



The Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN)

Terms of Reference for Facilitating the Development of FANRPAN's Organizational Strategic and Business Plans

1. Background

FANRPAN is an autonomous multi-stakeholder driven network that was formally established in 1997 and mandated to work in all African countries to generate and promote independent research evidence to inform food, agriculture, and natural resources (FANR) policies in Africa. FANRPAN was formed in response to a call by Ministers of Agriculture from southern and eastern Africa in 1994¹ to ensure that policies are evidence-based and harmonized so that Africa can be food secure, and free from hunger and poverty. FANRPAN's founders recognized the need for an independent source of policy analysis and advice related to FANR policies. They created FANRPAN to build the region's capacity for policy analysis and dialogue, and to improve policy decision-making by enhancing the generation, exchange, and use of relevant information.



In 2002, FANRPAN formalized its structure and adopted its constitution and by-laws. Since then, the organization has built a thriving multi-tiered network consisting of a regional secretariat in Pretoria, South Africa, and more than 670 members organized into national nodes in 17 African countries (Angola, Benin, Botswana, Democratic Republic of Congo (DRC), Kenya, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Uganda, Zambia, and Zimbabwe). Each node is led by a national secretariat, housed at a respected policy institution that has the ability and credibility to lead the national dialogue on FANR policy issues and engage all relevant stakeholders in the

conversation. The membership network in each country comprises a diverse group of

¹ <http://www.fanrpan.org/about/origins/>

FANR stakeholders, including universities, research institutes, government agencies, farmer organisations, private sector and civil society organizations. FANRPAN is strongly linked to regional economic communities, the African Union, and over 68 global and regional partners (including research, civil society, and NGOs) with whom it has signed formal MOUs.

FANRPAN is currently implementing its third Strategic Plan 2016-2023, whose vision is “*resilient African agriculture and food systems, securing prosperity and health for all*”. Its mission is “*to build resilient food systems across Africa through the creation, implementation and assessment of food, agriculture and natural resources policies that are both evidence-based and developed in partnership with non-state actors*”. The strategic plan was informed by both global and regional frameworks, including The UN Agenda 2030 for Sustainable Development (SDGs), the Paris Agreement and other COP 21 agreements, the African Union Agenda 2063 and the Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods.

The 2016-2023 Strategic Plan has three strategic goals:

- (i) Transformed African agriculture and food systems through the development and implementation of evidence-based policy;
- (ii) Adequate, safe and nutritious food for Africa; and
- (iii) Climate change resilient and resources sustainable food systems in Africa.

Each of the goals is supported by three strategic objectives which are part of the theory of change.

FANRPAN has focused on two primary thematic areas:

- i. **Climate Smart Agriculture (CSA)**, which address the following issues: adaptation, mitigation, resilience, women and youth empowerment, climate financing, and communities of practices.
- ii. **Nutrition-Sensitive Agriculture (NSA)** addresses the following issues: production and income, knowledge and behavior, women and youth empowerment, nutrition financing, and communities of practice.

FANRPAN’s delivery mechanism comprises three mutually supportive thrusts, namely policy research and analysis, capacity strengthening of state and non-state actors, and policy advocacy.

The strategic plan was designed to transform FANRPAN from a respected policy analysis provider into a powerful agent of policy change. In addition to producing high-quality recommendations, FANRPAN is now actively working towards the implementation of better policies. It will evaluate its work based on which of its policy recommendations were implemented and what impact they had in the region.

To accomplish real policy change, FANRPAN is investing in strengthening its network and building the capacity of its members to more comprehensively impact, from

identification of national priorities through broad-based multi-stakeholder dialogue to advocacy for preferred policies. In particular, FANRPAN is working to:

- (i) improve supply of policy-relevant research at research institutions;
- (ii) develop the network's capacity to integrate research findings and stakeholder perspectives to develop viable policy options; and
- (iii) stimulate national discussion about policy priorities and empower a broad cross-section of stakeholders (especially under-represented interests) to participate in the dialogue.

FANRPAN's current strategic plan is ending in 2023. Therefore, FANRPAN would like to develop a new strategic plan and business plan for the period 2023-2030. The overall strategy is to be aligned with the Sustainable Development Goals, Paris Agreement on Climate Change, AU Agenda 2063 and the Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods, among other frameworks.

2. Objectives

FANRPAN is seeking the services of a consultant or consulting firm to facilitate the development of an organizational strategic plan and business plan for the period 2023-2030. This will be achieved through the following specific objectives:

- (i) Review of FANRPAN's current strategic plan (2016-2023);
- (ii) Review of the performance of the strategic plan's thematic programmes and projects;
- (iii) An assessment and analysis of FANRPAN's internal environment, covering the board, regional secretariat and the national nodes;
- (iv) An assessment and analysis of FANRPAN's external environment and consultation of stakeholders at global, regional and national levels with reference to performance of the strategic plan, lessons learnt and focus in the next strategic plan cycle;
- (v) Synthesis of results, identification of strategic opportunities and prioritization of strategic directions;
- (vi) Development of a theory of change and results framework for the strategic plan;
- (vii) Development of a costed business plan, covering the first three years;
- (viii) Drafting and validation of FANRPAN's strategic plan (2023-2030) document and business plan.

3. Scope and Focus of the Assignment

The scope and focus of the assignment is to provide technical, strategic and facilitation support to enable the renewal of FANRPAN'S strategic plan and business plan. After an initial document review, the consulting firm will develop an analytical framework and

work plan to guide the assessment of the performance of the current strategic plan and formulation of the new strategic plan.

The consultant/firm will conduct a thorough but focused assessment of FANRPAN's strengths and weaknesses, as well as external opportunities and threats, with a view to identifying appropriate strategic options for the 2023-2030 operational period. The assessment will include a review of relevant documents, in particular FANRPAN's vision and mission statements, existing strategic plan and key project documents, strategic plans of key development and implementing partner agencies, and related national and international reports and policy position documents. The consultant will use appropriate inclusive approaches to obtain input from FANRPAN's board, management and staff, country nodes and their structures, network members and stakeholders. Such approaches may include use of an online survey, key informant interviews, indepth facilitated discussions using web-based technologies and/or teleconferencing, and a stakeholder meeting, among others.

The use of participatory processes is expected to elicit critical reflection by members and stakeholders. Therefore, the consulting firm will be expected to provide for active and meaningful engagement of FANRPAN members, relevant government representatives and other stakeholders.

It is expected that data will be analyzed using a rigorous and transparent analytical framework, summarized and presented back to FANRPAN to be used in prioritization of strategic directions. A key aspect of the consultancy is preparation for and facilitation of a strategic planning meeting with FANRPAN's board members, regional and national secretariat staff, and representatives of key partners.

4. Qualifications of Consulting Firm

To be considered, the consultant/firm should have demonstrated experience in facilitating strategic and business planning processes, including for not-for-profit organizations.

Prospective consultants are advised to follow the prescribed process in the Call for Proposals.