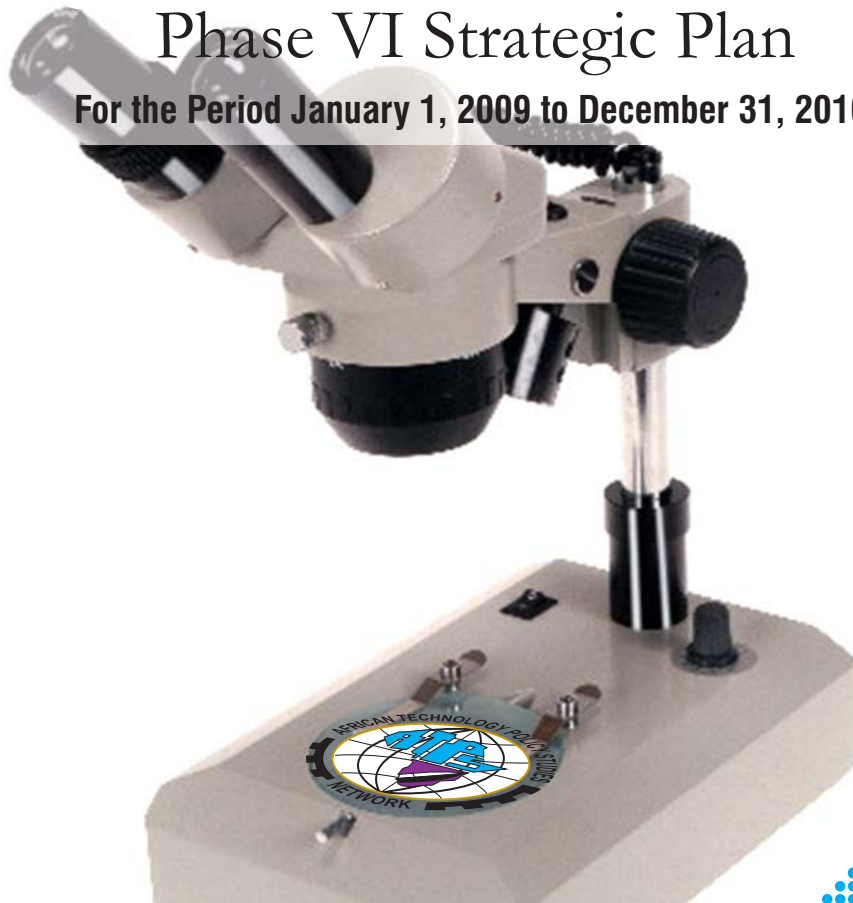


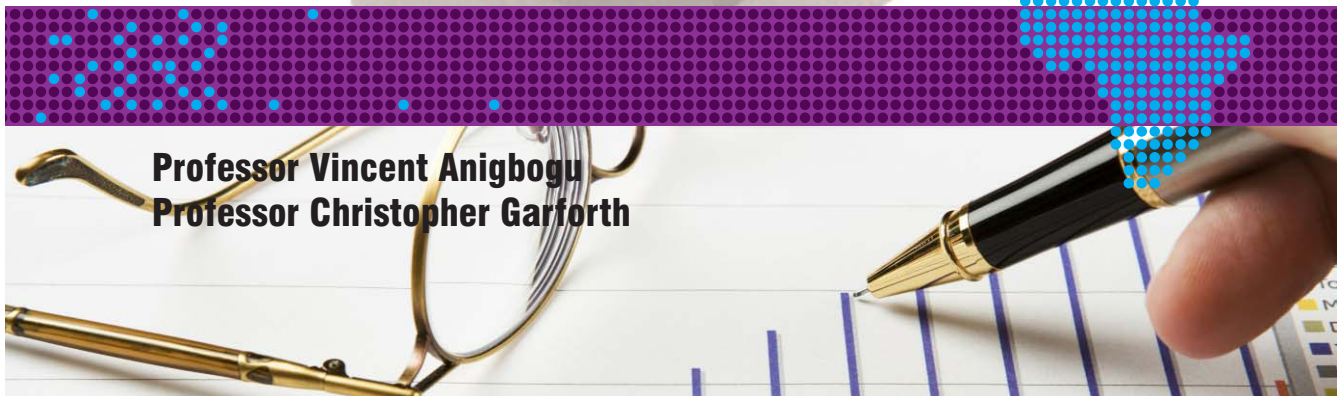


Mid-Term Evaluation of African Technology Policy Studies Network Phase VI Strategic Plan

For the Period January 1, 2009 to December 31, 2010



Professor Vincent Anigbogu
Professor Christopher Garforth



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The African Technology Policy Studies Network (ATPS) is a multi-disciplinary network of researchers, private sector actors and policy makers promoting the generation, dissemination, use and mastery of science, technology and innovation (ST&I) for African development, environmental sustainability and global inclusion. ATPS intends to achieve its mandate through research, capacity building and training, science communication/dissemination and sensitization, participatory multi-stakeholder dialogue, knowledge brokerage, and policy advocacy.



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List of Acronyms

2GU	Second Generation Universities
3GU	Third Generation Universities
AAS	African Academy of Sciences
AAU	Association of African Universities
ACCAI	Africa Climate Change Adaptation Initiative
ACET	African Center for Economic Transformation
ACM	Accounts and Communications Manual
ACP	African, Caribbean and Pacific Group of States
ACPC	Africa Climate Policy Centre
ADEA	Association for the Development of Education in Africa
AFSJ	African Federation of Science Journalists
AGM	Annual General Meeting
AIAE	African Institute of Applied Economics
AID-ME	Academy for International Development-Middle East
ANAFE	African Network for Agro-forestry Education
AoA	Articles of Association
APHRC	African Population and Health Research Centre
ATPS	African Technology Policy Studies Network
AUC	Africa Union Commission
AWFST	African Women Forum for Science and Technology
AYFST	African Youth Forum for Science and Technology
BTA	Biotechnology Trust Africa
CCAA	Climate Change Adaptation for Africa
CCDA	Climate Change Development for Africa
CHEA	(Ministerial) Conference on Higher Education in Agriculture in Africa
CLICT	Center for Law, Information and Converging Technologies
CNR	National Centre for Research (Consiglio Nazionale delle Ricerche)-Italy
COSTECH	Tanzanian Commission for Science and Technology
CSIR	Council for Scientific and Industrial Research
CSP	Climate Sense Program
DDRN	Development Research Network
DFID	Department For International Development
DSTR	Directorate of Science, Technology and Research
ECOSAN	Ecology and SanitationEDExecutive Director
EU	European Union
FANRPAN	Food, Agriculture, Natural Resources Policy Analysis Network
FARA	Forum for Agricultural Research in Africa

FGD	Focus Group Discussion
GMOs	Genetically Modified Organisms
HRPPM	Human Resource Policies and Procedures
ICP	International Cooperation and Partnerships
ICPAC	IGAD Climate Prediction and Applications Centre
ICT(s)	Information and Communication Technology(ies)
IDRC	International Development Research Centre
IGAD	Inter-Governmental Authority on Development
IP	Intellectual Property
IPCC	Intergovernmental Panel for Climate Change
IRP	International Resource Panel
ISAAA	International Service for the Acquisition of Agri-Biotech Applications
ISEE	International Society for Ecological Economics
KPIs	Key Performance Indicators
KTN	Kenya Television Network
LSC	Laboratory for Citizenship Sciences
M&E	Monitoring and Evaluation
MDG(s)	Millennium Development Goal(s)
MESHA	Media for Environment, Science, Health and Agriculture
MEST	Ministry of Environment, Science and Technology
MI	The Macaulay Institute
MIS	Management Information Systems
MoU	Memorandum of Understanding
MP(s)	Member(s) of Parliament
NCCRS	(Kenya) National Climate Change Response Strategy
NCRSC	National Chapters' Regional Steering Committee (Regional Council)
NCST	National Council for Science and Technology
NGO	Non-Governmental Organisation
NOTAP	National Office for Technology Acquisition and Promotion (Nigeria)
NSC(s)	National Steering Committees
NSI	National Systems of Innovation
NTV	Nation Television
NUC	National Universities Commission
OKBPA	Outreach, Knowledge Brokerage and Policy Advocacy
OSF	Open Society Foundation
PanAAC	Pan African Agri-Business Consortium
PME	Program Monitoring and Evaluation
PPES	Participatory Proposal Evaluation System
PSTIF	Parliamentary Science and Technology Information Foundation
PTF	Permission to Travel Form

RCB	Research Capacity Building
REC	Regional Economic Communities
RMRDC	Raw Materials Research and Development Council
RUFORUM	Regional Universities Forum for Capacity Building in Agriculture
RWH	Rain Water Harvesting
SADC	Southern Africa Development Community
SCSD	Science Communication and Stakeholder Dialogue
SEI	Stockholm Environment Institute
SETDEV	Science, Ethics and Technological Responsibilities in Developing and Emerging Countries
SMC	Secretariat Management Committee
SRDA	Scientific Revival Day for Africa
SSA	Sub Saharan Africa
STEPB	Science and Technology Education Post-Basic
STEPS	Social, Technological and Environmental Pathways to Sustainability
STI	Science, Technology and Innovation
STRS	Staff Time Recording SystemT&STraining and Sensitisation
TAC	Technical Advisory Committee
TANAPA	Tanzanian National Parks Authority
TCL	Tender Check List
ToR	Terms of Reference
TV	Television
UCL	University College London
UK	United Kingdom
UK-POST	United Kingdom Parliamentary Office of Science and Technology
UN	United Nations
UNCST	Uganda National Council for Science and TechnologyUNECAUnited Nations Economic Commission for Africa
UNEP	United Nations Environment Program
UNESCO	United Nations Education, Scientific and Cultural Organization
UniBRAIN	Linking Universities Business, and Research and Agricultural iNnovation
UNN	University of Nigeria Nsukka
USA	United States of America
WE CAN	Women Innovation Challenge
WWF-EARPO	World Wide Fund for Nature – Eastern Africa Regional Program Office
Y I CAN	Youth Innovation Challenge
YGE	Youth and Gender Empowerment
ZSL	Zoological Society of London

Executive Summary

Introduction: The African Technology Policy Studies Network (ATPS) is a multi-disciplinary network of researchers, private sector actors, policymakers and the civil society. ATPS has the vision to become the leading international centre of excellence and reference in science, technology and innovation systems research, training and capacity building, communication and sensitization, knowledge brokerage, policy advocacy and outreach in Africa. It has a Regional Secretariat in Nairobi Kenya, and operates through national chapters in 29 countries (including 27 in Africa and two Chapters in the United Kingdom and USA for Africans in the Diaspora) with an expansion plan to cover the entire continent by 2015.

ATPS Phase VI Strategic Plan: The ATPS Phase VI Strategic Plan aims to improve the understanding and functioning of science, technology and innovation (STI) processes and systems to strengthen the learning capacity, social responses, and governance of STI for addressing Africa's development challenges, with a specific focus on the Millennium Development Goals (MDGs). The Phase VI strategic plan focuses on three thematic and three cross-cutting strategic priorities and programmes as follows: A.1. Research/Research Capacity Building; A.2. International Cooperation and Partnerships (ICP); A.3. Youth and Gender Empowerment (YGE); C.1. Training and Sensitisation (T&S); C.2. Science Communication and Stakeholder Dialogue (SCSD), and, C.3. Outreach, Knowledge Brokerage and Policy Advocacy (OKBPA).

Mid-Term Evaluation Objectives and Scope: Built into ATPS Strategic Plan VI is a mid-term review to assess effectiveness and efficiency of the three thematic and three non-thematic programmes and institutional effectiveness for the period: January 1, 2009 to December 31, 2010. To that effect, ATPS has contracted a team of external evaluators to carry out the mid-term assessment based on the following three objectives and scope with the help of predefined indicators as contained in the Terms of Reference (ToR): a) **Project Effectiveness** measured by assessing the level of achievement of the expected project outputs and project outcomes; b) **Project efficiency** as assessed by a two stage process: i) **Institutional Evaluation** - designed to assess the management and accountability systems and effectiveness of resources (human and financial) inputs in the project implementation as per the approved Phase VI Strategic Plan proposal; and, ii) **Cost-Effectiveness Analyses** evaluated by assessing the cost-effectiveness and cost-benefit balance of the projects, as per expectations during the project proposal stage versus outputs and outcomes realized. Thirdly, c) **Strategic Evaluation** - to review current STI policy environment in Africa (and globally) to identify and recommend strategic priorities for the development of the ATPS Phase VII strategic priorities, 2013–2017.

Evaluation Strategy and Methodology: The evaluation methodology involved multiple quantitative and qualitative methods to assess the qualitative and quantitative inputs (human resources, financial resources, time, etc.) into ATPS activities (both thematic and facilitative) and their tangible and intangible outputs, outcomes and impacts. The methods applied include: familiarization with ATPS programmes, systems, and processes; desk surveys and on site observations at the ATPS Regional Secretariat; focused discussion groups; and bilateral interviews with key stakeholders. The impressions of all ATPS stakeholders were captured using a structured on-line questionnaire, the link to which was sent through the ATPS *listserve* containing about 1,500 e-mail addresses of members, stakeholders and beneficiaries of the ATPS activities. There was also e-mail administration of the survey questionnaire, while others had the option to download the questionnaire and return completed copies by post or fax to the ATPS Secretariat. Two hundred and fourteen 214 responses were received from 30 countries and 3 continents (Africa, Europe and United States of America) representing the different ATPS stakeholders groups and the continents where the ATPS hosts National Chapters or Focal Points. The summary statistics of the questionnaire responses and respondents' comments on different questions are available in the appendix and derived observations about specific programmes are summarized below.

A.1. Research/Research Capacity Building: This programme is intended to strengthen institutional and individual capacity to carry out and use cutting edge research in inter-related STI processes and systems and their implications for achieving the millennium development goals (MDGs) in Africa.

Of the twelve (12) distinct research/research capacity programmes offered by ATPS and listed in the questionnaire, 27 respondents (18.62%)¹ had participated in the **Climate Sense Programme** small grants, 23(15.86%) in the **Climate Innovations Challenge** programme, while (8) 5.52% had participated in **The ATPS Collaborative Programme** with the university of Nigeria on building trans-disciplinary curriculum for climate change adaptation. Collectively, those who have participated in the ATPS climate change related research and innovation incubation plus training activities comprise 40.32% of total respondents. Other respondents included participants in the European Union (EU) funded collaborative project of **Science, Ethics and Technological Responsibilities in Developing and Emerging Countries (SETDEV)** (8.28%); **Agricultural Innovations Regional Programme** (10.34%); **Water and Environment Programme** (9.66%); **Intellectual Property Rights Programme** (7.59%); **Linking Universities Business, and Research and Agricultural iNnovation - UniBRAIN** (5.52%); **Health Innovations Programme** (2.27%); and **Research Methods/Training** (9.66%). Participants' responses indicated a high level of

¹These are the percentages of those respondents who had participated in one or more research or research capacity building activities.

agreement that the intended outcomes of the research capacity activities had been met. They felt particularly strongly that participation in these projects and activities had ‘improved [their] capacity to work in multi-disciplinary teams’ (77%); their ‘ability to engage in high quality Science, Technology and Innovation Policy research’ (75%), and ‘capacity to conduct innovative and policy relevant STI research’ (75%), respectively². The lowest level of agreement (but still a mean score of 7.7 and a median of 8) related to the capacity to network with researchers in other African countries (70%). This reflects a general sense of satisfaction by the ATPS members and stakeholders that the ATPS research and research capacity building programme activities achieved their stated objectives as per the four key indicators used to assess impacts on members and stakeholders.

As regards **Grants Administration**, overall, there is a high level of satisfaction with the straightforwardness of the application process (76%), good feedback given by the ATPS on proposals (76%), and the transparency of decision making (74%). Many respondents agreed (73%) that: “experience with ATPS research grants has increased my confidence in applying for research funding from other sources”. Of the six statements relating to grant administration (question 10), the highest numbers of top scores (‘I agree completely’) were given to “application process is straightforward” (22 out of 79 responses) and “experience with ATPS research grants has increased my confidence in applying for research funding from other sources” (25 out of 76). The lowest level of agreement (though still a median score of 8) was with ‘Information on research grant opportunities is clear and easily accessible’. The “Decision making process is transparent” also achieved a high score (media 9, mean 8.08/11). On the whole, the mean score for all the six criteria to assess the effectiveness and efficiency of ATPS’ administration of its Phase VI research programmes grants was 8.09/11 (73.55%). This score suggests a high level of satisfaction by ATPS members and stakeholders (74%) regarding the process of administration of the ATPS research programme activities during the period of review, 2009 – 2010.

A.2. International Cooperation and Partnerships (ICP): This programme purposes to facilitate and strengthen regional and international cooperation and partnerships on related STI research and policy issues to assist in access to research environments and knowledge communities in other continents.

Of the 180 respondents who answered this part of the questionnaire, 101 (56.1%) said they had taken part in one or more ATPS international cooperation and/or partnership (ICP) activities. Majority (80; 48%) have participated in ATPS International Conferences and

² Strength of agreement with statements is measured on an 11 point scale from 1 (disagree completely) to 11 (agree completely). Mean scores should therefore be viewed against a maximum possible score of 11. Percentages reported here are the mean score as a proportion of the maximum (11) expressed in percentage form.

Workshops; 32 (20%) have participated in ATPS International Roundtable Discussions; 23 (14%) have participated in ATPS Institutional Partnerships and Collaborative Projects, 19 (12%) have participated in ATPS Participatory Dialogue On Global STI Policy Issues, while 10 (6%) have participated in ATPS Public-Private Partnership Programmes.

The highest levels of agreement were with the statements that participation in ATPS ICP programme has enhanced the identification and prioritization of common research areas of mutual interest to African countries (mean score = 8.68/11 (79%)), and increased partnerships amongst African S&T institutions, government ministries and civil societies and with like-minded organizations globally (mean score 8.20/11 (75%)). The statement that the ICP programme had led to better regional integration achieved a mean score of 8.13/11 (74%) while “enhanced uptake and use of common identified research outcomes, technologies and innovations for addressing the MDGs in Africa” received the least score (7.97/11 (73%)). The overall mean score for the four assessment criteria used was 8.24/11 (75%). This indicates a high level of agreement amongst respondents and stakeholders that the ATPS ICP programme achieved the set objective.

A.3. Youth and Gender Empowerment (YGE): The YGE programme intends to support and strengthen the innovative capacity of youth and women to apply STI to relevant development policy issues in Africa through the African Youth Forum for Science and Technology (AYFST) and the African Women's Forum for Science and Technology (AWFST). Thirty three respondents said they had taken part in any ATPS youth or women STI congresses, or youth / women entrepreneurship innovation challenge Programmes, science clubs supported by ATPS, or international internships supported by ATPS. Of these, 18 (55%) have participated in ATPS Youth and Women STI Congresses; 13 (39%) have participated in the ATPS Youth and Women Entrepreneurship Activities; and 15 (45%) have participated in the ATPS Small Grants Projects. Five (5) each have participated in the Science Clubs and International Internships supported by the ATPS. The highest level of agreement amongst the respondents was that participation in the ATPS Youth and Women programme activities increased awareness among youth/women on inter-related policy issues in agriculture, science and technology and the need for multi-disciplinary approaches in STI research and policy making (mean score = 9.08/11 (83%); media = 10). The scores for the rest of the four indicators used also show a high level of agreement that the participation in AYFST and AWFST programme activities: a) increased youth / women participation in STI research projects and other innovative and productive interventions at local, regional and national levels (mean score = 8.81/11 (80%)); b) enhanced youth/women skills / capacities in STI research and policy advocacy (mean score = 8.76/11 (80%)); and, c) provided ongoing opportunities for youth/women to exchange opinions (mean score = 8.59/11 (78%)). The overall mean score for all the four indicators of effectiveness used is 8.81/11 (83%). This

suggests that the ATPS Phase VI Strategic Plan Youth and Women activities achieved a high level of effectiveness.

C.1. Training and Sensitisation (T&S): The T&S programme is designed to strengthen endogenous technical capacities to produce, use and govern sustainable technologies for achieving the MDGs in Africa. The questionnaires required respondents to comment on their participation in any of the ATPS training and sensitization (T&S) events, including round tables for parliamentarians and policy makers, since January 2008. Twenty four (24), about 11.2% of the respondents reported that they had taken part in training events. We can assume that this excludes many who have participated in training as part of activities already covered in earlier questions. These respondents reported a high level of satisfaction with the outcome of the activities and their participation in them. They felt that participation had *‘enhanced dissemination of STI policy research to policy makers and to stakeholders at the grassroots through the mass media’* (mean score = 9.19/11 (84%) and *‘improved [their] capacity to communicate and use STI policy research’* (mean score = 9.60/11 (87%)). Both criteria had a median score of 10 on a 1 – 11 scale. The respondents also felt that the ATPS T&S activities *‘increased the appreciation and appropriate use of STI policy in African development’* (mean score = 8.60, (78%), median = 9). For each of the three statements, the highest number of responses (mode) gave the maximum score of 11. With an overall mean score on 9.13/11 (83%), the responses suggest a high level of agreement that the ATPS Phase VI T&S programmes have been very effective in achieving their objectives. The 31 different examples given by respondents in response to an open question have a strong common theme, of increased confidence in engaging with policy makers and the mass media on STI issues and the strengthening of linkages between policy making and STI research.

C.2. Science Communication and Stakeholder Dialogue (SCSD). This programme facilitates and supports knowledge sharing on STI amongst key stakeholders for sustainable development in Africa. Participants were asked (question 28) if they have accessed the ATPS website (<http://www.atpsnet.org>) since 2009, and 143 (87.7%) out of the 163 respondents who answered this question said yes. Most of those who have accessed the *ATPS website see it as user friendly* (mean score = 8.57/11³, 78%, median score = 9 on a 1 to 11 scale) and as *‘the most useful source of information on ATPS and on STI policy issues’* (mean score = 8.24/11, 75%, median score = 9). Also, when asked (question 29) if they have seen or heard any other media (television, radio, policy briefs, reports) reporting the activities of STI policy by ATPS, 96 (58.9%) out of 163 respondents said yes. Most also feel that ‘ATPS does a good job in STI

³The rating questions from 28 onwards included a 'Don't Know' response category. The online survey software treated this as 12th point on the 11 point scale and included it in the calculation of mean score and percentage scores. In this report, all mean, median and percentage scores have been recalculated omitting the 'Don't Know' responses. The spreadsheet containing these recalculations has been submitted to the ATPS Secretariat and is available for scrutiny.

knowledge dissemination and outreach’ (mean score = 8.06/11, 73%, median score = 8). They were less sure that coverage of STI issues and policy had increased since 2008 in the mass media, with one in four (25% of the respondents) saying they ‘did not know’ and the others recording a mean score of 7.25 (66%) on a 1 to 11 scale; and most respondents feeling that the profile of STI issues in the media in their country is ‘weak’ (median score 7 on a 1 to 11 scale, mean score = 6.86, 62%). Overall, the mean scores from the four indicators used to assess the outcomes of the ATPS STI stakeholder communication and dialogue programme was 8.03/11.

C.3. Outreach, Knowledge Brokerage and Policy Advocacy (OKBPA): The OKBPA programme promotes the integration of STI research and policy in African development planning and policy making processes. Eighteen respondents said that they had taken part in, or are members of, an STI Science Journalist forum or network, or ATPS-facilitated STI dialogues. Of these respondents, 46% have participated in an ATPS STI Science Journalists Forum or Network; while most of the rest (41%) participated in an ATPS STI dialogue or training programme. Those that had participated gave broadly positive answers on whether the intended outcomes of these activities had been reached: *‘created a better appreciation of STI policy research by science journalists, policy makers and artists’* (mean score 8.53 (78%)), *‘strengthened partnerships between researchers and policy makers in the STI policy process’*, (mean score 8.44, (76%)), *‘sensitized leaders and policy makers on their leadership roles in promoting STI-led development’ and, for themselves,* (mean score 8.56, (78%)), and *‘enhanced [their] appreciation of STI policy research’* (mean score 9.47, (86%)). Median levels of agreement with these statements ranged from 9 to 10. With an overall mean score of 8.74/11 (80%), we conclude that the participating respondents agree that the ATPS Phase VI Outreach, Knowledge Brokerage, and Policy Advocacy achieved its targeted outcomes effectively. Specific examples in response to an open question (27) justified the scores in terms of the quality of the events as well as observable outcomes such as an improved understanding, by science journalists and others, of the policy making process.

Overall Assessment of the Efficiency and Effectiveness in Achieving the Expected Outcomes of the ATPS Phase VI Strategic Plan

The respondents rated the overall performance of the ATPS Phase VI Strategic Plan at 66% (mean score = 7.2 on a 1 to 11 scale) on the basis of 18 statements reflecting the intended outcomes. The respondents however recorded the highest agreement with the statements that *“Ability of African researchers to engage in high-quality peer reviewed STI policy research for African development has improved”*, due to the ATPS Phase VI Strategic Plan implementation activities since 2009, (mean score 7.76/11 (71%)), and *“Understanding of STI research and policy processes in Africa has been enhanced”* (mean score 7.95/11, (72%)). The 155 respondents who answered this

question agreed that the ATPS has done well in all the 18 criteria used to assess its overall effectiveness and efficiency in achieving the expected outcomes of its Phase VI Strategy at its mid-term period, scoring it between 61% and 72% for each of the criteria. However, it is noted that the question regarding better use of STI policy in African development scored the lowest (mean = 6.68, 60.7%) suggesting that there is need for the ATPS do more in this area.

On average, the 155 responses received ranked the ATPS Phase VI implementation activities very highly in terms of *value for money/cost effectiveness in achieving stated research objectives* (mean score 7.99/11 (73%)); *relevance to national and global policy priorities*, (mean score 8.10/11 (74%)); *innovativeness and value addition* (mean score 8.02/11 (73%)); and *implementation effectiveness* (mean score 7.62/11 (69%)), respectively. The overall mean score on the four criteria used was (7.93/11 (72%)) suggesting a high level of agreement by the stakeholders that the overall performance of the ATPS Phase VI Strategic Plan programme is commendable.

The respondents however found the *value for money* criterion the most difficult on which to rank (with the highest number of 'don't know' answers); but the overall impression is that members and stakeholders are on average satisfied that ATPS has made good progress, at this mid-term stage, in meeting high standards of effectiveness and efficiency in implementing the strategic plan.

Assessing Institutional Effectiveness and Efficiency within and Amongst the ATPS Organizational Structures

The Board of Directors

The respondents ranked the overall performance of the ATPS Board of Directors with regard to achieving its mandates for the ATPS at an average of 65% with the lowest rank given being 10% and the highest 100%. With a median of 70%, one can be fairly confident to conclude that the ATPS members and Stakeholders are fairly satisfied with the performance of the ATPS Board of Directors during the period of assessment, 2009 – 2010. Thirty eight of the Respondents responded that they “Don't know”. Considering that the Board of Directors do not interact directly with all the ATPS Stakeholders, this is understandable.

With regard to three specific performance indicators, “supporting ATPS funds mobilization activities”, “efficiency in providing strategic policy guidance to the ATPS”, and “value addition and cost-effectiveness in the discharge of its statutory duties”, the ATPS Board achieved mean scores of 7.34, 7.74 and 7.52 on a 1 to 11 scale, respectively.

This reflects a 67%, 70%, and 68% performance rating on the three indicators used. The overall mean score was 7.5 (68.5%), which is consistent with the overall percentage score

achieved in the question 34 above. This high level of consistency suggests that the respondents were very rigorous in their assessments.

The respondents recognized that the Board of Directors of the ATPS has improved significantly since 2006. In response to an open question, repeated mention was made regarding the appointment of new Board members from different skills and regional balance. On the list of what the stakeholders and members have also seen as an improvement in the Board of the Directors is the commencement of Board rotation to renew the Board membership, regularity of meetings and feedbacks to members, increased professionalism, diversity of skills on the Board, transparency, efficiency, commitment, regional balance, organizational focus, openness, clear vision and mission, etc. As regards areas that the Board needs to improve on, the following recommendations were made by the respondents: a) enforcing tenure & rotation of Board members according to the Articles of Association (AoA); b) performance evaluation for Board of Directors; c) support for fundraising; and, d) policy compliance.

Regional Secretariat

The respondents ranked the overall performance of the ATPS Regional Secretariat with regard to achieving its mandates for the ATPS at an average of 72% with the minimum rank being 10% and a maximum of 100% (question 38). With a median of 80%, one can be fairly confident to conclude that the ATPS members and stakeholders are very satisfied with the performance of the ATPS Regional Secretariat during the period of assessment, 2009 – 2010. Thirty two of the respondents found the question difficult to address and hence responded that they “Don't know”. With regard to three specific performance indicators, “*supporting ATPS funds mobilization activities*”, “*efficiency in providing strategic policy guidance to the ATPS*”, and “*value addition and cost-effectiveness in the discharge of its statutory duties*”, the ATPS Secretariat achieved mean scores of 8.30, 8.37 and 8.26 on a 1 to 11 scale, respectively. This reflects a 73%, 74%, and 73% performance rating on the three indicators used. The overall mean score was 8.33 (73.33%), which is consistent with the overall percentage score achieved in question 38 above. This high level of consistency suggests that the respondents were very rigorous in their assessments. Generally, the responses to an open question comparing its performance now with 2006 suggest a high level of confidence that the ATPS Regional Secretariat today is much improved in its management procedure; stakeholder engagement; efficiency in delivery of services to the networks; fundraising; outputs from project and policy impacts; visibility; working with National Coordinators; number and skill of staff complement including the language mix (French and English); publicity; innovativeness; human relations; inclusiveness; IT support to members; timely response to members' needs and enquiries; networking with various Governments, Ministries, agencies, international organizations; focus on relevant STI policy issues in Africa while playing key roles in global policy processes on emerging issues,

support to institutionalizing ATPS in national systems, accountability, quality of service; transparency, follow-up and support to members and stakeholders, fair allocation of resources; achieving set targets, support to national chapters, improved staff training, participatory monitoring and evaluation (M&E), etc.

Regarding the Secretariat management, the respondents also feel that this has improved significantly. Some of the verbatim responses from the survey regarding top management of the Regional Secretariat are quoted below:

“The appointment of the current ED was a wise choice by the Board. He is fully committed to the cause of STI capacity strengthening in Africa and has the necessary skills and international networks to draw on. His participatory management skills have also improved a common ownership of the vision and mission of the Network among members. This is a great strength of the Network”.

“The current Executive Director's style of management is more participatory, hence empowering other members of staff to take initiatives. The ED's international profile, existing networks and expertise in the new areas of trans- disciplinary systems research and sustainability studies is an obvious advantage for the network”.

“The staff complement at the Regional secretariat has improved significantly enabling the network to increase its funding and also implement various programmes. The ATPS research programmes have increased significantly both in numbers, quality and relevance”.

“The funding available to the Network has improved significantly and more and more activities and research programmes are being mounted by the ATPS”.

“Engagement with Policymakers, Private Sector and Journalists has increases significantly”.

One respondent also had a negative comment regarding the present Regional Secretariat Management: “Stopped paying the little honoraria that used to be paid to the National Coordinators for coordinating ATPS activities in the countries”. Another respondent also noted that: “The francophone chapters are marginalized...” “Mobilising adequate financial resources from African institutions and governments is missing”. Whilst these comments are in the minority, it is important to take them into consideration in furthering the capacity strengthening efforts of the Regional Secretariat. As regards recommendations to strengthen the Regional Secretariat, respondents made the suggestions: a) Reduce Staff Work Load; b) Improve Board Effectiveness to avoid redundant work; c) Improve Reporting Process; d) Improve Funding.

National Chapter Coordinators

With regard to four specific performance indicators, “*supporting mobilization of funds for the ATPS activities*”, “*efficiency in providing strategic policy guidance to the ATPS*”, “*value addition and cost-effectiveness in the discharge of their statutory duties*”; and “*timeliness and efficiency of disseminating information to national chapter members*”, the ATPS National Chapter Coordinators achieved mean scores of 6.78, 7.09, 7.16, and 7.24 on a 1 to 11 scale, respectively. This reflects a 62%, 64%, 65% and 66% performance rating on the four indicators used. The overall mean score was 7.1 (64.2%), which is slightly above the overall percentage score achieved in question 42 on the overall rating of their performance (61%). There were high levels of “Don't Know” responses especially with regard to the question on support for fundraising for ATPS activities.

Overall, the responses to an open question (44) suggest significant improvements in the functionality of ATPS national coordination, including the fact that the National Chapters now engage more proactively with ATPS activities, such as, participation in meetings and also in Coordination and Supervision of thematic programmes. Respondents also believe that the formation of the Regional Council has strengthened peer pressure and regional coordination of national coordinators' activities, devolving the responsibility from the Regional Secretariat. It is noted from the comments that the appointment of new National Coordinators at some old Chapters and the six newly established chapters seem to have created a great deal of enthusiasm and increased activity of the Chapters. This clearly points out the need to have new and, if possible, young bloods in the system by rotating the National Coordinator position according to the requirements of ATPS AoA. As regards recommendations to strengthen the National Chapter Coordination, respondents made the suggestions: a) term limit for National Coordinators; b) active local fund raising at the chapter levels; c) paying special attention on how to expand ATPS programmes in the Francophone Regions.

Respondents Assessment of Benefits of ATPS Membership and Partnership:

The responses of the ATPS members and stakeholders on the main benefits from being a member and/or partner of ATPS (questions 46, 47), the responses include: a) access to funding; b) participation in ATPS conferences and programmes; c) network of global scientific community of common interests; d) personal development in trans-boundary research; e) benefits of institutional partnership with ATPS.

Evaluation Team's Assessment of Overall Performance of ATPS within the Period Assessed

Terms of Reference 1: Effectiveness of Programmes

It is the assessment of the evaluation team that under all six strategic goals, very good progress

has been made towards planned outputs and outcomes. This is evidenced by key performance indicators (KPIs) generated from desk review, ratings from the survey respondents, and the themes that run through the focused group discussions.

Terms of Reference 2: Institutional and Programme Cost Effectiveness

1) Institutional Effectiveness:

Our assessment of institutional effectiveness suggests that adequate management frameworks are in place and are being used effectively and transparently. Also technical and financial accounting mechanisms are being followed in accordance with grant agreements and with global good practice. This is evidenced by key performance indicators (KPIs) generated from desk review.

2) Programme Cost Effectiveness:

Our assessment of cost-effectiveness of execution of programmes shows that organisational structure is efficient, delivering high quality, relevant research at relatively low cost by international standards. The evidence includes KPIs from desk review: administrative costs to programme cost ratio has fallen steadily, to around 10%; average size of research grants is modest, without compromising quality. We also observed that there is high level of pro bono input by ATPS members.

Terms of Reference 3: ATPS Programmes Strategic Evaluation:

Our observations on the strategic relevance of ATPS in STI issues in Africa and globally have been informed by the nature and number of current research activities, bilateral agreements, partnerships, and stakeholders. Our observations are also informed by the results of the survey and events that transpired at the recently concluded ATPS conference and Annual General Meeting (AGM) in Mombasa. Based on these facts, we make the following observations on ATPS strategic positioning and relevance in Africa and globally:

- a) ATPS research and STI related activities are indeed unique and well aligned with STI issues and needs facing Africa and globally;
- b) The multi-disciplinary and trans-boundary nature of the research activities are creating a unique group of research scientists;
- c) The ATPS approach to research and STI issues is paving the way for the so called Third Generation University (3GU);
- d) Understanding this unique positioning, increasing number of international multilateral agencies are seeking partnership with ATPS currently listed at 20 (17 signed and 3 in advanced negotiation stage);
- e) ATPS is seeing an increasing level of funding commitments by Donor Partners. As a highly placed government official from the office of the Prime Minister of Kenya put it

during the recently concluded ATPS 2011 Conference and AGM in Mombasa: *“ATPS is the organization to fund in this season because of the uniqueness of their activities and the relevance of their programmes in addressing contemporary African STI related-issues and their contribution to national development.”*

Evaluation Team Recommendations for ATPS Continued Growth and Effectiveness

1. On-going Reform of ATPS Administrative Structure to Continue

The evaluation team applauds the on-going reforms that have taken place within the Board, Regional Secretariat, and at the National Chapter coordination levels. It is the opinion of the evaluation team that such reformation must continue until a fully functional corporate governance policy and practices are fully established and implemented across the ATPS governance structures. This will further strengthen the ATPS to achieve the vision of being the leading STI policy brokerage organization in Africa. Although training in corporate governance has been carried out for all sectors of ATPS leadership structure in recent time, we found some evidence that these systems have not yet been fully implemented effectively within all the governance structures of the organization,-especially at the Board and National chapter levels. Future training should emphasize practical application with exercises relevant to ATPS leadership structure from the Board to the National Chapter levels.

2. Training on Transformational Leadership - Leading a Change

Though a subject of intense debate amongst economists and social scientists, it is generally agreed that cultural mindsets and attitudes could enhance and/or hinder organizational progress^{4,5}. ATPS' vision to become the leading international centre of excellence and reference in science, technology and innovation systems research, training and capacity building, communication and sensitization, knowledge brokerage, policy advocacy and outreach in Africa demands transformational leadership skills amongst its leaders from the Board members to the National Chapter Coordinators. To lead such a change, ATPS leaders must understand and avoid personal and cultural mindsets and value systems that hinder change, while embracing those that enhance it. It requires deliberate assessment of cultural, behavioural patterns that could hinder progress and the willingness to be recast into cultural and personal habits that make for progress.

3. Improvement of Relationship Amongst the Board, Secretariat, and National Chapters

The survey revealed that the highest numbers of “Don't know” responses were received for questions relating to the assessment of the effectiveness of the Board, National Chapter

⁴Culture Matters by Hutchinson and Harrison

⁵Buy the Future by Mensa Otabil

coordinators and the Regional Secretariat by the ATPS members and stakeholders. Although fewer 'don't know' responses were received for the assessment of the Regional Secretariat effectiveness, this suggests that a large number of ATPS members and stakeholders do not have effective communications and/or access to Board, National Chapter Coordinators and Regional Secretariat activities.

Therefore, we recommend that effort be made to improve the implementation of ATPS communication strategy to improve on information flows amongst the ATPS management and the members. The results of the survey and the FGDs suggest that progress has been made during the past two years in this direction, but more could be done to ensure effective flow of pertinent information to members following ATPS communications channels.

4. Strategies for Increased Funding for National Chapters.

We noticed a big gap between the fundraising skills of the Regional Secretariat and those of the National Coordinators. In addition, we noticed some cases where funds successfully raised by the Secretariat and disbursed to some National Chapters were not followed up with timely progress and financial reports by some national chapters. We suggest that to improve the effectiveness of the National Coordinators in raising funds within their countries and regions, adequate training in relevant skills required for effective interactions with STI key policy players be conducted regularly for National Chapter coordinators and ATPS members. The ongoing training in grant writing should continue and be made continent-wide if funding permits.

Furthermore, we suggest that funding of National Chapters should be strategic such that capacity in a specific area of research is built which, with time, will lead to not only a strong research capacity in that area, but also strengthen academic programmes as well. For example, we noticed that a strong climate change programme is emerging at University of Nigeria Nsukka (UNN), with strong collaborations with Universities from neighbouring States. It is hoped that it would lead to a strong collaborative team in climate change research and ability to attract funding from the national and state governments.

5. Strategies to Increase National Government Buy-in and Support for STI

Translating STI research outcomes into policies requires a great deal of emotional intelligence, skills which are often lacking in the first and second generation universities. In the epoch of the science-based or 2GUs, governments were content with universities carrying out scientific research and providing scientific education. Now they desire to see universities as incubators of new science- or technology-based commercial activities, whether by existing firms or start-ups. Hence, governments demand that universities take an active and leading role in the exploitation of their knowledge and they are willing to make funds available to

support such activities. Thus, for universities to gain the attention of national leadership they must become centers of excellence and explicit instruments of economic development in the knowledge-based economy. The universities must do this while working collaboratively with government departments, parastatals, and institutions and dedicated research establishments. ATPS should anticipate these shifting changes and devise programmes to assist both government and universities to relate effectively.

6. New Administrative Structures in Member Organizations to Sustain and Manage the Emerging STI Multidisciplinary Teams

Second Generation universities (2GU) tend to focus on pure science and often do not regard the application of their know-how as their task. In contrast, Third Generation Universities (3GUs) objectively stimulate techno-starters – students or academics – to pursue the exploitation or commercialisation of the knowledge they generate. They view this as being equal in importance to the objectives of scientific research and education.

Administratively, research in the Second Generation University (2GU) era was mainly mono-disciplinary and departments were structured along disciplines. The emerging interdisciplinary scientific teams with focus on specific research areas functionally work against the current mono-disciplinary faculty-based, administrative structure of 2GUs. For interdisciplinary teams, the current faculty system is an obstacle. There is a need for new organisational forms for university management that can create responsibilities for the task of know-how exploitation. ATPS must anticipate this and begin to strategize solutions for their member institutions to transition to 3GUs administrative structure, otherwise ATPS growth will plateau, and progress achieved so far may be stunted.

Respectfully Submitted



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1. Introduction

1.1 Background Information on ATPS

The African Technology Policy Studies Network (ATPS) is a multi-disciplinary network of researchers, private sector actors, policymakers and the civil society that promotes Science, Technology and Innovation (STI) policy research, dialogue and practice, for sustainable development in Africa. With a Regional Secretariat in Nairobi Kenya, it operates through national chapters in 29 countries (including 27 in Africa and two Chapters in the United Kingdom and USA for Africans in the Diaspora) with an expansion plan to cover the entire continent by 2015. The ATPS is accorded full Diplomatic status in the Republic of Kenya. The ATPS organizes and implements STI capacity building programmes at regional and national levels within the continent. ATPS programmes are designed to address STI capacity building priorities of African countries identified by network members and stakeholders.

1.2 ATPS Vision, Mission, and Administrative Structure

1.2.1 ATPS Vision

ATPS vision is to become the leading international centre of excellence and reference in science, technology and innovation systems research, training and capacity building, communication and sensitization, knowledge brokerage, policy advocacy and outreach in Africa.

1.2.2 ATPS Mission

ATPS vision is to improve the quality of science, technology and innovation systems research and policy making in Africa by strengthening capacity for science and technology knowledge generation, communication and dissemination, use and mastery for sustainable development in Africa.

1.2.3 Phase VI Strategic Goals and Objectives

The ATPS Phase VI Strategic Plan aims to improve the understanding and functioning of

science, technology and innovation (STI) processes and systems to strengthen the learning capacity, social responses, and governance of STI for addressing Africa's development challenges, with a specific focus on the Millennium Development Goals (MDGs). ATPS Phase VI plan pays specific attention to a set of specific strategic goals identified in liaison with the ATPS national chapters and policy stakeholders. These are to:

- (i) **A.1. Research/Research Capacity Building:** Strengthen institutional and individual capacity to carry out and use cutting edge research in inter-related STI processes and systems and their implications for achieving the millennium development goals (MDGs) in Africa;
- (ii) **A.2. International Cooperation and Partnerships (ICP):** Facilitate and strengthen regional and international cooperation and partnerships on related STI research and policy issues to assist in access to research environments and knowledge communities in other continents;
- (iii) **A.3. Youth and Gender Empowerment (YGE):** Support and strengthen the innovative capacity of youth and women to apply STI to relevant development policy issues in Africa through the African Youth Forum for Science and Technology (AYFST) and the African Women's Forum for Science and Technology (AWFST);
- (iv) **C.1. Training and Sensitisation (T&S):** Strengthen endogenous technical capacities to produce, use and govern sustainable technologies for achieving the MDGs in Africa;
- (v) **C.2. Science Communication and Stakeholder Dialogue (SCSD).** Facilitate and support knowledge sharing on STI amongst key stakeholders for sustainable development in Africa; and
- (vi) **C.3. Outreach, Knowledge Brokerage and Policy Advocacy (OKBPA).** Promote the integration of STI research and policy in African development planning and policy making processes.

The inter-relatedness of these programmes is shown in Figure 1.1 below.

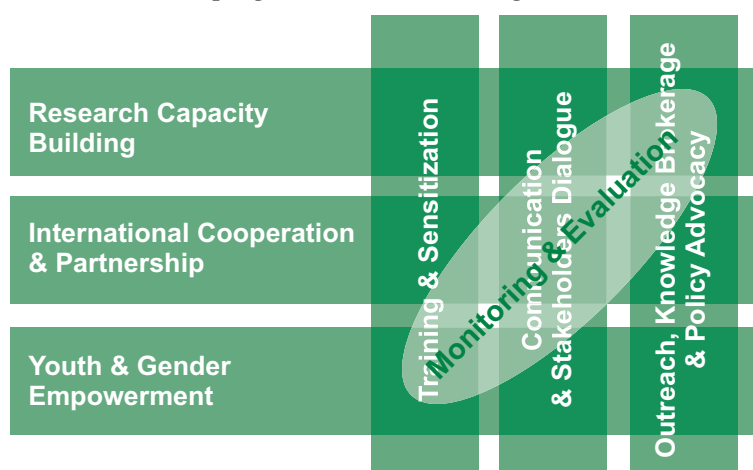


Figure 1.1: Thematic and Non-Thematic Programmes of ATPS

Out of these strategic goals emerged three thematic and three cross-cutting strategic priorities and programmes as follows: (i) Research And Research Capacity Building, (ii) International Cooperation And Partnership, and (iii) Youth And Gender Empowerment, (iv) Training And Sensitization, (iv) Science Communication And Stakeholder Dialogue, and (vi) Outreach, Knowledge Brokerage And Policy Advocacy. These programmes are inter-twined and together with monitoring and evaluation, form the strategic framework for the Phase VI Strategic Plan.

2. Mid-Term Review of Phase VI Strategic Plan

2.1 Evaluation Intent

Built into ATPS Strategic Plan VI is a mid-term review to assess effectiveness and efficiency of the three thematic and three non-thematic programmes and institutional effectiveness for the period: January 1, 2009 to December 31, 2010. To that effect, ATPS has contracted a team of external evaluators to carry out the mid-term assessment.

2.2 Objectives and Scope

The overall objective of the external evaluation is to assess the **effectiveness** and **efficiency** of the implementation activities of the ATPS Phase VI Strategic Plan for the period 01 January 2009 – 31 December 2010 and ATPS' compliance with the general Terms of Reference and conditions of the Decision of 16 February 2009, Activity No. 17390-DCO0107603 (REF: DCO/OC-042/09) and other generally applicable laws and regulations in Kenya.

2.3 Project effectiveness

The effectiveness of the executed projects was to be measured by assessing the level of achievement of the expected project outputs and project outcomes, with the help of indicators defined in Table 1 which is contained in the Terms of Reference (ToR) in Appendix A.1. This involved a thorough review of the thematic and facilitative programme activities carried out for the period 01 January 2009 – 31 December 2010 in the implementation of the ATPS Phase VI Strategic Plan to provide insight into how effective ATPS has been in achieving the expected outputs and outcomes, respectively.

2.4 Project efficiency

Efficiency was assessed by a two stage process:

a) Institutional Evaluation

The institutional evaluation was designed to assess the management and accountability systems and effectiveness of resources (human and financial) inputs in the project implementation as per the approved Phase VI Strategic Plan proposal. Specific evaluation activities included an assessment of the adequacy of the management control frameworks (policies, procedures and practices) in place to support the delivery of the technical and financial accounting requirements of the activities supported by the Netherlands Minister for Development Cooperation (“the Minister”) as per the grant agreement; Decision of 16 February 2009, Activity No. 17390-DCO0107603 (REF: DCO/OC-042/09).

b) Cost-Effectiveness Analyses

The evaluation included assessment of cost-effectiveness and cost-benefit balance of the projects, as per expectations during the project proposal stage versus outputs and outcomes realized. Specific activities included a review of the cost-effectiveness and efficiency of the network's organizational structures in terms of relative transaction costs involved in delivering the operational targets as stated in the Phase VI project plan, and the cost-benefit balance of projects implemented so far.

Within this objective, the relational effectiveness and efficiencies of, and among, the different tiers of governance of the ATPS specified in its organisational structures were also examined. It is recognized that most of the targeted outputs of the ATPS Phase VI Strategic Plan are long term objectives and may not be fully realized at this mid-term implementation stage. The evaluation therefore assessed the cost-benefit balance of the implemented projects through both quantitative and qualitative indicators of expected short term outputs and outcomes, respectively.

2.5 Strategic Evaluation.

In addition to the above, the evaluation also included a more strategic evaluation to review current STI policy environment in Africa (and globally) to identify and recommend strategic priorities for the development of the ATPS Phase VI strategic priorities, 2013 – 2017.

2.6 Evaluation Criteria/Performance Indicators

The evaluation was based on clearly set performance indicators (Table 1 in Appendix A.1) to provide an objective evaluation of the extent to which the stated short term objectives of the Strategic Plan have been achieved. These indicators are derived from the three cross-cutting thematic research capacity building programmes and the three cross-cutting non-thematic

facilitative programmes stated in the project plan and approved by the ATPS Board and the Minister of Foreign Affairs, the Netherlands – the main ATPS Donor commissioning the exercise.

2.7 Rationale for the Evaluation

The Netherlands Minister for Development Cooperation (“the Minister”) has supported the activities of the African Technology Policy Studies Network (ATPS) on Science, Technology and Innovation policy research and policy dialogues since January 2002. More recently, the Minister provided an un-earmarked grant of up to US\$6,000,000 to support the implementation of the ATPS Phase VI Strategic Plan, 2009 – 2012 as per the Decision of 16 February 2009, Activity No. 17390-DCO0107603 (REF: DCO/OC-042/09). As at 31 December 2010, the Minister has disbursed US\$ 3,115,000 to the ATPS to support the implementation of the ATPS Phase VI Strategic plan activities for the period 01 January 2009 - 31 December 2010. Being the mid-term of the implementation of the Phase VI Plan, there is need for an external evaluation of the implementation of the plan to identify priorities for strengthening the ATPS’ role in building capacity for STI policy research and policy practice in Africa.

3. External Review Methodology & Approach

Considering the trans-disciplinary nature of the work of the ATPS, the Theory of Change was used as the generic results chain to map the input-activities, outputs, outcomes and impacts of the ATPS Phase VI Strategic Plan activities for the evaluation period.

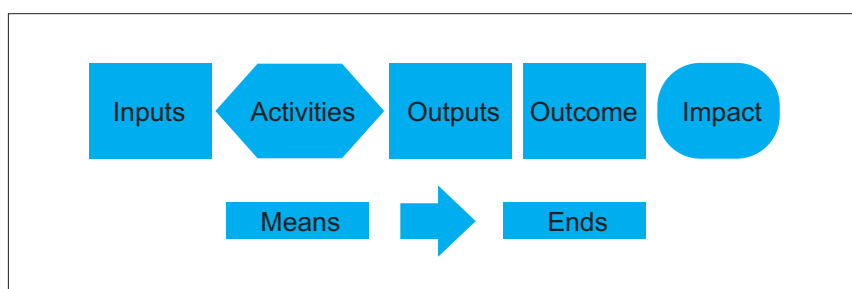


Figure 3.1: A Schematic Framework of the Theory of Change

The evaluation methodology therefore involved multiple quantitative and qualitative methods to assess the qualitative and quantitative inputs (human resources, financial resources, time, etc.) into ATPS activities (both thematic and facilitative) and their tangible and intangible outputs, outcomes and impacts. The methods applied include: familiarization with ATPS programmes, systems, and processes; desk surveys and on site observations at the ATPS Regional Secretariat; focused discussion groups; bilateral interviews with key stakeholders; structured questionnaires administered to all ATPS members and stakeholders via an online survey software; and onsite observations during visits to ATPS regional Secretariat, national chapters and selected stakeholders, as well as the 2011 ATPS annual conference, Board meetings and annual general meeting of members/Stakeholders (AGM). Draft report of the evaluation exercise was also presented to the 20th ATPS Board and the 2011 ATPS AGM for comments, clarification, verification and discussions before the report was finalised. The scheduling of these activities is shown in Table 1 and discussed below.

3.1 Familiarization with ATPS Programmes, Systems, and Processes

In order to gain deeper understanding of the inner workings of ATPS (systems, processes, partnerships, etc.) and assess effectiveness of programmes, the evaluation team started by scheduling informal web surveys and electronic contacts with stakeholders of the Network according to the schedule in Table 3.1. The ATPS website was the main source of information of key institutional stakeholders of the organization but the team also contacted relevant policy stakeholders in countries where the ATPS has National Chapters even where these are not listed as core institutional stakeholders where the ATPS has active partnerships. This provided the general overview of the public perceptions of the efficiency and effectiveness of the ATPS in the delivery of its mandates.

Table 3.1: Schedule of Activities and Timelines

Description of Activity	Date of Activity	Professor Anigbogu	Professor Garforth	ATPS Involvement
Desk Evaluation Survey	Aug 21-26	Yes	No	Yes
Administration of Survey questionnaires	Sept 22-Oct 24, 2011	Yes	Yes	Yes
Nine Regional Focused Group Discussions & Bilateral Interviews:		September 05-24, 2011		
FGD 1: ATPS Secretariat		Yes	No	Yes
FGD 2: Kenya National Chapter	August 24 & 25, 2011	Yes	No	Yes
FGD 3: Kenya Key Stakeholders		Yes	No	Yes
FGD 4: Nigeria - Abuja ATPS Regional Council Committee		Yes	Yes	Yes
FGD 5: Nigeria UNN Nsukka - National Chapter Members	September 05 - 10, 2011	Yes	Yes	Yes
FGD 6: Malawi - Southern Regional Council Committee	September 19, 2011 (Cancelled)	Yes	No	Yes
FGD 7: Uganda - Eastern Regional Council Committee	September 21, 2011	Yes	No	Yes
FGD8: Egypt - Northern Regional Council Committee	September 28-30, 2011 (Cancelled)	Yes	No	Yes
FGD9: Ghana - National Chapter	September 26-30, 2011	No	Yes	Yes
Data Analysis and Reporting	September 24- Oct 15, 2011	Yes	Yes	No
Discussion, Clarification and Finalization of Reports with ATPS	November 6-10, 2011, 2011	Yes	Yes	Yes
Presentation at ATPS' AGM	November 10-12, 2011	Yes	Yes	Yes
Submission of Final Reports to ATPS'	November 30, 2011	Yes	Yes	Yes
Discussion of Report with Minister	TBA	TBA	TBA	Yes

3.2 Desk Surveys and On Site Observations at the ATPS Regional Secretariat, Nairobi Office

The next process in the evaluation was a detailed Desk Survey carried out for 3 weeks, including a visit to the ATPS Secretariat to verify documentation provided by the Secretariat management and also have private discussions with non-Management Secretariat Staff on the more qualitative work environment and relationship issues within the Regional Secretariat and between the Secretariat and the different arms of the Network, including the Executive Director's Office, the Board of Directors, the National Chapter Coordinators, the general ATPS membership and stakeholders.

The Evaluation Team deliberately worked more with the non-management staff complement to avoid “warm glow” effects that may be experienced in engaging the top leadership of the Network in the qualitative interviews, bilateral interviews and focused group discussions.

The Secretariat's Administration Department provided all the necessary documents requested by the Evaluation Team, including the Grant Agreements/Decision documents signed with Donors, narrative technical and financial reports submitted to the ATPS Board and to Donors, evidence of programme activities implemented, outputs reported, the instruments of governance, Audited financial reports, books of accounts, vouchers, ATPS procedures and policy manuals, minutes of ATPS Board, Secretariat Management Committee, General staff, national chapters and annual general meetings, etc.

To facilitate easy access with minimal interactions with the Secretariat management, these documents were uploaded on a dedicated secure web-portal on the ATPS website accessibly by user name and password provided to the Evaluation Team by the Secretariat's IT staff.

The major aims of the desk review activities included:

- To gain insight into the effectiveness of thematic and facilitative programme activities carried out for the period in achieving the expected outputs and outcomes;
- To assess management and accountability systems and effectiveness of resources (human and financial) inputs in the project implementation as per the approved Phase VI Strategic Plan proposal;
- To assess the adequacy of the management control frameworks, (policies, procedures and practices) in place to support the delivery of the technical and financial accounting requirements;
- To assess the cost-effectiveness and cost-benefit balance of the projects, as per expectations during the project proposal stage versus outputs and outcomes realized; Programme to Administrative Cost ratios,
- To assess the effectiveness and efficiency of the current organizational framework of the

ATPS adopted in 2009 and the relational effectiveness of each tier of governance within the ATPS and also amongst them, and

- To review current STI policy environment in Africa (and globally) to gain insights into the positioning, relevance and impacts of the ATPS and identify and recommend strategic priorities for the development of the ATPS Phase VI strategic priorities, 2013 - 2017.

4. Focused Group Discussions

To assess the effectiveness of the executed projects and the level of achievement of the expected project outputs and project outcomes at the regional, national chapters, and membership levels, on-site focused (or 'focus') group discussions (FGD) meetings were organized at six ATPS National Chapters: Kenya, Nigeria, Malawi, Uganda, Egypt and Ghana. In addition, FGD meetings were held with the ATPS National Chapter's Regional Council members (also referred to as Regional Council), and at the Regional Secretariat with non-management staff only. The choice of National Chapters was informed by regional representation, implementation cost and budget constraints, the size and age of the Chapters, and variations in activity levels. These meetings were attended by Chapter Executive and Advisory Council members, members at large and private and government stakeholders. The FGD meeting with the Regional Secretariat staff was attended by all Regional Secretariat staff except the Executive Director who excused himself from the discussion after introducing the Evaluator to the team, to enhance transparency in discussions by staff. The FGD with the Regional Council members was attended by all the Regional Representatives of the ATPS National Chapters in East Africa, West Africa, Central Africa and the Francophone Africa region, enabling the evaluation team to gain insights into the effectiveness and efficiency of the ATPS in these regions. The representative of the Southern Africa region sent his apologies as he could not procure the visa to enter Nigeria on time due to an Islamic holiday. These Focus Group Discussion meetings, which were interactive in nature, lasted usually from two to five hours. All these FGDs were conducted in the absence of the Secretariat Management Team and the Executive Director, except in Ghana where the delegates did not mind his presence during the discussion. Due to visa issues and political unrest the FGDs planned in Egypt and Malawi did not materialize. A list of the attendances to each of the FGDs and bilateral interviews conducted is attached as Appendices A.2 – A.7(b). The list of delegates who participated in the 20th ATPS Board, annual conference and AGM for review of the draft evaluation report is provided in Appendix A.7(c).

4.1 Bilateral Interviews with Key Stakeholders

In addition to the FGDs, the Evaluation Team also arranged bilateral interviews with key Policy Stakeholders and Partners in each country visited. These bilateral interviews were held in the absence of the Secretariat Management, except on few instances where the interviewees specifically requested their presence during the discussions. The bilateral interviews sought to reach key stakeholders including relevant Ministers, former Ministers, Director Generals and Directors, Executive Secretaries, etc., of relevant STI Ministries and other governmental institutions in the countries visited. For example, in Nigeria and Ghana, the Evaluation Team spent time with representatives from all the key target stakeholders of the ATPS who participated in most of the meetings. In Nigeria, representatives from Academia, National Councils for Science and Technology, the Private Sector, Civil Society, Youths, Women, and Government Officials including Director Generals and Directors of relevant Ministries and Parastatals, including Raw Materials and Research Development Council, National University Commission, National Office for Technology Acquisition, World Bank Development Projects, made themselves available for one or two of the meetings. In Ghana, the evaluation team met with the Deputy Minister, Ministry of Environment, Science and Technology (MEST), and Director General and the Deputy Director General of Council for Scientific and Industrial Research (CSIR).

The interview sessions focused on assessing the general impacts of the ATPS programmes on STI relevant policy formulation and implementation in the country and also other qualitative outputs and outcomes of the ATPS Phase VI implementation activities that are visible in the Africa in general and in the countries visited in particular. A number of key policy stakeholders were interviewed during the process and the sign-in sheets for these meetings are attached in Appendices A.2 – A.7.

4.2 Administration of Structured Questionnaires to the General Membership and Stakeholders of the ATPS

4.2.1 Questionnaire Design

There was a need to capture the impressions of all ATPS stakeholders during this review. With limited time and resources, and over 29 National Chapters and diverse individual and organizational members and partners, the evaluation team felt that a structured questionnaire needed to be designed and administered to all ATPS stakeholders at the individual, national, regional and international levels. The questionnaire was designed to elicit information relevant to assessing the effectiveness and efficiency of the implementation of the ATPS Phase VI Strategic Plan, and the key arms of governance in its organizational structures including the ATPS Board of Directors, the Regional Secretariat and the ATPS National Chapters.

Therefore, population target included all the three categories of stakeholders: (i) researchers, registered members and stakeholders who have participated in ATPS Phase VI projects and activities; (ii) key targeted beneficiaries of the implemented projects including S&T Ministries, National Councils for S&T, and relevant Parastatals in the countries where projects were implemented; and (iii) relevant Ministries, S&T institutions, and other partners respectively. The aim was to reach all members and stakeholders who have participated directly in the implementation of activities of the ATPS Phase VI projects and all target beneficiaries of the programme. A copy of the questionnaire is shown in Appendix A.8.

4.2.2 Questionnaire Administration

Since many people in the sample population may not readily have internet access, three modes of dissemination and administration of the questionnaire were employed, namely:

(i) Online Survey. Online administration through an online survey website. The link to the online survey was sent to all ATPS members and stakeholders through the ATPS listserve containing about 1,500 e-mail addresses of members, stakeholders and beneficiaries of the ATPS activities. This formed the sample, which was in effect the whole population of members and stakeholders for whom email addresses are held. To ensure that other stakeholders visiting the ATPS website would have access to the survey questionnaire, the link to the online survey was hosted on the ATPS website. Responses to the survey registered directly in a secure database at the online survey service provider from where they were accessed and downloaded by the evaluators. Names of respondents were not recorded nor the IP addresses of the computer from which they accessed the survey. This provided full anonymity to the online participants in the survey for objective responses accordingly.

(ii) Email Distribution of Questionnaire. E-mail administration of the survey questionnaire via a dedicated e-mail account created by the ATPS Information Technology Team, ATPSevaluation2011@ATPSnet.org.

(iii) Postal Administration of the Questionnaire. Members and stakeholders also had the option to download the questionnaire and return completed copies by post or fax to the ATPS Secretariat.

Responses returned by e-mail were uploaded to the online survey website by the ATPS IT Assistant with clear codes for each questionnaire uploaded for ease of reference and verification. The response rate to the evaluation questionnaire was impressively high considering the short period during which the survey was administered. Two hundred and fourteen (214) responses were received from 30 countries and 3 continents (Africa, Europe and United States of America) representing the different ATPS stakeholders groups and the continents where the ATPS hosts National Chapters or Focal Points. Of this total, 50 were

received by e-mail, one (1) by fax and 163 directly completed online by respondents. The summary statistics of the questionnaire responses and respondents' comments on different questions are shown in Appendices A.9-A.24. The Evaluation Team noted that the dataset generated from the survey is very rich and could be useful for the ATPS in other forms of analyses beyond the scope of the current evaluation report. The full dataset downloaded from the survey has therefore been made available to the ATPS Secretariat Management for back up and future use.

5. Questionnaire Analysis & Outcomes

5.1 Questionnaire Survey Outcomes

5.1.1 Data Collection and Analysis

The survey attracted 214 responses; 51 of the completed questionnaires were sent to the Secretariat either in hard copy or as an attachment to an email, the remaining 163 were completed online after 'clicking' on a link made available to members and stakeholders via email or via the ATPS website. The Secretariat added the 50 they had received to the online survey, so that all 214 responses were in the survey database. After the close of the survey on 24 October, 2011, the data were downloaded as Excel spreadsheets for analysis, and a descriptive analysis of all questions was copied from the survey website.

5.1.2 Distribution of Respondents by Countries

The respondents were from 30 different countries; with 60 Nigerians (constituting 28% of the total responses) and 46 Kenyans (21%) between them accounting for just under half (see Figure 5.1). Other countries with high number of respondents include Ghana (12), Ethiopia (11), Cameroun (7), Swaziland and Uganda (6 each), Egypt, Tanzania, Lesotho, Zimbabwe, and Great Britain (5 each), and Zambia, Rwanda and Malawi (4 each). Other countries had less than 4 responses. It is noted that citizens of countries where the ATPS does not have national chapters or Focal Points as yet (Algeria, Netherlands, Burkina Faso, Italy, and Somalia) also responded to the survey. As resources become available and within its expansion strategy, ATPS may consider exploring these expressed interests in the work of the network.

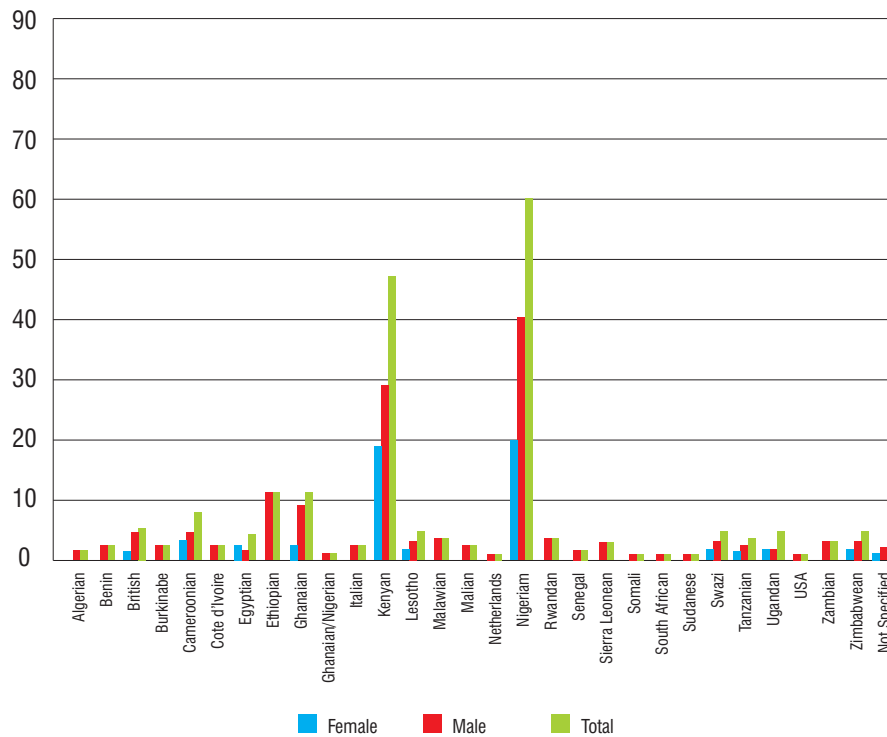


Figure 5.1: Respondents' Nationality

5.1.3 Gender Distributions of Respondents

Females accounted for 28% and males for 72% (Figure 5.2) of the respondents.

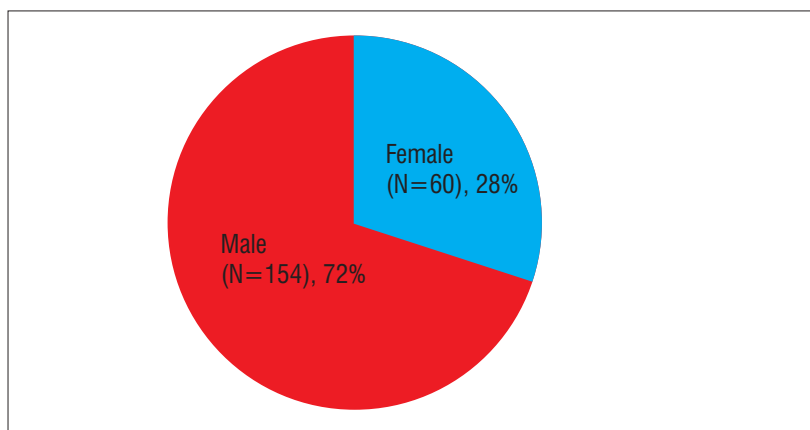


Figure 5.2: Gender Distribution of Respondents

In total, 154 males and 60 females responded to the survey, with 20 females from Nigeria and 18 from Kenya making up more than half the female respondents. Other countries including Cameroun, Egypt, Ghana and Uganda had 3 female respondents each, while the rest of the countries had less than 2 female respondents.

5.1.4 Age Distribution of Respondents

In terms of age distribution, the responses received suggest a good distribution of all age categories, starting from under 24 years of age (1.4%) to above 65 years of age (4.2%) (Table 5.1).

Table 5.1: Age Distributions of Respondents

Age Class	Percentage	Number of Responses
15 - 24 years	1.4	3
25 - 34 years	31.8	68
35 - 44 years	27.6	59
45 - 54 years	25.2	54
55 - 64 years	9.8	21
65 years and above	4.2	9
Total	100	214

The largest age group (31.8%) comprised youths between the age of 25 – 34 years followed by 27.6% of the middle age class between 34 – 44 years; and 25.2% and 9.8% of the age groups between 45 – 54 and 55 – 64 years, respectively. That many of the participants are young people and that a broad age range responded to the survey are good signs.

5.1.4.1 Distribution of Respondents by Work Sectors

Most respondents (152; 54.5%) said they work in the research or higher education sector. Almost one in five said they worked in two or more sectors. The least represented sectors were the Media which had seven responses (2.5%) and Parliamentarians which had two responses (0.7%), while 25 respondents (9.0%) were from the business or private sector, 29 respondents (10.4%) worked in policy making or implementation, and 43 respondents (15.4%) worked in the Non-Governmental Organisations (NGO) sector. Twenty one (21) respondents did not indicate their sector of work. These are summarized in Table 5.2.

It is noteworthy that all these sectors are represented in the survey suggesting that the ATPS effectively engages these multiple sectors including research and higher education, business and private sector, Parliamentarians, policymakers and policy implementers, non-governmental organisations, and the media. The proactive engagement with these multiple sectors by one institution is rare. This is a feature of the ATPS that is unique from other similar institutions in Africa which needs to be up-scaled. A review of ATPS research and research capacity building programmes and other facilitative activities including conferences, training workshops, etc., suggest that the ATPS Phase VI Strategic Plan activities have strategically adopted the trans-disciplinary approach to STI policy research and policymaking.

Table 5.2: Sector Representation of the Respondents

Sectors	Percentage	No of Responses
Research / Higher Education	54.5	152
Business / Private sector	9.0	25
Parliamentarian	0.7	2
Policy making and/or implementation	10.4	29
Non -Governmental Organisation	15.4	43
Media (as Journalist, Editor, Producer, etc.)	2.5	7
Other	7.5	21
Total	100	279 *

* Multiple responses received as some Respondents worked in more than one sector

The representation of these sectors in the survey suggest that the ATPS has access to the right mix of stakeholders to take forward the concept of the Quadruple Helix introduced by the ATPS to foster interaction amongst researchers, policymakers, private sector and the civil society as the means to enhance innovations for development in Africa. This multidisciplinary approach to education and research is redolent of the emerging Third Generation University concept that Wissema discussed in a book: *Towards the Third Generation University*⁶. To this end then, ATPS has become a leading institution in the implementation of this emerging model of training and development in Africa. This is rather unique, and must be explored fully to its greatest advantage.

⁶ Wissema, J.G. (2009) *Towards the Third Generation University: Managing the University in Transition*. Cheltenham, Edward Elgar Publishing

5.1.5 Respondents' Distribution by Association with ATPS

The respondent's reported association with the ATPS covered all the arms of the ATPS Network, including 10 ATPS Board comprising 3.5% of the Respondents, 12 ATPS Secretariat staff members (4.2%), 12 ATPS Regional Council members (4.2%), 16 national Chapter Coordinators (5.6%), 17 National or Regional Steering Committee members of the ATPS Phase VI Intellectual Property Rights (IP) programme (6.0%), 48 ATPS research grantees/participants (16.9%), 29 participants in ATPS STI Training activities (10.2%), 34 participants in ATPS STI dissemination and outreach programme (12.0%), 66 ATPS stakeholders with general or professional interest in STI and STI policy (23.2%) and 37 respondents who had other relationships and interest with the ATPS not specified above (13.0%) - Table 5.3.

Table 5.3: Respondents' Reported Association with ATPS

	No	% ^a	% ^b
ATPS Board Member	10	3.5	4.7
ATPS Secretariat staff member	12	4.2	5.6
ATPS Regional Council member	12	4.2	5.6
International Responsible STI Committee member	3	1.1	1.4
National Chapter coordinator	16	5.6	7.5
National or Regional IP Committee member	17	6.0	7.9
Participant or grantee in ATPS research project	48	16.9	22.4
Participant in ATPS training activity	29	10.2	13.6
Participant in ATPS dissemination / outreach activity	34	12.0	15.9
Stakeholder with general or professional interest in STI and STI policy	66	23.2	30.8
Other	37	13.0	17.3
Total (n)	284	284	214

NB: ^a = percent of responses; ^b = percent of respondents

Around 148 responses (45.1%) are from participants in ATPS phase VI activities including research and research capacity building (22.4% of respondents), STI training (13.6%), STI disseminations and outreach (15.9%) and IP regional or national steering committee membership (7.9%). About 31% of the respondents described themselves as 'Stakeholder with general or professional interest in STI and STI policy' (Table 5.3).

Overall, the Evaluation Team is satisfied with the country, age, occupational and gender representation of the survey respondents. The distribution of the respondents by the sectors of work and reported relationship with the ATPS also confirms a good level and representative response from all the tiers of governance of the ATPS Network, its

membership and stakeholders. In addition, the focus group discussions and bilateral interviews targeted stakeholders who may not have had the time to complete the survey questionnaire. The evaluation team therefore has confidence that the survey responses provide sufficient data for assessing the effectiveness and efficiency of the ATPS from all ATPS members' and stakeholder's perspectives.

5.2 Outcomes from Evaluation of ATPS Programmes

The ATPS' activities are organized in five interrelated functional domains namely: STI knowledge generation; STI knowledge brokerage; STI knowledge dissemination; STI outreach & policy advocacy; and STI knowledge valorization. These functions are performed through three cross-cutting thematic programmes namely: A.1 Research capacity building; A.2 International cooperation and partnership; and A.3 Youth and gender empowerment; and three cross-cutting non-thematic facilitative programmes namely: C.1 Training and sensitization, C.2 Communication and stakeholder dialogue, and C.3 Outreach, knowledge brokerage and policy advocacy. The thematic and facilitative programmes are intertwined and together they form the six medium term strategic priorities of the ATPS.

5.2.1 Research Capacity Building

5.2.1.1 Objectives of Research Capacity Building

The Research Capacity Building (RCB) programme focuses on building capacity to conduct quality STI research at individual, institutional, country and regional levels to address STI policy and development needs in Africa. All ATPS research programmes are therefore informed by the local priorities identified by members. Each research programme is designed to be trans-disciplinary involving relevant actors in the respective innovation chains throughout the project life cycle, from conceptualization, through proposal development, implementation, monitoring and evaluation, knowledge circulation and results dissemination. Projects aim to include the “make” or “design” perspective, i.e. translation of the research outputs into “institutional” and/or “social engineering” designs, and/or cost effective “technical designs/ technologies” that are necessary for addressing specific development and/or policy challenges. Project proposals are assessed on three criteria: science quality, innovation content (potential value addition) and policy relevance using a Participatory Proposal Evaluation System (PPES). In this section, we assess the effectiveness and efficiency of the ATPS in achieving the said objective using the Theory of Change Framework presented above.

5.2.1.2 Participation in ATPS Research Capacity Building Programmes

Twelve distinct programmes were listed in the questionnaire. Participants in 11 of these were among the 75 respondents who said they had participated in ATPS research and research capacity building programmes. The capacity in which they had participated are as follows: 27

respondents (18.62% of total responses) had participated in the Climate Sense Programme small grants, 23 (15.86%) in the Climate Innovations Challenge programme, while (8) 5.52% had participated in the ATPS collaborative programme with the university of Nigeria on building trans-disciplinary curriculum for climate change adaptation. Collectively, those who have in the ATPS climate change related research and innovation incubation plus training activities comprises 40.32% of total respondents. Other respondents included participants in the EU funded collaborative project of *Science, Ethics and Technological Responsibilities in Developing and Emerging Countries (SETDEV)* comprising (8.28%), Agricultural Innovations Regional programme (10.34%), Water and Environment Programme (9.66%), Intellectual Property Rights programme (7.59%), UniBRAIN (5.52%), Health Innovations Programme (2.27%) and Research methods /Training (9.66%).

5.2.1.3 Impact on Participants of Research Capacity Building Programmes

Participants were asked (see question 9) to score their agreement with four statements, on an eleven point scale from 'not at all' to 'completely'⁷, that reflect the intended outcomes under the first strategic objective (Research, Research Capacity Building & Knowledge Generation). Table 5 summarizes the results.

Table 5.4: Effectiveness of ATPS Research, and/or Research Capacity Building / Training in Improving Members'/Stakeholders' Ability or Capacity in four Areas

Statement		Extent of agreement with statement			
	Participating in ATPS research, and/or research capacity building training, has improved my...	Median score	Mean Score	Percentage Score	N*
9.1	ability to engage in high quality Science, Technology and Innovation Policy research	9	8.27	75.18%	78
9.2	capacity to work in multidisciplinary teams	9	8.43	76.64%	77
9.3	capacity to create and/or participate in networks amongst African Researchers in other African countries	8	7.70	70.00%	79
9.4	capacity to conduct innovative and policy relevant STI research:	9	8.25	75.00%	76
Overall Mean Score			8.16	74.18%	

* In this and subsequent tables, N = the number of respondents who gave an answer to the question/statement.

Respondents felt particularly strongly that participation in these projects and activities had 'improved [their] capacity to work in multi-disciplinary teams (77%); ability to engage in high quality Science, Technology and Innovation Policy research (75%), and capacity to conduct innovative and policy relevant STI research (75%), respectively. The lowest level of agreement

⁷ All rating scales in the questionnaire were 11 point scales, from 0 to 10. The online survey software has calculated means and percentage scores on the basis of scale values from 1 to 11. All data in this report have been adjusted to a 1 to 11 scale to ensure consistency.

(but still a mean score of 7.7 and a median of 8) related to the capacity to network with researchers in other African countries (70%). This reflects a general sense of satisfaction by the ATPS members and stakeholders that the ATPS research and research capacity building programme activities achieved its stated objectives as per the four key indicators used to assess impacts on members and stakeholders. On average, the respondents rated ATPS a score of 8.16 on an 11 point scale ranging from one (no impacts at all) to 11 (100% impact) on all counts.

5.2.1.4 Grant Administration

Respondents were asked (Question 10) for the extent of their agreement with six statements regarding the process of administration of ATPS research grant programmes, on an eleven point scale. The responses are summarized in Table 5.5.

Table 5.5: Rating of the ATPS Administration of Research Programme Grants (Question 10)

Statement		Extent of agreement with statement			
		Median score	Mean Score	Percentage Score	N
10.1	Information on research grant opportunities is clear and easily accessible	8	7.72	70.18	78
10.2	Application process is straightforward	9	8.33	75.73	79
10.3	Decision making process is transparent	9	8.08	73.45	78
10.4	Good feedback is given by ATPS on proposals	9	8.32	75.64	81
10.5	ATPS support during implementation of research projects is helpful	9	8.03	73.00	77
10.6	Experience with ATPS research grants has increased my confidence in applying for research funding from other sources	9	8.05	73.18	76
Overall Mean Score			8.09	73.55	

Overall, there is a high level of agreement that (i) the ATPS grant application process is straightforward (76%); (ii) good feedback is given by the ATPS on proposals (76%); (iii) the ATPS grant decision making process is transparent (74%); (iv) ATPS support to grantees during implementation of research projects is helpful (73%); and (v) experience with ATPS research grants has increased respondent's confidence in applying for research funding from other sources (73%). Of the six statements in question 10, the highest mean scores were given to “application process is straightforward” (8.33/11) and 'good feedback is given by ATPS on proposals' (median 8.32/11). The lowest score (though still a mean of 7.72/11 and median of 8) was given to 'Information on research grant opportunities is clear and easily accessible'. “Decision making process is transparent” also achieved a high score (8.08/11). On the whole,

the mean score for all the six criteria to assess the effectiveness and efficiency of ATPS' administration of its Phase VI research programmes grants was 8.09/11 (73.55%). This suggests a high level of satisfaction by ATPS members and stakeholders regarding the process of administration of the ATPS research programme activities during the period of review, 2009–2010.

5.2.1.5 Aspects of Research Capacity Building Most Valuable to Respondents

In response to an open question (Question 11) on the aspects of the ATPS research and research capacity building of that they consider most valuable, over 250 separate comments were received. The Evaluation Team has tried to categorize these multiple responses in Table 5.6. The verbatim responses to Question 11 downloaded from the web survey tool have been made available to the ATPS for more detailed analyses (see Appendix A.10.).

Table 5.6: Aspects of the ATPS Research and Research Capacity Building Programmes Consider Most Valuable By Respondents and Why?

Aspects listed	Verbatim Responses from Survey
Wide Coverage	<ul style="list-style-type: none"> • “Noticed that effort is made to reach the entire Africa”
Scientific relevance and Innovativeness	<ul style="list-style-type: none"> • “Strong link between research and peoples’ needs” • “Seasoned research team”
Programme Focus	<ul style="list-style-type: none"> • “It is African and attemptsto solve problems of the continent. Proposals are screened by the national coordinating committee to ensure that it is of national relevance”. • “Focus on African priority areas (agriculture, climate change, water, ICT, Health etc.). These are priority are as or most African countries. Research bodies normally focus on Donor priorities. The ability of the Network to address national priorities is unique and very valuable” • “Comprises of an integration of science and application. Asks how results can inform change” • “ATPS provides a broad theme but asks individuals to put research idea in local context” • “Strategic Research on National Innovation Systems. Innovation is key to development”. • “Thematic ResearchProgrammes, original and innovative approach”. • “Teamwork and collaboration. Grantees have to prove teamwork efforts to remove personal prejudices” • “Research & capacity buildingprogrammes are gender sensitive” • “The strong link of theprogrammes with Africa’s STI challenges. The programmes of ATPS can make difference only if they address the real STI problems facing Africa” • “As a condition for funding it compels researchers to focus on real problems” • “Research policy formulation in line with government Policy”

Aspects listed	Verbatim Responses from Survey
Participatory Proposal Evaluation Process: <ul style="list-style-type: none"> • Proposal Tournament & grant selection process 	<ul style="list-style-type: none"> • <i>"It increases the value added of the research projects as they effectively address African problems from African perspectives".</i> • <i>"Because it is working very well"</i> • <i>"It provides an innovative way of engaging all stakeholders in research prioritization and selection of proposals for funding".</i> • <i>"Makes for collective ownership and transparency"</i> • <i>"Proposals were evaluated by external reviewers and defended during the annual ATPS conference"</i> • <i>"Contribution of national chapters in selecting research grant applications. It makes ATPS funded research more relevant to local situations"</i> • <i>"Preparation of proposals and being given opportunity to defend proposal".</i>
Multi-disciplinary and Trans-disciplinary nature of the research programmes	<ul style="list-style-type: none"> • <i>"It help to build research capacity for young researchers"</i> • <i>"Because it is good"</i> • <i>"I worked successfully with experts in various components of Agriculture"</i> • <i>"The effort byATPS to engage researchers (old and young), policymakers, private sector and Journalists in their research programmes are obviously novel. This is the vision for knowledge brokerage in future. This should be encouraged for all research bodies to break the divide among knowledge communities"</i> • <i>"The development of effective STI policies in Africa requires evidence which is produced by research through the active involvement of experts from various disciplines".</i>
Research Methodology Training Workshops	<ul style="list-style-type: none"> • <i>"Impact from implementation of projects"</i> • <i>"It is innovative and interactive"</i> • <i>"Trainings given enhance capacity"</i> • <i>"Training workshops improves skills"</i> • <i>"Creating awareness and assisting targeted stakeholders to better understand the topical issues e.g. climate change adaptation strategies"</i> • <i>"Discussions during ATPS meetings"</i> • <i>"Analyzing the qualitative aspects of the research, because it is a process that entails a lot of insights to the researched topics"</i> • <i>"Data Analysis is sophisticated: requires deep inferential thought. Goes beyond simple summaries using graphs percentages bar charts etc. For example testing of models".</i> • <i>"Writing a Research Proposal fundamental to winning a Grant".</i>
Increased Networking	<ul style="list-style-type: none"> • <i>"Strong ability to engage key stakeholders at all levels"</i> • <i>"It brings people together"</i> • <i>"Was able to meet many researchers through ATPS"</i> • <i>"Gives oppotunities outside the research project"</i> • <i>"ATPS creates platform for you to very good Resource Persons, meet peers and learn"</i> • <i>"I have met some valuable friends and professionals through the network".</i> • <i>"The enhanced network accessioned by ATPS research"</i>

Aspects listed	Verbatim Responses from Survey
Participatory Problem Assessment and Project Implementation	<ul style="list-style-type: none"> • “Identifies how to set up concrete and realistic objectives solving problems in Africa” • “Understand the fall out of project implemented at a local level” • “To assist in understanding the constraints of small farmers” • “Small farmers cannot take risk it is therefore necessary to understand the situation” • “Independent synthesis of research idea; makes it useful for application in local context” • “ATPS provides abroad theme but asks individuals to put research idea in local context” • “Participatory nature of projects” • “Engaging stakeholders from outset”
Technology Assessments, Innovation and Transfer	<ul style="list-style-type: none"> • “Identifies gaps to be covered” • “Support for innovative ideas into technology” • “Collaborative approach and support to technology development and transfer”
Scientific Conferences and workshops, and AGM	<ul style="list-style-type: none"> • “Builds the capacity of the scientist and enables him to network with other scientist across the African continent” • “Enables the researcher to fine tune his/her research objectives and share the findings with other researchers” • “Interaction with various experienced research fellows/professors and other multi-disciplinary experts” • “Exchange of ideas” • “Presenting research findings and other information in annual meetings is good quality of ATPS to share knowledge among the ATPS members”. • “It has exposed me to views and areas I would otherwise not look at”. • “Was able to present research paper in many international conferences thus increasing my exposure”
Peer Review System / Mid-term Review Workshops	<ul style="list-style-type: none"> • “It is a very powerful formative evaluation research that is worthy of emulation” • “Improves research quality” • “It helps me to interact with other professional from other disciplines and countries” • “Insistence on down to earth review process” • “Corrections from reviews build skills”
STI Policy Research Capacity Building	<ul style="list-style-type: none"> • “Africa needs policy direction primarily” • “It improves my knowledge in the research work”. • “Skills improvement” • “There is always a certain level of skills we all have in research. However ATPS capacity building enables enhancement of those skills”. • “Gave me the opportunity to work with academia, private and public sector researchers” • “Capacity building of chapters” • “I was able to participate in policy development and conduct research in STI” • “This is my first grant and research experience and it is a valued opportunity” • “Professional Contribution on the National Economic Development Plan” • “Helps to discharge the duties and responsibilities of the my assignment effectively” • “Capacity to do research, write research reports and present in scientific forums. The experienced coordinators spend considerable times guiding the researchers while ATPS provides opportunities to present papers in international forums” • “Providing training on methodology to grantees” • “There is not a real policy to implement the excellent results obtained by ATPS projects funded”.

Aspects listed	Verbatim Responses from Survey
Empowering Youth and Women involvement in research	<ul style="list-style-type: none"> • “Substituting future responsible researchers to protect the environment and benefit the society and the generation (youth is the power house of the society, with full energy and creativity”. • “Empowering female researchers is important to address gender equity and problems in the society” • “It targets specialized groups like women and youths” • “Focus on youth” • “Technology policy is moving very fast, and much of the earlier literature and ideas are now out of date. The new generation must be equipped to take forward the successes of earlier scholars and policy-makers”. • “Their focus on the role of women and youth for the development of STI in Africa” • “Building national innovation systems in Africa require the active participation innovation research and decision making” • “Focus on youth and women and innovative topics”
Sensitization, Reporting and Dissemination	<ul style="list-style-type: none"> • “It enabled my team to reach out to stakeholders in my research area” • “Enabled us to receive useful feedback from stakeholders” • “Improves research communication ability” • “Inform stakeholders of the solution to the identified problem and feeds into policy” • “Our project was results were published promptly both as research paper and as a policy Brief” • “Capacity building of chapters” • “Nature of Reporting and Dissemination of Research Findings stimulates interest and debate even for non- scientists. Likely to lead to policy development and implementation of findings”
Publications: • UNESCO Science Report 2010	<ul style="list-style-type: none"> • “Increased visibility” • “Enhances my appraisal”
Relationships and Communication	<ul style="list-style-type: none"> • “Engagement of national coordinators in coordination has increased” • “ATPS updates grantees and other members regularly”. • “The Secretary entertains excellent relation between its members working in the same area”. • “Use of innovative communication approaches and tools” • “The ATPS is in constant touch with the researcher and the close monitoring is very important. It has helped facilitate my research and kept me on course” • Mentoring of the research process and communication of the outcomes. • “ATPS provides forums for learning and sharing of process including outcomes” • “Interaction with desk officers makes my work easy”
Disbursement of funds	<ul style="list-style-type: none"> • “Funds directly received by researcher”
Grant making	<ul style="list-style-type: none"> • “This facilitates my research work” • “Possibility to apply for a grant” • “Researchers get an opportunity to apply for funds to pursue their own interest that have an impact in communities”. • “It enables scientists to develop their research skills and at the end of the day come up with publications” • “The small grants programme has improved” • “Focus on youth and women and innovative topics”

Most of the respondents applauded specific features of the ATPS approach to research: from its wide coverage of the continent to the specific focus on policy relevant research that addresses African development problems. The multi-disciplinary and trans-disciplinary methodology applied in the research process was also applauded as most valuable to respondents. The priority thematic areas of research (including agriculture, climate change, water, ICT, health, etc.) were also reported as most valuable. Responding to the question, two of the respondents wrote:

“It is African and attempts to solve problems of the continent. Proposals are screened by the national coordinating committee to ensure that it is of national relevance”.

“Focus on African priority areas (agriculture, climate change, water, ICT, Health etc.). These are priority areas for most African countries. Research bodies normally focus on Donor priorities. The ability of the Network to address national priorities is unique and very valuable”

Other aspects of the ATPS Phase VI Strategic Plan research and research capacity building programme considered most valuable by Respondents included:

- the Participatory Proposal Evaluation Process;
- the Research Methodology Training Workshops;
- the increased networking amongst researchers and other stakeholders;
- the participatory problem assessment and project implementation process;
- Technology assessments, innovation and transfer;
- Scientific conferences and workshops;
- ATPS Mid-Term Review Workshops for research grantees;
- the focus on empowering youth and women involvement in STI research, sensitization, reporting and dissemination processes;
- ATPS publications, relationships and communication amongst the Grantees, National Chapter Coordinators, and the Regional Secretariat.

Other respondents also applauded the processes of grant making and disbursement of fund by the ATPS, as well as the overall scientific relevance and innovativeness of the research and research capacity building programmes.

Most of the specific ATPS programmes were regarded as most valuable by Respondents (see Table 5.6), and for the various reasons provided in the Table 5.7.

Table 5.7: Specific Programmes Selected as Most Valuable

Programmes Selected	Reasons for Selection (Verbatim Responses from Survey)
Climate Sense Programme (CSP): <ul style="list-style-type: none"> • Small grants • Climate Innovations Challenge • ATPS/UNN/OSF Climate Change Project 	<ul style="list-style-type: none"> • <i>"Vital for all life. We have to reduce climate change factors by innovative way of addressing it either by mitigative or adaptive means".</i> • <i>"Topical and relevant to societal needs"</i> • <i>"Climate change impact is a global threat with African countries suffering most"</i> • <i>"Relevant to survival of species"</i> • <i>"Conducted a team research on Swaziland farmers preparedness to respond to climate change"</i> • <i>"Creating awareness and assisting targeted stakeholders to better understand the topical issues e.g. climate change adaptation strategies"</i> • <i>"African economy is vulnerable to climate change as it heavily depends on climate sensitive sector, agriculture. There is a huge policy gap on this issue".</i> • <i>"I am a grantee"</i> • <i>"This world has existed for a long time and with what is happening now, there is a need that man as steward of the earth should try as much as possible to check some of these menace"</i> • <i>"Because it involved the farmers at the grass roots and because climate change is a problem facing us all"</i> • <i>"It is a step in a the right direction"</i> • <i>"Conducted a team research on Swaziland farmers preparedness to respond to climate change"</i> • <i>"Got ideas for a project/study developing a community engagement strategy for climate change adaption and renewable energy policy in Kenya which I will be undertaking in Australia end of this year".</i> • <i>"Proposing policy that will enhance climate change adaptation. Policy is the first step to any efficient adaptation strategy"</i> • <i>"Testing the knowledge of farmers on climate change and adaptation strategies"</i> • <i>"Policy relevant to climate change adaptation should have a bottom-up origin".</i>
Youth Innovation Challenge programme (YICAN)	<ul style="list-style-type: none"> • <i>"Builds the capacity of the young scientist thereby giving him the capacity that he can make it in the scientific world"</i>
IP programmes	<ul style="list-style-type: none"> • <i>"Coordination of IP related issues are a major concern in different countries".</i>
Agricultural Innovation Programme	<ul style="list-style-type: none"> • <i>"I was able to teach effectively a course on Agricultural Innovation and application"</i> • <i>"There are a lot of agricultural technologies in the world. We need to customize these technologies for our situation and purpose. Again without technology development is unthinkable"</i> • <i>"I will benefit from research report"</i> • <i>"Ensures food security"</i> • <i>"These strategies are usually tailored to the needs of the farmers and are affordable and accessible"</i>
Water and Environment Programme	<ul style="list-style-type: none"> • <i>"These are important resources to life and development. We need to manage these resources to bring sustainable development in Africa".</i> • <i>"Water is life, it is needed by every living thing on earth, and the environment that harbours us need to be regularly watched on to make for effective living".</i>

Programmes Selected	Reasons for Selection (Verbatim Responses from Survey)
Health innovations system	<ul style="list-style-type: none"> • “Healthy living is very important, especially in the developing countries like Africa”.
Science park	<ul style="list-style-type: none"> • “It is one of the approaches to enhance economy in Africa”
Scientific Revival Day for Africa (SRDA)	<ul style="list-style-type: none"> • “Enables the scientist to learn scientific innovations and network with other scientists”

5.2.2 International Cooperation and Partnership Activities

5.2.2.1 Objectives of International Cooperation and Partnership (ICP)

The strategic goal of International Cooperation and Partnership (ICP) is to enhance collaboration amongst the key actors in the innovation systems at national, regional and international scales. It targets building partnerships amongst the Quadruple Helix (Policymakers, Science Experts, Private Sector Actors, and the Civil Society) within and between institutions, countries and continents in the generation, use and up scaling of STI relevant policy research results in policy practices and development programmes. This programme also serves as a platform for effective knowledge brokerage, and knowledge circulation amongst relevant institutions in Africa and between African countries and their counterparts in the rest of the world. In other words it facilitates South-South, North-South, and South-North knowledge circulation thereby facilitating access to other knowledge communities, technologies, innovations, and expertise internationally.

5.2.2.2 Participation in International Cooperation or Partnership Activities

One hundred and one (56.1%) of the respondents answering question 12 said they had taken part in one or more ATPS international cooperation and/or partnership activities, as summarized in Figure 5.3⁸.

The biggest category is those respondents (80; 48% of responses) who have participated in ATPS international conferences and workshops; 32 (20%) have participated in ATPS international roundtable discussions; 23 (14%) have participated in ATPS institutional Partnerships and collaborative projects, 19 (12%) have participated in ATPS participatory dialogue on global STI policy issues, while 10 (6%) have participated in ATPS public-private partnership programmes.

⁸ Number of responses in figure 4.3 totals more than 101 because of multiple responses; i.e. some respondents have reported participation in more than one type of activity or partnership.

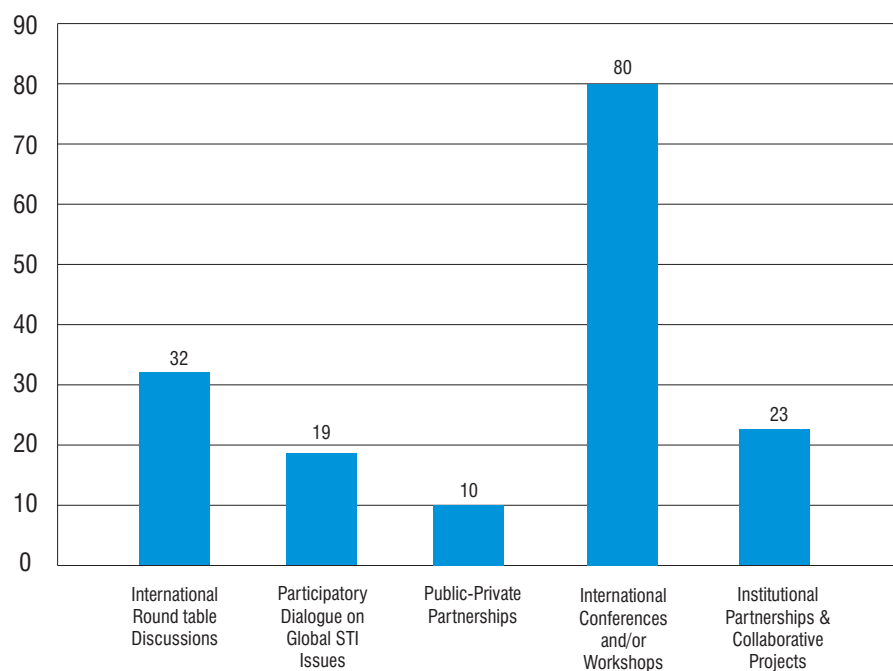


Figure 5.3: Respondents Participation in ATPS International Cooperation/ Partnership Programmes

5.2.2.3 Effectiveness of ATPS ICP Programmes

Table 5.8 summarizes the responses to question 14 assessing the extent to which respondents agree or disagree that the international cooperation and partnerships programmes have achieved their objectives.

Table 5.8: Impacts of ATPS International Cooperation and Partnerships (ICP)

Statement		Extent of agreement with statement			
	Participating in ATPS international cooperation and partnerships has led to...	Median score	Mean Score	Percentage Score	N
14.1	better regional integration	9	8.13	73.91%	94
14.2	the identification and prioritization of common research areas of mutual interest to African countries	9	8.68	78.91%	92
14.3	enhanced uptake and use of common identified research outcomes, technologies and innovations for addressing the MDGs in Africa	8	7.97	72.45%	94
14.4	increased partnerships amongst African S&T institutions, government ministries and civil societies and with like-minded organizations globally	8	8.20	74.55%	96
Overall Mean Score			8.24	74.93%	

The highest levels of agreement were with the statements that participation in ATPS ICP programme enhanced the identification and prioritization of common research areas of mutual interest to African countries (mean score = 8.68/11 (79%)), and increased partnerships amongst African S&T institutions, government ministries and civil societies and with like-minded organizations globally (mean score 8.20/11 (75%)). The statement that the ICP programme led to better regional integration had a mean score of 8.13/11 (74%) while “enhanced uptake and use of common identified research outcomes, technologies and innovations for addressing the MDGs in Africa” received the least score (7.97/11 (73%)). The overall mean score for the four assessment criteria used was 8.24/11 (75%). This indicates a high level of agreement amongst respondents and stakeholders that the ATPS ICP programme achieved the set objectives.

5.2.2.4 ICP Reasons for Answer to Question 14 “Effectiveness of ATPS ICP Programme”.

In response to an invitation (question 15) to give examples that explain their responses on the effectiveness of the ATPS ICP programme, various verbatim responses emphasized the increased ability of the ATPS to play the role of the knowledge broker bringing various likeminded institutions and government agencies and Ministries together to address STI policy research and policymaking needs on the continent. Respondents felt that the ATPS has played this role at the global level by bringing the African voice to global policy processes in several international Panels such as the Intergovernmental Panel for Climate Change (IPCC); the International Resource Panel (IRP); as well as playing leading roles or participation in various United Nations Agency programmes, including the United Nations Environment Program (UNEP); United Nations Education, Science and Cultural Organisation (UNESCO); United Nations Economic Commission for Africa (UNECA); while creating platforms for collaboration and mutual learning amongst African institutions and Scholars and leading European, Asian and American Scholars in various science-policy research activities. Specific mention was made of European Union supported projects including the “*Science, Ethics and Technological Responsibilities in Developing and Emerging Countries (SETDEV) project*”, which led to the production of the African Manifesto for Science, Technology and Innovation in 2010.

At the continental level, the respondents also mentioned ATPS' roles in supporting the work of the Africa Union Commission (AUC), the Africa Climate Policy Centre (ACPC), the African Association of Universities (AAU); and various sub-regional bodies such as the SADC, etc. At the national level, respondents highlighted the role of the ATPS in fostering inter and intra-Ministerial conferences, and collaboration and mutual learning amongst various government ministries, agencies and amongst the scientists, policymakers, the private sector and the civil society. Specific mention were made of the important role of the ATPS in

hosting Ministerial conferences, Innovation Challenge Programs, joint assessments of policies and action plans, networking amongst various Ministries and Government Agencies, formation of National Systems of Innovation Steering Committee in Nigeria, and memorandums of understanding signed with National Councils for Science and Technology (NCST), University Commissions, and relevant STI institutions in Members countries, etc.

At the individual level, there was a general feeling that the ATPS ICP programme has enhanced mutual learning and collaboration through its conferences and collaborative projects.

Some specific verbatim responses include:

“The ATPS has up-scaled the role of STI in climate change adaptation and mitigation of GHGs in Africa. This followed a pioneering conference held in South African in 2007 and various interventions with the United Nations Agencies such as UNEP, the IPCC, etc. Following these, the ATPS now leads the implementation of the African Climate Policy Centre programme on Technology Transfers”,

“ATPS has led the process for many Ministerial conferences with its partners at both continental and national scales”.

“The ATPS linked and worked together with like-minded organizations with same area of concern such as Climate Change and Development for Africa (CCDA), AUC, ACPC, UNECA....”.

“My Ministry liaised with other STI related Ministries in Nigeria to form a National System of Innovation Steering Committee with a Secretariat jointly staffed by the different agencies involved. This is the first of its kind in Nigeria where different Ministries cooperate to foster innovation”.

“Through participation in ATPS conferences, I have been able to identify colleagues in the rest of the continent and established working relationships with them. Through this I have joined a number of STI related networks which enhances my work as a policymaker”.

“International conference is held in different countries of Africa, and this gives the chance to the participants to learn about the culture, the language, and norm of that country. It also created the opportunity for the best minds of Africa from different fields to discuss on African major issues which is lacking in Africa”.

“Interaction with international partners (e.g. through the SET-DEV project) has allowed mutual learning between Indian, African and European scholars”.

“By bringing all African countries together in Sub-Saharan Africa and Arab-dominated North Africa, as well as engaging the various continental-based and Diaspora researchers/institutions in STI discussions and action research projects, ATPS is right on spot and far much better than the African Union, which most people, myself inclusive, perceive to be a political and disoriented institution, like many African countries ruled by dictators. If ATPS could have national chapters in all the 54 African countries, it would be much better”.

Select verbatim responses from survey questionnaire question number 15 on reasons for perceived effectiveness of ATPS ICP program are tabulated in Table 5.9. Details of all the verbatim responses are provided in Appendix A.11.

Table 5.9: Respondents Sample Comments on Question 15 to Justify Answers Given in Question 14

Examples Provided by Respondents
<p>“The ATPS has up-scaled the role of STI in climate change adaptation and mitigation of GHGs in Africa. This followed a pioneering conference held in South African in 2007 and various interventions with the United Nations Agencies such as UNEP, the IPCC, etc. Following these, the ATPS now leads the implementation of the African Climate Policy Centre programme on Technology Transfer's”</p> <p>“ATPS has led the process for many Ministerial conferences with its partners at both continental and national scales”</p> <p>The ATPS Innovations challenge programmes has supported a number of youth innovators and Women Innovators in various areas of climate innovation.</p> <p>Cooperation among partners based in different areas</p> <p>Assessment of Policies and Action Plans among potential partners located across Africa</p> <p>Wide representation of Public and Private stakeholders for proposal development</p> <p>The ATPS linked and worked together with like-minded organizations with same area of concern such as Climate Change and Development for Africa (CCDA), AUC, ACPC, UNECA....</p> <p>Central African ATPS members research teams with their colleagues of Nigeria</p> <p>Governments are supporting ATPS through science and technology ministries.</p> <p>Joint publications</p> <p>Identifying & conducting research in mutual areas of interest</p> <p>I have international friends now through ATPS.</p>

Examples Provided by Respondents
<p>It has increased my confidence in participating in International Conference</p> <p>It has increased my research interest in Africa's S and T</p> <p>Networking among scientists increased</p> <p>I have participated fully in the development of the National policy for STI (2010/2011)</p> <p>The members are drawn from several Africa counties</p> <p>The inclusion of women grant is key in regional integration</p> <p>My Ministry liaised with other STI related Ministries in Nigeria to form a National System of Innovation Steering Committee with a Secretariat jointly staffed by the different agencies involved. This is the first of its kind in Nigeria where different Ministries cooperate to foster innovation</p> <p>Through participation in ATPS conferences, I have been able to identify colleagues in the rest of the continent and established working relationships with them. Through this I have joined a number of STI related networks which enhances my work as a policymaker</p> <p>My agency has now signed MoUs with ATPS and also with other related Ministries in Nigeria</p> <p>IP initiative has pitted usually isolated institutions to work towards an intricate and common goal</p> <p>ATPS deals with African common issues like climate change, technology innovation and policies</p> <p>International conference is held in different countries of Africa, and this gives the chance to the participants to learn about the culture, the language, and norm of that country</p> <p>It also created the opportunity for the best minds of Africa from different fields to discuss on African major issues which is lacking in Africa</p> <p>Yes, there is identification of common area of needs in STI. Little has been record in developmental framework that is sustainable.</p> <p>Innovativeness among partnering nations, institutions and philanthropic individuals are human driven instead of institutional. That accounts for African slow development</p> <p>A SADC review of water and environmental policies (2007) was possible as a team of ATPS members from various SADC countries could come together through their affiliation with ATPS</p> <p>ATPS research on ECOSAN, water harvesting etc was replicated in some countries. For example the ATPS study on water harvesting is considered a good example in Malawi and recommended as a solution in development for Malawi in the State of Environment and Outlook Report for Malawi 2010.</p> <p>ATPS members in Malawi have been coming together and working to influence the National Commission for Science and Technology and have signed an MOU with NCST and ATPS Malawi Chapter. Increasing STI activities are expected in the future from this partnership.</p> <p>At ATPS conferences, items of discussion are thrown open with contributions from diverse persons. Members learn from each other's experiences</p>

Examples Provided by Respondents
<p>The participatory project selection process, although still requiring further improvement, is an excellent approach to cementing the African networks and drawing together core research themes.</p> <p>Interaction with international partners (e.g. through the SET-DEV project) has allowed mutual learning between Indian, African and European scholars.</p> <p>It brings together stakeholders through conferences annually</p> <p>It gives governments technically back up assistance with well-researched papers</p> <p>By bringing all African countries together in Sub-Saharan Africa and Arab-dominated North Africa, as well as engaging the various continental-based and Diaspora researchers/institutions in STI discussions and action research projects, ATPS is right on spot and far much better than the African Union, which most people, myself inclusive, perceive to be a political and disoriented institution, like many African countries ruled by dictators. If ATPS could have national chapters in all the 54 African countries, it would be much better.</p>

5.2.3 Youth and Gender Empowerment Programme

5.2.3.1 Objectives of the Youth and Gender Empowerment Programme

This programme has two strands of activities designed to mobilize the youth and women to build their capacities in STI research and policy advocacy-making thereby empowering them to contribute positively to STI policy processes in Africa. Two programme priorities currently under implementation are the African Youth Forum for Science and Technology (AYFST) and the African Women's Forum for Science and Technology (AWFST). Under these programmes, the ATPS proactively mobilizes and engages African youths and women in its STI policy Research Capacity Building (RCB) programme, International Cooperation and Partnerships (ICP), Training and Sensitization (T&S), Science Communication and Stakeholder Dialogue (SCSD), Outreach, Knowledge Brokerage and Policy Advocacy (OKBPA) programmes, respectively. ATPS prioritizes capacity development for youths and women in all its programmes.

5.2.3.2 Participation in Youth and Gender Empowerment Programmes

Thirty three respondents (20% of those answering question 16) said they had taken part in any ATPS youth or women STI congresses, or youth/women entrepreneurship innovation challenge Programmes, science clubs supported by ATPS, or international internships supported by ATPS (see Figure 5.4).

Eighteen of the respondents (32.14% of 56 responses⁹) have participated in ATPS Youth and Women STI congresses; 13 (23.21%) have participated in the ATPS Youth and Women

⁹ Some of the 33 respondents had participated in more than one type of activity, hence the number of responses (56) is higher than the number of respondents.

Entrepreneurship activities; and 15 (26.79%) have participated in the ATPS small grants projects. Five (5) each have participated in the Science Clubs and International Internships supported by the ATPS.

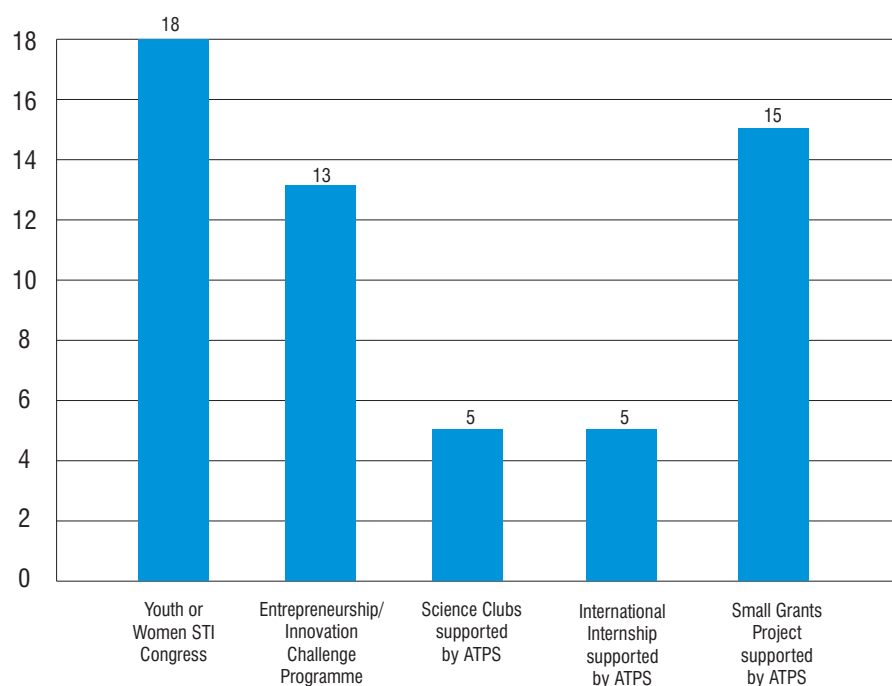


Figure 5.4: Participation in ATPS Youth and Women Activities

5.2.3.3 Effectiveness of the Youth and Women Empowerment Programmes

Question 18 of the survey asked respondents to rate the extent to which participation in the ATPS supported youth and women programmes has achieved each of four intended outcomes (Table 5.10).

The highest level of agreement amongst the respondents was that participation in the ATPS Youth and Women programme activities increased awareness among youth /women on inter-related policy issues in agriculture, science and technology and the need for multi-disciplinary approaches in STI research and policy making (mean score = 9.08/11 (83%)). The scores for the rest of the indicators used also show a high level of agreement that the participation in ATPS AWFST and AWFST programme activities:

- Increased youth / women participation in STI research projects and other innovative and productive interventions at local, regional and national levels (mean score = 8.81/11 (80%));
- Enhanced youth/women skills / capacities in STI research and policy advocacy (mean score = 8.76/11 (80%)); and

- Provided ongoing opportunities for youth/women to exchange opinions (mean score = 8.59/11 (79%)).

Table 5.10: Effectiveness of ATPS Youth and Women Programme in Selected Performance Indicators

Statement		Extent of agreement with statement			
	Participating in these ATPS-supported initiatives for youth and women has ...	Median score	Mean Score	Percentage Score	N
18.1	enhanced my skills / capacities in STI research and policy advocacy	9	8.76	79.64%	38
18.2	increased youth / women participation in STI research projects and other innovative and productive interventions at local, regional and national levels	10	8.81	80.09%	37
18.3	provided ongoing opportunities for youth/women to exchange opinions	9	8.59	79.08%	37
18.4	increased awareness among youth /women on inter-related policy issues in agriculture, science and technology and the need for multi-disciplinary approaches in STI research and policy making	10	9.08	82.55%	38
Overall Mean Score			8.81	80.10%	

The overall mean score for all the four indicators of effectiveness used is 8.81/11 (83%). This suggests that the ATPS Phase VI Strategic Plan Youth and Women activities achieved a high level of effectiveness.

5.2.3.4 Justifications for the Answer to Question 18: Effectiveness of ATPS Phase VI Youth and Women Programme

In response to an open question to justify their ratings of effectiveness of the ATPS YGE program (Question 18), the respondents recognised the positive impact of various initiatives under the ATPS YGE activities including the African Youth Forum for STI (AYFST), the African Women Forum for Science and Technology (AWFST), and the associated implementation programmes including the youth and women congresses; the small grants research grants, the innovation challenge programs, targeted youth and women workshops, etc. There was a general feeling that these programmes have increased youth and women awareness and participation in STI policy research and politics in Africa and also contributed to building multi-disciplinary and trans-disciplinary skills amongst African youths and women scientists.

Some sample verbatim comments are summarized in Table 5.11. The full comments are listed in the Appendix.

Table 5.11: Sample Comments on Question 19- Justifications for the Answer to Question 18: Effectiveness of ATPS Phase VI Youth and Women Programme

Resp	Verbatim Responses from the Survey
1	<ul style="list-style-type: none"> In my project young peoples have been associated and have conducted and discovered with us how we can impact positively policies. Young people have also been associated to the research process. Through my project, young people are aware of the climate change questions and are participating through a discussion forum: www.jeunesseetdeveloppement.org
2	<ul style="list-style-type: none"> Many young [people] are interested about ATPS' activities
3	<ul style="list-style-type: none"> ATPS has awarded over 26 research grants to youths and women during the past two years The ATPS Youth and women congresses provide platforms for African youths and women in STI to network, interact, and access mentors. The scheme of ensuring a trans -disciplinary team with young and old researchers provides a platform for youths to learn to work in multi-disciplinary environments in Africa. This is unique as most research institutes and universities in Africa focus on specific disciplinary training curricula
4	<ul style="list-style-type: none"> I learn much during anATPS workshop which I at tended It offers opportunities for the youths to make use full contribution It also increase awareness of some important issues
5	<ul style="list-style-type: none"> The women in science competition encouraged me as a woman scientist to continue doing quality research
6	<ul style="list-style-type: none"> Given women opportunity to participate equally in research and policy advocacy
7	<ul style="list-style-type: none"> The rising participation of youth in politics Creation of development, focused, youthled organization
8	<ul style="list-style-type: none"> Enhancement in capacities for STI research has been achieved through better understanding of the language of science. Provided opportunities for exchange of opinions in that discussion amongst young scientist has activated useful relationship amongst scientists across the continent. Increased youth participation in STI research projects via participation in research grants on the strength of funding from ATPS
9	<ul style="list-style-type: none"> Carry out research myself Many guys who are doing research are young Many youth want to participate also in what am doing The current administration focuses on Youth and Women capacity building in most grants issued.
10	<ul style="list-style-type: none"> For example, the Climate Innovation Challenge Awards in Egypt engaged more than 20 youths and women in innovation incubation research and other activities The number of youths and women participating in ATPS conferences and other activities has increased significantly since 2009 I find the dedicated book volumes on Agricultural Innovations by African Youths and Women very exciting. This showcases [technical] capacity of youths and women and encourages them to do more.
11	<ul style="list-style-type: none"> Opportunities for application of STI in agriculture Given women opportunity to participate equally in research and policy advocacy
12	<ul style="list-style-type: none"> Increased numbers of women in WE CAN programme Increased commitment to STI by African youths through participation in various programmes Many international organisations come to ATPS for advice
13	<ul style="list-style-type: none"> By relating initiatives by the youth to national and international STI/ social development goals
14	<ul style="list-style-type: none"> The project has given me opportunity to work with the community and have a feel of problems that need to be solved
15	<ul style="list-style-type: none"> The AYFST initiative which first kick-started in April 2005 injected me with various youth related initiatives. Currently am working to start EYFST (Ethiopian Youth forum in Science and Technology) among others.
16	<ul style="list-style-type: none"> It helped me improve my skills in research through comments received on proposals and work in progress reports

5.2.4 Training and Sensitization

5.2.4.1 Objectives of the Training and Sensitization Programmes

The Training and Sensitization (T&S) programme is a cross-cutting one strategically embedded in all the thematic activities as well as the cross-cutting facilitative activities, respectively. The objective is to strengthen indigenous STI capacity in Africa today for sustainable development tomorrow. The training activities target Policymakers, Science Experts, Private Sector Actors, and the Civil Society at both individual and institutional levels.

5.2.4.2 Participation in ATPS Training and Sensitization Events

Questions 20 and 21 on the questionnaires required respondents to comment on their participation in any of the ATPS training and sensitization (T&S) events, including round tables for parliamentarians and policy makers, since January 2008. Twenty four (24), about 14.5% of the respondents answering question 20, reported that they had taken part in training events. We can assume that this excludes many who have participated in training as part of activities already covered in earlier questions.

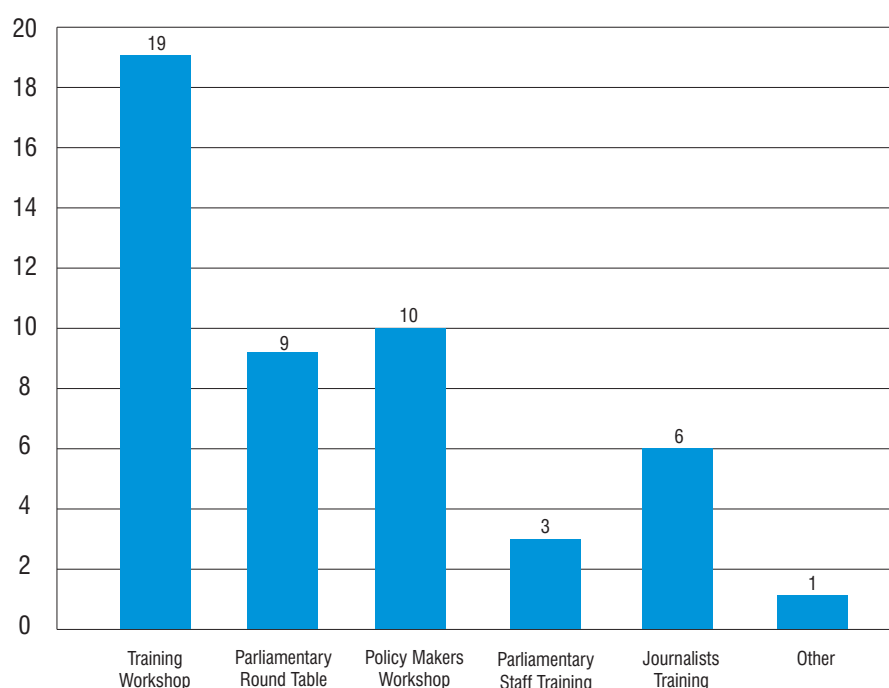


Figure 5.5: Participation in ATPS Phase VI Training and Sensitization Program

As shown in Figure 5.5 above, nineteen respondents (40% of responses) said that they have participated in ATPS Training workshops while 10 have participated in the ATPS Policymakers' workshops, and 9 have participated in the ATPS Parliamentary round tables.

Only 3 of the respondents have participated in the ATPS Parliamentary staff training activities.

5.2.4.3 Effectiveness of the ATPS Training and Sensitization Activities

The impressions of the respondents on the effectiveness of the training and sensitization programmes are summarized in Table 5.12.

Table 5.12: Effectiveness of ATPS Training and Sensitisation Programmes in Selected Performance Indicators (Question 22)

Statement		Extent of agreement with statement			
Participating in these ATPS training and sensitisation activities has...		Median score	Mean Score	Percentage Score	N
22.1 enhanced dissemination of STI policy research to policy makers and to stakeholders at the grassroots through the mass media		10	9.19	83.55	26
22.2 improved my capacity to communicate and use STI policy research		10	9.60	87.27	25
22.3 increased the appreciation and appropriate use of STI policy in African development		9	8.60	78.18	25
Overall Mean Score			9.13	83.01	

The respondents reported a high level of satisfaction with the outcome of the activities and their participation in them. They felt that participation had '*enhanced dissemination of STI policy research to policy makers and to stakeholders at the grassroots through the mass media*' (mean score = 9.19/11 (84%) and 'improved [their] capacity to communicate and use STI policy research' (mean score = 9.60/11 (87%)). Both criteria had a median score of 10 on a 1 – 11 scale. The respondents also felt that the ATPS T&S activities '*increased the appreciation and appropriate use of STI policy in African development*' (mean score = 8.60, (78%), median = 9). For each of the three statements, the highest number of responses gave the maximum score of 10. With an overall mean score on 9.13/11 (83%), the responses suggest a high level of agreement that the ATPS Phase VI T&S programmes have been very effective in achieving its objectives.

In response to the question inviting respondents to justify their rating of the effectiveness of the ATPS T&S programme, respondents listed the role of ATPS T&S workshops in enabling Policymakers and stakeholders to share view points; the intensive participation of Journalists and Parliamentary members; facilitation of Ministerial conferences and Parliamentary workshops on national STI policies by the ATPS, ATPS write-shops, media outreach programmes, and increased discussion of STI policy issues on radio, television and print media, increased ability to communicate to Parliamentarians and develop policy briefs, etc.

Table 5.13 contains sample comments from the open question (23) which invited specific examples to illustrate their responses to Question 22.

Table 5.13: Sample Comments on Question 23- Justifications for the Answer to Question 22: Effectiveness of ATPS Phase VI Training and Sensitization Programmes

Resp	Comments
1	<ul style="list-style-type: none"> Intensive participation of journalists and parliamentary members Before this briefing, Cameroon Parliamentarians were not aware of the big role ATPS is playing in promoting STI in Africa I am now in Constant Communication with 3 Parliamentarians interested in STI issues in Cameroon. No official STI policy exists in Cameroon now. We hope to bring about one with this connection and support of these legislators
2	<ul style="list-style-type: none"> It is too early to evaluate the effectiveness of these briefings, but it is quite obvious that these legislators see the need for appropriate STI for development in Cameroon and Africa.
3	<ul style="list-style-type: none"> workshops enabled policy makers and shareholders to share viewpoints There have been media reports on STI events we have organised
4	<ul style="list-style-type: none"> I was engaged by the Ministry of Environment, Science and Technology (MEST) as an expert in the draft of the National STI Policy. My assignment included stakeholder consultations. My communication skills or approach were partly drawn from these ATPS activities.
5	<ul style="list-style-type: none"> ATPS Cote d'Ivoire's activities in Cote d'Ivoire with policy makers , private sector and academics
6	<ul style="list-style-type: none"> The Kenya Climate Change Response Strategy benefited from the Mombasa workshop I am also aware of other Ministerial conferences and Parliamentary workshops ATPS has facilitated in Uganda which is changing the form of University education in Africa
7	<ul style="list-style-type: none"> Development of the Climate Change Strategy in Kenya
8	<ul style="list-style-type: none"> Parliamentarians were brought up to speed on these issues and have subsequently supported development of policies incorporating climate change issues through the line ministries; As an academic, STI policy research has been weaved into the research projects Writershop: Output and outcomes from the water and environment programme were communicated through seminar, annual meeting of Rainwater Harvesting Association and the print media
9	<ul style="list-style-type: none"> The IP Initiative: allowed to note institutional, policy, and capacity gaps in government to deal not only with IP, but many socio-economic development bottlenecks The training of African Parliamentary staff in collaboration with UK Parliamentary Office for S&T and SciDEV Net provided opportunities to learn from Parliamentary staff on the practice aspects of communicating science to policymakers and also learn from the experiences in the UK and from a Science Communicator (SciDEV net). This enhanced my appreciation and ability to communicate STI to policy stakeholders
10	<ul style="list-style-type: none"> The Ministerial conference on higher education held in Kampala with RUFORUM also had similar effects as did the example 1 above. The ATPS Media outreach programme has enhanced my skills to produce life shows on TV and radio, and in the process enabled me to understand the science and art of STI policymaking in Africa much more than before. Interactions with the wider stakeholders (TV and Radio audiences) helped me to broaden my perspectives and knowledge of the subjects in practice. The Workshop of training parliamentarians held in Uganda in 2008 helped me to better understand the challenges that parliamentary staff face while communicating science related issues to the legislators (Mps) and the strategies to overcome these challenges.
11	<ul style="list-style-type: none"> The workshop on strengthening linkages between researchers and policymakers also helped me to appreciate the importance of bringing all players to a common ground where each can clearly articulate their expectations and contribution towards a certain issue.
12	<ul style="list-style-type: none"> ability to communicate effectively with policymakers ability to develop policy briefs ability to develop proposals that can meet the needs of policymakers for funding The Kenya Climate Change Response Strategy benefited from the Mombasa workshop

Resp	Comments
13	<ul style="list-style-type: none"> I am also aware of other Ministerial conferences and Parliamentary workshops ATPS has facilitated in Uganda which is changing the form of University education in Africa
14	<ul style="list-style-type: none"> There have been media reports on STI events we have organised I was engaged by the Ministry of Environment, Science and Technology (MEST) as an expert in the draft of the National STI Policy. My assignment included stakeholder consultations. My communication skills or approach were partly drawn from these ATPS activities.
15	<ul style="list-style-type: none"> helped me to successfully engage stakeholders of importance in the process of conducting a regional research

The 31 different examples have a strong common theme, of increased confidence in engaging with policy makers and the mass media on STI issues and the strengthening of linkages between policy making and STI research.

5.2.5 Outreach, Knowledge Brokerage and Policy Advocacy

5.2.5.1 Objectives of the ATPS STI Dialogues or Training Programmes

The strategic goal of *Outreach, Knowledge Brokerage and Policy Advocacy (OKBPA)* under this activity is to promote mainstreaming of STI in African development planning and policymaking processes. ATPS achieves this through various activities at the regional and national levels, including support to parliamentary forums; regional research programmes, trainings and methodology workshops; conferences, policy briefings, building linkages with government ministries, parliamentarians, parliamentary staff, etc., and encouraging involvement of network members in STI policy debates in Africa and globally.

5.2.5.2 Participation in the ATPS OKBRA Programmes

Only 18 out of 167 respondents to question 25 said that they had taken part in, or are members of, an STI Science Journalist forum or network, or ATPS-facilitated STI dialogues. Table 15 summarizes the types of activity or forum in which the respondents have participated. Most of the respondents (46%) have participated in the ATPS STI Science Journalists Forum or Network; while the rest (41%) participated in the ATPS STI dialogue or training programme.

Table 5.14: Types of STI Activity or Forum Participated in by Respondents

Type of activity or forum	No. of Respondents	Percentage of Total Responses
25.1 ATPS STI Science journalist forum or network	10	45.45%
25.2 ATPS STI dialogue or training programme	9	40.91%
25.3 Other (please specify)	3	13.63%
Total	22*	100.00%

* Total is higher than number of participating respondents because several of them participated in more than one type of activity.

5.2.5.3 Effectiveness of ATPS Outreach, Knowledge Brokerage and Policy Advocacy Activities.

Table 5.15 Summarizes Respondents Opinion about the effectiveness of ATPS Phase VI Outreach, Knowledge Brokerage, and Policy Advocacy Activities stemming from their participation.

Table 5.15: Effectiveness of ATPS STI Activities (Question 26)

Statement		Extent of agreement with statement			
	Participating in these ATPS outreach, knowledge brokerage and policy advocacy activities has...	Median score	Mean Score	Percentage Score	N
26.1	created a better appreciation of STI policy research by science journalists, policy makers and artists	9	8.53	77.55	17
26.2	strengthened partnerships between researchers and policy makers in the STI policy process	9	8.44	76.73	18
26.3	sensitized leaders / policy makers on their leadership roles in promoting STI led development	9	8.56	77.82	18
26.4	enhanced my appreciation of STI policy research	9	9.47	86.06	17
Overall Mean Score			8.74	79.48	

Once again, those that had participated gave broadly positive answers on whether the intended outcomes of these activities had been reached: “*created a better appreciation of STI policy research by science journalists, policy makers and artists*” (mean score 8.53, (78%)), “*strengthened partnerships between researchers and policy makers in the STI policy process*”, (mean score 8.44, (76%)), “*sensitized leaders/policy makers on their leadership roles in promoting STI-led development*” and, for themselves, (mean score 8.56, (78%)), and “*enhanced [their] appreciation of STI policy research*” (mean score 9.47, (86%)). Median level of agreement with all these statements was 9. With an overall mean score of 8.74/11 (80%), we conclude that the participating respondents agree that the ATPS Phase VI Outreach, Knowledge Brokerage, and Policy Advocacy achieved its targeted outcomes effectively.

Specific examples in response to an open question (27) justified the scores in terms of the quality of the events as well as observable outcomes such as an improved understanding, by science journalists and others, of the policy making process (Table 5.16).

Table 5.16: Sample Comments on Question 27- Justifications for the Answer to Question 26: Effectiveness of ATPS Phase VI STI Programmes Resp Comments

Resp	Comments
1	<ul style="list-style-type: none"> • Policy Makers are beginning to take interest in STI work by ATPS, thanks to journalistic input. • Government is now making computers available to some high schools in Cameroon. Thanks to Dr Justine Madiesse, ATPS Representative in Ministry of Scientific Research and Innovation, Yaounde Cameroon
2	<ul style="list-style-type: none"> • Created a better appreciation of STI policy research by science journalists, policy makers and artists in that by participating in the training activities there is an improved understanding of policymaking process. • Strengthened partnerships between researchers and policy makers in the STI policy process in that by participating in these training activities, there is activation of effective relationship between researchers and policy makers via cross-fertilization of ideas and thoughts. • Sensitized leaders / policy makers on their leadership roles in promoting STI-led development in that policymakers are better informed on the their specific but integrated roles in STI related issues.
3	<ul style="list-style-type: none"> • ATPS Cote d'Ivoire's activities in Cote d'Ivoire with policy makers, private sector and academics
4	<ul style="list-style-type: none"> • Very successful ATPS conferences of the ATPS on key STI issues • Contribution of ATPS to global and regional policies has increased significantly
5	<ul style="list-style-type: none"> • Parliamentarians continue to ask for their inclusion in STI initiatives and dialogue
6	<ul style="list-style-type: none"> • The training workshop with the African federation of Science Journalists organised by the ATPS was instrumental to my better networks with Journalists and Media houses in African countries including Kenya, Nigeria, Malawi, and Uganda. • Continued work with Science Africa (and STI Newspaper) and MESHA Kenya has had similar effects as described above. • The Parliamentary process with the government of Kenya on Climate change in the pre-Cop 15 period was instrumental in the drafting of the Kenya Response strategy to climate change. Similar interventions on biotechnology, S&T policy, agricultural innovations, ICTs, etc., has led to development of policies in a number of countries including S&T policy in Lesotho, Swaziland and Ghana; Biotechnology policies in Kenya, Nigeria, and Ghana; etc. Many such examples exist amongst the national chapters that should be picked up in Focus groups with members. It would be prudent to note that the ATPS is not the only organization the influenced these policy development as other partners such as UNESCO, UNEP, etc., also plaid roles in the respective countries. Policy development often takes time and hence the incremental impacts of interventions count.
7	<ul style="list-style-type: none"> • Writing good articles for journalists • Trained researchers on effective ways to communicate with policymakers • Ability to design and evaluate policy researches
8	<ul style="list-style-type: none"> • Stakeholders became aware that they everyone was a consumer of science and technology. • They wanted to join and participate in S&T dialogue forums • There is willingness to do research in S&T.
9	<ul style="list-style-type: none"> • Publication of intellectual property articles as well as science education articles in the national newspaper in the country
10	<ul style="list-style-type: none"> • Science writers play a critical role in communicating/reporting science-related issues in a language that is clearly understood and that will generate interest from intended readers.
11	<ul style="list-style-type: none"> • The writeshop helped Policymakers and journalists appreciate the work researchers do. It also helped researchers appreciate that there is need to communicate to a wider audience not only make journal articles for the scientists. • Policymaker from Lesotho came with a negative attitude but was totally transformed after the writeshop and then became an advocator of the research • Journalists who though science was boring came up with some fantastic pieces of writing along with cartoons that they made with artists and many publications came out of the writeshop

Resp	Comments
12	<ul style="list-style-type: none"> • Created a better appreciation of STI policy research by science journalists, policy makers and artists in that by participating in the training activities there is an improved understanding of policymaking process. • Strengthened partnerships between researchers and policy makers in the STI policy process in that by participating in these training activities, there is activation of effective relationship between researchers and policy makers via crossfertilization of ideas and thoughts. • Sensitized leaders / policy makers on their leadership roles in promoting STI-led development in that policymakers are better informed on the their specific but integrated roles in STI related issues.
13	<ul style="list-style-type: none"> • I have appreciated that STI policy research is relevant in day to day activities but since politics and business and/or profit related news sells better, Science news takes a sort of back seat. However, ATPS tries to emphasize the need for science journalists to be more upfront and aggressive in communicating science. Science Africa has taken the initiative to publish a bi-monthly newspaper purely on science related issues and works closely with ATPS

5.2.6 ATPS Science Communication and Stakeholders Dialogue

5.2.6.1 Objectives of the Science Communication and Stakeholders Dialogue Programmes

The *Science Communication and Stakeholder Dialogue (SCSD)* programme focuses on building capacity for effective science communication, dissemination, and up scaling of scientific and technological knowledge in Africa. It aims to bridge the gaps between Science experts, policymakers, the private sector actors and the civil society to ensure effective uptake of scientific outputs and innovation incubation for African development. This goal is achieved through proactive engagement and training of Science Journalists, Researchers, and Policymakers, Private Sector Actors and the Civil Society in science communication, creating platforms for dialogue amongst these actors, and engaging the Media (newspaper, Television, radio, etc.) in communicating emerging STI policy issues for African development.

5.2.6.2 ATPS Science Communication Effectiveness

When asked (question 28) if they have accessed the ATPS website (<http://www.ATPSnet.org>) since 2009, 143 (87.7%) out of the 163 respondents said yes. Also, when asked (question 29) if they have seen or heard any other media (TV, radio, policy briefs, reports) reporting the activities of STI policy by ATPS, 96 (58.9%) out of 163 respondents said yes.

5.2.6.3 Efficiency of ATPS Dissemination, Outreach, and Policy Advocacy Activities

Table 5.17 summarizes the extent to which the respondents agree or disagree with the statements 30.1 - 30.5 in question 30 concerning effectiveness of ATPS' dissemination, outreach and policy advocacy activities.

Most of those who have accessed the ATPS website see it as user friendly (mean score = 8.57/11¹⁰, 78%, median score = 9 on a 1 to 11 scale) and as ‘the most useful source of information on ATPS and on STI policy issues’ (mean score = 8.24/11, 75%, median score = 9). Most also feel that ‘*ATPS does a good job in STI knowledge dissemination and outreach*’ (mean score = 8.06/11, 71%, median score = 8). They were less sure that *coverage of STI issues and policy had increased since 2008 in the mass media*, with one in four (25% of the respondents) saying they did not know and the others recording a median score of 8 (mean score = 7.25/11, 70%); and most respondents feeling that *the profile of STI issues in the media in their country is ‘weak’* (median score 7, mean score = 6.86/11, 62%). Overall, the mean scores from the four indicators used to assess the outcomes of the ATPS STI stakeholder communication and dialogue programme was 8.03/11¹¹.

Table 5.17: Effectiveness of the ATPS Dissemination, Outreach and Policy Advocacy Activities

Statement	Extent of agreement to statement		
	Mean Score	Percentage Score	No. of Respondents
30.1 The ATPS website is user-friendly	8.89	74.08%	163
30.2 The ATPS website is the most useful source of information on ATPS and on STI policy issues	8.72	72.67%	163
30.4 ATPS does a good job in STI knowledge dissemination and outreach	8.52	71.00%	163
30.5 Coverage of STI issues and policy in the mass media has improved since January 2008	8.42	70.17%	163
30.6 Profile of STI issues in the media in my country is weak.	7.68	64.00%	163
Overall Mean Score	8.45	70.35%	

The 179 examples given in response to question 31 range from those acknowledging positive steps ATPS has taken since 2009 to some suggestions that more could still be done. For example one respondent wrote: “*The ATPS website has since 2009 changed to a social media for discussions and audio coverage on STI issues. I find all these very innovative and useful*”.

Regarding suggestions for improvement, one respondent wrote: “*Profile of STI is not known in most African countries, and so members should play more role in promoting all STI programmes and do a lot more in social networking*”. Some of the few negative comments about the impact of

¹⁰The rating questions from 28 onwards included a ‘Don’t Know’ response category. The online survey software treated this as 12th point on the 11 point scale and included it in the calculation of mean score and percentage scores. In this report, all mean, median and percentage scores have been recalculated omitting the ‘Don’t Know’ responses. The spreadsheet containing these recalculations has been submitted to the ATPS Secretariat and is available for scrutiny.

¹¹This calculation omits statement 30.5 which is worded with the opposite polarity to the other four statements.

dissemination include: *“Knowledge dissemination cannot count success until there are results, African S&T innovative outcomes do not justify the ATPS claims on outreach and trainings”*.

Table 5.18 lists some sample comments from question 31, requiring participants to give specific examples to illustrate their answers in question 30.

Table 5.18: Sample Comments on Question 31- Justifications for the Answer to Question 30: Effectiveness of ATPS Phase VI Science Communication and Stakeholders Dialogue Programmes

Resp	Comments
1	<ul style="list-style-type: none"> • Policy Makers are beginning to take interest in STI work by ATPS, thanks to journalistic input. • Government is now making computers available to some high schools in Cameroon. Thanks to Dr Justine Madiesse, ATPS Representative in Ministry of Scientific Research and Innovation, Yaounde Cameroon
2	<ul style="list-style-type: none"> • Created a better appreciation of STI policy research by science journalists, policy makers and artists in that by participating in the training activities there is an improved understanding of policymaking process. • Strengthened partnerships between researchers and policy makers in the STI policy process in that by participating in these training activities, there is activation of effective relationship between researchers and policy makers via cross-fertilization of ideas and thoughts. • Sensitized leaders/policy makers on their leadership roles in promoting STI-led development in that policymakers are better informed on the their specific but integrated roles in STI related issues.
3	<ul style="list-style-type: none"> • ATPS Cote d'Ivoire's activities in Cote d'Ivoire with policy makers, private sector and academics
4	<ul style="list-style-type: none"> • Very successful ATPS conferences of the ATPS on key STI issues • Contribution of ATPS to global and regional policies has increased significantly
5	<ul style="list-style-type: none"> • Parliamentarians continue to ask for their inclusion in STI initiatives and dialogue
6	<ul style="list-style-type: none"> • The training workshop with the African federation of Science Journalists organised by the ATPS was instrumental to my better networks with Journalists and Media houses in African countries including Kenya, Nigeria, Malawi, and Uganda. • Continued work with Science Africa (and STI Newspaper) and MESHA Kenya has had similar effects as described above.
7	<ul style="list-style-type: none"> • Writing good articles for journalists • Trained researchers on effective ways to communicate with policymakers • Ability to design and evaluate policy researches
8	<ul style="list-style-type: none"> • Stakeholders became aware that they everyone was a consumer of science and technology. • They wanted to join and participate in S&T dialogue forums • There is willingness to do research in S&T.
9	<ul style="list-style-type: none"> • Publication of intellectual property articles as well as science education articles in the national newspaper in the country
10	<ul style="list-style-type: none"> • Science writers play a critical role in communicating/reporting science-related issues in a language that is clearly understood and that will generate interest from intended readers.
11	<ul style="list-style-type: none"> • ATPS coverage in the news media in Kenya, Nigeria, Ghana, Uganda, Malawi, Egypt etc., has increased significantly with many national TV and radio stations allocating slots for life discussions on emerging STI policy issues to the ATPS regularly. Examples on shows on CITIZEN TV, Kenya Television Network (KTN), etc., are available on the ATPS website • Many ATPS programmes are also covered in pan-African and international newspapers etc. Samples are available at the Secretariat offices • ATPS members are increasingly invited by radio stations to discuss STI policy issues in local languages. Examples exists in Kenya, Ghana, Nigeria, etc
12	<ul style="list-style-type: none"> • The website is interactive and informative. • Coverage of science and technology in the media needs to improve
13	<ul style="list-style-type: none"> • Science Africa magazine covers ATPS and STI • Current debate on GMOs good illustration of why we need to inform the public on the benefits and harmful effects of GMOs

Resp	Comments
14	<ul style="list-style-type: none"> • Frequently accessing ATPSweb site for proposal development • Accessed specific information on events and publication on STI • Nothing similar in Italy
15	<ul style="list-style-type: none"> • For UK not many people know about ATPS
16	<ul style="list-style-type: none"> • Conference presentations cannot be accessed • Science and innovation technology knowledge dissemination is very poor. • Creation of public awareness in media by TV and radio in each of the respective countries what ATPS doing must be publicized in agricultural and other innovative fora.
17	<ul style="list-style-type: none"> • Publications are easily downloadable from ATPS website • Publications are also accessible
18	<ul style="list-style-type: none"> • It gives a variety of information on its home page hence it is easy to access the information I want. • Offers information of different parts of the world where ATPS has activities running • It has an attractive home page background that gives one some interest to explore the site.
19	<ul style="list-style-type: none"> • The ATPS ED regularly appears on various cable TV networks to discuss various STI policy related issues. Typical examples include the NTV, Citizen TV, and ITV life shows on Climate change, Green Economy, STI for Millennium development goals, GMOs, etc.
20	<ul style="list-style-type: none"> • The approach of engaging policymakers in the research process from the design stage makes ATPS dissemination strategy unique. As we participate in the prioritisation of research agenda, we find ATPS research very relevant addressing our key policy needs. So uptake is easy. • ATPS website has many publications and policy briefs available freely for downloads. The introduction of French version recently widens its coverage of Africa. I also find the discussion forums for targeted audiences and the use of videos and audio facilities very useful
21	<ul style="list-style-type: none"> • Knowledge dissemination cannot count success until there are results, African ST innovative outcomes has not justify the ATPS claims on outreach and trainings • There is need for organisational sponsorship/scholarship of STI project in secondary and tertiary institutions to underscore the dissemination of knowledge and skill sustainability in the industry • National chapters should encourage and carry out talent hunting exercise within scholars and gifted

5.3 Overall Assessment of the Efficiency and Effectiveness in Achieving the Expected Outcomes of the ATPS Phase VI Strategic Plan, 2008 – 2012: A Mid-Term Review

Questions 8-27 had been asked only of those who said they had participated in the relevant set of activities. The remainder of the questionnaire (questions 28-48) was addressed to all respondents, members and stakeholders alike.

5.3.1 Assessment of Overall Effectiveness of the ATPS in Achieving Expected Program Outputs and Programme Impacts

Based on the stated objectives of the ATPS Phase VI Strategic Plan document, a set of 18 criteria were developed to assess the overall performance in terms of achieving set targets. In question 32, respondents were presented with a list of 18 intended outcomes stated in the Phase VI Strategic Plan and asked to indicate how far they felt each had been achieved. The scores are shown in Table 5.19.

Table 5.19: Scores Given by Respondents on Overall Achievement of Intended Programme Outcomes

	Statement	Extent of agreement with statement			
		Median score	Mean Score	Percent Score	N (DK)
32.1	Ability of African researchers to engage in high-quality peer reviewed STI policy research for African development has improved	8	7.76	70.6%	155 (24)
32.2	Understanding of STI research and policy processes in Africa has been enhanced	8	7.95	72.3%	155 (16)
32.3	Ability to formulate and implement innovative STI policies in Africa has improved	8	7.60	69.1%	155 (16)
32.4	Regional integration and the identification of common research areas of mutual interest to African countries has improved	8	7.54	68.9%	155 (20)
32.5	Uptake and use of common identified research outcomes, technologies and innovations for addressing the MDGs in Africa has been enhanced	7	7.14	64.9%	155 (22)
32.6	Partnerships have increased amongst African science and technology institutions, government ministries, civil society and like-minded organizations globally	8	7.44	67.6%	155 (19)
32.7	Skills/capacities in agriculture, STI research and policy advocacy amongst African youth and women have been enhanced	8	7.43	67.5%	155 (19)
32.8	Participation by African youth and women in STI research projects and other innovation and productive interventions at local, regional and national levels has increased	7	7.07	64.3%	155 (23)
32.9	There is a functioning networking platform in which youth and women can exchange opinions in relation to STI research and policy	7	7.25	65.9%	155 (20)
32.10	Awareness among youth and women on inter-related policy issues in agriculture, science and technology, and the need for multi-disciplinary processes in STI research and policy making has increased	7	7.17	65.2%	155 (21)
32.11	Dissemination of STI policy research to policy makers and to stakeholders at the grassroots through the mass media has been enhanced	7	6.87	62.5%	155 (22)
32.12	Capacity of journalists, artists and policy makers to communicate and use STI policy research has improved	7	6.65	60.5%	155 (29)
32.13	There is better use of STI policy in African development	7	6.68	60.7%	155 (23)
32.14	There is better appreciation of STI policy research by science journalists, policy makers and artists	7	6.96	63.3%	155 (25)
32.15	Partnerships between researchers and policy makers in the STI policy process have strengthened	7	7.02	63.8%	155 (23)
32.16	Leaders and policy makers are sensitized on their leadership roles in promoting STI-led development	7	7.04	64.0%	155 (21)

Statement	Extent of agreement with statement			
	Median score	Mean Score	Percent Score	N (DK)
32.17 ATPS Chapters are now stronger, through training, establishment of offices and other initiatives	7	7.27	66.0%	155 (23)
32.18 Stakeholders are well informed on STI issues	7	6.97	63.4%	155 (24)
Overall Mean Score		7.21	66.6%	

Note: 'Don't Know' responses have been excluded from the analysis. In the final column, N=total number of respondents answering; DK = number responding 'Don't Know'. Mean, median and percent scores are calculated from a base of (N minus DK).

The respondents rated the overall performance of the ATPS Phase VI Strategic Plan at 66% (mean score = 7.2/11 on a 1 to 11 scale). The respondents however recorded the highest agreement with the statements that “*Understanding of STI research and policy processes in Africa has been enhanced*” (mean score 7.95 (72%)), and “*Ability of African researchers to engage in high-quality peer reviewed STI policy research for African development has improved*” due to the ATPS Phase VI Strategic Plan implementation activities since 2009 (mean score 7.76/11, (71%)). The 155 respondents who answered this question agreed that the ATPS has done well in all the 18 criteria used to assess its overall effectiveness and efficiency in achieving the expected outcomes of its Phase VI Strategy at its mid-term period, scoring it above 60% for each of the criteria. However, it is noted that the statement “*Capacity of journalists, artists and policy makers to communicate and use STI policy research has improved*” scored the lowest (mean = 6.65, 60.5%) and also had the largest number of 'Don't Know' responses, suggesting that there is need for the ATPS do more in this area.

5.3.2 Assessing Overall Cost Effectiveness and Efficiency in Programme Implementation and Delivery of Expected Outputs and Impacts

Four interlinked criteria were used to assess respondents' views on overall programme cost effectiveness and efficiency: (i) value for money/cost effectiveness in achieving stated objectives; (ii) relevance to national and global policy priorities; (iii) innovativeness and value addition; and (iv) implementation effectiveness. Respondents were asked (question 33) to rank the overall performance of the ATPS Phase VI Strategic Plan programme with regard to these four criteria (Table 5.20).

Table 5.20: Ranking of the Overall Performance of the ATPS Phase VI Strategic Plan Programme

	Statement	Extent of agreement with statement			
		Median score	Mean Score	Percent Score	N(DK)
33.1	Value for money / cost effectiveness in achieving stated research objectives	9	7.99	72.6%	155 (44)
33.2	Relevance to your national and global policy priorities	9	8.10	73.7%	155 (28)
33.3	Innovativeness and value addition	9	8.02	72.9%	155 (27)
33.4	Implementation effectiveness	8	7.62	69.3%	155 (31)
Overall Mean Score			7.93	72.1%	

On average, the 155 responses received ranked the ATPS Phase VI implementation activities very highly in terms of *value for money/ cost effectiveness in achieving stated research objectives* (mean score 7.99/11 (73%)); *relevance to national and global policy priorities*, (mean score 8.10/11 (74%)); *innovativeness and value addition* (mean score 8.02/11 (73%)); and implementation effectiveness (mean score 7.62/11, (69%)), respectively. The overall mean score on the four criteria used was (7.93/11 (72.1%)) suggesting a high level of agreement by the stakeholders that the overall performance of the ATPS Phase VI Strategic Plan programme is commendable.

The respondents found the *value for money* criterion the most difficult on which to rank (with the highest number of 'don't know' answers); but the overall impression is that members and stakeholders are on average satisfied that ATPS has made good progress, at this mid-term stage, in meeting high standards of effectiveness and efficiency in implementing the strategic plan.

6. Assessing Institutional Effectiveness & Efficiency within and Amongst the ATPS Organizational Structures

6.1 Brief Description of ATPS Organizational Structure

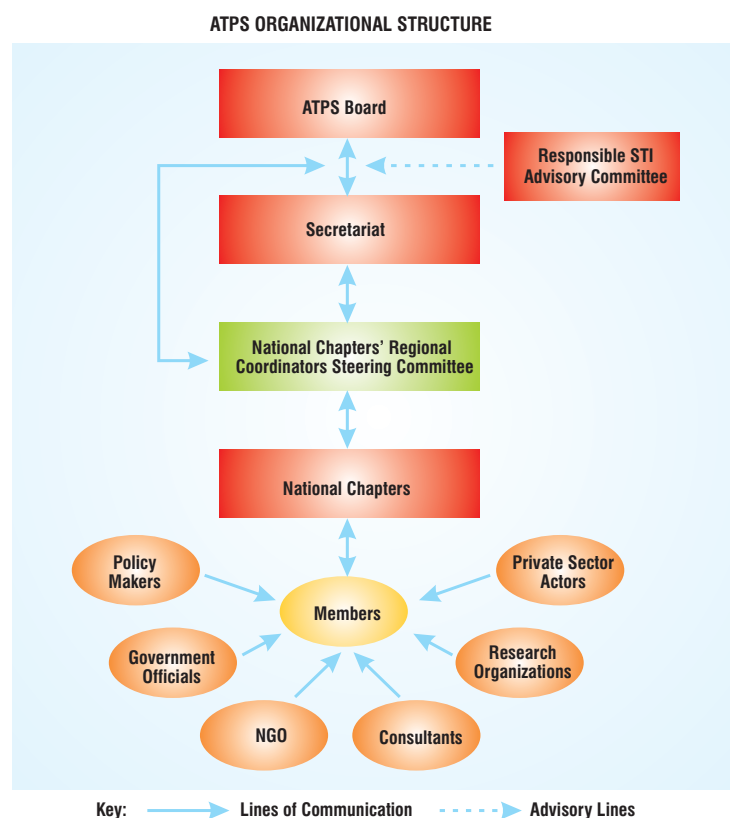


Figure 6.1: ATPS Administrative Structure

- 6.1.1. The ATPS Board** provides strategic guidance and also monitors and evaluates the implementation processes of the overall Network. This is achieved through bi-annual Board meetings and also electronic meetings of designated Board Committees on needs basis.
- 6.1.2. The Responsible STI Advisory Committee** is an international committee of STI Experts from around the world who provides oversight on the scientific quality and policy relevance of all ATPS activities. The Committee acts in an advisory capacity only and hence administers its functions through electronic communications between the Secretariat Management and members, and participation in the ATPS annual general assembly. The committee members also serve as international resource persons for ATPS programmes.
- 6.1.3. The Regional Secretariat** is responsible for overall strategic direction, coordination and administration, day to day monitoring and evaluation of all ATPS programmes and the national chapters. The Secretariat Management Committee (SMC) chaired by the Executive Director is responsible for managing the affairs of the network. The staff strength at the Regional Secretariat is purposively lean to maintain a low administrative to programme cost ratio. In addition, only the ATPS Secretariat maintains formally employed staff complement.
- 6.1.4. The National Chapters Regional Steering Committee (ATPS-NCRSC)**, also referred to as the Regional Council is comprised of representatives of the national chapters in the five regions covered by ATPS, nominated by their peers. The committee serves as a liaison between the National Chapters and the Secretariat for more effective and devolved coordination of the national chapters within each region. Membership of the Regional Council is voluntary.
- 6.1.5. The ATPS National Chapters Coordinators** provide intellectual and administrative leadership within their respective countries. They work in liaison with the Secretariat to implement activities and also provide useful contacts and links with key government agencies and other institutions in their countries. This facilitates cost effective needs assessments and supervision of ATPS projects at the country levels.
- 6.1.6. The ATPS Membership** is open to both individuals and institutions amongst the quadruple helix (Policymakers, Science Experts, Private Sector Actors, and Civil Society). The membership is held at the National Chapter levels with an updated membership database held at the regional Secretariat for coordination purposes. The members implement all ATPS programmes at the grass roots levels.

- 6.1.7.** ATPS also engages **Expert Consultants** who act as resource persons in the thematic research programmes in specialized subject areas with an aim of ensuring scientific quality.

6.2 ATPS Governing Documents

The evaluation team reviewed the following documents that guide ATPS activities and programmes. Our comments and observations are noted beneath each document.

6.2.1 ATPS Articles of Registration and Articles of Association (AoA)

The evaluation team reviewed the article of incorporation of ATPS and current registration status as required by the laws of Kenya and we found ATPS registration papers to be current and other requirements met.

6.2.2 ATPS Accounts and Communications Manual (ACM), ATPS and Human Resource Policies and Procedures (HRPPM)

The evaluation team reviewed the ATPS Accounts and Communications Manual (ACM) version 1/2000 and Human Resource Policies and Procedures (HRPPM) version 1/2001. We found both documents to meet international standards on accounts and human resource management.

6.2.3 ATPS Network Administrative and Policy Manual Version 1/2001

We reviewed the APM version (1/2001) document for completeness and found the document in compliance with international operating standards.

6.2.4 ATPS Audited Financial Accounts in 2009 and 2010

We reviewed the processes and procedures leading to approval of financial audit and acceptance of the audited accounts for the periods January –December 2009 and January – December 2010. Our findings are that ATPS policies and procedures described in these documents were followed.

6.2.5 Minutes and Correspondences of Board of Directors 15th – 19th Meetings; ATPS Secretariat, and National Coordinators.

We reviewed the minutes and correspondences relating the meetings and business of the Board of Directors, ATPS Secretariat, and National Coordinators. Others comments relevant to our findings from the review of these documents will be made under appropriate sections for each governance group.

6.3 Review of Management and Accountability Systems and Effectiveness of ATPS Board of Directors

6.3.1 Responsibilities of the Board of Directors

According to clause 5.1 of the *ATPS Human Resource Policies and Procedures Manual*, Version 1/2001, Clauses 41 of the ATPS Articles of Association, and subsequent decisions of the ATPS Annual General Meetings, the ATPS Board of Directors shall meet twice (November/December and June/July) each year to review and approve annual programme of activities and budgets of the organization for each forthcoming year; and review and approve financial and technical progress reports on all programme implementation activities of the ATPS for the concurrent year, respectively. At each meeting, the Board of Directors assesses the overall performance of the Network and provides strategic guidance to the ATPS Network's operations accordingly. The Board of Directors also appoints external auditors to audit the accounts of the ATPS to ensure that funds are properly expended and accounted for by the ATPS Regional Secretariat.

Our review of the minutes of the Board of Directors showed that the Board met regularly as scheduled during the period evaluated and that appropriate approvals were given for annual programmes, budgets of the organization, approval of budgets, approval of technical reports and financial progress reports, and appointed external auditors to audit ATPS accounts.

6.3.2 Board Effectiveness as Assessed from the Survey Outcomes.

Table 22 represents the summary statistics of the responses to the question, *‘How would you rate the overall performance of the ATPS Board of Directors with regard to achieving its mandates for the ATPS?’* on a scale of 0% to 100%.

Table 6.1: Rating of the overall performance of the ATPS Board

Mean	65%
Median	70%
Standard Deviation	22%
Minimum	10%
Maximum	100%
Number of Respondents	111

The Respondents ranked the overall performance of the ATPS Board of Directors with regard to achieving its mandates for the ATPS above 65% with the minimum rank being 10% and a maximum of 100%. With a median of 70%, one can be fairly confident to conclude that the ATPS members and Stakeholders are fairly satisfied with the performance of the ATPS Board of Directors during the period of assessment, 2009 – 2010. Thirty eight of the Respondents found the question difficult to address and hence responded that they “Don't know”. Considering that the Board of Directors do not interact directly with all the ATPS Stakeholders, this is understandable. The “Don't Know” responses are excluded in this analysis. Table 6.2 presents the responses to the question (35): *“How would you rate the overall performance of the ATPS Board of Directors with regard to the following, on a scale of 0 (very poor) to 10 (excellent)”*¹².

Table 6.2: Rating of Overall Performance of the ATPS Board of Directors (Question 35) (n=149)

Statement	Extent of agreement with statement			
	Median score	Mean Score	Percent Score	N
35.1 Supporting the ATPS funds mobilisation activities	8	7.34	66.7	149 (54)
35.2 Efficiency in providing strategic policy guidance to the ATPS	8	7.74	70.3	149 (43)
35.3 Value addition and cost-effectiveness in the discharge of its statutory duties	8	7.52	68.4	149 (49)
Overall Mean Score		7.50	68.5	

With regard to three specific performance indicators: “supporting the ATPS funds mobilisation activities”, “efficiency in providing strategic policy guidance to the ATPS”, and “value addition and cost-effectiveness in the discharge of its statutory duties”, the ATPS Board achieved mean scores of 7.34, 7.74 and 7.52 on a 1 to 11 scale, respectively. This reflects a 67%, 70%, and 68% performance rating on the three indicators used. The overall mean score was 7.50 (68.5%), which is consistent with the overall percentage score achieved in the question 34 above. This high level of consistency suggests that the respondents were very rigorous in their assessments.

6.3.3 Improvements in the ATPS Board of Directors Since 2006

Table 6.3 presents a sample of the verbatim responses received in response to question 36: “If you were to compare the current Board of Directors today with the Board of Directors in 2006, what are the most important changes or achievements you would readily commend?”. Full comments are compiled in Appendix A.16.

¹²As explained earlier in this report, all scales have been standardized in the analysis to a 1 to 11 scale

Table 6.3: Select Comments on the Comparison of Board of Directors Today with the Board in 2006 9 (Question 36)

Resp	Improvements Observed
1	Renewal of the Board through appointment of 6 new members Commencement of the rotation of board members who had overstayed their allowed tenure Training of Corporate governance
2	There are new members in the Board They to adhere to their policies Rotation of members
3	More members recruited More workshops organized Clearer vision and mission of ATPS
4	Less Procrastination Openness Slight change in membership turn around
5	Board of Directors of Today are more efficient than those were in 2006. I have seen many researchers in Innovation, than it was in 2006, meaning there are more resources to carry out research. The new board of directors have gone far in establishing ATPS National Branch Chapter office in many countries in African, than their counterparts in 2006.6 Transparency Follow-up for support Assistance for fair allocation of resources
7	Diversified skill base through appointment of new members. The current Board now have Policy makers, private sector actors, international experts, and better regional representation There is now regular elections of Chairperson which is good governance More members of the Board now attend annual general meetings regularly
8	Professionalism in ATPS Staff motivation and focus
9	There is increased awareness Increased membership and participation Increased organisation and institution focused
10	I would recommend regular (5 years tenures) changes in the Board to avoid complacency and also recommend the Board be independent of those running ATPS day-to-day (i.e. the secretariat).
11	I think the current Board of Directors of ATPS is comprised of committed and experienced people, some of whom were at one time politicians e.g. Prof. Sam Wangwe. It is vital to have such people on board so that they advocate for mainstreaming STI issues all African countries' development agendas if Africa is to develop and be at the same pace with other continents.

The respondents recognized that the Board of Directors of the ATPS has improved significantly since 2006. Repeated mention was made regarding the appointment of new Board members from different skills and regional balance. On the list of what the Stakeholders and members have also seen as an improvement in the Board of the Directors has also been the commencement of Board rotation to renew the Board membership,

regularity of meetings and feedbacks to members, increased professionalism, diversity of skills on the Board, transparency, efficiency, commitment, regional balance, organizational focus, openness, clear vision and mission, etc. One respondent was however negative regarding the Board of Directors today compared to 2006. In his/her response to this question he/she wrote: “...*Today's Board is made up of more members with little knowledge of the original objective of ATPS than earlier Boards*”. While this comment seems to be an outlier from the rest of the sentiments expressed, it is recommended that the ATPS Board should take this into account in its future meetings and corporate governance discussions and training.

6.3.4 Recommendations for Board Improvement by Members & Stakeholders

Table 6.4 presents a sample of the responses to question 37: “If you were to recommend two practical improvements to further strengthen the ATPS Board and improve its effectiveness in the discharge of its duties, what would they be?” Compilation of the comments can be found in Appendix A.17.

Table 6.4: Recommendations for Strengthening the ATPS Board by Respondents

Resp.	Key Recommendations for improvement (Verbatim from Questionnaires):
1	Full implementation of the rotation of old members of the Board who have overstayed their tenure and full compliance to all ATPS policies and procedures by Board members especially with regard to resignations, interference with staff and members and micromanagement The board to implement performance evaluation of its members to determine value addition to the ATPS.
2	More support to French speaking countries
3	Fund mobilisation Improved composition in membership
4	Improve on budget allocation and release (time effectiveness) Increase partnership and stakeholder's amongst African Countries. Expand and be useful to Africa.
5	Incorporate more members in the diaspora or form branches/chapters in continents An improved network with institutions of higher learning and manufacturing industries both locally and intentionally for technology innovation, development and transfer
6	Should be more inclusive and accountable by ensuring gender representation and replacement of members at the end of their term. Improved Governance and transparency.
7	Complete rotation of old members Focus more on supporting the ED with fundraising and wider popularisation of the Network in the African Policy arena
8	ATPS own premises In house conference/seminar/meeting facilities
9	I would recommend regular (5 years tenures) changes in the Board to avoid complacency and also recommend the Board be independent of those running ATPS day-to-day (i.e. the secretariat).

Recommendations to strengthen the effectiveness of the ATPS Board of Directors fall under several categories:

6.3.4.1 Tenure & Rotation of Board Members

While members appreciate that significant improvement has been made in this direction, the overall sentiment is that the Board should not relent in completing the rotation process to ensure that the Board is fully renewed. The Evaluation Team notes from the minutes of the Board of Directors that the process of rotation has already begun in 2009 and the Board is also resolved to complete the rotation process as quickly as possible.

6.3.4.2 Performance Evaluation for Board of Directors

Members and stakeholders also recommend that the Board should implement performance evaluation of its members to determine value addition to the ATPS. This recommendation coming from the members and stakeholders of the ATPS is in itself a good indication of how far the Network has gone with regard to transparency principles and democratic governance. The Evaluation Team notes from the minutes of the Board of Directors that this is also on their radar screen.

6.3.4.3 Support for Fundraising

Another emerging recommendation is the need for the Board of Directors to proactively support the Executive Director in fundraising efforts for ATPS activities and increasing the visibility of the organisation.

6.3.4.4 Policy Compliance

Some members also identify full compliance to the policies and procedures of the ATPS by the ATPS Board as an area requiring further improvement.

6.4 Review of Management and Accountability Systems and Effectiveness of ATPS Regional Secretariat

6.4.1 Overall Performance of the ATPS Regional Secretariat

Table 6.5 presents the responses received to question 38 in the survey: “How would you rate the overall performance of the ATPS Secretariat with regard to achieving its mandates for the ATPS?” on a scale of 0% to 100%.

The respondents ranked the overall performance of the ATPS Regional Secretariat with regard to achieving its mandates for the ATPS above 72% with the minimum rank being 10% and a maximum of 100%. With a median of 80%, one can be fairly confident to conclude that the ATPS members and Stakeholders are very satisfied with the performance of the ATPS

Regional Secretariat during the period of assessment, 2009 – 2010. Thirty two of the Respondents found the question difficult to address and hence responded that they “Don't know”.

Table 6.5: All Performance of ATPS Secretariat

Mean	72%
Median	80%
Mode	90%
Standard Deviation	23%
Range	90%
Minimum	10%
Maximum	100%
Number of Respondents	117

6.4.2 Performance of the ATPS Regional Secretariat

Table 6.6 presents the responses to question 39: “How would you rate the overall performance of the ATPS Secretariat with regard to the following, on a scale of 0 (very poor) to 10 (excellent).”

With regard to three specific performance indicators, “*Supporting the ATPS funds mobilisation activities*”, “*Efficiency in coordinating ATPS regional activities*”, and “*Value addition and cost-effectiveness in the discharge of its statutory duties*”, the ATPS Secretariat achieved mean scores of 8.30, 8.37 and 8.26 on a 1 to 11 scale, respectively. This reflects a 76%, 76%, and 75% performance rating on the three indicators used. The overall mean score was 8.31 (75.6%), which is consistent with the overall percentage score achieved in the question 38 above. This high level of consistency suggests that the respondents were very rigorous in their assessments.

Table 6.6: Overall Performance of the ATPS Regional Secretariat with Regard to Specific Performance Indicators

Statement		Extent of agreement with statement			
		Median score	Mean Score	Percent Score	N (DK)
38.1	Supporting the ATPS funds mobilisation activities	9	8.30	75.5%	142 (36)
38.2	Efficiency in coordinating ATPS regional activities	9	8.37	76.1%	141 (34)
38.3	Value addition and cost-effectiveness in the discharge of its statutory duties	9	8.26	75.1%	141 (35)
Overall Mean Score			8.31	75.6%	

6.4.3 Observed Changes in the ATPS Regional Secretariat Since 2006

Table 28 presents the responses to question 40: *“If you were to compare the current ATPS Secretariat today with the ATPS Secretariat in 2006, what are the most important changes or achievements you would readily commend?”* Appendix A.18 lists all the comments.

Generally, the responses to this question suggest a high level of confidence that the ATPS Regional Secretariat today is much better improved in its management procedure; stakeholder engagement; efficiency in delivery of services to the networks; fundraising; outputs from project and policy impacts; visibility; working with National Coordinators; number and skill of staff complement including the language mix (French and English); publicity; innovativeness; human relations; inclusiveness; IT support to members; timely response to members' needs and enquiries; networking with various Governments, Ministries, agencies, international organizations; focus on relevant STI policy issues in Africa while play key roles in global policy processes on emerging issues, support to institutionalizing ATPS in national systems, accountability, quality of service; transparency, follow-up and support to members and stakeholders, fair allocation of resources; achieving set targets, support to national chapters, improved staff training, participatory M&E, etc.

Table 6.7: Sample Comments on Observed Changes in Regional Secretariat Since 2006 (see Appendix A.18)

Resp	Verbatim Responses
1	Decentralisation of Secretariat management roles and responsibilities Participatory monitoring and evaluation process through the transparent management information systems Improved staff training and staff welfare
2	ATPS is much better known than it was in 2006
3	Increased fundraising portfolio Increased outputs and project impacts More visibility
4	Increase number of staff Improve their skill in French writing and speaking Work more with national chapter representative
5	Increased publicity Synergy improvement Improved awareness of potentials of innovation, invention
6	More PhD's on ATPS staff Efficient coordination of research activities Good human relations
7	Achievement is they have improved in efficiency in attending to matters arising at ATPS

Resp	Verbatim Responses
8	Better awareness of STI Greater knowledge of international nature of ATPS Improved qualifications of staff
9	Inclusiveness, i.e language interpretation IT system Reporting System
10	Speedy (expedient) processing of funds General communicating and update on ATPS news/activities very much improved Cordial response to enquiries has been noted

Regarding the Secretariat management, the respondents also feel that this has improved significantly. Some of the verbatim responses from the survey regarding top management of the Regional Secretariat are quoted below:

“Current Secretariat Management are more focused on STI policy in Africa while playing key roles in global policy processes on emerging issues such as climate change, STI education and training, and STI governance”.

“The appointment of the current ED was a wise choice by the Board. He is fully committed to the cause of STI capacity strengthening in Africa and has the necessary skills and international networks to draw on. His participatory management skills have also improved a common ownership of the vision and mission of the Network among members. This is a great strength of the Network”.

“The current Executive Director's style of management is more participatory, hence empowering other members of staff to take initiatives. The ED's international profile, existing networks and expertise in the new areas of trans- disciplinary systems research and sustainability studies is an obvious advantage for the network”.

“The staff complement at the Regional secretariat has improved significantly enabling the network to increase its funding and also implement various programmes. The ATPS research programmes have increased significantly both in numbers, quality and relevance”.

“The funding available to the Network has improved significantly and more and more activities and research programmes are being mounted by the ATPS”.

“Engagement with Policymakers, Private Sector and Journalists has increases significantly”.

As in the case of the Board of Directors, one respondent also had a negative comment regarding the present Regional Secretariat Management: *“Stopped paying the little honoraria that used to be paid to the National Coordinators for coordinating ATPS activities in the countries”*. Another respondent also noted that: *“The francophone chapters are marginalized, ...Mobilising adequate financial resources from African institutions and governments is missing”*. Whilst these comments are in the minority, it is important to take them into consideration in the further capacity strengthening efforts of the Regional Secretariat.

6.4.4 Recommendations for Improvement of the Regional Secretariat by Members & Stakeholder

Table 6.8 presents a selection of responses to question 41: *“If you were to recommend two practical improvements to further strengthen the ATPS Secretariat and improve its effectiveness in the discharge of its duties, what would they be?”* For details, please see Appendix A.19.

Table 6.8: Recommendations for Practical Improvements to Strengthen ATPS Secretariat (see Appendix A.41)

Resp	Sample Comments
1	Increase the staff strength of the Secretariat to reduce work load for the lean staff complement. This is however dependent on funding becoming available from Donors. Improve effectiveness of the Board and fully implement the reforms carried out at the Regional Secretariat at the National Chapters and the ATPS Board to reduce lingering inefficiencies in the system. This is necessary because the weakest part of the Network would load stress of the other parts of the network
2	As mentioned before to better understand the constraints we need more participation of farmers groups or extension services
3	Employ more staff Fund raise more
4	Increase number of staff Increase collaboration between national chapter and the secretary
5	Create grass root management levels Create diaspora continental committees
6	Make a lot more grants available Make a lot more training programmes available
7	Recruitment of more cosmopolitan staff Strict compliance with release of grant funds in line with terms of the grant agreement.
8	Quick reporting of decisions made. Haphazard reporting of requirements including registration fee Failure to reply to questions from its members
9	Develop a calendar of activities to avoid information at short notice ATPS to be very vigilant on influencing African countries on the visa requirements.
10	Organise many conferences as frequently as possible. Organise more research fairs as many times as possible.

Resp	Sample Comments
11	Greater core funding support to the Network by Donors and African governments to enable them implements their visionary programmes with less efforts being put into proposal writing Greater support for the Executive Director. He is currently working extremely hard and there is need for him to have a Personal Assistant and a Deputy ED who has requisite skills to support his work. The ATPS Board also needs to be more supportive to the office of the ED in terms of providing strategic direction and fundraising.

6.4.5 Overall Recommendations on Secretariat Improvement from Survey

6.4.5.1 Staff Work Load

Respondents noted that the work load on current Secretariat staff is high and this will require more funding to employ more staff to cope with the growing workload as the institution grows. Within this was a specific recommendation that the office of the Executive Director require a Deputy Executive Director to reduce work load.

6.4.5.2 Improve Board Effectiveness

Respondents also commented on the need to improve the effectiveness of the Board and fully implement the reforms carried out at the Regional Secretariat at the National Chapters and the ATPS Board to reduce lingering inefficiencies in the system. This is necessary because the weakest part of the Network would load stress of the other parts of the network.

6.4.5.3 Improve Reporting Process

Respondents also noted that the Secretariat needs to improve on the program reporting requirements to minimize confusion. Others mentioned the need to develop a calendar of activities.

6.4.5.4 Improve Funding

Other respondents commented on the need for increase in funding especially from African governments.

6.5 National Chapters

6.5.1 Overall Performance of the National Chapter Coordinators

Table 6.9 presents the responses to question 42: “How would you rate the overall performance of the ATPS National Coordinators with regard to achieving their mandates for the ATPS?”

Table 6.9: Overall Performance of National Chapter Coordinators

Mean	61%
Median	60%
Mode	70%
Standard Deviation	22%
Minimum	0%
Maximum	100%
Number of Respondents	102

The Respondents ranked the overall performance of the ATPS National Chapter Coordinators with regard to achieving their mandates for the ATPS above 61% with the minimum rank being 0% and a maximum of 100%. With a median of 60%, one can be fairly confident to conclude that the ATPS members and Stakeholders are fairly satisfied with the performance of the ATPS National Chapter Coordinators during the period of assessment, 2009 – 2010. Thirty four of the Respondents found the question difficult to address and hence responded that they “Don't know”.

6.5.2 Performance of the ATPS National Chapter Coordinators with Regard to Selected Key Performance Criteria

Table 6.10 presents the responses to question 43: *“How would you rate the overall performance of the ATPS National Coordinators with regard to the following, on a scale of 0 (very poor) to 10 (excellent).”*

With regard to four specific performance indicators: *“supporting mobilization of funds for the ATPS activities”*, *“efficiency in coordinating ATPS national activities”*, *“value addition and cost-effectiveness in the discharge of their statutory duties”*, and *“timeliness and efficiency of dissemination information to national chapter members”*, respondents gave the ATPS National Chapter Coordinators mean scores of 6.78, 7.09, 7.16, 7.24 on a 1 to 11 scale, respectively. This reflects a 62%, 64%, 65% and 66% performance rating on the three indicators used. The overall mean score was 7.07 (64.2%), which is slightly above the overall percentage score achieved in the question 42 above. There were high levels of Don't Know responses especially with regard to the question on support for fundraising for ATPS activities.

Table 6.10: Overall Performance of the ATPS National Coordinators with Regard to Key Performance Indicators

Statement	Extent of agreement with statement			
	Median score	Mean Score	Percent Score	N (DK)
43.1 Supporting the ATPS funds mobilisation activities	7	6.78	61.6%	135 (41)
43.2 Efficiency in coordinating ATPS national activities	8	7.09	64.4%	133 (29)
43.3 Value addition and cost -effectiveness in the discharge of their statutory duties	7	7.16	65.1%	134 (35)
43.4 Timeliness and efficiency of dissemination information to national chapter members	8	7.24	65.8%	141 (32)
Overall Mean Score		7.07	64.2%	

6.5.3 Observed Changes in the ATPS National Chapter Coordinators Since 2006

Table 6.11 presents a selection of responses to question 44: *‘If you were to compare the current ATPS National Coordinators today with the ATPS National Coordinators in 2006, what are the most important changes or achievements you would readily commend?’* The full list of comments is compiled in Appendix A.19.

Table 6.11: Comparison of ATPS National Chapters Today and in 2006

Resp	Sample Comments
1	The new National Coordinators either appointed by members to replace old one in Ghana, Uganda, South Africa, Zambia and Lesotho, as the Focal Points in the 6 newly established chapters are very enthusiastic and active. The older national Chapter Coordinators have also become much more active, but most of them have served more than the required term of office. The National Chapters now engage more proactively with ATPS activities, e.g. participation in meetings and also in Coordination and Supervision of thematic programmes. The formation of the Regional Council has strengthened peer pressure and regional coordination of national coordinators activities, devolving the responsibility from the Regional Secretariat
2	New chapters Increased membership Better engagement with the secretariat
3	Change the national coordinator
4	Media coverage is higher
5	More members enrolled and more could be added from diaspora A better functional secretariat though there is need to go grass root
6	Increase in awareness of members about ATPS activities Ease of reaching out to members

Resp	Sample Comments
7	Better internal relations Better motivation Creation of new chapters Improved technology Openness
9	In Uganda, the current National Chapter Coordinator seems to be more active than the previous one, which is great. However, he needs to be facilitated to travel upcountry and mobilize more people to become members of ATPS. In addition, there is need to have Assistant National Chapter Coordinators, preferably from different institutions to synergize the Coordinator's efforts and mobilize more members.
10	The current Chapter Coordinator is a good communicator, which makes him a better leader. As a VicRes Researcher, I observed poor communication as the number 1 weakness with Prof. Obua. When one is not effective at reading and replying emails, s/he is not actually a good leader. Effective communication i.e. giving and receiving feedback is vital in leadership and maintaining team spirit as well as mobilizing more people to support your cause. Lastly, the current National Chapter Coordinator is relatively young and outgoing, compared with the previous one
11	No one to compare with in my country Other countries have very keen and dedicated coordinators while others have coordinators who are not interested in ATPS activities

Overall, the responses suggest significant improvements in the functionality of ATPS national coordination, including the fact that the National Chapters now engage more proactively with ATPS activities, such as, participation in meetings and also in Coordination and Supervision of thematic programmes. Respondents also believe that the formation of the Regional Council has strengthened peer pressure and regional coordination of national coordinators activities, devolving the responsibility from the Regional Secretariat. It is noted from the comments that the appointment of new National Coordinators at some old Chapters and the six newly established chapters seem to have created a great deal of enthusiasm and increased activity of the Chapters. This clearly points out the need to have new and, if possible, young bloods in the system by rotating the National Coordinator position according to the requirements of ATPS AoA.

6.5.4. Recommendations for Improvement of the National Chapters by Members & Stakeholders

Table 6.12 presents the responses to question 45: “If you were to recommend two practical improvements to further strengthen the ATPS National Coordinators and improve their effectiveness in the discharge of their duties, what would they be?” Compilation of all comments made by respondents to Question 45 is shown in Appendix A.20.

Table 6.12: Sample Comments on Practical Improvements to Further Strengthen and Improve the Effectiveness of the ATPS National Coordinators

Resp	Sample Comments
1	<p>Rotation of National Coordinators who have served beyond the statutory two terms of four years each. A number of these Coordinators are too busy with their career work that they have little time for ATPS activities even when they genuinely wish to. Good governance principles also demand that they rotate out and allow members to appoint new Coordinators.</p> <p>National Coordinators to participate more proactively in fundraising from their national sources of funds. There is too much expectation and dependence on the Regional Secretariat to fundraise to support all the national chapters. This is neither possible nor sustainable. Encouraging national governments to commit funding to the ATPS national chapter activities as is now the case in Nigeria, Ghana, and Kenya would be much more sustainable.</p>
2	<p>Need to put together a team of experts in resource mobilization</p> <p>Planning, budgeting and adequate communication of activities for the chapter in any calendar year</p>
3	To increase participation of the groups we are supporting to increase our understanding of their problems
4	<p>Make good progress</p> <p>Keep going</p>
5	<p>Rotate out old National coordinators</p> <p>Improve fundraising at the National level</p> <p>Do activities to disseminate science and technology or any innovations in the region/country to reach to the final end users.</p> <p>Do some work to connect Academia and research activities in the nation together with Science and Technology Department</p>
7	<p>Partnership at regional level and better communication</p> <p>Access to a computer and making it a paid post for efficiency and effectiveness</p>
8	<p>Change the national coordinator</p> <p>Executive secretary may reorganize their responsibility to permit collaboration with the other national ATPS members</p>
9	<p>They should coordinate ATPS members at national levels and communicate and disseminate information on ATPS and its outputs</p> <p>They should be strong enough financially and materially so as to assist the works of the ATPS</p>
10	<p>Improve their level of involvement in national STI policy activities through strengthening their links with the relevant governmental and non-governmental bodies in their respective countries</p> <p>Devote enough time for the coordination of activities of ATPS and improve their responsiveness in the communication with the ATPS Secretariat.</p>
11	<p>Coordination should not be a free service. If employees at the secretariat are paid good salaries, I do not see why ATPS work at the national level should be free service. After all much of the ATPS work is supposed to happen at the national level.</p> <p>For best results, coordinators should be engaged on full time basis so as to pay full attention to the ATPS activities at the national level. This is also part of the capacity building – currently national coordinators have their own disciplinary interests that are not necessarily in line with STI policy research. Without incentives, ATPS activities can easily be given low priority, or completely forgotten.</p>

6.5.5. Overall Recommendations for Improving the Effectiveness and Efficiency of the National Chapters

6.5.5.1 Term Limit for National Coordinators

As a continuation of ongoing reforms, ATPS should comply with term limits for the National Coordinators as has been implemented for the Board of Directors.

6.5.5.2 Active Local Fund Raising at the Chapter Levels

For programme sustainability, localization, and contextualization of research programmes funded with seed funds from the Secretariat, there is a growing need for a more proactive fundraising from the national government and private sources. This will balance out the current high expectations and seeming dependence on the Regional Secretariat to fundraise to support all the national chapters. Encouraging national governments to commit funding to the ATPS national chapter activities as is now the case in Nigeria, Ghana, and Kenya would be much more sustainable. It will require creativity and demonstration of national relevance and value-addition to national needs, priorities, and strategic objectives.

6.5.5.3 Special Attention to be Paid to Francophone Regions

Some of the respondents from the francophone nations commented on limited information in the French language. Also, the seeming inactivity or dormancy of ATPS Chapters amongst this group suggests that additional approach, taking into consideration their history, culture, and other local context issues, be investigated to reach and grow their interest and participation in ATPS programmes and activities.

6.6 Overall Performance of ATPS as an Organization

6.6.1 Benefits of Membership in ATPS

The responses of the ATPS community on question 46: How would you describe the main benefits that you experience from being a member of ATPS?" Table 6.13 contains sample responses while Appendix A.21 lists the verbatim comments.

Table 6.13: Sample Comments on ATPS Membership Benefits in Response to Question 46

Sample Comments
Networking
STI Information
Partnerships and training
Getting information on Call for papers; Call for research grants and other opportunities
It provides me with opportunity for having full exposure in research
It gives me opportunity of coming in contact with people from other parts of the world.
It gives me opportunity of increasing my knowledge academically by interacting and sharing ideas with higher educated people.
Training opportunities
International linkages
Capacity building opportunities
Gain experience in research work especially in climate change
Enlarged network of researchers across African Continent
Enhanced technical skills
Better understanding of STI Issues
It increase my awareness about STI in Africa and the possibilities
It opens my mind and inspire me a lot
Knowing about the success stories of other countries that sometimes benefit our country
Enhance visibility
Improved and increased scientific writing
Increased access to policy materials
Funding to carry out research relevant to African development
Get involved in national policy issues
ATPS allowed the African youth to turn their mind towards STI
The ATPS forums permit different researcher to share with each other their knowledge and experiences.
Creating opportunities for younger researchers

Sample Comments
<p>Better network across Africa, Europe and America</p> <p>As a staff, i get to know what is happening in my country with regards to STI</p> <p>I benefit from the fact that I'm viewed as a member of the international community by just being at ATPS</p> <p>I have improved tremendously in terms of writing proposal, winning grants and executing research grants</p> <p>In fact my association with ATPS has upgraded my networks with other international association. Furthermore, it have exposed me to lots of issues – challenges and solutions facing Africa and beyond.</p> <p>New insight on research focus</p> <p>Training and networking opportunities</p> <p>Having colleagues and friends from a good number of African countries.</p> <p>Easy access to research collaborators from a number of African countries.</p> <p>A good knowledge of the African continent as a whole as a result of informal interaction with colleagues.</p> <p>The main benefits I experienced as being a member of ATPS as of now is the mails I have been receiving through my e-mail address regarding some of their upcoming activities, which I strongly believe with time I will be fully involved in some of these activities.</p> <p>As a grantee, the research and science writing skills being gained from the ATPS Research Team are invaluable. As a Social Scientist, it is all a great and life changing experience.</p> <p>The 2010 Cairo conference resulted into meeting like-minded people from professional organizations. That networking and collaboration will last a lifetime.</p> <p>Many people in my community did not know anything about Climate Change. The ATPS funded project is doing wonders in the community I work with. Up until now, I am looking forward to participate in more ATPS activities.</p> <p>I have received valuable literature and have participated in conferences nationally and regionally.</p> <p>I have been able to understand from different perspectives, how STI is being implemented within different context in Africa as a continents</p> <p>ATPS has enable me to know peers within my study/research area in SSA</p>

6.6.1.1 Access to Funding Access

Many said that belonging to ATPS has given them access to STI resources (funding, research papers and publications, human capacities and policymakers) on the continent.

6.6.1.2 Participation in ATPS Conferences and Programmes

ATPS seem to have provided an enabling platform for some members to access policymakers, research experts, private sector actors and civil society actors especially in the African countries where it has chapters. In addition, ATPS, more increasingly, is providing platforms for networking with Africans in the Diaspora.

6.6.1.3 Network of Global Scientific Community of Common Interests

Others say that participating in ATPS conferences has allowed them to leverage the expertise of ATPS partners and members from other continents such as Europe, USA and Asia. The ATPS platform has created a global community of science experts, policymakers, private sector actors and the civil society who has a common goal of building African's capacity in STI for African development. This, they conclude, is a unique feature of the ATPS that no other network or institution in Africa could have provided.

6.6.1.4 Personal Development in Trans-disciplinary STI Policy Research

Quite a number said that ATPS has also helped them to build and strengthen their skills in trans-disciplinary research, systems thinking and policy research. They believe that the perspectives that ATPS brings to the table are unique in that it allows science to be fully embedded in societies and also make facilitates effective uptake by policymakers.

6.6.2 Benefits of Institutional Partnership with ATPS

Table 6.14 summarizes some of the responses (see Appendix A.23) from the participants on what they consider to be the benefits of institutional partnership with ATPS. It is quite obvious that the same benefits that accrue to individual members also accrue to institutional partners, namely, increased in institutional knowledge of STI related issues, partnerships, and collaboration. The partner members are overwhelmingly satisfied with their involvement in ATPS.

Table 6.14: Sample Comments on ATPS Membership Benefits in Response to Question 47

Sample Comments
Access to material and organisational resources
Linkages with other similarly oriented institutions
Capacity building for professional staff
I hope that my experience in rural development in many countries can assist in bringing up new issues for discussion of farmers need and help in en insuring participation of farmers groups
We have our first grant from ATPS
It helps us to give concrete orientations to our organization
Opened up new partnership opportunities for us
Enhanced our work in STI
Assisting us in scaling up with ideas
Working with other colleagues on key STI research issues has been very rewarding

Sample Comments
<p>am privileged to know more African countries now and their STI challenges and especially efforts being made to overcome these challenges (eg., Nigeria)</p> <p>Through this partnership, Cameroon will eventually have a sound STI policy.</p> <p>Awareness and utilisation of opportunities for institutional linkages and networking</p> <p>Because of the wakeup call by the ATPS climate change project, my organization and workmates are more inclined to sustainable environmental management than ever before.</p> <p>Learning about African STI issues from the expertise at ATPS and furthering my understanding of the challenges to African STI through interacting at various ATPS events.</p> <p>Networking with returns</p> <p>I have not had any interaction with ATPS or used any of its products, but cannot speak for all of ILRI (international livestock research institute).</p> <p>I was able to present a paper through the programme.</p> <p>It also added to my professional bodies</p> <p>It has helped to expose me to some research policies</p> <p>Yet to prove better than other similar bodies to which i belong.</p> <p>Access to journals</p> <p>Research reports</p> <p>ATPS provides unique support during policy drafting processes drawing on its network in Africa and elsewhere.</p> <p>They helped in our STI policy, vision 20 2020, biotechnology and biosafety bill, etc.</p> <p>Being member of ATPS has also improved my personal capacity in STI and is of great value in my day to day work</p> <p>Access to publications and emerging STI information via the ATPS website</p> <p>Research grants</p> <p>Helps to discharge the duties and responsibilities of the my assignment effectively</p> <p>Helps for exchange of knowledge and experience for professional contribution on the national economic development plan</p> <p>Frequent workshops and meetings have opened the way I look at things, especially on the research.</p> <p>It is preparing me to be a leader.</p> <p>ATPS network has empowered national chapters including some members to provide leadership in STI issues</p> <p>ATPS network has had impact on members of national chapters in intellectual property rights (IPR regime) including sensitizing countries into developing their national policies for STI like Swaziland, Lesotho and Malawi</p>

6.6.3 Other Comments on Impact, Effectiveness, and Efficiency of ATPS

When asked (Question 48) to make further comments on any further comments on the impact, effectiveness or efficiency of ATPS, some select responses are shown on Table 6.15 and fully compiled on Appendix A.24.

Table 6.15: Sample Comments on ATPS Membership Benefits in Response to Question 47

Sample Comments
No benefit at all
My organisation has not benefitted
Links with relevant African stakeholders
Formalization of innovative strategies in the field of STI (see manifesto - set-dev)
Learning new approaches and methods in scientific partnership
Perform of my skill
Creation of African research network in water and environment
Increase knowledge about ATPS and its projects.
The current executive director has significantly transformed the organization from the challenges of 2007 (weak funding and reduced donor support) to a great and stable organization, highly visible in Africa and globally.
This evaluation is good and useful. It has to be institutionalized.
I think ATPS has much to contribute to aspects of rural development in Africa .
I did not know ATPS during the term of the other executive directors, but the term of the current E.D, Dr Urama has been quite dynamic
ATPS has done very well within the last three years and is the only African based organization that has a functional platform for about 23 African countries to work together and share ideas on issues relating to STI
It seems that ATPS have very good things to do with scientist and knowledge improvement, we need the Rwanda chapter to be opened as soon as possible. Thanks
ATPS has made a step forward in the quest for Africa to get sensitized on STI issues. Further efforts are needed though to reach a wider audience
Greater support should be given to the current secretariat management. More efforts should be made to ensure that the visionary leadership of the secretariat is carried through all parts of the network (the board and national chapters). More funds should be made available to strengthen the network.
Involve everyone
In Nigeria for instance there is no relationship with the apex policy training institute(nipss)
Nothing
I think in Tanzania, ATPS activities are crucial but not widely advertised, there is a need to do more on that issue
Be more gender sensitive

Sample Comments

ATPS is positioned to serve Africans better in promoting STI today for sustainable development tomorrow. Let us all support it.

Although i have not stayed for a long time, I can say that from the information i have been able to see, ATPS has really grown from 2008 - 2011 and prospects are there for more growth.

The Executive Director should when feasible visit other national chapters to increase their visibility. He should also assist them in registering as international NGOs

Important meetings (not annual conferences) should be rotate in active national chapters as a way of improving their visibility and effectiveness

Select and train research scientist with focus/background on extension communication as science journalist

ATPS should build on the current momentum for increased effectiveness and impact

More funding for ATPS programmes so as to include more participants especially the revival of the African youth forum for science and technology (AYFST) regional youth congress

Provision of offices, letter heads for AYFST national chapter coordinators. Note that AYFST is a youth arm of the ATPS

The objectives of ATPS (STI policy research and linking this to policy making process) are very crucial for Africa's development; but the network has been able to achieve these objectives

ATPS national and state chapters need to do better in terms of carrying members and other stakeholders along.

Amongst the recurring responses are, (i) access to STI resources (funding, research papers and publications, human capacities and policymakers) on the continent, STI capacity building and networking. Respondent wrote:

“ATPS enables me to access policymakers, research experts, private sector actors and civil society actors in all African countries where it has chapters. It increasingly provides platforms for networking with Africans in the Diaspora. Participating in ATPS conferences also allows me to leverage the expertise of ATPS partners and members from other continents such as Europe, USA and Asia. This global community of science experts, policymakers, private sector actors and the civil society who have a common goal of building African's capacity in STI for African development is a unique feature of the ATPS that no other network or institution in Africa could have provided”.

“ATPS has also helped me to build and strengthen my skills in trans-disciplinary research, systems thinking and policy research. ATPS perspectives are a unique and new form of science that allows science to be fully embedded in societies and also ensures effective uptake by policymakers”.

“The current Executive Director has significantly transformed the organisation from the challenges of 2007 (weak funding and reduced donor support) to a great and stable organisation, highly visible in Africa and globally”.

“ATPS national and state chapters need to do better in terms of carrying members and other stakeholders along”.

“The Executive Director should when feasible visit other national chapters to increase their visibility. He should also assist them in registering as international NGOs”.

“ATPS has done very well within the last three years and is the only African based organization that has a functional platform for about 23 African countries to work together and share ideas on issues relating to STI”.

“ATPS has made a step forward in the quest for Africa to get sensitized on STI issues. Further efforts are needed though to reach a wider audience”.

“Greater support should be given to the current secretariat management. More efforts should be made to ensure that the visionary leadership of the secretariat is carried through all parts of the network (the board and national chapters). More funds should be made available to strengthen the network”.

6.7 Conclusion from Survey

Conclusion from the survey is that the ATPS has made substantive impact in many African countries and has also provided support services to the African Union, the Association of African Universities, many other pan-African institutions and the Regional Economic Communities (REC) during the period. It has also played key roles in mainstreaming STI in global policy panels such as the Inter-governmental Panel for Climate Change, the International Resource Panel, and contributed significantly to the STI work of UNESCO and similar STI agencies globally. At the national levels, ATPS has contributed to the development of STI policies and policies in other related areas such as biotechnology, climate change, etc. These results have been achieved with little resources used costs effectively for maximum value addition. ATPS could certainly do more with more resources if Donors and African countries invest in the organisation. ATPS has become the centre of reference in STI policy research in Africa and is increasingly playing key roles in the subject area globally.

7. Outcomes from Focus Group Meetings

7.1 Planning and Execution of Focused Group Meetings

The Focus Group Discussion and the bilateral interview sessions were designed to engage key stakeholders of the ATPS in selected countries covering all the regions of the continent covered by the Network. It was anticipated that some of the Stakeholders such as key institutional Partners, Ministers, Director Generals and Executive Secretaries of the relevant Ministries may not have the time to complete the online questions and/or attend the Focus Group Discussion sessions with other members of the Network. The Evaluation Team therefore sought bilateral appointments with such Stakeholders to interview such stakeholders during their country visits, and also participated in major meetings and conferences where bilateral interviews were conducted. The Stakeholders engaged during the Focus Group Discussion sessions, bilateral interviews and participation in conferences are listed in Appendix A.2 to A.7.

Of the planned seven focus group discussions (FGDs), two could not take place: in Egypt because of delays in issuing visa for the evaluators, and in Malawi because current events (political unrests during the period) made it impossible to convene a group in the time available. The remaining five FGDs took place in: (i) Abuja (with members of the ATPS National Chapter's Regional Committee and Nigerian national stakeholders), (ii) Nsukka (with Nigeria National Chapter members), (iii) Accra (with Ghana National Chapter members and stakeholders), (iv) Kampala (with Uganda National Chapter members and stakeholders), (v) Nairobi (with Kenya National Chapter members and stakeholders), with an additional one in Nairobi with non-management staff of the ATPS Regional Secretariat. Each FGD was facilitated by one or both members of the evaluation team. Notes of the discussion were taken by the facilitators and a member of the national chapter in the respective country. The evaluators wrote a report on each FGD which has been submitted to the Secretariat; the summary of themes in the following paragraphs has been drawn from these reports.

The discussion at each FGD and bilateral interviews with stakeholders focused on the following general questions, which were drawn up in advance by the evaluators:

- 1) What difference has ATPS made, particularly in the past two years, to STI policy in African countries? [specific examples]
- 2) [For each of the six strategic objectives] how effective has ATPS been in working towards achievement of this objective? What do you see as the most visible, and the most positive things that have happened so far? and what do you see as the areas where more effort is needed in order to meet the objective over the next two years?
- 3) How effective have ATPS structures been in engaging with the key stakeholders – researchers, private sector actors, civil society actors, policy makers? Are there ways in which these structures could become more effective, or more efficient in their operation?
- 4) What do you see as the main STI policy issues facing African development?

To what extent are ATPS activities – at national, regional and continental levels – focusing on the main STI policy issues?

Six main themes emerged from these discussions.

7.2 Uniqueness of the Research Funded Through ATPS

- a) A consistent observation made by those who had received research grants from ATPS ('grantees') and by stakeholders was that ATPS's focus on trans-disciplinarity and innovation, value addition, participatory engagement with stakeholders through the research cycle, dissemination, policy relevance and policy engagement in all its research Programmes sets it apart from most other research funded in African Universities And other research institutions. Several researchers commented that their ATPS project was the first time they had actively disseminated their research findings and found the experience very positive. In the Accra FGD, it was emphasized that the ability of ATPS research to contribute effectively to policy comes from the requirement in research grants that researchers produce policy briefs as part of their outputs and dissemination; in one particular case, a policy brief on rainwater harvesting (RWH) was picked up by the Ghana Science Association and the Ministry responsible for water policy which led to further discussions and consultations, leading eventually to the incorporation of RWH in a revised national water policy.
- b) ATPS also encourages younger researchers to apply for funding, and the National Chapter Coordinators and other experienced researchers actively encourage and

mentor such applications. This sets it apart from much of the research funding available which tends to be won by more established researchers. Part of the success in bringing on younger researchers, FGD participants suggested, is due to the capacity building activities of ATPS, including training and workshops on research proposal writing, methodologies for policy-relevant research, and writing of papers.

- c) Another strong theme was the opportunities that ATPS research provides for meeting like-minded researchers in other countries, which provides a basis for further networking. Several people commented that they had built on contacts made during ATPS annual meetings and training events and were now partnering with them in other research.
- d) A recurring motif in the FGDs was the specifically African character of ATPS, summed up as 'African researchers conducting studies of relevance to Africa, African problems and Africans'. This clearly strikes a chord with ATPS members, who see the ATPS research agenda being set by Africans. This feature seems to contribute to the strong commitment to continuing to work with and through ATPS that was evident in all the FGDs.

7.3 Significant Contribution of ATPS to the Career Development of Individual Researchers

Related to the features of ATPS funding described above is the significance that ATPS research funding has had in the careers of STI researchers, in universities but also in the private sector. For example, grantees at the Nsukka FGD said that the ATPS grant process developed their confidence to apply for funding elsewhere. For most grantees at the FGDs, their ATPS grant was the first competitive research funding they had won. The process of developing the proposal, with support from members of the Chapter, and critical feedback from peer review, showed them that they can successfully compete. Several examples were given by participants of further successful proposals, following their ATPS grant. One participant spoke of his ATPS grant 'laying the foundations', another said that their ATPS grant was 'the one that got me started'.

7.4 Visible Impact on National STI Policies and Policy Making

Specific examples were given, in each FGD and in subsequent meetings with stakeholders, of how ATPS has had an impact on STI policies and policy making. These range from sectoral policies (for example water, renewable energy, raw materials) to cross-sectoral policies (on intellectual property rights (IPR) and the development of a 'national system of innovation' in Nigeria). One account from Ghana illustrates the ways in which this impact can occur. In this case, an ATPS-funded study led to a new renewable energy (RE) policy being drafted and

implemented. TMT Energy Consult, a private sector entity, responded to an ATPS call for proposals within the Climate Adaptation programme. Specifications required the research to include public awareness activities on the role of RE in Ghana. The research they did received good publicity in the Ghanaian and the wider African press. At the end of the study, the research team made recommendations for an integrated programme of RE, which attracted the interest of government. A new RE Bill is now going through its legislative stages, incorporating these recommendations. A new Directorate of RE has been formed, and an ATPS member was successful in his application for the post of Deputy Director. The interest of the private sector was also raised, leading to new work for TMT Energy Consult which has increased staff and is able to send young engineers overseas for postgraduate training.

From the examples given in the FGDs, it is clear that ATPS makes important contributions to STI policy through two main routes: through individual members in positions in government and elsewhere who are recognised by government as experts in the field; and through policy-relevant research which, from relatively small amounts of funding and undertaken by both public and private sector actors, generates findings which are disseminated effectively and attract the interest of policy makers.

An observation by the evaluators, based on the FGD discussions and follow up individual meetings with stakeholders, is that much of the influence of ATPS is through personal contacts and positions, rather than through institutionalised processes. This has both positive and negative features. On the one hand, committed ATPS members in positions of policy influence play an important role in putting STI policy on governments' agenda; on the other hand, when they move on, unless there are institutional processes for maintaining the ATPS voice, the influence may be weakened. The signing of Memoranda of Understanding between ATPS national chapters and ministries, which is happening in some countries, is a positive step towards a more sustainable mode of engagement with policy stakeholders.

7.5 Funding Constraints on National Chapters

Funding for the activities and administration of national chapters was a recurring theme in the FGDs. National chapter coordinators and members recognise they could do more on a number of fronts: supporting the women and youth wings, holding more face to face meetings among chapter members, providing more frequent capacity building events and extending these beyond the membership of ATPS. At present, national chapter funding from ATPS is tied to specific research grants received by chapter members. This funding contributes to the administration, oversight and support for the research. There is no core funding for the Regional Secretariat and national chapter administrative activities. There are

differing views among FGD participants on how this challenge can be met, with some suggesting that the ATPS Donors should review their funding model for ATPS to allow some core institutional funding of the Regional Secretariat and national chapters from the centre, while others see the challenge more in terms of building national chapters' capacity to raise funds from within their country (national governments and private sector).

7.6 ATPS work is aligned well with current and emerging STI priority issues in Africa

FGD participants were very satisfied that ATPS is working on the appropriate priorities. Most frequently mentioned were the focus on responses to climate change, strengthening national innovation systems capacities, and youth and women innovation challenge programmes.

7.7 ATPS Institutional Reforms are Working Well

There was general satisfaction that the Board, Secretariat, and National Chapter Coordinators were, overall, working effectively and efficiently. A major issue with most national chapters is that they are unable, because of the funding issue mentioned above, to maintain an office and administrative support unless a host institution (for example a government department or research institute) is able to provide them. This means that engagement with policy makers, and communication with the national chapter members, is less frequent and consistent than FGD participants would like.

The Regional Secretariat is regarded as transparent in its procedures and proactive and effective in fulfilling its mandate. The substantial increase in research funding that the Secretariat has secured during the current Phase VI period is regarded as an important indicator of that effectiveness, and is clearly welcomed by ATPS members.

The ongoing reforms at the Board of Directors level, including the commencement of rotation of board members, appointment of new members and better regional representation on the Board membership were seen as an important step towards good governance. The idea that ATPS, as the leading Centre of Excellence in STI policy research in Africa should be an example of transparency and good practice came across in all FGDs, as a mark of leading from the front. All the members and stakeholders who participated in the FGDs and bilateral interviews applauded the current ATPS Administration for pushing for and implementing the reforms at all levels. Members are unanimous in their recommendation that the reforms should continue at all levels, including the National chapter levels.

8. Evaluation of Institutional Accountability & Projects Cost-Effectiveness

8.1 Objectives of Institutional Accountability and Projects Cost-Effectiveness

The evaluation ToR (Table 1 in Appendix A.1) requires that the management and accountability systems and effectiveness of resources (human and financial) inputs in the project implementation as per the approved Phase VI Strategic Plan should be assessed. Specific evaluation activities included an assessment of the adequacy of the management control frameworks, (policies, procedures and practices) in place to support the delivery of the technical and financial accounting requirements of the Phase VI Strategic Plan. The ToR also requires that the evaluation team assess the cost-effectiveness and cost-benefit balance of the projects, as per expectations during the project proposal stage versus outputs and outcomes realized. Specific activities included a review of the cost-effectiveness and efficiency of the network's organizational structures in terms of relative transaction costs involved in delivering the operational targets as stated in the Phase VI project plan, and the cost-benefit balance of projects implemented so far.

8.2 Institutional Accountability and Effectiveness

8.2.1 Staff Complement and Technical Competence

A review of the competencies of the ATPS Regional Secretariat staff to effectively implement ATPS activities showed a steady growth in staff complement and competencies as well as regional spread over the period 2006 to 2010. Figure 8.1 shows that during the Phase V period, there were staff from two countries from two regions (eastern and Western Africa), i.e. Kenya and Nigeria only. During the Phase VI period, ATPS has employed staff from four (4) countries representing Western (Anglophone), Western (Francophone), Central, and Eastern regions, i.e. Nigeria and Ghana, Cameroun, and Kenya, respectively. More importantly, the current staff complement (Figure 8.2) has increased diversity in capacities

and technical qualifications to effectively implement ATPS activities in the whole continent. For example, the longstanding linguistic challenge of working with Francophone countries is now being addressed systematically with several staff having French capabilities, one being Francophone. We also note the increased technical capacity to meet the increasing demand of the Phase VI Strategic Plan with more PhD and MSC staff employed at the Regional Secretariat and more proactive engagement of the pool of expertise in the Network in program coordination, supervision, monitoring and evaluation (Figure 8.3).

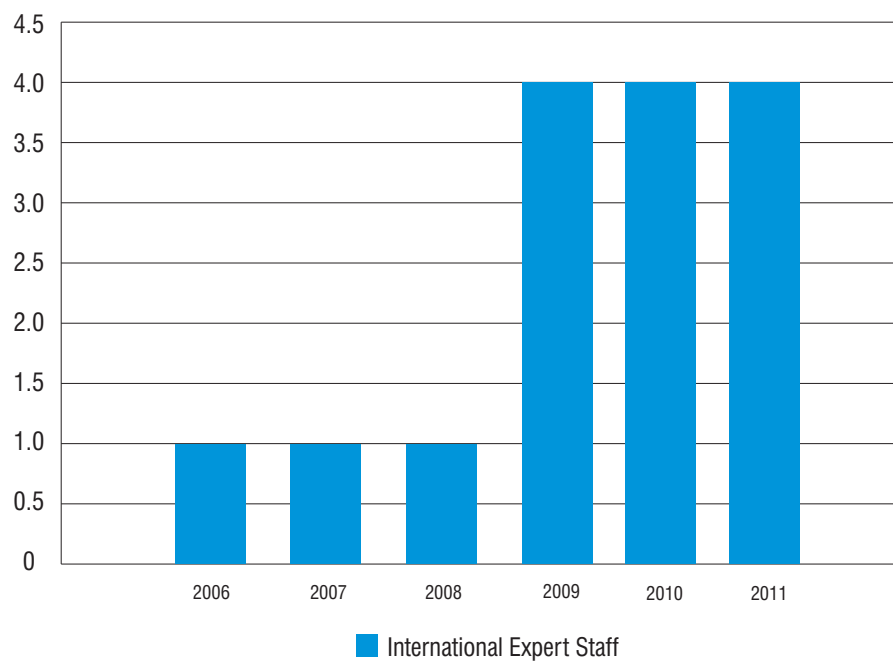


Figure 8.1: ATPS Secretariat International Staff Complement 2006 – 2011

Source ATPS Finance

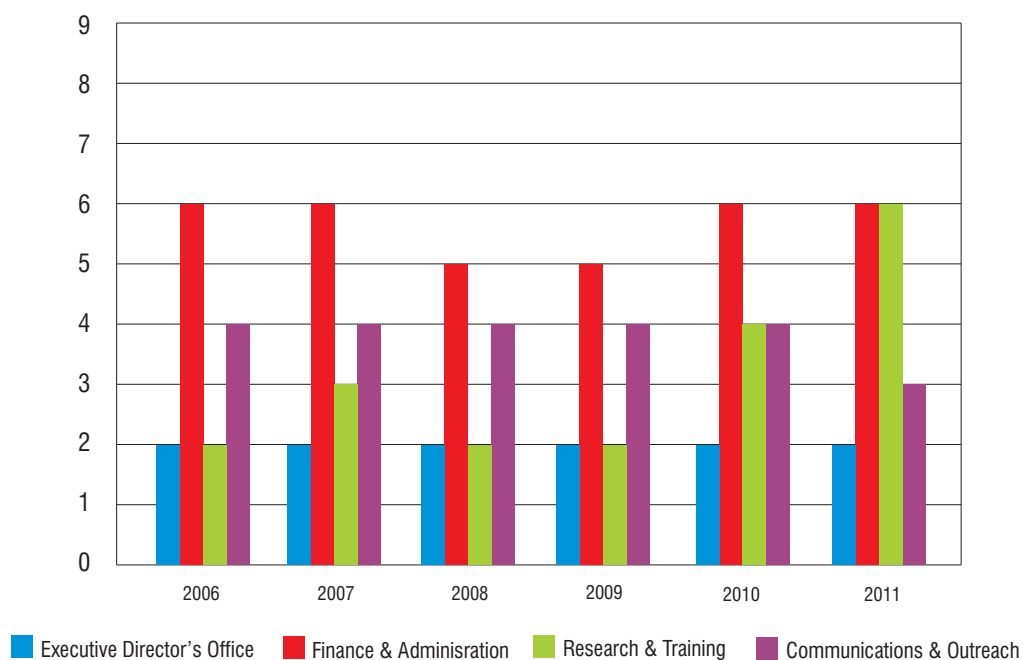


Figure 8.2: The ATPS staff complement by departments, 2006 – 2011

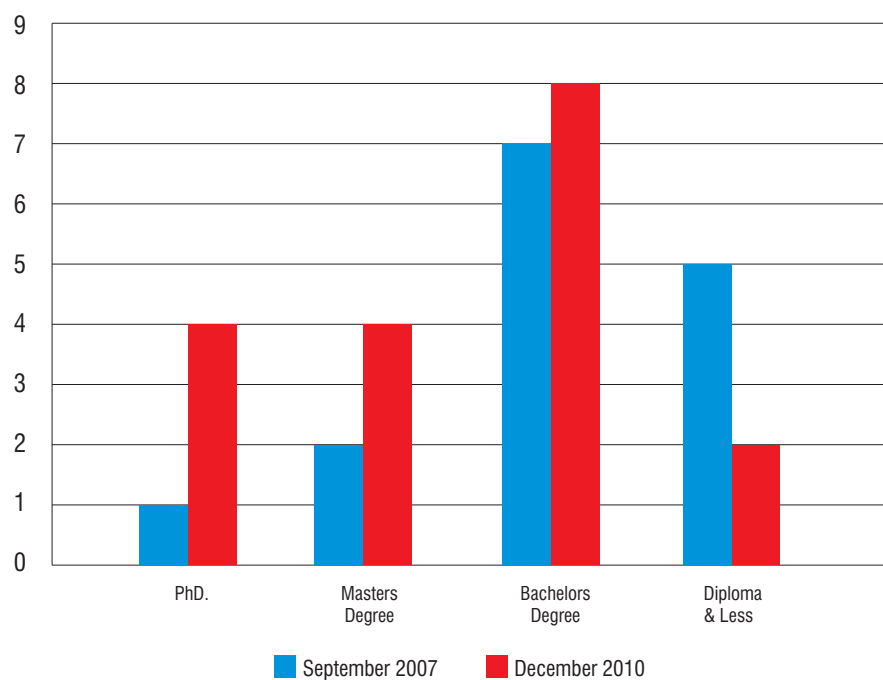


Figure 8.3: Qualifications of ATPS Secretariat Staff during Phase V and Phase VI Periods

The evaluation team has also noticed that the Phase VI period has also seen significant increase in the number of Interns from various countries including Kenya, Zimbabwe, Nigeria, USA, Cameroun, and India, hosted by ATPS, providing a greater opportunity for multi-cultural and trans-disciplinary skills amongst Secretariat staff complement (see Figure 8.4).

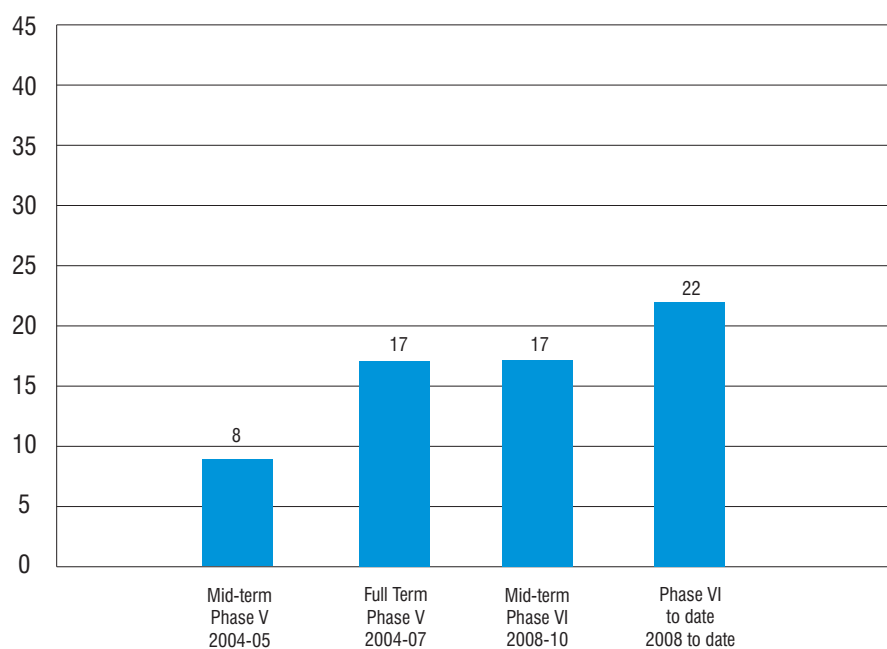


Figure 8.4: Comparison of interns hosted by ATPS Phase V and Phase VI

8.2.2 Effectiveness in Programme Coordination

It was observed that the ATPS Secretariat undertook some measures to improve their effectiveness in coordination programmes resulting in improvement in number of programmes coordinated during the ATPS Phase V period, 2004 – 2007. One of such key reforms regularly mentioned by stakeholders is the embedding of ATPS research coordination activities within the membership of the Network through proactive engagement of more African and non-African Scholars in the Coordination of the ATPS programs (Figure 8.5). A review of the database on Program Coordinators showed that the number of African Coordinators grew significantly from five (5) during the ATPS Phase V period (2004 – 2007) to 19 during the Phase VI implementation up to the mid-term review period (2008 – 2010). On the other hand international experts contracted from outside the continent to assist in ATPS program coordination grew from one (1) to four (4) during the periods respectively. Most of these program coordinators are National Chapter Coordinators, the ATPS National Chapter's Regional Council or the International Responsible Innovations Steering Committee members, and ATPS members. .

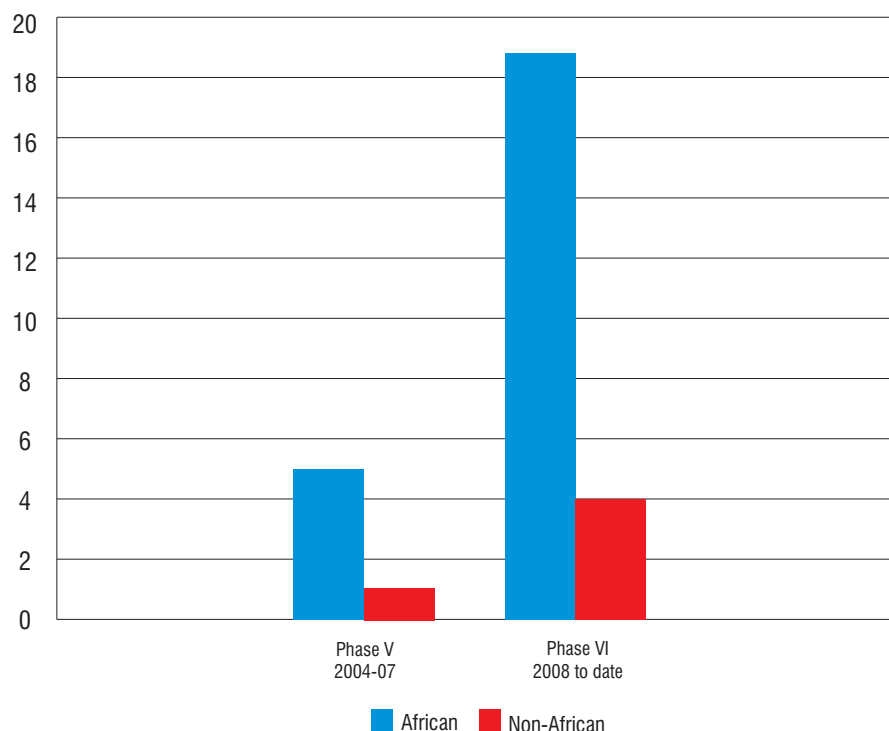


Figure 8.5: Comparison of programme coordinators by numbers and by regions (African Vs. Non-African)

The increased involvement of ATPS National Chapters Coordinators, Regional Council members and members in Programme Coordination has achieved two interlinked goals: (i) improved the engagement of members in the Participatory Monitoring and Evaluation (PME) of the programme activities at country levels, (ii) improved understanding and ownership of the PME processes, and (iii) capacity strengthening of members in Programme Coordination at regional and national levels. Other institutional measures to improve effectiveness include:

8.2.2.1 Streamlined Management Information Systems (MIS)

One of the administrative reforms at the ATPS Secretariat during the Phase VI period is the introduction of Management Information Systems (MIS) forms to enhance transparency in management decisions and provide clear auditable trails on technical activities and processes at the ATPS. These MIS forms include:

a) Staff Time Recording System, (STRS)

To ensure transparency, efficiency and effectiveness in charging of staff time to relevant budget lines, the SMC introduced a Staff Time Recording System, (STRS) which allows each staff to charge their time to specific projects and budget lines depending on what he/she has

worked on. This form allows the Finance and Administration Manager to allocate staff salaries to the relevant projects they worked on each month based on actual work effort. It also serves as a control form to ensure that staff effort are committed to programmes adequately and appropriately following availabilities of budget in the programmes.

b) Tender Check List (TCL)

This form was introduced by management in 2008 to help track the progress of the ATPS in resource mobilization activities. The form is also a budgeting tool that allows ATPS Finance and Administration Department to strategically implement its budgets for programmes according to the available resources and actual costs based on previous experiences.

c) Permission to Travel Form (PTF)

The PTF is used to ensure that there is due value addition and proper records and approvals for all secretariat staff travels. Staff completes the forms indicating the rationale and potential value addition to the ATPS mandate if they attend the workshops, meetings, conferences, etc; the source of funding for the conference/workshop, etc. The form has to be approved by the respective Line Managers and the Executive Director prior to travels. The form also provides for transparency in staff travels and retirement of travel advances if any.

d) Quarterly Staff Meetings and Annual Staff Retreats

The ATPS Secretariat staff members meet every quarter to review progress and plan implementation activities. This ensures that the ATPS remains on track in its programme implementation activities and that all staff members are carried along in the activities being implemented.

e) Specific Programme Audits

As part of the ongoing reforms to strengthen the monitoring and evaluation activities of the ATPS Phase VI Strategic Plan, 2008 – 2012, and to ensure that there is compliance in all material aspects as pertains to the programme implementation and the Grant requirements with the donors, ATPS now conducts specific programme audits, which is in addition to the annual external audits. All audit reports submitted by Deloitte and Touché as part of the programme audits of the ATPS for the period covered by the evaluation exercise, 2008-2011, confirm that the ATPS has consistently complied to the agreement terms, laws and regulations, contracts, binding policies and procedures.

The evaluation team has been impressed by the high level of professionalism exhibited by the Secretariat staff from the Executive Director, down to the interns. During our focus group meeting with the staff, exclusive of the ED and Head of Administration, comments from the staff about leadership, organization, opportunities for growth and advancement were highly

complementary. The evaluators note that ATPS Secretariat is one of the best run organizations we have evaluated in Africa. The response speed to inquiries and request for information and documents were indeed superlative. These observations give us the confidence to observe that the current ATPS is well positioned, in terms of expertise and administrative skills, to lead STI discussion in Africa and to represent the same globally. The evaluation team recommends that current revision and upgrading of the ATPS Policies and Articles of Association per the decision No 13.5.2.1 of the 13th ATPS board meeting and the 14th ATPS board meeting, be completed and presented for consideration & approval by the AGM and Board as soon as possible. This ensures that the ATPS policies are in harmony with the Employment Act of Kenya, which was reviewed in 2007, as well as other relevant laws of Kenya.

8.2.3 Total Funding Committed by Donors

The Evaluation Team noticed that during phase VI period, the number of Donors supporting ATPS activities has grown significantly (see Figure 8.6). For example, there has been 104% increase in the ATPS funding portfolio by the mid-term of the Phase VI period compared to the full period of the phase V. Statistical analyses show that this is a high probability that the funding portfolio of the ATPS will continue to grow annually during the remainder of the Phase VI implementation period. It is noted that the ATPS has already secured up to US\$1.5 million for the implementation of activities in 2012 and this is set to increase as fundraising efforts continue in 2011 and 2012 respectively.

This creates a sense of financial sustainability for the ATPS throughout the whole of the Phase VI period. It is hoped that more Donors will join the ATPS Consortium of Donors to support the implementation of its Phase VII plan, 2013 – 2017 which is currently under development.

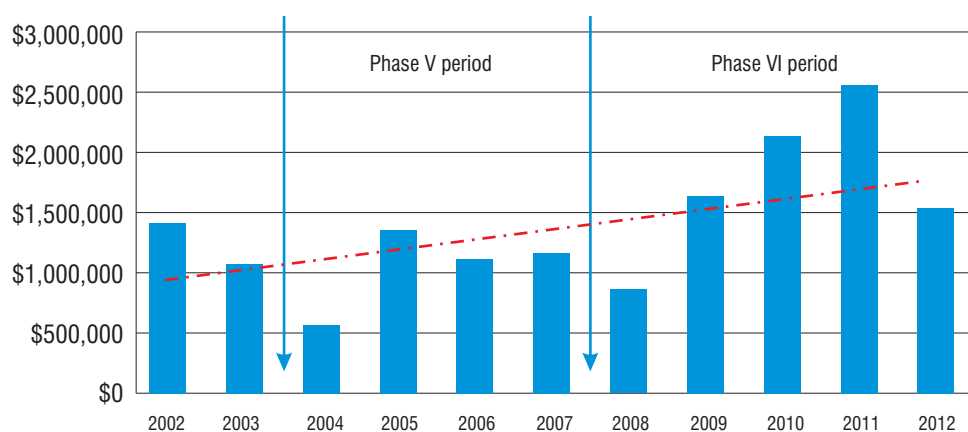


Figure 8.6: Total funds committed by Donors, 2002 – 2012

8.2.4 Grants to National Chapters

It was observed that the total number of grants to National Chapters and ATPS members during Phase VI Strategic Plan 2008 – 2009 has grown steadily and significantly compared to Phase V.(Figure 8.7).

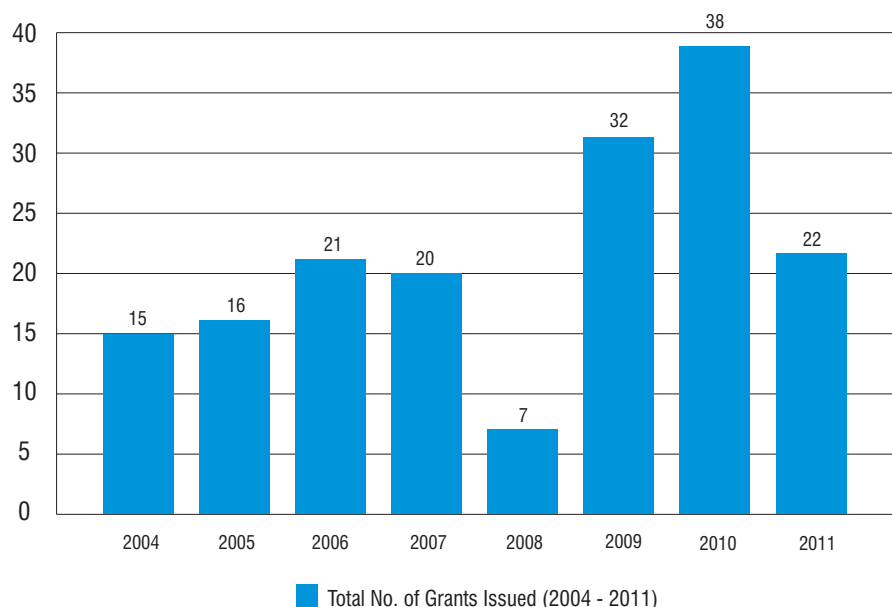


Figure 8.7: Comparison of Total Number of Grants Commissioned to National Chapters and Members during the Phase V and VI mid-term periods

During the full period of the ATPS Phase V period, 2004 – 2007, grants to national chapters were 72 (on the average 18 grants per annum). During the phase VI period so far, 99 grants has been issued to national chapters (on average 24.75 grants per annum). Three categories of grants to national chapters were identified (Figure 8.8): research grants, knowledge brokerage grants and administrative support grants all of which has grown significantly during the period. This growth in grant to national chapters was widely applauded by the members who also recommended that ATPS should continue to grow this aspect of its work which is having significant impacts on STI policy research capacities of members.

8.2.5 Capacity Utilization

The Evaluation Team also noticed that the ATPS fund utilization capacity has significantly improved in the current strategic phase. By the mid-term of the ATPS Phase VI implementation, the ATPS had utilized over 4.6 million US\$ compared to about 1.9 million US\$ at the same period during the phase V implementation. This represents a 146% increase in capacity utilization between the same periods during the phase V and Phase VI implementation periods. As shown above, the capacity utilization by the national chapters and members also increased by about 146 % during the period.

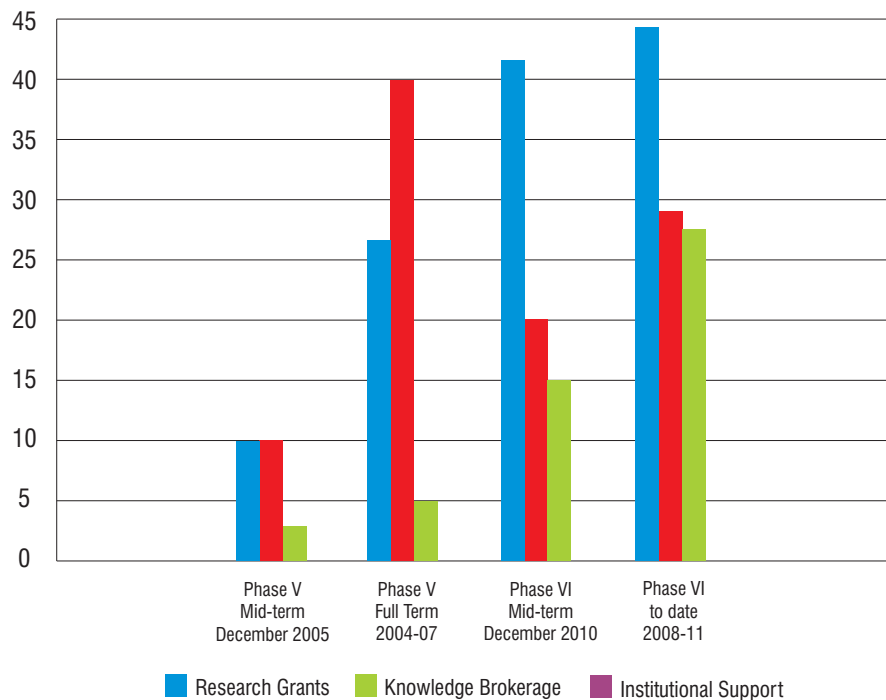


Figure 8.8: Grants Commissioned to National Chapters and Member by Type

8.2.6 Improved Cost Effectiveness and Cost Ratios

Due to the introduction of Management Information Systems (MIS) discussed above and the reforms implemented, the ATPS has been able to efficiently manage the administration costs in the current phase to stay below the required maximum of 10% of total programme costs (Figure 8.9). The average ratio of administrative costs to programme cost in Phase VI has consistently been maintained at an average of 10% as compared to 24 % in phase V. This is an improvement of about 60% in the efficiency administrative cost management.

8.2.7 Increased STI Publications Outputs

We observed that the number and quality of publications by the ATPS has increased significantly during the Phase VI implementation period. The number of STI publications as at the mid-term of Phase VI increased by 686% compared to the same period during phase V (see Figure 8.10). Comparing the types of publications produced during the period, we also observed that the ATPS has steadily increased its presence in international STI journals and key policy publications including journal articles, book volumes, multi-media resources and more importantly playing leadership roles in global STI policy panel publications such as the Intergovernmental Panel for Climate Change (IPCC), UNESCO Science report, and International Resource Panel.

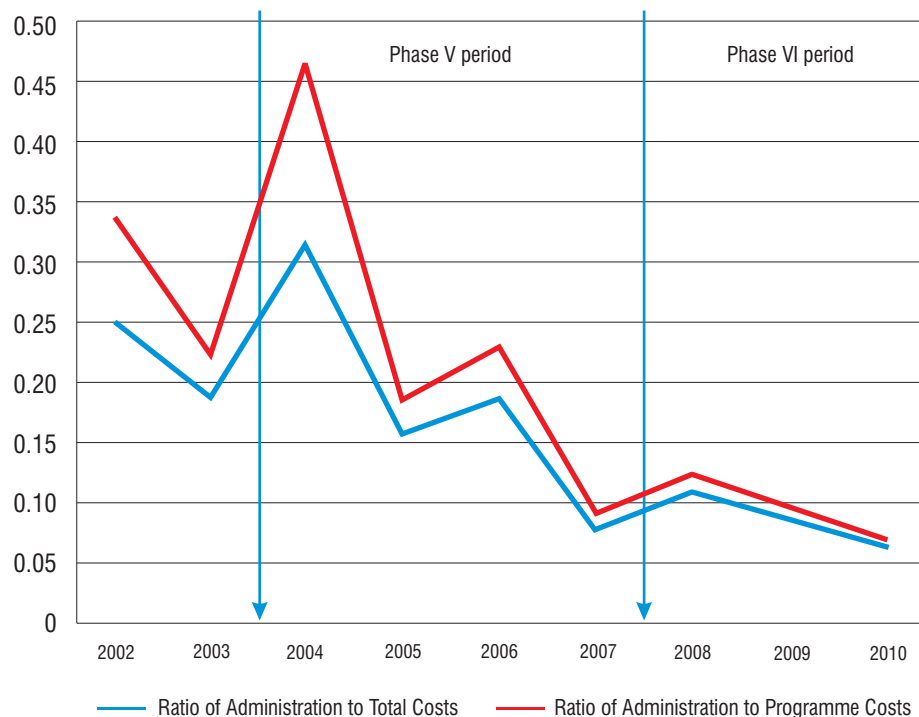


Figure 8.9: Comparison of Administrative Costs to Programme and Total Cost Ratios

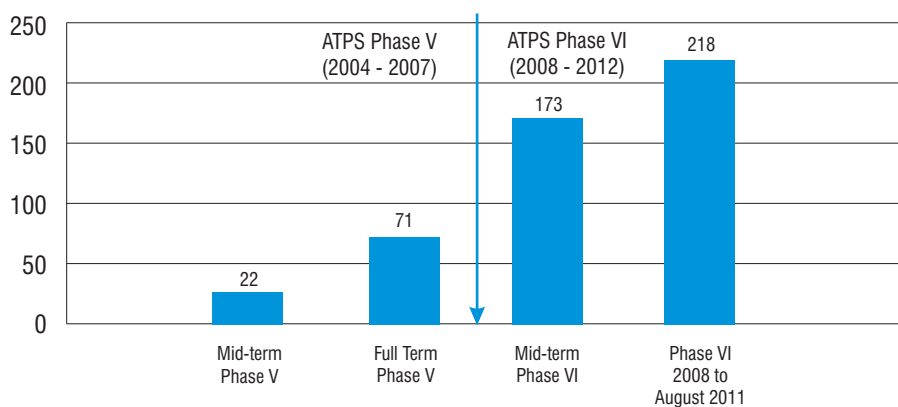


Figure 8.10: Comparison of STI Publications during the Phase V and Phase VI

The ATPS' leadership role in producing the African Manifesto for STI; and Guidelines for Socialisation of STI in Kenya was also observed as key achievements of the ATPS in STI policy publications front by members. The multi-media publications during the Phase VI included newspaper articles, press briefings, Television Life Shows, Radio Talk Shows, etc. In addition, the ATPS also collaborates with Artists (Nollywood Actors and Actresses) to produce documentaries that communicate Climate change to local communities. As part of this communications programme were the launch of Science Cafes, and World Cafes as means of science communication and strengthening relationships with the African Federation of Science Journalists in STI communication. These innovative means of publishing and communicating STI on the continent is well received by stakeholders. It is hoped that the ATPS will continue to strengthen its role in these areas.

8.2.8 Overall Institutional Efficiency and Cost-Effectiveness of programmes

Desk studies and interview of Secretariat staff suggests that ATPS has been very efficient and effective in discharging the Phase VI Strategic Plan. Travel records are well kept, diligent recording of time application to projects are well documents, and performance evaluation of staff members carefully conducted. It is the opinion of the evaluators that ATPS Secretariat is professionally run. The staff members (from Kenya, Ghana, Cameroon) interviewed said that ATPS Secretariat is a challenging place to work due to the ever increasing workload but that opportunity for professional growth is excellent. Staff members also pointed out that the participatory leadership style of the Secretariat Management provides opportunities for on-the-job learning and personal skill development, creating confidence in staff that they can achieve the high performance and quality standards of the organisation.

8.3 Strategic Evaluation of Position of ATPS in Africa and Globally

8.3.1 Objectives of the Strategic Evaluation

Part of ToR is to evaluate and review current STI policy environment in Africa (and globally) to identify and recommend strategic priorities for the development of the ATPS Phase VII strategic priorities, 2013–2017.

From our document reviews and interviews with stakeholders, we discovered that ATPS has established effective linkages and collaborative networks with key government Ministries, Government Parastatals, and relevant STI institutions at the global, continental, sub-regional and national levels. Records show that collaboration with STI institutions have increased by about 300% during the Phase VI plan compared to the whole period preceding the Phase VI plan, 2002 – 2007. This is evidenced by the number of active MoUs established during the Phase VI, with the partner institutions already implementing programmes and STI activities during the phase.

8.3.2 Examples of ATPS Tangible Policy Impacts in Africa and Globally

8.3.2.1 Curriculum Review Mainstream Trans-Disciplinary Research Systems and STI Policy Studies

The Evaluation Team note the following active engagements and key note presentations by ATPS to key Institutions/Organisations:

- a) The United Nations Environment Programme (UNEP) since 2008,
- b) The African Association of Universities (AAU) since 2009;
- c) The development of trans-disciplinary curriculum for Climate Change Adaptation in six African universities through the Open Society Foundation's Africa Climate Adaptation Initiative (ACCAI) since 2010;
- d) An INTRA-ACP mobility programme being implemented in a Consortium led by the University of Stellenbosch, South Africa, since 2010,
- e) UNESCO STI initiative since 2008, etc.

These interventions have shown to be beneficial and progressive. The keynote presentations to key decision making bodies of African Universities have now culminated in tangible projects in Universities and global STI institutions. The INTRA-ACP programme alone will support full scholarships for 13 MScs, 14 PhDs, 5 Masters exchange programmes, 8 PhD exchange programmes and 8 staff exchanges amongst the participating Universities.

The ATPS has demonstrably played the facilitating role of mentoring and training for the programme participants on systems thinking and innovation. It is expected that the programme will deliver key outcomes in terms of mindset change amongst African Universities. These interventions have also been recognized at the African Union Commission level, with the ATPS executive Director now leading the Association for the Development of Education in Africa (ADEA) effort to facilitate multidisciplinary and trans-disciplinary research to foster collaboration, systems thinking and innovation across disciplines and across borders in Africa and internationally.

8.3.2.2 Support to Regional Institutions and Programmes on STI Policy Processes

The Evaluation Team note also the ATPS has, through MoUs and other forms of partnership agreements, strengthened partnership with other relevant STI and state institutions in Africa and globally. These are listed in Appendix A.25.

8.3.2.3 Other Regional and Continental Support Provided by ATPS include

a) Support for the development of Kenya's Climate Response Strategy

In collaboration with UNEP, the Kenyan Ministry of Environment and Mineral Resources (MEMR), IDRC-DFID supported Climate Change Adaptation for Africa (CCAAA) through the IGAD Climate Prediction and Applications Centre (ICPAC), and the United Nations

Environmental Programme (UNEP), ATPS hosted a sensitization workshop for Members of Parliament in Kenya from 8-9 October 2009 in Mombasa, Kenya. The specific objectives of the workshop included:

- (i) Appraising the honorable members of Parliament on climate change issues for Kenya;
- (ii) Engaging Members of Parliament in Kenya's National Climate Change Response Strategy (NCCRS) and other strategic initiatives for addressing climate change in Kenya;
- (iii) Appraising and engaging Members of Parliament on Kenya's position paper for the 15th Conference of Parties (CoP 15) on Climate Change vis a vis the position of other parties and their implications for Kenya; and
- (iv) Facilitating and strengthening partnerships with Members of Parliament to inform the process of the preparation of the climate change policy for Kenya.

Over 150 delegates including the Honorable Minister for Environment and National Resources (MENR), the Honorable Speaker of the National Assembly, Cabinet Members and Permanent Secretaries of various House Committees, Members of Parliament and Provincial Commissioners of the Government of Kenya as well as the Executive Director of UNEP attended the event.

The workshop led to production of a Communiqué by the members of Parliament on climate change issues for Kenya. A proceedings report from this workshop with contributions to the CoP 15 process and a climate change policy for Kenya by the members of Parliament; and established partnerships amongst the Parliamentary Committees for local, national, regional and global actions to address climate change in Kenya is currently in press. Details on the workshop can be found at <http://www.atpsnet.org/about/news/2009/ccs-kenya.html>.

b) Support for the development of the S&T policy for Lesotho

During Phase VI period, the ATPS-Lesotho chapter was able to convene a roundtable for Lesotho Parliamentarians (132 members of the National Assembly and the Senate). This initiative became for Lesotho a powerful motivator and awareness-setter eventually leading to the active and continuous involvement of ATPS in the development of the S&T policy for the country. ATPS was duly acknowledged in the final Science and Technology Policy document of Lesotho which was passed by Cabinet at the beginning of the Phase VI period in 2008.

c) Support to for the set-up of IP steering Committees in 8 African countries

To ensure proactive engagement of the National Chapters in the coordination of the IP programme, the ATPS liaised with the National Chapter Coordinators to establish 5-person IP national steering committees (NSCs) in Ethiopia, Kenya, Lesotho, Malawi, Swaziland, Tanzania, Uganda, and Zimbabwe during the reporting period. Selection of members of the committee followed a rigorous process of identification of relevant institutions and IP

experts in the national chapters by the National Chapter Coordinators and review/short listing and appointment of members by the ATPS and her partner, Biotechnology Trust Africa (BTA). The NSCs have since been running and networking with relevant institutions in their respective countries. The processes of establishing NSCs in Mozambique are in progress. The ATPS is taking care to ensure that membership of the NSCs includes relevant IP institutions and experts in the selected countries to ensure effective ownership and implementation of the programme outputs and policy recommendations, upon completion.

d) Establishment of the National System of Innovation (NSI) Steering Committee in Nigeria

On 13 August 2010, ATPS entered into a joint MoU with the National Universities Commission (NUC); Raw Materials Research and Development Council (RMRDC); National Office for Technology Acquisition and Promotion (NOTAP); and the Science and Technology Education Post Basic Project (STEP-B) all of Abuja. The MoU saw the successful formation of the inter-agency National Systems of Innovation (NSI) Steering Committee for the Federal Government of Nigeria. Under the MoU, the four agencies which constitute the National Steering Committee (NSC) purposed to promote the sharing of information amongst themselves on all relevant innovation related activities to ensure synergy and strategic pool of resources for sustainable development.

e) Production of the African Manifesto for STI & Guidelines for Socialization of STI

The ATPS leadership in the development of the African Manifesto for Science, Technology and Innovation, and a Guideline on Socialization of Scientific and Technological Research (STR) for Kenya, has helped to raise the ATPS' profile amongst the STI communities in three continents: Africa, Asia, and Europe. The interactions with the EU Commissioners and Minister's in Brussels during the launch of the Manifestoes, and in other African countries is seen as a welcome strategy to increase networks with potential Donors and increase ATPS' visibility as the STI network in Africa. We have since seen increased requests for the ATPS to play key roles in research proposals being developed by EU institutions and greater networking amongst national chapter members and partners in Europe and India.

The African Manifesto for STI and the guidelines for Socialization of STI have also received wide coverage in various media including newspapers, radio and TV. Interest and commitments to implement its recommendations have also been wide reaching on the continent. Global STI institutions such as UNESCO have welcomed the African manifesto and we are in discussion with them on strategies to implement the recommendations of the manifesto, including the publication of the state of STI in Africa report. We are also currently working with the STEPS Centre, UK on new funding opportunities to implement the Manifesto.

f) Production of the African Chapter for the UNESCO Science Report

The ATPS Executive Director and the Senior Research Officer collaborated with other Sub-Saharan Africa experts to lead the sub-Saharan Africa chapter of the UNESCO Science report for the period 2006 – 2010. The report which is published every 5 years was launched in Paris in November in 2010, and at the ATPS annual conference in Cairo, Egypt in November 2010.

The ATPS also participated in the launch of the Sub-Saharan Africa chapter in Nairobi on 24 February 2011 spearheaded by the UNESCO Regional Office in collaboration with the Kenyan National Commission Science and Technology (NCST). The event was attended by the UNESCO officials, science experts and government officials, including the Minister for Higher Education, Science and Technology of the Republic of Kenya, and the Executive Secretary of the NCST Kenya.

UNESCO Paris has translated the report into most of the UN languages, and is currently working with the ATPS to translate Sub-Saharan Africa chapter into French and Arabic. The feedbacks received so far, suggest that the report is already being used by many agencies as a tool for STI policy advocacy in many countries globally.

g) Launch of the State of STI in Africa Report project

Following the approval by the 16th ATPS Board, the ATPS secretariat initiated the process of launching a biennial report on the State of STI in Africa. Initial identification of key experts to be invited to the first workshop to refine and harmonize the indicators of measuring progress in STI for development across the continent is ongoing. An initial template was circulated to ATPS national chapters for comments during the process of drafting the African chapter on the State of STI in Africa – a book chapter in the UNESCO Science report, 2010.

h) Training of Policymakers and Parliamentary staff on various issues of STI for development

Under the auspices of the ATPS Phase VI Strategic Plan programme on Training and Sensitization, ATPS liaised with UK Parliamentary Office of Science and Technology (UK-POST) and SciDev.Net to host a 5 day training workshop on Communicating Science to Parliamentarians in Kampala, Uganda, 22 – 26 September 2008. The aim of the workshop was to help participants develop skills in translating scientific and technical information into a form that is accessible and relevant to policy makers, and develop skills in writing policy briefing papers.

Overall, the workshop received high demand both from Parliamentary Clerks, Parliamentary staff, private and public sectors. Delegates at the workshop have continued to liaise with each

other and with the Trainers in drafting policy briefs and sharing information on the job. As a result of the Training, the Parliament of the Republic of Namibia embarked on an initiative to establish a parliamentary standing committee on science and technology. For details on the training workshop, see:

http://www.atpsnet.org/about/news/2008/parliamentarians_workshop.htm.

i) Production of STI policy training manual with UNESCO

ATPS collaborated with the UNESCO Nairobi Regional office to develop an STI training manual that aims at providing a hands-on self-training on basic principles of STI policy formulation. The manual will be expected to provide an overview of the concepts of science, technology and innovation (STI). It also focuses on the definitions of STI, its aims and objectives, distinctions between science, technology and innovation; and how these relate to basic research and development (R&D); implications for STI policy making and policy implementation – from R&D policy to STI policy, from S&T policy to STI; and why STI policy is the necessary catalyst for economic development of nations. The training manual is currently in its final stages of completion.

j) Support to RUFORUM

The ATPS collaborated with the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM) and other development partners including the Development Research Network (DDRN) to organize a Ministerial Conference on Higher Education in Agriculture in Africa (CHEA).

As part of the conference, ATPS together with RUFORUM and DDRN organized a Pre-Conference workshop on *Strengthening University Competence and Practice for Engagement with Policy* from 13-14 November, 2010 following which a parallel event was held on 16 November, 2010 on *Placing Agricultural Tertiary Education in Policy Agenda in Africa*. The outputs/outcomes from the one day parallel session were fed into the plenary session of the Ministerial Conference on Higher Education. The one day event was further used as a forum to brainstorm and synthesize relevant recommendations on how to get tertiary education role integrated into country development strategies and policies.

A key outcome of the conference was a Ministerial Communiqué adopted by ministers from 10 countries including Burundi, Ethiopia, Kenya, Lesotho, Mozambique, Niger, Rwanda, Tanzania, Uganda and Zimbabwe. The Communiqué called on the need for renewed and vigorous emphasis by African governments on restoring the quality of higher education in agriculture. It also called for increased investment in higher education in agriculture in Africa and to be included as an integral agricultural development investment in CAADP Country Compacts and Medium Term Agricultural Productivity Programmes, through structured foresighting.

k) Support to the Bio-Innovate Technical Committee (TAC)

The Bio-Innovate is a newly established multidisciplinary competitive funding mechanism whose niche is characterized by a focus on the applications of bio-resource innovations to support sustainable growth and transformation of the agricultural and environmental sub-sectors from primary production to value addition, while enhancing adaptability to climatic change and strengthening innovation policy. The ATPS Executive Director was appointed to the membership of the Bio-Innovate Technical Committee (TAC), which provides strategic direction to the selection of projects and overall technical management of the Bio-Innovate programme which is based at the International Livestock Centre (ILRI) and funded by the Swedish International Development Cooperation Agency (Sida) over the 5 year period (2010-2014). Through this engagement, ATPS has entered into a consortium agreement with ILRI for an initiative that will see the ATPS providing input and guidance in areas on science communication, policy dialogue and STI capacity building.

l) Support to scientists, policy-makers, science journalists and policy research advisors in brainstorming, discussing and prioritizing innovative ideas on strategically addressing the science-policy divide

ATPS organized a 3-day workshop on “Strengthening Linkage between Policy Research and Policymaking for African Development” from 16 – 18 February 2011 in Mombasa, Kenya. The overall purpose of the workshop was to engage relevant stakeholders to address the gap between policy research and policymaking with a view to designing a proactive way forward for bridging this gap for African development.

The workshop was supported by the Rockefeller Foundation and was organized in collaboration with the African Population and Health Research Centre (APHRC); the African Center for Economic Transformation (ACET); and the Food, Agriculture, Natural Resources Policy Analysis Network (FANRPAN). The workshop was attended by 29 delegates from 9 African countries comprised of policy makers, private sector actors, journalists and researchers. The delegates sought to identify and prioritize strategies to improve the linkages amongst policymakers and policy implementers in Africa to improve the use of homegrown policy research evidence in policymaking. The meeting also sought to create a network of like-minded institutions to sustain policy knowledge brokerage and communication for African development.

A key outcome from the meeting were key Resolutions committing to establish a trans-disciplinary consortium of policy research institutions and policy making arms of governments in Africa to

- i) Promote more effective policy development;
- ii) Enhance collaboration and coordination of financial and human resources;

- iii) Facilitate the development and sharing of knowledge amongst the stakeholders; and
- iv) Enhance the capacity for evidence-based policy development.

m) Participation in Global Policy Processes on Climate Change and Sustainable Resource Management

ATPS has actively participated in global STI dialogues and initiatives. The involvement of ATPS in these initiatives has helped to improve ATPS' visibility in the STI arena and fundraising capacity, globally.

8.3.2.4 Evaluation of Strategic Position of ATPS in Africa and Globally

It is quite clear that ATPS has demonstrated continental leadership while gaining global attention in STI policy research and information brokerage. At the 2011 ATPS Annual AGM in Mombasa, many prominent keynote speakers openly commended ATPS' achievements. Individual interview with key stakeholders during the conference and AGM can be assessed on the ATPS website. Our overall assessment was that members and stakeholders were very satisfied with the ATPS activities and the progress it has made in the implementation of the Phase VI Strategic Plan. Many key Governments stakeholders described the ATPS as a unique institution in Africa which has effectively brokered marriages amongst the key actors in national innovation systems including Policymakers, Private Sector Actors, Scientists and the Civil Society including the Media. There was a general recognition that this is challenging but indispensable gap in effective STI policy research, policymaking and policy implementation for African development which the ATPS has been addressing so effectively. One of the delegates from the Office of the Prime Minister of the Republic of Kenya, said that *"if (he) was a Donor and/or had the privilege of determining where Donors should invest their funds for African development, he would invest all available funds on the ATPS"*. Other stakeholders interviewed also reverberated similar sentiments. One former Minister for Science and Technology noted a deep satisfaction regarding the progress of the ATPS adding that "it was refreshing to see that the ATPS has effectively proved that good governance works in Africa".

8.3.2.5 Discussion and Validation of the Evaluation Report by ATPS Members and Stakeholders

Built into the Terms of Reference for the Evaluation is the presentation of the draft report of the evaluation exercise to the ATPS for internal verification, discussion, and clarifications by members and stakeholders. The draft report was presented to the 20th ATPS Board meeting and the 2011 Annual General Meeting (AGM) of ATPS stakeholders on 11 November 2011 at Mombasa Continental Hotels, Mombasa Kenya. Prior to the AGM, the ATPS Secretariat management had circulated the agenda including a specific request for members to attend the AGM to participate in the review and verification of the draft evaluation report before it is finalized. The AGM was attended by over 160 members and stakeholders from many

countries in Africa, Europe, United States, the Caribbean Islands, and Asia. Both presentations to the ATPS Board and the AGM lasted about an hour and thirty minutes each with interactive discussions, verifications and clarifications inclusive. Members were provided the details on the evaluation TOR, methodology, and interim findings and recommendation by the Evaluation Team.

Subsequent to the presentations at the Board and AGM meetings, all ATPS members and stakeholders were invited to send further comments and questions for clarifications directly to the Evaluation Team.

9. Evaluation Team's Assessment of Overall Performance of ATPS within the Period Assessed

9.1 General Comments about the Assessment Exercise

The evaluation approach was open participatory and transparent and the final report reflects not only the Evaluation Team's objective and independent assessment of the ATPS based on the agreed criteria, but also provides some insights into the general assessments of the ATPS by its members and stakeholders. All quantitative and qualitative responses received equal weighting in the analyses and are provided in the Appendices to this report. The dataset downloaded directly from the online survey software and the separate reports on all focus group discussions are also provided to the ATPS Secretariat Management for their records and further analyses if needed. These datasets contain rich insights that could be of use to the ATPS in further strategic improvements in future.

The participation rates in the FGDs, the bilateral interviews, and the survey were very representative of all these triers of the ATPS structures. There was an impressive participation in the evaluation exercise by all the tiers of the ATPS organisational structures including the ATPS members and institutional partners, the National Chapter Coordinators, the National Chapters' Regional Council members, the Regional Secretariat staff, the ATPS Responsible International STI Advisory Committee members and the ATPS Board members, and the wider policy stakeholders. We are therefore satisfied that the outcomes of the exercise duly represent the assessment of the general membership of the Network. The document reviews were also very transparent and successful. The ATPS Management were very cooperative in providing all the documents requested by the evaluation team. All the requested documents were provided in hard copies and also via a dedicated web-portal for easy and unrestricted access by the evaluation team.

It is noteworthy that all ATPS stakeholder sectors are represented in the survey suggesting that the ATPS effectively engages these multiple sectors including research and higher education, business and private sector, Parliamentarians, policymakers and policy implementers, non-governmental organisations, and the media. The proactive engagement with these multiple sectors by one institution is rare. This is a unique feature of the ATPS that which needs to be up-scaled on the continent. A review of ATPS research and research capacity building programmes and other facilitative activities including conferences, training workshops, etc., suggest that the ATPS Phase VI Strategic Plan activities have strategically adopted the trans-disciplinary approach to STI policy research and policymaking. The representation of these sectors in the survey suggest that the ATPS has access to the right mix of stakeholders to take forward concept of the Quadruple Helix introduced by the ATPS to foster interaction amongst researchers, policymakers, private sector and the civil society as the means to enhance innovations for development in Africa. This multidisciplinary approach to education and research is redolent of the emerging Third Generation University concept that J.G. Wissema discussed in his book: 'Towards the Third Generation University: Managing the University in Transition' (*Cheltenham, Edward Elgar Publishing; 2009*). To this end then, ATPS has become a leading institution in the implementation of this emerging model of training and development in Africa. This is rather unique, and must be explored fully to its greatest advantage.

9.2 Assessment on Evaluation Terms of Reference

9.2.1 Terms of Reference 1: Effectiveness of Programs

It is the assessment of the evaluation team that under all six strategic goals, very good progress has been made towards planned outputs and outcomes. Overall, the ATPS achieved about 70% mark for effectively achieving the set objectives and the key expected research outputs, policy outcomes, and impacts of its Phase VI Strategic Plan during the period, 2008 – 2010. There is a general agreement (and feel of satisfaction) amongst the members and key stakeholders regarding significant improvements achieved by the ATPS since 2007. The reported improvements are multiple including organisational reforms at all scales which has led to increased transparency, accountability, openness and effectiveness in the corporate governance of the Network and programme implementation activities; strengthening and expansion of the national chapters and increased visibility and general policy impacts of the ATPS on the continent and globally. Other areas of improvement that attracted significant commendation by the members and stakeholders is the efficiency of the ATPS in delivering policy impacts at the country levels through its network of members and STI capacity building activities; increased funding for small grants at the country levels with specific mention of the focus on youths and women. Many members report that ATPS activities have increased STI capacities on the continent at regional, national, institutional and individual

levels. There is also a growing agreement that the ATPS is effectively fostering networking and regional integration in Africa through its conferences, workshops and knowledge brokerage activities.

9.2.2 Terms of Reference 2: Institutional and Programme Cost Effectiveness

9.2.2.1 Institutional Effectiveness

Our assessment of institutional effectiveness suggests that adequate management frameworks are in place and are being used effectively and transparently. From the survey results, the Regional Secretariat achieved a median score of 80%; the Board achieved a median score of 70%, while the National Chapter Coordinators achieved 60%. These scores suggest a very high level of satisfaction amongst members and Stakeholders regarding the overall performance and effectiveness of the ATPS governance structures. Members identified the governance reforms which commenced in 2007 as the key commendable improvements in the network. Many respondents also recognized the effective participatory management style of the current ATPS Secretariat Management and the commencement of the rotation of Board members as commendable. Our desk studies revealed that technical and financial accounting mechanisms are being followed in accordance with grant agreements and with global good practice. This again is evidenced by key performance indicators (KPIs) generated from Desk Review.

9.2.2.2 Programme Cost Effectiveness

Our assessment of cost-effectiveness of execution of programmes shows that organisational structure is efficient, delivering high quality, relevant research at relatively low cost by international standards. Many respondents noted the effectiveness of the ATPS to achieve much research and policy outputs, outcomes and impacts at least costs as a unique feature of the Network. Our review shows that this significant achievement is attributable to a number of factors including (i) efficient transparent financial management policies and procedures implemented at the Regional Secretariat; (ii) a culture of financial accounting discipline throughout the Network, (iii) the nature of the Network which disaggregates project implementation activities to national chapter levels, and most importantly (iv) the significant amounts of pro-bono work done by the ATPS Secretariat staff, National Chapter Coordinators and members. We observed that the Executive Director and Secretariat staff work excess amounts of overtime work which are not paid for (both long hours and weekends), and the National Chapter Coordinators serve the Network on pro-bono basis. It was observed that the most driving factor for working at the ATPS is the personal passion for African development through STI capacity building rather than financial returns. The same observations were made of the Regional Council members and National Chapter Coordinators during the FGDs and bilateral interviews. We also observed that the ability of

the Network to effectively implement projects in diverse numbers of countries in Africa at minimum costs is due to the devolved project coordination and implementation model adopted by the Network. It is therefore crucial that the Network style of the ATPS be strengthened at all levels. The ATPS Diplomatic status in Kenya also exempts the Network from certain taxes hence providing indirect subsidies to the Network project costs. All these factors combined make the ATPS very cost efficient in its implementation of projects. The ATPS Regional Secretariat has therefore been able to reduce administrative costs significantly from above 20% of total programme costs during the Phase V period, 2004 – 2007, to below 10% during the Phase VI implementation period 2008 – 2010. This is an impressive record.

However, the ATPS Secretariat Management notes that the capping of administrative costs at 10% by its Donors and lack of core institutional funding has been very restrictive and the ATPS has not been able to fully respond to all emerging STI policy needs of the continent as it struggles to maintain focus on funded thematic programmes. One key need of the Network, for instance, is increasing the staff strength at the ATPS Regional Secretariat and strengthening National Chapters. However, the funding constraints and the capping of administrative costs at 10% of total programme costs constrains possibilities to respond to these needs.

9.2.3 Terms of Reference 3: ATPS Programmes Strategic Evaluation

Our observations on the strategic relevance of ATPS in STI issues in Africa and globally have been informed by the nature of current research activities, bilateral agreements and partnerships, and stakeholders. Our observations are also informed by the results of the survey and events that transpired at the recently concluded ATPS conference and AGM in Mombasa. Based on these facts, we make the following observations on ATPS strategic positioning and relevance in Africa and globally.

9.2.4 Strategic Focus of the ATPS

ATPS may consider up-scaling the programmes highlighted by stakeholders as most valuable during its future activities, including the strategic planning for the ATPS Phase VII program, 2013 - 2017. The general feeling of the members and stakeholders interviewed is that the current focus of the ATPS Phase VI Strategic Plan is in the right direction and is very relevant to the current policy needs of the continent. However, there is a general consensus that more could be done in these areas if funding become available. It is therefore recommended that the ATPS should strongly consider continuing on the current themes and strategic focus and of course take into account the areas of improvement reported by members.

9.2.5 Up-scaling the ATPS Model on the continent

We would like to recommend that other African institutions emulate the trans-disciplinary

approaches being deployed by the ATPS. The ability of the Network to proactively engage all the key actors in the national systems of innovation in its research and advocacy activities has proven useful in fostering linkages between the different actors in the system.

9.2.6 Core Institutional Funding

One recurring theme in the constraints reported by members and stakeholders is the lack of core institutional funding to support administrative costs at the Regional Secretariat and National Chapter levels. This has constrained staff expansion at the ATPS Regional Secretariat as well as establishment of Regional and National offices and the national chapter levels. Donors are encouraged to provide core institutional funding to the ATPS to enable it to proactively and fully respond to the growing STI needs on the continent.

9.2.7 Staff Work Load and Pro-Bono Work by National Chapter Coordinators

There is a need to address the observed excessive work load at the Regional Secretariat and the pro-bono work done by National Chapter Coordinators. Although Regional Secretariat staff and members have continued to do significant amounts of pro-bono work, this is unsustainable in the long run. We observed that a number of staffing positions at the Regional Secretariat have remained vacant over the years. Even though the current Secretariat Management had made significant efforts to strengthen the Secretariat staff complement and National Chapter Coordinators since 2009, much more needs to be done in this direction. For example, there are urgent needs to appoint a Deputy Executive Director and a Personal Technical Assistant to support the office of the Executive Director. There is also an urgent need to fill the positions of the Research & Training & Communications Manager which is currently covered by the Executive Director. While it is understandable that funding constraints restrain ability to fill these positions, there is growing concern amongst the membership of the Network that the current Secretariat Management staff are heavily overworked due to the growth in the activities, visibility and influence of the organisation. Increase in core institutional funding to the ATPS will definitely enable it to proactively and fully respond to the growing STI needs on the continent.

9.2.8 Strengthening Funding Portfolio

As noted above, the funding portfolio of the ATPS has more than doubled during the first half of the Phase VI implementation period, 2008 – 2010. This is commendable. However, it is also noted that the demand for ATPS activities has grown significantly both on the continent and globally. The ATPS' continued ability to respond effectively to these growing demands will largely depend on its continued ability to fundraise to match demand. It is however noted that much of the fundraising activities of the ATPS largely depend on the Regional Secretariat Management. Existing potential funding opportunities at the National Chapter levels are therefore not effectively harnessed due to low participation of national

chapters in fundraising at the national levels. With the exception of Nigeria, Ghana, Kenya, South Africa and Uganda, most National Chapters have not been able to leverage existing funding in relevant government ministries and the private sector in their home countries. It is recommended that the ATPS should develop a strategy to build capacity of National Chapter Coordinators in fundraising from their national governments to support the impressive fundraising efforts of the Regional Secretariat Management. The ATPS Board members are also encouraged to proactively support the Regional Secretariat in fundraising to ensure that the important contributions of the Network to African development are not constrained by lack of funding.

9.3 Evaluation Team's Recommendations for ATPS Continued Growth and Effectiveness

9.3.1 On-going Reform of ATPS Administrative Structure to Continue

The evaluation team applauds the on-going reforms that have taken place within the Board, Regional Secretariat, and at the National Chapter coordination levels. It is the opinion of the evaluation team that such reformation must continue until a fully functional corporate governance policies and practices are established and implemented across the ATPS structures. This will further strengthen the ATPS to achieve the vision of being the leading STI policy brokerage organization in Africa. Although training in corporate governance has been carried out for all sectors of ATPS leadership structure in recent time, we found some evidence that these systems have not been fully implemented effectively within the all governance structures of the organization-especially at the Board and National levels. Future training should emphasize practical application with exercises relevant to ATPS leadership structure from the Board to the National Chapter levels.

9.3.2 Training on Transformational Leadership- Leading a Change

Though a subject of intense debate amongst economists and social scientists, it is generally agreed that cultural mindsets and attitudes could enhance and/or hinder organizational progress^{13,14}. ATPS' vision to become the leading international centre of excellence and reference in science, technology and innovation systems research, training and capacity building, communication and sensitization, knowledge brokerage, policy advocacy and outreach in Africa demands transformational leadership skills amongst its leaders from the Board members to the National Chapters Coordinators. To lead such a change, ATPS leaders must understand and avoid personal and cultural mindsets and value systems that hinder change, while embracing those that enhance it. It requires deliberate assessment of cultural,

¹³Culture Matters by Hutchinson and Harrison

¹⁴Buy the Future by Mensa Otabil

behavioural patterns that could hinder progress and the willingness to be recast into cultural and personal habits that make for progress.

9.3.3 Improvement of Relationship Amongst the Board, Secretariat, and National Chapters

The survey revealed that the highest numbers of “Don't know” responses were received for questions relating to the assessment of the effectiveness of the Board, National Chapter Coordinators and the Regional Secretariat by the ATPS members and stakeholders. Although fewer 'don't know' responses were received for the assessment of the Regional Secretariat effectiveness, this suggests that a large number of ATPS members and stakeholders do not have effective communication with and/or access to Board Decisions and Regional Secretariat, and National Chapter Coordinator's activities. Therefore, we recommend that effort be made to improve the implementation of ATPS communication strategy to improve on information flows amongst the ATPS management and the members. The results of the survey and the FGDs suggest that progress has been made during the past two years in this direction, but more could be done to ensure effective flow of pertinent information to members following ATPS communications channels.

9.3.4 Strategies for Increased Funding for National Chapters

We noticed a big gap between the fundraising skills of the Regional Secretariat and those of the National Coordinators. In addition, we noticed some cases where funds successfully raised by the Secretariat and disbursed to some National Chapters were not followed up with timely progress and financial reports by these national chapters. We suggest that to improve the effectiveness of the National Coordinators in raising funds within their countries and regions, that adequate training in relevant skills required for effective interactions with STI key policy players be conducted regularly for National Chapter Coordinators and ATPS members. The ongoing training in grant writing should continue and made continent-wide.

Furthermore, we suggest that funding of National Chapters should be strategic such that capacity in a specific area of research is built which, with time, will lead to not only a strong research capacity in that area, but also strengthen academic programmes as well. For example, we noticed that a strong climate change programme is emerging at University of Nigeria Nsukka (UNN), with strong collaborations with Universities from neighbouring States. It is hoped that it would lead to a strong collaborative team in Climate Change research and ability to attract funding from the national and state governments.

9.3.5 Strategies to Increase National Government Buy-in and Support for STI

Translating STI research outcomes into policies requires a great deal of emotional intelligence, skills which are often lacking in the first and second generation universities. In the

epoch of the science-based or 2GUs, governments were content with universities carrying out scientific research and providing scientific education. Now they desire to see universities as incubators of new science- or technology-based commercial activities, whether by existing firms or start-ups. Hence, governments demand that universities take an active and leading role in the exploitation of their knowledge and they are willing to make funds available to support such activities. Thus, for universities to gain the attention of national leadership they must become centers of excellence and explicit instruments of economic development in the knowledge-based economy. The universities must do this while working collaboratively with government departments, parastatals, and institutions and dedicated research establishments. ATPS should anticipate these shifting changes and devise programmes to assist both government and universities to relate effectively.

9.3.6 Implementing New Administrative Structures in Member Institutions to Sustain and Manage the Emerging STI Multidisciplinary Teams

Second Generation universities (2GU) tend to focus on pure science and often do not regard the application of their know-how as their task. In contrast, Third Generation Universities (3GUs) objectively stimulate techno-starters – students or academics – to pursue the exploitation or commercialisation of the knowledge they generate. They view this as being equal in importance to the objectives of scientific research and education.

Administratively, research in the Second Generation University (2GU) era was mainly monodisciplinary and departments were structured along disciplines. The emerging interdisciplinary scientific teams with focus on specific research areas functionally work against the current mono-disciplinary faculty-based, administrative structure of 2GUs. For interdisciplinary teams, the current faculty system is an obstacle. There is a need for new organisational forms for university management that can create responsibilities for the task of know-how exploitation. ATPS must anticipate this and begin to strategize solutions for their member institutions to transition to 3GUs administrative structure, otherwise ATPS growth will plateau, and progress achieved so far may be stunted.

Appendices

Appendix A.1

Terms of Reference for the Mid-term Phase VI Strategic Plan Evaluation

1.0 Background

The African Technology Policy Studies Network (ATPS) is a multi-disciplinary network of researchers, private sector actors, policymakers and the civil society that promotes Science, Technology and Innovation (STI) policy research, dialogue and practice, for sustainable development in Africa. With a Regional Secretariat in Nairobi Kenya, it operates through national chapters in 23 African countries with an expansion plan to cover the entire continent and also establish Chapters in the United Kingdom and USA for Africans in the Diaspora. The ATPS is accorded full Diplomatic status in the Republic of Kenya. The ATPS organizes and implements STI capacity building programs at regional and national levels within the continent. All ATPS programs address STI capacity building priorities of African countries identified by network members and stakeholders.

The ATPS' activities are organized in four interrelated functional domains namely: STI knowledge generation; STI knowledge brokerage; STI knowledge dissemination; STI outreach & policy advocacy; and STI knowledge valorization. These functions are performed through three cross-cutting thematic research capacity building programs namely: A.1 Research capacity building; A.2 International cooperation and partnership; and A.3 Youth and gender empowerment; and three cross-cutting non-thematic facilitative programs namely: C.1 Training and sensitization, C.2 Communication and stakeholder dialogue, and C.3 Outreach, knowledge brokerage and policy advocacy. The thematic and facilitative programs are intertwined and together they form the six medium term strategic priorities of the ATPS (Figure 1).

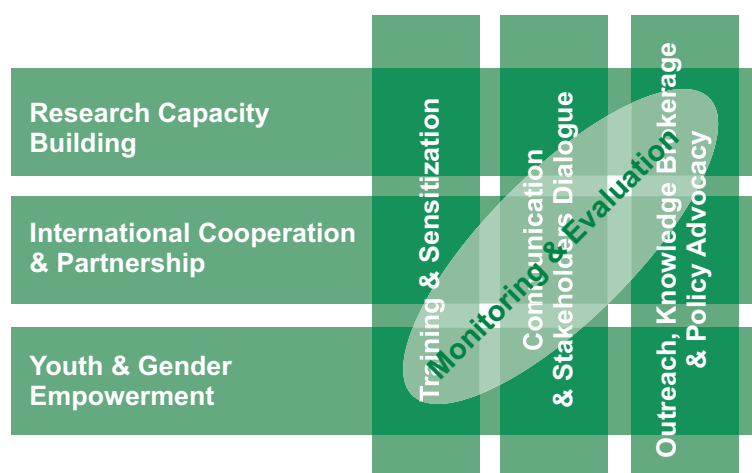


Figure 1: ATPS Strategic Priorities, 2008 - 2012

Each of the thematic priorities are discussed briefly below:

A.1 Research Capacity Building (RCB) - The RCB program focuses on building capacity to conduct quality STI research at individual, institutional, country and regional levels to address STI policy and development needs in Africa. All ATPS research programs are therefore informed by the local priorities identified by members. Each research program is designed to be trans-disciplinary involving relevant actors in the respective innovation chains throughout the project life cycle, from conceptualization, through proposal development, implementation, monitoring and evaluation, knowledge circulation and results dissemination. Projects aim to include the "make" or "design" perspective, i.e. translation of the research outputs into "institutional" and/or "social engineering" designs, and/or cost effective "technical designs/technologies" that are necessary for addressing specific development and/or policy challenges. Projects are assessed on three criteria: science quality, innovation content (potential value addition) and policy relevance using a Participatory Proposal Evaluation System (PPES) see: http://www.atpsnet.org/media_centre/news_archive/article.php?article=12.

A.2. International Cooperation and Partnership (ICP) - The strategic goal of this program is to enhance collaboration amongst the key actors in the innovation systems at national, regional and international scales. It targets building partnerships amongst the Quadruple Helix (Policymakers, Science Experts, Private Sector Actors, and the Civil Society) within and between institution, countries and continents in the generation, use and up scaling of STI relevant policy research results in policy practices and development programs. This program also serves as a platform for effective knowledge brokerage, and knowledge circulation amongst relevant institutions in Africa and between African countries and their counterparts in the rest of the world. In other words it facilitates South-South, North South, and South-North knowledge circulation thereby facilitating access to other knowledge communities, technologies, innovations, and expertise internationally.

A.3. Youth and Gender Empowerment - This program has two strands of activities designed to mobilize the youth and women to build their capacities in STI research and policy advocacy-making thereby empowering them to contribute positively to STI policy processes in Africa. Two program priorities currently under implementation are the African Youth Forum for Science and Technology (AYFST) and the African Women's Forum for Science and Technology (AWFST). Under these programs, the ATPS proactively mobilizes, and engages African youths and women in its STI policy Research Capacity Building (RCB) program, International Cooperation and Partnerships (ICP), Training and Sensitization (T&S), Science Communication and Stakeholder Dialogue (SCSD), Outreach, Knowledge Brokerage and Policy Advocacy (OKBPA) programs, respectively. ATPS prioritizes capacity development for youths and women in all its programs.

C.1 Training and Sensitization (T&S) - The T&S program is a cross-cutting one strategically embedded in all the thematic activities A.1 – A.3 as well as the cross-cutting facilitative activities C.2 and C.3 respectively. The objective is to strengthen indigenous STI capacity in Africa today for sustainable

development tomorrow. The training activities target Policymakers, Science Experts, Private Sector Actors, and the Civil Society at both individual and institutional levels.

C.2 Science Communication and Stakeholder Dialogue (SCSD) - The SCSD program focuses on building capacity for effective science communication, dissemination, and up scaling of scientific and technological knowledge in Africa. It aims to bridge the gaps between Science experts, policymakers, the private sector actors and the civil society to ensure effective uptake of scientific outputs and innovation incubation for African development. This goal is achieved through proactive engagement and training of Science Journalists, Researchers, and Policymakers, Private Sector Actors and the Civil Society in science communication, creating platforms for dialogue amongst these actors, and engaging the Media (newspaper, Television, radio, etc) in communicating emerging STI policy issues for African development.

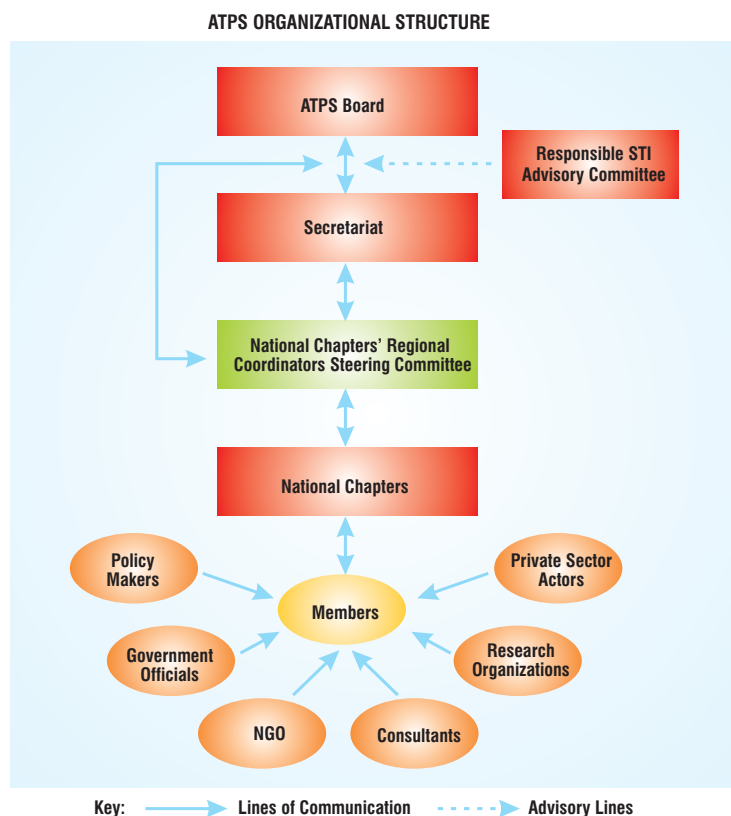
C.3.Outreach, Knowledge Brokerage and Policy Advocacy (OKBPA) - The strategic goal under this activity is to promote mainstreaming of STI in African development planning and policymaking processes. ATPS achieves this through various activities at the regional and national levels, including support to parliamentary forums; regional research programs, trainings and methodology workshops; conferences, policy briefings, building linkages with government ministries, parliamentarians, parliamentary staff, etc., and encouraging involvement of network members in STI policy debates in Africa and globally.

All the thematic programs A.1 – A.3 and the cross-cutting facilitative programs are purposively intertwined and mutually re-enforcing to achieve greater cost effectiveness in implementation activities, effective targeting and enhanced sustainability of impact. Each research team working on a particular thematic research for instance forms a core ATPS community of researchers, private sector actors, policymakers, and civil society actors in that subject area across the continent. ATPS capacity strengthening activities for STI methodology training, sensitisation and policy advocacy activities on the subject area therefore focuses on the core community for at least one year before they are brought together in the ATPS annual general assembly to widen the dissemination and networking opportunities. The research communities normally build a network that continues to research the subject area and support policy processes in their countries well beyond the end of the ATPS program.

All the diverse communities of researchers in the different ATPS programs also focus on one core objective: to build Africa's STI capacity through STI knowledge generation, knowledge brokerage, knowledge dissemination, outreach and policy advocacy and knowledge valorization, accordingly. The annual general assembly and other interactive web resources provides platforms for the different knowledge communities to network, share knowledge, and understand the inter-linkages, fostering the development of thriving National Systems of Innovation in African counties. This is the overarching goal of all ATPS programs.

1.1 ATPS Institutional Structure:

The ATPS adopts a network management structure to ensure effective identification, implementation, coordination, monitoring and evaluation of its STI capacity building activities in the region. This structure is illustrated in the figure below:-



The **ATPS Board** provides strategic guidance and also monitors and evaluates the implementation processes of the overall Network. This is achieved through bi-annual Board meetings and also electronic meeting meetings of designated Board Committees on needs basis. Board Committee meetings are also convened by the Board in between the biannual meetings of the full Board when there is need to do so.

The **Responsible STI Advisory Committee** is an international committee of STI Experts from around the world who provides oversight on the scientific quality and policy relevance of all ATPS activities. The Committee acts in an advisory capacity only and hence administers its functions through electronic communications between the Secretariat Management and members, and participation in the ATPS annual general assembly. The committee members also serve as a international resource persons for ATPS programs.

The **Regional Secretariat** is responsible for overall strategic direction, coordination and administration, day to day monitoring and evaluation of all ATPS programs and the national chapters. The Secretariat Management Committee (SMC) chaired by the Executive Director is responsible for managing the affairs of the network. The staff strength at the Regional Secretariat is purposively lean to maintain a low administrative to program cost ratio. In addition, only the ATPS Secretariat maintains formally employed staff complement.

The **National Chapters Regional Steering Committee (ATPS-NCRSC)**, also referred to as the Regional Council is comprised of representatives of the national chapters in the five regions covered by ATPS, nominated by their peers. The committee serves as a liaison between the National Chapters and the Secretariat for more effective and devolved coordination of the national chapters within each region. Membership to the Regional Council is voluntary.

The **ATPS National Chapters Coordinators** provide intellectual and administrative leadership within their respective countries. They work in liaison with the Secretariat to implement activities and also provide useful contacts and links with key government agencies and other institutions in their countries. This facilitates cost effective needs assessments and supervision of ATPS projects at the country levels.

The **ATPS Membership** is open to both individuals and institutions amongst the quadruple helix (Policymakers, Science Experts, Private Sector Actors, and Civil Society). The membership is held at the National Chapter levels with an updated membership database held at the regional Secretariat for coordination purposes. The members implement all ATPS programs at the grass roots levels.

ATPS also engages **Expert Consultants** who act as resource persons in the thematic research programs in specialized subject areas with an aim of ensuring scientific quality.

2.0 Rationale for the Evaluation

The Netherlands Minister for Development Cooperation (“the Minister”) has supported the activities of the African Technology Policy Studies Network (ATPS) on Science, Technology and Innovation policy research and policy dialogues since January 2002. More recently, the Minister provided an unearmarked grant of up to US\$6,000,000 to support the implementation of the ATPS Phase VI Strategic Plan, 2009 – 2012 as per the Decision of 16 February 2009, Activity No. 17390-DC00107603 (REF: DCO/OC-042/09). As at 31 December 2010, the Minister has disbursed US\$ 3,115,000 to the ATPS to support the implementation of the ATPS Phase VI Strategic plan activities for the period 01 January 2009 – 31 December 2010. Being the mid-term of the implementation of the Phase VI Plan, there is need for an external evaluation of the implementation of the plan to identify priorities for strengthening the ATPS' role in building capacity for STI policy research and policy practice in Africa

2.1 Objectives of the Evaluation

The overall objective of the external evaluation is to assess the effectiveness and efficiency of the implementation activities of the ATPS Phase VI Strategic Plan for the period 01 January 2009 – 31 December 2010 and ATPS' compliance with the general Terms of Reference and conditions of the Decision of 16 February 2009, Activity No. 17390-DCO0107603 (REF: DCO/OC-042/09) and other generally applicable laws and regulations in Kenya.

2.1.1 Project effectiveness will be measured by assessing the level of achievement of the expected project outputs and project outcomes, with the help of indicators defined in Table 1 of this ToR. This will involve a review of the thematic and facilitative program activities carried out for the period 01 January 2009 – 31 December 2010 in the implementation of the ATPS Phase VI Strategic Plan to provide insight into how effective ATPS has been in achieving the expected outputs and outcomes, respectively.

2.1.2 Project efficiency will be assessed by a two stage process:

a) Institutional Evaluation: - to assess the management and accountability systems and effectiveness of resources (human and financial) inputs in the project implementation as per the approved Phase VI Strategic Plan proposal. Specific evaluation activities will include an assessment of the adequacy of the management control frameworks, (policies, procedures and practices) in place to support the delivery of the technical and financial accounting requirements of the activities supported by the Minister as per the grant agreement; Decision of 16 February 2009, Activity No. 17390-DCO0107603 (REF: DCO/OC-042/09).

b) Cost-Effectiveness Analyses: - to assess the cost-effectiveness and cost-benefit balance of the projects, as per expectations during the project proposal stage versus outputs and outcomes realized. Specific activities will include a review of the cost-effectiveness and efficiency of the network's organizational structures in terms of relative transaction costs involved in delivering the operational targets as stated in the Phase VI project plan, and the cost-benefit balance of projects implemented so far. It is recognized that most of the targeted outputs of the ATPS Phase VI Strategic Plan are long term objectives and may not be fully realized at this mid-term implementation stage. The evaluation will therefore assess the cost-benefit balance of the implemented projects through both quantitative and qualitative indicators of expected short term outputs and outcomes, respectively.

2.1.3 Strategic Evaluation: - to review current STI policy environment in Africa (and globally) to identify and recommend strategic priorities for the development of the ATPS Phase VI strategic priorities, 2013 – 2016.

Table 1: Evaluation Framework: Strategic Objectives, Functional Domains, Expected outcomes, Activities and Performance Indicators

Strategic Objectives	Functional Domain	Expected Outputs	Expected Outcomes	Performance Indicators
1. <i>Research and Research Capacity Building</i>	STI knowledge generation	<p>1.1 Regional research projects conducted</p> <p>1.2 Small research grants conducted</p> <p>1.3 International collaborative research conducted</p> <p>1.4 Research methodology training implemented</p> <p>1.5 Curriculum review initiated</p> <p>1.6 STI institutional support provided</p> <p>1.7 Strategic innovations systems research initiated</p>	<ul style="list-style-type: none"> Improved ability of African researchers to engage in high-quality peer reviewed STI policy research for African development; Enhanced understanding of STI research and policy processes in Africa; and Improved ability to formulate and implement innovative STI policies in Africa. 	<p>1.1.1 Number of regional STI projects commissioned & completed.</p> <p>1.2.1 Number of national STI projects commissioned & completed.</p> <p>1.3.1 Number of international collaborative (global STI) projects engaged in or completed</p> <p>1.4.1 Number of research methodology capacity building training conducted.</p> <p>1.5.1 STI curricula review processes initiated in schools.</p> <p>1.6.1 Number of institutional grants issued to national chapters.</p> <p>1.7.1 Number of strategic innovation systems activities initiated and/or completed.</p>
2. <i>International Cooperation and Partnership</i>	Knowledge Brokerage;	<p>2.1 International roundtable discussion fora conducted</p> <p>2.2 Joint participatory dialogue on STI policy issues implemented</p> <p>2.3 Public-Private sector partnerships initiated.</p> <p>2.4 International conferences & workshops conducted</p>	<ul style="list-style-type: none"> Better regional integration and the identification and prioritization of common research areas of mutual interest to African countries; Enhanced uptake and use of common identified research outcomes, technologies and innovations for addressing the MDGs in Africa; and Increased partnerships amongst African S&T institutions, government ministries, and civil society and with like-minded organizations globally. 	<p>2.1.1 Number of international round table discussions held.</p> <p>2.2.1 Number of participatory dialogue on global STI policy issues held.</p> <p>2.3.1 Number of Public-Private partnerships initiated.</p> <p>2.4.1 Number of international conferences and workshops hosted.</p>
3. <i>Youth and Gender Empowerment</i>	Knowledge valorization	<p>3.1 Youth/Women social entrepreneurship/innovation challenge program initiated</p> <p>3.2 African Youth/Women congress/STI career development program conducted</p> <p>3.3 Women/Youth in science clubs supported</p> <p>3.4 International Internships supported.</p>	<ul style="list-style-type: none"> Enhanced skills/capacities in agriculture, STI research and policy advocacy amongst Africa youths and women; Increased youth/women participation in STI research projects and other innovative and productive interventions at local, regional and national levels; A functioning networking platform, forum [online and offline] in which the youth/women can exchange opinions; and Increased awareness among the youth/women on inter-related policy issues in agriculture, science and technology and the need for multi-disciplinary approaches in STI research and policy making. 	<p>2.1.1 Number of youth/women entrepreneurship (innovation challenge) programs created.</p> <p>3.2.1 Number of youth and women STI congresses held.</p> <p>3.3.1 Number of youth/women science clubs supported.</p> <p>3.4.1 Number of international internships supported.</p>
4. <i>Training and Sensitization</i>	STI Knowledge dissemination	<p>4.1 Training of journalists, artists and policymakers in STI policy issues conducted.</p> <p>4.2 S&T constituencies supported to popularize S&T.</p> <p>4.3 Parliamentary roundtables on STI policy issues conducted.</p>	<ul style="list-style-type: none"> Enhanced dissemination of STI policy research to policy makers and to stakeholders at the grassroots through the fourth estate. Build capacity of journalists, artists and policy makers to communicate and use STI policy research. Appreciation and apt use of STI policy in African development. 	<p>4.1.1 Number of training workshops hosted.</p> <p>4.1.2 Number of Journalists, Artists, Policymakers, Researchers' and Parliamentarians trained</p> <p>4.2.1 Number of STI constituencies established in countries</p> <p>4.3.1 Number of Parliamentary round tables held.</p>
5. <i>Outreach, Knowledge Brokerage and Policy Advocacy</i>	Outreach, Knowledge Brokerage and Policy Advocacy	<p>5.1 ATPS Science Journalist forum initiated</p> <p>5.2 ATPS Stakeholder Dialogue/Training programs initiated.</p> <p>5.3 National chapters strengthening and new chapters initiated.</p> <p>5.4 Knowledge brokerage programs initiated.</p>	<ul style="list-style-type: none"> Better appreciation of STI policy research by science journalists, policy makers and artists; Strengthened partnerships between researchers and policy makers in the STI policy process; Sensitized leaders/policy makers on their leadership roles in promoting STI-led development; Stronger existing ATPS Chapters through training, establishment of offices, etc; Establishment a minimum of 5 new ATPS Chapters focusing on Francophone and /or Lusophone African countries; and 	<p>5.1.1 Number of science journalists engaged in ATPS STI for a</p> <p>5.1.2 Number of science journalist networks initiated or supported</p> <p>5.2.1 Number of stakeholder dialogues/training programs conducted.</p> <p>5.2.2 Number of STI stakeholders engaged in ATPS facilitated STI dialogues</p> <p>5.3.1 Number of ATPS national chapters supported.</p> <p>5.3.2 Number of new chapters established in Africa and in the Diaspora</p> <p>5.3.3 Number of national chapter members engaged in international STI for a by the ATPS</p> <p>5.3.4 Number of national chapter coordinators (and members) trained on relevant STI policy issues</p> <p>5.3.5 Number of chapters supported to establish national offices</p> <p>5.4.1 Number of network members that participated in ATPS events during the period</p> <p>5.4.2 Number of grassroots stakeholder workshops carried out</p>

	STI Knowledge Dissemination; Outreach and policy advocacy	<p>6.1 ATPS multi-media publications & websites maintained.</p> <p>6.2 Stakeholder dialogue on relevant STI issues implemented</p>	<ul style="list-style-type: none"> Well informed stakeholders on STI issues Multimedia publication of findings emanating from ATPS supported research activities; Minimum of six policy briefs addressing MDG related STI policy issues published. 	<p>6.1.1 Number of publications in various media and dissemination channels</p> <p>6.1.2 Number of TV shows on STI related policy issues</p> <p>6.1.3 Number of newspaper articles on STI related policy issues</p> <p>6.1.4 Number of other media channels (drama, music, folktales, radio jingles, etc used for communicating STI related policy issues</p> <p>6.2.1 Number of registered members of ATPS network and the percentage growth of membership</p> <p>6.2.2 Number of visitors/hits to ATPS website across the National and Diaspora Chapters</p> <p>6.2.3 Number of web-collaborative / social media platforms created</p>
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2.2 Evaluation Criteria/Performance Indicators

The evaluation shall be based on clearly set performance indicators to provide an objective evaluation of the extent to which the stated short term objectives of the Strategic Plan have been achieved. These indicators are derived from the three cross-cutting thematic research capacity building programs and the three cross-cutting non-thematic facilitative programs stated in the project plan (Table 1).

3.0 Information Sources and Data Collection Methods

This will be based on the stated performance indicators already agreed on.

3.1 Desk studies

Review, as necessary, of background material related to the overall program including the Grant Agreement, the instruments of governance, Audited financial reports, books of accounts, vouchers, ATPS procedures and policy manuals, as well as general desk study to assess ATPS presence and impacts will be carried out by the Evaluators. The ATPS shall provide all the information and documents that may be requested by the Evaluation Team to facilitate their desk reviews accordingly. The Evaluators will also carry out web-based reviews to assess the ATPS' presence in international, regional and national STI dialogues and policy processes.

3.2 Focused Group Discussions (FGDs)

The Evaluation Team will organize and conduct focused group discussions with selected members including ATPS Board members, Secretariat staff, National Chapter's regional council members, the ATPS responsible STI committee members, national chapter coordinators, institutional partners, government stakeholders, researchers, private sector actors and the civil society. Five FGDs shall be conducted (one in each ATPS region where the ATPS has chapters, including Western, Eastern, Central, Northern and Southern Africa, respectively). The location and delegations to the FGD sessions shall be determined by the Evaluation Team. It is assumed that the FGDs will provide a platform for more qualitative evaluation of the effectiveness and efficiency of the implementation of the ATPS Phase VI Strategic Plan programs accordingly based on a set of qualitative criteria to be developed by the Evaluation team.

3.3 On Site Visit and Interviews

The Evaluation Team will visit the ATPS Secretariat office, selected National Chapter's Regional Council members, and selected ATPS national chapters to carry out on site assessments and verification of

information gathered through the desk studies and FGDs. Information gathered from the members including the Board members, regional secretariat, regional council members, or national chapter members shall be verified with the concerned parties to ensure objectivity and reliability accordingly. The number of onsite visits to regional council members and national chapters for face-to face interviews shall be determined by the Evaluation Team.

3.4 Structured Questionnaires

The Evaluation Team shall develop a structured questionnaire that will be administered to all ATPS stakeholders focusing mainly on impact assessments. The questionnaire shall be designed to elicit information relevant to the assessing the effectiveness and efficiency of the implementation of the ATPS Phase VI Strategic Plan at the individual, national, regional and international levels. The population of the survey shall be all the ATPS members and STI stakeholders in Africa and globally. The survey sample and sampling technique for the electronic and postal surveys shall be defined by the Evaluation Team. The survey shall be administered via the electronic media and by post to ensure maximum reach to stakeholders.

3.5 Informal Interviews with Key Stakeholders

The Evaluation Team may contact selected key stakeholders in Africa and globally for informal interviews as may be necessary to gather objective qualitative assessments of the effectiveness and efficiency of the ATPS implementation of the Phase VI Strategic Plan activities accordingly. The results of such interviews shall be reported as opinions of key stakeholders accordingly.

4.0 Research Questions:

The evaluation shall be guided by the following key research questions:-

- i) How effectively has the ATPS implementation activities of the ATPS Phase VI Strategic Plan achieved the expected mid-term project objective, outputs and outcomes?
- ii) How efficient are the ATPS organizational structures, existing policies, management and accountability systems, and project inputs in supporting the effective implementation of the ATPS Phase VI Strategic Plan, 2008 – 2012, and the achievement of the expected outputs and project outcomes?
- iii) How cost-effective are the implementation activities of the ATPS Phase VI Strategic Plan in the light of the project proposal budget estimates and achieved outputs and project outcomes?
- iv) To what extent has the ATPS complied with the general conditions of the grant agreement (Decision of 16 February 2009, Activity No. 17390-DCO0107603, REF: DCO/OC-042/09).
- v) To what extent are the implementation activities of the ATPS Phase VI Strategic Plan addressing current STI policy challenges for African development? What are the gaps, and how can these be addressed to strengthen the ATPS' role as the centre of excellence and reference in STI policy research in Africa?

5.0 Evaluation Budget

The total costs of the evaluation shall be borne by the ATPS, who will reserve an amount of USD 60,000 in its 2011 budget for the external evaluation. Two Evaluators appointed by the ATPS shall be responsible to ensure that the full cost of the evaluation exercise including the desk survey, FGDs, onsite visits and interviews, design and administration of the structured questionnaires, data verification and reporting, and their consultancy fees, shall not be more than US\$ 60,000.00 only.

5.1 Appointment and Terms of Reference for the Reviewers

- 5.1.1** Two evaluators shall be appointed by the ATPS subject to approval by the Minister.
- 5.1.2** The evaluators shall be offered a single fixed-price contract not exceeding US\$60,000.00 for two months, commence by 15th April 2011. The contract shall be issued to the Lead Evaluator who shall be responsible for the delivery of the evaluation report, but including the name of the Team member accordingly.
- 5.1.3** The evaluators shall work closely with the ATPS Executive Director as the primary contact and shall maintain full independence and objectivity in the collection and reporting of information regarding the evaluation exercise.
- 5.1.4** The Evaluators will work from the ATPS secretariat offices and shall travel to selected ATPS chapters and other stakeholders as may be necessary to complete the evaluation exercise. The cost of travels, data collection and analyses, reporting and all expenses to be incurred by the Evaluation Team shall not exceed US\$60,000.00 only.
- 5.1.5** ATPS Secretariat staff shall be available to assist the evaluators in organizational logistics such as fixing appointments, arranging for air travels and ground transfers, hotel reservations, organizing meetings and FGDs, etc but ATPS shall not be responsible for making any payments in these regards.
- 5.1.6** The evaluators shall be paid through bank transfers in three installments: (i) 20% upon signature of the contract; (ii) 40% upon submission and ATPS approval of the final evaluation methodology including timelines for each activity, milestones and deliverables; and (iii) 40% upon submission of final report of the evaluation accepted by both ATPS and the Minister.
- 5.1.7** The Evaluator(s) must have demonstrated knowledge of current STI policy issues in Africa, and several years of experience in project Monitoring and Evaluation.

5.2 Evaluation Timelines

The duration of the external evaluation shall be 3 months, carried out between 01 June and 31 August 2011. The draft evaluation report shall be discussed with the ATPS Secretariat Management and the ATPS Board before it is finalized. Subsequently, the ATPS shall submit the final evaluation report to the Minister by 31 August 2011. Thereafter, a meeting shall be arranged for the ATPS to discuss the results of the evaluation with the Minister.

The specific timelines for the evaluation shall be as specified below:

DESCRIPTION OF ACTIVITY	SPECIFIC TIMELINE(S)	MAY		JULY		AUGUST				SEPTEMBER					OCTOBER				NOVEMBER				DEC.	
				WK.3	WK.4	WK.1	WK.2	WK.3	WK.4	WK.1	WK.2	WK.3	WK.4	WK.5	WK.1	WK.2	WK.3	WK.4	WK.1	WK.2	WK.3	WK.4		
Final consideration and approval of the Evaluation Terms of Reference by the Minister	10-May-11																							
Appointment of the External Evaluators by the ATPS in liaison with the Minister	18-July-11																							
Evaluation logistics planning including meetings between the ATPS Management and the Evaluation Team for general briefings and logistics planning	25 July- 07 August 2011																							
Evaluation desk surveys	08 – 21 August 2011																							
Administration of survey questionnaires	22 August – 25 September 2011																							
Focus group discussions in the regions	05 – 25 September 2011																							
Data analyses and report writing	01 – 31 October 2011																							
Discussion and clarification of reports with the ATPS	01 – 30 November 2011																							
Finalization of reports and submission to the Minister	01 – 16 December 2011																							
Discussion of the report with the Minister by the ATPS	To be agreed																							

Appendix A.2:

List of Participants at ATPS Secretariat Staff FGD in Nairobi

	Name	Designation	Email Contact
1.	Prof. Kevin C. Urama	Executive Director	kurama@atpsnet.org
2.	Caroline Thuku	Snr. Secretary/Program Administration Assistant	cthuku@atpsnet.org
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4.	Dr. Michèle Mbo'o-Tchouawou	Research Officer – Post-Doctoral	mmboo@atpsnet.org
5.	Dr. Maurice Bolo	Research Officer – Post-Doctoral	mbolo@atpsnet.org
6.	Wairimu Mwangi	Research Officer	wmwangi@atpsnet.org
7.	Jacinta Kahi	Communications Assistant	jkahi@atpsnet.org
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10.	Stephen Otieno	Accounts Officer	sotieno@atpsnet.org
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14.	Robert Mutwiri	Administrative Intern	rmutwiri@atpsnet.org
15.	Prof. Vincent Anigbogu	ATPS Evaluator	vanigboqu@gmail.com

Apologies

	Name	Designation	Email Contact
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2.	Edel Kwoba	Communications & Media Liaison	ekwoba@atpsnet.org
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Appendix A.3: List of Participants at ATPS Kenya Chapter FGD in Nairobi on August 26, 2011

S/N	NAME	RELATIONSHIP WITH ATPS	& INSTITUTIONAL AFFILIATION	PHONE AND/OR EMAIL CONTACT
1.	Mr. Daniel Otunge	Science Reporter	Science Africa Ltd	otunge@gmail.com
2.	Mr. Richard Murimi	Finance and Administration Manager	ATPS	muriki@atpsnet.org
3.	Prof Norah K. Olenbo	Former Member & Chair, ATPS Board Member, ATPS STI Advisory Committee Member Patron, AWFST Program	Former Executive Director African Biotechnology Stakeholders' Forum (ABSF)	+254 733 854575
4.	Joseph M. Wekundah	ATPS-IP Program Coordinator	Biotechnology Trust Africa	biotechafrika@gmail.com
5.	Dr. Stephen Karimi Kibini	Member, ATPS IP Program National Steering Committee, Kenya	National Council for Science and Technology Kenya (NCST)	karimisteve@gmail.com
6.	Ms. Phina Magara	Secretary, AYFST	T&P Management Services, Nairobi	phinamagara@yahoo.co.uk
7.	Kenneth W. O. Aduda	National Coordinator, ATPS Kenya & Regional Council Representative for Eastern Africa	Kenya Industrial Research & Development Institute	adudakenwo@gmail.com
8.	Prof F.B. Mwaura	Member, ATPS Kenya Chapter Steering Committee	University of Nairobi Chairman,	fbmwaura@uorbi.ac.ke
9.	Ms. Anne W. Mbwayo	Grantee, ATPS-IP Research Program	Africa Mental Health Foundation	annembwayo@gmail.com
10.	Dr. Nicholas Ozor	Senior Research Officer	ATPS	Nozor@atpsnet.org
11.	Prof. Francis Mutua	ATPS-Climate Sense Program Coordinator & Member, ATPS STI Advisory Committee Member	University of Nairobi	fmmutua@gmail.com

Appendix A.4:

List of Participants at ATPS Regional Council Focused Group Discussion Meeting at Raw Materials Research and Development Council Headquarters in Abuja, Nigeria

S/N	NAME	ORGANIZATION	PHONE AND/OR EMAIL CONTACT
1.	Dr. Arsène Kouadio	National Coordinator ATPS Cote d'Ivoire & Regional Council Representative for Francophone Africa	Arsene.k@jpd-ci.org +225 05959791
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4.	Dr. George O. Essegbey	Director, Science & Technology Policy Research Institute (STEPRI) Former National Coordinator, ATPS Ghana & Ex-Officio Member of the ATPS Regional Council	goessegbey@hotmail.com +233 302 779401
5.	Mr. Richard Muriimi	Finance & Administration Manager ATPS Secretariat, Kenya	rmuriiki@atpsnet.org +254 728 019399
6.	Dr. Nicholas Ozor	Senior Research Officer ATPS Secretariat, Kenya	Nozor@atpsnet.org +254 713 161928
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8.	Prof. M. C. Madukwe	National Coordinator ATPS Nigeria & Regional Council Representative for Western Africa	madukwemichael@yahoo.com +234 803 700 6968
9.	Engr. Prof. A. P. On wualu	Director General, RMRDC & Member, ATPS Nigeria and Former ATPS Grantee	ceo@rmrdc.gov.ng +234 805202465
10.	Bar. Kingsley Onyeke	National Assembly ATPS – AYFST Grantee	kemumsv@yahoo.com
11.	Dr. Abdulkarim Obaje	ATPS Stakeholder & Coordinator, National Systems of Innovation (NSI) Nigeria	obaie@mail.ru
12.	Mr. Ngwoke, Victor	AYFST-Nigeria Coordinator	enivictoruk@yahoo.co.uk
13.	Prof. B. A. Aluko	ATPS Stakeholder & Director, RMRDC	Alukot2002@yahoo.co.uk
14.	Dr. D. M. Ibrahim	ATPS Stakeholder & Director, NOTAP	danazumi@yahoo.com
15.	R. K. Koiso (Mrs)	ATPS Stakeholder & Chief Sci. Officer, RMRDC	rmrdcinfo@yahoo.com
16.	Mrs. Chinyere Agabu-Ekwu	ATPS Stakeholder & Head Communication, STEP-B World Bank Project, Nigeria	chiagabu@yahoo.com

Appendix A.5: List of Participants at ATPS Nigeria National Chapter and Council Focused Group Discussion Meeting at UNN, Nsukka

S/N	NAME	ORGANIZATION	PHONE AND/OR EMAIL CONTACT
1.	Dr. Kevin Urama	Executive Director ATPS Secretariat, Kenya	kurama@atpsnet.org +254 732 673056
2.	Dr. Nicholas Ozor	Senior Research Officer ATPS Secretariat, Kenya	Nozor@atpsnet.org +254 713 161928
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5.	Prof. Vincent Anigbogu	ATPS External Evaluator	vanigbogu@gmail.com +2348138407626
6.	Prof. Chris Garforth	ATPS External Evaluator	C.L.garforth@reading.ac.uk +44 118 378 8134
7.	Prof. Agwu E. Agwu	ATPS Member & Agricultural Innovations Program Grantee	agwuekwe@hotmail.com
8.	Dr. Enete Anselm	ATPS Member & Climate Sense Program Grantee	anselmentete@hotmail.com
9.	Dr. Mkpado Mmaduabuchukwu	ATPS Member & AWFST Grantee	mandetah341@yahoo.com
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12.	Dr. Mrs. Happiness Oselebe	ATPS Member & AWFST Grantee	happinessoselebe@yahoo.com
13.	Dr. Mrs. Anthonia Achike	ATPS Member & AWFST Research Coordinator	ifvachike@gmail.com
14.	Prof. Eric Eboh	ATPS Member & Executive Director, AIAE	ecceboh@yahoo.com
15.	Dr. Phil Ezeh	ATPS Stakeholder	
16.	Dr. Aja Nwachukwu	ATPS Stakeholder	
17.	Mr. Danjuma Mohammed Lawal	ATPS Stakeholder & Assistant Commissioner of Police Police Area Commander Nsukka, Nigeria	daniu-ma@yahoo.com
18.	Prof Kayode P. Baiyeri	ATPS Stakeholder & Dean, Faculty of Agriculture University of Nigeria, Nsukka (UNN)	paulkayodebaiyeri@yahoo.com

**Appendix A.6(a):
List of Participants at ATPS Nigeria Bilateral Interviews with STEP B World Bank Program Director and
Staff, Abuja, Nigeria**

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1.	Dr. Kevin Urama	Executive Director ATPS Secretariat, Kenya	kurama@atpsnet.org + 254 732 673056
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3.	Mr. Richard Murimi	Finance and Administration Manager ATPS Secretariat, Kenya	rmuriki@atpsnet.org + 254 728 019399
4.	Mrs. Chinyere Agabu-Ekwu	ATPS Stakeholder & Head Communication, STEP-B World Bank Project, Nigeria	chiagabu@yahoo.com
5.	Prof. Michael U. Adikwu	ATPS Stakeholder & National Project Coordinator, STEP-B World Bank Project, Nigeria	Npc_stepb@yahoo.com
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14.	John Abah	STEP-B World Bank Project, Nigeria	jmuabahi@yahoo.com + 234 803 311 7026
15.	Mbuogu Uche	STEP-B World Bank Project, Nigeria	uchembuogu@yahoo.co.uk + 234 813 532 6910
16.	Okpe Paul Elam	STEP-B World Bank Project, Nigeria	elamokpe@yahoo.com + 234 703 724 8684
17.	Ekeple C. N.	STEP-B World Bank Project, Nigeria	conmwaa@yahoo.co.uk + 234 803 844 4658

Note: Other Bilateral Interviews were carried out in Nigeria with High Level Government Agencies including the National Universities Commission (NUC), the National Office for Technology Acquisition and Promotion (NOTAP), the Raw Materials Research and Development Council (RMRDC), and the National Systems of Innovation Steering Committee (NSI) all based at the Federal Capital territory in Nigeria. In addition, the bilateral interviews were attended by the heads of these institutions and their Senior Management:

1. **Prof. Julius Okojie**, Executive Secretary, NUC, Federal Ministry of Education, Federal Republic of Nigeria (accompanied by many NUC Directors – list of names not provided);
2. **Prof. Peter Onwualu**, Director General, RMRDC, Federal Ministry of Science and Technology, Federal Republic of Nigeria - (accompanied by Mr. Peter Aluko, RMRDC Director / Responsible Officer for ATPS activities at the RMRDC);
3. **Dr. Umar, Bindir**, Director General, NOTAP, Federal Ministry of Science and Technology, Federal Republic of Nigeria; (accompanied by all NUC Directors – list of names not provided).
4. **Dr. Abdulkarim Ibrahim Obaje**, Coordinator, National Systems of Innovation (NSI), Nigeria.

In addition to the above, other separate bilateral interviews were also carried out with:

5. **Prof. Turner Isoun**, Former Hon. Minister, Federal Ministry of Science and Technology, Federal Republic of Nigeria,
6. **Prof. Osita Ogbu**, Former Minister for National Planning Commission /Chief Economic Adviser to the President, Federal Republic of Nigeria. Former Executive Director of ATPS;
7. **Mr. Danjuma Mohamed Lawal**, Area Commander, Federal Police Force, Nsukka Zone, Nigeria,
8. **Prof. Kayode P. Bayeri**, Dean, Faculty of Agriculture, University of Nigeria, Nsukka.

**Appendix A.6(b):
List of NOTAP Management Staff that Attended ATPS Meeting in
September, 2011**

S/N	Name	E-Mail
1.	Engr. Umar Buba Bindir Director General, NOTAP	ubindir@yahoo.com
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**Appendix A.7(a):
List of Participants at ATPS Uganda National Chapter and Council
Focused Group Discussion Meeting in Kampala**

S/N	NAME	ORGANIZATION	PHONE AND/OR EMAIL CONTACT
1.	Mr. Richard Murimi	Finance and Administration Manager ATPS Secretariat, Kenya	rmuriuki@atpsnet.org +254 728 019399
2.	Prof. Vincent Anigbogu	ATPS External Evaluator	vanigbogu@gmail.com +2348138407626
3.	Engr. John Okuonzi	National Coordinator, ATPS Uganda Kyambogo University, Faculty of Engineering, Uganda	jokuonzi@kyu.ac.ug
4.	Mr. John Stephen Okuta	Member, National Steering Committee (NSC)-Uganda Programme Assistant, UNDP Uganda	+256 772 515 776
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6.	Ms. Ruth Balyogera	ATPS Stakeholder AGAPE	+256 782 505 550
7.	Kabuge Abdu Sabonge	ATPS Stakeholder Huaca Mukomo	+256 772 380 172
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12.	Mr. Wanakwakwa Job	AYFST-Uganda Member Grantee, ATPS-IP Program, Uganda	+256 773 691 565
13.	Mr. Lwanga Herbert	AYFST-Uganda Member IK Research Project, Uganda	+256 752 378 101
14.	Mr. Olemba Vincent	UTL & Logik Technologies	+256 712 235 501
15.	Mr. Felix Okehho	New Vision, Uganda	fkehho@yahoo.com +256 752 651 749
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17.	Ms. Buusa Aminah	NBS/Radio Bilal	+256 782 134 512
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20.	Ms. Atukunda Doreen	Better Health Strivers (BHS)	+256 787 560 198

Annex A.7(b): Focus Group and Bilateral Meeting in Ghana

FOCUS GROUP MEETING			
S/N	NAME	ORGANIZATION	PHONE AND/OR EMAIL CONTACT
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2.	Dr. Kevin Urama	Executive Director ATPS Secretariat, Kenya	kurama@atpsnet.org +254 732 673056
3.	Dr. Frederick Amu-Mensah	National Coordinator, ATPS-Ghana & Senior Research Scientist CSIR-Water Research Institute	+233-24-4748197 assabil@aim.com / obeyie@gmail.com
4.	Dr. George Owusu Essegbey	Former National Coordinator, ATPS Ghana & Ex-Officio Member of the ATPS Regional Council Director, Science & Technology Policy Research Institute (STEPRI)	+233-302-773856 goessegbey@stepri.csir.org.gh george_essegbey@yahoo.co.uk
5.	Mr. Seth Mahu Agbeve	ATPS Climate Sense Program Grantee Ministry of Energy, Ghana	+233 244 209 710 smagbeve@yahoo.com / seth@tntenergy.com
6.	Mr. Mashud Fuseini	ATPS Stakeholder CSIR-STEPRI	mashud69@yahoo.com
7.	Mr. Godfred Frempong	Treasurer, ATPS -Ghana chapter Deputy Director, STEPRI	gfredpong@stepri.csir.org.gh
8.	Mr. Ebenezer Nyarko Kumi	ATPS AYFST Grantee	+233 243608824/266174581 nyarkokumi@hotmail.com
9.	Dr. Yaa Difie Osei	Chairperson, ATPS-Ghana chapter Senior Lecturer, University of Ghana, Legon	
BILATERAL MEETINGS			
1.	Dr. Edward Omane Boamah	Hon. Deputy Minister of Environment, Science and Technology, Ghana	+233-302-666094 info@mest.gov.gh www.mest.gov.gh
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Annex A.7(c): List of Delegates who participated in the 20th ATPS Board, Annual Conference and Annual General Meeting 2011 to Review Draft Evaluation Report

S/N	Name	Institutional Affiliation & Designation	Relationship with ATPS	Email Contact
1.	Prof. Samuel M. Wangwe (Board)	Chairman, Daima Associates Limited	Former Chair ATPS Board	swangwe@repa.org.tz swangwe@yahoo.com
2.	Prof. Shaukat Ali Abdulrazak	Executive Secretary National Council for Science and Technology (NCST) Kenya	Chair, ATPS Board	secretary@ncst.go.ke sabdulrazak@yahoo.com
3.	Prof. Sir Brian Heap	Vice-President European Academies Science Advisory Council, United Kingdom	ATPS Board Member	brianheap1@gmail.com
4.	Prof. Turner T. Isoun	Former Honourable Minister, FMST Nigeria	ATPS Board Member	ttisoun@aol.com
5.	Prof. Osita Ogbu	Executive Director	Former Executive Director, ATPS	ovoko@yahoo.com
6.	Prof. Norah Olembo	Former Executive Director Africa Biotechnology Stakeholders Forum	Former Chair, ATPS Board AWFST/Responsible STI Committee	noraholemb@yahoo.com
7.	Prof. Kevin C. Urama	African Technology Policy Studies Network - Secretariat	ATPS Executive Director	kurama@atposnet.org
8.	Dr. Mohammed Khalil Timamy	Head, Environment Division, Department of Rural Economy and Agriculture, African Union Commission Addis Ababa, Ethiopia	ATPS Member/ Stakeholder	mhktimamy@yahoo.co.uk
9.	Prof. Bartho Okolo	Vice Chancellor, University of Nigeria Nsukka, Nigeria	ATPS Member/ Stakeholder	bato_okolo@yahoo.com
10.	Hon. Obed Dlamini	Former Prime Minister Kingdom of Swaziland	ATPS Swaziland Member	madube@agric.uniswa.sz
11.	Mr. Alex Alusa	Climate Change Policy Advisor Environment and Climate Change Unit Office of the Prime Minister Nairobi, Kenya	ATPS Member/ Stakeholder	alexalusa@gmail.com
12.	Mrs. Susan Muzite	Executive Director Research Council of Zimbabwe Harare, Zimbabwe	ATPS Member/ Stakeholder	susan@rcz.ac.zw secretary@rcz.ac.zw
13.	Dr. Henderson Chimoyo	Director General National Commission for Science and Technology, Lilongwe, Malawi	ATPS Member/ Stakeholder	hchimovo989@gmail.com
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15.	Prof. Vincent Anigbogu	Director General Institute for National Transformation USA	ATPS External Evaluator	vanigbogu@gmail.com
16.	Prof. Christopher J. Garforth	Professor of Agricultural Extension and Rural Development, University of Reading United Kingdom	ATPS External Evaluator	c.j.garforth@reading.ac.uk
17.	Dr. George O. Esesebey	Director Science & Technology Policy Research Institute (STEPRI), Ghana	Ex-Officio Regional Council Member & Responsible STI Committee	ggesesebey@stepri.csir.org.gh george_esesebey@yahoo.co.uk
18.	Prof. Ishenkumba Kahwa	Dean, Faculty of Pure and Applied Sciences Mona Campus, The University of the West Indies, Jamaica	Responsible STI Committee	ishenkumba.kahwa@gmail.com

19.	Francis Bisong	Dean, Post Graduate School Professor, Department of Geography & Environmental Science University of Calabar, P.O.Box 3733, Calabar, Nigeria	ATPS Member/Stakeholder	febisong@yahoo.com
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29.	Prof. Ramoshebi I. M. Moletsane	Mentor/Consultant Training Skills Centre Lesotho	ATPS Lesotho Chapter	ds.phakisi@lycos.com
30.	Prof. Henry Mloza- Banda	Professor of Agricultural Ecology University of Malawi	ATPS Malawi National Coordinator	mlozab@yahoo.co.uk mlozab@gmail.com
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32.	Prof. Michael C. Madukwe	Professor, Department of Agricultural Extension, University of Nigeria	ATPS Nigeria National Coordinator	madukwemichael@yahoo.com
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35.	Dr. Camaren Peter	Extraordinary Senior Lecturer, School of Leadership, Stellenbosch University, Research Associate of the TSAMA Hub and the Sustainability Institute South Africa	ATPS South Africa Chapter	camarenpeter@hotmail.com
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Appendix A.8:

Phase IV Mid-Term Review Sample Evaluation Questionnaire to be Completed by Participants, Network Members and Stakeholders in the African Technology Policy Studies Network

Section A: Information about you (for all respondents)

1 Age: please indicate which age group you are in:

Age range	Please tick / circle one only
15 – 24 years	1
25 – 34 years	2
35 – 44 years	3
45 – 54 years	4
55 – 64 years	5
65 years and above	6

2 Gender: please indicate whether you are male or female:

Gender	Please tick / circle one only
female	1
male	2

3 Nationality: please write your nationality here:

4 Sector(s) in which you work (tick all that apply)

Sector	Please tick / circle all that apply
research / higher education	1
business / private sector	2
parliamentarian	3
policy making and / or implementation	4
non-government organisation	5
media (as journalist, editor, producer, etc.)	6
other (specify:)	7

5 Access to internet (tick / circle all that apply)

Sector	Please tick / circle all that apply
access through cell phone / smart phone / mobile phone	1
reliable high speed internet at work and/or home	2
intermittent / unreliable / low speed internet at work or home	3
no access	4
other (specify:)	5
	6

If you are filling in the questionnaire on a computer, please indicate your answers by highlighting the number code in a colour, using the 'text highlight color' feature in WORD.

For example:

Gender	Please tick
female	1
male	2

Table II. African Technology Policy Studies Network – Mid-Term Evaluation Questionnaire for Participants, Network Members and Stakeholders (cont'd)

6 What is your relationship with ATPS (tick / circle all that apply)

Sector	Please tick / circle all that apply
ATPS Board member	1
ATPS Secretariat Staff	2
ATPS Regional Council member	3
International Responsible STI Committee member	4
National Chapter Co-ordinator	5
National or Regional IP Committee member	6
Participant or grantee in ATPS research project	7
Participant in ATPS training activity	8
Participant in ATPS dissemination / outreach activity	9
Stakeholder with general or professional interest in STI and STI policy	10
other	11

Section B: Research and Research Capacity Building (ATPS Strategic Objective 1)

7 Have you participated in any ATPS research and/or research capacity building activity since 2009?

yes	1	go to question 8
no	2	go to question 12 (Section C)

8 [if 'yes' to question 7] Please specify the programme(s) and the capacity in which you participated in the table below: (tick all that apply)

Programme	Participated? (please tick)	In which capacity (or capacities) did you participate?				
		Grantee	Prog. co-ordinator	National co-ordinator	-	Beneficiary
1 Water & Environment	1	2	3	4		5
2 Health Innovations Systems	1	2	3	4		5
3 SET DEV	1	2	3	4		5
4 Climate Sense Program (CSP) Small Grants	1	2	3	4		5
5 Climate Innovations Challenge	1	2	3	4		5
6 Agric. Innovations Regional Grants	1	2	3	4		5
7 Intellectual Property Rights	1	2	3	4		5
8 UniBRAIN	1	2	3	4		5
9 BEST	1	2	3	4		5
10 BECA	1	2	3	4		5
11 ATPS/UNN/OSF Climate Change Project	1	2	3	4		5
12 Research methods training / workshops	1	2	3	4		5
13 Others specify	1	2	3	4		5

9 Please show to what extent, on a scale of 0 ['I do not agree at all'] to 10 ['I agree completely'], you agree that participating in ATPS research, and/or research capacity building training, has improved your ability or capacity in the following areas:

Statement		extent of agreement with statement											
9.1	... improved my ability to engage in high quality Science, Technology and Innovation Policy research	0	1	2	3	4	5	6	7	8	9	10	
9.2	... improved my capacity to work in multi-disciplinary teams	0	1	2	3	4	5	6	7	8	9	10	
9.3	... improved my capacity to create and/or participate in networks amongst African researchers within my research area in other African countries	0	1	2	3	4	5	6	7	8	9	10	
9.4	... improved my capacity to conduct innovative and policy relevant STI research	0	1	2	3	4	5	6	7	8	9	10	

10 Please show to what extent on a scale of 0 ['I do not agree at all'] to 10 ['I agree completely'], you agree with the following statements about the ATPS administration of research programme grants

	Statement	extent of agreement with statement											
10.1	Information on research grant opportunities is clear and easily accessible	0	1	2	3	4	5	6	7	8	9	10	
10.2	Application process is straightforward	0	1	2	3	4	5	6	7	8	9	10	
10.3	Decision making process is transparent	0	1	2	3	4	5	6	7	8	9	10	
10.4	Good feedback is given by ATPS on proposals	0	1	2	3	4	5	6	7	8	9	10	
10.5	ATPS support during implementation of research projects is helpful	0	1	2	3	4	5	6	7	8	9	10	
10.6	Experience with ATPS research grants has increased my confidence in applying for research funding from other sources	0	1	2	3	4	5	6	7	8	9	10	

11 What aspects of the ATPS Research and research capacity building programs do you consider most valuable and why? (Please mention the three that are most important to you.)

Aspects Considered most useful	Reasons for your answer
1	
2	
3	

Section C: International Co-operation and Partnership (ATPS Strategic Objective 2)

12 Have you participated in any international cooperation or partnership activities (round table discussions, participatory dialogues, public-private partnerships, international conferences and workshops) organised or initiated by ATPS?

yes	1	go to question 13
no	2	go to question 16 (Section D)

13 [If yes to question 12:] Please specify which types of activity you have participated in.

	Type of activity	Participated (please tick)	Please state which specific events and activities you participated in
1	international round table discussions	1	
2	participatory dialogue on global STI issues	1	
3	public-private partnerships	1	
4	international conferences and/or workshops	1	
5	Institutional Partnerships & collaborative projects	1	

14 Please show to what extent, on a scale of 0 ['I do not agree at all'] to 10 ['I agree completely'], you agree that participating in ATPS international cooperation and partnerships have led to:

Statement		extent of agreement with statement											
14.1	... better regional integration	0	1	2	3	4	5	6	7	8	9	10	
14.2	... the identification and prioritization of common research areas of mutual interest to African countries	0	1	2	3	4	5	6	7	8	9	10	
14.3	... enhanced uptake and use of common identified research outcomes, technologies and innovations for addressing the MDGs in Africa	0	1	2	3	4	5	6	7	8	9	10	
14.4	... increased partnerships amongst African S&T institutions, government ministries and civil societies and with like-minded organizations globally	0	1	2	3	4	5	6	7	8	9	10	

15 Can you give any specific examples to illustrate your answers to question 14? Please write them in the box here:

1.	
2.	
3.	

Section D: Youth and Gender Empowerment (ATPS Strategic Objective 3)

16 Have you participated in any ATPS youth and women STI congresses, or youth / women entrepreneurship innovation challenge programmes, science clubs supported by ATPS, or international internships supported by ATPS?

yes	1	go to question 17
no	2	go to question 20 (Section E)

17 *[If yes to question 16:]* Please specify which types of activity you have participated in.

	Type of activity	Participated (please tick)	Please state which specific events and activities you participated in
1	youth or women STI congresses	1	
2	entrepreneurship / innovation challenge programmes	1	
3	science clubs supported by ATPS	1	
4	international internship supported by ATPS	1	
5	Small grants projects supported by ATPS	1	
6	Others specify.....	1	

18 Please show to what extent, on a scale of 0 ['I do not agree at all'] to 10 ['I agree completely'], you agree that participating in these ATPS-supported initiatives for youth and women have:

	Statement	extent of agreement with statement											
18.1	... enhanced your skills / capacities in STI research and policy advocacy	0	1	2	3	4	5	6	7	8	9	10	
18.2	... increased youth / women participation in STI research projects and other innovative and productive interventions at local, regional and national levels	0	1	2	3	4	5	6	7	8	9	10	
18.3	... provided ongoing opportunities for youth/women to exchange opinions	0	1	2	3	4	5	6	7	8	9	10	
18.4	... increased awareness among youth /women on inter-related policy issues in agriculture, science and technology and the need for multi-disciplinary approaches in STI research and policy making	0	1	2	3	4	5	6	7	8	9	10	

19 Can you give any specific examples to illustrate your answers to question 18? Please write them in the box here:

1.	
2.	
3.	

Section E: Training and Sensitization (ATPS Strategic Objective 4)

20 Have you participated in any ATPS training and sensitisation events, including round tables for parliamentarians and policy makers, since January 2008?

yes	1	<i>go to question 21</i>
no	2	<i>go to question 24 (Section F)</i>

21 *[If yes to question 20:]* Please specify which types of activity you have participated in.

	Type of event or activity	Participated (please tick)	Please state which specific events and activities you participated in
21.1	training workshop	1	
21.2	Parliamentary round table	1	
21.3	policy makers workshop	1	
21.4	Parliamentary staff training	1	
21.5	Journalists Training	1	
21.4	other (please specify)	1	

22 Please show to what extent, on a scale of 0 ['I do not agree at all'] to 10 ['I agree completely'], you agree that participating in these ATPS training and sensitisation activities has:

	Statement	extent of agreement with statement										
22.1	... enhanced dissemination of STI policy research to policy makers and to stakeholders at the grassroots through the mass media	0	1	2	3	4	5	6	7	8	9	10
22.2	... improved your capacity to communicate and use STI policy research	0	1	2	3	4	5	6	7	8	9	10
22.3	... increased the appreciation and appropriate use of STI policy in African development	0	1	2	3	4	5	6	7	8	9	10

23 Can you give any specific examples to illustrate your answers to question 22? Please write them in the box here:

1.	
2.	
3.	

Section F: Outreach, Knowledge Brokerage and Policy Advocacy (ATPS Strategic Objective 5)

24 Have you participated in, or are you a member of, an STI Science Journalist forum or network, or any ATPS-facilitated STI dialogues or training programmes, since January 2008?

yes	1	<i>go to question 25</i>
no	2	<i>go to question 28 (Section 6)</i>

25 *[If yes to question 24:]* Please specify which types of activity or forum you have participated in.

	Type of activity or forum	Participated (please tick)	Please state which specific events and activities you participated in
25.1	STI Science journalist forum or network	1	
25.2	STI dialogue or training programme	1	
25.3	other (please specify)	1	

26 Please show to what extent, on a scale of 0 ['I do not agree at all'] to 10 ['I agree completely'], you agree that participating in these ATPS training and sensitisation activities has:

	Statement	extent of agreement with statement											
26.1	... created a better appreciation of STI policy research by science journalists, policy makers and artists	0	1	2	3	4	5	6	7	8	9	10	
26.2	... strengthened partnerships between researchers and policy makers in the STI policy process	0	1	2	3	4	5	6	7	8	9	10	
26.3	... sensitized leaders / policy makers on their leadership roles in promoting STI-led development	0	1	2	3	4	5	6	7	8	9	10	
26.4	... enhanced your appreciation of STI policy research	0	1	2	3	4	5	6	7	8	9	10	

27 Can you give any specific examples to illustrate your answers to question 26? Please write them in the box here:

1.
2.
3.

Section G: STI Knowledge Dissemination, Outreach and Policy Advocacy (ATPS Strategic Objective 6)

28 Have you accessed the ATPS website (<http://www.atpsnet.org/>) since January 2009?

yes	1	<i>go to question 29</i>
no	2	<i>go to question 29</i>

29 Have you seen or heard any other media on STI policy by, or reporting the activities of, ATPS? (e.g. television, radio, policy briefs, reports)?

yes	1	<i>go to question 30</i>
no	2	<i>go to question 30</i>

30 Please show to what extent, on a scale of 0 ['I do not agree at all'] to 10 ['I agree completely'], you agree or disagree with the following statements about ATPS dissemination, outreach and policy advocacy activities. *(please tick / circle 'DK' for Don't Know)*

	Statement	extent of agreement with statement											
30.1	The ATPS website is user-friendly	0	1	2	3	4	5	6	7	8	9	10	DK
30.2	The ATPS website is the most useful source of information on ATPS and on STI policy issues	0	1	2	3	4	5	6	7	8	9	10	DK
30.3	ATPS does a good job in STI knowledge dissemination and outreach	0	1	2	3	4	5	6	7	8	9	10	DK
30.4	Coverage of STI issues and policy in the mass media has improved since January 2008	0	1	2	3	4	5	6	7	8	9	10	DK
30.5	Profile of STI issues in the media in my country is weak.	0	1	2	3	4	5	6	7	8	9	10	DK

31 Can you give any specific examples to illustrate your answers to question 30? Please write them in the box here:

1.	
2.	
3.	

Please now complete Section H – for all respondents

Section H: Your views on the outcomes of ATPS activities and programmes

32 The following statements reflect the expected outcomes of the ATPS Strategic Plan. Please indicate the extent to which you agree that each has been achieved, on a scale of 0 ['I do not agree at all'] to 10 ['I agree completely'], during the reference period of January 2008 to September 2011:

	Statement / Expected outcome	extent of agreement with statement											
32.1	Ability of African researchers to engage in high-quality peer reviewed STI policy research for African development has improved	0	1	2	3	4	5	6	7	8	9	10	DK
32.2	Understanding of STI research and policy processes in Africa has been enhanced	0	1	2	3	4	5	6	7	8	9	10	DK
32.3	Ability to formulate and implement innovative STI policies in Africa has improved	0	1	2	3	4	5	6	7	8	9	10	DK
32.4	Regional integration and the identification of common research areas of mutual interest to African countries has improved	0	1	2	3	4	5	6	7	8	9	10	DK
32.5	Uptake and use of common identified research outcomes, technologies and innovations for addressing the MDGs in Africa has been enhanced	0	1	2	3	4	5	6	7	8	9	10	DK
32.6	Partnerships have increased amongst African science and technology institutions, government ministries, civil society and like-minded organizations globally	0	1	2	3	4	5	6	7	8	9	10	DK
32.7	Skills / capacities in agriculture, STI research and policy advocacy amongst African youth and women have been enhanced	0	1	2	3	4	5	6	7	8	9	10	DK
32.8	Participation by African youth and women in STI research projects and other innovation and productive interventions at local, regional and national levels has increased	0	1	2	3	4	5	6	7	8	9	10	DK
32.9	There is a functioning networking platform in which youth and women can exchange opinions in relation to STI research and policy	0	1	2	3	4	5	6	7	8	9	10	DK
32.10	Awareness among youth and women on inter-related policy issues in agriculture, science and technology, and the need for multi-disciplinary processes in STI research and policy making, has increased	0	1	2	3	4	5	6	7	8	9	10	DK
32.11	Dissemination of STI policy research to policy makers and to stakeholders at the grassroots through the mass media has been enhanced	0	1	2	3	4	5	6	7	8	9	10	DK
32.12	Capacity of journalists, artists and policy makers to communicate and use STI policy research has improved	0	1	2	3	4	5	6	7	8	9	10	DK
32.13	There is better use of STI policy in African development	0	1	2	3	4	5	6	7	8	9	10	DK
32.14	There is better appreciation of STI policy research by science journalists, policy makers and artists	0	1	2	3	4	5	6	7	8	9	10	DK
32.15	Partnerships between researchers and policy makers in the STI policy process have strengthened	0	1	2	3	4	5	6	7	8	9	10	DK
32.16	Leaders and policy makers are sensitized on their leadership roles in promoting STI-led development	0	1	2	3	4	5	6	7	8	9	10	DK
32.17	ATPS Chapters are now stronger, through training, establishment of offices and other initiatives	0	1	2	3	4	5	6	7	8	9	10	DK
32.18	Stakeholders are well informed on STI issues	0	1	2	3	4	5	6	7	8	9	10	DK

33 In general, please rank the overall performance of the ATPS Phase VI Strategic Plan program with regard to the following criteria, on a scale of 0 (very poor) to 10 (excellent):

	Criterion	extent of agreement with statement											
33.1	Value for money / cost effectiveness in achieving stated research objectives	0	1	2	3	4	5	6	7	8	9	10	DK
33.2	Relevance to your national and global policy priorities	0	1	2	3	4	5	6	7	8	9	10	DK
33.3	Innovativeness and value addition	0	1	2	3	4	5	6	7	8	9	10	DK
33.4	Implementation effectiveness	0	1	2	3	4	5	6	7	8	9	10	DK

Please now complete Section 4 for all respondents

Section I: Your views on the institutional effectiveness of ATPS

34 How would you rate the overall performance of the **ATPS Board of Directors** with regard to achieving its mandates for the ATPS? *(Please tick / circle /or highlight] your answer)*

10%	20%	30%	40%	50%	60%	70%	80%	90%	100%	Don't Know
-----	-----	-----	-----	-----	-----	-----	-----	-----	------	------------

35 How would you rate the overall performance of the **ATPS Board of Directors** with regard to the following, on a scale of 0 (very poor) to 10 (excellent):

	Criterion	extent of agreement with statement											
35.1	Supporting the ATPS funds mobilisation activities	0	1	2	3	4	5	6	7	8	9	10	DK
35.2	Efficiency in providing strategic policy guidance to the AT PS	0	1	2	3	4	5	6	7	8	9	10	DK
35.3	Value addition and cost -effectiveness in the discharge of its statutory duties	0	1	2	3	4	5	6	7	8	9	10	DK

36 If you were to compare the current Board of Directors today with the Board of Directors in 2006, what are the most important changes or achievements you would readily commend?

1.
2.
3.

37 If you were to recommend two practical improvements to further strengthen the ATPS Board and improve its effectiveness in the discharge of its duties, what would they be?

1.
2.

38 How would you rate the overall performance of the **ATPS Secretariat** with regard to achieving its mandates for the ATPS? *(Please tick / circle /or highlight] your answer)*

10%	20%	30%	40%	50%	60%	70%	80%	90%	100%	Don't Know
-----	-----	-----	-----	-----	-----	-----	-----	-----	------	------------

39 How would you rate the overall performance of the ATPS Secretariat with regard to the following, on a scale of 0 (very poor) to 10 (excellent):

	Criterion	extent of agreement with statement											
39.1	Supporting the ATPS funds mobilisation activities	0	1	2	3	4	5	6	7	8	9	10	DK
39.2	Efficiency in coordinating ATPS regional activities	0	1	2	3	4	5	6	7	8	9	10	DK
39.3	Value addition and cost-effectiveness in the discharge of its statutory duties	0	1	2	3	4	5	6	7	8	9	10	DK

40 If you were to compare the current ATPS Secretariat today with the ATPS Secretariat in 2006, what are the most important changes or achievements you would readily commend?

1.
2.
3.

41 If you were to recommend two practical improvements to further strengthen the ATPS Secretariat and improve its effectiveness in the discharge of its duties, what would they be?

1.
2.

42 How would you rate the overall performance of the **ATPS National Coordinators** with regard to achieving their mandates for the ATPS? *(Please tick / circle [or highlight] your answer)*

10%	20%	30%	40%	50%	60%	70%	80%	90%	100%	Don't Know
-----	-----	-----	-----	-----	-----	-----	-----	-----	------	------------

43 How would you rate the overall performance of the ATPS National Coordinators with regard to the following, on a scale of 0 (very poor) to 10 (excellent):

	Criterion	extent of agreement with statement											
43.1	Supporting the ATPS funds mobilisation activities	0	1	2	3	4	5	6	7	8	9	10	DK
43.2	Efficiency in coordinating ATPS national activities	0	1	2	3	4	5	6	7	8	9	10	DK
43.3	Value addition and cost-effectiveness in the discharge of their statutory duties	0	1	2	3	4	5	6	7	8	9	10	DK
43.4	Timeliness and efficiency of dissemination information to national chapter members	0	1	2	3	4	5	6	7	8	9	10	DK

44 If you were to compare the current ATPS National Coordinators today with the ATPS National Coordinators in 2006, what are the most important changes or achievements you would readily commend?

- 1.
- 2.
- 3.

45 If you were to recommend two practical improvements to further strengthen the ATPS National Coordinators and improve their effectiveness in the discharge of their duties, what would they be?

- 1.
- 2.

46 *[for members of ATPS]*

How would you describe the main benefits that you experience from being a member of ATPS?

- 1.
- 2.
- 3.

47 *[for Institutional partners of ATPS]*

How would you describe the main benefits that you experience from being an institutional partner of ATPS?

- 1.
- 2.
- 3.

48 *[for all respondents]* Are there any further comments you would like to make on the impact, effectiveness or efficiency of ATPS? If so, please write them here:

- 1.
- 2.

Thank you for taking your time to answer these questions!

Appendix A.9: Summary of Statistical Data From the Survey

Results for: ATPS mid-term evaluation 2011*

1) Age: please indicate which age group you are in

	Percentage	Responses
15 - 24 years	1.4	3
25 - 34 years	31.8	68
35 - 44 years	27.6	59
45 - 54 years	25.2	54
55 - 64 years	9.8	21
65 years and above	4.2	9
Total responses:		214

2) Gender: please indicate whether you are male or female

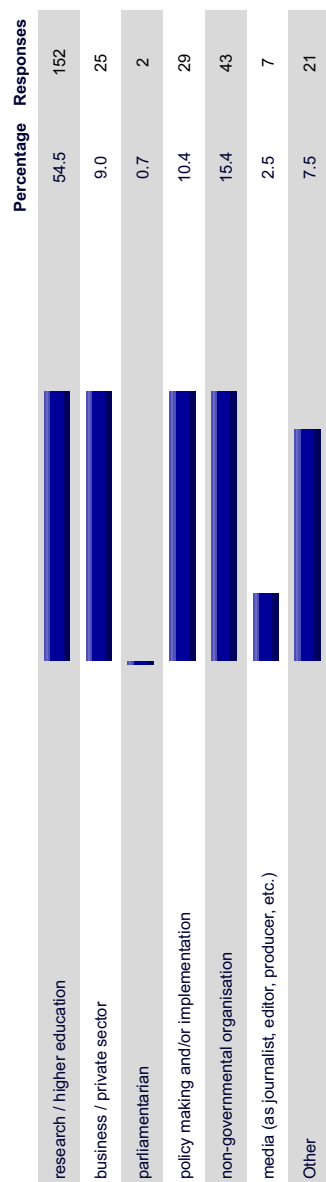
	Percentage	Responses
female	28.0	60
male	72.0	154
Total responses:		214

3) Nationality: please type your nationality in the box below

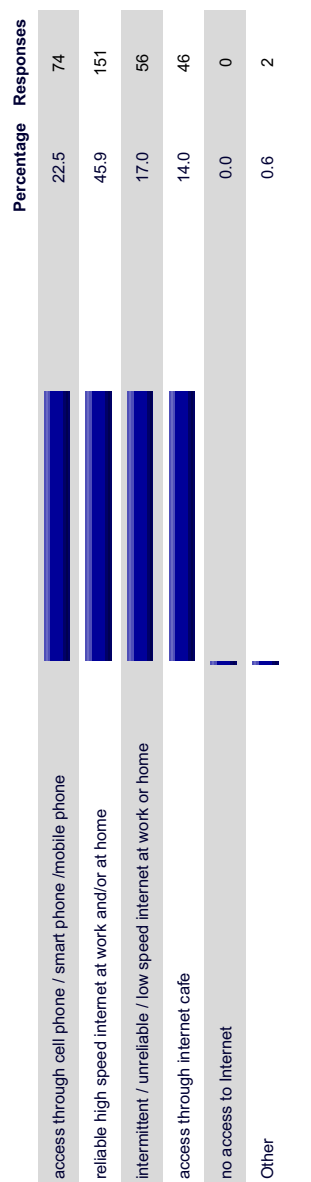
[data reported separately: respondents were from 28 different countries: Nigerians (28%) and Kenyans (21%) between them accounted for just under half. Women accounted for 28% and men for 78%.]

* As explained in the body of the report, statistical data have been re-calculated where appropriate to account for the facts that (a) the online survey software uses a default scale starting at 1 (hence an eleven point scale is 1 to 11) while the questionnaire used a scale starting at 0 (i.e. 0 to 10 for an eleven point scale); and (b) the online survey software treated 'Don't Know' response options as an additional scale value of 12, requiring the re-calculation of means, medians and percentage scores with the 'Don't Know' responses omitted. This explains any discrepancy between numbers in this Appendix and those in the body of the report. The data in the report are correct and a spreadsheet containing the recalculations has been submitted to the ATPS Regional Secretariat for scrutiny by anyone interested in the survey data and their analysis.

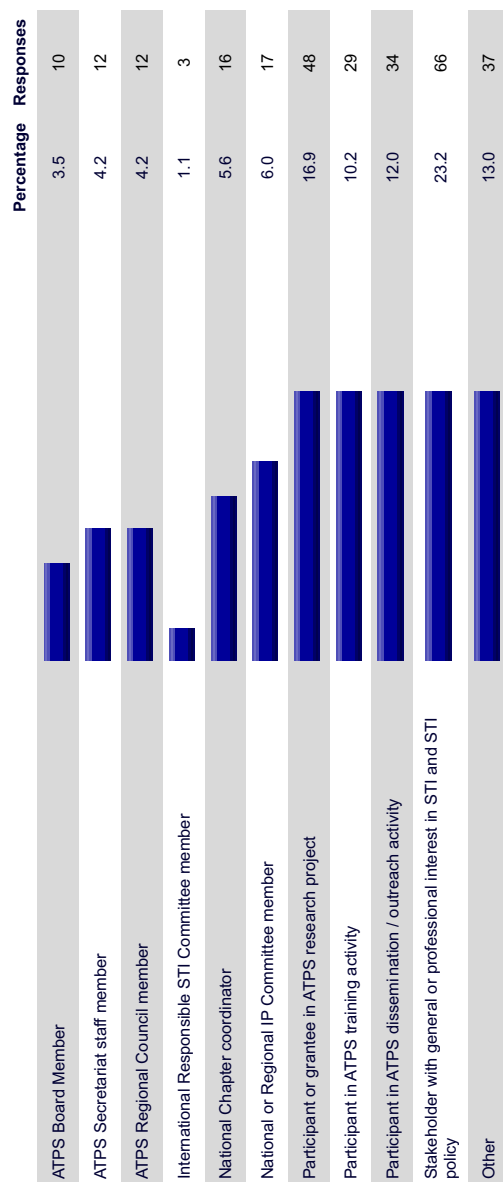
4) Sectors in which you work (please click on all that apply)



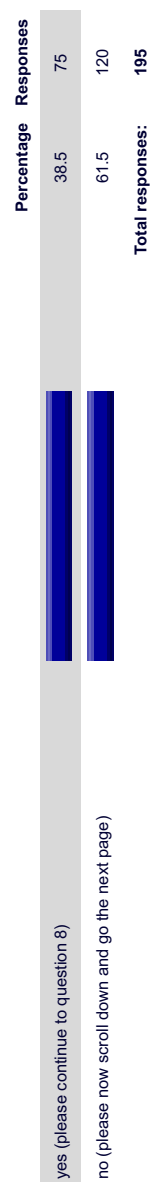
5) Access to Internet (please click on all that apply)



6) What is your relationship with ATPS? (please click on all that apply)



7) Have you participated in any ATPS research and/or research capacity building activity since 2009?



- 8) If you answered 'yes' to the previous question, please answer questions 8 to 11. Please specify the programme(s) and the capacity in which you participated (click on all that apply)

	1 Participated?	2 as grantee?	3 as programme coordinator?	4 as national coordinator?	5 as beneficiary?	Responses
Water and Environment	4 (28.57%)	3 (21.43%)	2 (14.29%)	4 (28.57%)	1 (7.14%)	14
Health Innovation Systems	1 (25.00%)	0 (0.00%)	0 (0.00%)	3 (75.00%)	0 (0.00%)	4
SET DEV	8 (66.67%)	0 (0.00%)	2 (16.67%)	2 (16.67%)	0 (0.00%)	12
Climate Sense Programme (CSP) Small Grants	8 (29.63%)	10 (37.04%)	4 (14.81%)	4 (14.81%)	1 (3.70%)	27
Climate Innovations Challenge	8 (34.78%)	8 (34.78%)	3 (13.04%)	3 (13.04%)	1 (4.35%)	23
Agric. Innovations Regional Grants	5 (33.33%)	4 (26.67%)	4 (26.67%)	0 (0.00%)	2 (13.33%)	15
Intellectual Property Rights	4 (36.36%)	1 (9.09%)	1 (9.09%)	3 (27.27%)	2 (18.18%)	11
UniBRAIN	4 (50.00%)	0 (0.00%)	2 (25.00%)	0 (0.00%)	2 (25.00%)	8
BEST	1 (50.00%)	0 (0.00%)	1 (50.00%)	0 (0.00%)	0 (0.00%)	2
BECA	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0
ATPS/JUN/OSF Climate Change Project	3 (37.50%)	1 (12.50%)	4 (50.00%)	0 (0.00%)	0 (0.00%)	8
Research Methods training / workshops	4 (28.57%)	0 (0.00%)	3 (21.43%)	2 (14.29%)	5 (35.71%)	14
Other (please specify)	3 (42.86%)	0 (0.00%)	0 (0.00%)	1 (14.29%)	3 (42.86%)	7

- 9) Please show to what extent, on a scale of 0 ['I do not agree at all'] to 10 ['I agree completely'], you agree that participating in ATPS research, and/or research capacity building training, has improved your ability or capacity in the following areas:

	0	1	2	3	4	5	6	7	8	9	10	Responses	Average Score
..improved my ability to engage in high quality Science Technology and Innovation Policy research	1 (1.28%)	2 (2.56%)	4 (5.13%)	2 (2.56%)	4 (5.13%)	5 (6.41%)	3 (3.85%)	11 (14.10%)	15 (19.23%)	15 (19.23%)	16 (20.51%)	78	8.27 / 11 (75.18%)
..improved my capacity to work in multi-disciplinary teams	0 (0.00%)	3 (3.90%)	2 (2.60%)	3 (3.90%)	1 (1.30%)	8 (10.39%)	4 (5.19%)	10 (12.99%)	16 (20.78%)	10 (12.99%)	20 (25.97%)	77	8.43 / 11 (76.64%)
..improved my capacity to create and/or participate in networks amongst African researchers within my research area in other African countries	1 (1.27%)	3 (3.80%)	4 (5.06%)	4 (5.06%)	8 (10.13%)	6 (7.59%)	6 (7.59%)	8 (10.13%)	14 (17.72%)	10 (12.66%)	15 (18.99%)	79	7.70 / 11 (70.00%)
..improved my capacity to conduct innovative and policy relevant STI research	0 (0.00%)	3 (3.95%)	2 (2.63%)	3 (3.95%)	5 (6.58%)	5 (6.58%)	3 (3.95%)	13 (17.11%)	13 (17.11%)	13 (17.11%)	16 (21.05%)	76	8.25 / 11 (75.00%)
	8.16/11 (74.18%)												

- 10) Please show to what extent on a scale of 0 [I do not agree at all] to 10 [I agree completely], you agree with the following statements about the ATPS administration of research programme grants.

	0	1	2	3	4	5	6	7	8	9	10	Responses	Average Score
Information on research grant opportunities is clear and easily accessible	1 (1.28%)	4 (5.13%)	5 (6.41%)	3 (3.85%)	5 (6.41%)	10 (12.82%)	8 (10.26%)	10 (12.82%)	10 (12.82%)	10 (12.82%)	17 (21.79%)	78	7.72 / 11 (70.18%)
Application process is straightforward	2 (2.53%)	2 (2.53%)	1 (1.27%)	3 (3.80%)	2 (2.53%)	10 (12.66%)	8 (10.13%)	3 (3.80%)	15 (18.99%)	11 (13.92%)	22 (27.85%)	79	8.33 / 11 (75.73%)
Decision making process is transparent	4 (5.13%)	1 (1.28%)	1 (1.28%)	2 (2.56%)	2 (2.56%)	12 (15.38%)	8 (10.26%)	4 (5.13%)	16 (20.51%)	9 (11.54%)	19 (24.36%)	78	8.08 / 11 (73.45%)
Good feedback is given by ATPS on proposals	2 (2.47%)	2 (2.47%)	2 (2.47%)	1 (1.23%)	3 (3.70%)	8 (9.88%)	7 (8.64%)	9 (11.11%)	14 (17.28%)	15 (18.52%)	18 (22.22%)	81	8.32 / 11 (75.64%)
ATPS support during implementation of research projects is helpful	2 (2.60%)	2 (2.60%)	1 (1.30%)	4 (5.19%)	6 (7.79%)	7 (9.09%)	7 (9.09%)	8 (10.39%)	7 (9.09%)	18 (23.38%)	15 (19.48%)	77	8.03 / 11 (73.00%)
Experience with ATPS research grants has increased my confidence in applying for research funding from other sources	4 (5.26%)	5 (6.58%)	1 (1.32%)	1 (1.32%)	3 (3.95%)	9 (11.84%)	3 (3.95%)	9 (11.84%)	6 (7.89%)	10 (13.16%)	25 (32.89%)	76	8.05 / 11 (73.18%)
													8.09/11 (73.55%)

11) What aspects of the ATPS research and research capacity building programmes do you consider most valuable and why? *[please mention the three that are most important to you]***

12) Have you participated in any international cooperation or partnership activities (round table discussions, participatory dialogues, public-private partnerships, international conferences and workshops) organised or initiated by ATPS?

	Percentage	Responses
yes (go to question 13)	56.1	101
no (go to question 16 - Section D on next page)	43.9	79
Total responses:		180

13) Which have you participated in?

	participated
international round table discussions	32
participatory dialogue on global STI issues	19
public-private partnerships	10
international conferences and/or workshops	80
Institutional Partnerships & collaborative projects	23

****** Responses to open questions (11, 23, 27, 31, 36, 37, 40, 41, 44, 45, 46, 47 and 48) have been compiled in separate files and are available at the ATPS Regional Secretariat in Nairobi. They have been summarized in the report on the survey which has been incorporated into the Mid-Term Evaluation report presented to the ATPS Board in November 2011.

- 14) Please show to what extent on a scale of 0 [I do not agree at all] to 10 [I agree completely] you agree that participating in ATPS international cooperation and partnerships have led to:

	0	1	2	3	4	5	6	7	8	9	10	Responses	Average Score
better regional integration	1 (1.06%)	3 (3.19%)	2 (2.13%)	4 (4.26%)	3 (3.19%)	11 (11.70%)	12 (12.77%)	10 (10.64%)	12 (12.77%)	14 (14.89%)	22 (23.40%)	94	8.13 / 11 (73.91%)
the identification and prioritization of common research areas of mutual interest to African countries	1 (1.09%)	1 (1.09%)	1 (1.09%)	1 (1.09%)	3 (3.26%)	5 (5.43%)	8 (8.70%)	16 (17.39%)	20 (21.74%)	16 (17.39%)	20 (21.74%)	92	8.68 / 11 (78.91%)
enhanced uptake and use of common identified research outcomes, technologies and innovations for addressing the MDGs in Africa	1 (1.06%)	2 (2.13%)	1 (1.06%)	2 (2.13%)	4 (4.26%)	14 (14.89%)	13 (13.83%)	14 (14.89%)	16 (17.02%)	15 (15.96%)	12 (12.77%)	94	7.97 / 11 (72.45%)
increased partnerships amongst African S&T institutions, government ministries and civil societies and with like-minded organizations globally	1 (1.04%)	1 (1.04%)	1 (1.04%)	3 (3.13%)	8 (8.33%)	9 (9.38%)	8 (8.33%)	17 (17.71%)	15 (15.63%)	15 (15.63%)	18 (18.75%)	96	8.20 / 11 (74.55%)
													8.24/11 (74.93%)

- 15) Can you give any specific examples to illustrate your answers to question 14?

16)	Have you participated in any ATPS youth and women STI congresses, or youth / women entrepreneurship innovation challenge programmes, science clubs supported by ATPS, or international internships supported by ATPS?		
	yes (go to question 17)		Percentage Responses 20.0 33
	no (go to next page (Section E, question 20)		80.0 132
			Total responses: 165

17) *If/ yes to question 16) Please specify which types of activity you have participated in.*

	participated	
youth or women STI congress	18	
entrepreneurship / innovation challenge programme	13	
science clubs supported by ATPS	5	
international internship supported by ATPS	5	
small grants project supported by ATPS	15	

- 18) Please show to what extent on a scale of 0 [I do not agree at all] to 10 [I agree completely] you agree that participating in these ATPS-supported initiatives for youth and women has done each of the following:

	0	1	2	3	4	5	6	7	8	9	10	Responses	Average Score
enhanced your skills / capacities in STI research and policy advocacy	1 (2.63%)	1 (2.63%)	0 (0.00%)	1 (2.63%)	1 (2.63%)	3 (7.89%)	3 (7.89%)	2 (5.26%)	7 (18.42%)	6 (15.79%)	13 (34.21%)	38	8.76 / 11 (79.64%)
increased youth / women participation in STI research projects and other innovative and productive interventions at local, regional and national levels	0 (0.00%)	1 (2.70%)	1 (2.70%)	0 (0.00%)	1 (2.70%)	4 (10.81%)	1 (2.70%)	6 (16.22%)	4 (10.81%)	8 (21.62%)	11 (29.73%)	37	8.81 / 11 (80.09%)
provided ongoing opportunities for youth/women to exchange opinions	1 (2.70%)	1 (2.70%)	0 (0.00%)	0 (0.00%)	2 (5.41%)	5 (13.51%)	1 (2.70%)	2 (5.41%)	8 (21.62%)	7 (18.92%)	10 (27.03%)	37	8.59 / 11 (78.09%)
increased awareness among youth /women on inter-related policy issues in agriculture, science and technology and the need for multi-disciplinary approaches in STI research and policy making	0 (0.00%)	1 (2.63%)	0 (0.00%)	0 (0.00%)	2 (5.26%)	3 (7.89%)	2 (5.26%)	5 (13.16%)	5 (13.16%)	4 (10.53%)	16 (42.11%)	38	9.08 / 11 (82.55%)
													8.81/11 (80.10%)

19) Can you give any specific examples to illustrate your answers to question 18?

20) Have you participated in any ATPS training and sensitisation events, including round tables for parliamentarians and policy makers, since January 2008?

	Percentage	Responses
yes	14.5	24
no	85.5	142
		Total responses: 166

21) *[If yes to question 20] Please specify which types of activity you have participated in. (Click on as many as apply to you.)*

	participated
training workshop	19
parliamentary round table	9
policy makers workshop	10
parliamentary staff training	3
journalists training	6
other (please specify in box to the right)	1

22) Please show to what extent, on a scale of 0 ['I do not agree at all] to 10 ['I agree completely'], you agree that participating in these ATPS training and sensitisation activities has:

	0	1	2	3	4	5	6	7	8	9	10	Responses	Average Score
enhanced dissemination of STI policy research to policy makers and to stakeholders at the grassroots through the mass media	0 (0.00%)	0 (0.00%)	1 (3.85%)	0 (0.00%)	0 (0.00%)	3 (11.54%)	1 (3.85%)	2 (7.69%)	4 (15.38%)	6 (23.08%)	9 (34.62%)	26	9.19 / 11 (83.55%)
improved your capacity to communicate and use STI policy research	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	2 (8.00%)	0 (0.00%)	4 (16.00%)	3 (12.00%)	7 (28.00%)	9 (36.00%)	25	9.60 / 11 (87.27%)
increased the appreciation and appropriate use of STI policy in African development	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	1 (4.00%)	5 (20.00%)	4 (16.00%)	1 (4.00%)	3 (12.00%)	4 (16.00%)	7 (28.00%)	25	8.60 / 11 (78.18%)
													9.13/11 (83.01%)

23) Can you give any specific examples to illustrate your answers to question 22?

24) Have you participated in, or are you a member of, an STI Science Journalist forum or network, or any ATPS-facilitated STI dialogues or training programmes, since January 2008?

	Percentage	Responses
yes	10.8	18
no	89.2	149
		Total responses: 167

25) If/ yes to question 24:) Please specify which types of activity or forum you have participated in.

	participated
STI Science journalist forum or network	10
STI dialogue or training programme	9
other (please specify in the box to the right)	3

26) Please show to what extent, on a scale of 0 ['I do not agree at all'] to 10 ['I agree completely'], you agree that participating in these ATPS outreach, knowledge brokerage and policy advocacy activities has:

	0	1	2	3	4	5	6	7	8	9	10	Responses	Average Score
created a better appreciation of STI policy research by science journalists, policy makers and artists	0	2	0	0	0	0	2	3	1	5	4	17	8.53 / 11 (77.55%)
strengthened partnerships between researchers and policy makers in the STI policy process	1	1	0	0	0	2	0	1	5	4	4	18	8.44 / 11 (76.73%)
sensitized leaders / policy makers on their leadership roles in promoting STI-led development	0	1	0	1	1	0	2	0	4	6	3	18	8.56 / 11 (77.82%)
enhanced your appreciation of STI policy research	0	0	0	0	0	0	2	2	4	4	5	17	9.47 / 11 (86.09%)
													8.74/11 (79.48%)

27) Can you give any specific examples to illustrate your answers to question 26?

28) Have you accessed the ATPS website (<http://www.atpsnet.org>) since January 2009?

	Percentage	Responses
yes	87.7	143
no	12.3	20
Total responses:		163

29) Have you seen or heard any other media on STI policy by, or reporting the activities of, ATPS? (e.g. television, radio, policy briefs, reports)?

	Percentage	Responses
yes (go to question 30)	58.9	96
no (go to question 30)	41.1	67
Total responses:		163

30) Please show to what extent, on a scale of 0 [I do not agree at all] to 10 [I agree completely], you agree or disagree with each of the following statements about ATPS dissemination, outreach and policy advocacy activities. (Please click 'DK' for Don't Know)

	0	1	2	3	4	5	6	7	8	9	10	DK	Responses	Average Score
The ATPS website is user-friendly	0 (0.00%)	3 (1.84%)	4 (2.45%)	5 (3.07%)	3 (1.84%)	10 (6.13%)	11 (6.75%)	19 (11.66%)	36 (22.09%)	24 (14.72%)	33 (20.25%)	15 (9.20%)	163	8.89 / 12 (74.08%)
The ATPS website is the most useful source of information on ATPS and on STI policy issues	1 (0.61%)	4 (2.45%)	3 (1.84%)	2 (1.23%)	7 (4.29%)	15 (9.20%)	13 (7.98%)	20 (12.27%)	30 (18.40%)	19 (11.66%)	28 (17.18%)	21 (12.88%)	163	8.72 / 12 (72.67%)
ATPS does a good job in STI knowledge dissemination and outreach	0 (0.00%)	3 (1.84%)	5 (3.07%)	6 (3.68%)	7 (4.29%)	16 (9.82%)	19 (11.66%)	16 (9.82%)	21 (12.88%)	26 (15.95%)	25 (15.34%)	19 (11.66%)	163	8.52 / 12 (71.00%)
Coverage of STI issues and policy in the mass media has improved since January 2008	2 (1.23%)	6 (3.68%)	9 (5.52%)	6 (3.68%)	10 (6.13%)	17 (10.43%)	10 (6.13%)	13 (7.98%)	18 (11.04%)	13 (7.98%)	19 (11.66%)	40 (24.54%)	163	8.42 / 12 (70.17%)
Profile of STI issues in the media in my country is weak.	7 (4.29%)	5 (3.07%)	18 (11.04%)	5 (3.07%)	8 (4.91%)	22 (13.50%)	10 (6.13%)	9 (5.52%)	15 (9.20%)	18 (11.04%)	20 (12.27%)	26 (15.95%)	163	7.68 / 12 (64.00%)
														8.45/12 (70.38%)

31) Can you give any specific examples to illustrate your answers to question 30?

- 32) The following statements reflect the expected outcomes of the ATPS Sixth Strategic Plan. Please indicate the extent to which you agree that each has been achieved, on a scale of 0 ['I do not agree at all'] to 10 ['I agree completely'], during the reference period of January 2008 to September 2011

	0	1	2	3	4	5	6	7	8	9	10	DK	Responses	Average Score
Ability of African researchers to engage in high-quality peer reviewed STI policy research for African development has improved	1 (0.65%)	4 (2.58%)	3 (1.94%)	7 (4.52%)	5 (3.23%)	18 (11.61%)	18 (11.61%)	19 (12.26%)	18 (11.61%)	20 (12.90%)	18 (11.61%)	24 (15.48%)	155	8.42/12 (70.17%)
Understanding of STI research and policy processes in Africa has been enhanced	0 (0.00%)	3 (1.94%)	5 (3.23%)	3 (1.94%)	8 (5.16%)	16 (10.32%)	20 (12.90%)	21 (13.55%)	22 (14.19%)	21 (13.55%)	20 (12.90%)	16 (10.32%)	155	8.37/12 (69.75%)
Ability to formulate and implement innovative STI policies in Africa has improved	0 (0.00%)	4 (2.58%)	3 (1.94%)	5 (3.23%)	12 (7.74%)	19 (12.26%)	23 (14.84%)	19 (12.26%)	21 (13.55%)	20 (12.90%)	13 (8.39%)	16 (10.32%)	155	8.05/12 (67.08%)
Regional integration and the identification of common research areas of mutual interest to African countries has improved	1 (0.65%)	6 (3.87%)	2 (1.29%)	6 (3.87%)	9 (5.81%)	20 (12.90%)	23 (14.84%)	19 (12.26%)	13 (8.39%)	16 (10.32%)	20 (12.90%)	20 (12.90%)	155	8.12/12 (67.67%)
Uptake and use of common identified research outcomes, technologies and innovations for addressing the MDGs in Africa has been enhanced	1 (0.65%)	5 (3.23%)	6 (3.87%)	7 (4.52%)	9 (5.81%)	29 (18.71%)	18 (11.61%)	15 (9.68%)	17 (10.97%)	11 (7.10%)	15 (9.68%)	22 (14.19%)	155	7.83/12 (65.25%)

Partnerships have increased amongst African science and technology institutions, government ministries, civil society and like-minded organizations globally	1	4	9	5	10	13	21	22	20	16	15	19	155	8.00/12 (66.67%)
Skills / capacities in agriculture, STI research and policy advocacy amongst African youth and women have been enhanced	1	5	3	10	12	17	18	18	18	18	16	19	155	7.99/12 (66.58%)
Participation by African youth and women in STI research projects and other innovation and productive interventions at local, regional and national levels has increased	2	9	5	7	11	20	18	14	17	15	14	23	155	7.80/12 (65.00%)
There is a functioning networking platform in which youth and women can exchange opinions in relation to STI research and policy	2	6	4	6	13	22	15	21	16	15	15	20	155	7.86/12 (65.50%)

Awareness among youth and women on inter-related policy issues in agriculture, science and technology, and the need for multi-disciplinary processes in STI research and policy making, has increased	1 (0.65%)	7 (4.52%)	6 (3.87%)	8 (5.16%)	9 (5.81%)	22 (14.19%)	19 (12.26%)	21 (13.55%)	11 (7.10%)	11 (7.10%)	19 (12.26%)	21 (13.55%)	7.83 / 12 (65.25%)
Dissemination of STI policy research to policy makers and to stakeholders at the grassroots through the mass media has been enhanced	5 (3.23%)	6 (3.87%)	5 (3.23%)	11 (7.10%)	17 (10.97%)	13 (8.39%)	16 (10.32%)	19 (12.26%)	14 (9.03%)	12 (7.74%)	15 (9.68%)	22 (14.19%)	7.60 / 12 (63.33%)
Capacity of journalists, artists and policy makers to communicate and use STI policy research has improved	2 (1.29%)	11 (7.10%)	8 (5.16%)	8 (5.16%)	12 (7.74%)	14 (9.03%)	21 (13.55%)	14 (9.03%)	12 (7.74%)	17 (10.97%)	7 (4.52%)	29 (18.71%)	7.65 / 12 (63.75%)
There is better use of STI policy in African development	3 (1.94%)	8 (5.16%)	5 (3.23%)	12 (7.74%)	12 (7.74%)	19 (12.26%)	18 (11.61%)	24 (15.48%)	10 (6.45%)	13 (8.39%)	8 (5.16%)	23 (14.84%)	7.47 / 12 (62.25%)
There is better appreciation of STI policy research by science journalists, policy makers and artists	4 (2.58%)	7 (4.52%)	7 (4.52%)	8 (5.16%)	8 (5.16%)	15 (9.68%)	17 (10.97%)	27 (17.42%)	11 (7.10%)	16 (10.32%)	10 (6.45%)	25 (16.13%)	7.77 / 12 (64.75%)

Partnerships between researchers and policy makers in the STI policy process have strengthened	2 (1.29%)	9 (5.81%)	6 (3.87%)	5 (3.23%)	16 (10.32%)	16 (10.32%)	20 (12.90%)	15 (9.68%)	12 (7.74%)	15 (9.68%)	23 (14.84%)	155 (64.58%)	7.75 / 12 (64.58%)
Leaders and policy makers are sensitized on their leadership roles in promoting STI-led development	4 (2.58%)	5 (3.23%)	11 (7.10%)	8 (5.16%)	11 (7.10%)	10 (6.45%)	20 (12.90%)	19 (12.26%)	16 (10.32%)	14 (9.03%)	21 (13.55%)	155 (64.33%)	7.72 / 12 (64.33%)
ATPS Chapters are now stronger, through training, establishment of offices and other initiatives	2 (1.29%)	7 (4.52%)	10 (6.45%)	4 (2.58%)	7 (4.52%)	16 (10.32%)	21 (13.55%)	14 (9.03%)	18 (11.61%)	15 (9.68%)	23 (14.84%)	155 (66.42%)	7.97 / 12 (66.42%)
Stakeholders are well informed on STI issues	2 (1.29%)	8 (5.16%)	10 (6.45%)	9 (5.81%)	8 (5.16%)	18 (11.61%)	14 (9.03%)	16 (10.32%)	18 (11.61%)	15 (9.68%)	24 (15.48%)	155 (65.72%)	7.91 / 12 (65.72%)

- 33) In general, please rank the overall performance of the ATPS Phase VI Strategic Plan programme with regard to the following criteria, on a scale of 0 (very poor) to 10 (excellent). Please click 'DK' for 'Don't Know'

	0	1	2	3	4	5	6	7	8	9	10	DK	Responses	Average Score
Value for money / cost effectiveness in achieving stated research objectives	0 (0.00%)	3 (1.94%)	4 (2.58%)	3 (1.94%)	9 (5.81%)	13 (8.39%)	14 (9.03%)	9 (5.81%)	19 (12.26%)	14 (9.03%)	23 (14.84%)	44 (28.39%)	155	9.13/12 (76.08%)
Relevance to your national and global policy priorities	1 (0.65%)	4 (2.58%)	2 (1.29%)	8 (5.16%)	5 (3.23%)	10 (6.45%)	15 (9.68%)	17 (10.97%)	20 (12.90%)	19 (12.26%)	26 (16.77%)	28 (18.06%)	155	8.81/12 (73.42%)
Innovativeness and value addition	1 (0.65%)	5 (3.23%)	5 (3.23%)	1 (0.65%)	5 (3.23%)	12 (7.74%)	16 (10.32%)	18 (11.61%)	26 (16.77%)	20 (12.90%)	19 (12.26%)	27 (17.42%)	155	8.71/12 (72.58%)
Implementation effectiveness	1 (0.65%)	3 (1.94%)	8 (5.16%)	3 (1.94%)	2 (1.29%)	21 (13.55%)	16 (10.32%)	17 (10.97%)	16 (10.32%)	21 (13.55%)	14 (9.03%)	31 (20.00%)	155	8.50/12 (70.83%)
														8.81/12 (73.23%)

- 34) How would you rate the overall performance of the ATPS Board of Directors with regard to achieving its mandates for the ATPS?

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%	DK	Responses	Average Score
Please rate the Board of Directors' performance on this scale from 0% to 100%.	0 (0.00%)	3 (2.01%)	5 (3.36%)	5 (3.36%)	7 (4.70%)	13 (8.72%)	19 (12.75%)	12 (8.05%)	26 (17.45%)	16 (10.74%)	5 (3.36%)	38 (25.50%)	149	8.64/12 (72.00%)
														8.64/12 (72.00%)

35)	How would you rate the overall performance of the ATPS Board of Directors with regard to each of the following criteria, on a scale of 0 (very poor) to 10 (excellent)?													
	0	1	2	3	4	5	6	7	8	9	10	DK	Responses	Average Score
Supporting the ATPS funds mobilisation activities	2 (1.34%)	4 (2.68%)	6 (4.03%)	4 (2.68%)	7 (4.70%)	8 (5.37%)	11 (7.38%)	14 (9.40%)	19 (12.75%)	10 (6.71%)	10 (6.71%)	54 (36.24%)	149	9.03/12 (75.25%)
Efficiency in providing strategic policy guidance to the ATPS	1 (0.67%)	3 (2.01%)	4 (2.66%)	4 (2.68%)	5 (3.36%)	15 (10.07%)	9 (6.04%)	12 (8.05%)	31 (20.81%)	10 (6.71%)	12 (8.05%)	43 (28.86%)	149	8.97/12 (74.75%)
Value addition and cost-effectiveness in the discharge of its statutory duties	0 (0.00%)	5 (3.36%)	3 (2.01%)	5 (3.36%)	9 (6.04%)	7 (4.70%)	15 (10.07%)	15 (10.07%)	18 (12.08%)	14 (9.40%)	9 (6.04%)	49 (32.89%)	149	8.99/12 (74.92%)
														9.0/12 (74.97%)
36)	If you were to compare the current Board of Directors today with the Board of Directors in 2006, what are the most important changes or achievements you would readily commend? Please mention up to three in the boxes below.													
37)	If you were to recommend two practical improvements to further strengthen the ATPS Board and improve its effectiveness in the discharge of its duties, what would they be? Please type them into the boxes below.													

- 41) If you were to recommend two practical improvements to further strengthen the ATPS Secretariat and improve its effectiveness in the discharge of its duties, what would they be?

- 42) How would you rate the overall performance of the ATPS National Coordinators with regard to achieving their mandates for the ATPS?

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%	DK	Responses	Average Score
Please rate the ATPS National Chapter Coordinators on the scale from 0% to 100%	1 (0.74%)	5 (3.68%)	4 (2.94%)	1 (0.74%)	8 (5.88%)	18 (13.24%)	18 (13.24%)	18 (13.24%)	15 (11.03%)	11 (8.09%)	3 (2.21%)	34 (25.00%)	136	8.32/12 (69.33%)
														8.32/12 (69.33%)

- 43) How would you rate the overall performance of the ATPS National Coordinators with regard to each of the following criteria, on a scale of 0 (very poor) to 10 (excellent)?

	0	1	2	3	4	5	6	7	8	9	10	DK	Responses	Average Score
Supporting the ATPS funds mobilisation activities	3 (2.22%)	7 (5.19%)	6 (4.44%)	4 (2.96%)	8 (5.93%)	11 (8.15%)	11 (8.15%)	15 (11.11%)	13 (9.63%)	10 (7.41%)	6 (4.44%)	41 (30.37%)	135	8.36/12 (69.67%)
Efficiency in coordinating ATPS national activities	3 (2.26%)	6 (4.51%)	5 (3.76%)	6 (4.51%)	1 (0.75%)	18 (13.53%)	11 (8.27%)	15 (11.11%)	19 (14.29%)	9 (6.77%)	8 (6.02%)	29 (21.80%)	133	8.16/12 (68.00%)
Value addition and cost-effectiveness in the discharge of their statutory duties	2 (1.49%)	7 (5.22%)	4 (2.99%)	3 (2.24%)	6 (4.48%)	10 (7.46%)	10 (7.46%)	11 (8.21%)	19 (14.18%)	11 (8.21%)	7 (5.22%)	35 (26.12%)	134	8.43/12 (70.25%)

Timeliness and efficiency of dissemination of information to national chapter members	2 (1.53%)	7 (5.34%)	3 (2.29%)	4 (3.05%)	6 (4.58%)	12 (9.16%)	12 (9.16%)	14 (10.69%)	20 (15.27%)	11 (8.40%)	8 (6.11%)	32 (24.43%)	131 (70.00%)	8.34/12 (69.48%)
44) If you were to compare the current ATPS National Coordinators today with the ATPS National Coordinators in 2006, what are the most important changes or achievements you would readily commend?														
45) If you were to recommend two practical improvements to further strengthen the ATPS National Coordinators and improve their effectiveness in the discharge of their duties, what would they be?														
46) [for members of ATPS] How would you describe the main benefits that you experience from being a member of ATPS?														
47) [For institutional partners of ATPS] How would you describe the main benefits that you or your organization experience from being an institutional partner of ATPS? Please type up to three benefits in the boxes below.														
48) [For everyone] Are there any further comments you would like to make on the impact, effectiveness, or efficiency of ATPS during the period 2008 to 2011? If so, please type them in the box below.														

Appendix A.10:
Summary Comments from Question 11: What aspects of the ATPS research and research capacity building programmes do you consider most valuable and why? [Please mention the three that are most important to you.]

Complete list of all verbatim responses given respondents to this question:

- the small grants programme has improved
- focus on youth and women and innovative topics
- participatory selection of grants
- makes for collective ownership and transparency
- engagement of national coordinators in coordination has increased
- capacity building of chapters
- unibrain capacity building programme
- gave me the opportunity to work with academia, private and public sector researchers
- climate change programme/climate
- got ideas for a project/study developing a community engagement strategy for climate change adaption and renewable energy policy in kenya which i will be undertaking in australia end of this year.
- research methods/training
- got a uk scholarship to study technology policy and innovation research
- proposal evaluation process
- proposals were evaluated by external reviewers and defended during the annual ATPS conference
- communication
- ATPS updates grantees and other members regularly
- annual conference
- presenting research findings and other information in annual meetings is good quality of ATPS to share knowledge among the ATPS members.

- networking
- ATPS creates platform for you to very good resource persons, meet peers and learn.
- skills improvement
- there is always a certain level of skills we all have in research. However ATPS capacity building enables enhancement of those skills.
- leadership and team building
- anyone who participates in the training programme for the national coordinators learns a lot in leadership and team building.
- insistence on down to earth review process
- i have participated in the process
- wide coverage
- noticed that effort is made to reach the entire Africa
- insistence on dissemination
- the impact of the researches are felt
- capacity building workshop in rmrhc-nigeria
- seasoned research team
- climate change
- relevant to survival of species
- climate innovations challenge
- climate change impact is a global threat with African countries suffering most.
- proposal tournament.
- it provides an innovative way of engaging all stakeholders in research prioritisation and selection of proposals for funding.
- focus on African priority areas (agriculture, climate change, water, ICT, health etc)
- these are priority areas for most African countries. Research bodies normally focus on donor priorities. The ability of the network to address national priorities is unique and very valuable

- transdisciplinary nature of the research questions and research teams
- the effort by ATPS to engage researchers (old and young), policymakers, private sector and journalists in their research programs are obviously novel. This is the vision for knowledge brokerage in future. This should be encouraged for all research bodies to break the divide among knowledge communities
- multidisciplinary nature
- I worked successfully with experts in various components of agriculture
- participatory nature of projects
- we had focus group discussions with stakeholders at various levels of the project
- dissemination of research results
- our project results were published promptly both as research paper and as a policy brief
- climate innovations challenge
- because it involved the farmers at the grass roots and because climate change is a problem facing us all
- ATPS/UNN/OSF climate change project
- it is a step in the right direction
- possibility to apply for a grant
- analysing the qualitative aspects of the research
- because it is a process that entails a lot of insights to the researched topics
- scientific conference
- exchange of ideas
- adopting indigenous agricultural innovative strategies for climate adaptation
- these strategies are usually tailored to the needs of the farmers and are affordable and accessible
- proposing policy that will enhance climate change adaptation
- policy is the first step to any efficient adaptation strategy
- testing the knowledge of farmers on climate change and adaptation strategies

- policy relevant to climate change adaptation should have a bottom-up origin.
- workshops and /or agm
- interaction with various experienced research fellows / professors and other multi disciplinary experts
- small grant
- it enables scientists to develop their reseach skills and at the end of the day come up with publications
- meetings for discussing research progress and final reports
- enables the research to fine tune his/her research objectives and share the findings with other researchers
- the research grants are most useful
- researchers get an opportunity to apply for funds to pursue their own interest that have an impact in communities.
- IP programs
- coordination of ip related issues are a major concern in different countries.
- preparation of proposals
- given opportunity to defend proposal
- disbursement of funds
- funds directly received by researcher
- workshop
- it helps me to interact with other professional from other disciples and countries
- publications
- enhances my appraisal
- grant
- this facilitates my research work
- climate change programme

- topical and relevant to societal needs
- agricultural innovations programme
- ensures food security
- UNESCO science report 2010
- increased visibility
- training and sensitization
- creating awareness and assisting targeted stakeholders to better understand the topical issues
e.g. Climate change adaptation strategies
- writing a research proposal
- fundamental to winning a grant
- data analysis
- sophisticated: requires deep inferential thought. Goes beyond simple summaries using graphs percentages bar charts etc. For example testing of models.
- nature of reporting and dissemination of research findings
- stimulates interest and debate even for non scientists. Likely to lead to policy development and implementation of findings
- engaging stakeholders from outset
- as a condition for funding it compels researchers to focus on real problems
- providing training on methodology to grantees
- make the process of conducting and reporting the study clear
- dissemination of result
- inform stakeholders of the solution to the identified problem and feeds into policy
- research grant
- it help for networking
- participatory in capacity building
- it improves my knowledge in the research work.

- interaction with desk officers
- it makes my work so ease
- peer networking
- gives opportunities outside the research project
- scientific reviews
- improves research quality
- youth innovation challenge program (YICAN)
- builds the capacity of the young scientist thereby giving him the capacity that he can make it in the scientific world
- scientific revival day for Africa (SRDA)
- enables the scientist to learn scientific innovations and network with other scientists
- ATPS annual conference
- builds the capacity of the scientist and enables him to network with other scientist across the African continent
- 1. The multidisciplinary nature of the programs
- the development of effective STI policies in Africa requires evidence which is produced by research through the active involvement of experts from various disciplines
- 2. Their focus on the role of women and youth for the development of STI in Africa
- building national innovation systems in Africa require the active participation of women and youth in innovation research and decision making
- 3. The strong link of the programs with Africa's STI challenges
- the programs of ATPS can make difference only if they address the real STI problems facing Africa
- focus on youth
- Technology policy is moving very fast, and much of the earlier literature and ideas are now out of date. The new generation must be equipped to take forward the successes of earlier scholars and policy-makers.
- focus on women

- Women are still disadvantaged in science and technology – not only in Africa but all over the world. ATPS has done well to recognise this failing and to act on it.
- focus on sustainability
- Sustainability (including but not limited to low-carbon development) is a vital focus for STI policy all over the world – ATPS is one of the leading networks embracing this challenge.
- methodology
- discussions during ATPS meetings
- training
- training workshops improves skills
- peer review
- corrections from reviews build skills
- dissemination
- improves research communication ability
- science park
- it is one of the approaches to enhance economy in Africa
- health innovations system
- healthy living is very important, especially in the developing countries like Africa
- water and environment
- water is life, it is needed by every living thing on earth, and the environment that harbours us need to be regularly watched on to make for effective living
- climate innovation challenges
- this world has existed for a long time and with what is happening now, there is a need that man as steward of the earth should try as much as possible to check some of these menace
- climate sense program (CSP) small grants
- i am a grantee
- agric. Innovations regional grants
- I will benefit from research report

- it is African and attempts to solve problems of the continent
- proposals are screened by the national coordinating committee to ensure that it is of national relevance
- research & capacity building programs are gender sensitive
- it targets specialized groups like women and youths
- ATPS also attempts to achieve spread in award of grants
- grantees come from most member countries
- networking increased
- was able to meet many researchers through ATPS
- skills increased
- ATPS conducted training on research methodology and writing from which i benefitted
- exposure increased
- was able to present research paper in many international conferences thus increasing my exposure
- teamwork and collaboration
- grantees have to prove teamwork efforts to remove personal prejudices
- innovativeness
- the screening of proposals demands it
- capacity to do research, write research reports and present in scientific forums
- the experienced coordinators spend considerable times guiding the researchers while ATPS provides opportunities to present papers in international forums
- climate change project
- African economy is vulnerable to climate change as it heavily depends on climate sensitive sector, agriculture. There is a huge policy gap on this issue.
- water and environment
- These are important resources to life and development. We need to manage these resources to bring sustainable development in Africa.

- agricultural innovations
- There are a lot of agricultural technologies in the world. We need to customize these technologies for our situation and purpose. Again without technology development is unthinkable
- information development in respect to community development
- the needs to facilitate development by the provision of infrastructure
- agriculture information
- to eradicate poverty level
- extension services
- dissemination of information
- ICT research
- original and innovative approach
- STI policy research capacity building programs
- Africa needs policy direction primarily
- strategic research on national innovation systems
- Innovation is key to development
- thematic research programs
- Specific can now be looked into
- comprises of an integration of science and application
- asks how results can inform change
- independent synthesis of research idea; makes it useful for application in local context
- ATPS provides abroad theme but asks individuals to put research idea in local context
- mentoring of the research process and communication of the outcomes
- ATPS provides forums for learning and sharing of process including outcomes
- Mid-term review workshops
- it is a very powerful formative evaluation research that is worthy of emulation

- contribution of national chapters in selecting research grant applications
- it makes ATPS funded research more relevant to local situations
- the enhanced network accassioned by ATPS research
- the grant, constant touch with the researcher and the close monitoring is very important
- it has helped facilitate my research and kept me on course
- 1 helps to discharge the duties and responsibilities of the my assignment effectively
- professional contribution on the national economic development plan
- networking
- it brings people together
- capacity building
- trainings given enhance capacity
- travel opportunities
- gives exposure
- sit
- I was able to participate in policy development and conduct research in STI
- agricultural innovation
- i was able to teach effectively a course on agricultural innovation and application
- climate change
- conducted a team research on Swaziland farmers preparedness to respond to climate change
- opportunity
- this is my first grant and research experience and it is a valued opportunity
- exposure
- It has exposed me to views and areas I would otherwise not look at.
- empowering and networking

- I have met some valuable friends and professionals through the network.
- science and innovation
- It gives direct chance for the ATPS efforts reaching and affecting the local person at the grass root by innovating ideas that solve problems or make his daily life easy.
- grantee's methodological workshop
- it is innovative and interactive
- sensitization/stakeholder workshop
- it enabled my team to reach out to stakeholders in my research area
- dissemination workshop
- enabled us to receive useful feedback from stakeholders
- networking
- strong ability to engage key stakeholders at all levels
- communication
- use of innovative approaches and tools
- scientific relevance
- strong link between research and people needs
- importance of indigenous legumes
- the nutritional importance could strengthen value for food
- research policy formulation
- in line with the government policy
- technology innovation
- support for innovative ideas into technology
- technology transfer
- collaborative approach and support to technology development and transfer
- research founding

- ATPS help African researcher to improve themselves in technology transfer
- relation between ATPS researcher in the same network
- The secretary entertains excellent relation between its members working in the same area.
- implement research result
- There is not a real policy to implement the excellent results obtained by ATPS projects funded.
- Climate change challenge.
- Vital for all life. We have to reduce climate change factors by innovative way of addressing it either by mitigative or adaptive measures.
- empowering youth involvement in research
- substituting future responsible researchers to protect the environment and benefit the society and the generation (youth is the power house of the society, with full energy and creativity.
- gender issues
- empowering female researchers is important to address gender equity and problems in the society
- yes
- cause is good
- yes
- cause is working very well
- yes
- cause is must be like that
- to assist in understanding the constraints for small farmers
- small farmers cannot take risk it is therefore necessary to understand the situation
- problem assessments
- identify how to set up concrete and realistic objectives solving problems in Africa
- technology assessment
- identify gaps to be covered

- impact from implementation of projects
- understand the fall out of project implemented at a local level
- proposal tournament
- it helps build capacity for young researchers as they receive peer review comments from the network members. The exposure of researchers to the competitive environment for winning research grants is also valuable
- trans-disciplinary nature of the programs and the focus on STI policy issues of interest to African governments
- it increases the value added of the research projects as they effectively address African problems from African perspectives.
- methodology training workshops
- it help to build research capacity for young researchers

Appendix A.11:

Summary Comments from Question 15 to question 14

Summary Comments from Question 15: Can you give any specific examples to illustrate your answers to question 14 [: Please show to what extent on a scale of 0 ['I do not agree at all'] to 10 ['I agree completely'], you agree that participating in ATPS international cooperation and partnerships have led to:]? Please write up to three examples in the boxes below.

Complete list of all responses given to this question

- I have seen the ATPS website and learnt but i have not seen this kind of partnership around me.
- The intellectual property programme
- New manifesto for STI in Africa now widely accepted
- The we can program is very innovative and useful
- The first climate change and development conference to be held in Ethiopia, 17 to 20 October 2011
- The SRDA event brings STI like- minded institutions govt, together
- Now i have highly placed colleagues in Nigeria, Kenya, Cameroun, etc., whom i rely on when i need some professional assistance from the respective countries.
- I have been drawn into STI activities on the basis of my ATPS exposure
- I know that in Ghana, the study sponsored by ATPS in Ghana is contributing to the implementation of Ghana's strategy for exploitation of renewable energy.
- I do not know of any functional evidence of regional interaction in STI amongst African states
- There is no common research interest pursued by African states-we work in silos
- There is no platform for sharing STI research results in Africa-i do not know of any
- Experience from meeting with groups at the annual international meeting
- Opportunities for interactions among professionals
- Enhanced communication between youth in different member states
- Intellectual property rights projects
- The African manifesto for STI developed by the ATPS provides a blue print for the future of STI in Africa and how this can help Africa develop.

- The African chapter in the UNESCO science report led by Dr. Urama, ATPS ED, has led to various discussions in my country on how to improve STI investments and capacities in the country. The statistics in the report compels countries to action
- The visionary conference held in Johannesburg on STI and climate change has contributed to a number of initiatives that has made attention to climate change challenges of interest in all government quarters in Africa starting from the African union to universities. At time of the conference, i was wondering why climate change was an issue for Africa, but now it has become obvious to me.
- Still some countries not member such as Egypt
- ATPS promised to give us a secretariat for our journalists body and to date - nothing - they have taken us round and round
- Many bilateral dialogues is established between Egypt and African countries covered by ATPS
- The production and dissimination of the African manifesto
- The collective partnerships created as part of AWFST and AYFST forums
- Work as a team in a country
- Different country representatives sharing common goal
- All stakeholders participate
- Networking African youths and women through research grants increases integration
- Helped me in developing a joint research proposal with scientists we met in one of the meetings
- Collaboration between TRFK and JKUAT
- Improved my understanding of biosafety, and now i am involved in public awareness exercises
- Many universities and research institutions are trying to adapt their training and research programmes to the development objectives of the countries.
- Countries members of "uemoa" are trying to uniformize their education and research systems and programs.
- There are different coordinated programs(ex. In forestry) among Africans countries
- It aroused the interest of involvement with research
- It made me to start an NGO to put to work the lessons i have learnt so far.
- Start of treccafrika/accai partnership

- It has helped African youths to exchange ideas on issue of common interest
- Local chapters in most African countries are enlightened by the organization
- Low government involvement in the support of programmes initiated by ATPS
- Les conférences annuelles sont tournantes et reçoivent les représentants de chaque pays membres
- La publication des résultats de recherche effectuées, le web site de ATPS sont à la disposition de tout monde
- L'élaboration du manifeste permettra à chaque pays membre de renforcer les relations entre les institutions des sciences et techniques avec les autres structures de développement. Il en est de même pour les incubateurs d'agrobusiness
- My participation in the 2007 ATPS annual conference exposed me to international networks and capacity to obtain my first grant on climate change research with international partners under the development partnership in higher education (DELPHE)
- Enhanced my publication of articles in international peer reviewed journals
- Increased access to African policy makers, private sectors, civil society and researchers across the whole continent
- Partnerships initiated with FARA, ANAFE, PANAAC on the unibrain programme
- During the youth proposal tournament in Egypt 2010 i realised that the youth who participated in the tournament came from different countries all over Africa and therefore covered all regions of Africa.
- One important point worth noting is that ATPS is interested in seeing both the youth and woman being involved in areas that will bring about development in Africa hence the reason they fund women and youth projects.
- My project “integration of conservation agriculture to agro-forestry as an adaptation strategy to climate change in Lesotho” is one good example of research projects that ATPS supports. This project looks into soil fertility aspect, soil and water conservation, agricultural yield, livelihoods of farmers understudy. So the project somehow addresses MDGs.
- The water and environment programme in east central and West Africa informed on issues common to users of Nile, Niger and Lake Chad basins.
- The climate change innovation research in central and west Africa identified local technologies that may be useful to increase food production and food security in the regions
- There is now cooperation between researchers in Nigeria, Cameroon and Ghana which did not exist before these regional programmes sponsored by ATPS

- Without the climate change project work, many community in my study shall not know that lots are been done by both international and local institutions in the area of climate change adaptation technologies
- There are share of information between different countries researchers based on their local and regional experience.
- There are collaborative research going on covering various African countries
- ATPS has assisted in developing common science policy positions for African union
- Increased collaboration with national STI agencies
- Participation has led me to meeting scientist working in the same field in other countries which has led me useful linkages amongst us.
- Regional integration has also been enhanced via one-on-one integration amongst various stakeholders and policymakers
- Prioritization of research interests has been achieved via assessing of proposals (proposal tournament) which has led to selection of the best for funding.
- Water and environment
- Health innovation systems
- ICT.
- By bringing all African countries together in sub-Saharan Africa and Arab-dominated north Africa, as well as engaging the various continental-based and diaspora researchers/institutions in STI discussions and action research projects, ATPS is right on spot and far much better than the African union, which most people, myself inclusive, perceive to be a political and disoriented institution, like many African countries ruled by dictators. If ATPS could have national chapters in all the 54 African countries, it would be much better.
- It brings together stakeholders through conferences annually
- It gives governments technically back up assistance with well-researched papers
- The participatory project selection process, although still requiring further improvement, is an excellent approach to cementing the African networks and drawing together core research themes.
- Interaction with international partners (e.g. Through the SET-DEV project) has allowed mutual learning between Indian, African and European scholars.
- Nigeria examples,

- ATPS Cote d'Ivoire's activities in Cote d'Ivoire with policy makers , private sector and academics
- Stronger leadership front
- Cross cutting edger
- Broader research base
- I can't really respond to question 14 since i participated in the 2003 ATPS conference to present a keynote speech on behalf of the ILRI, but was not involved in any of its programmatic activities then or at any time thereafter and so am not familiar with it at
- all.
- I successfully disseminated the technological information which i collected from various trainings co-sponsored by cta and ATPS back home and youths actually implemented the information which i forwarded/provided.
- Empowerment of African youth and know logy
- During the conferences, papers are presented on issues requiring attention in Africa
- Other organization support ATPS conferences as such i interacted with their representatives
- At ATPS conferences, items of discussion are thrown open with contributions from diverse persons. Members learn from each other's experiences
- When the need arises, common strategies are devised to solve problems
- A sadc review of water and environmental policies (2007) was possible as a team of ATPS members from various sadc countries could come together through their affiliation with ATPS
- ATPS research on ecosan, water harvesting etc. was replicated in some countries. For example the ATPS study on water harvesting is considered a good example in malawi and recommended as a solution in development for malawi in the state of environment and outlook report for malawi 2010.
- ATPS members in malawi have been coming together and working to influence the national commission for science and technology and have signed an mou with ncst and ATPS malawi chapter. Increasing STI activities are expected in the future from this partnership.
- Yes, there is identification of common area of needs in STI. Little has been record in developmental framework that is sustainable.
- Innovativeness among partnering nations, institutions and philanthropic individuals are human driven instead of institutional.
- That accounts for African slow development

- Fund appropriation is not commensurable or sustainable with the list of identified research areas
- Climate change issues are better understood regionally
- Policy issues on climate change, water and environment
- ATPS deals with African common issues like climate change, technology innovation and policies
- International conference is held in different countries of Africa, and this gives the chance to the participants to learn about the culture, the language, and norm of that country
- It also created the opportunity for the best minds of Africa from different fields to discuss on African major issues which is lacking in Africa
- No translation in french about ATPS' ideas for french members
- No translation in french for the documents of international conferences and/or workshops for ATPS' french members
- Ip initiative has pitted usually isolated institutions to work towards an intricate and common goal
- My ministry liaised with other STI related ministries in Nigeria to form a national system of innovation steering committee with a secretariat jointly staffed by the different agencies involved. This is the first of its kind in Nigeria where different ministries cooperate to foster innovation
- Through participation in ATPS conferences, I have been able to identify colleagues in the rest of the continent and established working relationships with them. Through this I have joined a number of STI related networks which enhances my work as a policymaker
- My agency has now signed MoUs with ATPS and liaised with other related ministries in Nigeria
- The members are drawn from several African countries
- The inclusion of women grant is key in regional integration
- I have participated fully in the development of the national policy for STI (2010/2011)
- I have conducted research on the status of STI
- I have teamed up with Malawi ATPS national coordinator to conduct research on farmers response to climate change
- Climate change issues
- I presented a good innovation idea in Cairo Egypt last year but, which if implemented could directly affect the life of almost all Kenta, it was welcomed and was to be published I have inquired to date even not seen the published version. Therefore option 3 about enhanced uptake and use of common identified research outcomes, technologies and innovations for addressing the MDGs in Africa for me is rated in 2%

- Networking among scientists increased
- Publication of our research papers
- The provision of research funding and the annual meetings on these
- Met with colleagues from other African countries
- The climate sense program
- I have international friends now through ATPS.
- It has increased my confidence in participating in international conference
- It has increased my research interest in Africa s and t
- Joint publications
- Collaboration among members
- Identifying & conducting research in mutual areas of interest
- Member states representatives disseminate resolutions and way forward
- Africa has more or less the same types of resources within its tropics and all need to know of their potential and enhance the untapped innovative skills for technology development
- Governments are supporting ATPS through science and technology ministries.
- Exchange between Côte d'Ivoire, Benin, Burkina Faso ATPS members
- East African ATPS members research teams
- Central African ATPS members research teams with their colleagues of Nigeria
- The experience sharing amongst different stakeholders (researchers and policy makers allows dissemination of indigenous knowledge and technical innovations to other parts of Africa. Eg. The Machobane farming system practice for climate change adaptation from Lesotho to the rest of Africa as climate change intervention.
- The ATPS linked and worked together with like-minded organizations with same area of concern such as climate change and development for Africa (CCDA), AUC, ACPC, UNECA....
- Expected to grow being embracing other African countries too.
- Scientific progress
- Found some scullions for a lot of problem

- Looking to the future
- Cooperation among partners based in different areas
- Assessment of policies and action plans among potential partners located across Africa
- Wide representation of public and private stakeholders for proposal development
- NCST, KARI, Nairobi University, youth fund, etc.
- Need to engage youth in application of agricultural STI
- The ATPS has up scaled the role of STI in climate change adaptation and mitigation of gps in Africa. This followed a pioneering conference held in South African in 2007 and various interventions with the United Nations agencies such as UNEP, the IPCC, etc. Following these, the ATPS now leads the implementation of the African climate policy centre program on technology transfer's
- ATPS has led the process for many ministerial conferences with its partners at both continental and national scales.
- The ATPS innovations challenge programs has supported a number of youth innovators and women innovators in various areas of climate innovation.

Appendix A.12:

Summary of Comments on Questionnaire Question 15

Question 15: Can you give any specific examples to illustrate your answers to question 18? Please write up to three examples in the boxes below.

Complete list of all responses given to this question

- Increased numbers of women in WE CAN programme
- increased commitment to STI by African youths through participation in various programs
many international organisations come to ATPS for advice
- 1. Participating in the ATPS climate change innovation research enhanced my research skills especially proposal writing as I have managed to as I managed to participate in another grant as a co-investigator.
- The youth meeting in Accra Ghana 2010 august provided an opportunity for youth to exchange opinions
- 1. Two small handmade paper cottage enterprises have been able to start operation
- 2. Many University undergraduate and post graduate students have been able to carry out research in the field of pulp and paper production from Uganda produced agro based fibres
- 3. We have been able to develop acceptable environmental friendly biodegradable bags from banana stems and other organic fibres from Uganda
- exposure to presented papers gives light to research but has not been very significant
- there is little increased awareness due to lack of continued support nor trainings to individuals to seek support on their own at regional level
- The current administration focuses on Youth and Women capacity building in most grants issued. For example, the Climate Innovation Challenge Awards in Egypt engaged more than 20 youths and women in innovation incubation research and other activities
- The number of youths and women participating in ATPS conferences and other activities has increased significantly since 2009
- I find the dedicated book volumes on Agricultural Innovations by African Youths and Women very exciting. This showcases the capacity of youths and women and encourages them to do more.
- Presentation skills
- Group dynamics

- Innovativeness
- In my project young peoples have been associated and have conducted and discovered with us how we can impact positively policies.
- Young people have also been associated to the research process.
- Through my project, young people are aware of the climate change questions and are participating through a discussion forum : www.jeunesseetdeveloppement.org
- carry out research myself
- many guys who are doing research are young
- many youth want to participate also in what am doing
- through preparing various deliverables and comments from ATP enhanced youth and women's writing skills and capacities
- Established youth organization
- Increased awareness of enlightenment by capacity building
- Creation of forum for exchange of ideas by youth entrepreneurs in African countries
- Establishment of Youth chapters in various African countries
- increased interaction with the AYFST and AWFST
- My skills in research work have highly improved.
- Working towards meeting deadlines is one skill that has developed in me.
- The study has also helped me be conscious of innovations that are going on at the local level which are helpful in adapting to climate change but are not recognised or known regionally as well as internationally.
- I learn much during an ATPS workshop which I attended
- It offers opportunities for the youths to make use full contribution
- It also increase awareness of some important issues
- 1. Enhancement in capacities for STI research has been achieved through better understanding of the language of science.
- 2. Provided opportunities for exchange of opinions in that discussion amongst young scientist has activated useful relationship amongst scientists across the continent.

- 3. Increased youth participation in STI research projects via participation in research grants on the strength of funding from ATPS.
- Considering that the amount of grant provided by ATPS is small, as a researcher looking forward to making greater impact in the project beneficiaries, I have learned to advocate for the plight of the smallholders. BCRD-Uganda has been able to attract support for the PRESEM Project beneficiary communities from the Kisoro District Environment Officer in form of free fruit tree seedlings – guava, avocado and oranges.
- Women in the rural communities are now aware of the enormous roles trees play in combating climate change and development.
- FOCUSFUL
- KNOWLEDGE BASE
- ACCOUNTABLE
- 1. The AYFST initiative which first kick-started in April 2005 injected me with various youth related initiatives. Currently am working to start EYFST (Ethiopian Youth forum in Science and Technology) among others.
- 1. It helped me improve my skills in research through comments received on proposals and work in progress reports
- 2. Conference lead papers address many issues
- 1. The project has given me opportunity to work with the community and have a feel of problems that need to be solved
- Many young [people] are interested about ATPS' activities
- The rising participation of youth in politics
- Creation of development focused youth led organisation
- by relating initiatives by the youth to national and international STI/ social development goals given women opportunity to participate equally in research and policy advocacy
- Participation and contribution of the National Youth and Gender Empowerment activities in the country
- the women in science competition encouraged me as a woman scientist to continue doing quality research
- good time with knowledge
- get a job

- get Satisfied
- OPPORTUNITIES FOR APPLICATION OF STI IN AGRICULTURE
- ATPS has awarded over 26 research grants to youths and women during the past two years
- The ATPS Youth and women congresses provide platforms for African youths and women in STI to network, interact, and access mentors.
- The scheme of ensuring a transdisciplinary team with young and old researchers provide a platform for youths to learn to work in multi-disciplinary environments in Africa. This is unique as most research institutes and universities in Africa focus on specific disciplinary training curricula

Appendix A.13:

Summary of Comments on Questionnaire Question 19

Question 19. Can you give any specific examples to illustrate your answers to question 22? Please write up to three examples in the boxes below.

Complete list of all responses given to this question

- There have been media reports on STI events we have organized
- I was engaged by the Ministry of Environment, Science and Technology (MEST) as an expert in the draft of the National STI Policy. My assignment included stakeholder consultations. My communication skills or approach were partly drawn from these ATPS activities.
- helped me to successfully engage stakeholders of importance in the process of conducting a regional research
- The Kenya Climate Change Response Strategy benefited from the Mombassa workshop
- I am also aware of other Ministerial conferences and Parliamentary workshops ATPS has facilitated in Uganda which is changing the form of University education in Africa
- Parliamentarians were brought up to speed on these issues and have subsequently supported development of policies incorporating climate change issues through the line ministries
- As an academic, STI policy research has been weaved into the research projects
- ability to communicate effectively with policymakers
- ability to develop policy briefs
- ability to develop proposals that can meet the needs of policymakers for funding
- The Workshop of training parliamentarians held in Uganda in 2008 helped me to better understand the challenges that parliamentary staff face while communicating science-related issues to the legislators
- (MPs) and the strategies to overcome these challenges.
- The workshop on strengthening linkages between researchers and policymakers also helped me to appreciate the importance of bringing all players to a common ground where each can clearly articulate their expectations and contribution towards a certain issue.
- Before this briefing, Cameroon Parliamentarians were not aware of the big role ATPS is playing in promoting STI in Africa
- I am now in Constant Communication with 3 Parliamentarians interested in STI issues in Cameroon.

- No official STI policy exists in Cameroon now. We hope to bring about one with this connection and support of these legislators
- It is too early to evaluate the effectiveness of these briefings, but it is quite obvious that these legislators see the need for appropriate STI for development in Cameroon and Africa.
- Increased credible, accurate and objective coverage of STI issues by the trained journalists
- Establishments of web portals for STI news in Africa by trainees
- ATPS Cote d'Ivoire's activities in Cote d'Ivoire with policy makers , private sector and academics
- Development of the Climate Change Strategy in Kenya
- Intensive participation of journalists and parliamentary members
- Write-shop: Output and outcomes from the water and environment program were communicated through seminar, annual
- meeting of Rainwater Harvesting Association and the print media
- The IP Initiative: allowed to note institutional, policy, and capacity gaps in government to deal not only with IP, but many socio-economic development bottlenecks
- Strengthening and Enforcing the National Intellectual Property System in the country
- During our consultation meetings with stakeholders and personal notes
- Media briefs and briefs to be included in university reports
- workshops enabled policy makers and shareholders to share viewpoints
- to have Technology on our hand
- To billed information society
- To make deference between today and yesterday
- The training of African Parliamentary staff in collaboration with UK Parliamentary Offcie for S&T and SciDEV Net provided opportunities to learn from Parliamentary staff on teh ractice aspects fo communicating science to policymakers and also learn from teh experiences in teh UK and from a Science Communicator (SciDEV net). This enhanced my appreciation and ability to communicate STI to policy stakeholders
- The Ministerial conference on higher education held in Kampala with RUFORUM also had similar effects as did the example 1 above.
- The ATPS Media outreach program has enhanced my skills to produce life shows on TV and radio, and in the process enabled me to understand the science and art of STI policymaking in Africa much more than before. Interactions with the wider stakeholders (TV and Radio audiences) helped me to broaden my perspectives and knowledge of the subjects in practice.

Appendix A.14:

Summary of Comments on Questionnaire Question 27 to question 26

Question 27: Can you give any specific examples to illustrate your answers to question 26? Please write up to three examples in the boxes below.

Complete list of all responses given to this question

- very successful ATPS conferences of the ATPS on key STI issues
- Contribution of ATPS to global and regional policies has increased significantly
- writing good articles for journalists
- trained researchers on effective ways to communicate with policymakers
- ability to design and evaluate policy researches
- Science writers play a critical role in communicating/reporting science-related issues in a language that is clearly understood and that will generate interest from intended readers.
- I have appreciated that STI policy research is relevant in day to day activities but since politics and business and/or profit related news sells better, Science news takes a sort of back seat. However, ATPS tries to emphasize the need for science journalists to be more upfront and aggressive in communicating science. Science Africa has taken the initiative to publish a bi-monthly newspaper purely on science related issues and works closely with ATPS
- Policy Makers are beginning to take interest in STI work by ATPS, thanks to journalistic input.
- Government is now making computers available to some high schools in Cameroon. Thanks to Dr Justine Madiesse, ATPS Representative in Ministry of Scientific Research and Innovation, Yaoundé Cameroon
- Created a better appreciation of STI policy research by science journalists, policy makers and artists in that by participating in the training activities there is an improved understanding of policymaking process.
- Strengthened partnerships between researchers and policy makers in the STI policy process in that by participating in these training activities, there is activation of effective relationship between researchers and policy makers via cross-fertilization of ideas and thoughts.
- Sensitized leaders / policy makers on their leadership roles in promoting STI-led development in that policymakers are better informed on their specific but integrated roles in STI related issues.
- Stakeholders became aware that they everyone was a consumer of science and technology.

- 2. They wanted to join and participate in S&T dialogue forums
- There is willingness to do research in S&T.
- ATPS Cote d'Ivoire's activities in Cote d'Ivoire with policy makers , private sector and academics
- The writeshop helped Policymakers and journalists appreciate the work researchers do. It also helped researchers appreciate that there is need to communicate to a wider audience not only make journal articles for the scientists.
- 2. Policymaker from Lesotho came with a negative attitude but was totally transformed after the writeshop and then became an advocator of the research
- 3. Journalists who though science was boring came up with some fantastic pieces of writing along with cartoons that they made with artists and many publications came out of the writeshop.
- Parliamentarians continue to ask for their inclusion in STI initiatives and dialogue
- Publication of intellectual property articles as well as science education articles in the national news paper in the country
- Creation
- Professional
- Smartly
- The training workshop with the African federation of Science Journalists organised by the ATPS was instrumental to my better networks with Journalists and Media houses in African countries including Kenya, Nigeria, Malawi, and Uganda.
- Continued work with Science Africa (and STI Newspaper) and MESHA Kenya has had similar effects as described above
- The Parliamentary process with the government of Kenya on Climate change in the pre-Cop 15 period was instrumental in the drafting of the Kenya Response strategy to climate change. Similar interventions on biotechnology, S&T policy, agricultural innovations, ICTs, etc has led to development of policies in a number of countries including S&T policy in Lesotho, Swaziland and Ghana; Biotechnology policies in Kenya, Nigeria, and Ghana; etc. Many such examples exist amongst the national chapters that should be picked up in Focus groups with members. It would be prudent to note that the ATPS is not the only organisation that influenced these policy development as other partners such as UNESCO, UNEP, etc also played roles in the respective countries. Policy development often takes time and hence the incremental impacts of interventions count.

Appendix A.15:

Summary of Comments on Questionnaire Question 31

Question 31: Can you give any specific examples to illustrate your answers to question 30? Please write up to three examples in the boxes below.

Complete list of all responses given to this question

- 1. I do not have sufficient information on ATPS to respond each of these questions.
- Various TV shows and coverage on newspapers and radio has increased greatly
- ATPS played a key role in the global reports of UNESCO and IPCC in the past year - 2010
- 1. ATPS needs to support scientists financially to document the innovations
- 2. Quarterly workshops should be organised in all ATPS country members
- 3. ATPS website should contain innovations that can help the youth and women
- 1. I have written papers citing ATPS publications
- 2. It is always very easy to browse for materials on the website – it is user-friendly
- 1. Its mainly on designated science and technology days that the media in my country seem to show interest on STI
- Sci Dev Network is more STI friendly than ATPS
- Nigeria does not report STI issues but rather they prefer to report politics and religious activities on a daily basis with heavy capital cost
- The ATPS should be better known in so called developed countries . They should particite more and support the ATPS
- Coverage by the print media
- overage by the electronic media
- The website has adequate information for users and stakeholders.
- I cannot remember specifics but i have seen columns in National papers in Nigeria on STI issues initiated by ATPS
- I am new with ATPS, I need more time and interactions to give a reliable opinion
- you get current information on ATPS activities on its website
- ATPS is trying its best to disseminate information on STI

- The ATPS has since 2009 been regularly appearing on the TV and FM Radio stations to discuss topical issues on STI policy. I have ardently watched the programs on KTV, KBC, CITIZEN TV and I find them most informative. The ATPS skill to breakdown complex STI issues in the language the public can relate to in life shows is a new form of science communication. This should be upscaled.
- ATPS has raised the profile of STI in the Newspapers also. The Publications on Higher Education for Sustainable Development in Africa and on the African Manifesto for STI, and Socialisation of STI appeared on various Newspapers including Science Africa. These are useful.
- The ATPS website has since 2009 changed to a social media for discussions and audio coverages on STI issues. I find all these very innovative and useful.
- issues of STI are usually not put on the front-burner in both the print and electronic media.
- even the scientists themselves are not doing enough to reach out to policymakers in order to make informed inputs into public policy.
- the media practitioners are not ground in STI issues to warrant their reporting.
- My colleague who wanted to join ATPS found it difficult to register, although with my assistance she was able to register. Therefore, ATPS website is fairly user friendly.
- i got most information from website
- i follow outcome in TV station
- frequency of coverage of STI issue is low
- Going through the website, often time gives one access to information that are useful and educative.
- Posted information on upcoming event
- ATPS website user friendly because it is easier to navigate and obtain information and ATPS publications.
- STI coverage increased because more and more African governments have realized that economic development is absolutely dependent on STI.
- Media coverage on STI issues in Cameroon is very good especially as STI are a key issue in the Growth and Development Plan of Cameroon
- STI programs supported by ATPS in Tanzania are either weak or not properly advertised and disseminated by the member country (might not be the problem of ATPS but rather the Tanzanian themselves.
- the website shows also the related calls for proposals and conferences which allows the scientists to be informed where they should send on their papers for sharing and disseminating research results

- STI issues in my country are improving thanks to ATPS
- I heard about ATPS only when I have got a message from Prof MUSAHARA
- Few of my colleagues are aware about ATPS
- We need the Rwanda chapter to be launched soon
- Aside mails from the ATPS secretariat, i haven't heard of any ATPS programmes announced through any media in my country
- So many informations are accessible on the ATPS website
- Only a few of researcher in my country know about ATPS
- ATPS does not use others types of media in different countries for dissemination
- I HAVE COME ACROSS WORK ON BIOTECHNOLOGY BY ATPS
- ATPS HAVE BOOKS AND BROCHURES AND INFORMATIVE PAMPHLETS
- THEIR WEBSITE DISCUSSES WIDE RANGE OF TOPICS USEFUL TO THE AFRICAN ENVIRONMENT
- THE WEB IS EASY TO MANOUVERR. ESP WHEN WAS SEARCHING FOR THE QUADRUPLE HELIX
- TIS THE ONLY WEBSISTE I CAN GET LOT OF INFORMATION ON ATPS, THE RECENT ACTIVITIES
- THEIR IS NO MUCH IN THE MEADIA WE HEAR ABOUT STI APART FROM WHEN THEIR IS EVENTS LIKE PARLIAMENTARY TALKS OR BREAKFAST TALKS
- Le website est d'accès facile et on y trouve beaucoup d'informations sur les ST
- A travers les ateliers et conférences annielle
- Chaque année, le CNRST organise le 30 juin la journée scientifique de l'Afrique
- I saw their magazine in my Deans office
- Information through their website
- Information from their officers
- ATPS is not very much known in Ethiopia. so it requires to work much on outreach programs so that it can be possible to sensitize actors towards the goals of ATPS
- If ATPS WORKS WITH NATIONAL ORGANIZATIONS THAT HAVE STAKE WITH IT IT WILL BE FRUITFUL
- Coverage of STI issues on mass media should be improved

- I can access online journals through the ATPS subscriptions
- I have featured in the televisions and radio stations to discuss STI issues in Africa
- My Country, Nigeria probably drives STI issues in Africa with the establishment of a National System of Innovation
- ATPS has been covered in various media outlet-TV,RADIO,INTERNET,MAGAZINES,NEWSPAPERS in the last few messages a great deal and managed to educate the masses in various sti matters
- i) ATPS website is easy to understand
- ii) It gives so much information on what projects are funded by ATPS
- iii) Gives information about National Chapters
- i) You also find publications in the website
- ii) Information is updated regularly
- iii) I know the ED and other members of staff have gone on National TV to discuss issues relating to STI in the whole of Africa
- i) There has been an increased sensitization of STI issues in my country
- ii) Through the workshops ATPS is able to disseminate its works
- iii) The reports are up to date
- ATPS website is not complicated in terms of accessing information from it.
- Lesotho does not have highly trained or educated science journalists who can be in a position to talk out issues of science, technology and innovation to the general public.
- Any person who is interested in issues of STI and knows about ATPS website can never regret.
- The website has it all.
- Information is well laid out and classified
- This is the authoritative source of Information on current STI Issues on the Continent of Africa
- Since 2008, we now see more coverage of STI Issues by National TV in particular but weak coverage by private media. Much needs to be done to encourage coverage by Private Press.
- I received emails on ATAC a times
- Access to ATPS is weak due to slow internet and cost
- 1. There has been special issues of Science Africa Newsletter focusing on ATPS and STI issues

- 2. TV interviews with ATPS ED by NTV and K24
- 1. The ATPS website is the most useful source of information on ATPS and on STI policy issues in that it brings to fore issues of STI and policy in Africa and the world over thereby improving the knowledge of such issues.
- 2. ATPS does a good job in STI knowledge dissemination and outreach in that by organizing science events, knowledge and awareness of STI issues are increased.
- 3. Profile of STI issues in the media in my country is weak is untrue in that in my country the media is involved in such events as Scientific Revival Day for Africa (SRDA) thereby publicising STI issues.
- ATPS website contain extremely little issues on STI policy in the real sense of the concept
- Extremely little research on STI has been conducted, so very little to disseminate
- Profile of STI issues in my country is not that weak, but from efforts other than ATPS funding.
- There is no much to write home about regarding ATPS activities in the media of my country. The first time I heard about your activities was through a colleague who gave me a copy of your policy briefs sometime in 2009. I visited your website and registered as a member which facilitated my knowing some of your activities through mails I am getting via my e-mail address.
- I have not read about ATPS in any of the Ugandan newspapers - New Vision, the Monitor, Observer, and Red Pepper.
- I have no problems in accessing the website any time!
- I always use the information posted on the website
- I have not seen any news covering ATPS in my country
- The ATPS website does well to include information on past conferences (e.g. videos), and in transparently reporting on ATPS activities (e.g. annual reports/ accounts)
- 2. There is still insufficient coverage of science, technology and development issues in the mainstream media.
- BROAD BASE
- TIME BOUND
- HIGHLY SORTED
- There is no marketing in this regard, most people do not know about STI issues, information is not disseminated well.
- I think the website is very informative, one can easily assess information on specific topics

- I have been studying outside Ghana so cannot answer questions 30.4 and 30.5
- 1. Yes, ATPS now little about Somalia and Somali professionals in livestock and agriculture and their police of development
- used website to search for literature on STI in Africa
- hardly hear ATPS new in our news media
- Whenever I asses the ATPS Web, always I always get satisfied with the information given.
- I have never heard about ATPS on media in my country got to have knowledge of it through a colleague
- ATPS encourage their members and that is one of the reasons why i decided to join
- people here do not know about it
- we have not been aqware
- help us to know
- 1. Working papers, policy briefs etc are available on the web site
- 1. Sci dev is a good example of dissemination. They send weekly e-mails with a roundup of most news in STI. Perhaps ATPS should do the same, as we don't have time to keep checking the website, its better to get e-mails
- 1. I have noticed considerable improvement on the ATPS website since 2005. It now includes more useful information (such as links to memberships)
- 2. The ATPS website could be more useful as a source of information, by including and updating more recent activities more regularly.
- 3. ATPS certainly does a great job in STI knowledge dissemination and outreach, but of course, more still needs to be done through direct engagement with stakeholders through consultation and through demonstration.
- 1. Knowledge dissemination can not count success until there are results, African ST innovative outcomes has not justify the ATPS claims on outreach and trainings
- 2. There is need for organisational sponsorship/scholarship of STI project in secondary and tertiary institutions to underscore the dissemination of knowledge and skill sustainability in the industry
- 3. National chapters should encourage and carry out talent hunting exercise within scholars and gifted
- Many enquiries from my colleagues and students when they visit the website on projects

- I don't have any problem in using the Atps website so is everybody.
- I read and understand well about STI policy issues from the ATPS website
- In my country there is no a stand alone program on STI issues in media as it should be
- Regular update information
- RESEARCH FINDINGS ARE WELL PRESENTED
- UPDATRED INFORMMATION ARE AVAILABNLE
- rESEACHAREAS ARE RELATED TO REALITY OF AFRICAN CONTEXT
- Learnt from many Malawi nationals that they have visited ATPS website
- Have not come across reports on ATPS in the local media
- ATPS has not publicised itself as much it did previously
- Invitations to ATPS activities has not been forthcoming.
- The ATPS ED regularly appear on various cable TV networks to discuss various STI policy related issues. Typical examples include the NTV, Citizen TV, and ITV life shows on Climate change, Green Economy, STI for Millenium development goals, GMOs, etc.
- The approach of engaging policymakers in teh research process from teh design stage makes ATPS dissemination strategy unique. As we participate in the prioritisation of research agenda, we find ATPS research very relevant addressing our key policy needs. So uptake is easy.
- ATPS website has many publications and policy briefs available freely for downloads. the introduction of French version recently widens its coverage of Africa. I also find teh discussion forums for targetted audiences and teh use of videos and audio facilities very useful
- THE WEBSITE IS RELATIVELY USER-FRIENDLY. GOOD COMMENDATION.
- THEY SHOULD TRY HARDER IN NIGERIA IN STI DISSEMINATION BECAUSE OF END-USER OF THESE INNOVATIONS ARE POOR ILLITERATE NIGERIANS
- YOU NEED MORE MEDIA PUBLICITY.
- Helps for the National Science, Technology and Innovation Policy formulation and drafting process
- It is true that when I log on to ATPS website , it is always for me to read what I want to read.
- Not many people know about ATPS in Africa, so we have advertise and disseminate this association through all the media.
- Profile of STI is not known in most African countries, and so members should play more role in promoting all STI programs and do a lot more in social networking.

- I have been able to download and use information from the website
- Our journalists have reported widely on ATPS network in the newspapers
- Poor reporting of beneficiaries of grantees and lack of followup on irregularities
- IT GIVES A VARIETY OF INFORMATION ON ITS HOME PAGE HENCE IT IS EASY TO ACCESS THE INFORMATION I WANT.
- OFFERS INFORMATION OF DIFFERENT PARTS OF THE WORLD WHERE ATPS HAS ACTIVITIES RUNNING
- IT HAS AN ATTRACTIVE HOME PAGE BACKGROUND THAT GIVES ONE SOME INTEREST TO EXPLORE THE SITE.
- not up to date
- IN MOMBASA KENYA THE WEBSITE IS THE ONLY SOURCE OF INFORMATION WE RELY ON TO ACCESS ATPS,NO OTHER MEDIA
- PUBLICATIONS ARE EASILY DOWNLOADABLE FROM ATPS WEBSITE
- PUBLICATIONS ARE ALSO ACCESSIBLE
- I wanted to get the editorial office to make some changes to my published paper and I did not get a direct contact
- I am a new member
- I got the information about ATPS from a friend
- I just got linked up with good internet services
- ATPS STI activity in Côte d'Ivoire by the national representation has been covered by the media
- I can connect to ATPS website every time I need
- STI is not well covered in my country Côte d'Ivoire and need action.
- Announcements and information on workshops
- Conference presentations cannot be accessed
- Science and innovation technology knowledge dissemination is very poor.
- Creation of public awareness in media by TV and radio in each of the respective countries what ATPS doing must be publicized in agricultural and other innovative fora.
- good

- fast
- new
- For UK not many people know about ATPS
- I choose not to answer question 30 because I am a staff member at the secretariat
- Frequently accessing ATPS web site for proposal development
- Accessed specific information on events and publication on STI
- Nothing similar in Italy
- Science Africa Magazine Covers ATPS and STI
- Current Debate On GMOS Good Illustration of Why We Need To Inform The Public On The Benefits And Harmful Effects Of GMOS
- I can access the website easily
- I can get advertise on internet
- I don't have much info application of ATPS in Ethiopia
- The website is interactive and informative.
- Coverage of science and technology in the media needs to improve.
- ATPS coverage in the news media in Kenya, Nigeria, Ghana, Uganda, Malawi, Egypt etc has increased significantly with many national TV and radio stations allocating slots for life discussions on emerging STI policy issues to the ATPS regularly. Examples on shows on CITIZEN TV, KTN, etc are available on the ATPS website
- Many ATPS programs are also covered in pan-African and international newspapers etc. Samples are available at the Secretariat offices
- ATPS members are increasingly invited by radio stations to discuss STI policy issues in local languages. Examples exists in Kenya, Ghana, Nigeria, etc

Appendix A.16:

Summary of Comments on Questionnaire Question 36:

Question 36: If you were to compare the current Board of Directors today with the Board of Directors in 2006, what are the most important changes or achievements you would readily commend? Please mention up to three in the boxes below.

Complete list of all responses given to this question

- I have not sufficient information to tackle these questions.
- the current board is not functioning sufficiently
- don't know
- Publicity through improving ATPS website
- Strategic in identifying funds from potential funds
- Collaboration with more international experts
- The efforts to implement Board decisions
- There are more programmes now
- 2. Perhaps building on previous board's effort, the current board is now more sensitive to peculiarities of national science & technology issues
- Not in ATPS by 2006
- I did know of the board of directors before 2006
- DK
- DK
- DK
- UNKNOWN
- New International Members are now on the Board. I personally find the presence of renowned Scientists and Policymakers on the new membership list exciting.
- The current Board is also more balanced in terms of regional representation and skill mix. I would love to see the African union Commission represented to make ATPS key in properly to the continental STI programs

- Rotation of old members. Two old members have rotated out. Efforts must be made to complete the rotation process to ensure that ATPS will full comply with good governance rules. As a policy research network, it must show example to our African Leaders by following rules strictly.
- N/A
- N/A
- N/A
- I really don't know
- I really don't know
- I really don't know
- Good strategic plans
- Good programmes and projects
- Professionally run organisation
- Best dissemination of information through the ATPS website
- La gestion des fonds est très critique: les perdîmes ont beaucoup diminués
- Il y a le dynamisme dans la mobilisation des fonds
- l'agenda est très serré pas de repos
- Dissemination of information
- Policy provision
- Fund mobilization
- I have no clear idea about this
- increase in the number of Board members
- Nomination of new members with better vision though they have not yet put it into effective action
- I'm a new employee so i might not be able to answer this question
- As above
- As above

- Quorum is achieved at the meetings
- The composition is dynamic but perhaps there should be a representative from the donor agency (ies)
- The Representation of National Coordinators on the Board.
- Rotation of members when required
- Expanding the Board to francophone Countries
- Regular meetings
- Allow the Executive 100% free running of the ATPS administratively and still do oversight functions
- I don't know much about them
- better strategic guidance and oversight
- Unlike the earlier Boards, the Board of Directors today work more for the benefit of the secretariat than the network members.
- Today's Board is made up of more members with little knowledge of the original objective of ATPS than earlier Boards.
- I think the current Board of Directors of ATPS is comprised of committed and experienced people, some of whom were at one time politicians e.g. Prof. Sam Wangwe. It is vital to have such people on board so that they advocate for mainstreaming STI issues all African countries' development agendas if Africa is to develop and be at the same pace with other continents.
- I don't have enough information about the ATPS Board of Directors in 2006. Therefore, it is difficult for me to make a comparison
- no change in significant achievements towards needed STI policy implementation
- STRONGER EXPOSURE
- MANAGEMENT ORIENTED
- SIMPLE AND EASY TO REACH
- This current board of directors are effective
- we are not aware
- until we are exposed to it

- the rating not effective because of ignorance
- plans are specified ahead of time
- 2. Small grants are actually small
- N/A - I was not aware of ATPS by then.
- I would recommend regular (5 years tenures) changes in the Board to avoid complacency and also recommend the Board be independent of those running ATPS day-to-day (i.e. the secretariat).
- More visibility probably attributable to growing integration of ICTs
- There is increased awareness
- Increased membership and participation
- Increased organisation and institution focused
- Professionalism in ATPS
- Staff motivation and focus
- NA
- NA
- NA
- Translate ATPS' documents in French for the french members of ATPS
- To continue the broadmindedness
- To maintain the Actual Executive Director in his station to gain other victories
- None
- none
- None
- Poor communication with stakeholders
- Increased political influence
- poor use of internet

- Diversified skill base through appointment of new members. The current Board now have Policy makers, private sector actors, international experts, and better regional representation
- There is now regular elections of Chair person which is good governance
- More members of the Board now attend annual general meetings regularly
- Transparency
- Follow-up for support
- Assistance for fair allocation of resources
- Board of Directors of Today are more efficient than those were in 2006.
- I have seen many researchers in Innovation than it was in 2006; means there are more resources to carryout research.
- The new board of directors have gone far in establishing ATPS National Branch Chapter office in many countries in African, than their counterparts in 2006.
- Less Procrastination
- Openness
- Slight change in membership turn around
- better outreach
- international recognition
- greater understanding about STI
- THE OUTREACH TO MANY PEOPLE HAS INCREASED
- FUND MOBILISATION
- INCREASED PARTICIPATION IN ATPS ACTIVITIES
- INCREASE IN ATPS PUBLICATION QUANTITY AND QUALITY
- More members recruited
- More workshops organized
- Clearer vision and mission of ATPS
- Chapter management have changed

- Funds mobilization
- Policy maker sensitization
- I have no idea about the Board of Directors in 2006.
- There are new members in the Board
- They to adhere to their policies
- Rotation of members
- no
- no
- no
- Much better known in Africa than before
- I am just member since last year so cannot make a comparison right now
- Renewal of the Board through appointment of 6 new members
- Commencement of the rotation of board members who had overstayed their allowed tenure
- Training of Corporate governance

Appendix A.17:

Summary of Comments on Questionnaire Question 37

Question 37: If you were to recommend two practical improvements to further strengthen the ATPS Board and improve its effectiveness in the discharge of its duties, what would they be? Please type them into the boxes below.

Complete list of all responses given to this question

- Improve the support addressed to young African geoscientists with laboratories facilities
- Increase the diffusion of informations about ATPS
- The worst thing that can happen to an organisation is for the board to interfere with management activities unfairly as currently experienced
- board decisions and ATPS policies should be implemented strictly regarding board rotation etc
- reduce the board size /number
- act promptly, not wait till the end of the year to implement new laws/changes.
- Promoting practical innovations
- Developing business models for modern technologies
- Each Board member may want to commit himself or herself to specific targeted contributions e.g. mobilisation of funds, facilitate the development of programmes for ATPS, etc.
- More effort should be made to link research outcomes to various industries and institutions/corporate
- bodies that will use them. This should be compulsorily integrated in the dissemination process.
- To increase the connection with rural development and practical people and extension officers
- DK
- DK
- ensure even contribution and support of southern countries
- Getting to know the areas of particular needs in national chapters
- Complete rotation of old members

- Appoint more new members from the state institutions such as the African Union Commission, and national governments
- N/A
- N/A
- The ATPS Board should strengthen the national chapters and monitor them.
- Interact more with relevant policy and strategy institutions in all parts of Africa e.g. NIPSS in Jos, Nigeria.
- Integrate French speaking countries
- More attention toward young people
- more frequent involvements in the activities and mandates carried by ATPS chapters
- More dialogue
- Participatory approach
- beside the website, try to use other types of media for dissemination activities on the whole continent.
- Require from the ATPS National coordinators a rapport of their activities each three months.
- Enhance the youth section of the organization AYFST.
- reduced time spent on bureaucratic matters during formal meetings - small groups should attend to these, and larger meetings just ratify
- Le renforcement des chapitres nationaux en équipements promis depuis 2006 n'est pas effectivement
- En Afrique de l'ouest il faut financer des projets régionaux
- Increase the funding
- Take more researchers and expand the scope of their grant
- I have no clear idea about this
- outsource funds for ATPS programmes
- ensure strategic direction of ATPS policies with clear roles and responsibilities

- For a board to be effective, it must operate without bias. It should take care of all the interest of the stakeholders (this is not to say they are biased)
- They should also check the performance with the highest office at ATPS
- I would recommend more interest by the board members to the activities of ATPS. Currently, it seems as if interest is only generated towards a board meeting.
- I would recommend that the board members support fund-raising activities for ATPS through their networks
- The Board should visit and help National Coordinators to improve their Country Visibility
- The Board should be more active in Fundraising for Secretariat and Chapter Activities
- Establish offices in each country
- Have a linkage with all research institutions in each country
- greater diversification of membership
- The ATPS Board should be made up of experts on STI policy research and policy linkage
- There has to be a transparent and credible methodology of appointing Board members
- Rather than the Board of Directors (BOD) playing advisory role, it's vital for the BOD to be a change agent so that performance and performance measurement are not approached merely as a matter of strategic planning and financial management but take into account the adaptive capacities needed by the organization to deliver on its mission. For instance, if the BOD visualizes an innovation, it can go ahead and provide guidance on how that innovation can be supported and implemented.
- ATPS Board needs to act like for-profit BOD. In for-profit organizations, both BOD and managers can use market feedback to assess how well they are performing. It is the BOD's responsibility to assess that feedback and provide leadership in responding to it. In for-profit organizations, the board will go an extra mile to ask questions like: why the sales are down, and insist upon the management to develop improvement strategies, use a blend of pressure and support to ensure that the organization's CEO and entire staff achieve better results. The same should happen in non-profit organizations (NPOs) like ATPS. During the October Cairo conference, the ATPS Executive Director, Dr. Kevin Urama highlighted funding as one of the challenges faced by the Network. I think this would be done away with if the BOD equally plays an active role of fundraising just like the Secretariat. There is need for mindset change. Rather than the traditional style of BODs acting as advisory bodies, they should do more than that, just like it happens in developed countries. BOD members need not to be an advisory body comprised of PhD holders. They need to be seen working hand-in-hand with Secretariat staffs to carry out fundraising drives, put in place business wings for sustainable generation of income to the organization BUT without demanding for salary.

- Provide more support to the Executive Director
- the focus should be on recruitment of members of the board on people with a rich address book, well known in the political and development organizations in Africa to boost the activities of ATPS in terms of mobilizing financial resources in Africa, credibility with policy makers and the collaboration of universities and African scientists.
- STRONGER FUNDING IMPROVEMENT
- MANAGEMENT AND CONFLICT OF ISSUES BE RESOLVED
- Enough sensitization is needed for people to hear about ATPS
- Many other areas of studies that affect the social life of the populace should be incorporated into the programmes of ATPS
- teach those that has not experience it
- find new areas
- advice national chapters to improve on information dissemination
- Encourage national chapters to spread their tentacles more to other institutions within countries to enhance capacity building
- Evaluations like this should more often periodically
- I would recommend regular (5 years tenures) changes in the Board to avoid complacency and also recommend the Board be independent of those running ATPS day-to-day (i.e. the secretariat).
- Advocate for multi-nationals to set up training centres, offer internship for STI young researchers
- Advocate for sustainable STI annual budget among nation members
- Follow up on completed research and see to it that the research dues to the researchers are all paid to them.
- Liaise with local chapters in the ATPS activities periodically to monitor execution of ATPS activities in line with mission.
- ATPS own premises
- In house conference/seminar/meeting facilities
- capacity building program: Africa don't have enough experts on important development issues like technology, water, policy and environment

- keep up the good work in every corner of Africa; it should work in the 56 states of Africa
- TRANSPARENCY
- EFFICIENCY
- Much work
- Much encouragement
- Involve, the, youth, more, to, build, their, confidence
- Board Members to attempt visiting ATPS Chapters
- improve communication with stakeholders
- increase efforts to involve youth and women in STIs
- Complete rotation of old members
- Focus more on supporting the ED with fundraising and wider popularisation of the Network in the African Policy arena
- keep up the good work
- increase the number of grants for women
- Organise more ATPS conferences at least as frequently as possible , so that members network, and learn more.
- There should be need to go to Universities, colleges through Africa, to form ATPS cells, so that lectures, Students are well aware that through ATPS your research can be known and that you can also get funds, through that way, we will be able to expand ATPS membership.
- Should be more inclusive and accountable by ensuring gender representation and replacement of members at the end of their term.
- Improved Governance and transparency.
- better definition of strategy
- Change it to become tow boards 1. a scientific advisory board 2. an executive board.
- ATPS POLICIES AND INNOVATIONS SHOULD BE AIMED AT CHANGING OR AFFECTING THE MAJORITY OF KENYANS OR AFRICANS IN THE GROUND LEVEL (THE POOR)

- DK
- DK
- Incorporate more members in the diaspora or form branches/chapters in continents
- An improved network with institutions of higher learning and manufacturing industries both locally and intentionally for technology innovation, development and transfer
- Organization of national chapter may be improved more
- financing technology that have been funded by ATPS implementation
- Improve on budget allocation and release (time effectiveness)
- increase partnership and stakeholders amongst African Countries. Expand and be useful to Africa.
- Fund mobilisation
- Improved composition in membership
- keep going
- working better
- To be out in the rural areas to speak with small farmers about their problems
- More support to French speaking countries
- Full implementation of the rotation of old members of the Board who have overstayed their tenure and full compliance to all ATPS policies and procedures by Board members especially with regard to resignations, interference with staff and members and micromanagement
- The board to implement performance evaluation of its members to determine value addition to the ATPS.

Appendix A.18:

Summary of Comments on Questionnaire Question 40

Question 40: If you were to compare the current ATPS Secretariat today with the ATPS Secretariat in 2006, what are the most important changes or achievements you would readily commend? Please type up to three in the boxes below.

Complete list of all responses given to this question

- the building of national chapters research capacity has improved significantly since 2007
- Fundraising has improved tremendously
- Networking with various government agencies and other organisations has improved tremendously.
- The current Secretariat management has greatly improved since the employment of the current executive director. there is great dedication and focus to duty and mandate of ATPS
- don't know
- The current ATPS today is very effective in reaching their members with timely information.
- there are more international staff
- persons with higher qualifications have increased
- Advisory services to young innovators
- Promoting trade shows and exhibitions
- Encouraging value addition to agro based materials
- Fund mobilisation has improved significantly at present
- Visibility of ATPS has increased.
- 3. The human resource base has been strengthened comprehensively.
- Democratic Coordination of Projects
- Not in ATPS by 2006
- DK

- DK
- DK
- unknown
- The appointment of the current ED was a wise choice by the Board. He is fully committed to the cause of STI capacity strengthening in Africa and has the necessary skills and international networks to draw on. His participatory management skills have also improved a common ownership of the vision and mission of the Network among members. This is a great strength of the Network.
- The funding available to the Network has improved significantly and more and more activities and research programs are being mounted by the ATPS.
- Engagement with Policymakers, Private Sector and Journalists has increases significantly.
- N/A
- N/A
- N/A
- I really don't know
- I really don't know
- I really don't know
- organization of workshops
- encourage the youths again
- prévoir dans l'agenda une pose
- Revoir un peu à la hausse les per diems
- To be more gender sensitive
- expand the scope of the funding
- Engage more of the stallholders
- I have no clear idea about this
- presence of well qualified determined staff

- vigorous fund raising capacity
- effective implementation and coordination of programmes
- Increased number of National Chapters
- Its portfolio has increased leading to employing additional staff
- Duties and responsibilities are clearly spelt out
- The continuous drive for funding and successes recorded should be encouraged
- Regional Groupings is a very good idea and should be strengthened by frequent meetings of member countries
- Funding for Regional Activities is a major problem. This should be examined. Local Initiatives with Secretariat Facilitation should be encouraged
- The present secretariat is more focused
- No comment due adequate knowledge
- better communication
- Better facilitation of networking
- Greater effectiveness with the national chapters
- Stopped paying the little honoraria that used to be paid to the National Coordinators for coordinating ATPS activities in the countries.
- Employed many more, but also fired many more.
- Though I am not sure how the ATPS Secretariat was like way back in 2006, I can still comment based on what I have observed since late 2010 when I came on board. I think the current ATPS Secretariat is very professional and cohesive right from the administrative support staff to the topmost level. However, there is need for staff retreats either in the middle of the year or at the end of the year. I skimmed and scanned through the 2009 ATPS Annual Report and did not see any review or Secretariat staff activity. Much as this can be seen as something small, it makes much sense for the maintenance of team spirit and hard work among staffs, as well as sharing of experiences, challenges, etc.
- Related to the above is the issue of staff capacity development for ATPS staffs. It is vital for ATPS to also think about the staff capacity development of the Secretariat staffs (short refresher and new courses). I did not see this in the annual report. Peter Senge (1990) states on page 4 of his book, 'The Fifth Discipline' that 'organizations that will excel in the future will be the organizations

that discover how to tap people's commitment and capacity to learn at all levels in and organization.' Charity begins at home.

- I don't have enough information about the ATPS secretariat in 2006. Therefore, it is difficult for me to make a comparison
- The current one is very efficient!
- the national chapters are weaker
- The francophone chapters are marginalized
- Mobilising adequate financial resources from African institutions and governments is missing
- MOST TARGETS ACHIEVED
- ALWAYS IN TOUCH WITH MEMBERS
- IMPROVE CHAIN OF COMMAND
- no idea
- no idea
- no idea
- ATPS's fundraising has improved dramatically since 2006, and the credit goes to Executive Director.
- Handling/planning of conferences could be more organized.
- There is more staff, which means that more is being achieved within shorter periods.
- The work of the ATPS is more structured and more focused
- The Secretariat and its activities are now more transparent and straightforward (e.g. membership is now easier and more transparent)
- Improved supportive services
- Improved linkages and mailing strategies
- motivated staff
- Information Dissemination with speed
- ACCOUNTABILITY

- QUALITY OF SERVICES
- RESEARCH OUTCOMES
- DK
- DK
- DK
- NA
- NA
- Na
- Support to institutionalising ATPS in national systems
- Internet use
- website development
- Current Secretariat Management are more focused on STI policy in Africa while playing key roles in global policy processes on emerging issues such as climate change, STI education an training, and STI governance
- The current Executive Director's style of management is more participatory, hence empowering other members of staff to take initiatives. The Ed's international profile, existing networks and expertise in the new areas of transdisciplinary systems research and sustainability studies is an obvious advantage for the network
- The staff complement at the Regional secretariat has improved significantly enabling the network to increase its funding and also implement various programs. The ATPS research programs has increased significantly both in numbers, quality and relevance
- Transparency
- Follow-up for support
- Assistance for fair allocation of resources
- It is more efficient.
- More funds for research now than before.
- They have improved on the ATPS website.

- Speedy (expedient) processing of funds
- General communicating and update on ATPS news/activities very much improved
- cordial response to enquiries has been noted
- Inclusiveness, i.e. language interrelation
- IT system
- Reporting System
- better awareness of STI
- greater knowledge of international nature of ATPS
- improved qualifications of staff
- ACHIEVEMENT IS THEY HAVE IIMPROVED IN EFFICIENCY IN ATTEDNING TO MATTERS ARISING AT ATPS
- MORE PHD's ON ATPS STAFF
- EFFICIENT COORDINATION OF RESEARCH ACTIVITIES
- GOOD HUMAN RELATIONS
- Increased publicity
- Synergy improvement
- Improved awareness of potentials of innovation, invention
- increase number of staff
- improve their skill in French writing and speaking
- work more with national chapter representative
- Increased fundraising portfolio
- Increased outputs and project impacts
- More visibility

- no
- no
- no
- ATPS is much better known than it was in 2006
- I am just member since last year so cannot make a comparison right now
- Decentralisation of Secretariat management roles and responsibly
- Participatory monitoring and evaluation process through the transparent management information systems
- improved staff training and staff welfare

Appendix A.19:

Summary of Comments on Questionnaire Question 41

Question 41: If you were to recommend two practical improvements to further strengthen the ATPS Secretariat and improve its effectiveness in the discharge of its duties, what would they be?

Complete list of all responses given to this question

- More strategies and focused guidance from the board to secretariat management. secretariat management is not being fully supported by the board since 2009
- There is urgent need for the board to support the secretariat in fundraising.
- They have to increase their information dissemination channel/media to include other means of communication other than Internet
- the number of personnel leaving is on the higher side.(curb this)
- Collaborating with Universities and research organisations in up scaling new innovations
- 2. Patenting the Innovations that start as ideas from projects carried out at Universities
- 3. Promoting product development and value addition at local and regional levels
- The efforts to establish National Chapter offices must be pursued to conclusion
- More capacity building programmes should be carried out.
- Staff should effectively coordinate few projects for ease of management. The situation of one staff coordination of more than two project may trade-off efficiency
- As mentioned before closer connection with aspects of rural development in different countries with different climates and cultures farmers groups extension officers etc.
- DK
- DK
- The Secretariat staff is all overstretched as programs increase. Though numbers and skills have increased significantly over the past years, more staff is required to cope with the increasing workload to maintain programs. Donors are encouraged to release more funding to the Network to achieve this goal
- The Network seems to load too much work on the Secretariat. The National Chapters should do more to support the Secretariat. Appointment of new and energetic national chapter coordinators would help.

- N/A
- N/A
- Conduct more workshop and outreach programmes
- Sponsor more local research activities
- Offer the possibility to effectively exchange in French
- more effort in following up with the chapter
- easier regulations in financially supporting the chapters
- same as upper
- same as upper
- improved administrative capacity & efficiency
- Establish more linkage centres
- more linkages to research institutes
- I have no clear idea about this
- enhancement of working conditions including salary increments, family welfare and supports
- staff support for overseas short term trainings on specific skill acquisitions
- Delegation of duties to respective departments inclusively so that staff understand what goes on and are able to participate in any given situation if called upon
- Trust and sharing of relevant information among all to enable people take a committed stand to ATPS
- Job groups, allowances should be streamlined and they should use other NGOs in the same field with ATPS for benchmarking
- The offices are too crowded because of increased number of staff, strategies should be put in place to either get another place or get more floor room in the current building
- ATPS attracts highly competent staff members but more staff retention strategies need to be implemented to minimize high rate of staff turnover.

- I highly recommend the already implemented staff team building activities facilitated by external professional consultants as it helps to create a better understanding of the diverse attributes brought in by each staff member.
- I believe time is of the essence.
- ATPS Secretariat needs to be conscious of the importance of giving funds on time if they are sincere about the deadlines they give us.
- Secondly, the Secretariat needs to create time to give an in-depth analysis of the work we send to them and then give response within acceptable space of time.
- Improve Communication with Regional and National Chapters by equipping chapters and regions with functional offices
- Provide funding for National Chapters and regional Offices
- Capacity
- Use of ICT
- closer partnership with governments and regional recs
- more effective links to strengthen the capacity of national chapters
- Do not know under the current ATPS structure
- Introduce dim-dim webinars (web-conferencing) between the ATPS Secretariat, the various National Chapters, BOD and Grantees so that interaction does not necessarily have to wait for annual face-to-face conferences, meetings and workshops. ATPS has taken the lead in spearheading STI in Africa. This should also be reflected in the Secretariat activities. The webinars are cost effective and will keep the Secretariat, national chapters and members connected and wired together.
- Like ATPS has National Chapters, the same could be done for AWFST and AYFST. There is need to have vibrant AWFST as well as AYFST in each country, as legally registered institutions and being supported by the ATPS Secretariat in terms of formal affiliation and being technically backstopped in many ways (e.g. getting advice, using ATPS finance office to move money if they raise donations from any donor in any part of the world, and have support in regional/international communications). If this happens, the various AWFST and AYFST hosted by various countries must consider ATPS as the Mother and allocate a certain percentage of the raised funds to the A T P S Secretariat for administrative, M&E and other technical backstopping activities. The By-Laws of these organizations must pledge to work from the ATPS Mission, Vision, Values and Objectives. I think this would bring more young people on board to work on STI issues as well as curb down unemployment. It would also strengthen ATPS and make it the strongest network on the African Continent. Young people are a force to reckon with.

- 1. Strengthening its linkages with national chapters
- 2. Increase the size of secretariat staff
- Continue visiting the ATPS Chapters and mobilise the stakeholders.
- Provide more incentives for younger researchers (post-doctorate) to stay and allocate more resources to nurturing younger managers so that they are able to take on more responsibilities as 40 above
- IMPROVE MEMBERSHIP DRIVE
- DELEGATE POWERS AND OPERATIONAL FOR FLEXIBILITY
- no idea
- no idea
- send out information well ahead of time
- There can be desk officers of the ATPS secretariat in each country member.
- Monthly e-mails to all members with updates on ATPS, as most people don't have time to check website.
- Organize conferences better.
- Employ a translator (someone who understands both English and French well)
- Employ 1 or 2 more qualified researchers to supplement the existing technical capacity
- Use social network access to increase STI awareness
- Strengthen the communications department to be able to retain staff for longer periods
- Update information
- TIME SCHEDULE
- action PLANNING
- Na
- NA

- Attempt by designated members of the Secretariat to visit National Chapters at least once a year
- frequent communication with stakeholders
- be very visible even in the print media apart from electronic media
- Greater core funding support to the Network by Donors and African governments to enable them
- implement their visionary programs with less efforts being put into proposal writing
- Greater support for the Executive Director. He is currently working extremely hard and there is need for him to have a Personal Assistant and a Deputy ED who has requisite skills to support his work. The ATPS Board also needs to be more supportive to the office of the ED in terms of providing strategic direction and fundraising
- Organise many conferences as frequently as possible.
- Organise more research fairs as many times as possible.
- Develop a calendar of activities to avoid information at short notice
- ATPS to be very vigilant on influencing African countries on the visa requirements
- Better Staffing
- More support to National co-ordinators and provision of lap top for all chapters to facilitate communication.
- Quick reporting of decisions made. Haphazard reporting of requirements including registration fee
- Failure to reply to questions from its members
- greater clarity about financial arrangements
- better IT and website
- ALL VIABLE IDEAS AND INOVATION PRESENTED ATPS SHOULD BE GIVEN EQUAL ATTENTION TILL WHEN THEY ARE EXOUSTED
- RECRUITMENT OF MORE COSMOPOLITAN STAFF
- STRICT COMPLIANCE WITH RELEASE OF GRANT FUNDS IN LINE WITH TERMS OF THE GRANT AGREEMENT
- make a lot more grants available

- make a lot more training programs available
- Create grass root management levels
- Create diaspora continental committees
- Increase number of staff
- Increase collaboration between national chapter and the secretary
- Reinforcing building capacities
- Employ more staff
- Fund raise more
- largs aproch
- make more commendation and contact
- As mentioned before to better understand the constraints we need more participation of farmers groups or extension services
- nothing
- Increase the staff strength of the Secretariat to reduce work load for the lean staff complement. This is however dependent on funding becoming available from Donors.
- Improve effectiveness of the Board and fully implement the reforms carried out at the Regional Secretariat at the National Chapters and the ATPS Board to reduce lingering inefficiencies in the system. This is necessary because the weakest part of the Network would load stress of the other parts of the network.

Appendix A.20:

Summary of Comments on Questionnaire Question 44

Question 44: If you were to compare the current ATPS National Coordinators today with the ATPS National Coordinators in 2006, what are the most important changes or achievements you would readily commend?

Complete list of all responses given to this question

- there has been a great improvement
- don't know
- increased ATPS regional membership
- Dissemination of info to members is quick and response to call for papers is also on the higher side.
- Providing relevant information is technology development and transfer
- Approachable and time conscious
- Linking researchers to international potential funders
- Linkage with the members has improved (through internet connection).
- Not in ATPS by 2006
- more interaction with policy makers
- more membership
- effective coordination
- unknown
- Expansion to new countries, Egypt, UK, USA, Sudan, Morocco
- Old chapters are being strengthened through increased support
- Participation by national chapters in activities has increased significantly. In 2006, less than 10 national chapters attend ATPS annual conferences and AGMs but the 2010 AGM had over 20 national chapters. Dormant chapters are now reengaging.
- N/A

- N/A
- N/A
- I really don't know, because I am a new member but I think they are doing well compare to other African institutions
- In some counties like Tanzania i think national coordinators do not even exist, they should be active and widely advertise ATPS activities
- has a distinct office
- To be more gender sensitive in their executives
- Increase funding
- enlarge their scope of grant
- I have no idea
- increased visibility of members and chapters to the national governments
- ability to source own funds
- determination to achieve the mandates of the ATPS by some NC coordinators
- Might not be able to answer this question because i have not interacted with majority of them, i would not want to be biased
- same as above
- same as above
- the chapters have increased to 29
- I do not know about ATPS National Coordinators from other countries but with regard to Lesotho the present coordinator seem to be up to the task when compared to the previous coordinator.
- At least, the present coordinator has been able to organize a conference where ideas were exchanged about how ATPS objectives could be achieved. The previous coordinator was only there by name because he never did any of the above.
- National Coordinators are represented on the Board
- More funding is needed, in the absence of core funding

- Regional Councils will help strengthen National Chapter Activities
- No knowledge
- Improvement in information dissemination through ICTs
- Transparency and accountability
- Increase in membership
- Better organisation and synergy with Nairobi
- National Coordinators before 2006 were at least respected – they were given some honorarium; although too small for the work, but it is a symbol of recognition.
- Today's coordinators are expected to give free service to ATPS secretariat. This includes raising funds which requires substantial amount of overhead that should have been provided for by the secretariat.
- Although I filled “DK” in question 43, the above two facts must have substantially reduced the performance of the coordinators.
- In Uganda, the current National Chapter Coordinator seems to be more active than the previous one, which is great. However, he needs to be facilitated to travel upcountry and mobilize more people to become members of ATPS. In addition, there is need to have Assistant National Chapter Coordinators, preferably from different institutions to synergize the Coordinator's efforts and mobilize more members.
- The current Chapter Coordinator is a good communicator, which makes him a better leader. As a VicRes Researcher, I observed poor communication as the number 1 weakness with Prof. Obua. When one is not effective at reading and replying emails, s/he is not actually a good leader. Effective communication i.e. giving and receiving feedback is vital in leadership and maintaining team spirit as well as mobilizing more people to support your cause.
- Lastly, the current National Chapter Coordinator is relatively young and outgoing, compared with the previous one.
- I don't have enough information about the ATPS national coordinators in 2006. Therefore, it is difficult for me to make a comparison
- NO Comparison. It has been the same person!
- the national chapters are weaker
- The francophone chapters are marginalized
- STRONGER COMMITMENT

- ON TOP OF ISSUES
- COMMITMENT TO THE TASKK
- improved communication using internet
- The coordinators should be access able to their members
- no idea
- no idea
- no idea
- Encouraged membership participation
- Improved research paper publication
- Improved linkages among stakeholders
- Online membership/registration
- Regular information
- NA
- NA
- NA
- Their personal engagement to ATPS
- Their conviction has to be useful
- To render comprehensible the importance of ITS in each African country
- None
- None
- none
- The introduction of learning forums/ retreats amongst NCs will enhance networking
- Nothing

- Appointment of new National coordinators in weak chapters and expansion of the network to include Diaspora chapters
- Better skills and motivation for national chapters through training and sensitization efforts
- Greater engagement of national chapters in program design, M&E
- Transparency
- Follow-up for support
- Assistance for fair allocation of resources
- National Coordinators have country offices; it becomes easy for a member to meet them.
- They have funds to run the activities of the branch.
- Communication is now easy, than before.
- No one to compare with in my country
- Other countries have very keen and dedicated coordinators while others have coordinators who are not interested in ATPS activities
- Creation of new chapters
- Improved technology
- Openness
- time taken to report never improved
- better internal relations
- better motivation
- OUTREACH TO MANY PEOPLE AND INCREASED
- INCREASE IN AWARENESS OF MEMBERS ABOUT ATPS ACTIVITIES
- EASE OF REACHING OUT TO MEMBERS
- Media coverage is higher
- More members enrolled and more could be added from diaspora

- A better functional secretariat though there is need to go grass root
- Change the national coordinator
- Change the national coordinator
- Change the national coordinator
- New chapters
- Increased membership
- Better engagement with the secretariat
- no comment
- no comment
- no comment
- They are better known but since I was not involved with ATPS before 2006 difficult to compare
- I am just member since last year so cannot make a comparison right now
- The new National Coordinators either appointed by members to replace old one in Ghana, Uganda, South Africa, Zambia and Lesotho, as the Focal Points in the 6 newly established chapters are very enthusiastic and active. The older national Chapter Coordinator has also become much more active, but most of them have served more than the required term of office.
- The National Chapters now engage more proactively with ATPS activities, e.g. participation in meetings and also in Coordination and Supervision of thematic programs.
- The formation of the Regional Council has strengthened peer pressure and regional coordination of national coordinators activities, devolving the responsibility from the Regional Secretariat

Appendix A.21:

Summary of Comments on Questionnaire Question 45

Question 45: If you were to recommend two practical improvements to further strengthen the ATPS National Coordinators and improve their effectiveness in the discharge of their duties, what would they be?

Complete list of all responses given to this question

- there is need to have new national coordinators elected
- They have to create more opportunity for interacting with members of regional level for more effective supervision
- They have to extend their service to reach universities in the regional areas, in other to accommodate more researchers.
- be included in the ATPS secretariat payroll
- Promoting vocational trainings
- 2. Lobby for small grants at least 2500 USD to assist start researchers in carrying out appropriate researches at University levels
- 3. Working hand in hand with Governmental research institutions in dissemination appropriate technology
- Need for organisation of activities to foster greater integration of membership
- Need for mobilisation of funds
- They should practically decentralize power
- as mentioned before come closer to rural development farmers needs and adaption to climate change etc
- establishing a national ATPS Secretariat with a desk officer
- more funding
- more involvement in actual policy making
- Providing ATPS information on time
- Improve working relations with National Chapter members

- Rotation of old National Chapter Coordinators to give way to new ones
- National Chapters should implement the same reforms as the Regional Secretariat to improve governance structures for greater effectiveness
- N/A
- N/A
- Convene a national workshop that will involve all stakeholders like legislators, executives, scientists, media practitioners and the general public. Also bring in social scientists and economists
- Offer the possibility to effectively exchange in French
- better coordination and networking
- follow up, follow up
- Frequent meetings, dissemination events and media publicity on ATPS activities
- Clarification of actual roles and expectations - the requirement of a formal partnership with Government contradicts Government's procurement procedures and tender requirements.
- extend their tenure
- increase their number
- I have no idea
- replacement of non performing National Chapter Coordinators
- linkage with the Secretariat to fund raise for programmes
- To strengthen their office so that they can stand on their own and can be able to employ their own staff
- They should be monitored often to see how they are performing within their mandate
- Institutionalization of chapters within the institutions affiliated to the national coordinators or the NCSTs in the various countries
- The Secretariat should provide clear direction and give clear mandates to national coordinators and measure their performance against the set targets. As an incentive, the chapter coordinators should receive honorarium as it will motivate them to take more interest and perform better.

- National coordinators need to be monitored in terms of the work they are doing. They should regularly submit their progress reports to the secretariat.
- National coordinators need not run ATPS agendas in their own homes or houses. They should have office and stuff to help in achieving whatever goals they have.
- Elections of national coordinators need to be done after 2 or 3 years. A national coordinator has to know that he/she is not glued to the office he has been allowed to operate under.
- Put them on a monthly Stipend to improve productivity
- Provide and Equip their Offices
- Improved on the support to Regional partners
- Improve on support to the youth arm
- Use ICT to improve service to members
- Build strong linkage with national research institutions
- Give them fully equipped and staffed secretariat.
- Provide annual budget allocation to run the secretariat
- training and orientation in resource mobilisation and research network building at the national level
- Coordination should not be a free service. If employees at the secretariat are paid good salaries, I do not see why ATPS work at the national level should be free service. After all much of the ATPS work is supposed to happen at the national level.
- For best results, coordinators should be engaged on full time basis so as to pay full attention to the ATPS activities at the national level. This is also part of the capacity building – currently national coordinators have their own disciplinary interests that are not necessarily in line with STI policy research. Without incentives, ATPS activities can easily be given low priority, or completely forgotten.
- Institution of Assistant National Chapter Coordinators, preferably from a different institution
- Operationalizing the AWFST and AYFST organizations in each country that will work hand in hand with the National Chapter Coordinators and ATPS Secretariat to make Africa a Scientific Hub.
- 1. Improve their level of involvement in national STI policy activities through strengthening their links with the relevant governmental and non-governmental bodies in their respective countries

- 2. Devote enough time for the coordination of activities of ATPS and improve their responsiveness in the communication with the ATPS Secretariat.
- Include more people to work with the coordinator,
- Support Francophone countries by providing translation services
- being supported by the secretariat for their visibility in their respective countries (seed funds, permanent office, salary for an assistant and secretariat)
- FLEXIBILITY
- SUPPORT TO MEMBERS AND FLOW OF INFORMATION BE IMPROVED
- need to establish a functional office
- They should be educated intelligent hardworking and humble
- They should be people of reputable character.
- no idea
- no idea
- try to cover the whole country
- disseminate information very well
- They should coordinate ATPS members at national levels and communicate and disseminate information on ATPS and its outputs
- They should be strong enough financially and materially so as to assist the works of the ATPS
- National Coordinators should be more broad-minded, opening their hands wide to increase ATPS membership in their countries.
- Increased number of meetings may also be helpful
- We can create a social media group like Facebook for members in each country
- Give them training to become more tech savvy in use of IT. Also they should keep all members in their country updated of their activities, by e-mails
- Create local talent hunting strategic plans
- Organise more frequent STI stakeholders forum with ST institutions

- more national ATPS dissemination w/shops
- Pictorial Representation
- NA
- NA
- Give them the necessary means
- Encourage them with a little money
- Obtain a permanent secretariat
- Challenge members to identify potential trends
- Need for exchange/ learning visits amongst NCs, I believe we are still working in isolation
- Need for emphasis of knowledge brokerage founding functions of ATPS
- Appoint motivated person
- Assign clearly defined responsibilities to coordinators
- Implement the same reforms as carried out in the Regional secretariat at the national chapters
- Replace old national chapters who have served more than two terms. These coordinators are now too old and lack the passion needed to cope with the multiple tasks of the network
- They should go universities to disseminate about ATPS and what are benefits and how ATPS can help a researcher.
- Organise frequently workshops for different groups of researcher etc.
- Support steering committee with small grants to hold seminars and colloquium
- Occasional visit by ATPS secretarial staff; always give national chapters prompt/timely feedback
- Partnership at regional level and better communication
- Access to a computer and making it a paid post for efficiency and effectiveness.
- recognition of the need to work together
- sharing of resources

- GIVE EMPHASIS TO ALL PROVINCES EQUALLY, THATS ON MEDIA OUTREACH AND SEMINARS
- MORE DEMOCRATIC DECISION MAKING
- Let there be full-time employees rather than part-timers
- Change the national coordinator
- Executive secretary may reorganize the responsibility to permit collaboration with the other national ATPS members
- Do activities to disseminate science and technology or any innovations in the region/country to reach to the final end users.
- Do some work to connect Academia and research activities in the nation together with Science and Technology Department.
- Rotate out old National coordinators
- Improve fundraising at the National level
- make good progress
- keep going
- To increase participation of the groups we are supporting to increase our understanding of their problems so that the research become problem led
- Need to put together a team of experts in resource mobilization
- Planning, budgeting and adequate communication of activities for the chapter in any calendar year
- Nothing.
- Rotation of national Coordinators who have served beyond the statutory two terms of four years each. A number of these Coordinators are too busy with their career work that they have little time for ATPS activities even when they genuinely wish to. Good governance principles also demand that they rotate out and allow members to appoint new Coordinators.
- National Coordinators to participate more proactively in fundraising from their national sources of funds. There is too much expectation and dependence on the Regional Secretariat to fundraise to support all the national chapters. This is neither possible nor sustainable. Encouraging national governments to commit funding to the ATPS national chapter activities as is now the case in Nigeria, Ghana, and Kenya would be much more sustainable.

Appendix A.22:

Summary of Comments on Questionnaire Question 46

Question 46: [for members of ATPS] How would you describe the main benefits that you experience from being a member of ATPS? Please type up to three in the boxes below.

Complete list of all responses given to this question

- Networking
- STI Information
- Partnerships and training
- 1. Getting information on Call for papers; Call for research grants and other opportunities
- It provides me with opportunity for having full exposure in research
- It gives me opportunity of coming in contact with people from other parts of the world.
- It gives me opportunity of increasing my knowledge academically by interacting and sharing ideas with higher educated people.
- training opportunities
- international linkages
- capacity building opportunities
- 1. Free access to ATPS secretariat members in my country Uganda
- 2. Exposure to potential funders DANIDA in particular
- Exposure in STI Policy research
- Networking
- Access to resources
- 1. Research and Financial benefits
- 1. ATPS has enhanced my research work
- 2. It has improved my understanding of climate change

- 1. It has been most enjoyable to meet many people from different countries and discuss many issues of rural development
- Gain experience in research work especially in climate change
- Enlarged network of researchers across African Continent
- Enhanced technical skills
- better understanding of STI Issues
- networking
- access to information on STI
- exposure to research opportunities
- Update of information in the field of STI
- Creation of networking opportunities with members from the region
- Opportunity to get further training on STI
- Access to STI experts and other resources on the continent
- A platform to contribute to STI capacity building for development of Africa
- Access to international STI experts
- N/A
- N/A
- N/A
- It increase my awareness about STI in Africa and the possibilities
- It opens my mind and inspire me a lot
- networking opportunities
- expansion to STI challenges and achievements in Africa
- knowing about the success stories of other countries that sometimes benefit our country
- Enhance visibility

- Improved and increased scientific writing
- Increased access to policy materials
- Have been a grantee
- Funding to carry out research relevant to African development
- Part of the network exposes one to recent developments in STI
- Get involved in national policy issues
- Capacity building in STI research
- We are permanently informed about the evolution of STI on the continent.
- ATPS allowed the African youth to turn their mind towards STI
- The ATPS forums permit to the different researcher to share with each other their knowledge and experiences.
- It opened my eyes to research in STI
- It improved my involvement to youths issues
- being part of network
- creating opportunities for younger researchers
- I have no idea
- increased visibility
- better network across Africa, Europe and America
- publications
- able to access important STI information
- As a staff, i get to know what is happening in my country with regards to STI
- ATPS is my "daily bread "it pays me for the work i do for it, thereby i am able to live comfortably
- I benefit from the fact that in viewed as a member of the international community by just being at ATPS

- Enhanced networking
- Better understanding and appreciation of STI policy
- Well, there are no special benefits that I can single out.
- 1. I more knowledgeable about STI issues in Africa today than before I joined
- 2. I have had the privilege of interacting with other scientists and scholars on the continent.
- 3. I have improved tremendously in terms of writing proposal, winning grants and executing research grants
- Improved capability
- Enhanced visibility
- VERY NICE, in fact my association with ATPS have upgraded my networks with other international association. Furthermore, it has exposed me to lots of issues – challenges and solutions facing Africa and beyond.
- Receive emails on workshops
- New insight on research focus
- Receive information about STI
- Training and networking opportunities
- 1. Very rewarding and effective experiences in research coordination and networking
- Sponsorship to programs
- Networking with scientist across the globe
- Learning and understanding of STI issues and policy making process
- Having colleagues and friends from a good number of African countries.
- Easy access to research collaborators from a number of African countries.
- A good knowledge of the African continent as a whole as a result of informal interaction with colleagues.

- The main benefits I experienced as being a member of ATPS as of now is the mails I have been receiving through my e-mail address regarding some of their upcoming activities, which I strongly believe with time I will be fully involved in some of these activities.
- As a grantee, the research and science writing skills being gained from the ATPS Research Team are invaluable. As a Social Scientist, it is all a great and life changing experience.
- The 2010 Cairo conference resulted into meeting like-minded people from professional organizations. That networking and collaboration will last a lifetime.
- Many people in my community did not know anything about Climate Change. The ATPS funded project is doing wonders in the community I work with. Up until now, I am looking forward to participate in more ATPS activities.
- 1. Improving my level of understanding about STI policy issues in Africa
- 2. Benefiting from the resources which are made available to the coordination of ATPS's activities in my country
- 3. Benefitting from the advantages of working in a networked environment
- I have received valuable literature and have participated in conferences nationally and regionally.
- 1. How is difficult to pass from research results of laboratories to implementation, conditional to technology mastering and sustainable progress
- 2. At which extent many research project made in our African countries are not relevant for African development
- STRONGER EXPOSURE
- PROFESSIONAL COMPETENCY
- STRONGER SENSE OF BELONGING
- I have been able to understand from different perspectives, how STI is being implemented within different context in Africa as a continents
- ATPS has enable me to know peers within my study/research area in SSA
- I have been able to assess papers related to my study topic within sub-regions in Africa
- 1. I am not aware of any specific benefits.
- enhanced capacity to conduct research
- networking with scientist in Africa

- funding to conduct research
- Through ATPS I was able to present a journal article which is a major criteria for academic evaluation
- I also made some contacts with some researchers from other countries
- no idea
- no idea
- no idea
- 1. It has improved my networks and capacity in research
- I have got a knowledge from reading the various research outputs and papers
- 1. Given me more exposure and confidence
- 2. Enhance our university-community collaborations
- 1. It has opened my eyes to the global relevance of my research interests
- 2. It has given me opportunities for career progression
- 1. Networking with researchers
- 2. Exposure and confidence building
- Networking and research opportunities, as well as widening of my research interests.
- 1. Yet to prove competitive with other similar organisations to which I belong.
- Broader linkage for knowledge sharing
- Opportunity for knowledge verification
- Networking with other experts in African Institutions
- Up to date knowledge on STI issues in Africa
- Support to attending international conferences/seminars
- I got the chance to participate in a project which will come up with some policy recommendations and in the meantime I experienced a lot of research skills

- I participated in an international conference which was my first experience. I learned a lot from the conference
- i am now motivated to design further development projects
- NA
- NA
- NA
- To take part in the ATPS' meetings of exchanges in his country or in others African countries
- To be formless on the STI
- To be ATPS' member
- My Research skills is quit better now
- Has built my confidence
- Has made me a team player
- None at present, never get invited to workshops/conferences, no communication etc.
- Networking with STI policy stakeholders in Africa and international experts in the field. ATPS meetings and workshops bring together policymakers, researchers and the private sector providing unique avenues for exchange of view and contacts with colleagues across the research-policy divide.
- Access to good research work and publications on various STI policy issues across the continent. The policy briefs are normally useful in our policy making processes in my ministry
- Access to ready technical expertise for support in policy drafting processes as well as training of staff
- grant
- networking
- helps to discharge the duties and responsibilities of the my assignment effectively
- Helps for exchange of knowledge and experience for Professional Contribution on the National Economic Development Plan

- Networking.
- Frequent workshops and meetings have opened the way I look at things, especially on the research.
- It is preparing me to be a leader.
- Competent research and expertise in STI
- Consultant in STI
- Reviewing and writing research articles on STI
- Conference and workshops
- Research grant
- Networking
- I GOT AN ORPORTUNITY AND THE ONLY PLACE WHERE I COULD PRESENT MY MANY INNOVATION IDEAS THAT HAVE BEEN LYING FOR ALMOST 5 YEARS WHEN IDINT KNOW ABOUT ATPS
- CAPACITY DEVELOPMENT FOR COLLABORATIVE RESEARCH
- PUBLICATION OUTLET
- ENHANCED PRESTIGE AND CREDIBILITY ASSOCIATED WITH COMPLETING A GRANT
- the need for policy dissemination on technology innovation, agriculture value addition
- Good science network
- Easy change with other ATPS member to shear information
- Possibility to build Pan African research program with the other ATPS member
- Experience sharing and knowledge transfer
- Seeking solutions to African and global problems on the basis of traditional knowledge and environmentally friendly experience.
- Culture diversity and resourcefulness in Africa
- Access to STI material

- Contribution to Africa Development in STI issues
- Improved capacity to undertake STI work
- I think it is good for me
- my be improve my skills
- my be get what I am dreaming
- Better understanding of constraints
- Meeting people with similar interests
- Learn about STI in other African countries
- Provides forum for interaction with other persons in STI promotion and development
- I am now aware of so many things like the way to tackle research activities so as to help those in need
- Access to STI resources (funding, research papers and publications, human capacities and policymakers) on the continent.
- Networking; ATPS enables me to access policymakers, research experts, private sector actors and civil society actors in all African countries where it has chapters and now more increasingly provides platforms for networking with Africans in the Diaspora. Participating in ATPS conferences also allows me to leverage the expertise of ATPS partners and members from other continents such as Europe, USA and Asia. This global community of science experts, policymakers, private sector actors and the civil society who has a common goal of building African's capacity in STI for African development is a unique feature of the ATPS that no other network or institution in Africa could have provided.
- ATPS has also helped me to build and strengthen my skills in trans-disciplinary research, systems thinking and policy research. ATPS perspectives are a unique and new form of science that allows science to be fully embedded in societies and also ensures effective uptake by policymakers.

Appendix A.23:

Summary of Comments on Questionnaire Question 47

Question 47: [For institutional partners of ATPS] How would you describe the main benefits that you or your organisation experience from being an institutional partner of ATPS? Please type up to three benefits in the boxes below.

Complete list of all responses given to this question

- Access to material and organisational resources
- Linkages with other similarly oriented institutions
- Capacity building for professional staff
- I hope that my experience in rural development in many countries can assist in bringing up new
- issues for discussion of farmers need and help in en insuring participation of farmers groups
- DK
- DK
- DK
- N/A
- N/A
- N/A
- We have our first grant from ATPS
- It helps us to give concrete orientations to our organization
- opened up new partnership opportunities for us
- enhanced our work in STI
- assisting us in scaling up with ideas
- I have no idea
- see 46

- 1. Working with other colleagues on key STI research Issues has been very rewarding
- 2. I am privileged to know more African Countries now and their STI challenges and especially efforts being made to overcome these challenges (e.g., Nigeria)
- Through this partnership, Cameroon will eventually have a sound STI Policy.
- 1. Awareness and utilisation of opportunities for institutional linkages and networking
- As explained in 46 above
- As already stated above, research skills is my No. 1.
- Because of the wakeup call by the ATPS Climate Change Project, my organization and workmates are more inclined to sustainable environmental management than ever before.
- I am praying and hoping that ATPS will help me achieve my dream of pursuing PhD in related fields such as Climate Change, Agriculture and Rural Development, Anthropology, Development Studies by way of sharing with me information on available scholarships.
- Many people able to participate in the activities of ATPS.
- 1. Learning about African STI issues from the expertise at ATPS and furthering my understanding of the challenges to African STI through interacting at various ATPS events.
- EXPOSURE
- TRAINING AND OPPORTUNITIES IN FLOW
- NETWORKING WITH RETURNS
- 1. I have not had any interaction with ATPS or used any of its products, but cannot speak for all of ILRI (International Livestock Research Institute).
- I was able to present a paper through the program.
- It also added to my professional bodies
- It has helped to expose me to some research policies
- no idea
- no idea
- no idea

- Yet to prove better than other similar bodies to which I belong.
- access to journals
- Research reports
- NA
- NA
- NA
- -
- To take share with ATPS' meetings
- NA
- NA
- NA
- None
- ATPS provides unique support during policy drafting processes drawing on its network in Africa and elsewhere. They helped in our STI policy, Vision 20 2020, Biotechnology and Biosafety bill, etc.
- Being member of ATPS has also improved my personal capacity in STI and is of great value in my day to day work
- Access to publications and emerging STI information via the ATPS website
- research grants
- Helps to discharge the duties and responsibilities of the my assignment effectively
- Helps for exchange of knowledge and experience for Professional Contribution on the National Economic Development Plan
- Networking.
-
- Frequent workshops and meetings have opened the way I look at things, especially on the research.
- It is preparing me to be a leader.

- ATPS Network has empowered national chapters including some members to provide leadership in STI Issues
- ATPS Network has had impact on members of national chapters in Intellectual Property Rights (IPR Regime) including sensitizing countries into developing their National policies for STI like Swaziland, Lesotho and Malawi
- No benefit at all
- MY ORGANISATION HAS NOT BENEFITTED
- links with relevant African stakeholders
- formalization of innovative strategies in the field of STI (see Manifesto - SET-DEV)
- learning new approaches and methods in scientific partnership
- Perform of my skill
- Creation of African research network in water and environment
- Wetland technology transfer in my country
- creation
- smart
- progress in my job
- PARTNERSHIPS WHICH ALLOW SHARING OF RESOURCES SO THAT WE CAN REACH A WIDER STAKEHOLDER
- trained people

Appendix A.24:

Summary of Comments on Questionnaire Question 48

Question 48: [For everyone] Are there any further comments you would like to make on the impact, effectiveness, or efficiency of ATPS during the period 2008 to 2011? If so, please type them in the box below.

Complete list of all responses given to this question

- Increase knowledge about ATPS and its projects.
- The current executive director has significantly transformed the organisation from the challenges of 2007 (weak funding and reduced donor support) to a great and stable organisation, highly visible in Africa and globally.
- This evaluation is good and useful. It has to be institutionalised.
- I think ATPS has much to contribute to aspects of rural development in Africa.
- I did not know ATPS during the term of the other executive directors, but the term of the current E.D, Dr. Urama has been quite dynamic
- ATPS has done very well within the last three years and is the only African based organization that has a functional platform for about 23 African countries to work together and share ideas on issues relating to STI
- It seems that ATPS have very good things to do with scientist and knowledge improvement; we need the Rwanda Chapter to be opened as soon as possible. Thanks
- ATPS has made a step forward in the quest for Africa to get sensitised on STI issues. Further efforts are needed though to reach a wider audience
- Greater support should be given to the current Secretariat management. More efforts should be made to ensure that the visionary leadership of the Secretariat is carried through all parts of the network (the Board and national chapters). More funds should be made available to strengthen the network.
- involve everyone
- in Nigeria for instance there is no relationship with the apex policy training institute(NIPSS)
- Nothing
- i think in Tanzania, ATPS activities are crucial but not widely advertised, there is a need to do more on that issue

- Be more gender sensitive
- I have no idea
- ATPS is positioned to serve Africans better in promoting STI today for sustainable development tomorrow. Let us all support it.
- Although i have not stayed for a long time, i can say that from the information i have been able to see, ATPS has really grown from 2008 - 2011 and prospects are there for more growth
- I understand that one was supposed to have started the project by the beginning of December 2010 or early January 2011 but I only got the funds in March 2011 to start a project that was supposed to end in November. It is important, therefore, that follow up be made on the issuing of funds.
- The Executive Director should when feasible visit other National Chapters to increase their visibility. He should also assist them in Registering as International NGOs
- Important Meetings (not Annual Conferences) should be rotate in active national chapters as a way of improving their visibility and effectiveness
- Select and Train research scientist with focus/background on extension communication as science journalist;
- ATPS should build on the current momentum for increased effectiveness and impact
- More funding for ATPS programs so as to include more participants especially the revival of the African Youth Forum for Science and Technology (AYFST) Regional Youth Congress
- Provision of offices, letter heads for AYFST national chapter coordinators. Note that AYFST is a youth arm of the ATPS
- The objectives of ATPS (STI policy research and linking this to policy making process) are very crucial for Africa's development; but the network has been able to achieve these objectives
- only to a very small extent, largely because of its nature: Unlike other networks, such as economic research networks such as AERC, other social science network, or even some natural and engineering sciences networks, ATPS was from the beginning laid on a shaky foundation. It lacked basic and common understanding of methodologies, concepts and theories on the subject
- on which to build further research expertise. ATPS members were just anybody and everybody, while STI policy studies – just like other disciplines – have a community of scholars who share common methodologies, concepts and theories, and quote each other's work. ATPS – during its early days - attempted to build capacity towards this common understanding, but was to a large extent not successful because of lack of continuity: First with individual researchers, and second with research areas. The network picked new members as it dropped the old ones – it is very rare

to have members doing more than one ATPS research project in their life time with ATPS (surely it is not possible to learn from only one research project). ATPS also moved from one research area to the other more for following funding than needs of the region - we have been chasing money for its own sake rather than bringing money to where it should be. Some areas, like STI policy research on industrial sector were completely forgotten; I think simply because this is the area where there were, and still are, very few donors. But the industrial sector, especially the manufacturing, is very critical for Africa's development, and innovation research is very critical to inform innovation policies for this sector.

- 2. 2. I suggest ATPS to concentrate more on research capacity building in the area, rather than policy linkage. There is very little knowledge generated in the area of STI policy studies in Africa, so there is currently very little to communicate to the policy makers. At best the two should go hand in hand; and not to over emphasise policy linkage. Research-Policy linkage, even for areas that are well researched such as economics, is still a problematic area; it must be more so for areas such as STI where capacity for research is very much scarce, and so far very little knowledge has been generated.
- My responses notwithstanding, I believe ATPS is still much more well placed than any other organization in Africa to build capacity for research and policy linkage in the area because of the structures that exist all over Africa. However, for best results, the network has to be restructured. Networks with weak nodes can never be strong and useful.
- ATPS is a great organization. In a few years, the achievements are commendable. What ATPS needs to do is strong advocacy so that the dictatorial rulers of Africa stop destroying the continent by awarding natural forests and free agricultural land to the so called investors. I think ATPS is in a better position than the African Union to achieve this.
- I think the ATPS Annual Reports are too long though justifiable. I would like to suggest that ATPS documentation team can have two versions of the Annual Reports – a summarized one and a detailed one. The summarized report will cater for the busy people as well as people with a poor reading culture, which is common in Africa. The detailed report will be great for especially active ATPS members and researchers to read through and get to know the details of achievements of the organization (ATPS).
- I think that's all. Thank you.
- ATPS is currently serving as a regional network which promotes appropriate policies to enhance technological learning in Africa. The different programs of the Network which are designed to enhance understanding of the central role of innovation to sustainable development and its operation through the national chapters to produce evidence for policy design make it a unique institution with the potential to make significant contribution to the strengthening of innovation systems in Africa.
- Well done!
- ATPS activities need to be reoriented profoundly if the aim of the network is not to be an ordinary institution of research like those we already have in our countries but a STI POLICY NETWORK for AFRICA

- Make the national chapters stronger and visible are indispensable for the success of ATPS.
- Mobilising adequate financial resources from African institutions and governments is missing
- THANKS
- ATPS National and State Chapters need to do better in terms of carrying members and other stakeholders along.
- ATPS should work with library in order to disseminate information and enforce submission of research reports to member libraries.
- I think ATPS is a good platform for STI in Africa in particular and the world in general
- Forming of junior and senior clubs/ incubators within High Schools, Colleges and other tertiary institutions could be of great benefit to STI in Africa
- ATPS is an organisation I feel so proud when I remember that I am a member.
- It is very important that its aims and objectives should be made public so that many interested people will join.
- none
- ATPS needs sustainable funding to improve in their work
- ATPS should actively communicate and engage its members in all its endeavours
- It is new world for me since i joined ATPS only last year. I visit the websites regularly and I am glad I got to know of ATPS on the internet.
- Improve management of conferences
- Affirmation of implementation should be strengthen among member nations
- Organisational scholarship/grant should be promoted
- it was excellent and i hope it will continue
- No
- There has been very little impact of ATPS. It appears it went under with nothing to show for its existence.
- I would say well done to the Network. It has achieved a lot since inception and much more during the past 3 years. It is making significant impacts in the STI policy arena in my country and in Africa in general. We expect to do more work with ATPS in the coming years in the areas of addressing climate change, STI governance, and education / training.

- good work
- We need more workshops to air our concerns.
- We need more conferences to help us to network with other researchers across Africa.
- Thank you for the opportunity to share insights and evaluation of ATPS Network. I personally treasure my association with the ATPS network. ATPS network partnerships with other networks has helped me very much
- Training on funding application process for all national co-ordinator. Support to members who are starting new projects for grants, funding and consultation.
- ATPS is changing lives of many people through the innovation ideas but the rate of reaching the poor people is at a very low pace or maybe it hasn't even reached.
- I am afraid I am rather out of touch with ATPS over the past 2 years so that I am unable to give definitive answers to the question
- Policy maker sensitization on the capacity of wetland to treat domestic wastewater
- In order to meet the time for research as planned by researchers on certain ATPS project, the release of money and comments should be done on time.
- no
- A lot has been achieved but much more can be achieved with better understanding of local constraints
- Need for more aggressive and proactive approach in membership drive and promotion of ATPS activities because apparently not many people know of its existence
- I am just member since last year so cannot make a comparison right now
- The ATPS has made substantive impact in many African countries and has also provided support services to the African Union, the Association of African Universities, many other pan-African institutions and the Regional Economic Communities (REC) during the period. It has also played key roles in mainstreaming STI in global policy panels such as the Intergovernmental Panel for Climate Change, the International Resource Panel, and contributed significantly to the STI work of UNESCO and similar STI agencies globally. At the national levels, ATPS has contributed to the development of STI policies and policies in other related areas such as biotechnology, climate change, etc. These results have been achieved with little resources used costs effectively for maximum value addition. ATPS could certainly do more with more resources if Donors and African countries invest in the organisation. ATPS has become the centre of reference in STI policy research in Africa and is increasingly playing key roles in the subject area globally.

Appendix A.25: Organisations with Which ATPS has and/or Negotiating Partnership MoUs

MoUs signed with ATPS

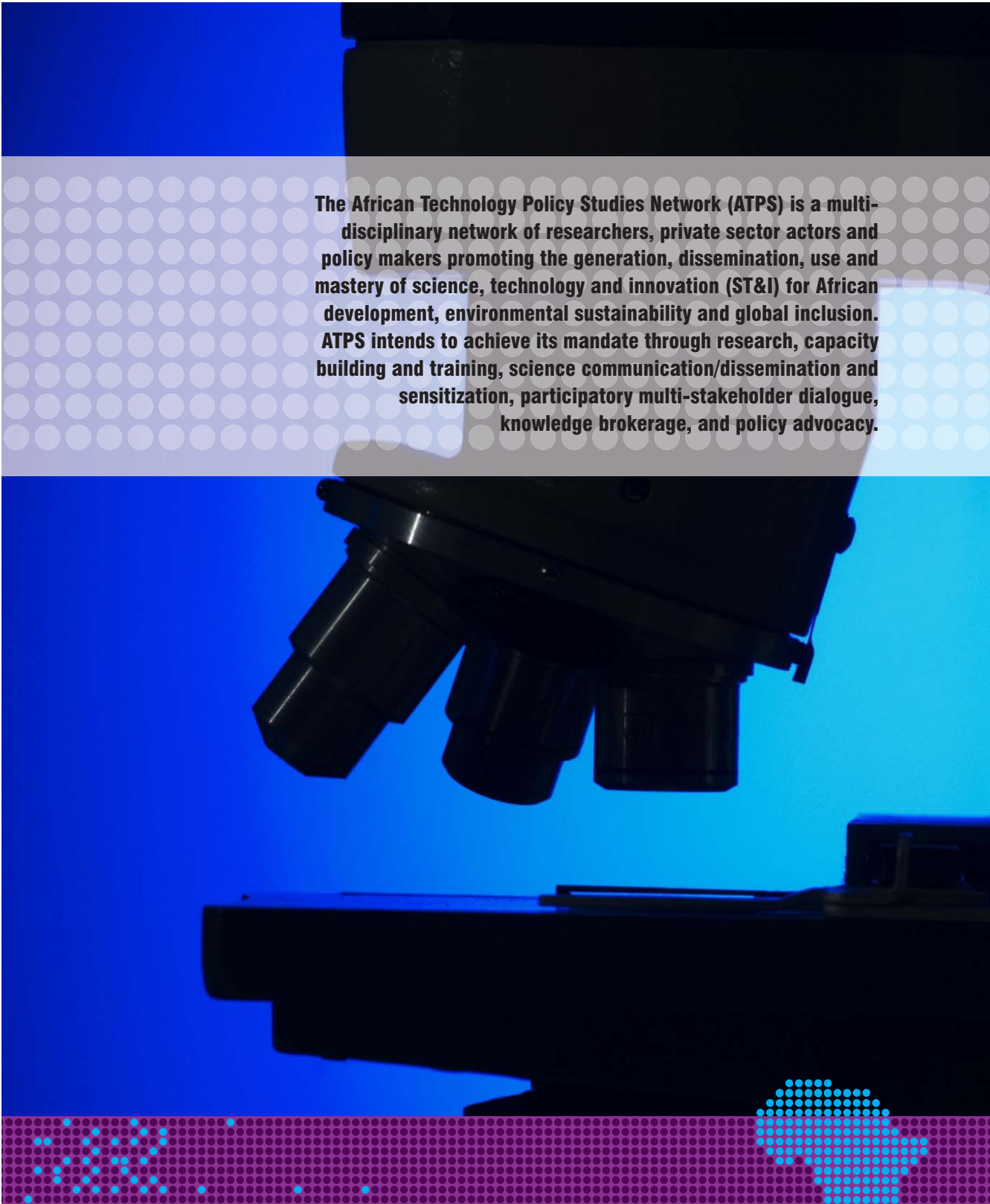
1. United Nations Economic Commission for Africa (UNECA)
2. Regional Universities Forum for Capacity Building in Agriculture (RUFORUM)
3. National Universities Commission, Federal Republic of Nigeria (NUC)
4. Raw Materials Development Research Council (RMRDC), Federal Republic of Nigeria
5. NOTAP, NUC, RMRDC, ATPS & World Bank Step B.
6. National Council for S&T Malawi
7. Biotechnology Trust Africa (BTA), Kenya
8. Academy for International Development-Middle East (AID-ME), Egypt
9. Pan-African Agribusiness Consortium (Pan-AAC), Kenya
10. Science Africa Limited, Kenya
11. African Institute for Applied Economics (AIAE), Nigeria
12. International Society for Ecological Economics (ISEE)
13. The British Council (Kenya)
14. Parliamentary Science and Technology Information Foundation (PSTIF) on behalf of UK Parliamentary Office of Science and Technology (UK-POST)
15. World Wide Fund for Nature (WWF-EARPO)
16. UniBRAIN Partnership Agreement with FARA, ANAFE and PanAAC
17. International Livestock Research Institute (ILRI)

Emerging MoUs at advanced stages of discussion

1. African Academy of Sciences (AAS)
2. National Council for S&T (NCST), Kenya
3. African Federation of Science Journalists (AFSJ)
4. University of Nigeria, Nsukka

Other partnerships

1. The Woodrow Wilson International Centre for Scholars (USA)
2. United Nations Educational, Scientific, and Cultural Organization (UNESCO) – Paris & Nairobi
3. University of Stellenbosch, South Africa
4. University of Maastricht, the Netherlands
5. National Centre for Research (Consiglio Nazionale delle Ricerche – CNR), Italy
6. Laboratory for Citizenship Sciences (LSC), Italy
7. Minerva Consulting & Communication Sprl., Brussels
8. University of Central Lancashire- Lancashire business schools (LBS) and Centre for Law, Information & Converging Technologies (CLICT), UK
9. Max Delbrueck Centre for Molecular Medicine, Germany
10. University of Hyderabad, Department of Sociology, School of Social Sciences, India
11. Lunds University, Sweden
12. Centre for World Solidarity, India
13. Intermedia-NCG: Kenya
14. University College London (UCL)
15. Zoological Society of London (ZSL), UK
16. African Network for Agro-forestry Education (ANAFE), Kenya
17. Forum for Agricultural Research in Africa (FARA), Ghana
18. The Macaulay Institute (MI), Scotland, UK
19. Tanzania National Parks Authority (TANAPA), Tanzania
20. Uganda National Council for Science and Technology (UNCST), Uganda
21. Tanzania Commission for Science and Technology (COSTECH), Tanzania
22. Directorate of Science, Technology and Research (DSTR), Rwanda
23. International Service for the Acquisition of Agri-Biotech Applications (ISAAA), Kenya
24. Stockholm Environment Institute (SEI), Sweden
25. United Nations Environment Program (UNEP), Kenya



The African Technology Policy Studies Network (ATPS) is a multi-disciplinary network of researchers, private sector actors and policy makers promoting the generation, dissemination, use and mastery of science, technology and innovation (ST&I) for African development, environmental sustainability and global inclusion. ATPS intends to achieve its mandate through research, capacity building and training, science communication/dissemination and sensitization, participatory multi-stakeholder dialogue, knowledge brokerage, and policy advocacy.



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