ATPS Phase V Proposal 2004-7

[A Program on Water and Environment]

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Introduction

The Phase V proposal is a plan for guiding the activities of the African Technology Policy Studies Network over the period 2004-7. In setting the strategic priorities and program objectives for Phase V, ATPS has been both reflective and engaging, drawing on constructive and insightful feedbacks from the various sources that are representative of its milieu. As with earlier plans, the programmatic focus is motivated by the ATPS mission of supporting research in science and technology, building capacity for research and policy analysis, and dissemination. However, in Phase V, the key concern of ATPS will be on closing the loop through outreach, knowledge brokerage, dissemination and advocacy. This concern derives from both the evolution of Africa’s development challenges as articulated in the Millennium Development Goals (MDGs), the resolutions of World Summit on Sustainable Development, the NEPAD framework, and the belief that bridging the knowledge and technological gap between Africa and the rest of the world is the key to Africa’s global inclusion and prosperity.

Goals and Objectives

Taking into further consideration the ongoing activities of the network, its revealed strengths, known weaknesses, perceived threats and opportunities particularly in the context of Africa’s development challenges, the ultimate goal of ATPS is to improve the quality of S&T policy making for poverty reduction and environmental sustainability in sub-Saharan Africa. The principal objectives of ATPS in Phase V are anchored on four main planks. These are:

1. Research and capacity building - strengthening capacity of institutions to generate and use new knowledge through intra and inter-continental knowledge sharing activities;
2. Training and sensitization - improving governance of S&T for development through stakeholder events; and
3. Public participation and outreach - increasing awareness of knowledge for development especially S&T knowledge and bridging the policy – research gap through deliberative events and participatory workshops to engage the public is S&T policy issues across Africa;
4. Support to the NEPAD framework - strengthening NEPAD’s ability to deliver on its S&T plan of action and its water and environmental sustainability goals.

After wide consultations, ATPS has identified a couple of strategic program areas for emphasis in meeting the above goals because of the synergistic relationship between these programs (Foreign Direct Investment, Environmental Health Technology Policy, Water and Environmental Sustainability, Biotechnology), ATPS core competence, the multi-disciplinary nature of the programs and their relevance for poverty reduction. We present below one of the key programs, on Water and Environmental Sustainability. This program is particularly important because it has serious implications for food security, environmental health and common pool resource-use conflicts in Africa, all of which are
prerequisite for growth and poverty reduction. The program is designed to bring out the best in ATPS knowledge exchange, knowledge brokerage and advocacy roles. New emphasis is placed on knowledge sharing at various levels through:

1. Joint research, training activities and deliberative workshops between African researchers, relevant government institutions and responsible water management authorities and international researchers / institutions involved in sustainable water catchment management.

2. Stakeholder and public participation events to share existing and new knowledge amongst researchers, government agencies and the public to encourage ownership of technology policies that result from the research and participatory exercises.

**ATPS Program on Water and Environment**

The immediate aftermath of the Rio conference in 1992 and Agenda 21 that followed, was that a lot of attention was paid to the questions of environmental sustainability and to a lesser extent water use and management in developing countries. Not enough was achieved before the interests waned. Slightly over a decade after this conference, the issues have come to the fore once again in Africa through the Millennium Development Goals (MDGs), the World Summit on Sustainable Development (2002), the 3rd World Water Forum in Kyoto (2003), the African Ministerial Council on Water and the programs and actions articulated under the NEPAD framework. As the attention of African policy makers and the development partners are turned to how to urgently and concretely reduce poverty, it has become necessary to examine the water-environment nexus: its implications on the production processes relevant to the poor; environmental health and security and common resource use conflicts that are associated with water use; water pollution; other related cross sectoral and cross border conflicts in water catchment management; sustainable governance; public participation and empowerment; and the cost effectiveness/benefit of different water catchment management options. A holistic and integrated approach to interrogating these issues would yield results that are implementable over the long-run, with direct relevance to the poor achieved through participatory measures.

Some of these issues are not new. But attempts to address them continue to be ad hoc and hence without proper considerations for sustainable governance, stakeholder involvement and cost-effective choice of management options. Little is known about the drivers of stakeholders’ willingness and ability to adopt and implement management options as well as their consequent preferences, attitudes, values and behavior. Without a proper understanding of these issues, water management technologies are likely to be unsustainable. Many African governments are now paying attention to the policy issues around water and the environment. Many have specific water acts while others have enacted legislations for sustainable catchment management such as the Forest Act, Wildlife Act, and Fisheries Act (Kenya and Uganda). The problem is the lack of public ownership,
informed choice of options, and harmonization of these policies. These hinder sustainable implementation as there are various ministries and agencies that have overlapping responsibilities without clear leadership. In many instances, waste management policies are not consistent with water acts/policies. Some of the acts and policies phase out quickly because they were neither informed by “cutting edge science” nor involved relevant stakeholders at the formulation and implementation stages. Hence they do not reflect new knowledge and innovations in technology policy and there are no in-built learning mechanisms that allow for public ownership in the sector. One of the major challenges in this area is that part of the stimulus for government response is external, driven by donor and other partner interests. While the poor in Africa remain the same, agendas shift, depending on donors’ or other funding agency interests. Not only are these priorities likely to change from time to time, actors may also change due to lack of ownership and/or knowledge. Most actors in the water sector within Africa do not either understand or appreciate the links between water catchment management and environmental sustainability. In addition, there are often no clear considerations for environmental sustainability and public ownership in most of these projects, leaving the communities with little control over the process. Furthermore, economic assessment of the relevant technologies and knowledge sharing of best management practices, remain very weak.

It is important to point out that this proposal was informed by an ATPS organized Consultation Forum held with major stakeholders in Nairobi, June 15, 2004 on Knowledge and Sustainable Water Resource Use in Africa. The participants were from the academia, the private sector, the government and NGOs. [See the list attached]. The participants acknowledged that it was the first time any institution has brought the various players on water and environment together to exchange ideas and knowledge and challenged ATPS to keep the forum active. In the words of one participant which was echoed by the others, “ATPS is seen as an objective, honest broker with a wide African Network and should champion the creation of an informal association of the stakeholders in water and environment for exchange of ideas and for policy advocacy”. ATPS is willing to take up this challenge across all African countries with ATPS chapters. ATPS is already gaining greater visibility and credibility because of its increasing brokerage and steering role, bringing many institutions working on similar activities to attain a common goal.

**ATPS Niche**

As stated earlier, some of the issues articulated above are not new. There are also many players notably development institutions and NGOs that are playing key roles in improving water access and management. Our goals may be the same but our entry points differ. Where there are areas of overlap, ATPS, as one among a few Pan African International NGO working on Water and Environment, will take the initiative to build synergies with the programs of these institutions. In the area of Environment and Water, ATPS recognizes the important role and programs of the following institutions:
• Inter-governmental Authority on Development (IGAD) through its program on “Integrated Land and Water Management and Capacity Building in Water Resource Management”;
• United Nations Development Program’s “Nile Basin Cooperative Framework Project”;
• Nile Basin Initiative (NBI) project on “Shared vision Program on efficient Water Use for Agricultural Production”;
• The UN-Habitat program on “Managing Water for Africa Cities”;
• African Development Bank’s (ADB) “Rural Water Supply and Sanitation Initiative (RWSSI)”;
• Food and Agriculture Organization (FAO)’s “Water Resources Development and Management Services” and
• Network for Water and Sanitation (NETWAS)’s program on “Product and Services Training”
• The Africa Working Group on Water Supply and Sanitation (WASAI)

ATPS took a very close look at the programs of these institutions and found them properly articulated and well-intended. They addressed key aspects of water management and access, some sectoral (as in agriculture) and another specifically targeted at cities. The ATPS program will be complementary in some respects and we will create the opportunity to create synergy among the various partners. But our program will differ markedly in many ways too. In many instances, with the exception of the global Network on Water and Sanitation, the emphasis of the programs we reviewed was on the “hardware” with very little mention of the science and technological policy dimensions of the issues: learning and innovation, skills transfer and acquisition and indigenous knowledge systems. Often in a hurry to deliver, the programs lacked in-built mechanisms for sharing experiences with others or for internalizing lessons from other regions of the World. As mostly donor or inter-governmental initiatives, most of these programs respond to the political expediency of the ruling elite, requiring government participation, at great risks, for the success of their programs.

ATPS has no such constraints and earned the tag of “honest and objective broker” from its independence and strictly African perspectives. From this independent stand point and the local knowledge from its national chapters, ATPS will in fact be in a position to evaluate the efficacy of some of these programs at the local levels with respect to sustainable science and technology, environmental management, equity as well as gender perspectives. In particular, it will be necessary to examine whether these programs move the various African countries further from attaining the MDGs, the objectives of the WSSD and whether there is congruency with the NEPAD framework. One of the main distinguishing features of ATPS is that it is able to translate the results of our reviews, research, case studies, lessons learnt into training modules for policymakers, journalists, parliamentarians and students. In the next four years, ATPS will have public participation and stakeholder
events, and core research and training programs on Water and Environment. No other institution that we are aware of has a similar focus.

One other critical gap we observed in most of the programs lies with their lack of attention to questions of understanding the role of public preferences, attitudes, subjective norms, environmental ethics, and perceived behavior control factors on people’s willingness and ability to adopt and implement sustainable water management technologies in Africa. Most of the problems associated with water resources management are anthropogenic, and understanding how we might change public attitudes, values and behavior is central to sustainable implementation of any management policies. The brainstorming meeting we called on June 15th, 2004 also identified this as important area that requires urgent programmatic attention. For the sustainability of the current global effort towards greater access to water and efficient water management in Africa, it is important to address “water–people relationships” in a manner that demonstrates its real economic value, its socio-cultural-interconnectedness and fundamentally change the pattern of collection and use, appreciation of its public good nature the role of everyone in the community. To do this requires training, baseline studies including attitude-behavior modeling, school curriculum change and demonstration of best practices using local languages in many instances. ATPS is poised to take on this challenge. ATPS has made initial contact with ATPS members who are experts in this area, and who are currently working on the EU Water Framework Directive. These members are prepared to contribute to this phase of ATPS’ work through research, training and stakeholder/deliberative events.

Science and Technology Policy in the context of Water and Environment

One critical area which is very often ignored in Africa in the search for new knowledge is the whole question of the governance of science and technology. The assumption that new technology and new organizational forms would appear at the right time, at the right price and is preferred by stakeholders may be misleading. In reality, market failure, institutional failure, inappropriate pricing, lack of knowledge, asymmetric information and risks affect the adoption of cost effective technologies that are environmentally friendly. Innovative science and technology policies would be required to promote the generation, adoption, adaptation and use of environmentally friendly technologies that conserve water quantity and improve economic activities that affect water catchment quality with huge external costs. In fact, agenda 21 stated explicitly that innovative technologies including indigenous technologies will be needed to fully utilize limited water resources and to avert water pollution. Exploring new technologies to manage non-point pollution from agricultural based production processes such as livestock to leather process, horticulture, fishing, wood products etc will be central to ATPS program on Environment and Water. It would also be necessary to examine the institutional arrangements set up to manage the water-environment nexus, the learning process in these institutions, and the role of ICTs in improving their effectiveness and delivery of services to the poor. An interesting and unique dimension to this work will be an examination of whether greater openness or
democratic space (to enhance public participation) affects the ability of the African farmers, workers and civil society to influence the management of water and the environment, hence the technology deployed in the process, and how the adoption or lack of adoption of simple water technologies by the farmers affect their capacity to, in turn, influence the democratic process.

**Main and Specific Objectives of the Program**

The main objective of the program is to enhance the generation, use and communication of knowledge in driving environmentally sustainable use of water resources in Africa.

Pursuant to the main objective, ATPS will broker and enhance the use of knowledge from partners both within and outside Africa in meeting Africa’s and NEPAD goals, and Millennium Development Goal 7 in pursuance of sustainable peace and security in the region.

The specific objectives are:

(1) To improve water management and conservation for poverty reduction;

Under (1) ATPS will conduct reviews of existing water initiatives and programs both regionally and in selected ATPS countries with respect to its S&T content: learning, innovation, relevance of technology and skills transfer; poverty reduction; food security; and the attainment of MDG goal 7 and use this as a basis to advocate change and share best practices;

(2) To enhance the capability of the water and sanitation governance and delivery institutions in meeting their service delivery objectives in selected key countries;

Under 2, ATPS will do two things. First it shall organize participatory and deliberative events in seven countries to examine the learning, innovation and technological capability building behavior of 7 water Ministries/Agencies in Africa and promote best practices and the need for a water technology policy. Lessons will be learned from on-going case studies with regard to the implementation of the EU water framework directive (2000); Second, it will mount several training exercises for Senior Officers of these agencies using the results of the case studies in (1) above as well as the findings of the review of their ministries and agencies;

(3) To induce attitudinal and behavioral changes with respect to sustainable water and environmental management at various levels;

(Under 3, there will be baseline studies including the testing of a behavioral model that incorporates social norms, attitudes towards sustainable water management, environmental
ethics and environmental values, perceived behavior control factors (peer pressure) and other socio-economic drivers of behavior in the context of adoption and implementation of sustainable water management policies across Africa. An international expert in this area would work with selected African Chapters to foster knowledge sharing and capacity building. Results of these case-studies will be disseminated to key stakeholders involved in water management through participatory events across Africa and through training workshops to foster sustainable choice and implementation of technology as well as other sustainable policy options in the region.

This will also be followed by training exercises in selected ATPS chapters for the following categories: grassroots women’s organizations; farmers’ associations; youth organizations, state and local government administrators and journalists on the socio-economic and bio-physical implications of unsustainable water resources management. ATPS is already in contact with ecological economists (based in the UK), bio-physical modelers (based in the Netherlands) working on similar issues in Europe and some key ATPS members with regard to delivering this training.

(4) To harmonize National and Regional Water Acts and Environmental Acts/Policies to avert potential cross-border conflict;

ATPS will review water Acts and environmental Acts in selected countries to address the concern that often these policies and Acts of the same government, housed and implemented by different agencies, or of different governments sharing water resources, contain conflicting directives. There will also be a regional research program that brings together participants from the great lakes and the horn of Africa. The results of these reviews and research would be disseminated to National and regional inter-governmental institutions. The product of this will also feed into our proposed capacity building exercises for policy makers.

(5) To enhance knowledge exchange by forming an African Water Stakeholders’ Forum (AWSF);

(Under 5, ATPS will (a) mount two major conferences/workshops on the theme Knowledge and Sustainable Water Resource Management in Africa that will bring together experts from Africa and beyond to share current knowledge with relevant government agencies in Africa, identified stakeholders and the public; (b) Create a knowledge and advocacy forum that brings the key players on water management in Africa together for knowledge exchange, coordination and policy advocacy. [Some of the actors in this Forum will be used in the ATPS training programs].

(6) To generate new knowledge and build capacity for efficient water management;

This will be achieved through:
(a) Small grants to researchers to build and maintain the capacity of a cadre of African researchers that are able to generate new knowledge on the issues of Environment and Water; the focus of this research will be on integrated water catchment management to encourage inter-disciplinary research and policy simulations for sustainable water catchment management in Africa;
(b) Training of Parliamentarians and other senior Policymakers on the legislative and policy dimensions of this subject using the results of the case studies, small grants, EU experiences and experiences from other developing regions; and
(c) Support for curriculum review to include water and environmental management;

7. To improve Africa-wide policies on Water and Environmental Management through support to NEPAD

There are on-going discussions between ATPS and the NEPAD Secretariat on providing research and training support to NEPAD on the issues of Science and Technology and water management. ATPS support to NEPAD will be linked to the objectives (1)-(6) above but we are prepared to address the concerns raised by the African Ministerial Conference on Water (AMCOW) and other concerns addressed in the MOU being prepared.

Proposed Review, Research, Capacity Building, Training and Advocacy Processes

The issues involved under this theme are complex and varied. ATPS’ approach will, therefore, be to locate the generation and dissemination of knowledge within a multi-disciplinary framework using both a regional and national approach and to tap into existing knowledge whenever possible.

Review of water programs and Institutions

ATPS will adopt a case study approach in reviewing existing programs and institutions. Clear terms of reference with a corresponding interpretation and work plan, with details of methodology and expected output would precede any intended reviews. ATPS members with support from other relevant experts would be engaged to conduct such reviews. These reviews are intended to learn the good practices as well as to point out areas that might require strengthening as these institutions and initiatives pursue sustainable water and environmental management. Lessons learnt from these reviews will feed into the training programs and knowledge exchange on best practices.

Great Lakes and the Horn of Africa

A distinct subset of this program will focus on the Great Lakes and the Horn of Africa. Water scarcity and potential for conflict as a result are higher in these two regions of Africa
as the recent meetings, discussions and pronouncements by the leaders in the Nile Basin and the Great Lakes attest. Working with regional and international organizations such as IGADD, COMESA and UN-HABITAT, and using our national chapters and affiliate institutions in the various countries, integrating private sector approaches with due consideration to community values and culture, this aspect of the program will propose new strategies for water management, community empowerment and fairness through knowledge exchange. The major approach will be a regional research program with in-built dissemination and advocacy using the national chapters and affiliate national institutions. This is a well-tested approach that ATPS is familiar with. It also involves the use of experts/resource people and ATPS would seek the involvement of European Union experts as much as possible. The product of this research will be published and disseminated widely. At least 3 policy briefs and 5 working papers will be published.

**Knowledge-Exchange Training Workshops & Conference**

ATPS will organize two major African conferences covering aspects of (1-3) above. This conference will draw on Africans from within and outside Africa as well other experts from the European Union and European academia where there is a lot of expertise on water management issues. ATPS will liaise with the European counterparts for advice on potential institutions for collaboration. From the conference we shall establish the state of knowledge and focus on those areas with greater value added and complimentary to indigenous knowledge, values and customs. ATPS will use the knowledge generated from this process as well as those from its case studies to mount vigorous training and sensitization exercises for policymakers, legislators, technocrats, youth organizations and journalists. This is an area in which ATPS has already established some records. The brokerage function will extend to IGADD and UN-HABITAT, COMESA, NBI and other NGOs that have been identified in this process.

**Technology Transfer, Grassroots Empowerment and Behavioral Change**

There exist simple technologies for improving water management, water quality and solid waste management that have been tested and are currently in use in some African as well as Asian countries but whose knowledge and application are limited. ATPS plans to engage women's grassroots organizations and farmers associations to exchange knowledge on these technologies to explore whether they will meet the economic as well as cultural and value sensitivity requirements of selected African communities. Women leaders will be targeted in a form of training the trainers’ sessions, and equipped with knowledge which they can transfer to their members at the local levels. Water technology adoption by communities whose livelihood depend on water could engender greater political participation and, hence greater empowerment in the decision making process. This is an untested assumption in Africa. A pilot study in a few selected communities will be used to further promote the adoption of some of these basic technologies bearing in mind the implication for wealth creation and political choice.
Another emphasis of the program will be on understanding public attitude, values and behavior to inform effective advocacy for behavioral change necessary for sustainable water catchment management in Africa. ATPS will use the product of research and training to induce behavioral changes in water and environmental management. Using resource people from ATPS member countries and from our partners both within and outside Africa, public participation, deliberative events and training modules will be prepared and delivered to grassroots organizations. This training modules, based in part on base line studies, will demonstrate due sensitivity to culture, social norms and values of these communities. Another activity tied to this will be the training of policy makers, senior officers of water agencies and journalists. Regional training workshops will be conducted for journalists to improve their appreciation of water and environmental management issues, and to prepare them to write and popularize the issues. Incentives such as short-term attachments to ATPS and partner institutions will be offered to motivate those who demonstrate leadership, creativity and zeal in promoting and popularizing these issues. In a few countries and regions, ATPS will induce primary/secondary school curriculum change through the training of civic education teachers and the provision of materials and awards to teachers and students. Finally, a short, well-researched documentary based on best practices will be produced in some local African languages to give visual impetus for behavioral change. This documentary would be shown widely but also targeted at selected grassroots organizations, community leaders and other NGOs working on water. A local partner experienced in science and technology documentary production has already been identified for this purpose.

Generation of New Knowledge and Capacity Building

ATPS will support 20 small grants in the course of this program to ATPS members on a competitive basis. These grants will be designed to improve the analytical capacity of researchers and generate national-level policy relevant results. The proposals will be vetted to make sure that the problems addressed have significant policy relevant with potential users in mind. Parliamentarians and Policymakers in 12 ATPS member countries will be trained using the results of the work of this program.

ATPS Capacity to Deliver on the Environment and Water Program

(a) Institutional Infrastructure

The African Technology Policy Studies Network (ATPS) is an international non-governmental organization with headquarters in Kenya. ATPS is a multi-disciplinary Network of researchers, policy makers and science and technology entrepreneurs with chapters in 23 African countries. It was set up to promote better governance of science and technology for Africa's development and has a unique capacity to interrogate successfully the issues articulated above with strong, unique African perspectives. The presence of chapters and affiliate institutions in many African countries simplifies the
logistics of grassroots knowledge-exchange. ATPS’ experienced and dedicated members are affiliated to national institutions, government agencies and research institutes including institutions with mandate on water and environment. Some of our members are now key researchers on issues on Water and Environment in European institutions such as the Macaulay Institute in Aberdeen, Scotland and others with specialized skills on innovation in Agriculture, and S&T capacity building in UNU-INTECH. Their skills are always available for the effective implementation of the programs of ATPS.

**ATPS Personnel**

In addition to the Executive Director, this program will benefit from the services of ATPS Research and Training Manager, a full time Program Officer and a support staff. Additionally, there will be 23 ATPS national Coordinators and their steering committee members that would be called upon to coordinate aspects of this program as they relate to their various countries.

**(b) Links with the Policy Process**

ATPS has developed strong working relationships with a number of institutions in Africa. We have carried out joint initiatives in research, capacity building, training and strong advocacy for science and technology amongst the political leadership. We have had training exercises conducted for the parliamentarians in Lesotho, senior policymakers in Nigeria, regional senior policymakers in Dakar and Harare. All these activities were conducted jointly with national or regional institutions. ATPS links to the policy process in the various African countries are, therefore, steadily growing. ATPS partnership with the NEPAD Secretariat is also very strong. It is currently conducting research commissioned by the NEPAD S&T platform on science parks, incubators and clusters. ATPS has been nominated for consideration as the agency to coordinate the production of a report on the situation of MDGs in Africa on behalf of the NEPAD Secretariat. We are currently negotiating an MOU with the NEPAD Secretariat.

**(c) ATPS Previous Experience on Water and Environment Project**

Since its inception, ATPS has recognized the importance of this theme and has supported research projects that addressed issues of water and environment. Using the competitive small grants scheme, it has financed 18 projects on water, environment and natural resource management policy issues between 1994 and 2003. See the attached list. These projects were designed to build the capacity of the researchers and their respective institutions as well as to produce national-level policy relevant results. Some of the results have fed into environmental and S&T policies in Nigeria, Uganda and Swaziland. With our new emphasis on closing the loop, outreach, training, knowledge exchange; and regional research approach with respect to IGAD and the Nile Basin, these researchers who are still ATPS members will come in handy.
Collaborating Partners

As stated earlier, ATPS will collaborate with both national and regional institutions/programs (ADB, NBI, UNEP and other UN agencies working on issues of water and environment). We have already identified some of these institutions and have also initiated a coordinating forum for exchange of knowledge and policy advocacy. This Forum will be formalized and used to strengthen the African ownership of the proposed program. ATPS has an MOU with the UNU-INTECH and has established good working relationships with its staff. A former ATPS National Coordinator for Nigeria, still an ATPS member, is a senior researcher at INTECH and the Director is an ATPS Board Member. An ATPS member currently works on the EU Water Framework Directive at the Macaulay Institute in Aberdeen and has expressed interest in this program and will bring EU and global experience to bear on the program. We are also establishing links with DELF T HYDRAULICS of Netherlands, who have also expressed interest in our proposed work. But we are also aware that there are other institutions in the Netherlands such as the IHE of Delft and CapNet that are potential collaborators. We are certain that the experience of one or more of these institutions will be invaluable in achieving the stated objectives of this program.

Risks

The most significant risks associated with this program relate to financial commitments, coordination and implementation failure. This program has to be funded fully and for the 4-year duration for its impact to be realized. We have presented a reasonable budget based on some degree of expectation on price and exchange rate stability. This cannot always be guaranteed. But the program has in-built flexibility that will allow for some adjustments in coverage without loosing the autonomy, hence the overall impact of the program. Coordination failure could arise from personnel changes. We do not anticipate this given the general interest this program has generated and the exciting work program ahead of the full-time Program Officer. However given the breadth and depth of skills in the Network and partners, any temporary personnel gap can be managed with minimal disruption. There are also potential implementation risks associated with other stakeholders’ reluctance to participate or to be subjects of reviews. This is where the goodwill of ATPS will come to play. With national chapters and the credibility it confers, our current links to the policymakers and ATPS being seen as an honest broker, we are able to overcome this risk. Besides, some of these partners have been sensitized in the course of planning for this program. There are potential political risks that could arise from the political environment in which ATPS operates. ATPS exposure to high risk countries is minimal and our activities are non-political in nature. The national chapters being the anchor for national activities would always provide the intelligence for the smooth operation of ATPS Activities in the various countries.
Evaluation

There are so many externalities to a program of this nature that measurement of impact will, by definition, be imprecise. Knowledge externalities and nuances are difficult to capture, and process induced improvements, behavioral changes and other outcomes as a result of this program could manifest long after the end of the program. In spite of this, ATPS will adopt both an internal and external evaluation strategy. We have put together a logical framework with broad indicators that will allow us to both internally and externally monitor the performance of the program. ATPS processes involve external peer reviews and quality control. Both within the Network and from our partner institutions, we have sufficient skills for constant review of progress towards stated objectives. An internal mid-term review will be officially commissioned. There will be a full external evaluation at the end of the 4-year program targeted at both the processes and outcomes/impact.