ongoing support. One champion suggested: "Capacity training at institutional level needs to be done. There are a lot of capacity gaps […] hence need for leadership and capacity development." A second champion suggested another area for support: "a monitoring and evaluation process [relating] to the results and recommendations delivered".

6.4   Summary of consequential validity analysis

Overall, the results of the consequential validity analysis indicate that the capacity assessment process was very successful in meeting the needs of the network champions. The champions who responded to the follow-up survey indicated that all the capacity assessment information provided to them was very useful, and they intended to use the information within their networks. These results were confirmed through a thematic analysis of champions' open-ended responses. The primary themes indicated that the capacity assessment information helped to stimulate conversation within the network and was a valuable tool for working with funding or support organisations. The results also indicated the champions would like additional support in closing the gaps associated with the capacity assessment results. This finding nevertheless supports the position that the capacity assessment was valuable and appropriate for the intended audience. If the champions had been ambivalent regarding the results, that may have indicated a missed opportunity; their desire to pursue the recommendations in the reports indicates that champions perceived the value and applicability of the process and results to their respective networks.

7. Future capacity assessment insights

In addition to establishing consequential validity for the capacity assessment process, the follow-up survey of process champions was used to obtain insights regarding future capacity assessments within the GFRAS network.

When asked, 100% of the champions indicated that they would be willing to have their network participate in future capacity assessments. Responding to a follow-up question about the frequency of follow-up capacity assessments, champions gave a wider range of responses. Specifically, 29% of respondents thought capacity assessments should occur annually, 43% suggested every 2 years, and 29% every 3 years.

Champions were then asked who they thought should conduct the capacity assessment process. Respondents could select multiple items from a list of options. The most frequent response was GFRAS (57%), followed by an outside organisation (36%), and finally the network (14%). Respondents also had the option to select an 'other' category (29%), where text entry responses included example organisations such as a peer network, participatory, or outsourced organisation.

7.1 Open-ended responses

Champions were then asked to respond to three open-ended questions regarding future capacity assessments. A summary of responses is provided below.

7.1.1 Suggestions for follow-up capacity assessments

- Support (5)
  - Need for follow-up support for identified gaps, or at the very least support from GFRAS in helping to identify possible partners who can help in capacity development
  - Provide adequate support to the network to develop missing capacities and strengthen existing ones
  - GFRAS also needs to provide leadership in M&E
  - More friendly and less cumbersome
  - Targets for capacity development should be developed which will form the basis to monitor improvement
- Participation (4)
  - Involve more participants
  - Increase the sample size
  - Wider participation from the network members to get more input
  - Ideally the same team that worked in the first step
- Planning (3)
  - To plan it at least with 6 months of anticipation and to be in close contact with the networks in the process

- GFRAS should plan together with the networks and have the next capacity assessment done; focus also on programme implementation capacity
- Both internal and external assessment are required; internal assessment may occur more regularly
- None (2)
  - None
  - N/A

7.1.2 Intended use of future capacity assessment data

- Identify areas to improve (8)
  - For internal operational improvements and emphasis
  - But also as materials for internal learning processes and steering of the network
  - Use it to improve the organisation and growth of [network]
  - My organisation's strategic plan
  - For the growth of the network
  - Where possible conduct training on the red spots [key challenges]
  - Identifying individual capacity-building needs
  - To improve on areas of capacity gaps
- Monitoring and evaluation (3)
  - As part of the monitoring and evaluation of the performance of the network
  - The capacity assessment data will be used as starting point, ground information and evidence to support suggestions of capacity development strategy for our network
  - Future assessments will allow the network to see areas where we've made progress and areas we need to make a priority. It will help to drive future plans of work.
- Insights and dialogue (3)
  - Make it available to country fora, continue to discuss and dialogue on it
  - We will disseminate the information widely
  - To strengthen the different levels of our network, starting from our steering committee, country fora, and the new platform
- Lobby support (1)
  - A means to lobby support for the network

7.1.3 Areas requiring support for future capacity assessments

- Participation (2)
  - Participatory assessment
  - To be involved more in deciding who should be interviewed so that a wide audience of [network] can participate
- Capacity-building (2)

- Not capacity assessment as such – but more of building capacity in the areas identified
- Institutional capacity
- National forum (1)
  - National fora capacity assessment
- Monitoring and evaluation (1)
  - M&E
- Specific capacity areas (1)
  - We are very weak in ICT because they will be very useful for the platform; also our capacities for advocacy are very limited
- None (3)
  - No (2)
  - Not really

8. Summary of capacities by factor

The data collected from the individual networks were aggregated and analysed to compute a global baseline level of capacity for the GFRAS community at the global level. Figures 3–9 present the aggregate results at the factor and dimension levels.

8.1 Overall capacity by factor

The GFRAS network synthesis had the highest capacity in the general factor, which was positioned in the performing category. Two factors (organisational and institutional functioning, and ICT use) were located in the overestimated category. The professionalisation factor had the lowest level of assessed capacity and was in the underdeveloped category. Knowledge management was also located in the underdeveloped category. Advocacy was located on the border between underdeveloped and overestimated. Figure 4 represents the relative capacity positions for each factor. Annexes B, K, L, and M provide details on the findings within each specific factor.

Figure 4. *Capacity analysis by factor*

Objective Assessment of Capacity
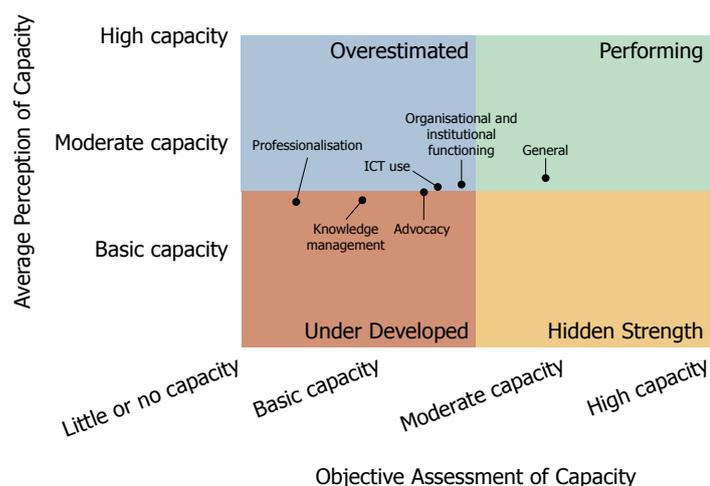
8.2 General network factor

The general network factor was composed of five dimensions that are represented in both the perception and objective assessments. The network had a wide range of capacity levels represented among the factors. Specifically, communication languages and network collaboration were located in the performing capacity category. Gender equality and funding management were located in the overestimated capacity category. Finally, funding management was located in the underdeveloped capacity category. A trend among the regions assessed

was a lack of objectively verifiable capacity, without which there was a limitation on factor dimensions located in higher-performing categories. This latent capacity may exist; however, the inability of assessors to objectively verify capacity is noteworthy. Figure 5 represents the relative capacity positions for each dimension. Annexes D, K, L, and M provide details on the findings within each dimension.

Figure 5. *General network capacity analysis*

Objective Assessment of Capacity
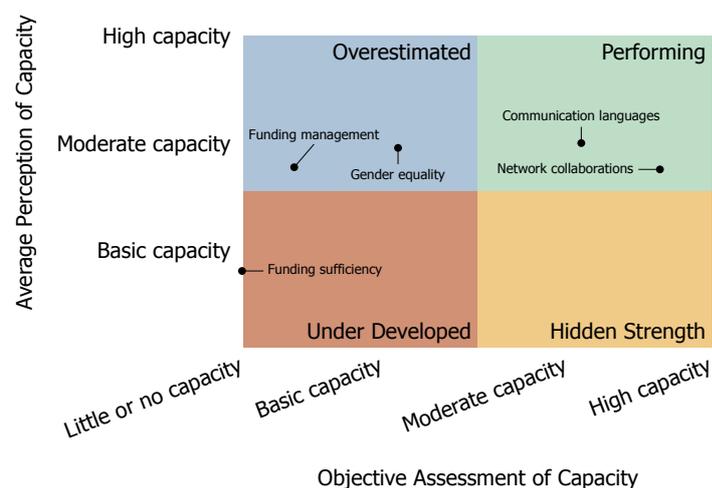
8.3 Organisational and institutional functioning factor

The organisational and institutional functioning factor again had a wide spread of dimensions across the capacity categories. Consistent with observations at the network level, it is noteworthy that there were dimensions located in each of the four categories. The GFRAS network synthesis vision and mission dimension had the highest level of capacity. Sufficient funding was located in the underdeveloped category at the lowest level, indicating a need for ongoing focus to ensure a robust funding pipeline and resources to support the associated dimensions. It is important to consider that effective leadership had a relatively high level of perceived capacity; however, the objective assessment is related to a single binary item used to determine if there is a process for the frequency, conditions, and methods for network officers to communicate with network members. Therefore effective leadership should be interpreted in relation to the conditions for the objective assessment, and a comprehensive representation of leadership should not be implied. Figure 6 represents the relative capacity positions for each dimension. Annexes E, K, L, and M provide details on the findings within each dimension.

Figure 6. *Organisational and institutional functioning capacity analysis*
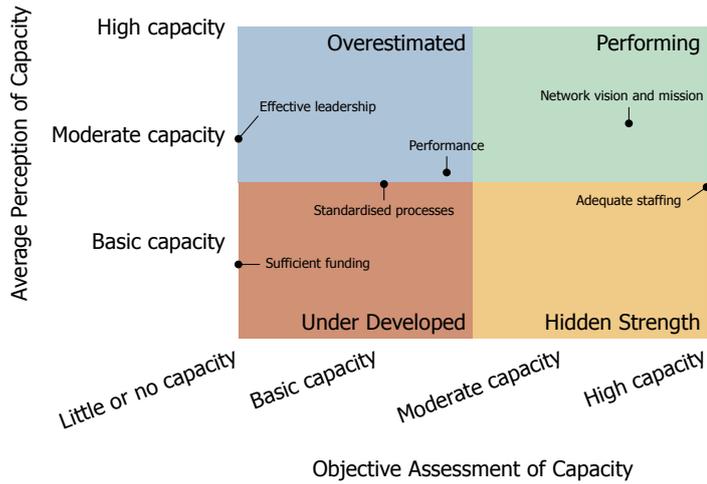
8.4 Knowledge management factor

Remarkably, the capacity analysis for the knowledge management factor found no dimensions within the performing or hidden strength categories. Network support of knowledge management activities had the highest level of capacity, but it was still just within the overestimated category. The results indicated a consistent trend among the networks assessed for knowledge management to have low levels of capacity relative to other factors. Apart from funding sufficiency, which was firmly located in the underdeveloped category, the remaining five dimensions were located near the border between the overestimated and underdeveloped categories. Figure 7 presents the relative capacity positions for each dimension. Annexes F, K, L, and M provide details on the findings within each dimension.

Figure 7. *Knowledge management capacity analysis*
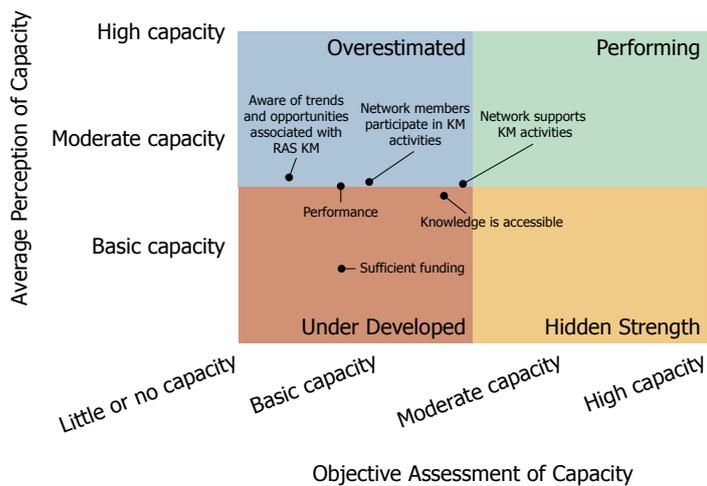
8.5 ICT use factor

Notably, for the ICT use factor no dimensions were located in the performing category. Although there was one dimension (network addresses ICT access issues) near the border between the hidden strength and performing categories, and two (personnel capacity and technical capacity to support ICT use) near the border between overestimated and performing, no dimensions were firmly within the performing category. Six of the eight dimensions were in the overestimated category. This result indicates that across the networks assessed there was generally a higher level of perceived capacity than could be objectively verified. Overall, the consistency across dimensions indicated a trend across networks for a lower level of capacity for ICT use. Figure 8 represents the relative capacity positions for each dimension. Annexes G, K, L, and M provide details on the findings within each dimension.

Figure 8. *ICT use capacity analysis*
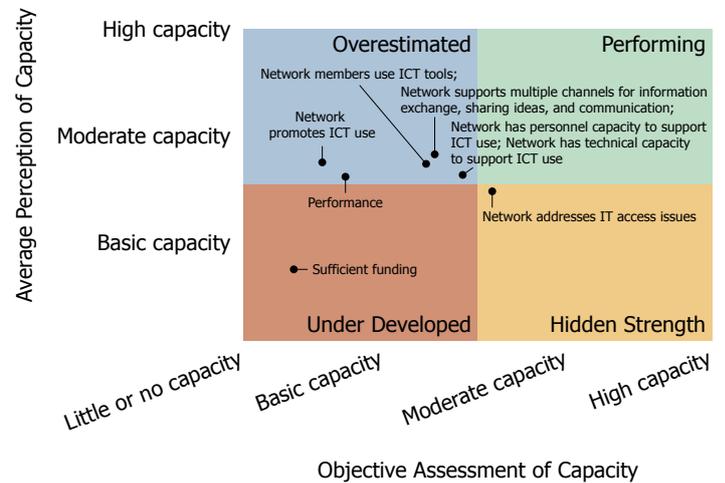
8.6 Professionalisation of RAS factor

Across all the factors assessed, professionalisation of RAS showed the lowest level of capacity. All five of the dimensions included were located in either the overestimated or underperforming category. The network had the highest level of capacity for promotion of RAS professionalisation, and the lowest capacity for funding sufficiency. The remaining three dimensions were located between these two. For the objective component of the assessment, no dimensions rose to the level of basic capacity or above. Figure 9 represents the relative capacity positions for each dimension. Annexes H, K, L, and M provide details on the findings within each dimension.

Figure 9. *Professionalisation of RAS capacity analysis*
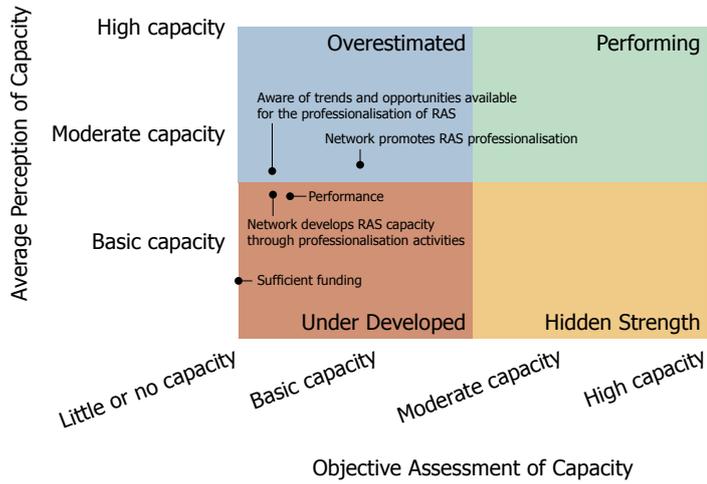
8.7 Advocacy factor

For advocacy, the majority of dimensions were clustered in the overestimated category, with the notable exception of performance, which was located in the performing category. Sufficient funding had the lowest level of capacity and was in the underdeveloped category. The results indicate that among the networks assessed there was a trend towards performing advocacy activities on a regular basis at a variety of levels; however, many ancillary or support activities received less focus, demonstrated by lower levels of capacity. Annexes I, K, L, and M provide details on the underlying items within the performance dimension, as well as details on all other dimensions within this factor. Figure 10 represents the relative capacity positions for each dimension.

Figure 10. *Advocacy capacity analysis*
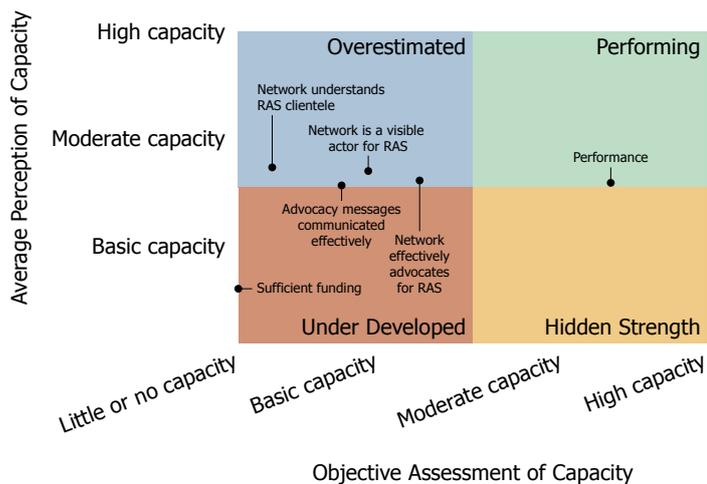
9. Summary of factors by network

To facilitate the analysis of network-level capacity, the networks were individually located within the capacity matrix, with the aggregate GFRAS value included as a point of reference. The results displayed in Figures 11–16 are intended to provide a point of reference for comparison, without any value judgment, and should not be viewed from a critical perspective.

9.1 General network factor

Overall, there appeared to be a high level of capacity as demonstrated by the cluster of networks in the performing and hidden strength capacity categories. The majority of networks assessed, including the calculated aggregate GFRAS value, were located in the performing category and the remaining three in the hidden strength category. Figure 11 shows the relative capacity positions for each network. Annexes D, K, L, and M provide details on the findings within each network.

**Figure 11.** *General network capacity analysis*
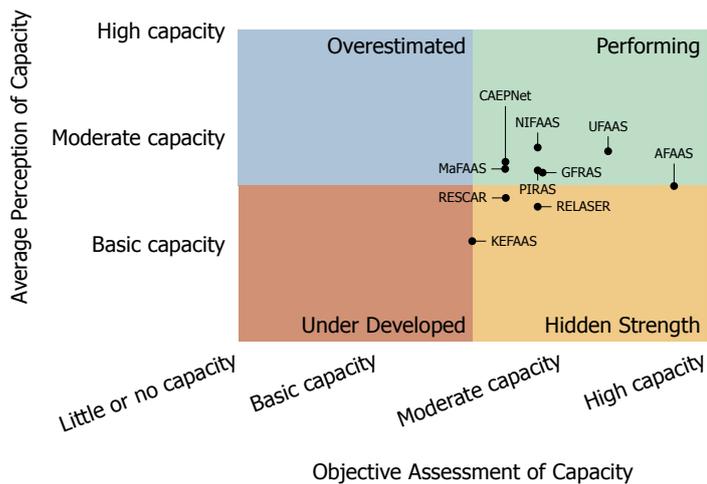
9.2 Organisational and institutional functioning factor

There was a wide range of assessed capacity within this factor, with networks located in all four capacity categories. For the perceived capacity component of the assessment, all networks fell within the basic to moderate category, therefore most of the observed variance between networks was due to the objective component of the assessment. When all the data were aggregated, the overall GFRAS value was located in the overestimated category; however, the value was very close to the intersection of all four capacity categories. Figure 12 represents the relative capacity positions for each network. Annexes E, K, L, and M provide details on the findings within each network.

Figure 12. *Organisational and institutional functioning capacity analysis*
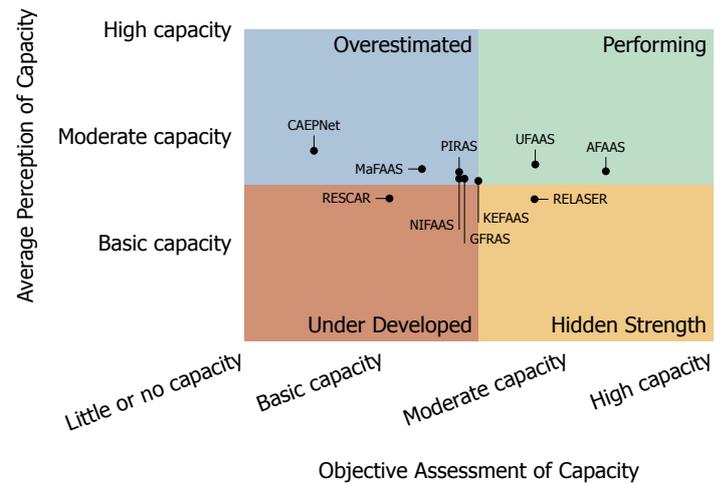
9.3 Knowledge management factor

The network distribution associated with the knowledge management factor appeared to be bimodal, with two clusters of networks. Three networks had higher levels of objective capacity and were located in the hidden strength capacity category; all the remaining networks were closely grouped in the overestimated and underdeveloped categories. Figure 13 represents the relative capacity positions for each network. Annexes F, K, L, and M provide details on the findings within each network.

Figure 13. *Knowledge management capacity analysis*
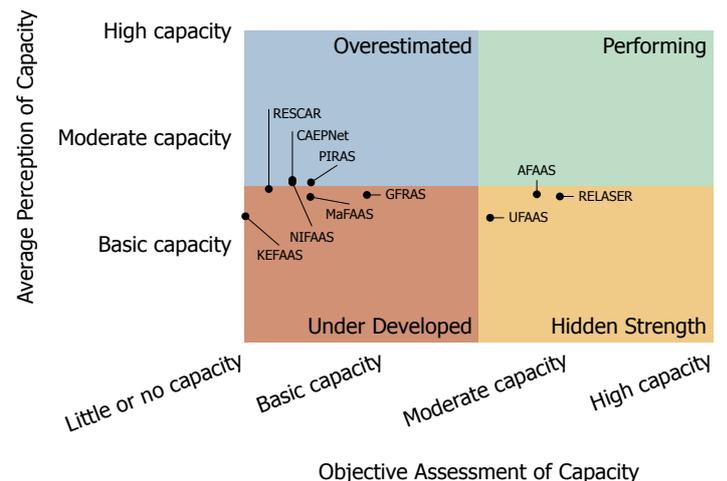
9.4 ICT use factor

This factor had at least one network in each of the capacity categories. For the perception component of the assessment, all the networks were basic to moderate, with one network located in the performing capacity category, two in the hidden strength category, three in the overestimated category, two in the underdeveloped category, and one on the border between overestimated and underdeveloped. The aggregate GFRAS value was also located on the border between the overestimated and underdeveloped capacity categories. Figure 14 represents the relative capacity positions for each network. Annexes G, K, L, and M provide details on the findings within each network.

Figure 14. *ICT use capacity analysis*
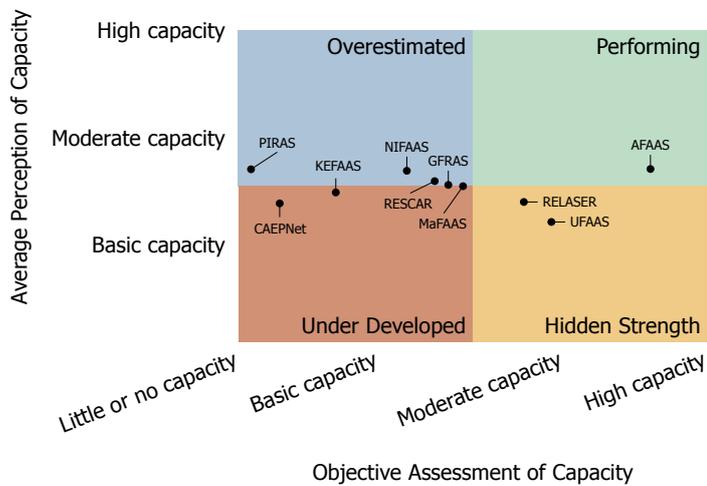
9.5 Professionalisation of RAS factor

Among all the factors analysed, professionalisation of RAS consistently had the lowest level of assessed capacity. All the networks were located in either the overestimated or underdeveloped capacity category, with no capacity above basic level in the objective component of the assessment. Figure 15 represents the relative capacity positions for each network. Annexes H, K, L, and M provide details on the findings within each network.

**Figure 15. *Professionalisation of RAS capacity analysis***
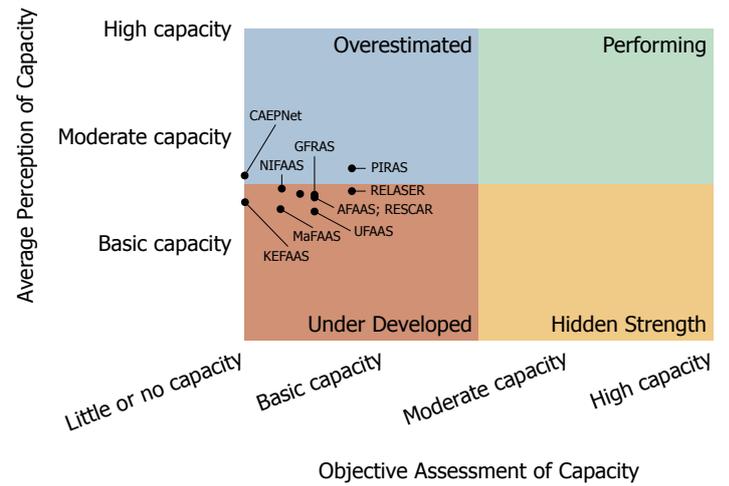
9.6 Advocacy factor

Although this factor had networks in all four capacity categories, they were located in a dense cluster. For both perceived and objective capacity components, networks ranged from basic to moderate capacity. Annexes I, K, L, and M provide details on the underlying items within the performance dimension, as well as details on all other dimensions in this factor. Figure 16 represents the relative capacity positions for each dimension.

Figure 16. *Advocacy capacity analysis*
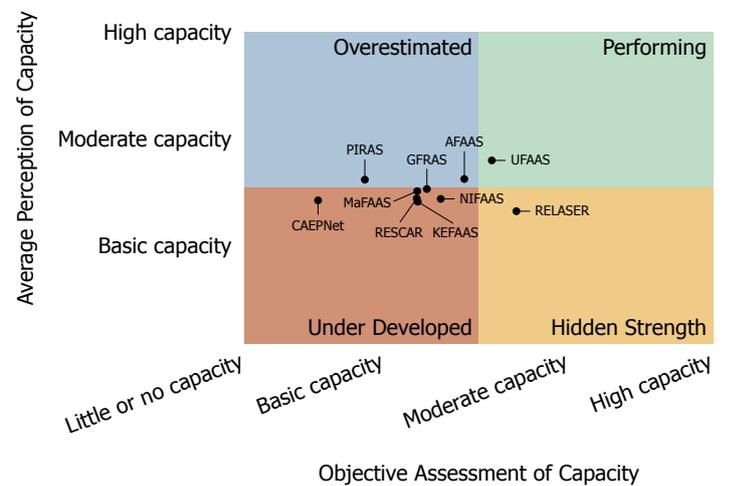
10. Environment for RAS

Responses from all nine networks assessed were synthesised to calculate an overall score of perceived global support for RAS networks. 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 areas were then averaged to compute an overall level of support to serve as a proxy for the global GFRAS network environment for RAS. An analysis indicated both Secretariat (M = 2.42) and Board (M = 2.44) members tended to agree that the environment had a basic level of support for RAS.

It is noteworthy that the Board and Secretariat responses were generally consistent when all responses were synthesised. The largest difference between the two groups was observed within social and cultural support for RAS, with Board members indicating a higher level of support. Figure 17 shows the average level of perceived support for each area. Annex C provides additional results on each environment area.

Figure 17. *Environment for RAS*
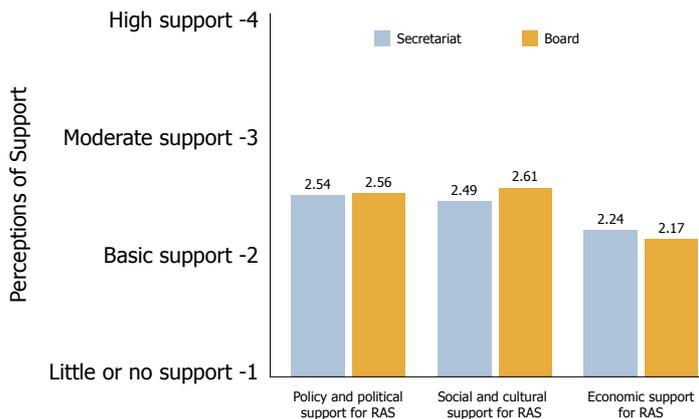
Note real limits of scale: 1.00–1.74 = little or no support, 1.75–2.49 = basic level of support, 2.50–3.24 = moderate level of support, 3.25–4.00 = high level of support.

11. Relationships among factors and dimensions

A correlation analysis among factors and their constituent dimensions was conducted to identify whether any relationships between variables existed. The analysis was completed using bivariate Pearson correlations. The Secretariat perceived capacity data were used for the analysis as they represented the most complete and robust data from the capacity assessment process.

Overall, the results were noteworthy for three primary reasons.

- Reliability scores in the form of Cronbach a values were calculated for each of the indices. Apart from two dimensions, all the constructs had sufficient reliability, and this finding provides validity for subsequent statistical analysis. As it is not possible to calculate reliability for single-item constructs, these items are flagged as N/A in the following tables.
- The relationships among factors and dimensions were predominantly statistically significant at the 0.001 level. This indicates that the observed correlation values are interpretable from a statistical perspective.
- The directionality of all correlations was positive, indicating that an increase in one variable should result in a positive increase in another variable. This finding suggests that increased capacity in any factor or dimension should have a positive effect on other factors, the primary difference being the magnitude of the expected difference.

The results are displayed in Tables 3–9. Values greater than 0.70 are in bold type, indicating a very high level of correlation based on Davis's conventions for describing measures of association.[9] In Tables 4–9, factor columns are greyed out where constituent dimension-level data are analysed to prevent over-interpretation of co-dependent variables: as dimensions are subsumed within factors, correlations are expected to be high.

Table 3. *Intercorrelations among factors*

Factor	α	GEN	ORG	KM	ICT	PRO	ADV
GEN	0.83	–					
ORG	0.93	**0.79**	–				
KM	0.90	0.62	**0.82**	–			
ICT	0.93	0.64	0.64	**0.70**	–		
PRO	0.91	0.54	**0.75**	**0.75**	**0.72**	–	
ADV	0.95	0.46	**0.76**	**0.71**	0.59	**0.81**	–

Note: all values are significant at $p < 0.001$ except [a] $p < 0.05$, [b] $p < 0.01$, [c] p = n.s.
Factors: GEN = general; ORG = organisational and institutional functioning; KM = knowledge management; ICT = ICT use; PRO = professionalisation of RAS; ADV = advocacy.

Table 4. *Intercorrelations among factors and general dimensions*

Dimension	α	GEN	ORG	KM	ICT	PRO	ADV
Network collaborations	0.76	0.81	0.67	0.56	0.54	0.43	0.36
Funding management	0.83	0.79	0.66	0.40	0.39	0.21[c]	0.36
Funding sufficiency	0.66	0.57	0.50	0.58	0.42	0.59	0.61
Communication languages	N/A	0.59	0.35	0.41	0.32	0.19[c]	0.06[c]
Gender equality	0.83	0.65	0.50	0.34	0.43	0.41	0.22[c]

Note. All values are significant at $p < 0.001$ except [c] p = n.s.
Factors: GEN = general; ORG = organisational and institutional functioning; KM = knowledge management; ICT = ICT use; PRO = professionalisation of RAS; ADV = advocacy.

9   Davis, J.A. 1971. *Elementary survey analysis*. Englewood Cliffs, NJ: Prentice-Hall.

Table 5. *Intercorrelations among factors and organisational and institutional functioning dimensions*

Dimension	α	Factor					
		GEN	ORG	KM	ICT	PRO	ADV
Network vision and mission	0.74	0.53	0.78	0.59	0.44	0.47	0.54
Effective leadership	0.87	**0.70**	0.83	0.51	0.43	0.52	0.38
Adequate staffing	0.48	0.45	0.63	0.49	0.18[c]	0.36	0.52
Effective activities	0.70	0.58	0.76	0.60	0.69	0.53	0.61
Standardised processes	0.72	0.47	0.81	0.63	0.51	0.57	0.59
Protecting against different types of risk	0.70	0.57	0.72	0.61	36	0.58	0.46
Sufficient funding for organisational and institutional functioning	N/A	0.37	0.49	0.36	30[b]	0.40	0.38
Organisational and institutional functioning performance	0.71	0.47	0.77	0.60	52	0.60	**0.77**

Note. All values are significant at $p < 0.001$ except [b] $p < 0.01$, [c] p = n.s.

Factors: GEN = general; ORG = organisational and institutional functioning; KM = knowledge management; ICT = ICT use; PRO = professionalisation of RAS; ADV = advocacy.

Table 6. *Intercorrelations among factors and knowledge management dimensions*

Dimension	α	Factor					
		GEN	ORG	KM	ICT	PRO	ADV
Aware of trends and opportunities associated with RAS knowledge management	0.73	0.41	0.64	0.78	0.52	0.65	0.64
Network effectively supports knowledge management activities	0.78	0.61	**0.76**	0.91	0.64	0.67	0.63
Knowledge is accessible	0.73	0.58	**0.71**	0.85	0.59	**0.70**	0.54
Network members participate in knowledge management activities	0.79	0.45	0.58	0.71	0.49	0.52	0.61
Sufficient funding for knowledge management activities	N/A	0.26[a]	0.43	0.52	0.56	0.54	0.50
Knowledge management performance	0.70	0.40	0.67	0.59	0.42	0.48	0.51

Note. All values are significant at $p < 0.001$ except [a] $p < 0.05$.

Factors: GEN = general; ORG = organisational and institutional functioning; KM = knowledge management; ICT = ICT use; PRO = professionalisation of RAS; ADV = advocacy.

Table 7. *Intercorrelations among factors and ICT use dimensions*

Dimension	α	Factor					
		GEN	ORG	KM	ICT	PRO	ADV
Network addresses ICT access issues	0.74	**0.70**	0.63	0.65	0.86	0.62	0.43
Network has a positive perception of ICT use	0.70	0.24[c]	0.33	0.29[b]	0.44	0.49	0.35
Network members use ICT tools	0.75	0.57	0.48	0.60	0.75	0.51	0.30[b]
Network can support ICT use	0.83	0.55	0.56	0.62	0.84	0.59	0.48
Network promotes ICT use	0.77	0.59	0.57	0.63	0.82	0.63	0.58
Network supports multiple channels for information exchange, sharing ideas, and communication	0.84	0.35	0.32[b]	0.44	0.73	0.57	0.42
Sufficient funding for ICT use activities	N/A	0.27[a]	0.37	0.31	0.54	0.38	0.40
ICT use performance	0.86	0.49	0.52	0.54	0.83	0.51	0.40

Note. All values are significant at $\rho < 0.001$ except [a] $\rho < 0.05$, [b] $\rho < 0.01$, [c] ρ = n.s.

Factors: GEN = general; ORG = organisational and institutional functioning; KM = knowledge management; ICT = ICT use; PRO = professionalisation of RAS; ADV = advocacy.

Table 8. *Intercorrelations among factors and professionalisation dimensions*

Dimension	α	Factor					
		GEN	ORG	KM	ICT	PRO	ADV
Network promotes RAS professionalisation	0.79	0.51	0.57	0.65	0.71	0.87	0.71
Network develops RAS capacity through professionalisation activities	0.84	0.25[c]	0.48	0.60	0.47	0.82	0.63
Aware of trends and opportunities available for the professionalisation of RAS	0.76	0.46	0.67	0.63	0.56	0.88	0.66
Sufficient funding for professionalisation of RAS	N/A	0.26[c]	0.32[b]	0.41	0.41	0.62	0.36
Professionalisation of RAS performance	0.81	0.54	**0.80**	0.59	0.52	0.82	**0.76**

Note. All values are significant at $\rho < 0.001$ except [b] $\rho < 0.01$, [c] ρ = n.s.

Factors: GEN = general; ORG = organisational and institutional functioning; KM = knowledge management; ICT = ICT use; PRO = professionalisation of RAS; ADV = advocacy.

Table 9. *Intercorrelations among factors and advocacy dimensions*

Dimension	α	Factor					
		GEN	**ORG**	**KM**	**ICT**	**PRO**	**ADV**
Network understands RAS clientele	0.84	0.60	0.66	0.69	0.63	**0.76**	0.85
Aware of policy trends and opportunities associated with RAS	0.83	0.48	0.62	0.58	0.49	**0.70**	0.86
Advocacy activities are organised and appropriate	0.79	0.35[b]	0.60	0.53	0.25[a]	0.64	0.74
Advocacy messages communicated effectively	0.85	0.39	0.61	0.61	0.60	**0.78**	0.87
Network is visible actor for RAS	0.74	0.25[c]	0.48	0.49	0.40	0.65	0.70
Network effectively advocates for RAS	0.70	0.46	0.61	0.61	0.47	0.66	0.89
Sufficient funding for advocacy activities	N/A	0.23[c]	0.37	0.41	0.45	0.50	0.58
Advocacy performance	0.87	0.41	0.61	0.52	0.54	0.53	0.77

Note. All values are significant at $p < 0.001$ except [a] $p < 0.05$, [b] $p < 0.01$, [c] p = n.s.

12. General network factor

12.1 Perception data

Both Secretariat and Board respondents provided their perceptions of their specific network's general network factor, and responses were then synthesised to calculate an overall GFRAS value. When all factor dimensions were averaged, both the Secretariat (M = 2.58) and Board (M = 2.68) indicated a moderate level of capacity. Communication languages had the highest level of capacity after averaging Secretariat and Board responses. Funding management had the largest difference between the two groups, with Secretariat members indicating a higher level of capacity than Board members.

Funding sufficiency had the lowest perceived capacity for the two groups. Table 10 presents the average level of perceived capacity for each general network dimension. Annexes D, L, and M provide details on each capacity item.

Table 10. *General network overview*

Dimension	Secretariat *M* (SD)	Board *M* (SD)	Average *M*
General network average	**2.58 (0.42)**	**2.68 (0.38)**	**2.63**
Communication languages	2.98 (0.59)	2.96 (0.56)	2.97
Gender equality	2.99 (0.73)	2.87 (0.86)	2.93
Funding management	2.96 (0.74)	2.51 (0.83)	2.74
Network collaborations	2.73 (0.55)	2.70 (0.69)	2.72
Funding sufficiency	1.81 (0.49)	1.66 (0.55)	1.74

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.

12.2 Objective data

Based on comprehensive, objective, and verifiable network capacity reviews of the data provided at the individual network level, an average level of GFRAS capacity was calculated. Overall, 65% of potential capacities within the general factor were verified across networks. Network collaborations and communication languages had the highest levels of capacity. It is noteworthy that funding sufficiency had no verified capacity across all nine networks assessed. The results are presented in Table 11, and details on capacity items represented within each dimension can be found in Annexes D and K.

Table 11. *General network – objective capacity analysis*

Dimension	Verified capacity (%)
General factor	**65**
Network collaborations	89
Communication languages	72
Gender equality	33
Funding management	11
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.

13. Organisational and institutional functioning

13.1 Perception data

When all Secretariat responses were averaged, the organisational and institutional functioning factor was rated as exhibiting a moderate level capacity. For Board respondents, that calculated average indicated a basic level of capacity. At the individual dimension level, network vision and mission had the highest level of perceived capacity, followed by effective leadership. For both Secretariat and Board respondents, sufficient funding for organisational and institutional functioning had the lowest level of perceived capacity.

The largest difference between Secretariat and Board respondents was within the staffing adequacy dimension: the level of perceived capacity was higher for the Secretariat than for the Board. Organisational and institutional functioning performance also showed a large discrepancy between respondent groups. For this dimension, the Board reported a higher level of perceived capacity than the Secretariat. Table 12 presents the average level of perceived capacity for each dimension. Annexes E, L, and M provide details on each capacity item.

Table 12. *Organisational and institutional functioning overview*

Dimension	Secretariat *M* (SD)	Board *M* (SD)	Average *M*
Organisational and institutional functioning factor	**2.67 (0.42)**	**2.44 (0.44)**	**2.56**
Network vision and mission	3.00 (0.50)	3.11 (0.40)	3.06
Effective leadership	2.95 (0.51)	2.89 (0.62)	2.92
Effective activities	2.76 (0.55)	2.50 (0.61)	2.63
Organisational and institutional functioning performance	2.36 (0.65)	2.81 (0.52)	2.59
Standardised processes	2.63 (0.62)	2.32 (0.81)	2.48
Adequate staffing	2.72 (0.49)	2.20 (0.58)	2.46
Protecting against different types of risk	2.30 (0.62)	2.00 (0.78)	2.15
Sufficient funding for organisational and institutional functioning	1.61 (0.66)	1.81 (0.67)	1.71

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.

13.2 Objective data

The objective synthesis analysis indicated that two of the six dimensions were within the high capacity category. All nine networks had verified capacity in the adequate staffing dimension. Network vision and mission was also found to have a high level of objective capacity. The funding sufficiency for organisational and institutional functioning and effective leadership had no verified capacity across all assessed networks. It is noteworthy that the effective leadership dimension is related to a single binary item used to determine if there is a process for the frequency, conditions, and methods for network officers to communicate with network members. Table 13 displays the objective level of capacity for each dimension. Annexes E and K provide details on the underlying capacity items.

Table 13. *Organisational and institutional functioning – objective capacity analysis*

Dimension	Verified capacity (%)
Organisational and institutional functioning factor	**47**
Adequate staffing	100
Network vision and mission	83
Organisational and institutional functioning performance	44
Standardised processes	31
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.

14. Knowledge management

14.1 Perception data

Based on the average perceptions of the Secretariat respondents across the networks assessed, GFRAS had a moderate level of capacity; however, the average perceptions of the Board respondents located GFRAS in the basic capacity category. It is noteworthy that the Secretariat rated all dimensions higher than the Board, except for the dimensions 'awareness of trends and opportunities associated with RAS knowledge management' and 'knowledge is accessible'.

The largest difference between respondent groups was in perceptions of whether network members participated in knowledge management activities. Secretariat respondents had a higher level of perceived capacity than Board respondents. Table 14 indicates the average level of perceived capacity for each knowledge management factor dimension. Additional details on each capacity item are found in Annexes F, L, and M.

Table 14. *Knowledge management – overview*

Dimension	Secretariat *M* (SD)	Board *M* (SD)	Average *M*
Knowledge management factor	**2.54 (0.45)**	**2.29 (0.60)**	**2.42**
Aware of trends and opportunities associated with RAS knowledge management	2.58 (0.60)	2.61 (0.77)	2.60
Network members participate in knowledge management activities	2.84 (0.69)	2.25 (0.73)	2.55
Network effectively supports knowledge management activities	2.73 (0.52)	2.31 (0.83)	2.52
Knowledge management performance	2.57 (0.63)	2.42 (0.73)	2.50
Knowledge is accessible	2.39 (0.61)	2.44 (0.84)	2.42
Sufficient funding for knowledge management activities	1.72 (0.65)	1.69 (0.67)	1.71

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.

14.2 Objective data

Results of the synthesised objective data analysis indicate a wide range of capacity between the networks assessed. Each of the seven dimensions had some level of verifiable capacity within the networks. However, the overall level of verified capacity was only within the basic capacity category, suggesting that there are networks with high levels and networks with low levels of capacity. Table 15 presents the dimensions within the knowledge management factor. Additional details on the individual capacity items underlying the dimensions are available in Annexes F and K.

Table 15. *Knowledge management – objective capacity analysis*

Dimension	Verified capacity (%)
Knowledge management factor	**26**
Network effectively supports knowledge management activities	48
Knowledge is accessible	44
Network members participate in knowledge management activities	28
Knowledge management performance	22
Sufficient funding for knowledge management activities	22
Network provides functional knowledge management support	14
Aware of trends and opportunities associated RAS knowledge management	11

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.

15. ICT use

15.1 Perception data

Both Secretariat and Board respondents rated the ICT use factor as having a moderate level of perceived capacity when all assessed networks were synthesised and analysed. The dimension with the highest level of perceived capacity was that the network has a positive perception of ICT use. The dimension with the largest difference between groups was the perceived network members' use of ICT tools. The average Secretariat responses resulted in a lower level of perceived capacity than the average Board responses. Table 16 presents the dimensions within the ICT use factor, and details on individual capacity items are available in Annexes G, L, and M.

Table 16. *ICT use – overview*

Dimension	Secretariat *M* (SD)	Board *M* (SD)	Average *M*
Information communication technology use factor	**2.59 (0.45)**	**2.50 (0.50)**	**2.55**
Network has a positive perception of ICT use	2.96 (0.59)	2.89 (0.67)	2.93
Network promotes ICT use	2.65 (0.61)	2.75 (0.73)	2.70
Network members use ICT tools	2.60 (0.63)	2.78 (0.54)	2.69
Network supports multiple channels for information exchange, sharing ideas, and communication	2.70 (0.69)	2.62 (0.88)	2.66
Network can support ICT use	2.67 (0.53)	2.51 (0.70)	2.59
ICT use performance	2.67 (0.73)	2.47 (0.70)	2.57
Network addresses ICT access issues	2.45 (0.57)	2.40 (0.69)	2.43
Sufficient funding for ICT use activities	1.71 (0.65)	1.64 (0.59)	1.68

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.

15.2 Objective data

The results of the synthesised objective assessment indicate that GFRAS has a basic level of capacity. Although all ten objective capacity dimensions had some level of verified capacity, only three of these dimensions showed a moderate level of capacity, the remaining seven having either a basic level or little capacity.

The objective assessment includes two further dimensions that are not represented within the perception assessment as they are binary and therefore solely objective: those related to the network's web presence, and network application of ICT. Table 17 presents the dimension-level objective assessment. Additional details regarding the individual item capacities are given in Annexes G and K.

Table 17. *Information communication technology use – objective capacity analysis*

	Verified capacity (%)
Information communication technology use factor	**42**
Network has personnel capacity to support ICT use	64
Network has a web presence	64
Network addresses ICT access issues	53
Network has technical capacity to support ICT use	47
Network supports multiple channels for information exchange, sharing ideas, and communication	41
Network members use ICT tools	39
ICT use performance	22
Network applies ICT	22
Network promotes ICT use	17
Sufficient funding for ICT use activities	11

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.

16. Professionalisation of RAS

16.1 Perception data

When Secretariat and Board responses were averaged across the nine networks assessed, the overall results indicated that GFRAS has a basic level of perceived capacity. Secretariat and Board members both agreed there was a moderate level of capacity for the dimensions 'network promotes RAS professionalisation' and 'awareness of trends and opportunities avail-able for the professionalisation of RAS'. Secretariat and Board respondents indicated the lowest level of perceived capacity for 'sufficient funding for professionalisation of RAS'. The results are presented in Table 18 and individual capacity items are detailed in Annexes H, L, and M.

Table 18. *Professionalisation of RAS – overview*

Dimension	Secretariat *M* (SD)	Board *M* (SD)	Average *M*
Professionalisation of RAS factor	**2.48 (0.54)**	**2.31 (0.58)**	**2.40**
Network promotes RAS professionalisation	2.70 (0.63)	2.66 (0.80)	2.68
Aware of trends and opportunities available for the professionalisation of RAS	2.69 (0.55)	2.53 (0.65)	2.61
Network develops RAS capacity through professionalisation activities	2.45 (0.75)	2.33 (0.76)	2.39
Professionalisation of RAS performance	2.34 (0.78)	2.39 (0.77)	2.37
Sufficient funding for professionalisation of RAS	1.55 (0.68)	1.56 (0.61)	1.56

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.

16.2 Objective data

The synthesis of network assessments found the professionalisation of RAS to have the lowest level of objectively verifiable capacity. The dimension 'network promotes RAS professionalisation' had the highest level of capacity, but was located just within the threshold for basic capacity. All other dimensions were located within the little to no capacity category. Additionally, no capacity could be objectively determined for 'sufficient funding for professionalisation of RAS', although there may be latent capacity in the networks. Table 19 presents the dimensions that constitute this factor; individual capacity items that constitute each dimension are presented in Annexes H and K.

Table 19. *Professionalisation of RAS – objective capacity analysis*

	Verified capacity (%)
Professionalisation of RAS factor	**12**
Network promotes RAS professionalisation	26
Professionalisation of RAS performance	11
Aware of trends and opportunities available for the professionalisation of RAS	7
Network develops RAS capacity through professionalisation activities	7
Sufficient funding for professionalisation of RAS	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.

17. Advocacy

17.1 Perception data

The advocacy dimension had one of the largest discrepancies for average perceived capacity reported by the Secretariat and the Board. The Secretariat responses located this factor in the moderate capacity category, whereas the Board responses located it in the basic category. Both Secretariat and Board averages placed the dimension 'network understands RAS clientele' in the moderate capacity category. The largest difference between groups 'network is visible actor for RAS': average Secretariat responses placed this dimension in the moderate category, whereas average Board responses placed it in the basic capacity category. Table 20 presents the average level of perceived capacity for each advocacy dimension; Annexes I, L, and M provide details on each capacity item.

Table 20. *Advocacy – overview*

	Secretariat *M* (SD)	Board *M* (SD)	Average *M*
Advocacy factor	**2.59 (0.51)**	**2.38 (0.55)**	**2.49**
Network understands RAS clientele	2.56 (0.68)	2.81 (0.62)	2.69
Network is visible actor for RAS	2.84 (0.57)	2.47 (0.81)	2.66
Aware of policy trends and opportunities associated with RAS	2.52 (0.67)	2.67 (0.72)	2.60
Network effectively advocates for RAS	2.60 (0.60)	2.51 (0.70)	2.56
Advocacy performance	2.71 (0.58)	2.36 (0.76)	2.54
Advocacy messages communicated effectively	2.64 (0.67)	2.37 (0.88)	2.51
Advocacy activities are organised and appropriate	2.42 (0.74)	2.23 (0.73)	2.33
Sufficient funding for advocacy activities	1.46 (0.61)	1.58 (0.60)	1.52

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.

17.2 Objective data

The average objective assessments fell within a wide range from a high level of capacity to no capacity. The performance dimension had the greatest number of objective capacity items verified across all networks. This is an interesting result as it indicates there is a capacity for advocacy within GFRAS, although all dimensions might not be as robust or mature. Dimension-level details are presented in Table 21; individual capacity item details are given in Annexes I and K.

Table 21. *Advocacy – objective capacity analysis*

	Verified capacity (%)
Advocacy factor	**39**
Advocacy performance	80
Network effectively advocates for RAS	39
Network is visible actor for RAS	28
Advocacy messages communicated effectively	22
Network understands RAS clientele	7
Sufficient funding for advocacy 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.

18. Open-ended survey responses

In addition to providing quantitative data, both Secretariat and Board respondents were asked several open-ended questions about the network. The results were grouped thematically, with numbers of responses within each theme in parentheses. Individual responses for each theme are available in Annex N.

18.1 Strengths

- Participation (38)
- Support from stakeholders (29)
- Network abilities (24)
- Source of information (24)
- Institutionalisation of organisation (22)
- Country fora and sub-regional networks (17)
- Policy support (17)
- Expertise (15)
- Recognition (15)
- Advocacy (11)
- Mission, vision, strategy, and plan (9)
- Leadership commitment (8)
- Communication (6)
- Organisational leadership (6)
- Commitment (5)
- Coordination (5)
- Events (5)
- Need from community (5)
- Professionalisation (5)
- Teamwork (5)
- Capacity-building (4)
- Focal persons (3)
- Creativity and innovation (2)
- Motivation (2)
- Organisational maturity (2)
- Representation (2)
- Responsive (2)
- Results (2)
- Board (1)
- Capacity (1)
- Champions (1)
- Gender equality (1)
- Meetings and activities (1)
- Positive (1)
- Recruitment (1)
- Resources (1)
- Secretariat (1)
- Sharing knowledge (1)

18.2 Weaknesses

- Funding (90)
- Resources (17)
- Communication challenges (16)
- Institutionalisation of organisation (11)
- Secretariat (9)
- Advocacy (7)
- Organisational maturity (7)
- Organisational inaction (6)
- Policy support (6)
- Recruitment (6)
- Country fora and sub-regional networks (5)
- Events (5)
- Participation (5)
- Capacity-building (4)
- Lack of focus (4)
- Monitoring and evaluation (4)
- Structure (4)
- Commitment (3)
- Communication (3)
- Coordination (3)
- Expertise (3)
- Increase sensitisation (3)
- Mission, vision, strategy, and plan (3)
- Results (3)
- Uptake (3)
- Champions (2)
- Engage with stakeholders (2)
- External support (2)
- Lack of coordination within RAS (2)
- Need from community (2)
- Network abilities (2)
- Organisational leadership (2)
- Policy interference (2)
- Recognition (2)
- Support from stakeholders (2)
- Clarify roles (1)
- Connectivity (1)
- ICT (1)
- Knowledge management (1)
- Meetings and activities (1)
- None (1)
- Physical barriers (1)
- Professionalisation (1)
- Resource allocation (1)
- Sharing knowledge (1)
- Source of information (1)
- Website (1)

18.3 What should be done to improve

- Funding (57)
- Capacity-building (23)
- Advocacy (18)
- Recruitment (15)
- Communication (12)
- Institutionalisation of organisation (12)
- Secretariat (12)
- Increase sensitisation (11)
- Country fora and sub-regional networks (9)
- Policy support (8)
- Implement plans (7)
- Resources (7)
- Source of information (7)
- ICT (6)
- Recognition (6)
- Knowledge management (5)
- Mission, vision, strategy, and plan (5)
- Professionalisation (4)
- Resource allocation (4)
- Sharing knowledge (4)
- Champions (3)
- Events (3)
- Meetings and activities (3)
- Monitoring and evaluation (3)
- Organisational inaction (3)
- Participation (3)
- Coordination (2)
- Develop plans (2)
- Engage with stakeholders (2)
- Expertise (2)
- Focal persons (2)
- Improve communication (2)
- Network abilities (2)
- Organisational leadership (2)
- Positive (2)
- Board (1)
- Clarify roles (1)
- Connectivity (1)
- Encourage innovation (1)
- Need from community (1)
- None (1)
- Organisational maturity (1)
- Structure (1)
- Support from stakeholders (1)
- Website (1)

18.4 Additional feedback or insights

- Positive (20)
- Funding (11)
- Capacity building (7)
- Country fora and sub-regional networks (7)
- Institutionalisation of organisation (6)
- Monitoring and evaluation (5)
- Recruitment (5)
- Communication (4)
- Advocacy (3)
- Commitment (3)
- Organisational maturity (3)
- Other (3)
- Support from stakeholders (3)
- Coordination (2)
- External support (2)
- ICT (2)
- Increase sensitisation (2)
- Leadership commitment (2)
- Network abilities (2)
- Professionalisation (2)
- Results (2)
- Source of information (2)
- Connectivity (1)
- Events (1)
- Focal persons (1)
- Knowledge management (1)
- Mission, vision, strategy, and plan (1)
- Peer learning (1)
- Promote (1)
- Recognition (1)
- Resource allocation (1)
- Resources (1)
- Youth (1)
- None (25)

19. Implications and recommendations

The results, implications, and recommendations associated with this technical synthesis should be interpreted as an average of all the participating networks included in the capacity assessment process. The results should not be interpreted as an assessment of GFRAS as such. Nevertheless, the synthesis of the participating networks, and the diversity of geographies included in the process, should provide a robust and valuable view of the global capacity of the harmonised network.

One of the primary strengths of the capacity assessment process was the data collection approach and cross-network consistency. The data collection approach included both quantitative and qualitative assessments and included Likert-type survey responses as well as open-ended questions, key informant interviews, and focus groups. The process was completed in a consistent manner so that all assessments followed the same procedures and used the same tools. This pragmatic approach had two main benefits: the results across multiple networks and geographies were integrated seamlessly; and data were interpreted in a logical and replicable manner so that trends are verifiable from both primary (quantitative) and secondary (qualitative) sources.

The entire GFRAS community, including all network champions, Secretariat members, country fora focal points, Board members, experts, and other key personnel should be commended for their support for and participation in this process. The capacity assessment process was participatory from its inception, so the results and insights are directly attributable to the efforts of those members who participated. The recommendations and implications that follow should be considered through the following lenses: participatory development, synthesis of multiple individual assessments, and triangulation of data.

19.1 Knowledge-sharing and peer-supported capacity development

Based on the results of the synthesis and analysis of all the capacity assessments, the primary recommendation for the entire GFRAS network is to develop a technical platform, such as a database of experts available online, for more directed and pragmatic sharing of knowledge, best practice, and peer-supported capacity development. One of the most prominent trends across all the areas measured was the range of capacities among networks. Where networks had capacity factors or dimensions within the 'performing' category, it is recommended that those networks be identified as exemplars for others to emulate.

For example, one network may have a high level of capacity in knowledge management. Looking at this more deeply, the network may excel in certain areas from both perceived and objective capacity perspectives. At the same time, other networks will have lower levels of capacity in knowledge management. Rather than those networks trying to build knowledge management capacity from scratch, it is recommended that they pair with a network that has a higher level of capacity. The results indicate that there is an abundance of capacity across the overall global network. Therefore it is recommended that the primary focus be on sharing capacity among networks to quickly and efficiently improve individual network capacity. Eventually it may be valuable for networks to be able to identify exemplars, or high-performing networks, independently and to establish protocols for requesting and sharing information.

19.2 Professionalisation of RAS

A second main observation from the data was the markedly lower level of capacity associated with the professionalisation of RAS. Although a few networks had higher levels of capacity at the dimension level, overall the capacity for this factor area was noticably lower than for the other areas assessed. It is important to note the development and recent release of the New Extensionist Learning Kit[10] and the potential impact it may have on professionalisation of RAS. However, the current results indicate that this area has consistently lower levels of capacity compared with other factors. Based on these results, there are two linked recommendations for consideration.

- First, it is recommended that GFRAS consider whether professionalisation of RAS should continue to be a strategic imperative. Given an environment of constrained resources and the low level of professionalisation capacity observed during the assessment, GFRAS might consider whether it is appropriate to continue to dedicate limited resources to this area, or whether those resources would be better used in an area of relative strength. This recommendation does not represent the opinions of the networks per se, but a rather is a question of strategy and resource allocation. Although there has been considerable investment in this area, it may be necessary to redirect efforts to other areas with more potential for impact globally. Under these conditions, professionalisation may become a secondary area of focus, one that is postponed until there is a higher level of capacity across the global network in other areas, such as organisational and institutional functioning or advocacy.

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10 GFRAS. 2016. New Extensionist Learning Kit. http://www.g-fras.org/en/157-the-new-extensionist#learning-kit

- If GFRAS decides to continue to hold professionalisation as a strategic priority, our second recommendation is to create and implement a monitoring, evaluation, and learning plan focused on this area. Given the low level of existing capacity, it is recommended that any further resource investment should receive special attention given the resource constraints, and all activities should be tracked accordingly. For example, because professionalisation is one of the highest-risk capacity factors, it might be appropriate to invest in both formative and summative evaluations of global efforts. The evaluations may include baseline assessments of capacity across the global network (such as the results of this capacity assessment), as well as a summary of country and regional organisations also providing professionalisation (for example, Ministries of Agriculture), the frequency of training and demographic information of participants, along with measures of participants' reactions, learning, behaviour change, and results. It is recommended that the monitoring, evaluation, and learning plan focus on incremental improvements, capturing best practices, and tracking trends longitudinally over time. Tracking should be beneficial in measuring the value of resources used in this area.

In addition to these primary recommendations, the remainder of this section provides specific implications and recommendations for each factor analysed. As a proxy for the global capacity of the GFRAS network, the results are encouraging. There is a diversity of maturity and resources in regional and country fora; however, the averaged results indicate a moderate level of capacity as assessed by the Secretariat, Board members, and objective analysis. GFRAS and its affiliated network of regional, sub-regional, and country fora should be commended for their efforts and for the potential of the global network to influence and improve rural advisory services.

19.3 General network area

Two dimensions in this area exhibited high levels of perceived capacity after synthesising the results from all participating network capacity assessments. Both communication languages and network collaborations were easily verified through an objective assessment. It is recommended that the global network pursue opportunities to leverage these strengths. There was more variability with the gender equality capacity dimension; however, the results tended to be bimodal –networks had either high or low capacity in this area, there were not many with a basic or moderate level of capacity.

A recurrent theme across most factors within the synthesis was funding sufficiency. Rather than addressing this dimension in

each factor, the general recommendations here are applicable to all areas. In addition to the survey, funding was also identified through qualitative data collection by way of open-ended questions and the thematic analysis of interviews and focus groups. Funding was a consistent theme across all the network capacity assessments. As a common theme, it is likely that this may be a working reality associated with RAS networks.

From a funding perspective, individual networks may wish to consider focusing more on how funds will be used, rather than just on the funds themselves. Focusing on what outcomes or impacts are intended through useful application of the funds may be a much more powerful value statement. For example, increasing membership by 15% through marketing efforts that costs a specific amount is much more convincing than a request for funding to conduct a marketing campaign. A shift in approach and perspective may yield more funds and funding opportunities.

A secondary recommendation is for networks to consider establishing a protocol and procedure for funding management. A robust management plan may help to build credibility and trust with potential funding agencies. As a barrier to entry, many funding agencies will require their beneficiaries to demonstrate an ability to manage funds professionally and appropriately. Funding management is an area where peer learning may be appropriate. Rather than creating a funding management plan from scratch, it is recommended that networks that do not have a plan work with networks that do, to adapt an existing plan to their own situation.

19.4 Organisational and institutional functioning

One of the most noteworthy findings from the data synthesis was the consistently high level of capacity for staffing adequacy. Although there may be a tendency towards always desiring additional support (thus the slightly lower level of perceived capacity), each network assessed did have dedicated personnel, either paid or volunteer, who were able to support the needs of the network. The networks and the GFRAS organisation should be commended for this finding, which indicates participants' support and commitment. It is recommended that networks cultivate this resource and use it as a building block for future capacity-building activities.

In addition to staffing adequacy, many networks assessed also had a vision and mission. This is a noteworthy strength as it is helpful to guide decisions and resource investment. For those networks that do not have a strong or well defined mission and vision, it may be beneficial to work with the GFRAS organisa-

tion, key stakeholders, and peer networks to establish a mission and vision as a top priority. Without guidance, networks may suffer from a lack of focus.

From a developmental perspective, there are two additional recommendations. First, the effective leadership dimension was measured according to Secretariat and Board perceptions and as a single objective item. As noted in the results section, the objective item is associated with processes leaders should use to communicate with the network. Because no network currently has such a process in place, it is recommended that one network define a process. Once developed, this process should be cascaded among all other networks as a best practice for implementation or amendment. This simple step should quickly place effective leadership within the performing category.

A second recommendation is to follow the same procedure in relation to standardised processes. Currently some networks have documented processes in place. Networks that do not have standardised processes may wish to consider working with networks that do, and to implement the processes accordingly. If there are areas where processes do not exist, it may be appropriate for GFRAS to intervene and provide guidance or resources. Processes are frequently developed on an ad hoc basis and are only well understood by the individual responsible. This institutional knowledge is very valuable, but also very tenuous. Taking the time to document and implement standardised processes should provide a way to insure against losing this knowledge.

19.5 Knowledge management

There were several noteworthy differences in perceptions of knowledge management capacity between Secretariat and Board respondents. For example, Secretariat respondents had a higher level of perceived capacity associated with network members participating in knowledge management activities than Board respondents. This difference indicates that Board members may not be aware of the participation taking place, or that Secretariat members are overestimating the actual level of participation.

While differences are not dramatic to the point of concern, they indicate a pattern that should be acknowledged, and networks should consider continuing to test, confirm, or modify assumptions based on member-checking and evaluation activities. Periodic checks should help to determine where differences in perception are due to a lack of awareness, lack of understanding, or some other cause. This recommendation is particularly relevant for knowledge management, as the value of knowledge management is directly proportional to participation and contribution from the network.

As a secondary recommendation, networks may want to consider increasing their focus on the trends and opportunities associated with RAS knowledge management. From a developmental and applied learning perspective, one of the most effective ways to develop capacity is through ongoing dedicated effort. Through applied learning and a focus on RAS knowledge management awareness, networks should build capacity accordingly. As an associated outcome, the increase in awareness and capacity should result in higher levels of communication with, and participation by, network members regarding knowledge management.

19.6 ICT use

A distinguishing characteristic of the ICT use area was the consistency in perceptions between Secretariat and Board respondents. Across the dimensions assessed there was minimal variance between the two groups. This consistency adds validity to the assessed results for ICT use.

Based on the distribution of results, a primary recommendation for consideration is that networks focus on promoting ICT use among their members. In general, networks have some level of ICT infrastructure and tools, and before investing additional resources in developing new tools, it is recommended that networks focus on maximising the value and utility of their existing toolset. For example, developing training aids supported with success stories for existing tools might be a more effective and less resource-intensive approach. It might also be beneficial to work with other networks that are currently promoting ICT effectively, or to coordinate with the GFRAS Secretariat to co-create marketing and promotional materials.

A secondary recommendation is for networks to consider sharing information and best practices regarding ICT access issues. Across the networks assessed there was a trend toward the use of mobile devices for ICT. It might be helpful for networks that have fewer resources to shadow, adapt, and implement existing tools and approaches from peer networks with a similar level of infrastructure. For example, applications that have been developed for smartphones in one network may be easily adapted to address the needs of members from a different network. However, such applications may not be appropriate for a network with lower bandwidth or lower levels of smartphone usage. Under these circumstances, a network might prefer to work with SMS-based approaches developed by networks with similar infrastructure characteristics.

A final recommendation is to consider the development of a centralised repository of ICT tools for use and adaptation across networks. The repository could be maintained in a centralised and accessible location such as an online database. Based on the global applicability of this recommendation, it might be

most appropriate to have the GFRAS Secretariat administer this function. However, a member network might be equally capable of providing such a service if the standard for accessibility and maintenance is observed.

19.7 Professionalisation of RAS

Despite professionalisation of RAS having the lowest capacity relative to the other areas assessed, no specific dimensions in this area had a notably lower level of perceived capacity compared with other capacity areas. This observation provides context to the above recommendation that GFRAS may wish to consider whether professionalisation should remain a strategic priority. This result indicates that no specific areas require immediate attention; however, from a strategic perspective, professionalisation may not be a towering strength across the global network at this moment. This result should not be interpreted as an assessment of the need or desire for professionalisation across networks, only as an assessment of capacity.

The results also indicate that there is not a perception issue with professionalisation, the issue is generally related to the objective assessment. Based on this result, it is recommended that the global network first identify the two or three most important specific capacities within professionalisation, and then ensure all networks have the necessary support to succeed. For example, only two of the nine networks assessed had an objectively verifiable vision for the role of a RAS professional. It may be helpful for each network to have this information clearly defined and available as it relates to professionalisation. To begin, it may be valuable to refer to existing visions and then adapt visions as appropriate for each individual network. Additionally, it may be appropriate for the GFRAS Secretariat to help develop a generic vision for the role of a RAS professional and then make a standard template available for all networks to use. If a vision is already available, it may be more important to conduct an awareness campaign and help support networks to implement their vision within their context.

A second recommendation is to consider increasing the focus on needs assessments by encouraging and supporting such assessments within networks. Needs assessments may be valuable as a starting point for all professionalisation activities within networks. Because each network is unique, a needs assessment should help to identify appropriate opportunities for improvement as well as next steps. Once networks know the specific needs of RAS professionals, they may be better able to develop and deliver professionalisation activities accordingly.

19.8 Advocacy

After analysing the synthesised results of all capacity assessments, the global GFRAS network had the highest level of performance capacity within the advocacy dimension. This result is significant because it represents the potential and latent power across the GFRAS network. It is also important to note that the high level of capacity is based primarily on the objective assessment. Unlike other dimensions, which tended to have higher levels of perceived than objective capacity, advocacy performance had higher levels of objective capacity.

This result indicates that the GFRAS networks are already interfacing with and influencing policy. It is recommended that GFRAS consider focusing on this area of strength and developing additional systems and processes to support these activities. Developing and implementing a system to capture and record all advocacy activities undertaken by network members may be valuable. Additionally, it is recommended that networks focus on capturing at least one case study where advocacy undertaken by a GFRAS representative has had a measurable impact. Based on the assessment results, and more importantly the key informant interviews and focus groups, it is clear that a significant amount of advocacy activity is happening but is not necessarily being captured. If GFRAS can capture and package these activities to demonstrate the importance and influence of the group, it should help to establish a higher level of visibility and credibility for the organisation.

A secondary recommendation is to consider continuing to work on understanding RAS clients. It is important to remain connected to the ultimate clients of any advocacy activities. It is recommended that networks exchange information regarding client trends and needs, as well as best practices, on a regular basis. It may be appropriate to develop a measure for capturing client needs that networks can administer periodically. The more closely networks can ensure their advocacy activities are aligned with clients' needs, the more likely it is that changes will have a direct and beneficial effect.

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.
AFAAS	African Forum for Agricultural Advisory Services
Board	Any individual or group of individuals that the Process Champion identified as appropriate to respond to the quantitative survey regarding the network. This group of respondents may have included Steering Committee members, Advisory Boards, or other individuals familiar with the network's capacity.
CAEPNet	Caribbean Agricultural Extension Providers Network
Capacity	The Organisation for Economic Co-operation and Development (OECD)[11] 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.
Dimension	Groups of individual capacity items that refer to similar conceptual concepts.
Factor	The highest-level grouping of capacities. Factors within the capacity assessment included: general network, organisational and institutional functioning, knowledge management, ICT use, professionalisation of RAS, and advocacy. Capacity factors are composed of dimensions, which are composed of individual capacity items.
Information and communication technology (ICT)	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, among 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 video conferencing and distance learning, social media, and others.
KEFAAS	Kenya Forum for Agricultural Advisory Services
Knowledge management	A practice or system 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.
MAFAAS	Malawi Forum for Agricultural Advisory Services
Network	The main members of GFRAS. A regional network is a group of people from a particular geographical region who have agreed to participate in GFRAS and to fulfil the expectations detailed by the GFRAS organisation.[12]
NIFAAS	Nigerian Forum for Agricultural Advisory Services
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.
PIRAS	Pacific Islands Rural Advisory Services

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11 OECD 2006 The challenge of capacity development: Working towards good practice. Paris: Organisation for Economic Cooperation and Development.

12 GFRAS 2011. Regional network membership in GFRAS. GFRAS Resource Paper.

Process champion	An individual or group of individuals identified by a network as the primary point of contact for the capacity assessment process. This individual or group of individuals was responsible for providing a list of Secretariat and Board respondents as well as sending out pre-notice email messages for all survey data collection, and was the recipient of the final report from their respective network.
Professionalisation	A profession is a type of job that requires special education, training, or skill. Professionalism/professionalisation is defined as the skills, good judgment, and behaviour that is expected from a person who is trained in a particular profession.
Real limits of perceived capacity scale	Perceived capacity was measured using a 5-point Likert-type scale. Scores were calculated and results were categorised into one of four categories based on the real limits of the 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
Real limits of objective capacity assessment	Objective capacity was calculated based on the number of objectively verifiable capacities divided by the total number of potential capacities within a dimension or factor area. Scores were calculated and results were categorised into one of four categories based on a continuum of potential result: 0–24% = little or no capacity 25–49% = basic level of capacity 50–74% = moderate level of capacity 75–100% = high level of capacity
RELASER	Red Latinoamericana de Servicios de Extensión Rural (Latin American Network of Rural Extension Services)
RESCAR-AOC	Réseau des services de conseil agricole et rural d'Afrique de l'Ouest et du Centre (West and Central Africa Network of Agricultural and Rural Advisory Services)
Rural advisory services	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 wellbeing.
Secretariat	A group of individuals directly responsible for the activities of the network. The group may be paid employees or volunteers.
UFAAS	Uganda Forum for Agricultural Advisory Services

Annex B. Overview detail data

Perception data

Table 22. *Perceived capacity by area*

	Secretariat *M* (SD)	Board *M* (SD)	Average *M*
General factor	2.58 (0.42)	2.68 (0.38)	2.63
Organisational and institutional functioning factor	2.67 (0.42)	2.44 (0.44)	2.56
Information communication technology use factor	2.59 (0.45)	2.50 (0.50)	2.55
Advocacy factor	2.59 (0.51)	2.38 (0.55)	2.49
Knowledge management factor	2.54 (0.45)	2.29 (0.60)	2.42
Professionalisation of RAS factor	2.48 (0.54)	2.31 (0.58)	2.40

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 23. *Network overview – objective capacity analysis*

Factor	Verified capacity (%)
General	65
Organisational and institutional functioning factor difference	47
Information communication technology use	42
Advocacy	39
Knowledge management	26
Professionalisation of RAS	12

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 C. Environment for RAS detail data

Table 24. *Environment for RAS*

	Secretariat *M* (SD)	Board *M* (SD)	Average *M*
Average environment	**2.42 (0.62)**	**2.44 (0.60)**	**2.43**
Policy and political support for RAS	2.54 (0.71)	2.56 (0.66)	2.55
Social and cultural support for RAS	2.49 (0.80)	2.61 (0.80)	2.55
Economic support for RAS	2.24 (0.78)	2.17 (0.73)	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 D. General network detail data

Perception data

Table 25. *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)	2.88 (0.71)
A culture of connecting others	2.83 (0.71)
Provides opportunities for peer-to-peer exchange	2.59 (0.71)
Develops public/private partnerships?	2.47 (0.82)

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 26. *General network – funding management*

	Secretariat *M* (SD)
Funding decisions are made that are sound, informed, and aligned to the network goals	3.02 (0.82)
A transparent use of funds	3.00 (0.90)
A system for spending accountability	2.79 (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 27. *General network – funding sufficiency*

	Secretariat *M* (SD)
Sustainable funding base	1.92 (0.69)
Effective fund generation model	1.86 (0.79)
Sufficient funding to support activities desired by the network	1.79 (0.65)
Diverse funding sources	1.79 (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 28. *General network – communication languages*

	Secretariat *M* (SD)	Board *M* (SD)	Average *M*
Communicates in English	3.33 (0.82)	3.42 (0.71)	3.38
Communicates in clientele languages other than English (if applicable)	2.68 (0.92)	2.60 (1.01)	2.64

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. *General network – gender equality*

	Secretariat *M* (SD)
Promotes gender equality	3.08 (0.73)
Promotes the role of women extension workers in RAS	2.88 (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.

Objective data

Note: Objective data are presented based on the number of networks with verified capacity out of a total of nine analysed networks.

Table 30. *General network – network collaborations objective capacity analysis*

	Verified capacity (%)
Collaborations with other stakeholders	100
Collaborations with the private sector	100
Collaborations with policy makers	100
Collaborations with community partners	100
Collaborations with related national organisations	100
Collaborations with universities, learning, or research institutes	100
Networking opportunities hosted by the network	78
Public/private partnerships	33

19.8.1 Table 31. *General network – funding management objective capacity analysis*

	Verified capacity (%)
A formal process for financial planning and budgeting	11
An accounting system in place	11

Table 32. *General network – funding sufficiency objective capacity analysis*

	Verified capacity (%)
Funding generation model	0

Table 33. *General network – communication languages objective capacity analysis*

	Verified capacity (%)
Communication in English	100
Communication in other (clientele) languages, other than English	44

Table 34. *General network – gender equality objective capacity analysis*

	Verified capacity (%)
Promoting the role of women extension workers in RAS	33

Annex E. Organisational and institutional functioning detail data

Perception data

Table 35. *Organisational and institutional functioning – network vision and mission*

	Secretariat *M* (SD)
The vision and mission are appropriate	3.34 (0.54)
The network's activities are aligned with the vision and mission	3.08 (0.71)
Network members are aware of the vision and mission	2.89 (0.72)
Network members work towards the network's vision and mission	2.72 (0.71)

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 36. *Organisational and institutional functioning – effective leadership*

	Secretariat *M* (SD)
Network officers are committed to the success of the network	3.12 (0.60)
Network officers are committed to RAS	3.04 (0.68)
Network officers trust one another	3.04 (0.66)
Dynamic leadership is exhibited at all levels	2.87 (0.71)
The leadership guides the network through change effectively	2.86 (0.75)
The leadership delivers results	2.84 (0.62)
Network officers are aware of when and how to reach out to network members	2.77 (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 37. *Organisational and institutional functioning – adequate staffing*

	Secretariat *M* (SD)
Network members come from multiple disciplines and represent multiple perspectives	3.07 (0.71)
Network members are interested in working together	2.95 (0.60)
There are a sufficient number of network officers in place to handle and maintain a quality network in a timely manner	2.15 (0.82)

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 38. *Organisational and institutional functioning – effective activities*

	Secretariat *M* (SD)
Network activities are well organised, structured, and reliable	2.80 (0.66)
A culture of innovation is present	2.79 (0.74)
Stakeholder's needs drive activities	2.70 (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 39. *Organisational and institutional functioning – standardised processes*

	Secretariat *M* (SD)
An operational plan is in place to guide network activities	2.80 (0.81)
Processes that define how activities should occur are in place	2.60 (0.74)
A system for continuous improvement is present	2.51 (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.

Table 40. *Organisational and institutional functioning – protecting against different types of risks*

	Secretariat *M* (SD)
The network is compliant with relevant laws, policies, and regulations	3.05 (0.71)
The network has appropriate legal expertise and support	2.36 (0.84)
There is a plan for catastrophes	1.65 (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 41. *Organisational and institutional functioning – performance*

	Secretariat *M* (SD)
Network outputs are valued by RAS professionals, stakeholders, clientele or policy/decision makers	2.59 (0.78)
The network provides value-added services that otherwise would not be available to RAS professionals, stakeholders, clientele, or policy/decision makers	2.48 (0.78)
The network is financially viable	2.00 (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

Note: Objective data are presented based on the number of networks with verified capacity out of a total of nine analysed networks.

Table 42. *Organisational and institutional functioning – network vision and mission*

	Verified capacity (%)
Vision and mission	89
Strategic plan	78

Table 43. *Organisational and institutional functioning – effective leadership*

	Verified capacity (%)
Process for the frequency, conditions, and methods for network officers to communicate with network members	0

Table 44. *Organisational and institutional functioning – adequate staffing*

	Verified capacity (%)
Network members come from multiple disciplines and represent multiple perspectives	100
Network officers in place	100

Table 45. *Organisational and institutional functioning – standardised processes*

	Verified capacity (%)
Identifiable organisational structure	67
Policies, regulations, methods, procedures, terms, and definitions for the network	44
Defined management approach for the network	22
Governance structure	22
Accountability procedures in place	0

Table 46. *Organisational and institutional functioning – sufficient funding*

	Verified capacity (%)
Sufficient funding to support organisational staff and infrastructure	0

Table 47. *Organisational and institutional functioning – performance*

	Verified capacity (%)
Activities well organised, structured, and reliable	56
Value-added services provided by the network that otherwise would not be available to RAS professionals, stakeholders, clientele, or policy/decisions makers	33

Annex F. Knowledge management detail data

Perception data

Table 48. *Knowledge management – aware of trends and opportunities associated with RAS knowledge management*

	Secretariat *M* (SD)
The network offers an understanding of knowledge management	2.66 (0.74)
The network correctly identifies the knowledge needs of RAS professionals	2.62 (0.78)
The network uses data to provide insight into challenges and opportunities	2.38 (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 49. *Knowledge management – network effectively supports knowledge management activities*

	Secretariat *M* (SD)
Network personnel are technically skilled in their use of knowledge management resources	2.85 (0.63)
A culture that supports sharing among all levels within the network is present	2.80 (0.73)
Network personnel are capable of sifting, selecting, prioritising, refining, organising, packaging and disseminating knowledge	2.73 (0.72)
The network supports stakeholders using the knowledge available to them to inform RAS practice	2.58 (0.73)
The network provides the ability to develop content from a variety of information sources	2.56 (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 50. *Knowledge management – knowledge is accessible*

	Secretariat *M* (SD)
The network recognises knowledge creators	2.53 (0.86)
Data and files backed up, secure, and accessible	2.38 (0.84)
The network makes activities, products, best practices, and success stories accessible to stakeholders in a format they can use	2.34 (0.80)
Feedback mechanisms are in place to ensure knowledge is available to clientele in an accessible format	2.29 (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.

Table 51. *Knowledge management – network members participate in knowledge management activities*

	Secretariat *M* (SD)
Individuals share information freely	2.86 (0.80)
Stakeholders are expected and encouraged to input their ideas and suggestions to strengthen the network	2.79 (0.71)

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.

19.8.2 Table 52. *Knowledge management – performance*

	Secretariat *M* (SD)
The network has RAS professionals that use available knowledge	2.60 (0.71)
Knowledge is used to inform decision making among clientele	2.56 (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.

Objective data

Note: Objective data are presented based on the number of networks with verified capacity out of a total of nine analysed networks.

Table 53. *Knowledge management – network members participate in knowledge management activities*

	Verified capacity (%)
Network members engaged in sharing knowledge	56
Feedback mechanisms in place to provide useable formative data	0

Table 54. *Knowledge management – network effectively supports knowledge management activities*

	Verified capacity (%)
Network personnel available to organise meetings, exchanges, and peer learning events	67
Network personnel technically skilled in their use of knowledge management resources	44
Knowledge sifted, selected, prioritised, refined, organised, packaged and disseminated by the network	33

Table 55. *Knowledge management – network provides functional knowledge management support*

	Verified capacity (%)
Database archiving	33
Network level reporting skills	22
Network level needs assessments	0
Network level monitoring and evaluating	0

Table 56. *Knowledge management – knowledge is accessible*

	Verified capacity (%)
Stable internet platform for knowledge management	78
Software and monitoring tools specifically used for knowledge management	33
Content developed from a variety of information sources	22

Table 57. *Knowledge management – aware of trends and opportunities associated with RAS knowledge management*

	Verified capacity (%)
Activities, products, best practices, and success stories made accessible to stakeholders in multiple formats	22
Established knowledge management strategy including the knowledge being managed, the purpose, and who information is for	11
Information available in an annual report	11
Documentation of knowledge provided (activities, products, best practices, success stories) to RAS professionals through a centralised platform	0

Table 58. *Knowledge management – sufficient funding*

	Verified capacity (%)
Financial resources allocated to organise meetings, exchanges and peer learning events for knowledge management	33
Sufficient funding to support knowledge management activities	11

Table 59. *Knowledge management – performance*

	Verified capacity (%)
RAS professionals use the available knowledge	33
Network supported stakeholders using the knowledge available to them to inform RAS practice	22
Network used data to provide insight into challenges and opportunities	11

Annex G. Information communication technology use detail data

Perception data

Table 60. *ICT use – network addresses ICT access issues*

	Secretariat *M* (SD)
The network communicates via distance	2.96 (0.74)
Information and communication technologies are accessible by clientele	2.60 (0.74)
The network provides sources of information that are adaptable for different users	2.28 (0.76)
Processes are in place to reach individuals without internet access	2.10 (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 61. *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	3.18 (0.67)
RAS professionals trust the information systems in use	2.95 (0.83)
Information and communication technology tools are seen as user-friendly	2.74 (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 62. *ICT use – network members use ICT tools*

	Secretariat *M* (SD)
The network uses information and communication technology tools to link stakeholders to RAS professionals	2.64 (0.82)
Network members have the communication skills needed to use information and communication technology tools	2.64 (0.75)
Evidence of information and communication technology literacy among RAS professionals is available	2.58 (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.

Table 63. *ICT use – network can support ICT use*

	Secretariat *M* (SD)
Information and communication technology tools are used to disseminate information	2.87 (0.65)
Network officers have access to information and communication technology information	2.82 (0.68)
Network officers are able to source information	2.78 (0.69)
The network integrates information and communication technology into reaching the larger objectives of the network	2.66 (0.76)
Systems are in place to help select appropriate information and communication technology tools	2.29 (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 64. *ICT use – network promotes ICT use*

	Secretariat *M* (SD)
Information and communication technologies are used to enhance networking	2.85 (0.68)
Information and communication technologies are used as a way to leverage partnerships	2.69 (0.72)
Success stories about using information and communication technology tools are shared within the network	2.37 (0.84)

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 65. *ICT use – network supports multiple channels for information exchange, sharing ideas, and communication*

	Secretariat *M* (SD)
The network uses social media	2.79 (0.90)
The network provides an effective platform for asynchronous online opportunities (e.g. a website)	2.77 (0.75)
The network establishes and uses virtual networks	2.65 (0.80)
The network provides an effective platform for synchronous online opportunities (e.g. Skype calls)	2.60 (0.89)

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.

Table 66. *ICT use – performance*

	Secretariat *M* (SD)
The network uses information communication technology tools effectively	2.72 (0.77)
Information communication technology tools are used to benefit clientele	2.64 (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.

Objective data

Note: Objective data are presented based on the number of networks with verified capacity out of a total of nine analysed networks.

Table 67. *ICT use – network addresses ICT access issues*

	Verified capacity (%)
Communicating via distance	89
Information and communication technologies accessible by clientele	56
Sources of information provided that are adaptable for different users	33
Processes in place to reach individuals without internet access	33

Table 68. *ICT use – network members use ICT tools*

	Verified capacity (%)
Evidence of ICT literacy among RAS professionals	56
Communication skills needed to use ICT tools available	44
Discussion groups where RAS professionals interact online available	33
ICT used to link stakeholders to RAS professionals	22

Table 69. *ICT use – network promotes ICT use*

	Verified capacity (%)
ICT used to enhance networking	22
ICT used as a way to leverage partnerships	11

Table 70. *ICT use – network has a web presence*

	Verified capacity (%)
Web page design and management skills in network	67
Website available with access to all information	67
Website arranged in an organised manner	67
Website updated on a regular basis	56

Table 71. *ICT use – network has personnel capacity to support ICT use*

	Verified capacity (%)
Network officers have access to ICT information	78
Network officers able to source information	78
At least one individual trained in specific ICT tools	56
At least one individual devoted to communication/ICT	44

Table 72. *ICT use – network has technical capacity to support ICT use*

	Verified capacity (%)
Internet capabilities used by the network	89
Information and communication technology infrastructure in place	67
Records, reports, and publications managed electronically	33
Documentation on how to select the appropriate ICT tools	0

Table 73. *ICT use – network applies ICT*

	Verified capacity (%)
ICT used for disseminating information	56
ICT integrated into reaching the larger objectives of the network	22
ICT used for collecting information	11
ICT used for monitoring and evaluation	0

Table 74. *ICT use – network supports multiple channels for information exchange, sharing ideas, and communication*

	Verified capacity (%)
Effective platform for asynchronous online opportunities provided (for example on a website)	67
Network uses social media	56
Effective platform for synchronous online opportunities provided (for example on Skype calls)	0

Table 75. *ICT use – sufficient funding*

	Verified capacity (%)
Sufficient funding to support information communication technologies activities	11

Table 76. *ICT use – performance*

	Verified capacity (%)
RAS professionals use ICT tools	33
Virtual networks established and used	22
Success stories about using ICT tools shared	11

Annex H. Professionalisation of RAS detail data

Perception data

Table 77. *Professionalisation of RAS – network promotes RAS professionalisation*

	Secretariat *M* (SD)
Members of the network advocate for RAS professionalisation	3.04 (0.69)
RAS professionalisation activities align to the network goals	2.69 (0.74)
The network has a clear set of messaging around RAS professionalisation developed	2.39 (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 78. *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) among clientele	2.51 (0.82)
The network offers opportunities to enhance knowledge of educational practices (including educational methods and program development expertise) among clientele	2.38 (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 79. *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	3.03 (0.63)
The network is aware of existing strengths and weaknesses within the RAS system	2.87 (0.67)
The network supports the identification of the resources needed to be successful within RAS	2.65 (0.74)
A monitoring and feedback loop where insights are used to inform future professionalisation activities is present	2.11 (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 80. *Professionalisation of RAS – performance*

	Secretariat *M* (SD)
Network professionalisation supports relevant to clientele	2.50 (0.85)
Identifiable impacts associated with the network's professionalisation efforts are present	2.22 (0.84)

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

Note: Objective data are presented based on the number of networks with verified capacity out of a total of nine analysed networks.

Table 81. *Professionalisation of RAS – network promotes RAS professionalisation*

	Verified capacity (%)
Network has advocated for RAS professionalisation	56
Vision for the role of a RAS professional	22
Network provides incentives for engagement in best practices (e.g. awards, scholarships, certificates)	0

Table 82. *Professionalisation of RAS – network develops RAS capacity through professionalisation activities*

	Verified capacity (%)
Standardised set of materials for network members to use (e.g. training manuals, best practices, guidelines, learning kits)	22
Development of appropriate programme monitoring and evaluation systems	0
Leadership capacity development activities (including strategy development and managerial skills)	0

Table 83. *Professionalisation of RAS – aware of trends and opportunities available for the professionalisation of RAS*

	Verified capacity (%)
Needs assessments encouraged	11
Strengths and weaknesses within the RAS system documented	11
Needs assessments supported	0

Table 84. *Professionalisation of RAS – sufficient funding*

	Verified capacity (%)
Sufficient funding to support professionalisation activities	0

Table 85. *Professionalisation of RAS – performance*

	Verified capacity (%)
Network has supported the development of facilitation skills (including the ability to build capacity of staff and stakeholders)	33
Network has provided opportunities for professional development plan management	0
Network has provided opportunities for professional development plan creation	0

Annex I. Advocacy detail data

Perception data

Table 86. *Advocacy – network understands RAS clientele*

	Secretariat *M* (SD)
The network defines, identifies, and articulates RAS stakeholder needs	2.63 (0.72)
The network identifies champions for RAS	2.59 (0.86)
The network uses data about RAS clientele, their challenges, and related policies to support advocacy activities	2.41 (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 87. *Advocacy – aware of policy trends and opportunities associated with RAS*

	Secretariat *M* (SD)
The network links RAS to ongoing government and private sector programs	2.51 (0.78)
The network provides knowledge of RAS including the impact of initiatives and programs	2.51 (0.85)
The network uses new information to inform advocacy planning and activities	2.50 (0.83)
The network can adjust advocacy approaches as external conditions change (e.g., the political landscape, funding)	2.46 (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 88. *Advocacy – advocacy activities are organised and appropriate*

	Secretariat *M* (SD)
Advocacy activities are aligned with the network's goals	2.83 (0.85)
Accountability measures are in place for advocacy activities	2.32 (0.89)
The network is effective in mobilising resources to take action in support of advocacy activities	2.15 (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 89. *Advocacy – advocacy messages communicated effectively*

	Secretariat *M* (SD)
The network engages in discussions surrounding current policy trends	2.74 (0.85)
The network communicates with the right audiences (e.g. policy/decision makers at all levels, general public)	2.67 (0.79)
The network uses appropriate media (traditional and/or social) to advocate for RAS	2.54 (0.83)
The network has compelling advocacy messages	2.52 (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 90. *Advocacy – network is visible actor for RAS*

	Secretariat *M* (SD)
Network officers are seen as credible sources	2.99 (0.64)
The network shows the role/potential role of RAS in addressing priority concerns (for example poverty alleviation, food security)	2.78 (0.73)
The purpose of the network's RAS advocacy activities are clear, broadly understood, compelling, and inspiring to others	2.65 (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 91. *Advocacy – network effectively advocates for RAS*

	Secretariat *M* (SD)
The network is connected with the right policymakers, regulatory bodies, and other individuals	2.69 (0.76)
The network effectively works with policymakers	2.56 (0.69)
Information related to RAS advocacy activities is made accessible to members of 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 92. *Advocacy – performance*

	Secretariat *M* (SD)
The network is perceived as a positive influence on the decision making/policy process	2.91 (0.66)
Network stakeholders hold RAS in high regard	2.89 (0.66)
Network clientele hold RAS in high regard	2.87 (0.71)
The network is recognised as a relevant/important actor in RAS advocacy	2.80 (0.71)
The network has representation on local, national, and international platforms/events	2.69 (0.88)
There is grassroots support for the network	2.47 (0.84)
RAS network officers are invited to be part of the decision making/policy process at all levels	2.38 (0.89)

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

Note: Objective data are presented based on the number of networks with verified capacity out of a total of nine analysed networks.

Table 93. *Advocacy – network understands RAS clientele*

	Verified capacity (%)
RAS stakeholder needs documented	22
Documentation of the linkage between RAS and ongoing priority government and private sector programmes	0
Documentation of global trends and context in RAS	0

Table 94. *Advocacy – advocacy messages communicated effectively*

	Verified capacity (%)
Network has engaged in discussions surrounding current policy trends	78
Key advocacy messages documented	11
Advocacy materials developed	11
Advocacy strategy	11
Advocacy materials available for clientele	0

Table 95. *Advocacy – sufficient funding for advocacy activities*

	Verified capacity (%)
Sufficient funding to support advocacy activities	0

Table 96. *Advocacy – network effectively advocates for RAS*

	Verified capacity (%)
Network has provided information in support of RAS efforts to policy makers at all levels	78
Advocacy success stories have been communicated	0

Table 97. *Advocacy – Network is a visible actor for RAS*

	Verified capacity (%)
Network has shown the role/potential role of RAS in addressing priority concerns	56
Network has used creative ways to reach new and old audiences	0

Table 98. *Advocacy – performance*

	Verified capacity (%)
Representation on local platforms/events	100
Representation on national platforms/events	100
Representation on international platforms/events	89
Network has been recognised as a relevant/important actor	78
RAS network officers have been invited to be part of the decision making process at all levels	78
Evidence of strong grassroots support	33

Annex J. Consequential validity detail data

Table 99. *Usefulness of capacity assessment information*

Item	Very useless (%)	Useless (%)	Neutral (%)	Useful (%)	Very useful (%)
Overall report	0.00	0.00	0.00	22.22	77.78
Overall general network factor information	0.00	0.00	0.00	27.27	72.73
Overall knowledge management factor information	0.00	0.00	0.00	36.36	63.64
Implications and recommendations	0.00	0.00	0.00	45.45	54.55
Overall organisational and institutional functioning factor information	0.00	0.00	0.00	45.45	54.55
Summary 2x2 matrices across all factors	0.00	0.00	9.09	36.36	54.55
Key informant interview and/or focus group thematic analysis	0.00	0.00	9.09	36.36	54.55
Overall ICT use factor information	0.00	0.00	9.09	36.36	54.55
Overall professionalisation of RAS factor information	0.00	0.00	9.09	36.36	54.55
Overall advocacy factor information	0.00	0.00	9.09	36.36	54.55
Perception data across all factors	0.00	0.00	9.09	45.45	45.45
Open-ended survey responses	0.00	0.00	9.09	63.64	27.27
Annex including item level detail across each factor	0.00	0.00	18.18	45.45	36.36
Description of data collection process	0.00	0.00	9.09	72.73	18.18
Objective data across all factors	0.00	0.00	18.18	63.64	18.18

Table 100. *General factor behavioural intent response distribution*

Item	Strongly disagree (%)	Disagree (%)	Neither agree nor disagree (%)	Agree (%)	Strongly agree (%)
I will try to use the **general factor** information to modify my network	0.00	0.00	8.33	58.33	33.33
I intend to use the **general factor** information to modify my network	0.00	0.00	15.38	46.15	38.46
I expect to use the general factor information to modify my network	0.00	0.00	25.00	41.67	33.33

Table 101. *Organisational and institutional functioning factor behavioural intent response distribution*

Item	Strongly disagree (%)	Disagree (%)	Neither agree nor disagree (%)	Agree (%)	Strongly agree (%)
I will try to use the **organisational and institutional functioning factor** information to modify my network	0.00	0.00	7.69	46.15	46.15
I intend to use the **organisational and institutional functioning factor** information to modify my network	0.00	0.00	7.69	53.85	38.46
I expect to use the **organisational and institutional functioning factor** information to modify my network	0.00	0.00	16.67	50.00	33.33

Table 102. *Knowledge management factor behavioural intent response distribution*

Item	Strongly disagree (%)	Disagree (%)	Neither agree nor disagree (%)	Agree (%)	Strongly agree (%)
I will try to use the **knowledge management factor** information to modify my network	0.00	0.00	0.00	30.77	69.23
I intend to use the **knowledge management factor** information to modify my network	0.00	0.00	7.69	30.77	61.54
I expect to use the **knowledge management factor** information to modify my network	0.00	0.00	8.33	33.33	58.33

Table 103. *ICT use factor behavioural intent response distribution*

Item	Strongly disagree (%)	Disagree (%)	Neither agree nor disagree (%)	Agree (%)	Strongly agree (%)
I will try to use the **ICT use factor** information to modify my network	0.00	0.00	7.69	38.46	53.85
I intend to use the **ICT use factor** information to modify my network	0.00	0.00	7.69	38.46	53.85
I expect to use the **ICT use factor** information to modify my network	0.00	0.00	16.67	33.33	50.00

Table 104. *Professionalisation of RAS factor behavioural intent response distribution*

Item	Strongly disagree (%)	Disagree (%)	Neither agree nor disagree (%)	Agree (%)	Strongly agree (%)
I will try to use the **professionalisation of RAS factor** information to modify my network	0.00	7.69	7.69	23.08	61.54
I intend to use the **professionalisation of RAS factor** information to modify my network	0.00	0.00	23.08	23.08	53.85
I expect to use the **professionalisation of RAS factor** information to modify my network	0.00	0.00	25.00	25.00	50.00

Table 105. *Advocacy factor behavioural intent response distribution*

Item	Strongly disagree (%)	Disagree (%)	Neither agree nor disagree (%)	Agree (%)	Strongly agree (%)
I will try to use the **advocacy factor** information to modify my network	0.00	0.00	0.00	38.46	61.54
I intend to use the **advocacy factor** information to modify my network	0.00	0.00	7.69	30.77	61.54
I expect to use the **advocacy factor** information to modify my network	0.00	0.00	8.33	33.33	58.33

Annex K. Objective data by network

General factor and individual capacity level data

Table 106. *General network – objective capacity analysis – by network*

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
					Percentage				
General factor	100	88	88	88	75	75	88	100	100
Network collaborations	100	0	0	0	0	0	0	0	0
Funding management	0	0	0	0	0	0	0	0	0
Funding sufficiency	100	50	50	100	100	50	50	50	100
Communication languages	100	0	100	0	0	0	0	0	100
Gender equality	93	57	64	64	57	50	57	64	79

Table 107. *General network – network collaborations – verified capacity – by network*

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Collaborations with other stakeholders	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Collaborations with the private sector	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Collaborations with policy makers	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Collaborations with community partners	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Collaborations with related national organisations	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Collaborations with universities, learning, or research institutes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Networking opportunities hosted by the network	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes
Public/private partnerships	Yes	No	No	No	No	No	No	Yes	Yes

Table 108. General network – funding management – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
A formal process for financial planning and budgeting	Yes	No	No	No	No	No	No	No	No
An accounting system in place	Yes	No	No	No	No	No	No	No	No

Table 109. General network – funding sufficiency – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Funding generation model	No	No	No	No	No	No	No	No	No

Table 110. General network – communication languages – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Communication in English	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Communication in other (clientele) languages, other than English	Yes	No	No	Yes	Yes	No	No	No	Yes

Table 111. General network – gender equality – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Promoting the role of women extension workers in RAS	Yes	No	Yes	No	No	No	No	No	Yes

Organisational and institutional functioning factor and individual capacity level data

Table 112. Organisational and institutional functioning – objective capacity analysis – by network

Organisational and institutional functioning factor	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
					Percentage				
	77	15	46	62	31	46	46	38	62
Network vision and mission	100	0	100	100	100	100	50	100	100
Effective leadership	0	0	0	0	0	0	0	0	0
Adequate staffing	100	100	100	100	100	100	100	100	100
Standardised processes	80	0	20	40	0	40	40	20	40
Sufficient funding for organisational and institutional functioning	0	0	0	0	0	0	0	0	0
Organisational and institutional functioning performance	100	0	50	100	0	0	50	0	100

Table 113. Organisational and institutional functioning – network vision and mission – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Vision and mission	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Strategic plan	Yes	No	Yes	Yes	Yes	Yes	No	Yes	Yes

Table 114. Organisational and institutional functioning – effective leadership – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Process for the frequency, conditions, and methods for network officers to communicate with network members	No	No	No	No	No	No	No	No	No

Table 115. Organisational and institutional functioning – adequate staffing – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Network members come from multiple disciplines and represent multiple perspectives	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Network officers in place	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Table 116. Organisational and institutional functioning – standardised processes – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Identifiable organisational structure	Yes	No	No	Yes	No	Yes	Yes	Yes	Yes
Policies, regulations, methods, procedures, terms, and definitions for the network	Yes	No	No	Yes	No	No	Yes	No	Yes
Defined management approach for the network	Yes	No	Yes	No	No	No	No	No	No
Governance structure	Yes	No	No	No	No	Yes	No	No	No
Accountability procedures in place	No	No	No	No	No	No	No	No	No

Table 117. Organisational and institutional functioning – sufficient funding – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Sufficient funding to support organisational staff and infrastructure	No	No	No	No	No	No	No	No	No

Table 118. Organisational and institutional functioning – performance – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Activities well organised, structured, and reliable	Yes	No	Yes	Yes	No	No	Yes	No	Yes
Value-added services provided by the network that otherwise would not be available to RAS professionals, stakeholders, clientele, or policy/decisions makers	Yes	No	No	Yes	No	No	No	No	Yes

Knowledge management factor and individual capacity level data

Table 119. *Knowledge management – objective capacity analysis – by network*

Knowledge management factor	Percentage								
	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Knowledge management factor	62	10	14	67	5	0	14	10	52
Network members participate in knowledge management activities	50	0	50	50	0	0	50	50	0
Network effectively supports knowledge management activities	100	33	67	100	0	0	33	0	100
Network provides functional knowledge management support	25	0	0	50	0	0	0	0	50
Knowledge is accessible	100	33	0	67	33	0	33	33	100
Aware of trends and opportunities associated RAS knowledge management	50	0	0	25	0	0	0	0	25
Sufficient funding for knowledge management activities	50	0	0	100	0	0	0	0	50
Knowledge management performance	67	0	0	100	0	0	0	0	33

Table 120. *Knowledge management – network members participate in knowledge management activities – verified capacity – by network*

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Network members engaged in sharing knowledge	Yes	No	Yes	Yes	No	No	Yes	Yes	No
Feedback mechanisms in place to provide useable formative data	No	No	No	No	No	No	No	No	No

Table 121. Knowledge management – network effectively supports knowledge management activities – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Network personnel available to organise meetings, exchanges, and peer learning events	Yes	Yes	Yes	Yes	No	No	Yes	No	Yes
Network personnel technically skilled in their use of knowledge management resources	Yes	No	Yes	Yes	No	No	No	No	Yes
Knowledge sifted, selected, prioritised, refined, organised, packaged and disseminated by the network	Yes	No	No	Yes	No	No	No	No	Yes

Table 122. Knowledge management – network provides functional knowledge management support – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Database archiving	Yes	No	No	Yes	No	No	No	No	Yes
Network level reporting skills	No	No	No	Yes	No	No	No	No	Yes
Network level needs assessments	No	No	No	No	No	No	No	No	No
Network level monitoring and evaluating	No	No	No	No	No	No	No	No	No

Table 123. Knowledge management – network effectively supports knowledge management activities – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Stable internet platform for knowledge management	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes
Software and monitoring tools specifically used for knowledge management	Yes	No	No	Yes	No	No	No	No	Yes
Content developed from a variety of information sources	Yes	No	No	No	No	No	No	No	Yes

Table 124. Knowledge management – aware of trends and opportunities associated with RAS knowledge management – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Activities, products, best practices, and success stories made accessible to stakeholders in multiple formats	No	No	No	Yes	No	No	No	No	Yes
Established knowledge management strategy including the knowledge being managed, the purpose, and who information is for	Yes	No	No	No	No	No	No	No	No
Information available in an annual report	Yes	No	No	No	No	No	No	No	No
Documentation of knowledge provided (activities, products, best practices, success stories) to RAS professionals through a centralised platform	No	No	No	No	No	No	No	No	No

Table 125. Knowledge management – sufficient funding – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Financial resources allocated to organise meetings, exchanges and peer learning events for knowledge management	Yes	No	No	Yes	No	No	No	No	Yes
Sufficient funding to support knowledge management activities	No	No	No	Yes	No	No	No	No	No

Table 126. Knowledge management – performance – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
RAS professionals use the available knowledge	Yes	No	No	Yes	No	No	No	No	Yes
Network supported stakeholders using the knowledge available to them to inform RAS practice	Yes	No	No	Yes	No	No	No	No	No
Network used data to provide insight into challenges and opportunities	No	No	No	Yes	No	No	No	No	No

ICT use factor and individual capacity level data

Table 127. ICT use – objective capacity analysis – by network

Information communication technology use factor	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
					Percentage				
Information communication technology use factor	88	9	3	61	45	21	48	36	67
Network addresses ICT access issues	100	25	25	75	50	0	50	50	100
Network members use ICT tools	100	0	0	25	50	25	50	25	75
Network promotes ICT use	100	0	0	0	50	0	0	0	0
Network has a web presence	100	0	0	100	100	0	100	75	100
Network has personnel capacity to support ICT use	100	0	0	100	75	100	50	50	100
Network has technical capacity to support ICT use	75	25	0	75	50	25	50	50	75
Network applies ICT	75	0	0	50	0	0	25	25	25
Network supports multiple channels for information exchange, sharing ideas, and communication	67	33	0	67	33	0	67	33	67
Sufficient funding for ICT use activities	0	0	0	100	0	0	0	0	0
Information communication technology use performance	100	0	0	0	0	33	33	0	33

Table 128. ICT use – network addresses ICT access issues – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Communicating via distance	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes
Information and communication technologies accessible by clientele	Yes	No	No	No	Yes	No	Yes	Yes	Yes
Sources of information provided that are adaptable for different users	Yes	No	No	Yes	No	No	No	No	Yes
Processes in place to reach individuals without internet access	Yes	No	No	Yes	No	No	No	No	Yes

Table 129. *ICT use – network members use ICT tools – verified capacity – by network*

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Evidence of ICT literacy among RAS professionals	Yes	No	No	No	No	Yes	Yes	Yes	Yes
Communication skills needed to use ICT tools available	Yes	No	No	Yes	Yes	No	No	No	Yes
Discussion groups where RAS professionals interact online available	Yes	No	No	No	Yes	No	Yes	No	No
ICT used to link stakeholders to RAS professionals	Yes	No	No	No	No	No	No	No	Yes

Table 130. *ICT use – network promotes ICT use – verified capacity – by network*

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
ICT used to enhance networking	Yes	No	No	No	Yes	No	No	No	No
ICT used as a way to leverage partnerships	Yes	No	No	No	No	No	No	No	No

Table 131. *ICT use – network has a web presence – verified capacity – by network*

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Web page design and management skills in network	Yes	No	No	Yes	Yes	No	Yes	Yes	Yes
Website available with access to all information	Yes	No	No	Yes	Yes	No	Yes	Yes	Yes
Website arranged in an organised manner	Yes	No	No	Yes	Yes	No	Yes	Yes	Yes
Website updated on a regular basis	Yes	No	No	Yes	Yes	No	Yes	No	Yes

Table 132. *ICT use – network has personnel capacity to support ICT use – verified capacity – by network*

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Network officers have access to ICT information	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes
Network officers able to source information	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes
At least one individual trained in specific ICT tools	Yes	No	No	Yes	Yes	Yes	No	No	Yes
At least one individual devoted to communication/ICT	Yes	No	No	Yes	No	Yes	No	No	Yes

Table 133. *ICT use – network has technical capacity to support ICT use – verified capacity – by network*

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Internet capabilities used by the network	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes
Information and communication technology infrastructure in place	Yes	No	No	Yes	Yes	No	Yes	Yes	Yes
Records, reports, and publications managed electronically	Yes	No	No	Yes	No	No	No	No	Yes
Documentation on how to select the appropriate ICT tools	No	No	No	No	No	No	No	No	No

Table 134. *ICT use – network applies ICT – verified capacity – by network*

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
ICT used for disseminating information	Yes	No	No	Yes	No	No	Yes	Yes	Yes
ICT integrated into reaching the larger objectives of the network	Yes	No	No	Yes	No	No	No	No	No
ICT used for collecting information	Yes	No	No	No	No	No	No	No	No
ICT used for monitoring and evaluation	No	No	No	No	No	No	No	No	No

Table 135. ICT use – network supports multiple channels for information exchange, sharing ideas, and communication – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Effective platform for asynchronous online opportunities provided (for example on a website)	Yes	No	No	Yes	Yes	No	Yes	Yes	Yes
Network uses social media	Yes	Yes	No	Yes	No	No	Yes	No	Yes
Effective platform for synchronous online opportunities provided (for example on Skype calls)	No	No	No	No	No	No	No	No	No

Table 136. ICT use – sufficient funding – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Sufficient funding to support information communication technologies activities	No	No	No	Yes	No	No	No	No	No

Table 137. ICT use – performance – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
RAS professionals use ICT tools	Yes	No	No	No	No	Yes	No	No	Yes
Virtual networks established and used	Yes	No	No	No	No	No	Yes	No	No
Success stories about using ICT tools shared	Yes	No	No	No	No	No	No	No	No

Professionalisation of RAS factor and individual capacity level data

Table 138. *Professionalisation of RAS – objective capacity analysis – by network*

					Percentage					
	AFAAS	**CAEPNet**	**PIRAS**	**RELASER**	**RESCAR-AOC**	**KEFAAS**	**MaFAAS**	**NIFAAS**	**UFAAS**
Professionalisation of RAS factor	15	0	23	23	15	0	8	8	15
Network promotes RAS professionalisation	33	0	33	33	33	0	33	33	33
Network develops RAS capacity through professionalisation activities	0	0	0	33	0	0	0	0	33
Aware of trends and opportunities available for the professionalisation of RAS	0	0	33	0	33	0	0	0	0
Sufficient funding for professionalisation of RAS	0	0	0	0	0	0	0	0	0
Professionalisation of RAS performance	33	0	33	33	0	0	0	0	0

Table 139. *Professionalisation of RAS – network promotes RAS professionalisation – verified capacity – by network*

	AFAAS	**CAEPNet**	**PIRAS**	**RELASER**	**RESCAR-AOC**	**KEFAAS**	**MaFAAS**	**NIFAAS**	**UFAAS**
Network has advocated for RAS professionalisation	Yes	No	Yes	Yes	No	No	Yes	No	Yes
Vision for the role of a RAS professional	No	No	No	No	Yes	No	No	Yes	No
Network provides incentives for engagement in best practices (e.g. awards, scholarships, certificates)	No	No	No	No	No	No	No	No	No

Table 140. Professionalisation of RAS – network develops RAS capacity through professionalisation activities – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Standardised set of materials for network members to use (e.g. training manuals, best practices, guidelines, learning kits)	No	No	No	Yes	No	No	No	No	Yes
Development of appropriate programme monitoring and evaluation systems	No	No	No	No	No	No	No	No	No
Leadership capacity development activities (including strategy development and managerial skills)	No	No	No	No	No	No	No	No	No

Table 141. Professionalisation of RAS – aware of trends and opportunities available for the professionalisation of RAS – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Needs assessments encouraged	No	No	Yes	No	No	No	No	No	No
Strengths and weaknesses within the RAS system documented	No	No	No	No	Yes	No	No	No	No
Needs assessments supported	No	No	No	No	No	No	No	No	No

Table 142. Professionalisation of RAS – sufficient funding – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Sufficient funding to support professionalisation activities	No	No	No	No	No	No	No	No	No

Table 143. *Professionalisation of RAS – performance – verified capacity – by network*

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Network has supported the development of facilitation skills (including the ability to build capacity of staff and stakeholders)	Yes	No	Yes	Yes	No	No	No	No	No
Network has provided opportunities for professional development plan management	No	No	No	No	No	No	No	No	No
Network has provided opportunities for professional development plan creation	No	No	No	No	No	No	No	No	No

Advocacy factor and individual capacity level data

Table 144. *Advocacy – objective capacity analysis – by network*

	Percentage								
	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Advocacy factor	47	16	26	58	37	37	37	42	53
Network understands RAS clientele	0	0	33	0	33	0	0	0	0
Advocacy messages communicated effectively	20	0	0	60	20	20	20	20	40
Sufficient funding for advocacy activities	0	0	0	0	0	0	0	0	0
Network effectively advocates for RAS	50	0	50	50	0	50	50	50	50
Network is visible actor for RAS	50	0	0	50	0	50	0	50	50
Advocacy performance	100	50	50	100	83	67	83	83	100

Table 145. *Advocacy – network understands RAS clientele – verified capacity – by network*

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
RAS stakeholder needs documented	No	No	Yes	No	Yes	No	No	No	No
Documentation of the linkage between RAS and ongoing priority government and private sector programmes	No	No	No	No	No	No	No	No	No
Documentation of global trends and context in RAS	No	No	No	No	No	No	No	No	No

Table 146. Advocacy – advocacy messages communicated effectively – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Network has engaged in discussions surrounding current policy trends	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes
Key advocacy messages documented	No	No	No	Yes	No	No	No	No	No
Advocacy materials developed	No	No	No	Yes	No	No	No	No	No
Advocacy strategy	No	No	No	No	No	No	No	No	Yes
Advocacy materials available for clientele	No	No	No	No	No	No	No	No	No

Table 147. Advocacy – sufficient funding for advocacy activities – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Sufficient funding to support advocacy activities	No	No	No	No	No	No	No	No	No

Table 148. Advocacy – network effectively advocates for RAS – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Network has provided information in support of RAS efforts to policy makers at all levels	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Yes
Advocacy success stories have been communicated	No	No	No	No	No	No	No	No	No

Table 149. Advocacy – network is a visible actor for RAS – verified capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Network has shown the role/potential role of RAS in addressing priority concerns	Yes	No	No	Yes	No	Yes	No	Yes	Yes
Network has used creative ways to reach new and old audiences	No	No	No	No	No	No	No	No	No

Table 150. *Advocacy – performance – verified capacity – by network*

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Representation on local platforms/events	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Representation on national platforms/events	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Representation on international platforms/events	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes
Network has been recognised as a relevant/important actor	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes
RAS network officers have been invited to be part of the decision making process at all levels	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes
Evidence of strong grassroots support	Yes	No	No	Yes	No	No	No	No	Yes

Annex L. Secretariat perception data by network

Factor level data

Table 151. *Secretariat perceived capacity analysis – by network*

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
General factor	2.58	2.67	2.56	2.27	2.38	2.61	2.62	2.84	N/A
Organisational and institutional functioning factor	2.72	2.83	2.75	2.59	2.37	2.77	2.41	2.76	2.69
Knowledge management factor	2.61	2.55	2.74	2.68	2.47	2.47	2.28	2.67	2.19
Information communication technology use factor	2.76	2.34	2.73	2.55	2.51	2.64	2.36	2.62	2.16
Professionalisation of RAS factor	2.53	2.58	2.72	2.82	2.36	2.45	2.17	2.46	2.23
Advocacy factor	2.75	2.38	2.74	2.38	2.41	2.71	2.39	2.35	2.76

General factor and individual capacity level data

Table 152. *General factor – Secretariat perceived capacity analysis – by network*

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS
General factor	2.58	2.67	2.56	2.27	2.38	2.61	2.62	2.84
Network collaborations	2.75	2.73	2.75	2.85	2.52	2.88	2.56	2.82
Funding management	2.96	2.98	2.78	2.50	2.58	3.29	3.00	3.33
Funding sufficiency	1.80	1.86	1.96	1.65	1.92	1.62	1.89	2.00
Communication languages	2.81	3.00	3.00	3.20	2.83	3.06	3.00	3.43
Gender equality	2.80	3.20	3.14	3.60	2.60	3.07	2.88	3.08

Table 153. General factor – network collaborations – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS
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	2.63	2.86	2.83	2.63	3.13	2.63	3.00
A culture of connecting others	2.94	2.81	3.00	2.69	2.63	2.88	2.88	2.86
Provides opportunities for peer-to-peer exchange	2.48	2.76	2.57	2.85	2.56	2.47	2.13	3.00
Develops public/private partnerships?	2.42	2.31	2.57	2.69	2.25	2.67	2.63	2.43

Table 154. General factor – funding management – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS
Funding decisions are made that are sound, informed, and aligned to the network goals	3.00	3.20	2.83	2.64	2.57	3.44	3.00	3.43
A transparent use of funds	2.89	3.07	3.00	2.38	2.82	3.31	3.13	3.43
A system for spending accountability	2.86	2.53	2.50	2.75	2.46	3.13	2.88	3.14

Table 155. General factor – funding sufficiency – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS
Sustainable funding base	2.04	2.00	2.00	1.64	1.79	2.07	1.71	1.86
Effective fund generation model	1.96	1.63	2.00	1.80	2.07	1.57	2.00	2.00
Sufficient funding to support activities desired by the network	1.80	2.00	2.00	1.58	1.57	1.63	1.75	2.29
Diverse funding sources	1.79	1.76	1.83	1.75	2.07	1.40	2.00	1.86

Table 156. General factor – funding sufficiency – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS
Communicates in English	3.31	3.63	3.43	2.90	2.75	3.81	3.25	3.57
Communicates in clientele languages other than English (if applicable)	2.31	2.20	2.67	3.62	2.93	2.31	2.86	3.29

Table 157. General factor – gender equality – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS
Promotes gender equality	2.90	3.27	3.29	3.70	2.67	3.19	2.88	3.33
Promotes the role of women extension workers in RAS	2.67	3.13	3.00	3.42	2.53	2.87	2.88	3.00

Organisational and institutional functioning factor and individual capacity level data

Table 158. Organisational and institutional functioning factor – Secretariat perceived capacity analysis – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Organisational and institutional functioning factor	2.72	2.83	2.75	2.59	2.37	2.77	2.41	2.76	2.69
Network vision and mission	2.97	3.03	3.14	3.04	2.91	3.25	2.56	2.96	3.13
Effective leadership	2.83	3.02	3.00	3.21	2.79	2.98	2.90	3.22	2.86
Adequate staffing	2.66	2.94	2.71	2.79	2.49	2.69	2.67	2.94	2.92
Effective activities	2.88	2.58	2.81	2.79	2.43	3.02	2.67	2.71	2.67
Standardised processes	2.71	2.71	2.71	2.55	2.36	2.90	2.17	2.76	2.50
Protecting against different types of risks	2.40	2.30	2.67	2.00	1.95	2.29	2.25	2.67	2.08
Organisational and institutional functioning performance	2.59	1.80	2.44	2.28	2.14	2.69	1.96	2.48	2.75

Table 159. Organisational and institutional functioning factor – network vision and mission – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
The vision and mission are appropriate	3.35	3.41	3.43	3.23	3.13	3.63	3.25	3.14	3.50
The network's activities are aligned with the vision and mission	3.19	2.88	3.14	3.15	2.88	3.63	2.38	2.86	3.25
Network members are aware of the vision and mission	2.75	3.06	3.14	3.00	2.88	2.88	2.38	3.29	3.00
Network members work towards the network's vision and mission	2.69	2.76	2.86	2.77	2.75	2.88	2.25	2.57	2.75

Table 160. Organisational and institutional functioning factor – effective leadership – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Network officers are committed to the success of the network	2.97	3.29	2.71	3.45	3.07	3.19	2.88	3.43	3.25
Network officers are committed to RAS	2.94	3.12	2.71	3.42	3.13	3.06	2.63	3.29	3.00
Network officers trust one another	2.93	3.12	3.14	3.25	2.79	3.07	2.88	3.29	3.25
Dynamic leadership is exhibited at all levels	2.75	3.06	3.43	2.85	2.63	2.73	3.00	3.29	2.50
The leadership guides the network through change effectively	2.71	3.00	3.29	2.92	2.53	3.07	3.00	3.00	2.50
The leadership delivers results	2.69	2.88	3.29	2.62	2.81	3.00	2.88	3.14	2.75
Network officers are aware of when and how to reach out to network members	2.72	2.94	2.43	2.77	2.67	2.80	2.71	3.14	2.75

Table 161. Organisational and institutional functioning factor – adequate staffing – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Network members come from multiple disciplines and represent multiple perspectives	3.03	3.00	2.86	3.31	2.81	3.06	3.25	3.29	3.50
Network members are interested in working together	2.81	3.41	2.71	2.85	2.75	3.20	2.75	2.83	3.25
There are a sufficient number of network officers in place to handle and maintain a quality network in a timely manner	2.13	2.44	2.57	2.23	1.87	1.63	2.00	3.00	2.00

Table 162. Organisational and institutional functioning factor – effective activities – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Network activities are well organised, structured, and reliable	2.78	2.94	2.71	3.15	2.38	2.88	2.67	2.86	3.00
A culture of innovation is present	2.94	2.53	3.00	2.62	2.53	3.13	2.88	2.71	2.50
Stakeholder's needs drive activities	2.80	2.54	2.71	2.62	2.47	3.06	2.63	2.57	2.50

Table 163. Organisational and institutional functioning factor – standardised processes – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
An operational plan is in place to guide network activities	2.91	2.75	3.00	3.00	2.50	3.13	2.00	3.00	2.25
Processes that define how activities should occur are in place	2.68	2.56	2.57	2.55	2.20	2.93	2.38	2.71	2.75
A system for continuous improvement is present	2.58	2.81	2.57	2.00	2.31	2.80	2.13	2.57	2.50

Table 164. Organisational and institutional functioning factor – protecting against different types of risks – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
The network is compliant with relevant laws, policies, and regulations	2.93	3.29	3.17	3.25	2.75	3.00	3.13	3.29	3.25
The network has appropriate legal expertise and support	2.59	2.00	2.83	2.14	2.27	2.38	2.13	2.57	1.75
There is a plan for catastrophes	1.82	1.70	2.20	1.17	1.43	1.64	1.50	1.80	1.25

Table 165. Organisational and institutional functioning factor – performance – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Network outputs are valued by RAS professionals, stakeholders, clientele or policy/decision makers	2.76	2.25	2.57	2.77	2.33	2.63	2.25	2.71	3.25
The network provides value-added services that otherwise would not be available to RAS professionals, stakeholders, clientele, or policy/decision makers	2.64	1.86	2.71	2.46	2.44	2.71	2.13	2.57	3.00
The network is financially viable	2.43	1.25	2.17	1.50	1.64	2.81	1.50	2.14	2.00

Knowledge management factor and individual capacity level data

Table 166. Knowledge management factor – Secretariat perceived capacity analysis – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Knowledge management factor	2.61	2.55	2.74	2.68	2.47	2.47	2.28	2.67	2.19
Aware of trends and opportunities associated RAS knowledge management	2.63	2.63	3.10	2.64	2.47	2.47	2.54	2.33	2.25
Network effectively supports knowledge management activities	2.77	2.86	3.11	2.75	2.65	2.72	2.17	2.89	2.20
Knowledge is accessible	2.42	1.92	2.75	3.00	2.30	2.23	2.18	2.68	2.00
Network members participate in knowledge management activities	2.89	2.84	2.71	3.08	2.83	2.88	2.25	3.00	2.63
Knowledge management performance	2.62	2.73	2.71	2.68	2.47	2.33	2.43	2.71	2.38

Table 167. Knowledge management factor – aware of trends and opportunities associated with RAS knowledge management – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
The network offers an understanding of knowledge management	2.66	2.81	3.14	2.69	2.50	2.75	2.50	2.29	2.25
The network correctly identifies the knowledge needs of RAS professionals	2.60	2.71	3.29	2.77	2.56	2.38	2.38	2.57	2.50
The network uses data to provide insight into challenges and opportunities	2.46	2.00	2.86	2.46	2.27	2.33	2.75	2.14	2.00

Table 168. *Knowledge management factor – network effectively supports knowledge management activities – Secretariat perceived capacity – by network*

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Network personnel are technically skilled in their use of knowledge management resources	2.90	2.93	3.29	3.08	2.69	2.87	2.29	2.86	2.25
A culture that supports sharing among all levels within the network is present	2.81	2.93	3.14	2.46	2.75	2.88	2.50	3.14	2.50
Network personnel are capable of sifting, selecting, prioritising, refining, organising, packaging and disseminating knowledge	2.84	2.87	3.00	2.69	2.53	2.88	1.86	3.00	2.25
The network supports stakeholders using the knowledge available to them to inform RAS practice	2.68	2.50	3.00	2.62	2.50	2.67	2.25	2.71	1.75
The network provides the ability to develop content from a variety of information sources	2.55	2.73	3.14	2.92	2.57	2.13	2.00	2.71	2.25

Table 169. *Knowledge management factor – knowledge is accessible – Secretariat perceived capacity – by network*

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
The network recognises knowledge creators	2.52	2.50	2.71	2.89	2.57	2.43	2.43	2.57	2.00
Data and files backed up, secure, and accessible	2.54	1.67	2.83	2.89	2.18	2.21	2.25	2.86	1.75
The network makes activities, products, best practices, and success stories accessible to stakeholders in a format they can use	2.29	2.08	2.71	2.69	2.21	2.07	2.50	2.71	2.25
Feedback mechanisms are in place to ensure knowledge is available to clientele in an accessible format	2.19	2.08	2.86	2.67	2.29	2.25	1.88	2.57	2.00

Table 170. Knowledge management factor – knowledge is accessible – network members participate in knowledge management activities – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Individuals share information freely	2.94	2.94	2.71	3.08	2.80	2.94	2.13	3.00	2.75
Stakeholders are expected and encouraged to input their ideas and suggestions to strengthen the network	2.81	2.71	2.71	3.00	2.88	2.81	2.38	3.00	2.50

Table 171. Knowledge management factor – performance – network members participate in knowledge management activities – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
The network has RAS professionals that use available knowledge	2.70	2.67	2.57	2.83	2.44	2.33	2.43	2.86	2.50
Knowledge is used to inform decision making among clientele	2.59	2.88	2.86	2.33	2.50	2.44	2.38	2.57	2.25

ICT use factor and individual capacity level data

Table 172. ICT use factor – Secretariat perceived capacity analysis – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Information communication technology use factor	2.76	2.34	2.73	2.55	2.51	2.64	2.36	2.62	2.16
Network addresses ICT access issues	2.59	2.34	2.75	2.33	2.42	2.58	2.00	2.46	1.75
Network has a positive perception of ICT use	2.89	3.09	2.95	3.13	2.82	2.94	2.79	2.86	3.67
Network members use ICT tools	2.59	2.83	2.72	2.91	2.51	2.42	2.54	2.81	1.75
Network can support ICT use	2.71	2.50	2.86	3.05	2.60	2.59	2.63	2.77	2.25
Network promotes ICT use	2.73	2.37	2.76	2.40	2.71	2.73	2.54	2.90	2.25
Network supports multiple channels for information exchange, sharing ideas, and communication	2.96	2.69	2.54	3.08	2.36	3.03	2.21	2.25	1.94
Information communication technology use performance	2.89	2.63	2.86	2.41	2.44	3.03	2.00	2.71	2.00

Table 173. ICT use factor – network addresses ICT access issues – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
The network communicates via distance	3.09	3.06	3.14	3.00	2.88	3.25	2.25	2.86	1.75
Information and communication technologies are accessible by clientele	2.61	2.50	2.86	3.17	2.60	2.44	2.00	3.00	2.00
The network provides sources of information that are adaptable for different users	2.40	2.15	2.43	2.83	2.27	2.19	1.88	2.00	1.50
Processes are in place to reach individuals without internet access	2.21	2.00	2.57	1.43	1.92	2.44	1.88	2.00	1.75

Table 174. ICT use factor – network has a positive perception of ICT use – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
The network has a positive attitude towards information and communication technology tools	3.22	3.31	3.14	3.23	2.94	3.38	3.00	3.14	2.75
RAS professionals trust the information systems in use	2.81	3.00	2.86	3.15	2.80	2.88	2.75	2.71	5.00
Information and communication technology tools are seen as user-friendly	2.72	2.67	2.86	3.00	2.73	2.56	2.63	2.71	3.25

Table 175. ICT use factor – network members use ICT tools – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
The network uses information and communication technology tools to link stakeholders to RAS professionals	2.63	2.73	2.86	2.85	2.56	2.56	2.63	2.71	1.75
Network members have the communication skills needed to use information and communication technology tools	2.66	2.88	2.57	2.92	2.50	2.56	2.50	2.86	1.50
Evidence of information and communication technology literacy among RAS professionals is available	2.57	2.69	2.67	3.00	2.53	2.27	2.50	2.86	2.00

Table 176. ICT use factor – network can support ICT use – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Information and communication technology tools are used to disseminate information	3.00	2.59	3.00	2.92	2.69	3.00	2.75	3.14	2.50
Network officers have access to information and communication technology information	2.80	2.71	3.00	3.25	2.73	2.67	2.75	3.00	2.50
Network officers are able to source information	2.67	3.00	2.86	3.23	2.73	2.47	2.88	2.71	2.50
The network integrates information and communication technology into reaching the larger objectives of the network	2.75	2.36	2.71	2.85	2.50	2.88	2.63	2.71	2.00
Systems are in place to help select appropriate information and communication technology tools	2.35	2.23	2.71	2.50	2.31	2.13	2.13	2.29	1.75

Table 177. ICT use factor – network promotes ICT use – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Information and communication technologies are used to enhance networking	2.97	2.59	3.00	2.54	2.88	3.06	2.75	3.14	2.50
Information and communication technologies are used as a way to leverage partnerships	2.77	2.33	2.86	2.45	2.80	2.81	2.63	3.00	2.25
Success stories about using information and communication technology tools are shared within the network	2.52	2.27	2.43	2.33	2.20	2.40	2.25	2.57	2.00

Table 178. ICT use factor – network supports multiple channels for information exchange, sharing ideas, and communication – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
The network uses social media	3.03	2.73	3.00	3.20	2.38	3.06	2.38	2.29	2.00
The network provides an effective platform for asynchronous online opportunities (e.g. a website)	2.97	2.69	2.43	3.25	2.36	3.13	2.38	2.43	2.25
The network establishes and uses virtual networks	3.03	2.58	2.43	2.83	2.13	3.06	2.14	2.14	2.00
The network provides an effective platform for synchronous online opportunities (e.g. Skype calls)	2.84	2.87	2.67	2.67	2.31	2.87	2.00	2.14	1.50

Table 179. ICT use factor – performance – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
The network uses information communication technology tools effectively	2.94	2.76	2.86	2.36	2.50	3.06	2.25	2.71	2.00
Information communication technology tools are used to benefit clientele	2.84	2.47	2.86	2.69	2.38	3.00	1.86	2.71	2.00

Professionalisation of RAS factor and individual capacity level data

Table 180. Professionalisation of RAS factor – Secretariat perceived capacity analysis – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Professionalisation of RAS factor	2.53	2.58	2.72	2.82	2.36	2.45	2.17	2.46	2.23
Network promotes RAS professionalisation	2.81	2.49	2.62	3.25	2.62	2.77	2.29	2.62	2.50
Network develops RAS capacity through professionalisation activities	2.50	2.69	2.79	2.68	2.33	2.17	2.21	2.43	2.00
Aware of trends and opportunities available for the professionalisation of RAS	2.69	2.82	3.00	2.91	2.57	2.63	2.43	2.71	2.31
Professionalisation of RAS performance	2.42	2.36	2.86	2.46	1.93	2.46	1.92	2.29	2.38

Table 181. Professionalisation of RAS factor – network promotes RAS professionalisation – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Members of the network advocate for RAS professionalisation	3.16	2.87	2.57	3.42	2.75	3.36	2.86	3.00	3.00
RAS professionalisation activities align to the network goals	2.81	2.57	2.71	2.90	2.69	2.69	2.14	2.71	2.50
The network has a clear set of messaging around RAS professionalisation developed	2.43	2.36	2.57	3.25	2.40	2.27	1.86	2.14	2.00

Table 182. Professionalisation of RAS factor – network develops RAS capacity through professionalisation activities – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Activities are directed towards building leadership capacity (including strategy development and managerial skills) among clientele	2.53	2.64	2.86	2.75	2.38	2.25	2.57	2.43	2.25
The network offers opportunities to enhance knowledge of educational practices (including educational methods and program development expertise) among clientele	2.48	2.67	2.71	2.55	2.27	2.13	1.86	2.43	1.75

Table 183. Professionalisation of RAS factor – network promotes RAS professionalisation – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
The network offers an understanding of rural advisory services	2.97	3.00	3.00	3.15	3.07	3.13	3.14	3.00	2.75
The network is aware of existing strengths and weaknesses within the RAS system	2.86	2.75	3.14	3.23	2.73	2.87	2.57	2.71	3.00
The network supports the identification of the resources needed to be successful within RAS	2.70	2.75	3.00	2.83	2.50	2.60	2.14	2.86	2.00
A monitoring and feedback loop where insights are used to inform future professionalisation activities is present	2.16	2.08	2.86	2.18	2.07	1.87	1.86	2.29	1.50

Table 184. Professionalisation of RAS factor – performance – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Network professionalisation supports relevant to clientele	2.61	2.50	2.86	2.75	2.07	2.79	1.86	2.29	2.50
Identifiable impacts associated with the network's professionalisation efforts are present	2.31	2.20	2.86	2.17	1.79	2.21	2.17	2.29	2.25

Advocacy factor and individual capacity level data

Table 185. Advocacy factor – Secretariat perceived capacity analysis – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Professionalisation of RAS factor	2.53	2.58	2.72	2.82	2.36	2.45	2.17	2.46	2.23
Network promotes RAS professionalisation	2.81	2.49	2.62	3.25	2.62	2.77	2.29	2.62	2.50
Network develops RAS capacity through professionalisation activities	2.50	2.69	2.79	2.68	2.33	2.17	2.21	2.43	2.00
Aware of trends and opportunities available for the professionalisation of RAS	2.69	2.82	3.00	2.91	2.57	2.63	2.43	2.71	2.31
Professionalisation of RAS performance	2.42	2.36	2.86	2.46	1.93	2.46	1.92	2.29	2.38

Table 186. Advocacy factor – network understands RAS clientele – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
The network defines, identifies, and articulates RAS stakeholder needs	2.77	2.47	3.14	2.54	2.44	2.80	2.29	2.57	2.50
The network identifies champions for RAS	2.73	2.21	3.00	2.64	2.50	2.87	2.00	2.43	2.50
The network uses data about RAS clientele, their challenges, and related policies to support advocacy activities	2.57	2.15	2.71	2.58	2.38	2.53	1.71	2.14	2.25

Table 187. Advocacy factor – aware of policy trends and opportunities associated with RAS – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
The network links RAS to ongoing government and private sector programs	2.66	2.15	2.71	2.46	2.38	2.93	2.29	2.00	2.75
The network provides knowledge of RAS including the impact of initiatives and programs	2.50	2.53	3.00	2.62	2.40	2.56	2.14	2.29	2.50
The network uses new information to inform advocacy planning and activities	2.65	2.27	2.86	2.45	2.46	2.53	2.29	2.00	2.75
The network can adjust advocacy approaches as external conditions change (e.g., the political landscape, funding)	2.48	2.00	2.86	2.45	2.62	2.71	2.14	2.14	2.75

Table 188. Advocacy factor – advocacy activities are organised and appropriate – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Advocacy activities are aligned with the network's goals	2.87	2.93	2.86	2.82	2.79	3.00	2.43	2.43	3.00
Accountability measures are in place for advocacy activities	2.33	2.43	2.86	2.25	2.20	2.07	2.14	2.43	2.50
The network is effective in mobilising resources to take action in support of advocacy activities	2.14	2.44	2.71	2.00	2.00	2.00	2.00	2.00	2.00

Table 189. Advocacy factor – advocacy messages communicated effectively – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
The network engages in discussions surrounding current policy trends	2.84	2.33	2.71	3.00	2.80	2.94	2.71	2.14	3.00
The network communicates with the right audiences (e.g. policy/decision makers at all levels, general public)	2.80	2.19	2.71	2.77	2.64	2.69	2.86	2.57	3.00
The network uses appropriate media (traditional and/or social) to advocate for RAS	2.61	2.29	2.71	2.91	2.38	2.63	2.43	2.29	2.25
The network has compelling advocacy messages	2.53	2.27	2.71	2.92	2.47	2.31	2.57	2.29	2.75

Table 190. Advocacy factor – network is visible actor for RAS – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
Network officers are seen as credible sources	2.93	3.07	2.71	3.15	3.08	2.88	2.83	3.00	3.50
The network shows the role/potential role of RAS in addressing priority concerns (for example poverty alleviation, food security)	2.75	2.69	2.86	2.85	2.73	2.69	2.86	2.86	3.25
The purpose of the network's RAS advocacy activities are clear, broadly understood, compelling, and inspiring to others	2.61	2.79	3.00	2.62	2.86	2.44	2.57	2.29	3.00

Table 191. Advocacy factor – network effectively advocates for RAS – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
The network is connected with the right policymakers, regulatory bodies, and other individuals	2.77	2.43	2.86	2.62	2.50	2.81	2.86	2.29	3.50
The network effectively works with policymakers	2.80	2.00	2.86	2.38	2.36	2.67	3.14	2.29	3.00
Information related to RAS advocacy activities is made accessible to members of the network	2.45	2.53	3.00	2.42	2.60	2.38	2.43	2.57	2.75

Table 192. Advocacy factor – performance – Secretariat perceived capacity – by network

	AFAAS	CAEPNet	PIRAS	RELASER	RESCAR-AOC	KEFAAS	MaFAAS	NIFAAS	UFAAS
The network is perceived as a positive influence on the decision making/policy process	3.00	3.00	2.71	2.85	2.54	3.25	2.71	2.57	3.25
Network stakeholders hold RAS in high regard	3.10	2.00	3.14	3.23	2.79	3.19	2.71	2.86	3.25
Network clientele hold RAS in high regard	3.21	2.00	2.86	2.85	2.57	3.38	2.86	2.86	3.25
The network is recognised as a relevant/important actor in RAS advocacy	2.97	2.50	2.71	2.62	2.71	3.06	2.67	2.71	3.00
The network has representation on local, national, and international platforms/events	3.10	2.00	2.57	2.85	2.50	3.31	2.14	2.29	2.00
There is grassroots support for the network	2.45	3.00	2.71	2.58	2.14	2.38	1.57	2.57	2.50
RAS network officers are invited to be part of the decision making/policy process at all levels	2.62	1.50	2.71	2.33	2.33	2.75	2.00	2.29	3.25

Annex M. Board perception data by network

Factor level data

Table 193. *Board perceived capacity analysis – by network*

	AFAAS	PIRAS	RELASER	KEFAAS	MaFAAS	NIFAAS	UFAAS
General factor	2.62	2.42	2.33	2.67	2.83	2.90	2.83
Organisational and institutional functioning factor	2.51	2.50	2.13	N/A	2.71	2.54	N/A
Knowledge management factor	2.31	2.19	2.12	N/A	2.50	2.38	N/A
Information communication technology use factor	2.61	2.54	2.14	N/A	2.63	2.67	N/A
Professionalisation of RAS factor	2.44	2.31	2.03	N/A	2.35	2.43	N/A
Advocacy factor	2.40	2.44	2.17	N/A	2.53	2.45	N/A

Table 194. *General factor – Board perceived capacity analysis – by network*

	AFAAS	PIRAS	RELASER	KEFAAS	MaFAAS	NIFAAS	UFAAS
General network average	2.62	2.42	2.33	2.67	2.83	2.90	2.83
Communication languages	2.94	2.67	2.75	2.88	3.25	3.44	2.81
Gender equality	2.88	3.00	2.29	2.75	3.00	2.88	3.38
Funding management	2.25	2.17	1.50	3.00	2.50	2.88	3.13
Network collaborations	2.78	2.17	2.86	2.29	3.00	2.75	3.38
Funding sufficiency	1.75	1.83	1.38	1.50	2.00	2.00	1.50

Table 195. Organisational and institutional functioning factor – Board perceived capacity analysis – by network

Organisational and institutional functioning factor	AFAAS	PIRAS	RELASER	KEFAAS	MaFAAS	NIFAAS	UFAAS
Network vision and mission	2.51	2.50	2.13	N/A	2.71	2.54	N/A
Network vision and mission	3.00	3.14	3.00	N/A	3.25	3.25	N/A
Effective leadership	3.00	2.71	2.38	N/A	3.25	3.25	N/A
Effective activities	2.22	2.43	2.50	N/A	3.00	2.63	N/A
Organisational and institutional functioning performance	2.78	2.71	2.75	N/A	3.00	2.88	N/A
Standardised processes	2.44	2.43	1.75	N/A	2.75	2.50	N/A
Adequate staffing	2.33	2.43	2.13	N/A	2.00	2.00	N/A
Protecting against different types of risks	2.56	1.71	1.25	N/A	2.33	2.29	N/A
Sufficient funding for organisational and institutional functioning	1.78	2.43	1.25	N/A	2.00	1.75	N/A

Table 196. Knowledge management factor – Board perceived capacity analysis – by network

Knowledge management factor	AFAAS	PIRAS	RELASER	KEFAAS	MaFAAS	NIFAAS	UFAAS
Knowledge management factor	2.31	2.19	2.12	N/A	2.50	2.38	N/A
Aware of trends and opportunities associated with RAS knowledge management	2.33	2.29	2.50	N/A	3.00	3.13	N/A
Network members participate in knowledge management activities	2.33	2.29	2.38	N/A	2.25	2.00	N/A
Network effectively supports knowledge management activities	2.33	2.29	2.14	N/A	2.75	2.25	N/A
Knowledge management performance	2.56	2.29	2.25	N/A	2.50	2.50	N/A
Knowledge is accessible	2.44	2.14	2.25	N/A	2.50	2.88	N/A
Sufficient funding for knowledge management activities	1.89	1.86	1.38	N/A	2.00	1.50	N/A

Table 197. *ICT use factor – Board perceived capacity analysis – by network*

	AFAAS	PIRAS	RELASER	KEFAAS	MaFAAS	NIFAAS	UFAAS
Information communication technology use factor	2.61	2.54	2.14	N/A	2.63	2.67	N/A
Network has a positive perception of ICT use	2.78	3.00	2.75	N/A	2.75	3.13	N/A
Network promotes ICT use	3.00	3.00	2.13	N/A	2.75	2.88	N/A
Network members use ICT tools	2.67	2.71	2.88	N/A	2.50	3.00	N/A
Network supports multiple channels for information exchange, sharing ideas, and communication	2.89	2.57	2.00	2.17	3.00	2.50	3.25
Network can support ICT use	2.67	2.43	2.13	N/A	2.75	2.71	N/A
Information communication technology use performance	2.56	2.29	2.25	N/A	2.50	2.75	N/A
Network addresses ICT access issues	2.56	2.43	1.88	N/A	2.75	2.57	N/A
Sufficient funding for ICT use activities	1.78	1.86	1.13	N/A	2.00	1.63	N/A

Table 198. *Professionalisation of RAS factor – Board perceived capacity analysis – by network*

	AFAAS	PIRAS	RELASER	KEFAAS	MaFAAS	NIFAAS	UFAAS
Professionalisation of RAS factor	2.44	2.31	2.03	N/A	2.35	2.43	N/A
Network promotes RAS professionalisation	2.78	2.86	2.25	N/A	2.50	2.86	N/A
Aware of trends and opportunities available for the professionalisation of RAS	2.56	2.43	2.63	N/A	2.25	2.63	N/A
Network develops RAS capacity through professionalisation activities	2.56	2.43	1.88	N/A	2.50	2.38	N/A
Professionalisation of RAS performance	2.67	2.29	2.13	N/A	2.50	2.38	N/A
Sufficient funding for professionalisation of RAS	1.67	1.57	1.25	N/A	2.00	1.50	N/A

Table 199. *Advocacy factor – Board perceived capacity analysis – by network*

Advocacy factor	AFAAS	PIRAS	RELASER	KEFAAS	MaFAAS	NIFAAS	UFAAS
Network understands RAS clientele	2.40	2.44	2.17	N/A	2.53	2.45	N/A
Network is visible actor for RAS	2.67	2.86	2.88	N/A	2.50	3.00	N/A
Aware of policy trends and opportunities associated with RAS	2.44	2.71	2.25	N/A	2.75	2.38	N/A
Network effectively advocates for RAS	2.44	2.57	2.75	N/A	2.50	3.00	N/A
Advocacy performance	2.67	2.83	2.25	N/A	2.75	2.25	N/A
Advocacy messages communicated effectively	2.56	2.43	2.25	N/A	2.25	2.25	N/A
Advocacy activities are organised and appropriate	2.56	2.29	1.75	N/A	3.00	2.57	N/A
Sufficient funding for advocacy activities	2.22	2.14	2.13	N/A	2.75	2.14	N/A
	1.67	2.00	1.13	N/A	1.75	1.50	N/A

Annex N. Open-ended survey response details

A complete listing of all open-ended responses is provided below. Responses are grouped by theme, with the total number of responses per theme displayed parenthetically.

Strengths

- Participation (38)
    - A lot of advisory extension providers exist.
    - A wide range of stakeholders engaged in a wide range of sectors including: water, agriculture, food security, gender, youths etc.
    - Ability and structures for stakeholder participation
    - Active network members
    - Attracts membership from all Caribbean countries
    - Availability of diversified human resources within the network
    - Bringing together of the different stakeholders
    - Composed of relevant bodies in the field of agriculture.
    - Creation of opportunities for network
    - different types of members
    - Diversity is a strength, but this must be closely guarded lest it become a division and discouragement o those who are still trailing.
    - Dynamic members and employee engagement
    - Good representation of stakeholders in the network.
    - Group of well diverse professionals, youth/students, PhDs, Extension Officers, Providers, etc.
    - Has some very active members
    - High inclusion of different categories of stakeholders and actors
    - High level manpower
    - High quality and diverse network membership
    - High quality stakeholder participation
    - It has a high call of the different actors that participate in the rural extension systems (public, private and academia), with presence through the National Forums that give greater dynamism and plurality to the Network.
    - It is a body of committed professionals who are ready to network with others to provide advisory services
    - It is constituted by professional members of a high level and experience.
    - It is inclusive and includes all stakeholder
    - Made up of committed professionals spread all over the country. There is a big role to play
    - Many key leaders of RAS in RELASER
    - Members – but needs to expand and allow more multi-stakeholder collaboration.
    - Membership is diverse
    - Mobilisation of a varied range of actors
    - Overall participation in the development of agricultural advisory and innovation
    - Passion of the members
    - Representatives from many Caribbean countries
    - Stakeholders well represented
    - The commitment readiness of members to participate in NIFAAS activities.
    - The members are eager to make the network effective and ready to learn if supported and sponsored appropriately.
    - The strength of PIRAS is each representation covers grassroots, public and private sectors as well as tertiary institutes.
    - There are opportunities to collaborate and network with both private and public organisations in Kenya
    - There is a commitment to participate and promote the Network.
    - There is a huge pool of RAS providers who are potential members
- Support from stakeholders (29)
    - Ability to mobilise and utilise stakeholders
    - Active support and leadership from SPC and members are in general familiar with each other and with their country realities.
    - Attracts multi-stakeholder fora thereby strengthens the network support base
    - Broad base of Stakeholders including Professional Societies in Rural Advisory Services & NGOs
    - CAEPNet is still in its infancy. We have been able to bring head of Extension services in Caribbean together.
    - CORAF gave a place and email group assistance to RESCAR
    - Different professionals from different educational and private institutions committed to the vision and mission of the NIFAAS that are ready to go any extra mile to make it very functional at all levels
    - Farmers and all related stakeholder are really involved within the concept of RAS.
    - Good will from key ESPs
    - Hardworking, diverse, and willing stakeholders
    - Has managed to stimulate interest for the network among its members as well as policy makers in the agriculture sector
    - Is well placed and supported by the UWI – faculty and institution
    - Leader and partner support
    - Network is well supported by all participating countries and institutions.
    - Partnerships
    - Presence of its equivalent in research and their support
    - Stakeholders
    - Stakeholders and officers are ready to go according to the implementation procedures
    - Stakeholders are competent and skilled people.

- Stakeholders willingness to complement the network activities even with human and financial support.
- Strong desire by all to see it work
- Strong support from its members, government as well as development partners
- Support from the counties and service providers (private)
- The country fora is composed of widely experienced network members, through the fora still at formative stages.
- The forum is composed of diverse representation and includes all key stakeholders from national to county level.
- The network has multiple stakeholders
- There is a Board that drives and support the work of PIRAS
- We have support from the government authorities to participate in the network.
- Well support from the regional level.
- Source of Information (24)
  - Information sharing (2)
  - a very strong network for information dissemination
  - Ability to contribute and communicate on RAS issues
  - Allow members to share experiences and success stories that can be replicated in our own countries.
  - Attending GFRAS meetings and build communication network with the attendees.
  - Effective creation and dissemination of knowledge and information to the regional clientele
  - Have a great facilitator widely disseminates information and systematically (Avoir un excellent facilitateur qui diffuse largement les informations et systématiquement)
  - Interactive, active participation from members, sharing of knowledge and experience, case studies and lessons learnt make the platform very useful for improved tech dissemination
  - Knowledge and information sharing hub
  - Knowledge management activities
  - knowledge-sharing and exchanges at regional level
  - Platform for all key stakeholders in RAS for experience and knowledge-sharing
  - Provide an important platform for sharing experience.
  - Provides a platform for discussion and information sharing to all member states worldwide
  - Sharing and organising information, documents on RAS
  - sharing of information through regional office is good
  - Sharing of research results
  - Similar constraints and opportunities for clientele
  - The ability to provide solutions that are relevant to the Caribbean situation.
  - The network promotes linkage between research and RAS
  - The provision of technical information and even outside
  - The sharing of information through the internet knowledge-sharing
- There is the sharing of some information in for of training.
- Network abilities (24)
  - Networking (5)
  - AFAAS connects regional fora/country fora and links them to global networking.
  - AFAAS network strength is in the assembly of members, and we encourage it.
  - An important effort to link diverse actors in Latin America
  - Good connection and relationship with other regional organisations particularly research operating in the field of agriculture in Africa.
  - Good network collaboration
  - Having the sub-regional networks is a strength point.
  - Linkage within GFRAS and other networks
  - Linking RAS of Africa Western countries
  - PIRAS has far reach throughout the Pacific through its members
  - Platform for networking
  - Provides a linkage between extension services.
  - Provides access to other networks affiliated to PIRAS.
  - Strong network
  - The ability to show what happens in other countries of the network, different from mine.
  - The country fora which support AFAAS serves as the backbone of AFAAS and a source of its strength.
  - The networks; regionally and globally
  - The opening of the institutions to form the network
  - The possibility of sharing experiences among technicians outside their normal neighbourhoods (city, country, Profession)
  - The potential of its wide reach.
- Institutionalisation of organisation (22)
  - A strategic plan developed
  - Advanced stage to register network
  - An elected Executive Committee in place
  - Basically, the network has hardworking, diverse, has willing stakeholders, and is affiliated to AFAAS and GFRAS thereby giving it the leverage to attract funds locally and internationally.
  - Established organisational system
  - Existing structures that can be used to get people together.
  - Having been funded by World Bank it is a sign of passing the test especially on financial management
  - In place
  - It exists
  - It is operational
  - Its progression
  - MaFAAS is a locally driven network. It fits well with the extension policy which encourages pluralism.
  - NIFAAS has a strong potential to be effective in terms of qualification and disposition for more result oriented rural advisory services.
  - Our forum is extremely new but with a lot of focus

- Recently formally registered as a professional group.
- RESCAR-AOC is well organised and the information is in two languages to accommodate stakeholders (RESCAR-AOC est bien organise et les informations sont en deux langues pour féliciter la tache avec les parties prenantes)
- Set up a good organisation to run the network with different persons
- Structured systems
- Systems and structures in place within one year of existence
- The MaFAAS is taken as the National Stakeholder Panel for the District Agriculture Extension Services System (DAESS) which had structures at district level without a national coordinating body.
- The messaging that MaFAAS represent is of value but the establishment of the orgnisational aspect has affected its operations
- They have already developed a strategic plan, a constitution and legal regulation
- Policy Support (17)
  - Agriculture advisory is the top agenda of most African states and departments
  - Backing of the federal MOA
  - Believe in a national agricultural extension/very bright policy at guiding pluralism in RAS.
  - Enjoys support from the Ministry of Agriculture
  - Good government support
  - Good support from Ministry of Agriculture, Kenya
  - legal/policy recognition of need for fora and initiative
  - Political support hence being able to establish county fora
  - Recognition by the Kenyan government and allowing registration
  - Recognised and supported by the Ministry of Agriculture to get legal mandate
  - Recognised by Government Executive Committee
  - Strong government support
  - Sub-regional policy for extension and RAS
  - Support and goodwill from the National and County governments
  - Supportive policy environment
  - The extension departments at the county and national level embrace pluralistic extension approach
  - There is policy and political goodwill
- Country Fora and Sub-Regional Networks (17)
  - Capacity instilled in the country.
  - Country fora
  - Established country forum in over 30 countries in Africa
  - Every country fora is autonomous thus responds to the needs of each country stakeholder
  - Fora are being established in different countries.
  - Fully established country fora (country fora) in 10 countries
  - Institutional representative presence in each country.

- It has members that are very involved with the development of the country fora.
- Most Latin American countries are represented
- National presence.
- presence in most Latin American countries
- Representation in 14 Latin American countries
- Solid regional possession.
- The incentives received by other forums
- The promotion of national forums.
- There are national forums that serve as the actions and voice of the network.
- Yes, we are the strength of the AFAAS Network
- Recognition (15)
  - Affiliation with international association
  - Belonging to continental and global networks
  - Has gained recognition from African Union.
  - Is member of AFAAS and GFRAS Boards
  - It has a seat
  - Links to AU and CAADP and African institutional processes
  - Network recognising by many policy makers, others agricultural networks as CORAF, FARA, AFAAS, GFRAS, some donors, CTA, etc.
  - Only platform that represents RAS in Africa.
  - Presence of AFAAS and GFRAS
  - Presence of national AFAAS fora.
  - Recognition of AFAAS action by Africa Union Commission concerning extension and RAS
  - Recognition of FARA, AU and other supranational institutions
  - Recognised at all levels
  - Recognised at continental and national level
  - visibility of the Agricultural and Rural Council Africa
- Expertise (15)
  - Capacity of participants to articulate
  - Competence and skills of involved stakeholders
  - Credibility
  - Diverse backgrounds and areas of expertise
  - Enough information to give a diagnosis of SER.
  - Experience with Caribbean extension
  - Experts in the field of Extension regionally
  - Good pool of expertise within the network
  - Good understanding
  - High level of education
  - Setting up regional expertise on RAS
  - The members are from diverse backgrounds
  - The technical capacities of those involved
  - There is advanced work in RAS within the countries of the RELASER representatives.
  - We have very well qualified people who understand why PIRAS was created and have the capacity and expertise to deliver

- Advocacy (11)
  - Advocacy for research funding partnership
  - Advocates for RAS with stakeholders
  - Advocating for good national extension policies as well as advocating for visibility at the continental levels and political structures.
  - AFAAS has the unique opportunity to place all actors and clients on the same platform in advocacy and can enable a common approach to rural development.
  - Established Country Fora have influenced government policy in the respective countries
  - High potential to get involved in policy decisions regarding rural and agricultural development
  - Is known by now in Latin America
  - Key actor on RAS in the region
  - Promoting for RAS where all stakeholders can participate in the decisions making process on all levels.
  - The ability to deploy a current discussion on RAS in Latin America and influence policy decisions
  - The Advocacy is improving, but need more of the stakeholder to grow stronger
- Mission, vision, strategy, and plan (9)
  - AFAAS projects and promotes the continental vision on agricultural development and the role of RAS.
  - Clear strategic direction RAS being an issue there is a needed intervention
  - Common vision in diversity.
  - Have a workplan
  - It has clear mission and objectives
  - PIRAS has a regional extension strategy which provides the vision and priority areas of work over the next 5 years.
  - Providing a new vision for the traditional Agriculture Extension services.
  - The mission and vision of the network is clearly understood by its stakeholders
  - The vision and mission is good
- Leadership commitment (8)
  - Availability of stakeholders
  - Commitment of leaders
  - Committed leadership
  - Committed team
  - Determination and commitment to serve.
  - Has committed leadership with a vision to see RAS taken to greater heights in Malawi
  - Leadership
  - The devotion to NIFAAS and perseverance by Prof Tunji Arokoyo, the Secretary General
- Organisational leadership (6)
  - Board is representative of the private and public sectors
  - Commitment by the Board to establish a network
  - Led by strong team from leadership institutions and with ample experience in RAS

- members are professionals with a lot of experience in RAS and draw from a wide range of institutions
  - Qualifies interim personnel
  - Quality of skilled leadership among members
- Communication (6)
  - Ability to effectively communicate to members and others on RAS issues
  - Communicating well with members
  - Communication and targeted audience.
  - Communication professionalism
  - It is a process of communication among various participants.
  - Timely communication of event to enable participating members plan timely and accordingly.
- Commitment (5)
  - Committed membership
  - Core group of committed people (RAS professionals) from across the region
  - Have a group of committed people
  - The conviction of those involved that the network can contribute to the improvement of RAS
  - Well established with committed members
- Professionalisation (5)
  - Interest and commitment to professionalisation
  - It has successfully mobilised RAS professionals across Africa
  - It promotes RAS professionalisation
  - Learning and enhancing professionalisation
  - Passion to professionalisation of RAS
- Events (5)
  - Ability to organise annual events such as Extension week
  - Annual extension week is an opportunity to exchange
  - Mobilises resources for its events
  - Sharing best experiences among countries during the extension week held in different countries.
  - The annual events.
- Need from community (5)
  - Carrying a flag of extension in agriculture which is still a virgin area
  - Demand for agricultural information high
  - Relevance of the network
  - Technology dissemination is a key driver to agricultural development in this region and in Kenya in particular.
  - This kind of networking is good for our farmers in many ways but our Kenya branch needs to move faster.
- Teamwork (5)
  - Great unity among participants
  - Human teamwork that is qualified by experience and vocational interest.
  - Internal teamwork, members know each other, there is empathy.
  - Teamwork
  - The network has been able to work well together.
- Coordination (5)

- A central platform where PIRAS member and affiliates are associated to.
- Good coordination
- Linkages across regional countries
- Similar regional agri-societies
- Unifying member state Extension services
- Capacity building (4)
  - Providing opportunities for professional growth
  - Strengthening of participants.
  - Strengthening of West African countries capacity on RAS
  - Training
- Focal persons (3)
  - Focal Person in several countries
  - National representation through country forum champions
  - The network Focal Person engagement
- Responsive (2)
  - Also response is quick
  - Reaching the community for those that don't have network access
- Results (2)
  - Organisational functioning of networking, knowledge management, ICT use professionalisation and advocacy
  - Results and projects realised
- Representation (2)
  - It has members from several Latin American countries.
  - Participation of the most important institutions in Latin America.
- Creativity and innovation (2)
  - Creativity
  - If we use AFAAS virtual platform we can share knowledge and invite stakeholders, policy makers, farmers to visit the AFAAS website.
- Organisational maturity (2)
  - The network organised in the 2012 workshop for RAS tools and strategies harmonisation, in 2015 the formalisation workshop
  - Well established forum
- Motivation (2)
  - Current members show strong interest to work to make network more recognisable and impactful
  - Highly motivated
- Champions (1)
  - Champions available
- Recruitment (1)
  - great interest in adding other participants.
- Capacity (1)
  - Excellent capacity
- Meetings and activities (1)
  - The democratic and open form of participation in the activities and meetings
- Sharing knowledge (1)
  - Shares knowledge and ideas
- Resources (1)

- Adequate staff
- Positive (1)
  - Members have a positive attitude towards the network.
- Board (1)
  - Steering Committee
- Gender Equality (1)
  - Promotes gender equality
- Secretariat (1)
  - Executive Secretariat

Weaknesses

- Funding (90)
  - Inadequate funding (5)
  - Lack of funding (5)
  - Poor funding (4)
  - Insufficient funding (3)
  - Weak funding base (2)
  - Ability to get more funding to support the activities as per the strategic plan has led to some of the activities being left out or unimplemented.
  - Access to funds that allow sustainability to finance.
  - Adequate sourcing of funding
  - Adequate sustainable economic model
  - AFAAS lacks financial sustainability and capacity to effectively mobilise resources.
  - Budget support for rural development
  - Capacity is limited and funding from the government.
  - Currently there are no funds except the seed money given by AFAAS to promote the country forum.
  - Does not have funding support
  - Does not yet have a sustainable source of funding
  - Established country fora need funds to coordinate
  - Few resources
  - Finance
  - Financial contribution of Caribbean countries
  - Financing
  - Financing is also limited to expose the Board and Executive Committee
  - Financing management
  - Funding
  - Funding
  - Funding (no money/funds)
  - Funding is low.
  - Funding support to implement planned programmes since Govt. budget support is not regular.
  - Funds mobilisation is a challenge.
  - I'm not sure that there are sufficient funds available to support RAS despite its importance.
  - Inadequate funding hence inadequate financial support to sub-regional and national fora
  - Inadequate funds

- Insufficient funding for knowledge management activities and also for advocacy activities.
- Insufficient funding for network operation
- Insufficient funds
- Insufficient funds to support advocacy activities
- Its low development and problems of resources for its perennation
- Lack of /limited funding for carrying out initial critical processes that will help to stabilise the network
- Lack of /limited funding for carrying out initial critical processes that will help to stabilise the network as well as securing the needed buy-in by all potential stakeholders and sustaining the interest of the few that may be involved.
- Lack of appropriate funding results in failed implementation
- Lack of enough funding to partial implementation of the strategic plan 2011-15
- Lack of financial resources that bring sustainability, continuance of time, and autonomy.
- Lack of financial sustainability.
- lack of financing.
- Lack of fund which inhibits operational activities.
- Lack of self-funding to support and finance some key activities
- Lack of sustainable funding
- Lacks financial support to fulfil its objectives
- Lacks funding
- Late release of support compounded by new forex policies.
- Limited funding
- Limited funds
- Little or no resources to implement programs/plans.
- Low funding
- Low funding levels
- Mobilising adequate funding for all its planned activities
- Needs funding
- No budget mobilised
- No financial means to establish a forum in Francophone countries (pas des moyens finances pour que forum puisse ben s'établir dans les pays francophones)
- No funding to support actions, membership fees are no yet applied
- No funds for any activities to establish sub-regional meetings.
- No seed funding to start with
- No solid funding or sense of how RELASER should be supported
- No sustainable funding
- RESCAR-AOC weaknesses lie in the lack of funding
- Shortage of funds
- Sustainability plan realisation
- Sustainable and transparent funding mechanisms are yet to be identified and utilised

- The financing is done by each institution which sometimes hinders the creation of activities
- The institution has very low level of funding
- The lack of funding that allows it to deploy actions throughout the year
- The most limiting factor is funding
- The workplan was not founded
- There are no sources of financing to allow development of services in the network or the national forums.
- They need to source additional funds to support the amount of work that needs to be done and being done
- Very little funding to support work.
- We lack the resources to operate.
- Resources (17)
  - Availability of resources (financial and human) inadequate
  - Does not have a Secretariat
  - Does not have an established office
  - human resources
  - Inadequate human and financial resources
  - Inadequate physical resources
  - Inadequate staff
  - Lack of sufficient resources
  - Limited resource mobilisation
  - Little valorisation of human resources
  - Low staff establishment
  - Resource mobilisation to support Implementation of priority areas
  - Secretariat needs more staffing
  - Staffing is a concern in that there are few people managing all the available jobs and therefore there is a tendency to be a 'jack of all trades and master of none'
  - The financial and human resources (les ressources humaines et financières)
  - We need to have an office and some equipment and staff to start functioning for the purpose PIRAS was created
  - Weakness is basically resource mobilisation but members are working on improving.
- Communication challenges (16)
  - Communication
  - Communication – difficult to get people to respond in timely manner
  - Communication down to the grassroots levels.
  - Communication to members needs improvement – frequency
  - Delay responses on correspondences circulated.
  - Efficient communication network for meetings.
  - Ineffective communication
  - Language barrier.
  - More consideration for countries where English language is not the most dominant
  - Not using other working languages besides English
  - Poor production of documents in other languages
  - Predominance of the English language among the employees

- There is a communication problem and francophone countries in central Africa are good examples, we want this attention from AFAAS
- There needs to be well established principle that helps stakeholders understand how information flows through a social network
- Unavailability of tailor made messages to farmers in specific circumstances
- Weak in communication and provision of support to building regional and country fora.
- Institutionalisation of organisation (11)
  - As an evolving network, finding its feet.
  - Institutionalisation
  - Lack of governance structures
  - Lack of institutionalism.
  - MaFAAS has not yet been registered despite getting the approval to use the protected name 'Malawi' from the office of president and cabinet. This limits the legal recognition of MaFAAS and it further hampers MaFAAS' ability to mobilise funds from willing donors.
  - Needs to be registered
  - Non registration of NIFAAS for effective operations
  - Not registered as a professional network
  - Organisation and governance issues
  - Secretariat is not yet established
  - The time lag in registration has negatively affected operations
- Secretariat (9)
  - Administrative staff capacity
  - full time staff
  - Lack of consistent administrative help
  - Lack of dedicated/full time staff
  - Lack of full time staff
  - No personnel
  - Shortage of administrative staff
  - Staffing to support Secretariat functions
  - Very few number of workers at the Secretariat –just three to carter for the need of the network.
- Organisational maturity (7)
  - It is a young body less than a year old so it has yet to be active as a body.
  - Need to meet frequently
  - Network now being developed
  - Network still at formative stage and got registered in 2016.
  - Not yet functional so hard to say
  - The fora is still at the point of mobilising members to embrace the true spirit of one network for the entire country.
  - The institution is still very new
- Advocacy (7)
  - Advocacy at the national level is dependent a lot on the Country's capacity and support to PIRAS activities
  - Low capacity for advocacy in countries

- Members can not commit contributions to the countries they represent. It is necessary to have greater incidence as RELASER in the countries and the public policies.
- Poor state of some agri-support services, which obviously are outside the domain to effect. The capacity may improve with better advocacy agenda.
- The lack of real incidence in public policies
- There are not resources to make and gain more products to allow political participation. We don't achieve this objective.
- Weak communication with grassroots organisations
- Recruitment (6)
  - Inability to have a very good grassroots base.
  - Increase diversity
  - Membership recruitment at the initial stages and not well established
  - Most of the members are extension actors, some value chain actors seem not to participate i.e. research doesn't seem interested in rural advisory services-challenge is to motivate such kind of actors.
  - Relatively young, many potential members not yet in the fold
  - Yet to mobilise adequate members
- Policy support (6)
  - absence of legislated agricultural extension policy in the country
  - country fora success depends on the political will of the leaders
  - Lack of well-defined agricultural extension policy in Nigeria
  - Needs political support
  - Political support in countries
  - Political will
- Organisational inaction (6)
  - It needs more call power and be much more dynamic-proactive. They are still the same actors or authorities involved. They need to have more inclusion from other countries to regain relevance. It should be a more dynamic and inclusive network, with greater contacts and advocacy.
  - Lack of follow-up.
  - Slow in pickup activities (financially handicapped?)
  - Slow take off
  - The participants do not use the network to create public politics.
  - We need to talk less about the proposals, and do more.
- Participation (5)
  - A few Board members are thus far actively involved and many are not using or regular users of internet and social media.
  - Diversity of RAS actors at country levels
  - Engaging and commitment from members
  - Little participation of the members of the SE.

- There is a lack of prominence among members of the network.
- Events (5)
  - Difficulty in getting members together without sponsorship. The country is too large, and it is not possible to come together to meet as needed.
  - Excluding North Africa region from all activities but the AFAAS yearly meeting.
  - no regular meetings among the members and Board
  - Not meeting frequently.
  - Weak organisation of Board meetings in rotating form
- Country Fora and Sub-Regional Networks (5)
  - Failure to get Country Fora working for the expansion of the organisation
  - Limited involvement of countries in the network
  - Many Country fora are not functioning well
  - The establishment of Country Fora where AFAAS operates has been slow and tentative thus not enabling AFAAS to harness the full potential
  - The utility of the network is not well received by country
- Monitoring and evaluation (4)
  - Failure to assess impact on the final beneficiaries (the farmers)
  - Lack of close monitoring due to lack of funding
  - Lack of evidence based indicators to guide the activities.
  - We don't gather the results or use them in the annual revisions of the network as elements of work to keep building knowledge.
- Capacity building (4)
  - Capacity development, institutional development
  - Low capacity
  - Low level of funding to support capacity needs of member
  - Strengthen the presence of ATER professionals in the Network, as well as actors that do not come from the agricultural world, such as education, leadership, entrepreneurship and innovation.
- Lack of focus (4)
  - Failure to focus on country and communicate priorities
  - Members not too clear on some matters
  - Not well organised
  - There is a need to develop and strengthen the institution and introduce the fora to all potential networks (private and public)
- Structure (4)
  - The low use of subsidiarity
  - The network remains loose with little legal binding among the actors which is challenging to coordination and implementation of joint activities. The spatially scattered membership demands use of virtual means for interaction which many front line extension personnel
  - Trickling down to the ground
  - Very few West African staff

- Commitment (3)
  - Lack or poor commitment of members
  - Members lack time to commit to make the network meet its goals in a timely fashion
  - Poor commitment of most members and few champions.
- Expertise (3)
  - expertise on specific fields of the region
  - Limited experts in the area of Extension
  - There's still lack of understanding on how to link research, extension and knowledge management.
- Results (3)
  - Few projects
  - Inadequate evidence of impact
  - Insufficient functioning
- Coordination (3)
  - District level and lower level Extension workers still not reached
  - Does not clearly link with existing lower level structures
  - weak creation of consensus
- Communication (3)
  - Communication
  - Efficient communication
  - Little communication
- Uptake (3)
  - Inadequate ability to push/entice players/stakeholders to use ICT tools for agricultural extension
  - Low usage of improved tech and especially ICT in some countries
  - The low level of technology (ICT) development and uptake in Africa by many RAS stakeholders
- Increase sensitisation (3)
  - I believe a lot of our people are still not fully aware of its activities and rely on their own local knowledge of how to do things rather than get connected to a larger family of professionals.
  - Still to make itself known more by stakeholders
  - The little promotion of the network at the level of other actors
- Mission, vision, strategy, and plan (3)
  - Absence of a strategy for growth.
  - Delayed development of new strategy
  - Work programming not completed
- Need from community (2)
  - Reaching community who don't have network access
  - Unlike the research bodies, the RAS platforms are not yet well articulated at the grassroots level
- Policy interference (2)
  - Current conflict between national and county governments defers pro-active engagement that would boost RAS activities
  - Political interferences
- Recognition (2)
  - Lacks recognition from some sections of non-state actors
  - Presence at national level

- Network abilities (2)
  - Capacity building
  - Management of processes and opportunities for relationships.
- Support from stakeholders (2)
  - Harmonisation of advisory services in the county and embraced by all the counties
  - Support at global level
- Champions (2)
  - Champions without incentives like basic payment
  - Limited ability to recognise Extension champions
- Lack of coordination within RAS (2)
  - Possibility for duplication of services
  - The RAS providers are uncoordinated, fragmented which is further complicated by devolution/decentralisation of the services to autonomous groups.
- Organisational leadership (2)
  - Clear leadership and effective management
  - It's a very young organisation
- Engage with stakeholders (2)
  - No steering committee to drive the initial process of the network.
  - Securing effective buy-in by all potential stakeholders and sustaining the interest of the few that may be involved.
- External support (2)
  - General poor infrastructural facilities which hinder communication, efficiency etc.
  - Socio-economic environment of the NIFAAS is challenging
- Source of information (1)
  - Lack of information
- Meetings and activities (1)
  - Unable to meet often
- Website (1)
  - No Website
- Physical barriers (1)
  - geographical distance between members
- Sharing knowledge (1)
  - To organise efficient discussion and exchange of information.
- Resource allocation (1)
  - Coordination & sharing of resources
- ICT (1)
  - The absence of virtual forums between the members of the network that are relevant in the same platform of the Network and not peripherally
- Clarify roles (1)
  - Focus may be limited to extension managers and leaders instead of field agents/workers
- Connectivity (1)
  - Communication – difficulty with Skype/web meeting connections
- Professionalisation (1)
  - Non-professionalisation of RAS

- Knowledge management (1)
  - Knowledge management
- None (1)
  - No weakness. PIRAS is a sharing of ideas community base

What should be done to improve

- Funding (57)
  - Funding (2)
  - More funding (2)
  - Seek funding (2)
  - Access funding
  - Access to funding
  - Additional funding support and sources
  - Additional funding to improve coverage, participation and networking.
  - Adequate financial support
  - Adequate funding support.
  - Adequate funding to promote the organisation in all corners of the country
  - Amplify the financial availability
  - Broaden funding sources
  - Complete and implement fund raising and sustainability strategy
  - Develop a longer-term financing project
  - Devise methods of raising funds for operational purposes.
  - Financial assistance to hire qualified human resources. The assistance to be short-term until the network have solid financial base.
  - Find funding for the network: operation, capacity-building, etc.
  - Find greater political and economic support.
  - Funding for CAEPNet activities.
  - Funding is going to be a challenge.
  - Funding support
  - Fundraising/funding support
  - funds raising
  - Good funding support
  - Identify sources for financing.
  - Improve the network's funding
  - Increase funding
  - Increase funds
  - Increased funding for national activities
  - Initiate some model with financing where you can exchange experiences and methodologies among technicians
  - It should have a standing capital to start programme implementation in advance of funding from Govt.
  - Make financing available
  - Managing finances
  - Membership payment.
  - Mobilise more financial resources

- More funding will help the network reach out to a larger clientele.
- More funding, AFAAS and RESCAR should contribute more to NIFAAS
- Need for adequate funding to mobilise stakeholders effectively.
- Need to actively source for more funding
- Need to get funding support through contributions from member countries or solicit support from donor agencies.
- Network should develop and execute a fundraising plan
- Proper funding
- Provide frequent and continuous funds to support implementation of activities
- Raise more funds
- Request annual meeting of member governments to increase the share of budget
- Secure appropriate funding to support the country forum operations
- Solicit for funding to enable employment and implementation of agenda.
- Source adequate funding to manage operations
- Sufficient funding to support an organisation that is contributing to the continental poverty alleviation an RAS in both urban and rural regions.
- Support is needed financially to enable the network function effectively.
- Support RESCAR by funding the workplan
- the network must have the financial means (Nous souhaitons que le réseau doit être doté des moyens financiers)
- The sourcing of more funds
- Fund management
- Capacity building (23)
  - Build capacities for resources mobilisation
  - Build capacity in which country fora perform
  - Build capacity on resources/funds mobilisation
  - Capacity building for the MaFAAS Secretariat and Executive Committee.
  - Capacity building in usage are essential.
  - Capacity building of members in area of need after a good skill gap analysis will suffice.
  - Capacity building of the officers
  - Capacity strengthening
  - Country fora Secretariats should be strengthened
  - Develop capacity of RAS providers
  - Empower the Network through articulation with its community through financed projects that allow visibility its importance.
  - Establish/develop strong capacity for resource mobilisation
  - Greater capacity at country forum level
  - Improve human resource capacity
  - Increase the capacity for resource mobilisation
  - Let's give the network time to grow.
- More capacity-building
- More committee strengthening
- Need for training needs assessment to identify the gaps and build capacity on the same
- Need greater development of country forum system
- Strengthening one another.
- Strong capacity development for network officers and members
- Training of management staff to start delivering the benefits to the network members and advocacy.
- Advocacy (18)
  - A lot of advocacy to make it a national institution – target 3 years
  - Advocacy
  - Advocacy policy
  - Advocate for the network in the West African countries
  - Aggressive advocacy to all stakeholders
  - Improving the financial base to carry out advocacy visits/ interactions especially the political class.
  - Intensify advocacy activities for a robust agricultural extension policy
  - Leadership to be trained to take advocacy to a higher level.
  - More advocacy
  - More lobby and advocacy for RAS support globally
  - More vigorous advocacy
  - Outreach and advocacy on PIRAS work and needs
  - Policy document integrating it into country action plan
  - Robust advocacy
  - Serious advocacy
  - Strategic engagement with policy/decision makers
  - There should be an outreach plan to support the network and its initiatives.
  - try to influence more in the public decision-making
- Recruitment (15)
  - 'Recruit' members for a more robust network
  - Country fora – should do more mobilisation for grassroots extension agents to be part of the network
  - Establish linkages with grassroots producers
  - Increase new relationships
  - Mobilisation of members and other critical stakeholders in RAS and Government.
  - Mobilisation of resources, recruit more members to the forum and starting of various activities.
  - Mobilise more members
  - More private sector involvement to broaden membership base.
  - Persevere in expanding the call to actors in the fields of education, leadership, entrepreneurship and innovation.
  - Promote at the level of public institutions the participation as a member the forum of key players and decision-making power of each institution
  - Recruit more members to join and participate in the platform.

- recruitment
- Recruitment of members
- Set a target to increase number of members to join the network annually
- There needs to be greater participation in the network.
- Institutionalisation of organisation (12)
    - Approve the constitution and procedure manuals of the network.
    - Be more present with all people that compose the network.
    - Finalise processes of legal mandate through registration
    - institutionalisation
    - MaFAAS should be registered as a Trust.
    - Needs to develop business model for sustainability
    - Register network and establish membership
    - Registration process should be completed
    - Search institutionalism that gives greater formality and financial sustainment.
    - Strengthen the legal structure of the network.
    - Strengthen their economic and organisational bases with institutions and methodology to strengthen the networks- for example, ITC.
    - To set up governance structure
- Communication (12)
    - AFAAS Network should be accessible in English, French (AU official languages)
    - Communicate in other languages in this case the French
    - Communication to and from all levels of RAS.
    - Constant and effective communication
    - Enhance communication through the media, promoting actions conducted with member governments, and donors
    - Improve communication
    - Improve communication processes
    - Improve communication.
    - Internal and external communication
    - Make publication in French
    - Using Arabic language in the publications and on the website can attract millions of farmers, growers and stockholders to be part of the network. As North Africa Representative, I never got any Arabic, English nor French publications at all when I asked several times to send me some of them.
    - We want Francophones to feel included by AFAAS
- Secretariat (12)
    - Access to funding to employ more staff at the Secretariat and undertake Capacity building in areas where the network is not strong
    - Administrative Secretariat funding
    - Approve the appointment of the Executive Secretary
    - Designated administrative staff
    - Engage personnel for Secretariat
    - Establish a permanent Secretariat

- Establish a Secretariat, even if with one or two officers to respond and follow up issues from the network events as well as action issues from the network members
- Establish Secretariat
- Funds to strengthen administration
- Needs financial support to set up a Secretariat
- recruit full time dedicated staff
- To set management structures such as a Secretariat
- Increase sensitisation (11)
    - Be more well known among territories.
    - Board chair to travel to member countries to undertake advocacy and to meet members and stakeholders and to provide other assistance to national entities.
    - Conduct sensitisation session for current and potential members across the country and establish chapters in each of the 47 counties in Kenya.
    - Massive creation of awareness among different key stakeholders of the mission and mandate of the network
    - More awareness/advocacy on its existence in my country. We have made reminders and rounds of awareness but the takers are still less than anticipated.
    - PIRAS was just established and it has to do some awareness and marketing to make itself visible and start some activities for the benefit of the members
    - sensitisation of potential members
    - Sensitisation of stakeholders particularly potential funding agencies as well as target clients
    - Sensitise all stakeholders benefit
    - Strengthen the KeFAAS network and local partnerships
    - to expand the need for extension
- Country Fora and Sub-Regional Networks (9)
    - Define activities with concrete actions from the national forums.
    - make the country fora more active
    - Need to encourage the establishment of regional networks such as RESCAR – AOC and to help them to function effectively.
    - Strengthen and magnify national forums
    - Strengthen capacity of national forums.
    - Support development of regional and country fora
    - Support different national Forum
    - Support to sub-regional and country fora
    - Work on country fora programmes
- Policy support (8)
    - Agricultural extension policy should be in place.
    - Get endorsement from Pacific Ministers meeting for political support.
    - Government support
    - Introduce the idea to policy makers that it becomes part and parcel of the development process.
    - Legislative backing
    - Policy backup
    - Support from participating countries at high levels

- There is the need for support from government and other stakeholders in advisory services
- Resources (7)
  - Additional staff and skill set
  - Have representatives (paid employee) in each county
  - Now is mobilise resources. Strategy is good and doable and PIRAS can make a difference if resources are available.
  - provide incentive on point of contact around the region to strengthen the network
  - provision of scholarship to specific needs of the PIRAS network
  - Tangible strategies for resource mobilisation both at regional and national levels
  - To establish an office
- Source of information (7)
  - Enhanced visibility through improved and increased technology generation through farmer participatory research and knowledge dissemination
  - Ensuring the structure allows for the information to reach the farmer. Working on the ground groups.
  - More effort in sharing, learning, and knowledge system
  - Needs to improve the network support for information exchange and communication.
  - Post relevant messages that are easily adoptable
  - Success stories haven't been generated to help with proposals.
  - Tools to do our work (policy paper formats, etc.)
- Implement plans (7)
  - Actualisation of the strategic plan
  - Design and implement comprehensive Continental or regional RAS focused projects that enhance mutual learning
  - Ensure sustainability and avoid duplication of services
  - Implement in each country a pilot project
  - Just start the forum and draw lessons
  - Need to mobilise funds to support organisation
  - The network should move from a formative stage to recruit members and implement
- Recognition (6)
  - Funds permitting, scale up awareness across Africa
  - Further involvement of all concerned actors in decision making processes
  - Greater exposure at a continental level and being able to articulate the benefits that could flow to member and participating countries.
  - Its recognition through ECOWAS and ECCAS. This will facilitate financial support to the network.
  - Provide fund to NIFAAS to for its proposals and for awareness campaign to reach the agricultural communities.
  - The network needs more visibility

- ICT (6)
  - AFAAS Network should be linked with country mobile Network
  - Better deployment of ICTs
  - Fund technology (ICT) uptake so that information is easily disseminated
  - Identify more compatible ICT tools for extension
  - Invest in ICT capacities and tools for extension workers.
  - Production of radio and possibly television programs to SELL the vision and mission statements. Not only to be seen but also heard in all nooks and corners of the country.
- Mission, vision, strategy, and plan (5)
  - Create a strategy along with the resources.
  - Develop a three or five-year strategy
  - Reorient with a strategic plan that will define the resources and services.
  - Rethinking the vision and mission.
  - Validate strategic plans and the operational program of the Network
- Knowledge management (5)
  - Ensure that there's knowledge exchange. PIRAS should continue to network offline and online and the way they operate or learn from success stories and also failures.
  - Have a media plan that helps you better visualise the work and results of RELASER, as well as the objectives and mission they have.
  - Improve knowledge management and sharing
  - Information is lacking; no knowledge management at the network level
  - Knowledge management structure
- Sharing knowledge (4)
  - Deepening and enhancing knowledge-sharing spaces (improving intra and inter-knowledge management).
  - Greater space for discussion and planning, and technical support.
  - Promote activities to exchange information.
  - To improve the growth of knowledge
- Professionalisation (4)
  - Capacity building for professionalisation.
  - Involve parliamentarians to elevate laws for the professionalisation of agriculture council
  - Penetration of policymakers to legislate the professionalisation.
  - Provide standard training for AEAS delivery and establishing transparent process in NIFAAS that could attract different stakeholders to the platform and soliciting for a buy in by relevant societies and agencies
- Resource allocation (4)
  - Distribute the whole budget on the different activities around the regions and among all countries and according to the population density.
  - Equality when dealing with the sub regions.

- I believe the funds should reach the sub-networks more, rather than the administration.
- More efforts and funds should be directed in supporting the establishment and strengthening Country Fora.

- Meetings and activities (3)
  - Begin to actively work on the ground (i.e. establish country fora, engaging stakeholders, etc.)
  - More regular meetings of Directors
  - Regularly scheduled meetings
- Participation (3)
  - Dedicated and active memberships
  - Expand the participation in the decision-making process.
  - Mobilisation of varied members from value chains.
- Events (3)
  - Ensure at least an annual conference not only ICTs.
  - Organise more workshops
  - Organisational meetings decentralised
- Champions (3)
  - Budget to pay champion incentives to motivate them
  - Continuing to identified real champions in country and engaged local network to CAADP implementation process at country level
  - Recognise champions
- Monitoring and evaluation (3)
  - Improve transparency and increase participation/engagement of network members in planning, implementation and feedback
  - This organisational review is a good step
  - To review in a critical and analytical manner what was obtained in the meetings.
- Organisational inaction (3)
  - It needs more call power and be much more dynamic-proactive. They are still the same actors or authorities involved. They need to have more inclusion from other countries to regain relevance. It should be a more dynamic and inclusive network, with greater contacts and advocacy.
  - More pro-activeness
  - Need to address the weaknesses identified
- Focal persons (2)
  - Creating effective and efficient country representatives
  - Officially appoint some country forum focal person or contact person to give them authority to act as country contact person. This will facilitate the presentation of RESCAR and its mission and vision.
- Develop plans (2)
  - Develop resource mobilisation strategy
  - Develop sustainable resource mobilisation strategy
- Network abilities (2)
  - Continuous and effective networking
  - Linking member with group network system
- Engage with stakeholders (2)

- Accept the official subsidiarity with different partners
- Go to the counties where the farmers are
- Expertise (2)
  - Rent farming advice
  - Train players to be experts

- Positive (2)
  - CAEPNet members are systematically working to improve the organisations
  - The network is improving, steps being taken to improve the network.
- Coordination (2)
  - Improve on network coordination
  - Proper coordination of activities at the ground level
- Improve communication (2)
  - Develop a communication strategic plan
  - Develop communication strategy
- Organisational leadership (2)
  - Greater executive dedication
  - Need to develop and put a Secretariat/staff that will promote the fora
- Structure (1)
  - Improving subsidiarity
- Connectivity (1)
  - Reliable connection for network meetings
- Website (1)
  - have a specific website (avoir un site web spécifique)
- Clarify roles (1)
  - Joint messaging on fora roles and responsibilities in the region
- Board (1)
  - Approve the members of the Steering Committee
- Support from stakeholders (1)
  - Membership needs to be re-energised to maintain interest in development agencies, government, and RAS beneficiaries even as strong governance culture is established
- Need from community (1)
  - Establish off line access or other means may be printed media
- Encourage innovation (1)
  - Encourage and reward innovations in RAS
- Organisational maturity (1)
  - Currently the PIRAS network is still new, thus have not come across any hiccups yet
- None (1)
  - Exceptional, none needed

Additional feedback or insights

- Positive (20)
  - A good initiative and all efforts should be made to ensure success.
  - At long last a working network of Pacific country extension/advisory is established.
  - CAEPNet network can be an asset to the Caribbean and helping to develop the agricultural sector.
  - Currently well placed.
  - Excellent network for supporting the work of RAS in the Caribbean.
  - Great potential for Extension advisory services to advance, good network for sharing, development and empowerment, developing capacities
  - I trust this network and believed we will come out with valuable RAS policy in west and central Africa
  - It has started well and had good intentions about improving agriculture in the Caribbean, but needs to work on the above to make it more effective.
  - It is unique in its nature and recognised by different institutions.
  - MaFAAS has started on a good note and promises to be a good channel going forward
  - MaFAAS is an institution that can have influence to bring sanity in the manner extension and advisory services are provided by supporting the public sector – extension department on issues of quality issues and registration
  - PIRAS has started well with good vision, mission, goal and good strategic plans
  - RELASER is an opportunity that we should not miss.
  - So far satisfied but it can do better.
  - So far so good for an organisation that has recently being revived with very little funding support and voluntary committee members, it is only thriving because of the sense of ownership and the heart that all have for the organisation.
  - Thanks for the opportunity to interact with Caribbean Extension providers
  - Thanks to GFRAS and UWI for the work done so far.
  - The experience generated with the exchange of knowledge, customs and cultures is very enriching and facilitates the transmission of methodologies and tools that contribute to the strengthening of the Network and RAS in general
  - The network has potential that has not been explored in its entirety.
  - The PIRAS network is a good platform to share knowledge and experiences which can be transferred to our Rural Communities.
- Funding (11)
  - A stable source of funding must be established for sustainability of this network.
  - AFAAS is encouraged to go everywhere and look for funds to improve services for forum countries
  - Establishing/strengthening new methods and systems takes time and resources – thus greater support system needed.
  - Funding limitation is a major obstacle.
  - MaFAAS requires financial support to establish its Secretariat and activities whilst waiting for the registration process which will take some time due to bureaucracy
  - Needs more support to fully launch its activities.
  - Stronger reach to the donor community.
  - Sustainability of the network beyond external funding needs to be addressed from the onset.
  - There is a need to motivate, support and encourage KeFAAS support staff and provide additional funding to implement the plans envisaged in the strategic plan.
  - Very excellent network, contributing a lot to agricultural extension but need more funds
  - Very good program, but required adequate funding
- Country Fora and Sub-Regional Networks (7)
  - Make more connections or virtual events between the national forums to better find their presence in the region.
  - AFAAS: country forum model needs to be analysed and improved since most of the other network are now using the same concept. Generally, RAS networks play a critical role in using the RAS in clientele demand oriented and relevant.
  - country forum model has proven to be the best model to coordinate the respective countries and have a governmental voice.
  - Need to strengthen country support and have clear-doable activities
  - Support regional networks is like FARA
  - The forums are in process of construction and consolidation. They are not sustainable organisations just yet. They are sustained by the empathy and friendship of their members. But, they are not ready to be a formal network.
  - We suggest that the network has members residing in central and western Africa and that a forum is set up in each country (Nous suggérons que e réseau soit doté des membres résidant en afrique du centre et l'ouest et le tournoi soit aussi dans chaque pays)
- Capacity building (7)
  - AFAAS is well recognised in Africa and it should now focus on strengthening grassroots institutions up to a Country Fora level including sharing best practices.
  - capacity-building of members on best practices in RAS
  - If AFAAS gets enough funding it will be able to recruit regional staff to hold on and conduct capacity-building and monitoring.
  - RESCAR-AOC is quite young but it is an emerging network with a lot of enthusiasm, but its capacities (staffing;

- managerial; financing; advocacy; monitoring, evaluation, and learning) need to be strengthened
- The organisation is still in its formative stage and needs support in organisational development
- There is a need to support the fora still at infantile stage with resources to build capacity of the overall structure and county chapters to participate in review and formulation of policies to propagate Rural Advisory Services that will address the need
- To be willing to generate capacities to strengthen RAS
- Institutionalisation of organisation (6)
    - Francophones and anglophones are treated the same level. For example, for this survey it would be useful to send a questionnaire speaking in French!
    - Improvement and enhancement of governance and management structures of AFAAS
    - It works closely with Ministry of Agriculture and that is a good thing. However, MAFAAS needs to find space and fill it in the policy, i.e. in the DAESS, MAFAAS should clearly come in and connect the districts
    - Making a difference at critical/opportune time
    - RESCAR-AOC must quickly put in place its governing bodies.
    - The MaFAAS structure should be clearly defined due to duplications that are evident between the Executive Committee and the Board of Trustees
- Recruitment (5)
    - Greater drive to have more reach to grassroots members through ICT needed.
    - Having many front line extension workers in the network will improve the grassroots reach of the network.
    - I think we need to improve the growth of the network.
    - NIFAAS should give attention to how the private sector could better appreciate and participate in value chain in the rural sector.
    - There are too few people passionately dedicated to the plight of RAS into the future. There has to be a way to minimise the assumption that AFAAS is a 'closed club'. How do we develop the next generation of active participants??
- Monitoring and evaluation (5)
    - AFAAS should conduct studies on topical issues and conditions that could improve or hinder RAS effectiveness. For example: Effects of decentralisation on RAS performance. Effects of liberalisation of markets and effectiveness of RAS in smallholder agriculture. These could inform policy makers
    - Hopeful that the assessment will be very beneficial to RAS in Africa. That tangible results will come out for sustainability.
    - In the national events, take the obtained results and improve and develop them.
    - Spread the results of the participation in the GFRAS.
    - Thanks for the assessment; it is informing to stakeholders.

- Communication (4)
    - Any available channel should be used to communicate
    - Communicate better with the headquarters and the participants.
    - Social network/Communications tools used effectively
    - Yes. Many stakeholders and policy makers of French countries don't use AFAAS Network because of English only
- Other (3)
    - I have a lot of hope that this will be a reliable institution filling in a very important gap
    - The fora provides a good opportunity to bring together extension in the county to share ideas
    - This is my first meeting with this team and I may not have any of the answers needed therefore I will not be of much help.
- Organisational maturity (3)
    - KeFAAS is a very young network, yet to fully develop its systems and structures
    - KeFAAS is in its formative stage. It would be useful to assess it in 2 years. The Board of Management is lucky to be drawing lessons from other country fora and AFAAS.
    - Not at the moment, organisation still very new and at the infant stage.
- Commitment (3)
    - More involvement of the Host Institution in the activities of NIFAAS
    - More serious commitment from members to get involved in activities other than those with external funding support.
    - The academy needs to be more involved in the RELASER network in order for it to function.
- Advocacy (3)
    - Global and regional RAS need to robustly advocate for funding and support by Government and donors especially in developing counties.
    - It is a very important. Platform to a harmonies RAS and make it more vibrant and advocacy
    - There is need for effective mobilisation and advocacy about NIFAAS
- Support from stakeholders (3)
    - Stakeholders have high expectations that MaFAAS should strive to meet
    - support development of regional and country level extension strategy.
    - The network should work closely with both the public and private institutions that deal with Extension both locally and internationally
- ICT (2)
    - AFAAS over relies on ICTs for communication and information dissemination. For communication, it may be understandable because of urgency. But for information dissemination, AFAAS should have its own heavy printing

services so that farmers and professionals whose access to ICTs is limited should have a chance to benefit.

- The network should address the issue of ICT access
- Network abilities (2)
  - Global Forum for Rural Advisory Services (GFRAS), African Forum for Agricultural Advisory Services (AFAAS)
  - Stakeholders should be encouraged to start chapters for wider spread
- Professionalisation (2)
  - Professionalism of advisory service will improve the quality of inputs and services made available to our clientele.
  - Professionalisation of RAS is key to achieving the AFAAS mission.
- Source of information (2)
  - It could also host past and new extension methods, information, and data. Hence become a resource institution for institutions and organisations interested
  - More need to be addressed under advocacy, knowledge management, ICT tools to be used.
- Results (2)
  - Need to come out strong on innovation platforms and be results oriented
  - The network has great potential for having the desired impact.
- External support (2)
  - Continuous capacity-building from AFAAS
  - Receive technical and financial support from AFAAS and GFRAS.
- Coordination (2)
  - NIFAAS could network and act as umbrella body for RAS in Nigeria as well as show the relevance if efforts are made to assist national level to stand through global level support and advocacy.
  - The networking organisations in the agricultural and rural advisory services should go in harmony with the different networks at the African level, globally. To do this it would be important to have a harmonised constitution at all levels and taking into account the specificities of each area. For example, a AFAAS funding for some African countries in West and Central. It would be interesting if during assembly of these projects was associated RESCAR and so on. Sometimes partners encourage confusion by contacting AFAAS and RESCAR and then maintain the confusion under the label of the competition. If the frames of action are defined, the problem is managed. In Mali, there is a beautiful example given by farmers' organisations. CNOP (National Coordination of Peasant Organizations) and AOPP (the Association of Professional Peasant Organizations). The difference is that is AOPP involved in the strategies of dissemination, sharing reconnaissance and CNOP is involved in policies at national and international level. I think this would be a complementarity asset for a

sector that has worked its restructuring at the national, regional, and international level. (Le reseautage des organisations des services de conseil agricole et rural doit aller en harmonie avec les differents reseaux au niveau africain, au niveau mondial. Pour ce faire il serait important d'avoir une constitution harmonisée à tous les niveaux n prenant en compte les specificités de chaque zone. Par exemple, AFAAS a un financement pour certains pays d'afrique de l'Ouest et du Centre. Il serait interessant si au moment du montage de ces projets RESCAR etait associé. ainsi de suite. Il arrive des fois que des partenaires encouragent la confusion en prenant contact AFAAS et RESCAR et entretient la confusion sous le label de la competition. Si les cadres d'intervention sont definies, le problème est gere. Au Mali, il ya un bel exemple donné par es organisations paysannes. La CNOP (Coordination Nationale des Organisations Paysannes) et l'AOPP (l'Association des Organisations professionnelles Paysannes). La difference est que l'AOPP intervient dans les strategies de dissemination, de partage de connaissance, et la CNOP intervient dans les politiques au niveau national et international. Je crois que ceci serait un atout de complementarité pour un secteur qui travaille a sa restructuration au niveau national, regional, et international.)

- Increase sensitisation (2)
  - Networking with smallholder groups at the ground level
  - RELASER has presence in Latin America, however, it has to influence the international organisations. (FAC, IICA, FIDA) and in relevant countries (Brazil) that influence strengthening of other countries.
- Leadership commitment (2)
  - The commitment by the Board to grow KeFAAS is encouraging. With resources to carry out planned activities, the network is set to 'go places'!
  - Very effective network under good leadership.
- Events (1)
  - Funds will help to bring people together
- Resource allocation (1)
  - Good in comparison to other regional networks but could be doing much more with its resources
- Youth (1)
  - Youth network to be developed
- Recognition (1)
  - The network should be supported if we want to see Africa move from where it is now regarding poverty, food security, climate change, etc.
- Resources (1)
  - PIRAS needs an office with facilities to start doing some useful work.
- Connectivity (1)
  - Connectivity to the network in terms of availability of internet connection is a real issue for Pacific Island countries like ours.

- Knowledge management (1)
  - Promote exchange of experiences, the network is not benefiting from its huge human resources
- Promote (1)
  - The need to promote/advocate strongly on RAS/Extension work
- Peer learning (1)
  - Facilitate visits to selected countries where RAS are strong contributors to agricultural development
- Focal persons (1)
  - Review the focal points all must play their role (Revoir les points focaux aui doivent jouer leur role)
- Mission, vision, strategy, and plan (1)
  - I believe if AFAAS would adapt RAS not AAS approach, it will be mobilising the local communities better to achieve the MDGs in a better way.
- None (25)
  - No (13)
  - None (4)
  - N/A (2)
  - Good luck
  - No except from fellow Board members or members of the Executive
  - No, the key is said. Good luck to AFAAS to new victories
  - Not applicable.
  - Not yet
  - Nothing adverse
  - Yes

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