



Economic Commission for Africa

Enhancing Knowledge Sharing to Support the Poverty Reduction Process in Africa



PRRS/MDC

The Knowledge Audit Report

March 2008



Economic Commission for Africa

Enhancing Knowledge Sharing
to Support the Poverty Reduction
Process in Africa:
The Knowledge Audit Report

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For more information on the PRS/MDGs Knowledge Sharing Project, please go to: <http://www.uneca.org/africanprsp>

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Acronyms

CBO	Community based organization
COP	Communities of practice
CSO	Civil society organization
ECA	Economic Commission for Africa
ER	Electronic roundtable
HIPIC	Highly indebted poor countries
ICT	Information communication Technology
IMF	International Monetary Fund
MDG	Millennium development goal
NGO	Non-governmental Organization
NDS	National development strategy
PRS	Poverty reduction strategy
PRSP-LG	Learning group on poverty reduction strategy papers
SPSS	Statistical package for the social science
SRO	Sub-regional office
STD	Standard deviation
UNECA	United Nations Economic Eommission for Africa

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Executive Summary

Background

1. The Poverty Reduction Strategy (PRS) knowledge audit presented in this report is one of the activities of an ECA- initiated project entitled "Enhancing Knowledge Sharing to Support the Poverty Reduction Process in Africa". The project is an outgrowth of the Poverty Reduction Strategy Papers Learning Group (PRSP-LG), which was established by ECA with the aim of facilitating African peer learning and serving as a mechanism through which African countries could ensure the relevance of the PRS to the continent's development needs and priorities. The project broadly aims, *inter alia*, to amplify the value-added of the PRSP-LG, with a view to strengthening African policymaking capacity for managing national poverty reduction programmes.
2. The project has three components:
 - a) Country Team Knowledge Network, the objective of which is to create a network of practitioners working on PRSs in their respective countries;
 - b) Electronic Roundtable, the objective of which is to hold electronic roundtable discussions on key themes and issues raised during the Learning Group, among practitioners on the continent and outside, such as academic and policy research institutions, international agencies, and civil society advocacy networks involved in poverty reduction activities; and
 - c) Research and Training Support, the objective of which is to provide research and training support to the PRS process in Africa through (i) demand-driven policy relevant research on PRS-related issues, and (ii) provision of training to practitioners on specific technical and policy issues related to PRS design and implementation.
3. The PRS knowledge audit reported here, had the following specific objectives:
 - a) To determine the PRS knowledge needs;
 - b) To identify existing PRS knowledge resources;
 - c) To identify existing knowledge-sharing practices;
 - d) To identify the technological readiness of PRS practitioners to take part in the planned knowledge sharing network, and
 - e) To give recommendations, on the basis of the findings, on how to go about establishing the country team knowledge network.

Methodology

4. The targets of the knowledge audit were the members of PRS country teams of African countries selected to participate in the project. A total of 18 African countries were selected to participate in the first phase of the project. The country teams are nationally constituted and are charged with the responsibilities of developing and coordinating the

implementation and monitoring of the strategies. The knowledge audit was conducted in 15 of the 18 countries because of problems in arranging country missions to three of the countries (Cameroon, Kenya and Sierra Leone).

5. The sample size of the knowledge audit was set at a maximum of 126, i.e., between 4-7 members from the 18 countries identified for the first phase of the knowledge audit. However, the total number of practitioners who received the knowledge audit questionnaire was 118, for various reasons.

6. Convenient sampling was followed, to select the 4 -7 members from PRS country teams, i.e., country team members available in the country, during the time when the project team was visiting, were included in the knowledge audit and the interviews.

7. The knowledge audit instruments (questionnaires) were distributed to respondents in person during the country missions that the project team carried out to most of the audited countries or during other events where the respondents were present (respondents from Benin, Burkina Faso, Mali and the Niger were interviewed at a regional meeting). In a few cases, the knowledge audit instruments were sent to respondents via e-mail ahead of the country missions or after the country missions.

8. Descriptive analysis (frequency, means, and standard deviations) was carried out on the data from the close-ended items of the knowledge audit questionnaire using SPSS. T-value has also been calculated to establish differences in some of the observations. The open-ended items of the knowledge audit were analysed using categorization of responses and counting the frequencies of categories when appropriate.

Findings

9. The responses to the question related to frequency of respondents' access to PRS documents in the country, show that not more than half of the respondents frequently access to PRS documents. The overwhelming majority of the respondents (more than 80 per cent) also indicate that they access PRS documents available in other African countries rarely or "never"¹. This calls for measures to increase the availability and visibility of the relevant PRS documents as well as the tools that facilitate access to the documents at country and continental levels.

10. In response to a question on what PRS issues respondents discuss to share knowledge, the majority of the respondents (> 55 per cent) indicate that they discuss five specific PRS issues (out of the 16 specific PRS issues listed for them) frequently with PRS practitioners in country. On the other hand, not more than 30 per cent of the respondents discuss frequently any one given PRS issue (of the 16 PRS issues listed for the respondents) with their counterparts in other African countries. Responses also show that utmost only 30 per cent of the respondents hold discussions with PRS practitioners outside of Africa (think-tanks, academia, research, and the Diaspora). Contrary to the discussion between respondents and PRS practitioners in other African countries and outside of Africa, about 50 per cent the respondents discuss a number of PRS topics with bilateral and multilateral donors. The responses, therefore, show that while about half of

¹ Missing responses in questions 8, 13, 16, 20, 25, 29, and 35 of the knowledge audit, are treated as meaning "never" in this report.

the respondents engage in discussion on PRS issues with practitioners in the country and donors, discussions with PRS practitioners in other African countries, and outside of Africa are almost non-existent. Given the benefits of sharing information and experience with counterparts in other African countries and learning from the think tanks, academia, and the Diaspora from outside of Africa, it is necessary to create an environment that makes it easier to interact and share knowledge with PRS practitioners from all over.

11. The responses to the question regarding the type of PRS practitioner that respondents share knowledge with in the country, in other African countries, outside Africa, and donors, show that Department Heads (53 per cent) are the type of PRS practitioner that respondents share knowledge most frequently in the country, researchers/PRS experts (13 per cent) from other African countries, PRS experts/researchers (25 per cent) from outside Africa, and economic advisors/PRS coordinators/resident representatives (25 per cent) from the donor community. The responses further reveal that while about half of the respondents are engaged in sharing knowledge frequently with a given type of PRS practitioner in country, it is utmost 15 per cent, and 25 per cent of the respondents who are engaged in sharing PRS knowledge with any one given type of PRS practitioner in other African countries, outside Africa and donors, respectively. Improving accessibility of PRS practitioners (resource persons) in country and outside by providing the means to share knowledge and help develop the culture of sharing knowledge and trust among each other are key measures to address the prevailing low-level knowledge sharing in the continent.

12. The responses to the question related to the types of PRS documents that respondents exchange to share PRS knowledge show that the *country report* is the most frequently exchanged type of document with practitioners in the country (50 per cent), other African countries (24 per cent), outside Africa (16 per cent), and donors (32 per cent). On the other hand, the least exchanged types of document are "best practices" in the country (26 per cent), outside Africa (8 per cent) and donors (11 per cent) and lessons learned (in other African countries (13 per cent)). The responses further reveal that not more than 50 per cent, 25 per cent, 16 per cent, and 32 per cent of the respondents exchange any one given type of PRS document frequently with practitioners in the country, in other African countries, outside African countries, and with donors respectively. Given the importance of exchanging of PRS documents, particularly on best practices and lessons learned that are relevant to the continent, more effort to capture, document, exchange and make them easily accessible should be a priority.

13. The responses to the question about the sources of PRS documents that respondents use show that websites and print files are the most frequently used sources of PRS documents across the board. The responses further reveal that not more than 30 per cent, 32 per cent, and 39 per cent of the respondents use any one given source of PRS documents in other African countries, outside Africa, and donors, respectively. The findings also reveal that not more than 32 per cent and 39 per cent of the respondents use any one given source of PRS document, from the list of six sources, as source of the documents that they exchange with practitioners outside Africa and with donors respectively. Assisting in increasing the availability and visibility of sources of relevant PRS documents and the skills needed to utilize them could lead to more use of the available sources of PRS documents. Using the websites more as a means of publishing, storage, and sharing PRS documents will also allow building on what is already a popular mechanism among the practitioners.

14. The responses to the question regarding the knowledge-sharing mechanisms that respondents use to exchange PRS knowledge show that face-to-face meetings, closely followed by conferences, are the most frequently used mechanism to share knowledge with PRS practitioners in the country (71 per cent), outside Africa (16 per cent), and donors (47 per cent). E-mails (18 per cent) are the most frequently used knowledge-sharing mechanisms for sharing knowledge with PRS practitioners in other African countries. On the other hand, e-discussions are the least-used mechanisms to share knowledge with PRS practitioners in the country, in other African countries, outside Africa, and donors. The responses further reveal that not more than 20 per cent, 16 per cent, and 47 per cent of the respondents engage in using any one given knowledge-sharing mechanism, of the 16 listed for the respondents, for frequently sharing knowledge with PRS practitioners in other African countries, outside Africa, and donors respectively. Given the established fact of the expensiveness of face-to-face meetings, encouraging and facilitating use of mechanisms that can be considered as comparable with face-to-face meetings but which are cheaper and more efficient, should be considered by the project.

15. The majority of the respondents say that access to the ICT tools required for participation in proposed PRS country team networks, and the quality of the technologies and services to which they access require improvement. Almost all respondents have access to computers (97 per cent), Internet (92 per cent), and e-mail account (90 per cent), usually from their offices. The majority of the respondents are also frequent users of computers (82 per cent), Internet browsing (84 per cent), and e-mail (90 per cent). However, only 37 per cent, 26 per cent, and 13 per cent of the respondents consider themselves as frequent users of online databases, e-mail based e-discussions, and web-based e-discussion respectively. Creating peer learning and a knowledge-sharing environment by capitalizing on the existing ICT capacity of the respondents will also help in bringing about the desired results. Increasing the availability of relevant ICT tools (such as online databases) improves the capacity respondents to exchange, discuss, share and access PRS documents and issues.

16. The responses to the question about whether the five themes of the PRSP-LG are still relevant for the respondents show that the majority believes that the five themes of the PRSP-LG are highly relevant for their PRS works in this order: pro-poor growth strategies considered (76 per cent), national capacity needs (66 per cent), PRS process (63 per cent), finance and expenditure management (60 per cent), and aligning donor policy with PRS and national priorities (55 per cent). Furthermore, the majority of the respondents identified five specific PRS issues, under the five themes of the PRSP-LG, as highly relevant for their PRS work: improving access to quality education and health services, increasing investments in agricultural and rural development, aligning resource allocation to PRS priorities, strengthening the capacity of the public sector for more effective and efficient delivery of services, and achieving high-level political commitment to the design and implementation of PRSs. In addition, some respondents also suggested that a number of PRS issues should be included in future PRS discussions and knowledge-sharing.

17. About 75 per cent of the respondents also suggested that the following PRS practitioners and organizations be a part of the PRS knowledge-sharing process: civil society organizations (21 per cent), researchers (16 per cent), sector/line ministry coordinators (13 per cent), communities/community leaders (13 per cent), national country teams (11 per cent) and private sectors (11 per cent). Creating an environment where all stakeholders are accessible to each other for knowledge-sharing is essential.

18. Some also indicate interest in exchanging a wide array of types of documents such as annual statistics, gender- and urban/rural-disaggregated data, and indicators, in addition to the seven types of PRS documents listed for them. Facilitating the documentation, exchange, and access to such documents is then essential.

19. More than 50 per cent of the respondents also stated that the PRS-MDG linkage is important for reasons such as the possibility of using MDG-based PRSs to monitor the results, impacts, coherence, coordination and management indicators as well as PRSs budgeting.

20. The majority of the respondents had positive opinions about the following key issues:

- a) The necessity of using information and communication technologies (ICTs), including effective websites, databases, e-discussions, CDs, regular country postings, ERs, videoconferences and teleconferences to improve the current knowledge-sharing process;
- b) The establishment of virtual communities of practice (COP) to facilitate experience and knowledge-sharing; and
- c) Putting in place of an effective online database for documents access, sharing and management.

21. Finally, respondents indicated inadequacy of resources, including ICT tools and Internet connections; time constraints due to work overload, lack of knowledge-sharing guidance, tools and culture, and absence of quality and up-to-date information as barriers affecting their efforts to share knowledge.

Recommendations

22. The reports puts forward recommendations organized under seven headings to address the identified gaps in PRS knowledge and knowledge-sharing and to implement the proposed PRS knowledge-sharing network: establishment of a network of PRS practitioners in Africa, provision of training, facilitating and building PRS research capacity, support for wider application of ICT tools and services, provision of incentives, facilitating the meeting of PRS knowledge needs, and carrying out PRS knowledge audits.

23. Recommendations related to Networking PRS practitioners in Africa includes:

- a) The knowledge-sharing project should establish electronically enhanced networks to link African PRS practitioners to enable them to engage in peer learning and knowledge-sharing. The network should allow, *inter alia*, that PRS resources on the continent (documents, experts, and sources) be visible and accessible by all members;
- b) The ECA/project should organize easy-to-use e-discussion forums, accessible through the PRSP-LG website, which will allow PRS practitioners on the continent to engage in discussion of PRS issues on a continuous basis. The discussion forums should also be organized at country, subregion and continent levels in order to network effectively with all stakeholders at all levels;
- c) The ECA/project should organize face-to-face meetings from time to time at national, subregional, and continental levels, in order to develop an atmosphere of

- trust and collegial partnership among practitioners in Africa, which is critical for peer learning and knowledge-sharing to flourish; and
- d) The ECA/project should organize regional meetings to integrate national PRSs into regional PRSs (eg. in West Africa).

24. Recommendations related to training include the following that:

- a) ECA should organize and facilitate as follows:
 - (i) Training on the design, implementation, and monitoring of PRS/NDS at regular intervals;
 - (ii) Training on how to integrate MDGs into a PRS/NDS;
 - (iii) Sensitization and training workshops to help African PRS practitioners develop appreciation and skills in knowledge-sharing, including on how to use the different knowledge-sharing tools to be developed by the project; and
 - (iv) Training on establishing, facilitating and maintaining a PRS/MDG CoP online.
- b) The ECA/project should develop and make accessible, through the PRSP-LG website, online training materials, guidelines, and manuals aimed at building the capacity of individual countries to manage their PRS knowledge and processes. Specific areas of trainings in this connection should include:
 - (i) Training on developing a system/culture of documenting information and experience generated and acquired in each country for better access;
 - (ii) Training to strengthen the capacity of countries to capture, generate, acquire, document and make accessible key PRS knowledge (such as best practices, case studies, and lessons learned); and
 - (iii) Training on the use of e-discussion tools and use of online systems and services to enable the practitioners make the most of online e-discussions, databases, digital libraries, and so forth.
- c) ECA should conduct a regular training needs assessment in order to come up with relevant training programmes and approaches

25. Recommendations related to research at ECA should:

- a) Engage in producing original research results, compilations, and reviews to fill in the gaps in new knowledge and to keep practitioners informed of emerging trends in the design and implementation of PRS/NDS and MDGs;
- b) Sponsor research on issues related to designing, implementing, and monitoring MDG-based PRS/NDS at country, regional, and continental levels;
- c) Establish competitive research grant scheme to encourage and support research conducted by PRS practitioners in Africa;
- d) Sponsor collaborative research where established researchers from any part of the world could conduct research in Africa with national practitioners as counterparts with the aim of providing the opportunity for nationals to develop research skills and experience;
- e) Institute research fellows schemes for young PRS practitioners;
- f) Conduct a regular research needs assessment in order to keep track of the research needs of the practitioners and develop/sponsor research activities pertinent to the continent; and
- g) Encourage the participation of researchers and statistics authorities in the PRS/MDG CoP whereby practitioners can access accurate, reliable and updated data.

26. Recommendations related to ICT applications include the following:

- a) The ECA/project should develop online directories of PRS experts and organizations in Africa, accessible through the PRSP-LG website;
- b) The project should develop easy to access and use database of PRS documents produced in African countries as well as elsewhere;
- c) Accessible through the PRSP-LG website, the project should also develop awareness- creation services through which PRS practitioners could become aware of and access information on relevant upcoming PRS meetings and other events, new publications, and PRS projects and initiatives to increase the visibility of such resources and facilitate interaction among practitioners on the continent;
- d) The ECA/project should publish an e-newsletter to issue regular commentaries on current PRS issues, short articles, continental PRS news, progresses on ongoing PRS projects, and introduce personalities;
- e) The project should facilitate access to commercially available relevant online PRS-related databases and alerting services through the PRSP-LG website;
- f) The project should also facilitate access to digital libraries on the continent and elsewhere that are freely accessible, through the PRSP-LG website;
- g) ECA should conduct a regular ICT needs and application assessment in order to keep track of ICT applications by practitioners; and
- h) The knowledge-sharing website should be linked to PRS/MDG-specific websites, which focus on best practices, experiences, lessons learned, case studies and success stories.

27. Recommendations related to incentives include the following that:

- a) The project should provide incentives to participants such as providing needed trainings and giving recognition of contributions to those participating in knowledge-sharing;
- b) Similarly, the project should put incentives in place for those excelling in participation such as opportunity to publish, sponsorship to attend conferences and trainings, and similar privilege;
- c) The project should provide the basic ICT tools to those countries the lack them, in collaboration with development partners that are already committed to supporting the PRS process in Africa;
- d) The project should assist in improving the capacity of the Internet connections in most of the countries visited, in collaboration with development partners already committed to supporting the PRS process in Africa; and
- e) The project should get the full buy-in of the top decision-makers of the relevant national organizations, in order to get their support in allowing and motivating their employees to take part in the knowledge-sharing network. Such management support could also serve as an incentive for practitioners to take part in knowledge-sharing.

28. Recommendations related to meeting the PRS knowledge needs of practitioners include:

- a) The five themes of the PRSP-LG and the specific issues identified as highly relevant by respondents should serve as foci of the future PRS discussion, exchange, research, training, and documentation to be hosted by PRSP-LG as well as by the proposed PRS knowledge- sharing network;
- b) The additional PRS themes and specific issues suggested by respondents should serve as indications of additional areas of knowledge needed by PRS practitioners in Africa, and hence serve alongside the above PRS themes and issues; and

- c) That ECA should carry out a regular PRS knowledge needs assessment, alongside the training and research needs assessment mentioned above, in order for ECA to make informed policy decisions and to play its role as a regional think-tank on the economic and social development issues of the continent.

Recommendations related to PRS knowledge audit

29. Although the current PRS knowledge audit has shed important light on the PRS knowledge needs and existing PRS knowledge-sharing practices, a more comprehensive knowledge audit covering more PRS issues and more African countries needs to be conducted by the ECA/project. Further PRS knowledge audits should also be conducted by ECA as the need arises.

Conclusions

30. The findings may not give a complete picture of the PRS knowledge needs, knowledge-sharing practices, and the technological readiness of the countries audited for several limitations. However, the findings have shed light on a number of key aspects of PRS knowledge needs and sharing situations in the countries visited, which could be used as indicators of the overall situation of the continent. The lessons learned from the current knowledge audit will also be valuable inputs for future PRS knowledge audits. These need to be conducted at regular intervals as a basis for the sound policy decisions that ECA will be making in support of the PRS/NDS and MDG process in Africa.

Chapter 1: Introduction

1.1. Background to the Project

The PRS knowledge audit presented in this report is one of the activities of an ECA-initiated project entitled "Enhancing Knowledge Sharing to Support the Poverty Reduction Process in Africa". The project is an outgrowth of the learning group on poverty reduction strategies paper (PRSP-LG), a learning group established by ECA with the aim of facilitating systematic African peer learning and serving as a mechanism through which African countries could ensure the relevance of the PRS to the continent's development needs and priorities. As soon as the World Bank and International Monetary Fund (IMF) introduced PRSP in 1999 as a prerequisite for debt relief under the enhanced Highly Indebted Poor Countries (HIPC) initiative, ECA hosted a workshop for African countries and launched a high-level mission to several African countries engaged with the PRSP process at different stages. One key message that emerged from the workshop and consultations was the need for an African forum to reflect on the continent's experience with this new modality.

On this basis, member States urged ECA to establish a forum to facilitate African peer learning and serve as a mechanism through which they could articulate the centrality of African-owned and-led poverty reduction strategies to address the continent's development challenges. The PRSP-LG has met three times since 2001 and held a plenary in 2006.

One of the key messages emanating from the PRSP-LG forums has been that the convening of the PRSP-LG on an annual basis was not sufficient for African practitioners to stay abreast of the rapidly evolving poverty reduction policy environment. Therefore, in response to demands made by the participants of the PRSP-LG for ongoing and interactive meetings aimed at facilitating African peer learning and knowledge sharing on PRS, ECA designed the project 'Enhancing Knowledge Sharing to support the Poverty Reduction Process in Africa'. The project broadly aims, among others, to amplify the value-added of the PRSP-LG, and with a view to strengthening African policymaking capacity to manage national poverty reduction programmes.

The project has three components, which are briefly described below:

Country Team Knowledge Network: The objective is to create a network of practitioners working on PRSs in their respective countries. The network is designed to foster ongoing knowledge sharing and to expand access to available and emerging knowledge on poverty-focused policies, processes, and institutional set-ups. It will also provide a shared archive for PRS Country Teams. Accessed through assigned codes, the network will develop incrementally. Based on consultations between the country focal points and ECA, knowledge-sharing experts will detail each country's needs and requirements for PRS country team participation in the enhanced knowledge-sharing activities envisaged under the project.

Electronic Roundtable (ER): The objective is to hold electronic roundtable discussions on key themes and issues raised during the Learning Group. The groups will comprise a community of interest of approximately 150 participants – including academic and policy research institutions, international agencies, and civil society advocacy networks.

Research and Training Support: The objective is to provide research and training support to the PRS process in Africa through (a) demand-driven, policy-relevant research on PRS-related issues, and (b) provision of training to practitioners on specific technical and policy issues related to PRS design and implementation.

1.2. Objectives of the knowledge audit

One of the activities of the first component of the project, i.e., the country team knowledge network, is to conduct a knowledge audit in the African countries selected to participate in the project, for the purpose of identifying the PRS knowledge needs and technical readiness of the countries. The PRS knowledge audit specifically aims to:

- Determine PRS knowledge needs;
- Identify existing PRS knowledge resources;
- Identify existing knowledge-sharing practices;
- Identify the technological readiness of the PRS practitioners to take part in the knowledge-sharing project; and
- Give recommendations, on the basis of the findings on how to establish the country team knowledge network.

1.3. Organization of the report

The report is organized under five sections. The first section gives background information the project and the knowledge audit. Section two presents a brief description of the methodology followed in conducting the knowledge audit. Section three presents the analysis of the findings of the knowledge audit. Section four presents recommendations put forward based on the findings of the knowledge audit. Section five gives the concluding statements of the knowledge audit. The annexes come at the end.

Chapter 2: Methodology

2.1. The knowledge audit instrument

The knowledge audit uses a questionnaire consisting of both close- and open-ended items to collect data from the target population on the following issues:

- Demographic data of respondents;
- Areas of PRS knowledge that respondents consider relevant for their PRS-related works;
- PRS issues that respondents currently discuss and would also like to discuss;
- PRS resources that respondents currently access and would also like to access;
- Knowledge-sharing mechanisms that respondents currently use and would also like to use;
- Sources of PRS documents that respondents currently use and would also like to use;
- PRS documents that respondents currently exchange and would also like to exchange;
- Technical readiness of respondents to participate in the proposed country team knowledge network;
- Respondents' view on selected key PRS issues; and
- Knowledge-sharing constraints that respondents currently face.

2.2. Target population of the knowledge audit

The targets of the knowledge audit were the members of the PRS country teams from the African countries selected to participate in the project. A total of 18 African countries have been selected to participate in the first phase of the project. Except for two of the countries (Egypt and Morocco), all the countries included in the first phase of the project have nationally constituted PRS country teams that are charged with the responsibilities of developing and coordinating the implementation and monitoring of the strategies. The knowledge audit was conducted in 15 of the 18 countries because of difficulties with arranging the missions to three of the countries (Cameroon, Kenya, and Sierra Leone). In most of the countries audited, practitioners who are not formal members of the national PRS country teams have been included in the knowledge audit on the basis of the recommendations of the country teams concerned. These additional practitioners have been mainly from research institutions, academia, and civil society organizations (CSOs) who are actively participating in the PRS activities of their respective countries, even though they are not formal members of the country teams. Tables 2.1 –2.4 give information on the countries covered in the knowledge audit and the distributions of the respondents by country, subregion, language, and type of organization.

2.3. Sample size and sampling technique

The sample size of the knowledge audit was set at a maximum of 126, i.e., between 4 to 7 members from the 18 countries identified for the first phase of the knowledge audit.

However, for different reasons, the number of samples from most of the target countries was more or less than 4-7. (Refer to table 2.1 for the number of samples included in the knowledge audit from each country). On the one hand, as pointed out earlier, in most of the countries audited, more than seven practitioners have been included in the knowledge audit on the basis of the request made by the respective country teams. On the other hand, only one PRS country team member in each of the four project countries received the knowledge audit instrument as there were no country missions to the four countries. The total number of practitioners who received the knowledge audit questionnaire, therefore, stands at 118.

Convenient sampling was followed to select the 4 -7 members from PRS country teams visited by the project team, i.e., country team members available in the country during the time when the project team was visiting the countries were included in the knowledge audit and the interviews.

Table 2.1: Distribution of respondents by country

	Name of country	No. of questionnaires returned	No. of questionnaires distributed	Missions undertaken (Yes/No)
1	Benin	1	1	No
2	Burkina Faso	1	1	No
3	Ethiopia	4	6	Yes
4	Egypt	6	11	Yes
5	Malawi	3	13	Yes
6	Mali	1	1	No
7	Mauritania	4	14	Yes
8	Morocco	1	13	Yes
9	Mozambique	4	10	Yes
10	Niger	1	1	No
11	Rwanda	0	6	Yes
12	Senegal	6	7	Yes
13	Tanzania	1	13	Yes
14	Uganda	2	9	Yes
15	Zambia	3	12	Yes

Table 2.2: Distribution of respondents by ECA subregion

	Subregion	No. of questionnaires Returned	No. of questionnaires distributed
1	Eastern Africa	7	34
2	North Africa	11	38
3	Southern Africa	10	35
4	West Africa	10	11
	Total	38	118

Table 2.3: Distribution of respondents by language

	Language of respondents	No. of questionnaires returned	No. Of questionnaires distributed
1	English	23	80
2	French	15	38
	Total	38	118

Table 2.4: Distribution of respondents by type of organization

	Type of organization	No. of questionnaires returned
1	Civil society organizations	1
2	Government organizations	35
3	The private sector	1
4	Research institutes	1
	Total	38

2.4. Data collection procedure

The knowledge audit instruments were distributed to respondents in person during the country missions carried out to most of the audited countries or during other events at which the respondents were present (respondents from Benin, Burkina Faso, Mali and Niger were interviewed at a regional meeting). In a few cases, the knowledge audit instruments were sent to respondents via e-mail ahead of the country missions or after the country missions. In most of the cases, the respondents were given explanations on the items and on the purposes of the knowledge audit to help them fill out the instrument properly. Group or individual interviews also accompanied the knowledge audit with the aim of discussing the project further and getting the respondents to “buy-in” the project’. Focal persons designated by each country and the relevant subregional offices (SROs) of ECA assisted in identifying the individual country team members for the knowledge audit. The majority of the filled-out knowledge audit instruments were collected while the project team was still on mission in each country. Some have also sent the filled-out questionnaire later. A total of 38 usable knowledge audit questionnaire were collected from 14 of the 15 countries included.

2.5. Data analysis

Descriptive analysis (frequency, means, and standard deviations), using the Statistical Package for the Social Sciences (SPSS), was made on the data from the close-ended items of the knowledge audit questionnaire. T-value has also been calculated to establish differences in some of the observations. The open-ended items of the knowledge audit were analysed using categorization of responses and counting frequencies of categories when appropriate.

The following key assumptions were also made when conducting the analysis and presenting the data:

- Fifty five per cent and above response rates were considered as constituting a majority.
- In questions (8, 13, 16, 20, 25, 29, and 35) where options included *frequently*, *sometimes*, and *rarely*, the missing responses were assumed to mean "never", on the grounds that the three options did not accommodate *never*. However, there was a high possibility that some of the respondents required such an option to describe their situations.

2.6. Limitations of the knowledge audit

The knowledge audit has the following limitations:

- **Missing data:** The missing data in some cases are significant enough to affect what can be summarized or inferred from the responses. To address this problem, a number of approaches were considered, including ignoring cases with missing data, estimating missing data, and treating missing data as data. From among these, treating missing data as data was employed in some of the cases, namely, in questions 8, 13, 16, 20, 25, 29, and 35. This was due to the fact that the choices in these questions were not accommodative of all possibilities, such as "never".
- **Country distribution of the returned knowledge audit questionnaires:** The country distribution of the returned knowledge audit questionnaires was uneven, resulting in difficulty in PRS knowledge needs and practices of the respondents by country, region, and similar other criteria (sex, language and so forth). For example, a third of the knowledge audit questionnaires analysed here came from just 2 of the 15 countries audited, and 63 per cent of the questionnaires analysed came from just 5 of the 15 countries audited. To overcome these potential biases, a larger number of completed knowledge audit questionnaires (at least 4 completed knowledge audit questionnaires per country) need to be collected.
- **Multiple versions of the knowledge audit instrument:** The knowledge audit instrument has been revised three times. This has created some inconsistencies in the type, number, and format of questions that respondents received. Although every effort has been made to map the items of the different versions to achieve uniformity of items distributed to the respondents, some inconsistencies still remained. To address this potential shortcoming, the analysis and presentation of the findings of the close-ended items (in-country and in other African countries) and open-ended items (related to outside Africa and with donors) have been done separately.

Chapter 3: Analysis of the knowledge audit data

This section of the report is dedicated to presentation of the analysis of the findings of the knowledge audit. The findings are presented in tabular form in annex 1 of this report. The presentation of the analysis is organized under two major sections, namely, the current status of PRS knowledge resources and knowledge-sharing practices of the PRS practitioners audited and the PRS knowledge needs of the practitioners (PRS knowledge needs here include not only the content aspect but also of the form in which practitioners prefer to have their content). The main purpose of organizing the analysis of the findings under current status and knowledge needs is to be able to determine the PRS knowledge gaps between what is currently available and is at the disposal of practitioners and what they need to have.

3.1. Status of PRS knowledge resources and knowledge-sharing practices in the audited countries

3.1.1. PRS documents accessible to respondents

The responses to the question related to frequency of respondents' access to documents in-country on 16 specific PRS issues show that documents on two of the issues are accessed by 45 per cent of the respondents, four of the issues by 35 per cent of the respondents, four of the issues by 25 per cent of the respondents, and the rest of the issues by 20 per cent of the respondents. This shows that there is no one PRS issue whose documents can be accessed frequently by more than half of the respondents. The overwhelming majority of the respondents (more than 80 per cent) also indicate that they access documents on the 16 PRS issues available in other African countries "rarely" or "never"².

Further analysis of the responses show that respondents' level of access to documents on PRS issues overall is low; and respondents' access to PRS documents in country is higher than to PRS documents in other African countries ($t= 5.2$). Table 3.1 presents the frequency of access to PRS documents in-country and in other African countries.

The knowledge audit, using open-ended questions, has also probed into the levels of frequency of respondents' access to PRS documents available outside of Africa (i.e., the think tanks, academia, research institute, and the Diaspora working on PRS) and donors. The responses show that only a few respondents access such documents available outside Africa and donors.

The low level of access to documents on PRS issues is likely due to shortage of relevant issues documents, lack of awareness of the existence and location of available PRS documents in- country and outside, lack of the means to access PRS documents available outside of one's country, and the low level knowledge-sharing culture among the practitioners.

² Missing responses in questions 8, 13, 16, 20, 25, 29, and 35 of the knowledge audit are treated as meaning "never" in this report

Table 3.1: Frequency of access to PRS documents in-country and in other African countries (n = 38)

	Specific PRS Topics	% Respondents frequently accessing PRS documents	
		In country	In other African countries
1	Achieving and sustaining a stable macroeconomic environment	17 (44.7%)	6 (15.8%)
2	Increasing investments in agricultural and rural development	17 (44.7%)	5 (13.2%)
3	Tackling HIV/AIDS, tuberculosis, malaria and other related diseases	14 (36.8%)	5 (13.2%)
4	Legitimizing broad-based participation of key stakeholders, including parliament, in developing, implementing, and monitoring the PRS process	14 (36.8%)	3 (7.9%)
5	Strengthening the capacity of civil society organizations (CSOs) including NGOs, community-based organizations (CBOs) and think-tanks	13 (34.2%)	3 (7.9%)
6	Achieving high-level political commitment to the design and implementation of PRSs	13 (34.2%)	3 (7.9%)
7	Monitoring compliance with the Paris Declaration on Aid Effectiveness (2005)	10 (26.3%)	3 (7.9%)
8	Improving access to quality education and health services	10 (26.3%)	2 (5.3%)
9	Establishing monitoring, auditing and tracking systems to promote financial transparency and ensure effective use of resources	10 (26.3%)	2 (5.3%)
10	Strengthening the capacity of the public sector for more effective and efficient delivery of services	10 (26.3%)	2 (5.3%)
11	Aligning resource allocation to PRS priorities	7 (18.4%)	1 (2.6%)
12	Improving the quality, access and timely delivery of data	7 (18.4%)	1 (2.6%)
13	Reducing barriers to private sector investment	6 (15.8%)	1 (2.6%)
14	Promoting broad-based growth through economic diversification	5 (13.2%)	1 (2.6%)
15	Designing targeted programmes to reduce income and gender inequalities	5 (13.2%)	0 (0%)
16	Developing a comprehensive strategy to nurture and retain capacity for national development and growth	4 (10.5%)	0 (0%)
	Mean	10.1 (26.4%)	2.37 (6.2%)
	STD	4.2	1.78

Given the fact that the five themes of the PRSP-LG and the issues under them are still highly relevant for the majority of the respondents, the low level of access to documents on the five themes and related specific PRS issues should be one of the priority areas of concern to be addressed by the proposed PRS knowledge-sharing network to address. Measures to increase the availability and visibility of the relevant PRS documents and the tools that facilitate access to the documents need to be taken at country and continent levels.

3.1.2. PRS topics that respondents currently discuss with PRS practitioners

The majority of the respondents (> 55 per cent) indicate that they discuss five specific PRS issues (out of the 16 specific PRS issues listed for them) frequently with PRS practitioners in-country. On the other hand, not more than 30 per cent of the respondents frequently discuss any one of the 16 PRS issues with their counterparts in other African countries. The majority of the respondents (mean = 68 per cent) in fact discuss the 16 PRS issues with practitioners in other African countries "rarely" or "never". Further analysis of the responses show that the frequency of discussion of PRS issues among practitioners in-country is higher than that of discussion with practitioners in other African countries ($t = 11.3$), although the number of issues frequently discussed even in-country is also limited. Table 3.2 shows the frequency of the respondents' discussion of PRS issues with practitioners in-country and in other African countries, while table 3.3 presents the PRS issues most frequently discussed by the majority of the respondents with practitioners in-country and in other African countries.

Responses to an open-ended question also show that only 30 per cent of the respondents hold discussions with PRS practitioners outside of Africa (think tanks, academics, research, and the Diaspora). Contrary to the discussion situation of respondents with PRS practitioners in other African countries and outside of Africa, about 50 per cent of the respondents discuss a number of PRS issues with bilateral and multilateral donors. Table 3.4 shows the PRS issues discussed with practitioners outside Africa and with donors.

The responses, therefore, show that while about half of the respondents engage in discussion of some of the PRS issues with practitioners in-country and donors, discussions of PRS issues with PRS practitioners in other African countries and outside of Africa are almost non-existent.

The relative ease of creating opportunities for discussion seems to be the key reason for relatively higher level of discussions among practitioners in-country and with donors. Knowledge of whom and where the different practitioners can be reached within the country and the relative ease of contacting each other are some of the specific reasons that make discussion of PRS issues in-country higher than with practitioners in other African countries. Donors are also a part of the national PRS team of some of the audited countries (for example, Rwanda) and that has made discussions with donors a more regular activity.

Low level knowledge-sharing culture, lack of time, lack of skills in using e-discussion tools, and lack of awareness of the existence and location of PRS practitioners outside of one's country are some of the possible reasons for the observed low level of discussion of PRS issues with practitioners in other African countries and outside Africa. The same factors can be said to be responsible for hindering discussion from taking place more frequently even with practitioners in-country and donors.

The highly frequent discussion of the five specific PRS issues in-country shows the importance of the issues for the PRS practitioners on the continent. The issues being discussed with practitioners in other African countries, outside of Africa, and with donors, although by a minority of the respondents, also indicate the important areas of knowledge with which PRS practitioners need to keep abreast in order to carry out their PRS works effectively. Consequently, these specific PRS issues serve as the focus of future discussions,

documentation, research, training, and knowledge sharing to support the development and implementation of MDGs and PRS/NDS on the continent.

Table 3.2: Frequency of respondents' discussion of PRS issues with practitioners in-country and in other African countries (n = 38)

	PRS Topics	% Respondents frequently discussing with practitioners	
		In-country	In other African countries
1	Aligning resource allocation to PRS priorities	26 (68.4%)	9 (23.7%)
2	Improving access to quality education and health services	24 (63.2%)	9 (23.7%)
3	Achieving high-level political commitment to the design and implementation of PRSs	23 (60.5%)	5 (13.2%)
4	Legitimizing broad-based participation of key stakeholders, including parliament, in developing, implementing, and monitoring the PRS process	22 (57.9%)	6 (15.8%)
5	Increasing investments in agricultural and rural development	22 (57.9%)	8 (21.1%)
6	Strengthening public sector capacity for more effective and efficient delivery of services	19 (50.0%)	6 (15.8%)
7	Designing targeted programs to reduce income and gender inequalities	18 (47.4%)	5 (13.2%)
8	Reducing barriers to private sector investment	18 (47.4%)	8 (21.1%)
9	Improving the quality, access and timely delivery of data	18 (47.4%)	10 (26.3%)
10	Tackling HIV/AIDS, tuberculosis, malaria and other related diseases	17 (44.7%)	6 (15.8%)
11	Establishing monitoring, auditing and tracking systems to promote financial transparency and ensure effective use of resources	14 (36.8%)	4 (10.5%)
12	Achieving and sustaining a stable macroeconomic environment	14 (36.8%)	2 (5.3%)
13	Strengthening the capacity of civil society organizations including NGOs, community-based organizations and think-tanks	11 (28.9%)	2 (5.3%)
14	Monitoring compliance with the Paris Declaration on Aid Effectiveness (2005)	10 (26.3%)	3 (7.9%)
15	Developing a comprehensive strategy to nurture and retain capacity for national development and growth	9 (23.7%)	2 (5.3%)
16	Promoting broad-based growth through economic diversification	9 (23.7%)	2 (5.3%)
	Mean	17.1	5.4
	STD	5.5	2.8

Table 3.3: Most frequently discussed PRS issues with practitioners in-country and in other African countries

PRS practitioners interviewed	PRS topics discussed
In-country	<ul style="list-style-type: none"> • Aligning resource allocation to PRS priorities • Improving access to quality education and health services • Achieving high-level political commitment to the design and implementation of PRSs • Legitimizing broad-based participation of key stakeholders, including parliament, in developing, implementing and monitoring the PRS process • Increasing investments in agricultural and rural development
In other African countries	<ul style="list-style-type: none"> • Improving the quality, access and timely delivery of data • Aligning resource allocation to PRS priorities • Improving access to quality education and health services • Increasing investments in agricultural and rural development • Reducing barriers to private sector investment

Given the benefits of sharing information and experience with counterparts in other African countries and learning from think-tanks, academia, and the Diaspora, creating an environment that makes it easier to interact and share knowledge with PRS practitioners from all over is necessary.

Table 3.4: PRS issues currently being discussed with practitioners outside Africa and donors

PRS practitioners interviewed	PRS topics discussed
Outside Africa	<ul style="list-style-type: none"> • Pro-poor growth strategies • Civil service capacity building • Gender mainstreaming • Improving the role of private sector investment and trade • Conform expenditure to PRS priorities • Monitoring and evaluation of PRSs • Focusing actions against poverty • High-level political commitment • Using MDGs indicators as PRS indicators • Domestic resource mobilization • Enhancing rural development and agricultural productivity • Fighting HIV/AIDS • Ownership of PRSs by African institutions and countries
Donors	<ul style="list-style-type: none"> • Pro-poor growth strategies • Civil service capacity building • Gender mainstreaming • Improving the role of private sector investment and trade • Conform expenditure to PRS priorities • Delivery of public services • Investing in human and physical capital • Enhancing rural development and agricultural productivity • Participation of all sectors in the PRS process • Financial sector reforms • Align donor policies with PRS and national priorities • Environment • Domestic resource mobilization • Fighting HIV/AIDS • Ownership of PRSs by African institutions and countries

3.1.3. Categories of PRS practitioners with whom respondent share knowledge

In response to the question about the categories of PRS practitioners with whom respondents share knowledge, the findings show that from among six categories of PRS practitioners listed for respondents, Department Heads (53 per cent) and researchers/PRS experts (13 per cent) are the categories of practitioners with whom respondents share PRS knowledge most frequently in-country and in other African countries, respectively. The findings also show that a number of respondents (mean= 29 per cent) share PRS knowledge with PRS practitioners in-country "never", while the overwhelming majority (mean = 79 per cent) of the respondents, in fact, share knowledge with practitioners in other African countries "rarely" or "never".

Further analysis of the findings show that, although still limited, respondents' sharing of PRS knowledge with practitioners in-country is higher than with practitioners in other African countries (t=10.0). Figure 3.1 presents the frequency of respondents' sharing of knowledge with PRS practitioners in-country and in other African countries.

The findings also show, in response to open-ended questions, that respondents share knowledge with PRS experts/researchers (25 per cent) and economic advisors/PRS coordinators/resident representatives (25 per cent) outside Africa and with donors, respectively.

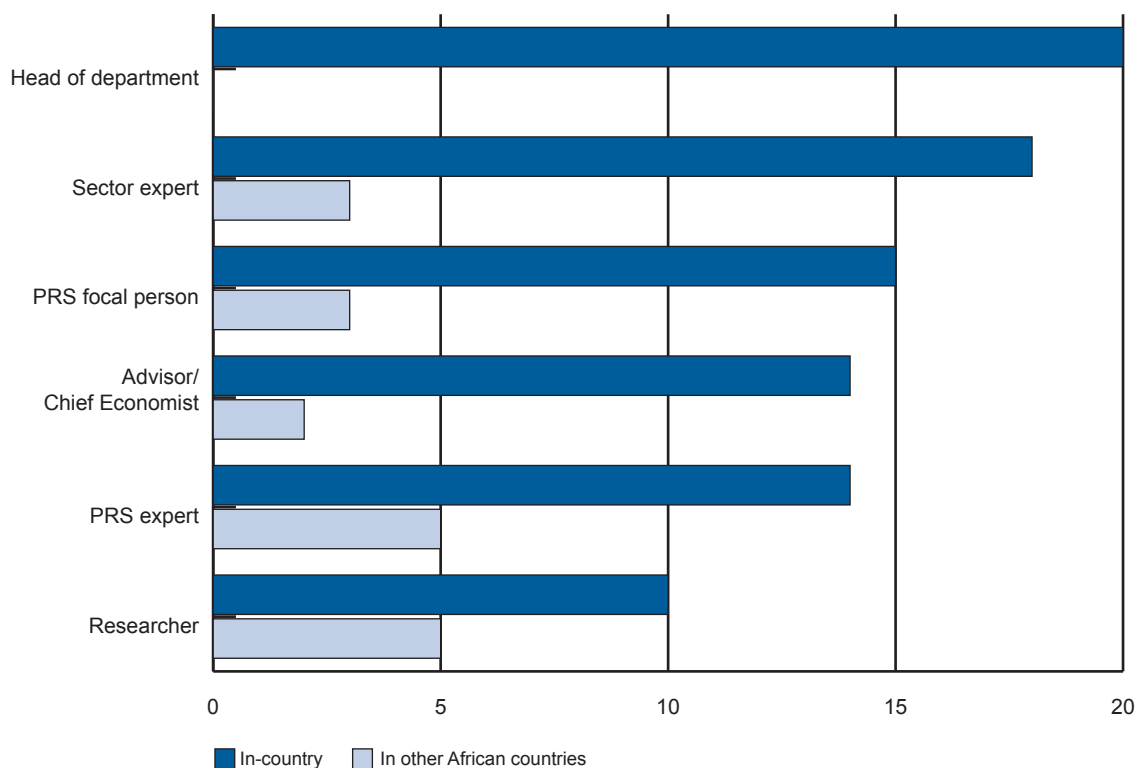
The responses therefore show that while about half of the respondents are engaged in sharing knowledge frequently with a given type of PRS practitioner in-country, it is about 13 per cent, 25 per cent, and 25 per cent of the respondents, respectively, who are engaged in sharing PRS knowledge with any one given type of PRS practitioner in other African countries, outside Africa, and with donors. It can be generalized, then, that sharing of knowledge with practitioners outside of one's country are very low.

The low level knowledge-sharing culture, lack of time, lack of skills and experience in using knowledge-sharing tools, high cost of engaging in knowledge sharing, unsuitability of the means of knowledge sharing available for respondents (as those interacting have indicated the existence of mechanisms provided by regional initiatives that can support such interactions), lack of awareness of the availability and location of PRS practitioners outside of one's country, and lack of motivation and incentives to engage in knowledge sharing are the possible reasons for the observed low levels of knowledge-sharing among PRS practitioners.

The relatively higher level of knowledge sharing with Department Heads in-country is likely because Department Heads are physically closer and more accessible to the respondents. It is also possible that Department Heads in particular are more trusted by virtue of their position.

Improving the accessibility of PRS practitioners (resource persons) in-country and outside by providing the means to share knowledge and by helping the practitioners to develop the culture of sharing knowledge and trust among each other are key measures to address the prevailing low level of knowledge-sharing on the continent.

Figure 3.1: Comparison of frequency of respondents' sharing of knowledge with PRS practitioners in-country and other in other African countries (n=38)



3.1.4. Types of PRS documents that respondents exchange to share PRS knowledge with PRS practitioners

The responses to the question related to the types of PRS documents that respondents exchange to share PRS knowledge show that country reports, of the seven types of documents listed for respondents, are the most frequently exchanged type of document with practitioners in-country (50 per cent) and with practitioners in other African countries (24 per cent). The overwhelming majority of the respondents (mean = 66 per cent) in fact exchange the document types listed "rarely" or "never" with their counterparts in other African countries. On the other hand, the least exchanged types of documents with practitioners in-country and in other African countries are "best practices" (26 per cent) and "lessons learned" (13 per cent), respectively. UNECA documents are also the least exchanged documents in-country (8 per cent) and other African countries (3 per cent).

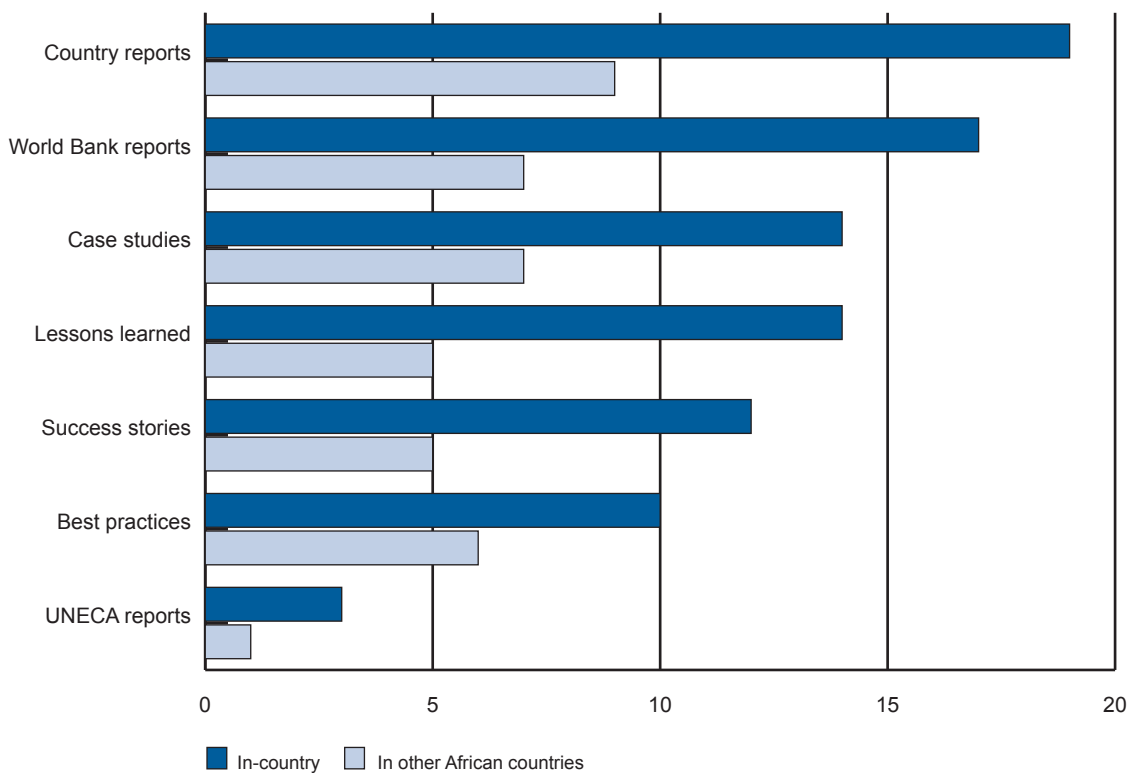
Further analysis of the findings reveals that the exchange of PRS documents to share knowledge with practitioners in-country is much higher than the exchange of PRS documents with practitioners in other Africa countries ($t=2.1$). Figure 3.2 shows the frequency of respondents' exchange of documents with PRS practitioners in-country and other African countries, for comparison.

In response to open-ended questions, the answers also show that country reports are again the most frequently exchanged type of PRS document with practitioners outside Africa (16 per cent) and with donors (32 per cent). "Best practices" are the least exchanged

types of document with practitioners outside Africa (8 per cent) and donors (11 per cent). UNECA documents are also the least exchanged documents with practitioners outside Africa (3 per cent) and donors (8 per cent).

The responses therefore show that not more than 50 per cent, 24 per cent, 16 per cent, and 32 per cent respectively of the respondents exchange any one of the PRS document types with practitioners in-country, in other African countries, outside African countries, and with donors. It can also be generalized, then, that exchange of PRS documents with practitioners outside of one’s country is very low.

Figure 3.2: Comparison of frequency of respondents’ exchange of PRS documents with PRS practitioners in-country and in other African countries (n=38)



The low level of exchange of PRS documents among the respondents at all levels can best be explained by the absence of a knowledge-sharing culture, lack of means of exchanging the available PRS documents, high cost of engaging in exchange of documents (in terms of time and finance), lack of motivation and incentives for engaging in exchange of documents, and shortage of quality, relevant PRS documents worth exchanging. Particularly, the very low level of exchange of best practices and lessons learned across the board, while it is generally expected that such types of documents would be more important for the PRS practitioners in Africa, can be explained primarily by the shortage of best practices and lessons learned documented by practitioners in Africa.

The very low level of usage of ECA’s documents could also be explained by a number of reasons, including: the low number PRS-related documents produced and made available by ECA, difficulties in accessing ECA’s documents online, and low level of relevance of the

contents of ECA's documents for the respondents. In any case, ECA has to do more to assist the PRSP countries by providing relevant PRS documents accessible to all.

The relatively wider level of exchange of country reports across the board is likely because they are directly on the topic of PRS. They are also the only types of PRS documents produced by all countries visited and, are thus more available for exchange.

Given the importance of exchanging PRS documents, more effort should be exerted to generate, capture, document, exchange, and disseminate PRS documents, particularly best practices and lessons learned relevant to the continent, by making them easily accessible within the continent as a priority.

3.1.5. Sources of PRS documents that respondents currently use

The responses to the question about the sources of PRS documents that respondents use show that print files (55 per cent) and websites (29 per cent), from a total of 13 possible sources of PRS documents listed for respondents, are the most frequently used source of PRS documents in-country and in other African countries. The responses show that the overwhelming majority of the respondents (mean =76 per cent) use the different sources of PRS documents available in other African countries "rarely" or "never".

Further analysis of the findings show that respondents' use of sources of PRS documents in-country is much higher than respondents' use of sources of PRS documents in other African countries ($t=4.3$). Table 3.5 presents the frequency of respondents' use of sources of PRS documents in-country and in other African countries.

The findings also show that, in response to open-ended questions, websites are the most frequently used sources for PRS documents that respondents exchange with practitioners outside Africa (32 per cent) and with donors (39 per cent).

The responses therefore show that not more than 30 per cent, 32 per cent, and 39 per cent respectively of the respondents use any one given source of PRS documents in other African countries, outside Africa, and with donors. It can be generalized, then, that the majority of the respondents make limited use of sources of PRS documents outside of their respective countries.

The low level of use of sources of PRS documents is likely due to lack of the means of knowing and accessing sources of PRS documents available outside of one's country, high cost of accessing the available sources (in terms of time and finance), and low level of relevance of PRS documents accessible through the available sources.

Table 3.5: Frequency of respondents' use sources of PRS documents in country and other African countries (n=38)

	Source of PRS documents	% Respondents frequently using the different sources of PRS documents	
		In-country	In other African countries
1	Print files	21 (55.3%)	8 (21.1%)
2	Websites	19 (50.0%)	11 (28.9%)
3	Print books	13 (34.2%)	3 (7.9%)
4	Institution Database (online/offline)	13 (34.2%)	3 (7.9%)
5	E-books (online/offline)	12 (31.6%)	7 (18.4%)
6	E-journals	8 (21.1%)	4 (10.5%)
7	Libraries	7 (18.4%)	2 (5.3%)
8	Print magazines	7 (18.4%)	3 (7.9%)
9	Print journals	7 (18.4%)	3 (7.9%)
10	E-magazines	7 (18.4%)	3 (7.9%)
11	E-newsletters	5 (13.2%)	4 (10.5%)
12	E-libraries (online/offline)	4 (10.5%)	3 (7.9%)
13	Print newsletters	4 (10.5%)	2 (5.3%)
	Mean	9.8	4.3
	STD	5.5	2.7

The prominence of websites as a source of PRS documents can be explained by the increase in the use of websites by the majority of publishers of PRS documents (i.e., international organizations such as IMF, the World Bank, and other regional organizations as well as commercial publishers); the increase in accessibility of websites; and the suitability of websites to facilitate instant access to documents from remote locations. Websites are getting increasingly accessible to respondents due to the increased Internet access among the respondents. The higher level of visibility of websites of the think tanks, research institutions, and donors must also have contributed to the frequent use of websites by the respondents. Websites are also, by their nature, sources that respondents can consult at any time, provided they have the Internet connection. The frequent use of print files in-country and in other African countries is likely because of their wider availability and familiarity to respondents. The rare use of e-resources (e-magazines, e-newsletters, and e-libraries) in-country is likely because such resources are not widely available in the countries audited.

Improving the availability and visibility of sources of relevant PRS documents and providing training to the practitioners on how to utilize these sources could lead to more use of the sources. Using websites more as a means of publishing, storage, and sharing of PRS documents will also allow building on what is already a popular mechanism among PRS practitioners. Facilitating the spread of e-resources could also lead to more use this category of sources of PRS documents.

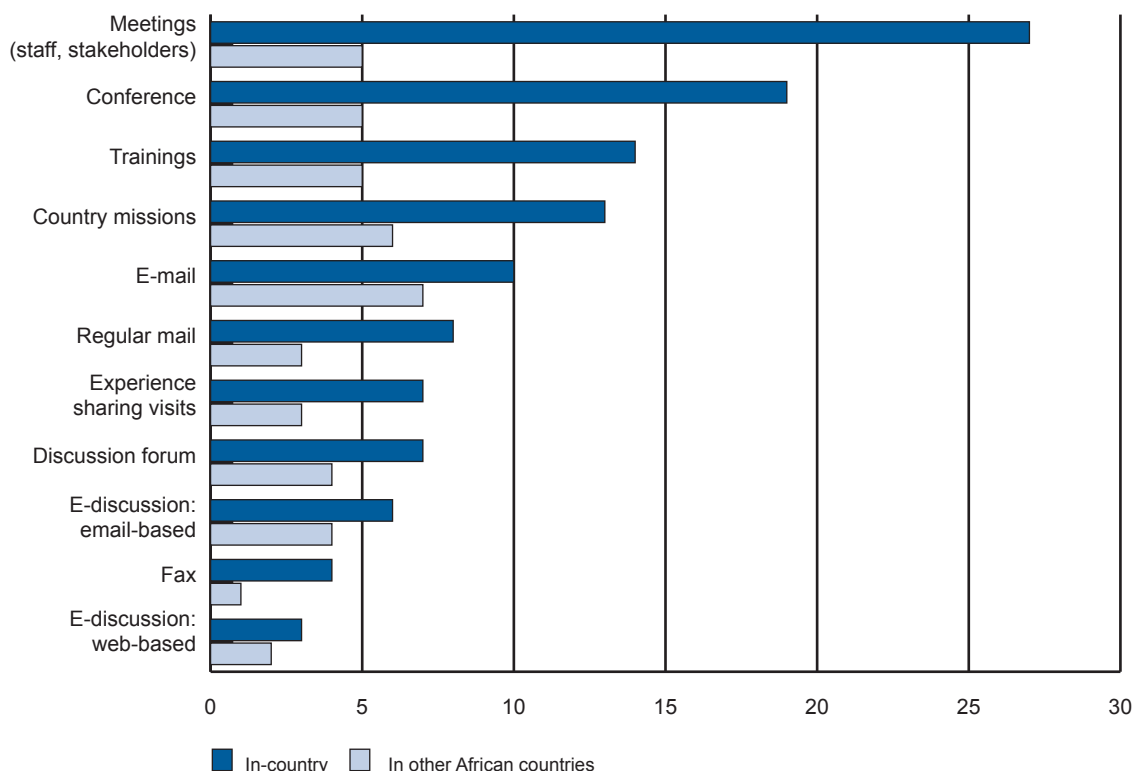
3.1.6. Knowledge-sharing mechanisms that respondents use to share knowledge with PRS practitioners

The responses to the question related to the knowledge-sharing mechanisms that respondents use to share PRS knowledge show that face-to-face meetings (71 per cent) and e-mails (18 per cent), from among the 11 knowledge-sharing mechanisms listed for respondents, are the most frequently used mechanisms to share PRS knowledge with PRS practitioners in-country and in other African countries, respectively. The overwhelming majority of the respondents (mean =74 per cent) in fact uses the different mechanisms listed “rarely” or “never” for sharing PRS knowledge with their counterparts in other African countries. E-discussions and fax are the least used knowledge-sharing mechanism to share knowledge with practitioners in-country (8 per cent) and in other African countries (3 per cent).

Further analysis of the findings shows that use of knowledge-sharing mechanisms to share knowledge with practitioners in-country is higher than with practitioners in other African countries. Figure 3.3 shows the frequency of respondents’ use of knowledge-sharing mechanisms in-country and other African countries.

The findings also show that, in response to open-ended questions, face-to-face meetings, followed by conferences, are relatively the most frequently used mechanisms to share knowledge with practitioners outside of Africa (16 per cent) and with donors (47 per cent). E-discussions are the least used mechanisms to share knowledge with PRS practitioners outside Africa (5 per cent) and with donors (5 per cent) as well.

Figure 3.3: Comparison of frequency of respondents’ use of knowledge sharing mechanisms in-country and in other African countries (n = 38)



The responses therefore show that not more than 20 per cent, 16 per cent, and 47 per cent of the respondents engage in using any one given knowledge-sharing mechanism frequently to share knowledge with PRS practitioners in other African countries, outside Africa, and with donors, respectively. It can be generalized, then, that use of knowledge-sharing mechanisms to share knowledge with practitioners outside of one's country is very low.

Lack of access to the different knowledge-sharing mechanisms, lack of skills in using some of the mechanisms (such as e-discussion tools), and absence of a knowledge-sharing culture are again the likely reasons particularly for the low level of use of the listed mechanisms for sharing PRS knowledge with PRS practitioners. Shortage of e-discussion opportunities, high cost of staying connected online by respondents, language barriers, and shortage of e-discussion on topics relevant to the respondents could all be possible reasons for the low level of use of e-discussion tools.

The frequent use of face-to-face meetings with PRS practitioners in-country and with donors is very likely because of the easiness/convenience of doing this, both in terms of time and finance as well as the long-standing use of these as mechanisms for interaction. Donors also finance some of the meetings that help to address the problems of lack of finance to organize meetings, which is one of the major possible constraints leading to low levels of interactions among PRS practitioners across African countries and outside Africa. The popularity of e-mail for sharing knowledge with practitioners in other African countries is likely because it is cheaper to use, is widely available to respondents, and most are familiar with using e-mail.

Given the established fact of the expensiveness of conducting face-to-face meetings, encouraging and facilitating use of mechanisms that are cheaper and more efficient should be considered by the project. This includes use of e-discussion tools that are web-based and e-mail-based.

3.1.7. Technical readiness of respondents to participate in the proposed online PRS CoP

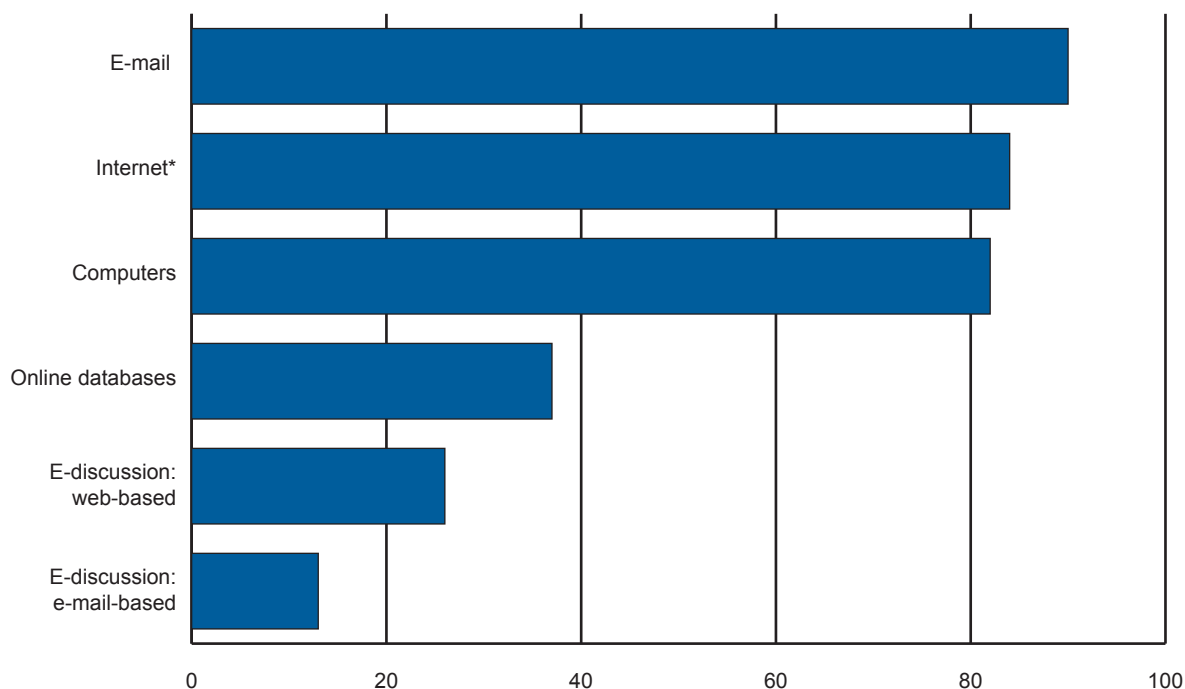
The responses to the question meant to assess the technological readiness of the respondents show that the majority of the respondents have access to the ICT tools required for participation in proposed country team knowledge networks, while the quality of the technologies and services that respondents have access to may require improvement. Almost all respondents have access to computers (97 per cent), Internet (92 per cent), and e-mail accounts (90 per cent), usually from their offices. The majority of the respondents are also frequent users of computers (82 per cent), Internet browsing (84 per cent), and e-mail (90 per cent). On the other hand, only 37 per cent, 26 per cent, and 13 per cent of the respondents consider themselves as frequent users of online databases, e-mail based e-discussions, and web-based e-discussions, respectively. Table 3.6 shows the extent of respondents' access to key ICT tools. Figure 3.4 shows the level of respondents' use of ICT tools.

Table 3.6: Extent of respondents' access to ICT tools (n=38)

	ICT Tools	Access from Office	Access from Home	No Access
1	Computer	35 (92.1%)	2 (5.3%)	0 (0%)
2	Internet access	34 (89.5%)	1 (2.6%)	1 (2.6%)
3	E-mail account	32 (84.2%)	2 (5.3%)	1 (2.6%)
	Mean	33.7	1.7	0.7
	STD	1.5	0.6	0.6

However, during the country missions, as well as in subsequent follow up, it has become clear that there is more to desire in terms of the quality of the ICT tools and Internet connections to which respondents have access. Responses to some related questions further show that the quality of ICT tools and Internet connections are among the areas that respondents would like to improve with support from the project. Also in short supply are the skills, experience, and time on the part of the respondents to participate actively in the proposed PRS country team knowledge networks.

Figure 3.4: Percentage of respondents using ICT tools frequently



The low level of use of online databases and e-discussion tools can be due to limited availability of the tools, lack of skills and experience in using the tools, high cost of accessing online databases, and absence of relevant e-discussions on the needs of the PRS practitioners on the continent.

Increasing the availability of relevant ICT tools (such as online databases) would improve the capacity of the respondents to exchange, discuss, share and access PRS documents and issues. Creating peer learning and a knowledge-sharing environment

by capitalizing on the existing ICT capacity of the respondents will also help in bringing about the desired results.

3.2. PRS knowledge needs

This section presents findings that indicate the PRS knowledge needs of respondents. The PRS knowledge needed is primarily determined on the basis of the PRS themes and issues that respondents consider highly relevant to their work. The PRS knowledge needs of respondents also include the sources of PRS knowledge (PRS documents and resource persons) that respondents would like to consult and exchange, the knowledge-sharing mechanisms that respondents would like to use, issues that respondents consider important to initiate and sustain knowledge sharing, and knowledge-sharing constraints that respondents would like to overcome. These are considered as a part of the PRS knowledge needs of respondents because they reflect the form that respondents would like the knowledge they need to take and the sources from which the respondents would like to receive the knowledge they need.

3.2.1. PRS themes and specific topics identified and suggested as relevant by respondents

A question on whether the five themes of the PRSP-LG are relevant or not was asked of respondents to find out the areas of PRS knowledge relevant to respondents. The responses show that the majority (mean = 64 per cent) believe that the five themes of the PRSP-LG are highly relevant, in this order: pro-poor growth strategies considered (76 per cent), national capacity needs (66 per cent), PRS process (63 per cent), finance and expenditure management (60 per cent), and aligning donor policy with PRS and national priorities (55 per cent) (Figure 3.5). Only less than 10 per cent of the respondents indicated that the five themes were not relevant. Thus, the five themes of the PRSP-LG are still highly relevant for the PRS works of the respondents, and hence important areas of PRS knowledge about which respondents need to have knowledge.

One of the possible explanations for the continued relevance of the five themes of the PRSP-LG is that, despite the fact that almost all of the audited countries have moved to the second generation of PRSs and some even have adopted approaches different from the first generation of PRSs, the five themes are broad enough to cover the issues and concerns of the continent that are emerging with the second generation process. It is also possible to argue that the key PRS issues around which the second generation PRSs revolve are not that different from those of the first PRSs, in most of the audited countries. This was noted during the interviews with some of the respondents where it was indicated that the second generation PRS have been developed based on the lessons learned from the first generation PRSs, implying the high possibilities of similarities between the two generations of PRSs.

Respondents have also identified the specific PRS issues that, under the five themes of the PRSP-LG, are considered highly relevant for PRS-related works. From among the 16 specific PRS issues listed for them, the majority of the respondents identified five specific PRS issues as highly relevant. Only less than 15 per cent of the respondents find the five specific PRS topics not relevant. Table 3.7 shows the specific PRS issues identified by the respondents as highly relevant.

Figure 3.5: Percentage of respondents identifying the five PRSP-LG themes as highly relevant

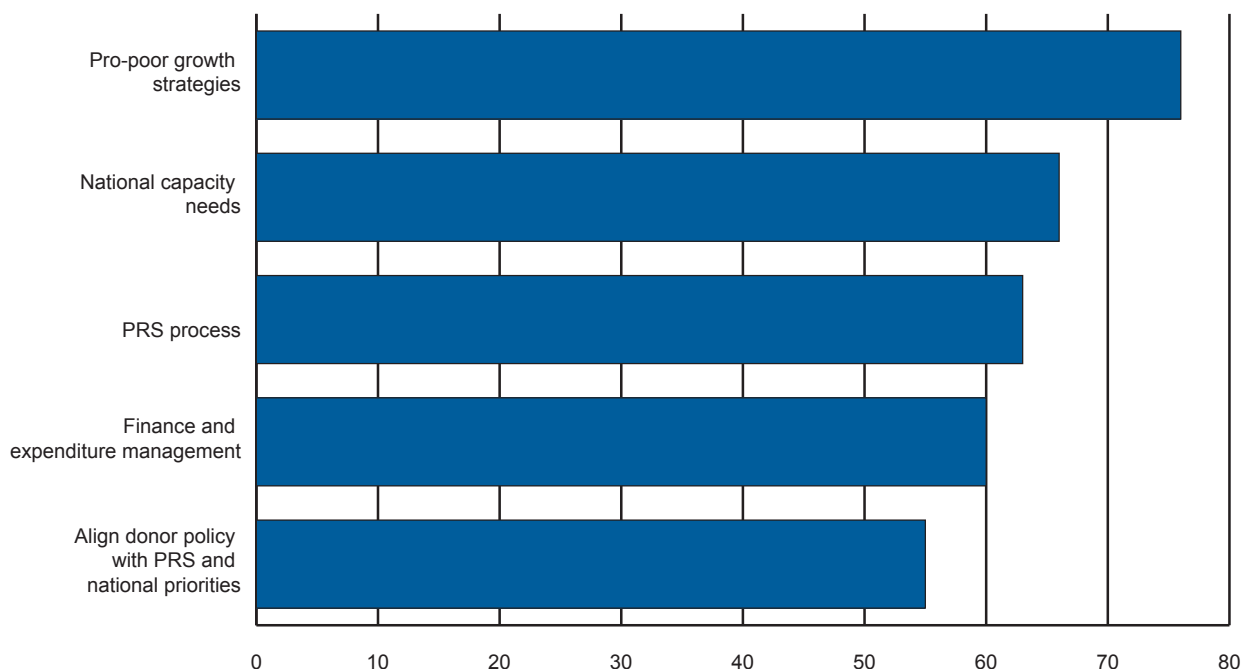


Table 3.7: Specific PRS issues topics that respondents identified as highly relevant (n= 38)

Specific PRS issues under the five themes of the PRSP-LG	Percentage of respondents
Improving access to quality education and health services	63
Increasing investments in agricultural and rural development	63
Aligning resource allocation to PRS priorities	63
Strengthening the capacity of public sector for more effective and efficient delivery of services	63
Achieving high-level political commitment to the design and implementation of PRSs	61

The popularity of the five specific PRS issues among the majority of the respondents implies that these issues are what make the five themes of the PRSP-LG highly relevant. Therefore, the five themes of the PRSP-LG and the specific PRS issues identified as highly relevant should receive emphasis in future discussions, documentation, research, training, and exchange of documents to be hosted by the PRSP-LG as well as by the proposed PRS knowledge-sharing network.

3.2.2 Additional PRS themes and specific topics suggested as relevant by respondents

Some respondents suggested that a number of PRS issues should be included in future PRS discussions and knowledge sharing, in addition to the five themes of PRSP-LG and the associated 16 specific PRS issues (table 3. 8).

3.2.3 Categories of PRS practitioners with whom respondents would like to share knowledge

About 75 per cent of the respondents said that the following PRS practitioners and organizations should be a part of the PRS knowledge-sharing process: civil society organizations (21 per cent), researchers (16 per cent), sector/line ministry coordinators (13 per cent), communities/community leaders (13 per cent), national country teams (11 per cent) and private sectors (11 per cent). Also suggested are the parliament, deputies, the diaspora, auditors/accountants, marginalized groups, women associations and students. The reason given for the need to include these PRS practitioners/organizations is recognition of the role that these PRS practitioners/organizations play in the PRS process in Africa. Thus, there is an agreement among the respondents that the PRS knowledge-sharing should be inclusive of all stakeholders involved in the PRS process in each country. This implies, inter alia, that African countries should also make these PRS stakeholders members of their formal PRS set up, which is not the case at the moment in most of the visited countries. Creating an environment where all stakeholders are accessible to each other for knowledge sharing is essential.

Table 3.8: PRS themes and specific issues suggested by respondents*

PRS themes	Specific PRS issues
PRS implementation	<ul style="list-style-type: none"> • Presence and visibility of regional projects in PRSPs • Institutional framework for implementing PRSPs • Monitoring of PRSPs • Ownership and accountability • Linkages between PRSPs/PR Secretariat and sector policies • Coherence between the public investment programs and PRS priority • Gender budgeting • Subsidies distribution • Good governance • Impact evaluation of policies and programs
Infrastructure development	<ul style="list-style-type: none"> • Improving transport to reduce poverty, • Communication • Energy • Land management • Environment
Donors' requirements	<ul style="list-style-type: none"> • Harmonization • Lack of government capacity to meet a donor's demands • aligning a donor's financial system with that of the government • Donors conditionalities as stumbling blocks to PRSPs • Resource mobilization

PRS themes	Specific PRS issues
Trade and investment	<ul style="list-style-type: none"> • Improving access to finance • Women's access to means of production • Safety nets for vulnerable people • Marginalized groups • Micro-finance
Capacity building	<ul style="list-style-type: none"> • Local CBOs, women associations • How the Diaspora can build local capacity • Enhancing capacity on monitoring and evaluation
Other themes	<ul style="list-style-type: none"> • Mother and Child Health and Reproductive Health • E-learning • Criminality

* At least two respondents in the case of the first five categories and one in the last category made the suggestions.

3.2.4 Types of PRS documents that respondents would like to exchange to share knowledge with PRS practitioners

In addition to the seven types of PRS documents listed for respondents, some indicated, in response to an open-ended question, interest in exchanging the following types of PRS documents because of the direct relevance of the contents of the documents for their PRS works: annual statistics, gender and urban/rural disaggregated data, indicators, policies, strategies, PRS-MDG linkages, national capacity building by the diaspora, discussion and ER papers, Human Development Report (at national, regional and global level), UNDP reports, CDMT (Mauritania), information bulletins of regional groups, NGO reports, impact analysis of poverty reduction, strategies of sectors/line ministries, poverty vulnerability assessment report, monitoring and evaluation as well as implementation reports. They also highly recommended experience-sharing documents such as those highlighting success and failure experiences, local experiences, new strategies, short case studies and storytelling. Thus, a wide array of types of documents is needed by the respondents in order to carry out their PRS works.

Facilitating the documentation, exchange, and access to such documents is essential. Developing capacities to properly generate, document, make accessible, and share such types of documents at country level is also part of the measure in this connection.

3.2.5 Sources of PRS documents that respondents would like to use

In addition to the 13 sources of PRS documents listed for the respondents, the group agreed that there was need to access more websites and online databases with effective search engines where they can easily and rapidly access electronic documents and participate in ERs on a systematized knowledge-sharing platform. The preference to employ ICTs seems to be in recognition of the effectiveness of the technologies in overcoming the problems of expensive face-to-face meetings/conferences, accessing remotely located PRS resources, and lack of mechanisms to exchange and share PRS knowledge. The reasons for such preference include the growing importance of information in electronic format.

3.2.6 Knowledge-sharing mechanisms that respondents would like to use to share PRS knowledge with PRS practitioners

In addition to the 11 knowledge-sharing mechanisms listed for respondents, some (about 50 per cent) of the respondents suggested the use of new ICTs such as effective websites, databases, e-discussions, CDs, regular country postings, ERs, videoconferences and teleconferences to improve the current knowledge sharing process. Some respondents also suggested that more seminars, country missions, meetings and discussion forums to enhance PRS dialogue and exchange should be organized.

3.2.7 Views of respondents about the importance of linkages between the PRS and the MDGs

More than 50 per cent of the respondents stated that the PRS-MDG linkage is important for reasons including:

- It will help countries align the PRSs towards MDGs;
- MDG-based PRSs can be used to monitor the results, impacts, coherence, coordination and management indicators as well as budgeting PRSs;
- It can also be used as a tool and guide to identify possible policy interventions; and
- The PRS-MDG dialogue with national PRS practitioners, donors, think-thanks and the diaspora will increase their engagement, commitment, responsibility, participation and ownership to focus on the same MDG-based PRS targets, budget support and aid harmonization.

Most of the countries visited have taken measures to link their national PRS/NDS and MDGs in one form or another. Developing and implementing MDGs-based PRS is also one of the common concerns of the countries visited. Helping countries build the capacity to develop and implement MDGs-based PRS/NDS is then a crucial measure for addressing this common concern. Facilitating exchange of expertise and experience among African countries is also an important support towards addressing this concern.

3.2.8 Views of respondents about the importance of online PRS CoP to initiate and strengthen exchange of PRS knowledge and experience

The majority of the respondents have positive opinions about the following key issues:

- The need for information and communication technologies (ICTs);
- The establishment of virtual communities of practice (CoP) on PRS to facilitate experience and knowledge-sharing; and
- Putting in place an effective online database for documents access, sharing and management.

The majority of the respondents are of the view that establishment of virtual CoP could be crucial in sharing experience and knowledge among PRS practitioners, development experts, and researchers. They stressed that this would create an excellent environment for exchanging success and failure stories, best ideas, new methodologies, lessons learned, networks

and avoidance of errors made by others. The majority of the respondents also point out the crucial need to put an effective online database in place for documents access, sharing and management. They especially highlighted the value-added of such a database of documents which would be fast, reliable, centralized, organized, and easily manageable and which would allow them to download and share documents instantly in real time. Therefore, providing more access to ICT tools, developing the skills to use them, making online databases of PRS resources and implementing PRS CoP are timely measures to consider.

3.2.9 Knowledge-sharing constraints identified by respondents

In response to an open-ended question related to knowledge-sharing barriers that respondents face, 24 per cent indicated inadequacy of resources, including ICT tools and Internet connection; 18 per cent time constraints due to work overload; 13 per cent lack of knowledge sharing guidance, tools, and culture; and 11 per cent absence of quality and up-to-date information as barriers currently affecting their efforts to share knowledge.

Thus, a range of constraints is particularly affecting the knowledge-sharing efforts of the respondents, and efforts to address these should receive priority.

3.2.10 Factors respondents believe would encourage them to take part in the proposed PRS knowledge-sharing network

Training on PRS and use of the PRS knowledge-sharing tools (84.2 per cent) and Internet connections (79 per cent) are the two very encouraging factors that spur respondents to participate in the proposed PRS knowledge-sharing network. The findings here also point out, inter alia, that provision of relevant trainings and improving the Internet connections may be the primary areas of project intervention, to build the capacities of the countries selected to participate in the PRS knowledge-sharing project. Table 3.9 presents the factors that respondents think would encourage them to participate in the proposed knowledge-sharing network.

Table 3.9: Encouragement factors to participate in the PRS knowledge sharing network (n=38)

Encouragement factor	Most encouraging	Very encouraging	Fairly encouraging	Slightly encouraging	Least encouraging
Trainings (PRS, online KSN)	26 (68.4 per cent)	6 (15.8%)	2 (5.3%)	1 (2.6%)	1 (2.6%)
Internet connection	21 (55.3%)	9 (23.7%)	3 (7.9%)	0 (0%)	2 (5.3%)
Tools: software, hardware	15 (39.5%)	8 (21.1%)	7 (18.4%)	1 (2.6%)	4 (10.5%)
Institution recognition	15 (39.5%)	6 (15.8%)	5 (13.2%)	4 (10.5%)	6 (15.8%)
UN certification	12 (31.6%)	5 (13.2%)	3 (7.9%)	4 (10.5%)	9 (23.7%)
Supervisor recognition	10 (26.3%)	10 (26.3%)	3 (7.9%)	5 (13.2%)	6 (15.8%)
Mean	16.5	7.3	3.8	2.5	4.7
STD	5.9	2.0	1.8	2.1	2.9

3.3. Summary of gaps in PRS knowledge and knowledge-sharing practices

The findings presented in sections 3.1 and 3.2 show there are gaps between the current knowledge-sharing activities that PRS practitioners in Africa are carrying out and what they ought to in order to effect peer learning and knowledge-sharing. There are also gaps between the PRS knowledge resources that the practitioners currently have at their disposal and what they would like to have. More specifically, the findings show gaps in the following key aspects of access to PRS knowledge and knowledge sharing among PRS practitioners in Africa:

- *PRS knowledge needs*: Although the majority still consider the existing PRSP-LG themes and specific issues covered as the key areas in which they need to have knowledge, respondents have also identified additional PRS themes and issues on which they would like to acquire knowledge;
- *Access to relevant PRS documents*: Only half of them have access to PRS documents in-country while about a quarter have access to PRS documents available outside their respective countries;
- *Discussion of PRS issues*: While the majority of respondents engage in discussion of some PRS issues with practitioners in-country, discussions with PRS practitioners from other African countries are almost non-existent;
- *Exchange of PRS information and experience*: The findings in general point out that respondents' exchange of PRS documents among PRS practitioners in-country and, more so, between African countries, outside Africa, and with donors agencies is very low;
- *Types of PRS practitioners with whom sharing knowledge takes place*: Knowledge-sharing with PRS practitioners in-country is limited, while sharing knowledge with PRS practitioners in other African countries, outside Africa, and with donors agencies is almost non-existent. These findings also indicate that access to PRS resource persons outside the respective countries of the respondents is very limited;
- *Types of PRS documents exchanged*: The findings in general point out that respondents' exchange of PRS documents among PRS practitioners in-country and, more so, in African countries, outside Africa, and with donors agencies is very low. The findings further show that exchange of key types of PRS documents (i.e., best practices, lessons learned, case studies) among the practitioners in the continent is very low;
- *Types of knowledge-sharing mechanisms employed*: Face-to-face meetings, which have become increasingly expensive to organize in terms of time and finance, are the major mechanisms used by respondents to share PRS knowledge with PRS practitioners;
- *Types of sources of PRS documents used*: The findings indicate that the majority of the respondents make limited use of sources of PRS documents, particularly of sources located outside their respective countries. These findings also indicate that access to sources of PRS documents available outside the respective countries of the respondents is very limited;
- *Technological readiness*: The majority of the respondents have access to the key ICT tools required for online PRS CoP, while the quality of the technologies and services to which they have access may require improvement;
- *Types of documents*: A wide array of types of PRS documents is needed in order to meet the PRS knowledge needs of the respondents;

- *Categories of practitioners that should be members:* The country team knowledge network should be inclusive of all PRS stakeholders in each country;
- *Knowledge-sharing constraints:* Respondents have identified the constraints of poor quality ICT resources and Internet connections as affecting their knowledge-sharing efforts. Additionally, lack of skills in using ICT tools is an important constraint identified. The poor quality of the available content has also been identified as a constraint;
- *ICT related:* Respondents have expressed the need for more ICT-based mechanisms, ICT-based sources (such as websites and online databases), and ICT-based knowledge-sharing network;
- *Encouraging factors and barriers to knowledge sharing:* Respondents have also made specific requests for support to have high-capacity Internet connection and training on the use of ICT tools in order for them to effectively participate in knowledge sharing among practitioners in Africa.

In addition to the gaps highlighted above, the knowledge audit, the interviews conducted and the observations made during the country missions to most of the project countries, have revealed a number of strengths and opportunities on the part of the audited countries that should be taken into account in order to bring about effective PPS peer-learning and knowledge-sharing. The project should capitalize especially on the existing potentials and address any weaknesses and threats in order to materialize the proposed PRS country team knowledge-sharing network. These are presented under the following sub-headings:

Strengths: The positive characteristics of the countries audited in relation to initiating access, discussion, exchange, and sharing of PRS knowledge. (The technological readiness and type of knowledge-sharing mechanisms and ICT tools in use are part of the strengths reflected).

Weaknesses: The characteristics of the countries audited that are contributing to the observed low level of access, discussion, exchange, and sharing of PRS knowledge and as well as of the types of knowledge-sharing mechanisms and ICT tools in use. These weaknesses largely reflect the gaps identified above.

Opportunities: The positive characteristics of the audited countries on which to build on in order to address the weaknesses contributing to the observed low level of access, discussion, exchange, and sharing of PRS knowledge and types of knowledge-sharing mechanisms and ICT tools in use. Opportunities also include factors that are out of the country but with the potential to contribute towards addressing the weaknesses of the audited countries in relation to the observed low level of access, discussion, exchange and sharing of PRS knowledge.

Threats: The factors/trends, both internal and external to the audited countries, that could affect the implementation of access, discussion, exchange, and sharing of PRS knowledge among practitioners in Africa.

3.3.1. Strength

- Commitment and appreciation of PRSs/MDGs by governments of the countries visited

- Commitment and appreciation of PRSs/MDGs by the donor community
- Commitment, knowledge, and appreciation of PRSs/MDGs by the PRS practitioners
- Wider use of e-mails and websites by the PRS practitioners
- Technological readiness in terms of access to computers and internet connection
- Assistance and collaboration of SROs

3.3.2. Weaknesses

- Inadequate level of Internet and network infrastructure
- Low quality of Internet connection
- Low level of ICT technical support
- Low level of skills and experience in using emerging knowledge-sharing tools
- Low level of motivations and incentives
- Low local budget for knowledge generation and sharing
- Underdeveloped research capacity and engagement
- Underdeveloped knowledge generation and documentation capacity (such as best practices and lessons learned)
- Poor knowledge-sharing culture

3.3.3. Opportunities

- Positive view of the respondents with regard to the importance of the establishment of virtual PRS CoP, online database PRS documents, and wider application of ICTs in support of the ICT process in Africa
- Existence of established national country teams working on PRSs/MDGs
- Existence of a coordinator leading national country teams and who can also lead the CoP facilitations
- Existence of specific discussion themes, documents and practitioners relevant to the country teams which will help constitute CoPs issues that will motivate high participation
- Technological readiness in terms of access to computers and internet connection
- Emerging knowledge management technologies (external)
- Global support for MDGs (external)

3.3.4. Threats

- Absence of knowledge-sharing culture
- Low level of economic development of the countries to sustain the network after the project runs out
- Language barriers to link Anglophone and Francophone practitioners in the CoPs
- Lack of time, resources, and incentives among the PRS practitioners.

Chapter 4: Recommendations

The findings of the knowledge audit have shown that there are a number of areas that need to be improved at country and continent levels in order for PRS practitioners in Africa to benefit from peer-learning and knowledge-sharing in support of the PRS/NDS process in Africa. The findings have also shown areas in which the knowledge-sharing project as well as the ECA may have to improve in order to bring about superior PRS development and implementation in Africa. Specific recommendations to address the shortcomings identified by the knowledge audit are organized under seven headings and described below:

4.1. Establishment of a network of PRS practitioners in Africa

One of the key findings of the knowledge audit is that there is less discussion and exchange of PRS resources among practitioners in Africa. The practitioners also have less access to PRS resources available outside of their respective countries. On the other hand, it is evident that PRS practitioners in Africa face common challenges in addressing the problem of poverty, engage in similar processes of poverty reduction, and work under similar constrained circumstances in terms of finance and expertise. Therefore, linking PRS practitioners in Africa to enable them to share PRS experience, knowledge, and other resources is one of the major ways of strengthening their position to address their common challenges and some of their constraints. To this effect, it is recommended that:

- The knowledge-sharing project establish an electronically enhanced network to link African PRS practitioners to enable them engage in peer-learning and knowledge sharing. The network should allow, among others, for PRS resources on the continent (documents, experts, and sources) be visible and accessible by all members;
- The project/ECA organize easy to use e-discussion forums, accessible through the PRSP-LG website, which will allow PRS practitioners on the continent to engage in discussion of PRS on a continuous basis. Specific measures along this line are the electronic roundtables (ERs) for current issues and issues that can be discussed by the larger PRS community and a closed e-discussion forum that will allow African PRS practitioners to discuss issues of interests only among themselves on a continuous basis. Such discussions should be inclusive of all PRS stakeholders in each country. The discussion forums should also be organized at country, subregion and continent levels in order to network effectively with all stakeholders at all levels;
- The project/ECA should regularly organize face-to-face meetings at national, subregional, and continental levels in order to develop an atmosphere of trust and collegial among practitioners in Africa, as this is critical for peer-learning and knowledge-sharing to flourish. The continuation of the PRSP-LG meetings and meetings at subregional levels for practitioners with more common background and concern are specific measures along this line.

4.2. Provision of training

The findings have also shown that there are shortages of expertise in key PRS knowledge areas among the practitioners. Lack of skills and experience has also been identified as one of the reasons for less use of much more efficient and affordable knowledge-sharing mechanisms and access tools. New skills are also needed to introduce more suitable ways of knowledge management (capturing, generating, processing, and sharing) for the needs of the PRS practitioners in Africa. Provision of trainings both on substantive areas and knowledge management are the key solutions in this connection. To this effect, it is recommended that:

- ECA should organize and facilitate:
 - Training on the design, implementation, and monitoring of PRS/NDS at regular intervals;
 - Training on how to integrate MDGs into PRS/NDS;
 - Sensitization and training workshops to help African PRS practitioners develop appreciation and skills in knowledge-sharing, including how to use the different knowledge-sharing tools to be developed by the project.
- The project/ECA should develop and make accessible, through the PRSP-LG website, online training materials, guidelines, and manuals aimed at building the capacity of individual countries to manage their PRS knowledge and processes. Specific areas of trainings in this connection should include:
 - Training on developing a system/culture of documenting information and experience generated and acquired in each country for better access;
 - Training to strengthen the capacity of countries to capture, generate, acquire, document and make accessible key PRS knowledge (such as best practices, case studies, and lessons learned); and
 - Training on the use of e-discussion tools and use of online systems and services to enable the practitioners make the most out of online e-discussions, databases, digital libraries, and so forth.
- ECA should conduct regular training needs assessment in order to come up with relevant training programmes and approaches.

4.3. Facilitating research and building the research capacity in PRS

The findings have also shed light on gaps in knowledge that are best addressed through research conducted at country, subregional, and continent levels. To this effect, it is recommended that:

- ECA engage in producing original research results, compilations, and reviews to fill in the gap in new knowledge and to keep practitioners informed of emerging trends in the development and implementation of PRS/NDS and MDGs;
- ECA sponsor research on issues related to designing, implementing, and monitoring MDGs-based PRS/NDS at country, regional, and continental levels. A demand for such knowledge has been one of the common messages expressed by the visited practitioners during the country missions;

- ECA establish competitive research grant scheme to encourage and support research conducted by PRS practitioners in Africa;
- ECA sponsor collaborative research where established researchers from different parts of the world conduct research with national practitioners as counterparts with the aim of providing the opportunity for the nationals to develop research skills and experience;
- ECA institute research fellow schemes for young PRS practitioners; and
- ECA conduct regular research needs assessments in order to keep track of the research needs of practitioners and develop/sponsor research activities pertinent to the continent.

4.4 Support for wider application of ICT tools and services

The findings have shown increased awareness of the importance of ICTs among the respondents as tools for achieving efficiency in their tasks, facilitating knowledge sharing, and overcoming the problems of distances, time, and finance. Given the growing use of ICT tools as a means to support management of PRS knowledge (capturing, generating, processing, and sharing), communication, and publishing, the project should facilitate wider availability and application of ICT tools in support of PRS knowledge management and peer learning on the continent. It is necessary then that relevant ICT tools and services are developed or acquired and are made available to PRS practitioners in Africa. To this effect, it is recommended that:

- The project develop online directories of PRS experts and organizations in Africa, accessible through the PRSP-LG website;
- The project develop easy to access and use database of PRS documents produced in African countries. This database should be designed and operated in such a way that contributions of documents are basically made by the practitioners themselves, as they know what is relevant to their work;
- Accessible through the PRSP-LG website, the project should also develop awareness-creation services and tools through which PRS practitioners could become aware of and access information on relevant upcoming PRS meetings and other events, new publications, and PRS projects and initiatives, for increasing the visibility of such resources and facilitating interaction among practitioners on the continent;
- The project/ECA publish an e-newsletter to release regular commentaries on current PRS issues, short articles, continental PRS news, progress with ongoing PRS projects, and introducing personalities. Such a newsletter, accessible through the PRSP-LG website or by e-mail, serves not only to document and exchange PRS information and experience but also serves as an incentive to practitioners by recognizing their achievements;
- The project facilitate access to commercially available relevant online PRS-related databases and alert practitioners to the services through the PRSP-LG website;
- The project also facilitate access to digital libraries on the continent and elsewhere that are freely accessible, through the PRSP-LG website; and
- ECA conduct regular ICT needs and application assessment in order to keep track of the application of ICTs by practitioners.

4.5. Provision of incentives

The findings have also given clear indications of the importance of having incentive mechanisms in place particularly for promoting a knowledge-sharing culture in Africa. The issue of incentives is important as the problems of time constraints on the part of the practitioners is self-evident. Lessons from similar regional networks also show that incentives for continued participation of members in knowledge networks are among the key success factors. Respondents have also articulated what they believe would encourage them to participate in the proposed PRS country team networks. These can be used as a starting point to organize an incentive scheme for the project. To this effect, it is recommended that:

- The project provide incentives to participants, such as needed trainings and recognition of contributions for those participating in knowledge-sharing;
- Similarly, the project put incentives in place for those excelling in participation, such as opportunity to publish, sponsorship to attend conferences and trainings, and similar other events;
- The project provide the basic ICT tools to those countries that lack them, in collaboration with development partners already committed to supporting the PRS process in Africa;
- The project assist in improving the capacity of Internet connections in most of the countries visited, in collaboration with development partners that are already committed to supporting the PRS process in Africa; and
- The project get the full buy-in of the top decision makers of the relevant national organizations in order to get their support in allowing and motivating their employees to take part in the knowledge-sharing network. Such a management support could also serve as an incentive for practitioners to take part in knowledge-sharing.

4.6. Facilitating the meeting of PRS knowledge needs

The findings in connection with the PRS themes/issues that respondents considered relevant have identified important indications regarding the areas in which respondents need to have knowledge. To this effect, it is recommended that:

- The five themes of the PRSP-LG and the specific issues identified as highly relevant by respondents serve as the foci of future PRS discussion, exchange, research, training, and documentation to be hosted by the PRSP-LG, as well as by the proposed PRS knowledge-sharing network;
- The additional PRS themes and specific issues suggested by respondents also serve as indications of areas of knowledge needed by PRS practitioners in Africa, and hence, serve alongside the above themes and issues; and
- ECA carry out a regular PRS knowledge needs assessments, alongside the training, research, and ICT needs assessments mentioned above, in order for the Commission to make informed policy decisions and play its role as a regional think tank on the economic and social development of the continent.

4.7. PRS knowledge audit

Although the current PRS knowledge audit has shed important light on the PRS knowledge needs and existing PRS knowledge-sharing practices, a more comprehensive knowledge audit needs to be conducted. Thus, it is recommended that using the lessons learned from the current knowledge audit, a comprehensive knowledge audit covering more PRS issues and more African countries be conducted by the project. Further PRS knowledge audits should also be conducted by ECA as the need arises.

Finally, ECA should enlist the participation of other development organizations that are already committed to supporting the PRS process in Africa in implementing the different recommendations made in this report.

Chapter 5: Conclusions

This report presents the outcome of a knowledge audit conducted in 15 African countries selected to participate in an ECA-initiated project “Enhancing Knowledge Sharing to Support the Poverty Reduction Process in Africa”. As a key component of the project, the knowledge audit was conducted for the purposes of identifying the knowledge needs, the knowledge-sharing practices, and the technological readiness of the PRS practitioners in the selected countries, with the aim of using the findings to inform the design and implementation of the planned “country team knowledge network”.

The findings may not provide a complete picture of the PRS knowledge needs, knowledge-sharing practices, and the technological readiness of the countries audited for different reasons, including the uneven rate of return of the knowledge audit questionnaires from the audited countries. However, the findings have shed light on a number of key aspects of PRS knowledge needs and sharing situations of the countries visited, which could be used as indicators of the overall PRS situation of the continent. The lessons learned from the current knowledge audit will also be valuable inputs for future PRS knowledge audits, which need to be conducted at regular intervals as a basis for the sound policy decisions that ECA will be making in support of the PRS/NDS and MDGs processes in Africa.

The findings have also brought to light a number of PRS knowledge areas in which PRS practitioners in Africa need to have knowledge in order to carry out their PRS works effectively. These have been expressed in terms of the PRS themes and specific issues that respondents identified as highly relevant. The areas of PRS knowledge that the visited practitioners need have also been expressed in the additional themes and specific issues that they have suggested. Related to this, respondents have identified the PRS resource persons to whom they would like to have access for consultation and knowledge-sharing, the types of PRS documents and sources of documents to which they would like to have access, and the ICT tools and knowledge-sharing mechanisms that they would like to use to improve their capability to acquire the PRS knowledge they need for their work. Concerted efforts to help meet the PRS knowledge needs should be made by the countries themselves, the donor community, and the knowledge-sharing project.

The findings of the knowledge audit also highlight that African PRS practitioners’ access to PRS resources (documents, resource persons, and sources of PRS documents), particularly those available outside of their respective countries are limited. Although the situation is relatively better with resources in-country, access to these resources also need to be improved in order to meet the PRS knowledge needs of the practitioners adequately. Knowledge sharing, including exchange of PRS documents and experiences and discussions of PRS issues among PRS practitioners in Africa is also low. Furthermore, the knowledge-sharing mechanisms that the PRS practitioners have at their disposal are not very suitable to the situation in Africa and this puts more constraints on the knowledge-sharing effort by African PRS practitioners. There is room for improvement in terms of the technological readiness of the countries visited to take part in ICT-based knowledge networks as well. All these require interventions at different levels in order to meet the knowledge needs of African PRS practitioners.

As a way forward, this report has made a number of key recommendations to be followed, particularly by the knowledge-sharing project and by ECA, including:

- Establishing an ICT-based network of PRS practitioners in Africa;
- Providing training in all the areas in which the practitioners lack expertise and experience;
- Supporting research to develop the research capacity of the countries visited and to meet the needs for new PRS knowledge, thus, facilitating the application and diffusion of ICTs in support of the PRS process and knowledge sharing;
- Putting in place incentive mechanisms to help develop a knowledge-sharing culture and to motivate practitioners to take an active part in the project; and
- Assisting in meeting the identified PRS knowledge needs.

Finally, it is recommended that a more compressive PRS knowledge audit be conducted, as a basis for sound policy interventions by ECA and the countries involved.

Annexes

Annex 1: Findings (Tables)

Table A.1: Relevance of the five themes of the PRSP-LG (n=38)

	PRSP-LG themes	Highly relevant	Partially relevant	Not relevant
1	Pro-poor growth strategies	29 (76%)	4 (10.5%)	1 (2.6%)
2	National capacity needs	25 (65.8%)	3 (7.9%)	2 (5.3%)
3	PRS process	24 (63.2%)	4 (10.5%)	2 (5.3%)
4	Finance and expenditure management	23 (60%)	6 (15.8%)	3 (7.9%)
5	Align donor policy with PRS and national priorities	21 (55.3%)	6 (15.8%)	3 (7.9%)
	Mean	24.4 (64.2%)	4.6 (12.1%)	2.2 (5.8%)
	STD	2.97	1.34	0.84

Table A.2: Relevance specific PRS topics (sub-themes) (n = 38)

	Specific PRS Topics (sub-themes)	Highly relevant	Partially relevant	Not relevant
1	Improving access to quality education and health services	24 (63.2%)	8 (21.1%)	4 (10.5%)
2	Increasing investments in agricultural and rural development	24 (63.2%)	7 (18.4%)	3 (7.9%)
3	Aligning resource allocation to PRS priorities	24 (63.2%)	9 (23.7%)	2 (5.3%)
4	Strengthening the capacity of public sector for more effective and efficient delivery of services	24 (63.2%)	5 (13.2%)	5 (13.2%)
5	Achieving high level political commitment to the design and implementation of PRSs	23 (60.5%)	7 (18.4%)	6 (15.8%)
6	Improving the quality, access and timely delivery of data	20 (52.6%)	3 (7.9%)	2 (5.3%)
7	Achieving and sustaining stable macro economic environment	20 (52.6%)	3 (7.9%)	1 (2.6%)
8	Designing targeted programs to reduce income and gender inequalities	19 (50%)	13 (34.2%)	4 (10.5%)
9	Tackling HIV/AIDS, Tuberculosis, malaria and other related diseases	18 (47.4%)	7 (18.4%)	10 (26.3%)
10	Reducing barriers to private sector investment	17 (44.7%)	13 (34.2)	4 (10.5%)
11	Legitimizing broad-based participation of key stakeholders, including parliament, in developing, implementing, monitoring PRS process	17 (44.7%)	12 (31.6%)	6 (15.8%)
12	Developing a comprehensive strategy to nurture and retain capacity for national development and growth	14 (36.8%)	9 (23.7%)	2 (5.3%)
13	Establishing monitoring, auditing and tracking systems to promote financial transparency and ensure effective use of resources	14 (36.8%)	7 (18.4%)	4 (10.5%)
14	Promoting broad-based growth through economic diversification	12 (31.6%)	3 (7.9%)	4 (10.5%)
15	Strengthening capacity of civil society organizations including NGOs, community-based organizations and think-tanks	11 (28.9%)	6 (15.8)	4 (10.5%)
16	Monitoring compliance with Paris Declaration on aid effectiveness (2005)	9 (23.7%)	6 (15.8%)	4 (10.5%)
	Mean	18.12 (47.7%)	7.37 (19.5)	4.1 (10.8%)
	STD	5.02	3.24	2.1

Table A.3: Accessibility of documents on the specific PRS topics within the countries of respondents (n = 38)

	Specific PRS Topics	Frequently	Sometimes	Rarely	Missing responses
1	Increasing investments in agricultural and rural development	17 (44.7%)	8 (21.1%)	7 (18.4%)	6 (15.8%)
2	Achieving and sustaining stable macro economic environment	17 (44.7%)	3 (7.9%)	1 (2.6%)	17 (44.7%)
3	Improving access to quality education and health services	14 (36.8%)	13 (34.2%)	7 (18.4%)	4 (10.5%)
4	Reducing barriers to private sector investment	14 (36.8%)	8 (21.1%)	8 (21.1%)	8 (21.1%)
5	Tackling HIV/AIDS, Tuberculosis, malaria and other related diseases	13 (34.2%)	10 (26.3%)	9 (23.7%)	6 (15.8%)
6	Legitimizing broad-based participation of key stakeholders, including parliament, in developing, implementing, monitoring PRS process	13 (34.2%)	6 (15.8%)	11 (28.9%)	8 (21.1%)
7	Designing targeted programs to reduce income and gender inequalities	10 (26.3%)	17 (44.7%)	6 (15.8%)	5 (13.2%)
8	Aligning resource allocation to PRS priorities	10 (26.3%)	14 (36.8%)	6 (15.8%)	8 (21.1%)
9	Strengthening the capacity of public sector for more effective and efficient delivery of services	10 (26.3%)	11 (28.9%)	7 (18.4%)	10 (26.3%)
10	Improving the quality, access and timely delivery of data	10 (26.3%)	6 (15.8%)	5 (13.2%)	17 (44.7%)
11	Establishing monitoring, auditing and tracking systems to promote financial transparency and ensure effective use of resources	7 (18.4%)	10 (26.3%)	4 (10.5%)	17 (44.7%)
12	Achieving high level political commitment to the design and implementation of PRSs	7 (18.4%)	10 (26.3%)	12 (31.6%)	9 (23.7%)
13	Promoting broad-based growth through economic diversification	6 (15.8%)	7 (18.4%)	3 (7.9%)	16 (42.1%)
14	Strengthening capacity of civil society organizations including NGOs, community-based organizations and think-tanks	5 (13.2%)	4 (10.5%)	5 (13.2%)	24 (63.2%)
15	Monitoring compliance with Paris Declaration on aid effectiveness (2005)	5 (13.2%)	3 (7.9%)	7 (18.4%)	23 (60.5%)
16	Developing a comprehensive strategy to nurture and retain capacity for national development and growth	4 (10.5%)	8 (21.1%)	9 (23.7%)	17 (44.7%)
	Mean	10.1 (26.4%)	8.6 (22.6%)	6.7 (17.6%)	12.2 (32.1%)
	STD	4.2	3.9	2.8	6.5

Table A.4: Accessibility of documents on the specific PRS topics in other African countries (n = 38)

	Specific PRS Topics	Frequently	Sometimes	Rarely	Missing responses
1	Achieving and sustaining stable macro economic environment	6 (15.8%)	2 (5.3%)	6 (15.8%)	24 (63.2%)
2	Increasing investments in agricultural and rural development	5 (13.2%)	7 (18.4%)	8 (21.1%)	18 (47.4%)
3	Tackling HIV/AIDS, Tuberculosis, malaria and other related diseases	5 (13.2%)	6 (15.8%)	9 (23.7%)	18 (47.4%)
4	Legitimizing broad-based participation of key stakeholders, including parliament, in developing, implementing, monitoring PRS process	3 (7.9%)	5 (13.2%)	11 (28.9%)	19 (50.0%)
5	Strengthening capacity of civil society organizations including NGOs, community-based organizations and think-tanks	3 (7.9%)	4 (10.5%)	5 (13.2%)	26 (68.4%)
6	Achieving high level political commitment to the design and implementation of PRSs	3 (7.9%)	2 (5.3%)	14 (36.8%)	19 (50.0%)
7	Monitoring compliance with Paris Declaration on aid effectiveness (2005)	3 (7.9%)	2 (5.3%)	7 (18.4%)	26 (68.4%)
8	Improving access to quality education and health services	2 (5.3%)	7 (18.4%)	11 (28.9%)	18 (47.4%)
9	Establishing monitoring, auditing and tracking systems to promote financial transparency and ensure effective use of resources	2 (5.3%)	6 (15.8%)	7 (18.4%)	23 (60.5%)
10	Strengthening the capacity of public sector for more effective and efficient delivery of services	2 (5.3%)	4 (10.5%)	11 (28.9%)	21 (55.3%)
11	Aligning resource allocation to PRS priorities	1 (2.6%)	9 (23.7%)	9 (23.7%)	19 (50.0%)
12	Improving the quality, access and timely delivery of data	1 (2.6%)	8 (21.1%)	6 (15.8%)	23 (60.5%)
13	Reducing barriers to private sector investment	1 (2.6%)	6 (15.8%)	11 (28.9%)	20 (52.6%)
14	Promoting broad-based growth through economic diversification	1 (2.6%)	6 (15.8%)	6 (15.8%)	25 (65.8%)
15	Designing targeted programs to reduce income and gender inequalities	0 (0%)	10 (26.3%)	9 (23.7%)	19 (50.0%)
16	Developing a comprehensive strategy to nurture and retain capacity for national development and growth	0 (0%)	5 (13.2%)	9 (23.7%)	24 (63.2%)
	Mean	2.37 (6.2%)	5.56 (14.6%)	8.69 (22.9%)	21.4 (56.3%)
	STD	1.78	2.40	2.50	2.90

Table A.5: Types of PRS documents exchanged with PRS experts within the respective countries of the respondents (n=38)

	Type of document	Frequently	Sometimes	Rarely	Missing responses
1	Country reports	19 (50.0%)	8 (21.1%)	6 (15.8%)	5 (13.2%)
2	World Bank reports	17 (44.7%)	7 (18.4%)	6 (15.8%)	8 (21.1%)
3	Case studies	14 (36.8%)	12 (31.6%)	7 (18.4%)	5 (13.2%)
4	Lessons learned	14 (36.8%)	12 (31.6%)	3 (7.9%)	9 (23.7%)
5	Success stories	12 (31.6%)	13 (34.2%)	7 (18.4%)	6 (15.8%)
6	Best practices	10 (26.3%)	11 (28.9%)	7 (18.4%)	10 (26.3%)
7	UNECA reports	3 (7.9%)	8 (21.1%)	14 (36.8%)	13 (34.2%)
	Mean	12.7	10.1	7.1	8.0
	STD	5.2	2.4	3.3	2.9

Table A.6: Types of PRS documents exchanged with PRS experts in other African countries (n=38)

	Type of document	Frequently	Sometimes	Rarely	Missing
1	Country reports	9 (23.7%)	6 (15.8%)	9 (23.7%)	14 (36.8%)
2	Case studies	7 (18.4%)	5 (13.2%)	11 (28.9%)	15 (39.5%)
3	World Bank reports	7 (18.4%)	5 (13.2%)	11 (28.9%)	15 (39.5%)
4	Best practices	6 (15.8%)	9 (23.7%)	8 (21.1%)	15 (39.5%)
5	Success stories	5 (13.2%)	12 (31.6%)	8 (21.1%)	13 (34.2%)
6	Lessons learned	5 (13.2%)	8 (21.1%)	8 (21.1%)	17 (44.7%)
7	UNECA reports	1 (2.6%)	5 (13.2%)	14 (36.8%)	18 (47.4%)
	Mean	5.7	7.1	9.9	15.3
	STD	2.5	2.7	2.3	1.7

Table A.7: Sources of PRS documents used within the respective countries of respondents (n = 38)

	Source of PRS documents	Frequently	Sometimes	Rarely	Missing
1	Print files	21 (55.3%)	3 (7.9%)	8 (21.1%)	5 (13.2%)
2	Websites	19 (50.0%)	4 (10.5%)	11 (28.9%)	4 (10.5%)
3	Print books	13 (34.2%)	9 (23.7%)	12 (31.6%)	4 (10.5%)
4	Institution Database (online/offline)	13 (34.2%)	8 (21.1%)	9 (23.7%)	8 (21.1%)
5	e-books (online/offline)	12 (31.6%)	6 (15.8%)	12 (31.6%)	8 (21.1%)
6	e-journals	8 (21.1%)	5 (13.2%)	13 (34.2%)	12 (31.6%)
7	Libraries	7 (18.4%)	9 (23.7%)	13 (34.2%)	9 (23.7%)
8	Print magazines	7 (18.4%)	7 (18.4%)	15 (39.5%)	9 (23.7%)
9	Print journals	7 (18.4%)	7 (18.4%)	15 (39.5%)	9 (23.7%)
10	e-magazines	7 (18.4%)	4 (10.5%)	16 (42.1%)	11 (28.9%)
11	e-newsletters	5 (13.2%)	6 (15.8%)	17 (44.7%)	10 (26.3%)
12	e-Libraries (online/offline)	4 (10.5%)	8 (21.1%)	14 (36.8%)	12 (31.6%)
13	Print newsletters	4 (10.5%)	7 (18.4%)	15 (39.5%)	12 (31.6%)
	Mean	9.8	6.4	13.1	8.7
	STD	5.5	1.9	2.7	2.9

Table A.8: Frequency of use of sources of PRS documents from other African countries (n = 38)

	Source of PRS documents	Frequently	Sometimes	Rarely	Missing
1	Websites	11 (28.9%)	4 (10.5%)	7 (18.4%)	16 (42.1%)
2	Print files	8 (21.1%)	4 (10.5%)	11 (28.9%)	15 (39.5%)
3	e-books (online/offline)	7 (18.4%)	4 (10.5%)	11 (28.9%)	16 (42.1%)
4	e-newsletters	4 (10.5%)	7 (18.4%)	9 (23.7%)	18 (47.4%)
5	e-journals	4 (10.5%)	2 (5.3%)	13 (34.2%)	19 (50.0%)
6	Print books	3 (7.9%)	6 (15.8%)	13 (34.2%)	16 (42.1%)
7	Institution Database (online/offline)	3 (7.9%)	6 (15.8%)	9 (23.7%)	20 (52.6%)
8	e-magazines	3 (7.9%)	5 (13.2%)	13 (34.2%)	17 (44.7%)
9	Print magazines	3 (7.9%)	4 (10.5%)	14 (36.8%)	17 (44.7%)
10	Print journals	3 (7.9%)	4 (10.5%)	13 (34.2%)	18 (47.4%)
11	e-Libraries (online/offline)	3 (7.9%)	3 (7.9%)	12 (31.6%)	20 (52.6%)
12	Print newsletters	2 (5.3%)	4 (10.5%)	14 (36.8%)	18 (47.4%)
13	Libraries	2 (5.3%)	3 (7.9%)	15 (39.5%)	18 (47.4%)
	Mean	4.3	4.3	11.8	17.5
	STD	2.7	1.4	2.3	1.6

Table A.9: Specific PRS topics currently being discussed within the respective countries of the respondents (n = 38)

	PRS Topics	Frequently	Sometimes	Rarely	Missing
1	Aligning resource allocation to PRS priorities	26 (68.4%)	8 (21.1%)	2 (5.3%)	2 (5.3%)
2	Improving access to quality education and health services	24 (63.2%)	7 (18.4%)	3 (7.9%)	4 (10.5%)
3	Achieving high level political commitment to the design and implementation of PRSs	23 (60.5%)	8 (21.1%)	3 (7.9%)	4 (10.5%)
4	Legitimizing broad-based participation of key stakeholders, including parliament, in developing, implementing, monitoring PRS process	22 (57.9%)	11 (28.9%)	2 (5.3%)	3 (7.9%)
5	Increasing investments in agricultural and rural development	22 (57.9%)	10 (26.3%)	1 (2.6%)	5 (13.2%)
6	Strengthening the capacity of public sector for more effective and efficient delivery of services	19 (50.0%)	10 (26.3%)	4 (10.5%)	5 (13.2%)
7	Designing targeted programs to reduce income and gender inequalities	18 (47.4%)	13 (34.2%)	5 (13.2)	2 (5.3%)
8	Reducing barriers to private sector investment	18 (47.4%)	11 (28.9%)	4 (10.5%)	5 (13.2%)
9	Improving the quality, access and timely delivery of data	18 (47.4%)	5 (13.2%)	1 (2.6%)	14 (36.8%)
10	Tackling HIV/AIDS, Tuberculosis, malaria and other related diseases	17 (44.7%)	9 (23.7%)	10 (26.3%)	2 (5.3%)
11	Establishing monitoring, auditing and tracking systems to promote financial transparency and ensure effective use of resources	14 (36.8%)	8 (21.1%)	2 (5.3%)	14 (36.8%)
12	Achieving and sustaining stable macro economic environment	14 (36.8%)	8 (21.1%)	0 (0%)	16 (42.1%)
13	Developing a comprehensive strategy to nurture and retain capacity for national development and growth	9 (23.7%)	13 (34.2%)	2 (5.3%)	14 (36.8%)
14	Promoting broad-based growth through economic diversification	9 (23.7%)	3 (7.9%)	5 (13.2%)	21 (55.3%)
15	Strengthening capacity of civil society organizations including NGOs, community-based organizations and think-tanks	11 (28.9%)	4 (10.5%)	5 (13.2%)	18 (47.4%)
16	Monitoring compliance with Paris Declaration on aid effectiveness (2005)	10 (26.3%)	2 (5.3%)	7 (18.4%)	19 (50.0%)
	Mean	17.1	8.1	3.5	9.3
	STD	5.5	3.3	2.5	7.0

Table A.10: Specific PRS topics currently being discussed with PRS practitioners in other African countries (n = 38)

	Specific PRS Topics	Frequently	Sometimes	Rarely	Missing
1	Improving the quality, access and timely delivery of data	10 (26.3%)	3 (7.9%)	5 (13.2%)	20 (52.6%)
2	Aligning resource allocation to PRS priorities	9 (23.7%)	8 (21.1%)	11 (28.9%)	10 (26.3%)
3	Improving access to quality education and health services	9 (23.7%)	6 (15.8%)	12 (31.6%)	11 (28.9%)
4	Increasing investments in agricultural and rural development	8 (21.1%)	10 (26.3%)	10 (26.3%)	10 (26.3%)
5	Reducing barriers to private sector investment	8 (21.1%)	4 (10.5%)	12 (31.6%)	14 (36.8%)
6	Tackling HIV/AIDS, Tuberculosis, malaria and other related diseases	6 (15.8%)	7 (18.4%)	12 (31.6%)	13 (34.2%)
7	Strengthening the capacity of public sector for more effective and efficient delivery of services	6 (15.8%)	7 (18.4%)	11 (28.9%)	14 (36.8%)
8	Legitimizing broad-based participation of key stakeholders, including parliament, in developing, implementing, monitoring PRS process	6 (15.8%)	6 (15.8%)	14 (36.8%)	12 (31.6%)
9	Designing targeted programs to reduce income and gender inequalities	5 (13.2%)	11 (28.9%)	12 (31.6%)	10 (26.3%)
10	Achieving high level political commitment to the design and implementation of PRSs	5 (13.2%)	8 (21.1%)	12 (31.6%)	13 (34.2%)
11	Establishing monitoring, auditing and tracking systems to promote financial transparency and ensure effective use of resources	4 (10.5%)	5 (13.2%)	8 (21.1%)	21 (55.3%)
12	Monitoring compliance with Paris Declaration on aid effectiveness (2005)	3 (7.9%)	3 (7.9%)	8 (21.1%)	24 (63.2%)
13	Strengthening capacity of civil society organizations including NGOs, community-based organizations and think-tanks	2 (5.3%)	7 (18.4%)	5 (13.2%)	24 (63.2%)
14	Achieving and sustaining stable macro economic environment	2 (5.3%)	7 (18.4%)	6 (15.8%)	23 (60.5%)
15	Developing a comprehensive strategy to nurture and retain capacity for national development and growth	2 (5.3%)	4 (10.5%)	8 (21.1%)	24 (63.2%)
16	Promoting broad-based growth through economic diversification	2 (5.3%)	3 (7.9%)	8 (21.1%)	25 (65.8%)
	Mean	5.4	6.2	9.6	16.8
	STD	2.8	2.4	2.8	5.9

Table A.11: Categories experts that respondents share PRS knowledge within their respective countries (n=38)

	Categories experts	Frequently	Sometimes	Rarely	Missing
1	Head of department	20 (52.6%)	8 (21.1%)	1 (2.6%)	9 (23.7%)
2	Sector expert	18 (47.4%)	7 (18.4%)	3 (7.9%)	10 (26.3%)
3	PRS focal person	15 (39.5%)	6 (15.8%)	3 (7.9%)	14 (36.8%)
4	Advisor/chief economist	14 (36.8%)	7 (18.4%)	5 (13.2%)	12 (31.6%)
5	PRS expert	14 (36.8%)	7 (18.4%)	5 (13.2%)	12 (31.6%)
6	Researcher	10 (26.3%)	14 (36.8%)	5 (13.2%)	9 (23.7%)
	Mean	15.2	8.2	3.6	11
	STD	3.5	2.9	1.6	2

Table A.12: Categories experts in other African countries with whom respondents share PRS knowledge (n=38)

	Categories experts	Frequently	Sometimes	Rarely	Missing
1	Researcher	5 (13.2%)	5 (13.2%)	11 (28.9%)	17 (44.7%)
2	PRS expert	5 (13.2%)	5 (13.2%)	11 (28.9%)	17 (44.7%)
3	Sector expert	3 (7.9%)	7 (18.4%)	11 (28.9%)	17 (44.7%)
4	PRS focal person	3 (7.9%)	4 (10.5%)	11 (28.9%)	20 (52.6%)
5	Advisor/chief economist	2 (5.3%)	4 (10.5%)	13 (34.2%)	19 (50.0%)
6	Head of department	0 (0%)	7 (18.4%)	12 (31.6%)	19 (50.0%)
	Mean	3.0	5.3	11.5	18.2
	STD	1.9	1.4	0.84	1.3

Table A.13: Mechanisms of interacting with PRS practitioners in use within the respective countries of respondents (n = 38)

	Ways of interacting	Frequently	Sometimes	Rarely	Missing
1	Meetings (staff, stakeholders)	27 (71.1%)	7 (18.4%)	2 (5.3%)	2 (5.3%)
2	Conference	19 (50.0%)	14 (36.8%)	2 (5.3%)	3 (7.9%)
3	Trainings	14 (36.8%)	15 (39.5%)	5 (13.2%)	4 (10.5%)
4	Country missions	13 (34.2%)	11 (28.9%)	10 (26.3%)	4 (10.5%)
5	E mail	10 (26.3%)	9 (23.7%)	11 (28.9%)	8 (21.1%)
6	Regular mail	8 (21.1%)	7 (18.4%)	14 (36.8%)	9 (23.7%)
7	Experience sharing visits	7 (18.4%)	13 (34.2%)	10 (26.3%)	8 (21.1%)
8	Discussion forum	7 (18.4%)	12 (31.6%)	12 (31.6%)	7 (18.4%)
9	e-discussion: email-based	6 (15.8%)	5 (13.2%)	18 (47.4%)	9 (23.7%)
10	Fax	4 (10.5%)	7 (18.4%)	17 (44.7%)	10 (26.3%)
11	e-discussion: web-based	3 (7.9%)	4 (10.5%)	20 (52.6%)	11 (28.9%)
	Mean	10.7	9.4	11	6.8
	STD	7.2	3.7	6.1	3.1

Table A.14: Mechanisms in use by the respondents to interact with PRS practitioners in other African countries (n = 38)

	Mechanism of interacting	Frequently	Sometimes	Rarely	Missing responses
1	E mail	7 (18.4%)	5 (13.2%)	10 (26.3%)	16 (42.1%)
2	Country missions	6 (15.8%)	7 (18.4%)	8 (21.1%)	17 (44.7%)
3	Meetings (staff, stakeholders)	5 (13.2%)	9 (23.7%)	8 (21.1%)	16 (42.1%)
4	Trainings	5 (13.2%)	9 (23.7%)	8 (21.1%)	16 (42.1%)
5	Conference	5 (13.2%)	8 (21.1%)	9 (23.7%)	16 (42.1%)
6	Discussion forum	4 (10.5%)	4 (10.5%)	15 (39.5%)	15 (39.5%)
7	e-discussion: email-based	4 (10.5%)	5 (13.2%)	14 (36.8%)	15 (39.5%)
8	Experience sharing visits	3 (7.9%)	7 (18.4%)	11 (28.9%)	17 (44.7%)
9	Regular mail	3 (7.9%)	4 (10.5%)	13 (34.2%)	18 (47.4%)
10	e-discussion: web-based	2 (5.3%)	3 (7.9%)	15 (39.5%)	18 (47.4%)
11	Fax	1 (2.6%)	4 (10.5%)	15 (39.5%)	18 (47.4%)
	Mean	4.1	5.9	11.45	16.5
	STD	1.8	2.2	3.01	1.13

Table A.15: Knowledge sharing processes used by respondents to share PRS knowledge with PRS practitioners within their respective countries (n = 38)

	Knowledge sharing processes	Frequently	Sometimes	Rarely	Missing responses
1	Communicate with PRS practitioners to exchange information	19 (50.0%)	14 (36.8%)	3 (7.9%)	2 (5.3%)
2	Search and access knowledge before, during and after PRS design & implementation	14 (36.8%)	14 (36.8%)	7 (18.4%)	3 (7.9%)
3	Have time to share PRS information	13 (34.2%)	13 (34.2%)	9 (23.7%)	3 (7.9%)
4	Develop capacity and knowledge of PRS practitioners	13 (34.2%)	10 (26.3%)	11 (28.9%)	4 (10.5%)
5	Develop linkages/partnership	11 (28.9%)	17 (44.7%)	4 (10.5%)	6 (15.8%)
6	Share success and failure PRS experiences	11 (28.9%)	15 (39.5%)	9 (23.7%)	3 (7.9%)
7	Seek innovative PRS strategies	11 (28.9%)	12 (31.6%)	11 (28.9%)	4 (10.5%)
8	Capture, contribute and update PRS knowledge and experiences	9 (23.7%)	14 (36.8%)	11 (28.9%)	4 (10.5%)
9	Have clear framework and tools to share PRS information	8 (21.1%)	14 (36.8%)	13 (34.2%)	3 (7.9%)
10	PRS knowledge sharing recognized and supported by supervisor	8 (21.1%)	11 (28.9%)	13 (34.2%)	6 (15.8%)
11	Use ICTs to exchange PRS knowledge	8 (21.1%)	17 (44.7%)	8 (21.1%)	5 (13.2%)
	Mean	11.4	13.7	9	3.9
	STD	3.3	2.2	3.3	1.3

Table A.16: Knowledge sharing processes used by respondents to share PRS knowledge with PRS practitioners in other African countries (n = 38)

	Knowledge sharing processes	Frequently	Sometimes	Rarely	Missing responses
1	Seek innovative PRS strategies	6 (15.8%)	7(18.4%)	12 (31.6%)	13 (34.2%)
2	Search and access knowledge before, during and after PRS design & implementation	6 (15.8%)	7 (18.4%)	10 (26.3%)	15 (39.5%)
3	Share success and failure PRS experiences	5 (13.2%)	9 (23.7%)	10 (26.3%)	14 (36.8%)
4	Use ICTs to exchange PRS knowledge	5 (13.2%)	6 (15.8%)	13 (34.2%)	14 (36.8%)
5	Develop capacity and knowledge of PRS practitioners	5 (13.2%)	6 (15.8%)	12 (31.6%)	15 (39.5%)
6	Have time to share PRS information	5 (13.2%)	6 (15.8%)	11 (28.9)	16 (42.1%)
7	Communicate with PRS practitioners to exchange information	4 (10.5%)	9 (23.7%)	11 (28.9%)	14 (36.8%)
8	Capture, contribute and update PRS knowledge and experiences	4 (10.5%)	9 (23.7%)	10 (26.3%)	15 (39.5%)
9	Develop linkages/partnership	4 (10.5%)	9 (23.7%)	10 (26.3%)	15 (39.5%)
10	Have clear framework and tools to share PRS information	3 (7.9%)	5 (13.2%)	15 (39.5%)	15 (39.5%)
11	PRS knowledge sharing recognized and supported by supervisor	2 (5.3%)	5 (13.2%)	15 (39.5%)	16 (42.1%)
	Mean	4.4	7.1	11.7	14.7
	STD	1.2	1.6	1.9	0.9

Table A.17: Access to ICT tools (n=38)

	ICT tools	Access from Office	Access from Home	No access	Missing responses
1	Computer	35 (92.1%)	2 (5.3%)	0 (0%)	1 (2.6%)
2	Internet access	34 (89.5%)	1 (2.6%)	1 (2.6%)	1 (2.6%)
3	E-mail account	32 (84.2%)	2 (5.3%)	1 (2.6%)	3 (7.9%)
	Mean	33.7	1.7	0.7	1.7
	STD	1.5	0.6	0.6	1.2

Table A.18: Frequency of use of ICT tools by the respondents (n=38)

	ICT tools	Frequently	Sometimes	Rarely	Missing responses
2	E-mail account	34 (89.5%)	2 (5.3%)	0 (0%)	2 (5.3%)
3	Basic Internet browsing	32 (84.2%)	2 (5.3%)	1 (2.6%)	3 (7.9%)
1	Basic computer (office package)	31 (81.6%)	3 (7.9%)	0 (0%)	4 (10.5%)
4	Internet search engines	25 (65.8%)	5 (13.2%)	5 (13.2%)	3 (7.9%)
5	Online database	14 (36.8%)	8 (21.1%)	9 (23.7%)	7 (18.4%)
6	e-discussions: e-mail-based	10 (26.3%)	8 (21.1%)	12 (31.6%)	8 (21.1%)
7	e-discussion: web-based	5 (13.2%)	6 (15.8%)	18 (47.4%)	9 (23.7%)
	Mean	21.6	4.9	6.4	5.1
	STD	11.8	2.6	6.9	2.8

Table A.19: Ease of use of ICT tools by the respondents (n = 38)

	ICT tools	Very easy	Easy	Not easy	Missing
1	E-mail account	32 (84.2%)	3 (7.9%)	1 (2.6%)	2 (5.3%)
2	Computer	30 (78.9%)	6 (15.8%)	0 (0%)	2 (5.3%)
3	Internet simple browsing	26 (68.4%)	6 (15.8%)	2 (5.3%)	4 (10.5%)
4	Internet search engines	18 (47.4%)	11 (28.9%)	3 (7.9%)	6 (15.8%)
5	Online database	15 (39.5%)	8 (21.1%)	9 (23.7%)	6 (15.8)
6	E-discussions: e-mail-based	15 (39.5%)	8 (21.1%)	9 (23.7%)	6 (15.8)
7	E-discussion: web-based	11 (28.9)	9 (23.7)	12 (31.6%)	6 (15.8)
	Mean	21	7.3	5.1	4.6
	STD	8.2	2.6	4.7	1.9

Table A.20: Encouragement factors to participate in the PRS knowledge-sharing network (n=38)

Encouragement factor	Most encouraging	Very encouraging	Fairly encouraging	Slightly encouraging	Least encouraging	Missing
Trainings (PRS, on-line KSN)	26 (68.4%)	6 (15.8%)	2 (5.3%)	1 (2.6%)	1 (2.6%)	2 (5.3%)
Internet connection	21 (55.3%)	9 (23.7%)	3 (7.9%)	0 (0%)	2 (5.3%)	3 (7.9%)
Tools: software, hardware	15 (39.5%)	8 (21.1%)	7 (18.4%)	1 (2.6%)	4 (10.5%)	3 (7.9%)
Institution recognition	15 (39.5%)	6 (15.8%)	5 (13.2%)	4 (10.5%)	6 (15.8%)	2 (5.3%)
UN certification	12 (31.6%)	5 (13.2%)	3 (7.9%)	4 (10.5%)	9 (23.7%)	5 (13.2%)
Supervisor recognition	10 (26.3%)	10 (26.3%)	3 (7.9%)	5 (13.2%)	6 (15.8%)	4 (10.5%)
Mean	16.5	7.3	3.8	2.5	4.7	3.2
STD	5.9	2.0	1.8	2.1	2.9	1.2

Annex 2: Knowledge Audit Instrument

Enhancing Knowledge Sharing to support the Poverty Reduction Process in Africa

PRS Knowledge Audit June 2006

Introduction

Dear Participant,

My name is _____. I work with The United Nations Economic Commission for Africa (UNECA), as Knowledge Networking Specialist.

I am here on behalf of the PRS Knowledge Sharing Network (KSN) Project to briefly introduce the project and to seek your guidance on how to better design this project so that it helps us meet your needs in networking and knowledge sharing of African PRS experts with key national and international PRS practitioners.

The purpose of the KSN Project is to facilitate a more systematic sharing of knowledge and experiences among PRS practitioners in the PRSs.

The main objectives of the KSN Project are:

- to increase the linkages and dialogue between African PRS experts and key external partners for improved effectiveness and impact of PRSs to meet the MDGs
- to bridge capacity constraints through increased participation, experience sharing and peer learning of national PRS experts in an African-owned forum of a virtual community of practitioners
- to strengthen the African voice and engagement in the PRS design, implementation and monitoring
- to increase the relevance of knowledge and documentation on PRS approaches to Africa's development challenges

The questionnaire will require about 30 minutes of your precious time. If a question makes you feel uncomfortable, you may choose not to answer it. All information that you provide will be considered private and confidential. Any report from this study will not use your name nor will it be possible to trace the respondent's identity.

Instructions to fill the questionnaire:

Please click on the check box to check or uncheck. Click on the gray text-fields to enter your comments.

Practitioner Profile

Full Name	Please enter text here
Title Head of Department, PRS Coordinator, Advisor, Sector expert, researcher, etc...	Please enter text here
Country	Please enter text here
City	Please enter text here
Name of Institution/Organization	Please enter text here
Type of Institution Government, Civil Society Organization, Re- search, Private, etc.	Please enter text here
Type of Ministry (if applicable) Finance/Economy, Planning, Agriculture, Health, Education, Gender, etc...	Please enter text here
Department (if applicable) Poverty Reduction, Policy, Coordination, etc.	Please enter text here
Type of PRS Practitioner Economist Statistician Researcher Entrepreneur, etc.	Please enter text here
Preferred Language of Communication English, French, Arabic, etc.	Please enter text here
Date	Day Month Year

PRS Topics

Q1	Among the five main topics discussed in previous PRS-Learning Group meetings (A, B, C, D, E), and the specific sub-topics listed below, which ones are still relevant/important and useful to your work and should receive more emphasis?			
	<i>Please specify by relevance/importance as:</i> 1 = highly relevant 2 = partly relevant 3 = not relevant	1	2	3
A	Pro-poor Growth Strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A1	Achieving and sustaining stable macro economic environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A2	Improving access to quality education and health services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A3	Designing targeted programs to reduce income and gender inequalities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A4	Increasing investments in agricultural and rural development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A5	Reducing barriers to private sector investment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A6	Tackling HIV/AIDS, Tuberculosis, malaria and other related diseases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A7	Promoting broad-based growth through economic diversification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A8	Improving the quality, access and timely delivery of data	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B	Finance and Expenditure Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B1	Aligning resource allocation to PRS priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B2	Establishing monitoring, auditing and tracking systems to promote financial transparency and ensure effective use of resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C	PRS Process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C1	Legitimizing broad-based participation of key stakeholders, including parliament, in developing, implementing, monitoring PRS process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C2	Achieving high level political commitment to the design and implementation of Poverty Reduction Strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D	National capacity needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1	Developing a comprehensive strategy to nurture and retain capacity for national development and growth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D2	Strengthening the capacity of public sector for more effective and efficient delivery of services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D3	Strengthening capacity of civil society organizations including NGOs, Community-Based Organizations and think-tanks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E	Align donor policy with PRS & national priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E1	Monitoring compliance with Paris Declaration on aid effectiveness (2005)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q2	What are other PRS issues not listed above and which you believe should be considered as main PRS themes at present? Please state the top 5 other themes in a decreasing order of importance.
	Please enter text here

Q3	Do you believe the PRS-MDG linkage should be considered in future dialogue to enhance national policy processes? Please describe how this linkage can enhance MDG-based PRSs.
	Please enter text here

Q4	How would MDG-based PRSs enhance dialogue between governments of PRS countries, donors, civil society organizations and the international community?
	Please enter text here

PRS Discussion and Documentation

Q5	Which themes do you currently discuss with PRS practitioners?
----	---

	Please describe their relevance as follows: 1 = frequently discussed 2 = sometimes discussed 3 = rarely discussed	In Country			With other African Countries		
		1	2	3	1	2	3
A	Pro-poor Growth Strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A1	Achieving and sustaining stable macro economic environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A2	Improving access to quality education and health services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A3	Designing targeted programs to reduce income and gender inequalities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A4	Increasing investments in agricultural and rural development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A5	Reducing barriers to private sector investment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A6	Tackling HIV/AIDS, Tuberculosis, malaria and other related diseases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A7	Promoting broad-based growth through economic diversification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A8	Improving the quality, access and timely delivery of data	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B	Finance and Expenditure Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B1	Aligning resource allocation to PRS priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Please describe their relevance as follows: 1 = frequently discussed 2 = sometimes discussed 3 = rarely discussed	In Country			With other African Countries		
		1	2	3	1	2	3
B2	Establishing monitoring, auditing and tracking systems to promote financial transparency and ensure effective use of resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C	PRS Process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C1	Legitimizing broad-based participation of key stakeholders, including parliament, in developing, implementing, monitoring PRS process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C2	Achieving high level political commitment to the design and implementation of Poverty Reduction Strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D	National capacity needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1	Developing a comprehensive strategy to nurture and retain capacity for national development and growth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D2	Strengthening the capacity of public sector for more effective and efficient delivery of services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D3	Strengthening capacity of civil society organizations including NGOs, Community-Based Organizations and think-tanks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E	Align donor policy with PRS & national priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E1	Monitoring compliance with Paris Declaration on aid effectiveness (2005)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F	Other ()	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q6	How would you describe your current discussions with PRS practitioners in countries outside Africa such as African diaspora, think tanks, and researchers?
Please enter text here	

Q7	How would you describe your current discussions with Multilateral and Bilateral Donor Institutions?
Please enter text here	

Q8	With whom do you currently share and exchange PRS knowledge?
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	Please describe the frequency as: 1 = frequently 2 = sometimes 3 = rarely	In Country			With other African Countries		
		1	2	3	1	2	3
a)	Head of Department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b)	Advisor/Chief Economist	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Please describe the frequency as: 1 = frequently 2 = sometimes 3 = rarely	In Country			With other African Countries		
		1	2	3	1	2	3
c)	Sector Expert	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d)	Researcher	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e)	PRS Expert	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f)	PRS Focal Person	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g)	Other ()	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q9	Would you describe the key PRS practitioners you discuss PRSs with in countries outside Africa such as African diaspora, think tanks, and researchers?
	Please enter text here

Q10	Would you describe the key PRS practitioners you discuss PRSs with from Multilateral and Bilateral Donor Institutions?
	Please enter text here

Q11	Who else do you believe should be part of the PRS knowledge sharing process?
	Please enter text here

Q12	How would an online community of PRS practitioners have a value-added to improve dialogue through e-discussion?
	Please enter text here

Q13 Which of the PRS themes are documented and accessible to you?							
	Please describe their availability as follows: 1 = frequently 2 = sometimes 3 = rarely (insufficient)	In Country			With other African Countries		
		1	2	3	1	2	3
A	Pro-poor Growth Strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A1	Achieving and sustaining stable macro economic environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A2	Improving access to quality education and health services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A3	Designing targeted programs to reduce income and gender inequalities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A4	Increasing investments in agricultural and rural development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A5	Reducing barriers to private sector investment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A6	Tackling HIV/AIDS, Tuberculosis, malaria and other related diseases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A7	Promoting broad-based growth through economic diversification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A8	Improving the quality, access and timely delivery of data	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B	Finance and Expenditure Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B1	Aligning resource allocation to PRS priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B2	Establishing monitoring, auditing and tracking systems to promote financial transparency and ensure effective use of resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C	PRS Process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C1	Legitimizing broad-based participation of key stakeholders, including parliament, in developing, implementing, monitoring PRS process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C2	Achieving high level political commitment to the design and implementation of Poverty Reduction Strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D	National capacity needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1	Developing a comprehensive strategy to nurture and retain capacity for national development and growth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D2	Strengthening the capacity of public sector for more effective and efficient delivery of services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D3	Strengthening capacity of civil society organizations including NGOs, Community-Based Organizations and think-tanks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E	Align donor policy with PRS & national priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E1	Monitoring compliance with Paris Declaration on aid effectiveness (2005)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F	Other ()	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q14	Please describe the key PRS documents you exchange with PRS practitioners in countries outside Africa such as African diaspora, think tanks, and researchers?
	Please enter text here

Q15	Please describe the key PRS documents you exchange with from Multilateral and Bilateral Donor Institutions?
	Please enter text here

Q16	What types of documents do you exchange to share PRS information and experiences?
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	Please describe the frequency as: 1 = frequently 2 = sometimes 3 = rarely (insufficient)	In Country			With other African Countries		
		1	2	3	1	2	3
a)	Best practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b)	Success stories	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c)	Case studies and research	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d)	Country reports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e)	Lessons learned	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f)	World Bank report	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g)	UNECA report	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h)	Other ()	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q17	Please describe the type of PRS documents you exchange with PRS practitioners in countries outside Africa such as African diaspora, think tanks, and researchers?
	Please enter text here

Q18	Please describe the type of PRS documents you exchange with Multilateral and Bilateral Donor Institutions?
	Please enter text here

Q19	What other types of documents would you like to exchange to share PRS information and experience?
	Please enter text here

Q20	Where do you currently find PRS documents?						
	Please describe the frequency as: 1 = frequently 2 = sometimes 3 = rarely (insufficient)	In Country			With other African Countries		
		1	2	3	1	2	3
a)	Print files	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b)	Print books	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c)	e-books (online/offline)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d)	Print magazines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e)	e-magazines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g)	Print newsletters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h)	e-newsletters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i)	Print journals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j)	e-journals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k)	Libraries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l)	e-Libraries (online/offline)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m)	Institution Database (online/offline)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n)	Websites	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o)	Other ()	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q21	Please describe where you find PRS documents you exchange with PRS practitioners in countries outside Africa such as African diaspora, think tanks, and researchers?
	Please enter text here

Q22	Please describe where you find the PRS documents you exchange with Multilateral and Bilateral Donor Institutions?
	Please enter text here

Q23	What other forms of documentation would you like to access but are not currently available to you?
	Please enter text here

Q24	How would an online database of PRS documents have a value-added to initiate/strengthen exchange of knowledge and experience?
	Please enter text here

PRS Knowledge Sharing Process

Q25 How do you interact with practitioners to share PRS knowledge?

	Please describe the frequency as: 1 = frequently 2 = sometimes 3 = rarely (insufficient)	In Country			With other African Countries		
		1	2	3	1	2	3
a)	Meetings (staff, stakeholders)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b)	Trainings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c)	Country missions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d)	Conference	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e)	Experience sharing visits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f)	Discussion forum	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g)	e-discussion: email-based	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h)	e-discussion: web-based	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i)	E mail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j)	Regular mail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k)	Fax	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l)	Other ()	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q26 Please describe how you exchange PRS knowledge with PRS practitioners in countries outside Africa such as African diaspora, think tanks, and researchers?

Please enter text here

Q27 Please describe how you exchange PRS knowledge you exchange with Multilateral and Bilateral Donor Institutions?

Please enter text here

Q28 What other mechanisms would improve the way you share information with PRS practitioners?

Please enter text here

Q29 How do you describe your knowledge sharing practice/habit with PRS practitioners?

	Please describe the frequency as: 1 = frequently 2 = sometimes 3 = rarely (insufficient)	In Country			With other African Countries		
		1	2	3	1	2	3
a)	Communicate with PRS practitioners to exchange information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Please describe the frequency as: 1 = frequently 2 = sometimes 3 = rarely (insufficient)	In Country			With other African Countries		
		1	2	3	1	2	3
b)	Develop linkages/partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c)	Seek innovative PRS strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d)	Capture, contribute and update PRS knowledge and experiences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e)	Share success and failure PRS experiences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f)	Search and access knowledge before, during and after PRS design & implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g)	Develop capacity and knowledge of PRS practitioners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h)	Have clear framework and tools to share PRS information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i)	Have time to share PRS information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j)	PRS knowledge sharing recognized and supported by supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k)	Use ICTs to exchange PRS knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l)	Other ()	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q30	Please describe your PRS knowledge-sharing behavior/practice with PRS practitioners in countries outside Africa such as African diaspora, think tanks, and researchers? Please enter text here
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Q31	Please describe your PRS knowledge-sharing behavior/practice with Multilateral and Bilateral Donor Institutions? Please enter text here
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Q32	What are the barriers that hinder your efforts to share information with PRS practitioners? Please describe the material or environmental obstacles that prevent you from sharing PRS knowledge with others, getting updated information, using of ICTs, etc. Please enter text here
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Technological Readiness

Q33	How important do you consider computers and the Internet to improving the way you share knowledge, within your teams and between country teams, on the evolving PRS process?
Please enter text here	

Q34	Do you have access to the following Information and Communication Technology (ICT) tools?
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Please specify as follows: 1=no access 2=office 3=home 4=other		1	2	3	4	Special Instructions
a)	Computer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	If "1" to all options, skip to Q35
b)	Internet access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
c)	Email account	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Q35	Do you use the following ICT tools?
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Please specify as follows: 1 = frequently 2 = sometimes 3 = rarely (insufficient)		1	2	3	Special Instructions
a)	Basic computer (office package)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	If "3" skip to Q36
b)	Email account	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
c)	Basic Internet browsing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
d)	Internet search engines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
e)	Online Database	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
f)	e-discussion: email-based	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
g)	e-discussion: web-based	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Q36	How easily do you use the following ICT tools?
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Please specify as follows: 1=very easy 2=easy 3=not easy		1	2	3	
a)	Computer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
b)	Email account	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
c)	Internet simple browsing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
d)	Internet search engines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
e)	Online Database	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
f)	e-discussion: email-based	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
g)	e-discussion: web-based	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Encouragement Factors

Q37	Please specify which of the following would encourage you to actively participate in the PRS KSN process?						
	Please specify as follows: 5 = most encouraging 1 = least encouraging	1	2	3	4	5	
a)	Trainings (PRS, online KSN)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
b)	Tools: Software, hardware	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
c)	Internet connection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
d)	Supervisor Recognition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
e)	Institution Recognition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
f)	UN Certification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
g)	Other ()	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Thank you for your valuable time. Have a nice day!

