



FARA Secretariat
Medium Term Operational Plan
2014–2018

Implementing FARA's 2014–2018 Strategic Plan

***Enhancing African innovation capacity
for agricultural transformation***



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Forum for Agricultural Research in Africa

12 Anmeda Street, Roman Ridge
PMB CT 173, Accra, Ghana

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Foreword

This Medium Term Operational Plan (MTOP) sets out how the FARA Secretariat will fulfil its mandate and responsibilities for ensuring the successful implementation of the Forum's new 2014–2018 Strategic Plan.

African agriculture is changing with increasing speed and there are exciting prospects for even more rapid change arising from new science and technologies. To remain relevant, FARA must adapt to the changed circumstances in which it functions and take advantage of the lessons it has learned while implementing its mandate; in particular, its rewarding experience as the Lead Institution for Pillar IV of the Comprehensive Africa Agriculture Development Programme (CAADP).

FARA's role in CAADP has changed because the country CAADP teams now know what support they need to advance their Agriculture and Food Security Investment Plans (AFSIPs). There is no longer a need for designated Pillar Lead Institutions, but – as the continental apex institution for agricultural research with a large social capital – FARA is still committed to providing leadership for research and other, related aspects of CAADP.

The success of CAADP depends on a comprehensive mix of capacities across agricultural value chains, including (but not limited to) farmer organizations, research, extension, education, trade and agribusiness. FARA has been remarkably successful in promoting and supporting continental organizations to lead each of these aspects: the Pan African Farmers Federation (PAFFO) for farmer organizations, sub-regional research organizations (SROs) for research, the African Forum for Agricultural Advisory Services (AFAAS), the Tertiary Education for Agriculture Mechanism (TEAM-Africa) for education, the Pan-African Agribusiness and Agro-Industry Consortium (PanAAC) for agribusiness and agro-industry and the Pan-Africa Non-Governmental Organization Consortium (PANGOC). But it does not end there. FARA continues to play a vital role, not only to provide the further assistance some

organizations may need until they are fully established, but also (most importantly) to ensure that they add value to each other so that their collective contribution to Africa's agricultural innovation capacity will be greater than the sum of their individual efforts.

FARA must also act on the wise advice it has received from various internal and external reviews, so that it can move forward with renewed confidence that it is on the right track to advance its purpose of generating wide-scale, equitable social and economic development. With the strengthening of the SROs and the other institutions mentioned above, many of the tasks set out in FARA's 2007–2016 Strategic Plan in respect to Networking Support Functions - in the areas of: (i) advocacy and resource mobilisation; (ii) access to knowledge and technologies; (iii) regional policies and markets; (iv) capacity strengthening; and (v) partnerships and strategic alliances – are due to be handed over to other organizations in compliance with FARA's commitment to the subsidiarity principle.

In these changed circumstances, the Board of FARA commissioned this new strategy to ensure that FARA keeps its focus solely on what it can do, what it can do best and where it can add most value to Africa's capacity for agricultural innovation. This strategy recognises that FARA has itself become a stronger institution and is now better able to fulfil its role as the apex organization for African agricultural research aligned to the African Union Commission.

Stakeholder consultations concluded that to fulfil its role in leading agricultural research on the continent, FARA must be able to: (i) envision the agricultural transformation that Africa wants and how to achieve it; (ii) ensure that Africa has sufficient human and institutional capacity integrated to implement its agricultural ambitions; and (iii) make sure that policy makers get the evidence-based information they require to create enabling policy environments and that their constituents are well informed and support the changes. These vital roles have been distilled into three Strategic Priorities: (i) *visioning Africa's agricultural transformation*; (ii) *integrating capacities for change*; and (iii) *enabling environment for implementation*.

FARA is building its new strategic priorities on its past successes and, most importantly, on the invaluable comparative advantage and social capital that it has accumulated among its different stakeholder interest groups. FARA recognises that the stakeholders are the FARA Forum. The new strategy reflects their demands and, equally, depends on their commitment and engagement for its success.

Dr Tiémoko Yo

Chair, FARA Executive Board

Prof. Monty P. Jones

FARA Executive
Director

Background

This MTOP sets out how the FARA Secretariat will fulfil its mandate and responsibilities for ensuring the successful implementation of the Forum's new 2014–2018 Strategic Plan.

The cornerstones of the plan are the strategic statements that will guide FARA in its operation. While the vision, mission and the general objective remain largely the same as in FARA's 2007–2016 Strategic Plan, a major strategic re-orientation is indicated by FARA's new value proposition: **Strengthening Africa's capacity for innovation and transformation by envisioning its strategic direction, integrating its capacities for change and creating an enabling policy environment for implementation.**

This MTOP is consistent with FARA's commitment to contributing to the success of the CAADP, which provides goals and objectives and identifies what needs to be done to achieve the African Vision of six percent annual growth in agricultural production. It will also advocate for and facilitate compliance with the FAAP principles to guide the processes for ensuring that agricultural research and development initiatives contribute to the CAADP vision.

FARA also remains committed to supporting the agendas of the African Union Commission, the regional economic communities (RECs), the SROs and continental education and extension institutions. However, whereas in the past FARA focused on creating regional institutions that were required to fill gaps in Africa's agricultural innovation systems, as these institutions grow in strength and confidence, FARA's focus will be more on keeping them connected and integrated programmatically in order to avoid debilitating fragmentation of the innovation system.

FARA's new approach is aligned with the transformative phase of the CAADP, within its 'sustaining CAADP momentum' agenda. FARA is also aware of the need to involve private enterprise more effectively. There is an urgent need for Africa to develop a capacity for forward thinking

and proactive preparation for emerging opportunities and threats with an approach that nurtures the emergence of young talent to play a role in preparing for and shaping the future. FARA strives to ensure that planning for African agricultural development is consistent with Africa's capacity to deliver and that action is taken to strengthen capacity for more ambitious public and private agricultural development initiatives. This commits the FARA Secretariat to working with research, extension and education institutions and organizations to build and strengthen knowledge, information and skills (KIS) capacities.

The general approach to implementation of this MTOP will be, to the maximum extent possible, to embed strict adherence to the FAAP principles and emphasise: (i) subsidiarity; (ii) food security and nutrition; (iii) a poverty focus; (iv) the integrated agricultural research for development (IAR4D) approach; (v) capacity strengthening; (vi) the use of monitoring and evaluation (M&E) criteria that ensure compliance with both FARA's core principles and the manner in which cross-cutting issues are addressed; (vii) resource mobilisation; (viii) stakeholder consultations and partnerships; (ix) consideration of gender and age demographics, HIV/AIDS, environmental sustainability and climate change; (x) partnerships; (xi) private sector involvement.

FARA will focus more intently on: (i) improving agricultural trade and marketing, especially for exploiting intra-African opportunities and (ii) supporting and enabling private-sector actors, from small-scale producers along the supply and value chains all the way to consumer markets, in order to improve efficiency, reduce waste and lower transaction costs. The imperative is to improve the livelihoods of the majority of the poor at both ends of the chains (i.e., resource-poor producers and low-income consumers).

FARA's services to its clients

The stakeholders of FARA are the SROs, the national agricultural research systems (NARS) and farmers, as well as the sub-regional and national agricultural education, extension/scaling, business-promotion and policy-formulation institutions.

Strategic Priority 1: Visioning Africa's agricultural transformation – with foresight, strategic analysis and partnerships

Objective

The FARA objective in Visioning Africa's Agricultural Transformation is to enable the continent to determine the future of its agriculture with proactive approaches to exploiting opportunities in agribusiness, trade and markets, taking best advantage of emerging sciences, technologies and risk mitigation and utilising the combined strengths of public and private stakeholders.

The specific objectives are:

1. To keep track of thematic developments, initiatives, investments, opportunities, challenges and emerging threats

2. To guide the direction of agricultural research and innovation through foresight and other techniques
3. To develop an African science agenda for agriculture to guide African transformation
4. To broker strategic alliances and empower partners to harness opportunities for improving agricultural research, innovation, business and trade to enhance the competitiveness of African agriculture.

The launch pads will be the complementary ongoing activities in this area, such as the Sub-Saharan Africa Challenge Programme (SSA CP); the Platform for African–European Partnerships for Agricultural Research and Development (PAEPARD); and the Africa–Brazil Agricultural Innovation Marketplace.

Results and activities

Key result: African agricultural stakeholders determining how the sector should be transformed and establishing the needed collective actions in a gender-sensitive manner.

Result 1.1. High-level stakeholder ownership of gender-disaggregated evidence-based information and policy recommendations derived from strategic analysis and foresight studies.

- 1.1.1. Developing and piloting the use of new gender-sensitive integrated planning tools for assessing risks and opportunities for agricultural transformation.
- 1.1.2. Convening continental think tanks to analyse gender-sensitive policy options for longer-term agricultural transformation.
- 1.1.3. Facilitating gender-sensitive foresight platforms (including private sector bodies such as individual farmers, government and knowledge institutions) for developing alternative scenarios at sub-regional and continental levels.

Result 1.2. Functional partnerships and platforms among African stakeholders (intra-continental) and between them and northern and southern partners (Africa–South, Africa–North and Africa–South–North) for agricultural research and innovation.

- 1.2.1. Identifying and disseminating gender-sensitive innovations (institutional, policy, market, technological) and best practices for catalysing learning among agricultural innovation actors.
- 1.2.2. Advocating for the adoption of innovation systems approaches – specifically for IAR4D – relative to conventional approaches in various African contexts.
- 1.2.3. Establishing and maintaining a portal and facilitating gender-sensitive communication platforms and multi-stakeholder exchanges to share lessons and experiences.
- 1.2.4. Mobilising wide stakeholder buy-in from African partners for an African-led science (and innovation) agenda for transforming agriculture.

Result 1.3. Wide and high-level stakeholder ownership and commitment to a common African science and innovation agenda.

- 1.3.1. Systematising a joint priority setting for determining advances and investments in science and technology.

- 1.3.2. Formulating an African-owned and Africa-led agricultural science agenda to serve as an organising framework for Africa's agricultural science and technology programmes (research, extension and education) with those of the CGIAR and other partners.
- 1.3.3. Facilitating the alignment of the CGIAR and other international agricultural research centres in implementing the commitments and priorities elaborated in the CAADP Agriculture and Food Security Investment Plans (AFSIPs).
- 1.3.4. Facilitating the Steering Committee of the Dublin Process to actively pursue options for funding and support of the key outcomes.
- 1.3.5. Establishing African Chapter of the GFAR Global Foresight Academy ; supporting study teams at the continental and SRO level

Strategic Priority 2: Integrating capacities for change – by connecting and learning

Objective

The FARA objective for the strategic priority on Integrating Capacities for Change is to connect institutions and match capacity supply to demand in order to create consolidated, high-capacity and effective African agricultural innovation systems. The specific objectives are:

1. To identify and develop mechanisms for interactions and collaboration among different stakeholders (farmers, research, education, extension, trade and agribusiness and policy)
2. To improve the responsiveness and relevance of African institutions (research, extension, educational, trade and policy) to fulfil capacity demands from different stakeholders
3. To facilitate and improve the development, design and implementation of research and development (R&D) programmes to build synergies and increase impacts
4. To advocate and promote holistic institutional capacity-strengthening approaches.

The launch pad for Strategic Priority 2 will be the ongoing time-bound activities (TBAs) that are already piloting ideas in the same area. These include the Universities, Business and Research in Agricultural Innovation (UniBRAIN) initiative, which brings university education, research and business together in agribusiness innovation consortia to support business start-ups and small- and medium-sized enterprises (SMEs), improve the delivery of agribusiness education and ensure that the innovations are taken to scale.

Results and activities

Key result: Strengthened and integrated continental capacity responding to stakeholder demands within the agricultural innovation system in a gender-sensitive manner.

Result 2.1. Functional interactions and partnerships for creating capacity among farmers, research, education, extension, trade and agribusiness organizations.

- 2.1.1. Supporting and promoting commercialisation of agribusiness innovations.
- 2.1.2. Facilitating tertiary educational institutions to produce agribusiness graduates with the potential to become efficient entrepreneurs through linkages, attachment of students and so on.

- 2.1.3. Sharing and scaling up innovative outputs, experiences and practices.
- 2.1.4. Ensuring the African Forum for Agricultural Advisory Services (AFAAS) remains involved with other regional research, education and farmer organizations so that its programmes will be integrated as part of the whole agricultural innovation system.
- 2.1.5. Catalysing new partnerships and connecting with the private sector for 'agripreneurship' and business.

Result 2.2. Adopted mechanisms for articulating demand and strengthened capacity to respond to demand.

- 2.2.1. Establishing a knowledge bank of expertise and capacity both within and outside Africa for African organizations to draw upon.
- 2.2.2. Developing a regional mechanism for information exchange and the sharing of teaching and learning experiences using FARA's existing information systems such as the Regional Agricultural Information and Learning System (RAILS).
- 2.2.3. Strengthening capacity to enable optimal use of information and communications technology (ICT) as a teaching and training aid and establishing and facilitating the e-Capacities platform and knowledge centre.
- 2.2.4. Matching and forecasting supply and demand in agricultural innovation research and capacities.

Result 2.3. Communities of practice addressing identified capacity deficits (in the design and implementation of R&D programmes) in a gender-sensitive manner.

- 2.3.1. Identifying, compiling and analysing ongoing and planned research and capacity-strengthening initiatives.
- 2.3.2. Facilitating interactions between stronger and weaker institutions through twinning, internships, industrial attachments, mentoring, etc. and improving teaching curricula to improve the quality of education.
- 2.3.3. Identifying and promoting suitable teaching, learning and knowledge-sharing approaches that are user-friendly and gender-sensitive in rural communities.
- 2.3.4. Supporting capacity strengthening for countries, RECs and SROs in the design and implementation of CAADP compacts and investment plans.
- 2.3.5. Mobilising and matching capacities of all players in R&D (e.g., CGIAR and other international agricultural research centres) to support countries in their CAADP processes.

Result 2.4. Strengthened human, organizational and institutional capacities for gender-sensitive agricultural innovation.

- 2.4.1. Conducting strategic analyses to generate evidence to support increased investments in capacity strengthening.
- 2.4.2. Conducting holistic institutional analyses, reviews and monitoring of NARS to help them become more competitive and market-driven to encourage gender equity.

- 2.4.3. Reviewing current approaches for strengthening capacities of end users for introduction and uptake of new technologies.
- 2.4.4. Developing, validating and popularising methodologies for monitoring institutional change.
- 2.4.5. Establishing learning platforms at national, sub-regional and continental levels to promote lessons and best practices for institutional change.
- 2.4.6. Catalysing development, testing and scaling up of new approaches for human and institutional capacity strengthening.

Strategic priority 3: Enabling environment for implementation – by advocating and communicating

Objective

The FARA objective for this strategic priority is to create an enabling environment for implementation of African agricultural innovation based on FAAP principles enhanced by evidence-based advocacy and reinforced by widespread stakeholder awareness and engagement. The specific objectives are:

1. To facilitate policy analysis and advocacy of overarching priority and emerging issues that affect agricultural innovation in Africa
2. To mobilise, strengthen and connect African policy and economic research institutions, systems and processes to deliver evidence-based policy support to the CAADP processes
3. To advance and integrate agricultural research, advisory services/extension, education and training in CAADP planning and implementation processes
4. To promote and coordinate evidence-based advocacy for better-quality and increased investment in Africa's agricultural innovation and knowledge systems
5. To promote and facilitate access to knowledge and innovation.

Results and activities

Key result: Enabling environment for increased agricultural research for development investment and implementation of agricultural innovation systems in a gender-sensitive manner.

Result 3.1. Evidence-based policy formulation, decision-making and investment.

- 3.1.1. Establishing and facilitating the use of continental platforms such as eRAILS and the African Food and Agricultural Policy Platform (AFAPP), for communicating advocacy messages to policy makers at all levels.
- 3.1.2. Undertaking strategic policy studies to capture, analyse and articulate successes and failures in African agricultural research and development to enhance the evidence-based CAADP policy-making process.

- 3.1.3. Undertaking studies to monitor the quantity, level and harmonisation of investments in African agricultural innovation.
- 3.1.4. Disseminating policy research outcomes widely through various channels, including ministerial and parliamentary conferences, workshops and publications.

Result 3.2. FAAP principles and guidelines embedded in all aspects of CAADP planning and implementation.

- 3.2.1. Facilitating the integration of FAAP principles and guidelines into national and sub-regional CAADP Compacts.
- 3.2.2. Monitoring and evaluating the extent of countries' and RECs' adherence to FAAP principles and guidelines in the development of Agricultural Productivity Projects (APPs).
- 3.2.3. Coordinating the activities of the CAADP national Technical Groups of Experts (TGEs) and providing technical support to the review of AFSIPs and CAADP processes.

Result 3.3. Information and knowledge for learning exchange in agricultural innovation knowledge systems available and used.

- 3.3.1. Facilitating and managing the continental knowledge-exchange platform (RAILS and FARA portal).
- 3.3.2. Facilitating Africa-wide learning and innovation platforms (e.g., Dissemination of New Agricultural Technologies in Africa).
- 3.3.3. Facilitating linkages between knowledge-exchange platforms based on emerging issues.
- 3.3.4. 'Opening access' to knowledge resources for African agricultural research, extension, education, farming communities and trade.
- 3.3.5. Identifying and recommending systems and tools to capture, package and disseminate agricultural knowledge and innovation.
- 3.3.6. Developing guidelines for knowledge management in agricultural research for development.

Result 3.4. Critical mass of policy makers and advocacy agents avoiding duplication and filling critical gaps at the continental level.

- 3.4.1. Identifying and validating the needs and constraints associated with the implementation of effective intra-continental and inter-regional innovation platforms.
- 3.4.2. Identifying, publishing and disseminating knowledge of the best practices, including institutional changes necessary to enhance agricultural innovation in Africa.
- 3.4.3. Spearheading the development and mobilisation of resources for new pan-African agricultural research-for-development initiatives that will emerge in response to demand expressed by FARA's constituents.

Result 3.5. Effective communication strategies and systems, including ICT, for disseminating and building constituencies for policy changes.

- 3.5.1. Facilitating the use of ICTs in organising information and knowledge among the agricultural knowledge systems for scaling technologies, facilitating trade and building constituency.

- 3.5.2. Establishing M&E systems for inter-linked and complementary communication strategies and systems for agricultural development in Africa.
- 3.5.3. Systematically and dynamically assessing the demands for communication among agricultural knowledge systems for Africa's agriculture.

Resource mobilisation

The bulk of the Secretariat's funding still comes from Africa's development partners in the form of contributions to the FARA Multi-Donor Trust Fund (MDTF). The Secretariat values the MDTF as a source of funds that enables it to consistently implement its priorities. This is in contrast to project funding, which tends to be driven more by donor priorities, which can change without notice. Compliance with the conditions for MDTF funding will therefore continue to be a top priority.

However, FARA's long-term sustainability and ability to pursue African priorities depends on attracting funding from African sources. The fact that this has proven so difficult indicates a need for a different approach. FARA needs champions who can influence financing decisions and such persons need to be more involved with FARA to get a better appreciation of the value their presence adds. These prospective champions must understand how the Secretariat serves the Forum to make best use of available African talent and capacities. Thus, the Secretariat will seek to increasingly involve the best African scientists and experts in representing the Forum, rather than in undertaking the tasks themselves. In view of the huge number of events to which FARA is invited there is ample scope to involve Forum members who would then become more effective champions in their spheres of influence. In other words, FARA's resource-mobilisation strategy will be more closely integrated with the manner in which FARA's business is conducted.

Changes in the way FARA conducts its business will also be directed at attracting private-sector funds. First, by becoming more proactively involved with the private sector through demonstrable value addition and second, by adopting a more business-like approach to the way it conducts and presents itself in relations with third parties. To that end, each strategic priority will develop a well-articulated business model that sets out who it is serving, what it is offering, how it is reaching them, how it will keep them, what has to be done, what contribution its partners will make, what it will do itself, what its activities will cost and how they will be financed.

Assumptions concerning delivery of MTOP results

The scale and scope of FARA's activities expose it to a large number of external variables over which it has limited control. In stating the results that this MTOP will deliver and the impact that will accrue from them, FARA *assumes* that:

- Political and socio-economic conditions are enabling
- Steps are taken to prevent and mitigate the socio-economic effects of HIV/AIDS, malaria and tuberculosis mortality and morbidity rates do not negate benefits or further undermine the ability of the African labour force to engage in agriculture
- Complementary and enabling policies and legal frameworks exist and are implemented

- Sufficient or adequate incentives exist to convince the private sector and youth to engage in agriculture as a positive opportunity for income generation
- Farmers have access to adequate financial and natural resources (in particular, land and water)
- Effective partnerships with the CGIAR, advanced research institutions and research institutions in emerging economies are in place
- There is comprehensive implementation and delivery of CAADP objectives
- Potential for market expansion exists and is realised and gains are accessible and beneficial to the poor and disadvantaged
- Strengthened human capacity is retained in Africa
- Coping strategies for dealing with climate change are effective.

Monitoring and evaluation

The Secretariat has a fully-fledged M&E unit led by an experienced expert. Because it is not an implementing agency, the Secretariat will, in the main, collect relevant information and data related to the performance of the three strategic priority areas from the relevant actors. FARA's M&E system will therefore be linked to other M&E systems that have been or are being developed to monitor and evaluate different aspects of CAADP and the Millennium Development Goals (MDGs).

The M&E unit will generate information and data to meet the Secretariat's reporting requirements in relation to the Executive Board, the MDTF and donors, the General Assembly and its stakeholder organizations.

Communication strategy

FARA's communication strategy sets out ways of reaching and informing specific high-level decision makers and their constituents to help disseminate the products of FARA's programme and secure and sustain support for the Forum from its stakeholders and investors. A case in point is the need to raise appreciation for the way in which FARA helps to keep CAADP priorities for agriculture and agricultural research, extension and education properly embedded in national and REC investment plans, the African science agenda for agriculture, Poverty Reduction Strategy Papers and AFSIPs.

FARA's communication strategy is based on a mix of pre-planned strategic multi-media products, such as newsletters and policy briefs and presentations at key forums, in particular the Global Conference on Agricultural Research and Development (GCARD) and FARA's Africa Agriculture Science Week. This is reinforced by a capacity to take timely advantage of such opportunistic events as United Nations or G20 meetings that address topics in FARA's mandate areas. An increasing number of online consultations provide opportunities for FARA's stakeholders to be heard at all levels. For its communication, FARA uses its website – the [fara-net] weekly update, which has over 2000 subscribers – as well as newsletters, published reports, printed briefs, journal articles, conferences and social media.

Stakeholder collaborative arrangements

FARA's stakeholders look to the Secretariat for support in various ways that are related to FARA's mandate. These include, for example, setting up governance and management systems and hosting of stakeholder staff, including supporting their participation in relevant conferences, training programmes and workshops. The Secretariat will continue to provide this support on a cost-recovery basis, provided that the human-resource demands are commensurate with the mutual advantage that the particular collaboration will bring to the concerned FARA Strategic Priority or unit and is possible while maintaining FARA's commitment to sustaining a lean Secretariat. Hosting will be guided by the policy FARA puts in place for this specific purpose.

Governance and management

The FARA General Assembly is the apex governing body of FARA and approves the Forum's main governance, management and operational plans. Between the General Assemblies, the governance of the Forum is entrusted to an elected Executive Board made up of representatives from FARA's major stakeholders (SROs, scientific partners, farmers, non-governmental organizations and the private sector), with development partners as observers. The primary function of the Executive Board is to oversee – directly or through subcommittees – the plans and performance of the Secretariat.

Activities are managed by the Secretariat, led by the FARA Executive Director, who reports to the FARA Executive Board. The Executive Director's office has a small staff to deal with such core activities as legal, procurement and communication issues. The Deputy Executive Director and the Directors of Administration and Finance report to the Executive Director. The Directors of the three Strategic Priorities will report to the Deputy Executive Director, as will the gender and M&E specialists.

Secretariat financing 2014–2018

It is a goal of FARA's advocacy and resource-mobilisation functions, during the term of this Plan, to increase the contributions from African sources. However, the MDTF, managed by the World Bank, will continue to be the primary source of funds throughout the plan period. The Secretariat will continue to give the highest priority to compliance with commitments made to the MDTF and bilateral donors.

Based on historical levels of donor support and stakeholder advice, a set of integrated activities has been developed for this MTOP that are necessary for the achievement of FARA's mission. These would require an expenditure of USD 121,371 (Scenario 1) over five years (2014–2018). Of this, USD 62,871 is anticipated from the MDTF and USD 58,500 from bilateral funding.

The summary total budget allocation by unit is displayed in Table 1.0:

Table 1.0

Unit	USD'000
Executive Directorate	11,552
Strategic Priorities (SP)	102,051
Deputy Executive Directorate	8,416
Strategic Priority 1: Visioning Agricultural Transformation	23,500
Strategic Priority 2: Integrating Capacities for Change	34,489
Strategic Priority 3: Enabling environment for implementation	35,646
Finance	3,068
Human Resources & Administration	4,700
Grand Total	121,371

Without prejudice to FARA's determination to raise the full amount, it was deemed prudent to assess the consequences of potential shortfalls in the amount of funding that may be received. Two alternative scenarios were therefore developed, assuming budget ceilings of about 80 percent and 60 percent of the target total, i.e., USD 98 million (Scenario 2) and USD 70 million (Scenario 3), respectively.

Analyses of Scenarios 2 and 3 indicate that FARA's programme would be severely impaired if there is a substantial shortfall in funding for the planned activities.

MTOP 2014–2018 sets out how the FARA Secretariat will fulfil its mandate and responsibilities for ensuring the successful implementation of the Forum’s new Strategy for the period 2014–2018. It builds on the achievements of the 2007–2012 MTOP; however, whereas the previous MTOP focused on the Networking Support Functions of its constituent members, the current MTOP seeks to chart new strategic directions that will enable the Secretariat to position itself to respond to the continental imperatives of the Forum. In this regard, it will take on board the emerging issues confronting the agricultural research and development community in Africa.

This MTOP should be read alongside the revised FARA Strategic Plan for 2014–2018. The cornerstones of the plan are held in the following strategic statements that will guide FARA in its operation.

Goal:

To contribute to the sustainable reduction of food insecurity and poverty in Africa while enhancing the environment.

Purpose:

To contribute to generating high, broad-based and sustainable agricultural growth in Africa.

Value proposition:

‘Strengthening Africa’s capacity for innovation and transformation by visioning its strategic direction, integrating its capacities for change and creating an enabling policy environment for implementation.’

The value proposition will be achieved through the FARA Secretariat’s endeavours to be recognised as:

- The service provider of choice in the provision of KIS to countries and RECs.

- The continental convenor in the development and implementation of the agricultural science agenda for Africa – especially in the alignment of the CGIAR to CAADP priorities.
- The coordinator of regional platforms for enabling agricultural research and development actors to align and streamline their actions.
- The convenor and integrator of research, extension and education by advancing common interlinking and reinforcing strategies.
- The mainstreamer of evidence-based agricultural policy.
- The intelligence arm for detecting changes in CAADP and other continental initiatives and facilitating the alignment processes.

Objectives:

FARA will achieve its purpose by accomplishing the following objectives:

- To enable Africa to determine the future of its agriculture, with proactive approaches to exploiting opportunities in agribusiness, trade and markets, taking best advantage of emerging sciences, technologies and risk mitigation and using the combined strengths of public and private stakeholders.
- To integrate capacities by connecting institutions and matching capacity supply to demand to create consolidated, high-capacity and effective African agricultural innovation systems.
- To create an enabling environment for sustainable implementation of programmes for African agricultural innovation through evidence-based advocacy and widespread stakeholder awareness and engagement.

Statement of principles:

Achievement of FARA's objectives articulated in the Strategic Plan 2014–2018 will be governed by the following principles:

- *Shared responsibility* – for complementarity and joint actions with members of the FARA Forum and other stakeholders and partners
- *Subsidiarity* – for multi-layered participation and involvement of Forum members in FARA's actions
- *Responsiveness* – sensitivity to stakeholder demands and aspirations and emerging sectoral demands and changes
- *Sublimity* – harmonisation of FARA's actions with regional (African) and global efforts in agricultural research and development.

Core values:

FARA's core values constitute the fundamental beliefs that will drive its actions in implementing the 2014–2018 Strategic Plan. These are:

- *Quality* – ensure adoption of and adherence to systems, processes and procedures that guarantee provision of services to meet the expectations of stakeholders
- *Teamwork* – nurture a participatory approach in the conduct of affairs, both within the Secretariat and between members of the Forum
- *Professionalism* – ensure and maintain the highest standards in the discharge of responsibilities and delivery of services
- *Accountability* – demonstrate and take responsibility in all actions and decisions
- *Innovation* – adapt and utilise appropriate and state-of-the-art technology and benchmarked practices to achieve efficiency and effectiveness in service delivery
- *Dynamism* – demonstrate initiative and responsiveness to changing trends in service provision
- *Commitment to excellence* – uphold the highest standard in the delivery of services.

2. Background

Agricultural development is essential for Africa's socio-economic growth because it provides one-third of the continent's gross domestic product (GDP), 40 percent of its export earnings and has the highest multiplier effect in terms of jobs created. Each percent increase in agricultural productivity reduces poverty by 0.6 percent. African agriculture has improved factor productivity by 2.5 percent annually over the past decade. However, 2.5 percent growth is inadequate for agricultural production to outpace Africa's population growth rate. Faster growth is required, despite the need to cope with environmental degradation, civil conflict and debilitating endemic diseases, such as malaria, tuberculosis and HIV/AIDS.

The core challenge for agricultural research and development is to focus on the entire value-chain continuum, going beyond increasing productivity and to make food accessible to all. This is underpinned by inadequate human and financial capacity to manage resources and increase production to satisfy demand. The absence of enabling pro-poor policies that support business, trade, sound management of natural resources and gender equity are further challenges.

The way forward is to ensure sustained improvement in human and institutional capacity and policies and infrastructure that encourage, support and sustain innovation in all aspects of agriculture and related industries and services. This must involve all actors in the input–supply–production–consumption value chains, including policy makers, Africa's development partners and the private sector. The FARA Secretariat is appropriately positioned to lead efforts that address these challenges at the continental level, while supporting its constituent members to lead the process at their respective mandate levels.

This MTOP has been developed with a view to providing guidance for the implementation of actions that address these challenges as outlined in the FARA Strategic Plan 2014–2018.

The problem-tree analysis undertaken during the strategic planning process identified the key problems and broke them down into sub-problems that are amenable to action by FARA. The outcomes that would be derived by resolving these problems were then followed to ensure that the ultimate outcome would be a resolution of the original key problem. This resulted in determining the following three Strategic Priorities (SPs):

1. **Visioning Africa's agricultural transformation** – with foresight, strategic analysis and partnerships: To enable African agricultural stakeholders to determine how the industry should develop and plan how to get there, based on evidence and the combined strength of all stakeholders.
2. **Integrating capacities for change** – by connecting and learning: Making the different actors aware of each other's capacities and contributions and helping them to exploit their relative collaborative advantages to mutual benefit, while strengthening their own human and institutional capacities.
3. **Enabling environment for implementation** – by advocating and communicating: Generating enabling policies and mechanisms to ensure the stakeholder support that is required for their implementation.

Stakeholder consultations confirmed that action in specific areas of these priorities reflect FARA's comparative advantages in complementing and adding value to the strategies and programmes of partner institutions. They also conform to FARA's commitment to using its continental vantage point to promote value-added intra-African, Africa–South, Africa–North and triangular Africa–South–North collaboration to obtain maximum advantage from research, extension, education and scaling capacities wherever they can be found.

3. FARA's changing context for a new MTOP

3.1 Changing demands for services from FARA's clients

The 2007–2016 FARA Strategic Plan focused on supporting networking of its stakeholders in order to build critical mass, avoid duplication and fill major gaps through five NSFs. Over time, FARA's comparative advantage relative to that of the SROs and other clients has changed. The services now demanded of FARA revolve around providing strategic leadership and foresight, facilitating collective action on priority areas that require regional solutions and strengthening the capacity of national programmes in order to make them more effective partners in solving regional issues.

3.2 Adapting to change in African agricultural research

The need for a new strategy was also occasioned, in part, by the fact that the SROs have grown in number with the addition of the North African Sub-Regional Organization (NASRO) and the Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA). In addition, the SROs have acquired the experience and confidence to re-define their mandates and comparative advantages in contributing to agricultural research and the complementarities between them and FARA have been clarified. Furthermore, the CGIAR has undergone a major reform process that has culminated in the adoption of a multi-centre approach in the CGIAR Research Programmes (CRPs). FARA, therefore, has to adhere to the principle of subsidiarity in order to add value to the research conducted by the SROs, CGIAR and other African agricultural, natural-resources and policy research institutions, including Icipe, the Centre Regional de Formation et d'Application en Agrométéorologie et Hydrologie Opérationnelle (AGRHMET), Regional Centre of the Permanent Interstate Committee for Drought Control in the Sahel and the Food, Agriculture and Natural Resource Policy

Analysis Network (FANRPAN). The aim is to enable FARA to focus on its continent-wide actions and allow other organizations to do what they are best suited to do at other levels.

3.3 The Africa transformation agenda and CAADP

The Sixth Joint Annual Meeting of the United Nations Economic Commission for Africa (UNECA), the Conference of African Ministers of Finance, Planning and Economic Development and the African Union (AU) Conference of Ministers of Economy and Finance in March 2013 agreed on the need for a refocused programme for UNECA that supports the transformation agenda for Africa. The reconfigured programmes will focus on conducting research and normative work to support African member states in transforming their economies from low-income to middle-income status. Programming will emphasise the central role of regional integration in African development by promoting the nexus between trade, industry, agriculture, land, infrastructure, investment, intra-Africa trade and participation in international trade. The programming will also feature: (i) social development, including adjusting to such mega-trends as urbanisation and shifting demographics; and (ii) the systemic socio-cultural barriers and their impact on limiting the capacity of member states to put in place legislative, policy and institutional changes that promote gender equality and women's empowerment. In line with the global trend, UNECA will undertake and facilitate research and analytical work on the use of innovations and technological systems as engines of economic growth. Since the launch of CAADP and especially over the past five years, essential foundations for implementing the Transformation Agenda have been put in place. FARA has a new Memorandum of Understanding (MoU) with the AU Commission, under which FARA will continue to provide technical assistance to the Commission and its technical agencies to sustain the momentum of CAADP.

3.4 Involving private enterprise more effectively

Private firms are increasingly becoming vital development partners. FARA has to recognise this and provide leadership on behalf of African agriculture to create the enabling environment in which the private sector can realise its potential for contributing to economic development. This is in accord with the goals of the New Alliance for Food Security and Nutrition that was formed by the G8 in May 2012.

3.5 African foresight capacity and recognition of young professionals

Africa must develop the capacity for forward thinking and proactive preparation for emerging opportunities and threats. This capacity must nurture the emergence of young talent so that the next generation has a role in preparing for and shaping its own future. Africa needs a strong endogenous foresight capacity so that it becomes proactive in determining how to achieve the agriculture it wants, rather than being driven by external perceptions of the future of the continent.

4. Core functions of FARA

The FARA Strategic Plan 2014–2018 responds to changing demands for services by articulating three core functions through which the services will be delivered. These are:

1. Facilitating collective action around the promotion of innovations in Africa.
2. Capacity strengthening to enhance the functionality of agricultural innovation systems in Africa.
3. Intellectual leadership for agricultural research and development in Africa.

FARA's comparative advantage for performing its core functions is derived from:

1. Its continental mandate – derived from its constituents and conferred by the AU Commission – equips it to play a pivotal role in synchronising methodologies and data standards and improving access to knowledge and technologies that accelerate innovation across the continent and provide continental-level policy and market analyses.
2. FARA's social-capital convening power and mobilisation of African ownership.
3. FARA's observational scope and strength.

5. Guiding operational principles and general considerations

5.1 General approaches to addressing core Strategic Priority issues

The revised Strategy identifies FARA's core principles, the changes that necessitated its revision and the cross-cutting issues that FARA is expected to address in its operations. In general, these aspects will be addressed in the implementation of the MTOP by:

- Strict adherence to the FAAP principles in the formulation of operational and work plans for FARA, the SPs, initiatives and projects
- Development of innovation platforms that incorporate stakeholders with a direct interest in, knowledge of and skills in these issues
- The integrated agricultural research for development (IAR4D) approach espoused by FARA, which has had positive outcomes in integrating productivity research with other thematic areas such as markets, policy, natural resources management, gender, product development and nutrition
- Targeted sensitisation of and support to stakeholders through capacity-strengthening initiatives on cross-cutting issues
- The use of M&E criteria to ensure compliance with both FARA's core principles and the manner in which cross-cutting issues are addressed
- Resource mobilisation.

5.2 Pro-poor and growth-oriented approaches

Potential impacts of interventions under the SPs will be assessed ex ante and ex post to ensure that they are consistently pro-poor and that the policies and innovations that they promote favour the disadvantaged segments of communities. This approach will be applied equally to

FARA's support to the private sector to ensure that outcomes will not create disadvantageous competition for resources or markets for smallholders.

5.3 Stakeholder consultations and partnerships

FARA's stakeholders include all those involved in African agricultural research and development. These include farmer organizations, extension and education institutions and practitioners, the private sector, civil society organizations and development partners. Participation will be fostered through facilitated interaction among the stakeholders in meetings, workshops and conferences on key issues requiring their attention.

5.4 Agricultural innovation system approaches

FARA interventions will be conducted in ways that seek to create the conditions and capacities that will encourage innovation processes and systems to be established or strengthened. It will build on the experiences it has gained through the validation of the approaches to IAR4D adopted in the Sub-Saharan Africa Challenge Programme (SSA CP) and the innovation platforms adopted for the Dissemination of New Agricultural Technologies in Africa (DONATA) project.

5.5 Gender and age demographics

The FARA strategy and plan of action for mainstreaming gender into its operations will guide the design and implementation of interventions under the SPs. The plan is designed to overcome gender inequalities and enhance equal participation by both sexes in all aspects of CAADP. The Secretariat will continue to address gender issues through:

1. Incorporating a gender and youth perspective into its dialogue with its stakeholders continent-wide, sharing good practices in gender-related actions and supporting analyses and advocacy for policies that are gender-sensitive.
2. Fostering the production and marketing of high-value agricultural commodities that increase returns to investments by women.
3. Strengthening capacity for entrepreneurship by women in agribusiness.
4. Improving women's access to information and knowledge for improving their livelihoods.
5. Promoting and supporting research and extension services that serve the needs and interests of women and young farmers.
6. Collecting and analysing gender- and age-disaggregated data for evidence-based policy formulation and decision-making. Collaborating with capacity-development organizations to promote the involvement of women and youth in science by providing competitive awards.

7. Incorporating gender considerations in the Secretariat's recruitment and human-resource policies.
8. Developing tools for mainstreaming gender into the operations of the FARA Secretariat and its partners.

5.6 Environmental sustainability

The FARA Secretariat will advocate for the application of new interactive approaches and tools that allow multi-scale analysis of issues in support of environmental sustainability. FARA aims to provide strategic continental and global networking services to support the development and dissemination of environmental best practices through all three of its SPs.

5.7 Climate change

FARA programmes and activities will incorporate measures to ameliorate the impact of climate change. Attention will be paid to adoption of recommendations and innovations that increase smallholders' and pastoralists' resilience, preparedness and coping ability. To the maximum extent possible, interventions under the SPs will be designed with the following outcomes in mind:

- Development of coherent responses to climate challenges in agriculture
- Making contributions to the establishment of well-founded positions on international negotiations on climate change issues
- Harnessing finance opportunities related to mitigating or adapting to climate change
- Building African capacity in the Clean Development Mechanism (CDM) and other climate change-related issues
- Adopting policies and practices that promote adoption of climate-smart agricultural innovations
- Integrating Green Growth concepts into policies that promote resource-use efficiency.

6. Delivery of results

6.1 FARA's theory of change and impact pathway (2014–2018)

The SPs reflect FARA's emphasis on:

- **integration** and harmonisation of processes
- continuously **observing** the dynamics of the agricultural research and the development landscape
- **visioning** through foresight and analysis to provide strategic directions that guide new and future actions
- **connecting** individuals and stakeholders with different capacities to bring the needed change in institutional arrangements for collaboration among the stakeholders
- **communicating** the best practices and policy options based on evidence
- forming and strengthening **partnerships** and strategic alliances to create synergies in response to the needs of clients

The causal logic underpinning the delivery of results under the SPs is FARA's '**Theory of Change**' which is embodied in the results chain (Figure 1) and elaborated in FARA's Strategic Plan (2014–2018). The targeted impact (goal) reflects the MDGs' emphasis on reducing food insecurity and poverty while enhancing the environment. FARA will contribute to this goal by working towards the outcome (strategic objective/purpose) of sustainable, high and broad-based agricultural growth in Africa. The purpose captures the spirit of improving productivity, competitiveness, market access and penetration as well as increasing the participation and contribution of numerous actors in service delivery and sharing of benefits. Each SP has an overarching key result directed at this outcome. The key result is broken down into a set of lower-level results, for which each SP will be held accountable through the relevant interventions. The intervention areas were set out in the Strategic Plan. This MTOP

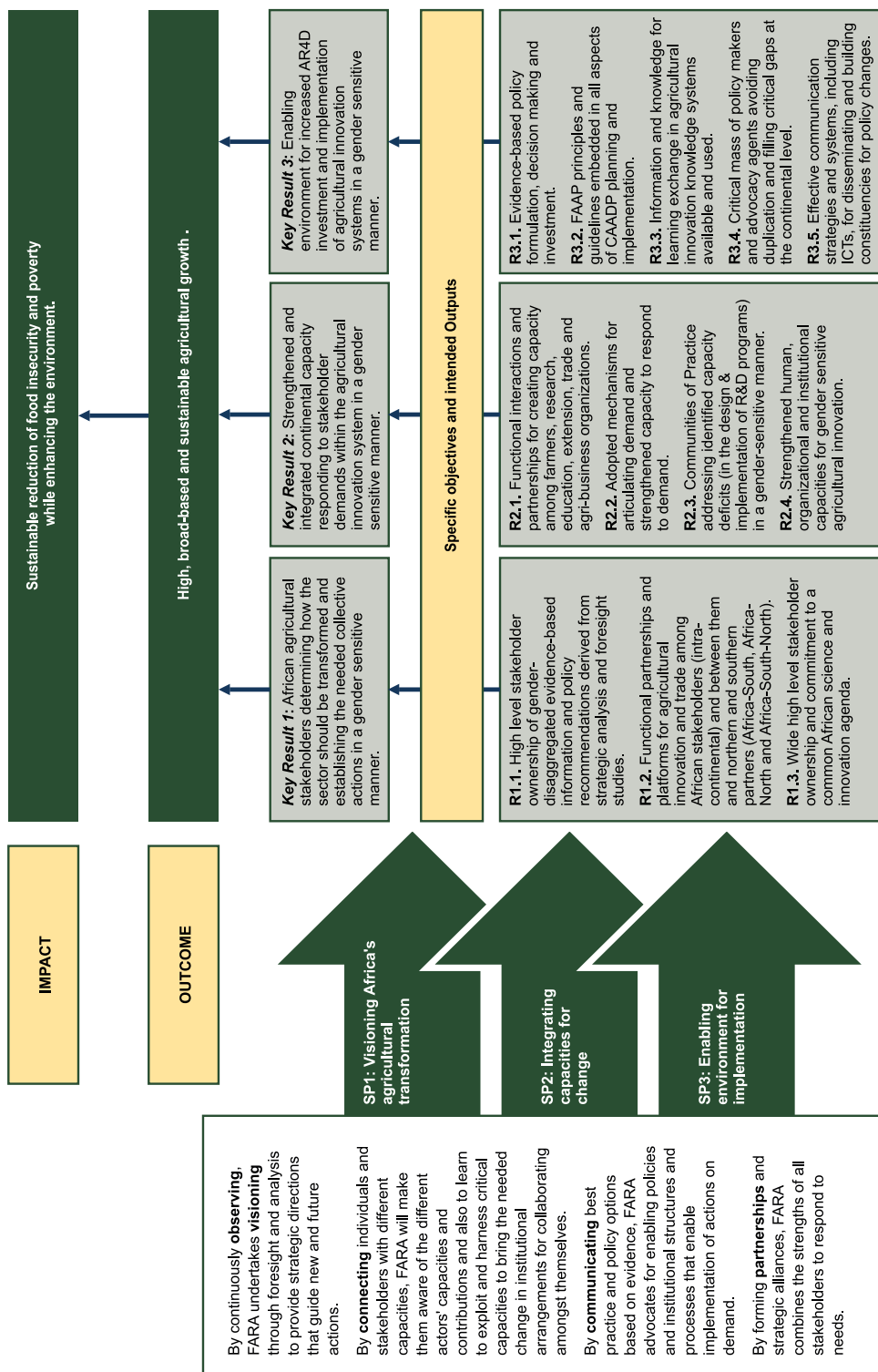


Figure 1: FARA Theory of Change and Impact Pathway

elaborates what will be accomplished under each SP intervention area and articulates the indicators at all levels (impact, outcome, key results and results) in an M&E Framework/Strategic matrix (Annex 3).

The scale and scope of FARA's activities expose it to a large number of external variables over which it has limited or no control. In stating what it will deliver through the activities and results, FARA *assumes* that certain variables will have no significant negative influence on its performance. The assumptions, which may be considered at the results level and outcome/purpose level, are listed in Section 6.5.

FARA's progress along the impact pathway will be continuously assessed using a robust M&E system (Section 7). Interpretation of the M&E results will take into consideration the fact that individual results rarely bring about change on their own and, even when they do, that change will sometimes take years to become evident. Evaluations and reporting on results will focus, therefore, on plausible attribution or credible association.

6.2 Strategic Priority 1: Visioning Africa's agricultural transformation – *with foresight, strategic analysis and partnerships*

Strategic objectives

The strategic objective is to enable more productive engagement between the public and private sectors in all aspects of supply and value chains. This will lead to the 'creation' of an integral agricultural innovation system along with improved trade (especially intra-Africa trade) and marketing. As a result, consumer prices will fall and farm household incomes will rise.

Specific objectives

The priority action areas will be based on the following specific objectives:

1. To keep track of thematic developments, initiatives, investments, opportunities, challenges and emerging threats
2. To guide the direction of agricultural research and innovation through foresight and other techniques
3. To develop an African science agenda for agriculture to guide the transformation of the African scene
4. To broker strategic alliances and empower partners to harness opportunities for improving agricultural research, innovation, business and trade to enhance the competitiveness of African agriculture.

Outputs

The resulting outputs will be: (i) high-level stakeholder ownership of gender-disaggregated, evidence-based information and policy recommendations derived from strategic analysis

and foresight studies; (ii) functional partnerships and platforms for agricultural research and innovation among African stakeholders (intra-continental) and between them and northern and southern partners (Africa–South, Africa–North and Africa–South–North); and (iii) wide, high-level stakeholder ownership and commitment to a common African science and innovation agenda.

Interventions

The interventions in this SP will focus on the vast opportunities within African agriculture through the following interventions.

Tracking emerging opportunities and risks and providing foresight and guidance to agricultural research and innovation

SP1 will promote new models that are sufficiently open and resilient enough to cope with future risk and uncertainty and able to accommodate socio-political discontinuities. The models must allow for anticipation and proactive input, leading to the development of robust investment planning. FARA will underpin this by promoting analyses to guide internal and external private and public investment.

FARA will host the African Chapter of the Foresight Academy that will enable and encourage African decision makers, organizations and experts to use foresight systematically as a strategic tool. This will help them make better decisions concerning research, policies and investments in relation to ARD. The Foresight Academy will:

- Put ‘African foresight’ into operation by stimulating, catalysing, encouraging and enabling foresight studies on issues of importance led and executed by African teams.
- Provide a platform for young African professionals, which acknowledges their abilities as subject matter experts and allows them to participate in policy-making processes at the highest level.
- Support the development of African foresight capabilities at individual and organizational levels in all African countries and sub-regions.

FARA will also facilitate the formation of foresight platforms at the sub-regional level and, through the SROs, national platforms in various countries. The private sector will be engaged by providing access to think tanks that analyse options for longer-term research and investment in agriculture.

Strategically prioritised foresight studies will help to determine the future through the African Vision for Agriculture. These will take a sustainable and equitable approach as well as take advantage of emerging opportunities, technologies and sciences. This will involve mobilising teams of relevant stakeholders including, but not limited to, policy makers, researchers, farmers, the private sector, modelling experts, systems analysts and experts from within and outside Africa.

To strengthen its contribution to the AU Commission and the New Partnership for Africa’s Development (NEPAD) Planning and Coordinating Agency (NPCA), FARA will become more

engaged with the AU Commission's political/collaborative frameworks. This includes providing evidence for decision-making on ARD at AU Ministerial Conferences (e.g. Conference of African Ministers of Agriculture, CAMA); AU Heads of States and Governments (HSG) Summits; the CAADP Partnership Platform; Africa-European Union Joint Strategy; Africa-India, Africa-Brazil, Africa-China and Africa-Australia and the Africa-Arab research exchange in the context of the Joint Action Plan on Agriculture and Food Security.

Spearheading the African science agenda for agriculture

FARA will continue to fulfil its mandate by spearheading and facilitating the Dublin Process for developing the African science agenda for agriculture. In this process, FARA will ensure that African regional institutions – such as, but not limited to, the SROs, African Network for Agriculture, Agro-forestry and Natural Resources Education (ANAFE), Permanent Interstate Committee for Drought Control in the Sahel (CILSS), Centre internationale de recherche-développement sur l'élevage en zone subhumide (CIRDES), ICIPE, International Trypanotolerance Centre (ITC), the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM) and Tertiary Education for Agriculture Mechanism (TEAM-Africa) – are brought into the science agenda and enabled to contribute and build Africa's self-reliance in agricultural sciences.

Brokering strategic alliances and empowering partnerships

Partnerships and strategic alliances are critical to attaining the set goal of sustainable reduction in food insecurity and poverty in Africa while enhancing the integrity of the environment. The Secretariat hopes to continue to determine, develop and strengthen the kinds of partnerships and strategic alliances required to ensure agricultural growth today and in the years to come. FARA will work to establish and strengthen partnerships that bring together the relevant expertise and constituencies needed to achieve its goals and objectives. These partnerships will draw on the resources and expertise of all FARA stakeholders, African and non-African, depending on the task in hand.

Additionally, FARA will continue to promote intra- and inter-continental platforms and partnerships, building on experiences from the North-South and South-South partnerships that have developed over the last ten years.

FARA will also promote, strengthen and backstop the platforms and partnerships required to accelerate innovations at the grassroots level, building on the success and experiences of the SSA CP. It will continue to analyse hindrances to partnerships at the grassroots level, which include institutional constraints and their effects on the implementation of IAR4D. These activities will serve as lessons and lead to better understanding of procedures and innovations at the level required for the transformon agenda.

6.3 Strategic Priority 2: Integrating capacities for change – *by connecting and learning*

Strategic objective

The strategic objective of SP2 is to advocate, catalyse and facilitate the strategic reforms, processes and mechanisms that will connect and combine the capacities of actors within the knowledge system. This will also strengthen human, organizational and institutional capacities for agricultural innovation.

Specific objectives

The specific objectives for SP2 are:

1. To identify and develop mechanisms for interaction and collaboration among different stakeholders (farmers, research, education, extension, trade and agribusiness and policy)
2. To improve the responsiveness and relevance of African institutions (research, extension, educational, trade and policy) to fulfil capacity demands from different stakeholders
3. To facilitate and improve the development, design and implementation of research and development (R&D) programmes to build synergies and increase impacts
4. To advocate and promote holistic institutional capacity-strengthening approaches.

Outputs

The outputs resulting from the above objectives will be: (i) functional interactions and partnerships among farmer, research, education, extension, trade and agribusiness organizations; (ii) mechanisms adopted for articulating demand and strengthening capacity will respond to demand in order to stem declining interest in agriculture careers; (iii) Communities of Practice will address identified capacity deficits (in the design and implementation of R&D programmes) in a gender-sensitive manner; and (iv) strengthened human, organizational and institutional capacities for gender-sensitive agricultural innovation. FARA proposes an integrated capacity-development approach that matches capacity supply and demand, strengthens and sustains capacity pools and learning and monitors consolidated institutional change.

Interventions

FARA's interventions will address the need for better regional representation of research, extension and education, policy and business in the implementation of CAADP. The interventions will include:

Integration of capacities of actors in the knowledge system

FARA will strengthen interactions and partnerships among farmers', research, education, extension, trade and agribusiness organizations. It will continue to support such recently established regional organizations as the African Forum for Agricultural Advisory Services

(AFAAS), CCARDESA, NASRO, the Pan-African Farmers Forum (PAFFO) and TEAM-Africa, until they become fully established. It will also continue to encourage and foster links between these organizations and others, including ANAFE, CILSS, CIRDES, ICIPE, ITC, Pan-African Agrobusiness and Agro-Industry Consortium (PanAAC), Pan Africa NGO Consortium (PANGOC), RUFORUM and the specialised agencies of the AU, such as the Inter-African Bureau for Animal Resources (IBAR), the Inter-African Phyto-Sanitary Council (IAPSC) and the Semi-arid Food Grain Research and Development (SAFGRAD) project. It will also spearhead the identification and redefinition of skill sets as demanded by public and private sector actors.

FARA will work to empower rural communities and individuals through learning, with a special focus on women and the youth. This will include promoting the sharing of information and experiences and drawing on the findings and outcomes of the different approaches for promoting rural learning that have been tested and adopted in Africa. There will be special interest in sharing and learning about gender-sensitive approaches to innovation, teaching and learning methods and what approaches succeed best with farmers' organizations, communities and service providers. This will help the communities and individuals adjust to emerging global challenges and take advantage of the opportunities and dynamism in the agriculture sector.

Linking research, education and business for agricultural innovation

FARA will undertake activities to strengthen Africa's ability to build capacity. Particular attention will be paid to creating entrepreneurs by establishing appropriate courses and including soft skills, internships and industrial attachments. FARA will therefore deepen its engagement by creating the appropriate conditions for the involvement of the private sector in research, extension and education. This should enable the private sector to become a genuine partner in terms of setting the agenda, carrying out research and investing in research. These actions will make graduates and research products more fit-for-purpose in Africa's present and future agricultural industry and lead to faster dissemination and uptake of new technologies. Since smallholder producers and farmers – particularly women – constitute the largest sub-sector within the private sector, particular attention will be paid to their needs, extending beyond access to information to empowering their learning and acquisition of knowledge.

Improving the responsiveness and relevance of African institutions by matching capacity supply to demand

FARA's mandate spans boundaries, connecting the national, sub-regional, continental and global actors involved in agricultural research, development and capacity strengthening. This confers a comparative advantage to FARA to encourage, catalyse and facilitate the awareness, recording and analysis of capacity deficits, particularly among universities, colleges and technical and vocational training centres. These deficits are also identified in the Agriculture and Food Security Investment Plans (AFSIPs) and related initiatives. Being able to integrate both the demand- and supply-side functions gives FARA a unique leadership role in the creation of incentives. This will encourage both parties to provide the information needed by planners, allowing them to better match the supply of capacities and skills to the demands of the present

and the future. FARA is well positioned to create and manage interactive continental databases which will enable stakeholders to input and access relevant information, analyse the deficits and prioritise their investments.

Strengthening and sustaining capacity pools and stemming the decline of interest in agricultural careers with an emphasis on youth and gender

FARA will support the development of partnerships between countries, institutions and local programmes as a means to enhance capacity strengthening, while bringing together the critical mass needed to undertake complex agricultural training and advisory tasks. In particular, partnerships will use stronger national systems to support weaker ones, providing intellectual leadership in the development of CAADP Compacts, Investment Plans and programmes and establishing regional centres of excellence. For example, a centre of excellence providing strong specialised courses in one sub-region may be encouraged to welcome students from other sub-regions, or share their systems and best practices. In this way, FARA will help to consolidate the efforts of the sub-regional and continental centres of excellence, harmonise professional development systems and facilitate mobility among African agricultural research scientists within Africa. FARA will also use its vantage point to disseminate and facilitate actions that address imbalances in the opportunities provided to youth and women. Reforms are required in capacity-development institutions to redress the declining interest in agricultural careers, a decline that has lowered the quality of aspiring students. FARA will therefore support professional advancement by providing access to information and lifelong learning and mentorship, especially for junior professionals, to encourage them to take up careers in agriculture through the Junior Professional Programme.

Improving the development, design and implementation of R&D programmes to build synergies

FARA's facilitation of continental-level lesson learning aims to capture and promote positive spill-over by forming communities of practice for learning, monitoring and consolidating institutional change within the context of the CAADP agenda. FARA will provide TEAM-Africa with critical linkages and support through its relationship with ANAFE, the AU Commission, NPCA, RECs, RUFORUM, SROs and other key partners. The establishment of the Africa Agriculture Joint Capacity Development (AAG-JCD) Group will provide leadership in establishing continental and global strategic alliances and partnerships, thereby supporting learning and consolidation of institutional capacity and change.

Strengthening human, organizational and institutional capacities for agricultural innovation

The utility of FARA's knowledge centre will be reinforced through the selection of supporting activities that exploit FARA's continental perspective by networking, coordinating and harnessing the strengths of its stakeholders. The knowledge centre will undertake analysis and validation of the approaches and processes currently in place for strengthening human, institutional and organizational agricultural innovation capacity across all components of the national agricultural research systems (NARS). This will involve holistic institutional analyses

of NARS institutions and development and implementation of other relevant initiatives. FARA will also play a role in setting norms and peer-review in support of SROs and NARS, as they engage in change management processes and work to strengthen their institutional capacity for agriculture value chains.

Where critical weaknesses are prevalent across the continent, FARA will advocate for increased investment and pilot or upscale corrective measures. FARA will continue to support mainstreaming of the approach pioneered under Strengthening Capacity for Agricultural Research and Development in Africa (SCARDA) for basing institutional capacity strengthening on holistic systems analyses. It will also support the UniBRAIN technology and agribusiness incubators initiative, which responds to general weaknesses in agribusiness education and involves the private sector in research and education. FARA will catalyse and facilitate the collection and analysis of evidence on which advocacy and enabling policies for such continental activities will be based.

6.4 Strategic Priority 3: Creating an enabling environment for implementation – *by advocating and communicating*

Strategic objectives

The strategic objective for pro-agricultural development advocacy is to convince African governments that strong agricultural innovation systems are the linchpins of economic development and food security and that they must invest more themselves and rely less on donors.

Specific objectives and outputs

The specific objectives in this regard are:

1. To facilitate policy analysis and advocacy of overarching priority and emerging issues that affect agricultural innovation in Africa
2. To mobilise, strengthen and connect African policy and economic research institutions, systems and processes to deliver evidence-based policy support to the CAADP processes
3. To advance and integrate agricultural research, advisory services /extension, education and training in CAADP planning and implementation processes
4. To promote and coordinate evidence-based advocacy for better-quality and increased investment in Africa's agricultural innovation and knowledge systems
5. To promote and facilitate access to knowledge and innovation systems

Outputs

The expected outputs from pursuing the above objectives are: (i) evidence-based policy formulation, decision-making and investment; (ii) FAAP principles and guidelines embedded

in all aspects of CAADP planning and implementation; (iii) information and knowledge for learning exchange in agricultural innovation knowledge systems available and used; (iv) critical mass of policy makers and advocacy agents avoiding duplication and filling critical gaps at the continental level; and (v) effective communication strategies and systems, including ICT, for disseminating and building constituencies for policy change.

Interventions

The creation of an enabling environment for increased ARD investment and implementation of agricultural innovation systems will be achieved through the following interventions:

Facilitating policy analysis and advocacy of overarching priorities and emerging issues that affect agricultural innovation in Africa

FARA will: (i) maintain a knowledge hub to support strategic agricultural policy formulation and improve the performance of agricultural markets; and (ii) work within the framework of the AFAPP and with other such existing African and non-African economic policy research and trade institutions as the International Food Policy Research Institute (IFPRI), the Food, Agriculture and Natural Resources Policy Analysis Policy Network (FANRPAN), the Regional Network of Agricultural Policy Research Institutes (ReNAPRI), the UN African Institute for Economic Development and Planning (UN-IDEP), the Policy Analysis and Advocacy Program (PAAP), the Economic Policy Research Center (EPRC), the Center for International Food and Agricultural Policy (CIFAP) of the University of Minnesota and the European Center for Development Policy Management (ECDPM) in relation to stakeholder-identified priorities for the policy and market analyses needed to inform policy decisions.

Advocating for and communicating FAAP principles in the implementation of CAADP

FARA's advocacy will focus on promoting evidence-based enabling policy options and encouraging and facilitating increased and sustained investments in agricultural science and innovation, embedding FAAP principles in CAADP country AFSIPs. This will involve supporting the integration of research, extension and education aspects of Pillar IV in CAADP country and regional investment plans, enhancing the scale and quality of investments in ARD and strengthening the alignment and coordination of financial support to ARD. It will also involve supporting the Dublin Process for aligning the CGIAR CRPs to the CAADP research agenda, as well as promoting the development and implementation of an Agriculture Science Agenda for Africa. These efforts will be supported by an effective communication strategy that reaches out to stakeholders at all levels.

Catalysing and connecting African policy and economic research institutions, systems and processes to deliver evidence-based policy support to the CAADP processes

FARA will create a network of appropriate policy analysis institutions and encourage them to work synergistically in undertaking policy analysis and market research based on their different comparative advantages. This will entail putting in place 'think tanks' for these institutions,

thereby creating an intellectual base for informed opinion and expert advice to support policy formulation and decision-making. It will also entail providing a forum and space (AFAPP) to debate and discuss regional food and agriculture policy issues as well as to disseminate policy research results and best practice policy options among policy makers.

The Secretariat will promote networking and facilitate engagement among the economic research community and policy makers concerning strategic policy issues affecting agricultural development in Africa. It will also promote the exchange of economic policy research results and the sharing of best practice policy options among policy research institutions, policy makers and the broader community of CAADP stakeholders through several avenues, including workshops, seminars, conferences and publications.

Promoting evidence-based advocacy for increased and better-quality investment in Africa's agricultural innovation and knowledge systems

FARA leads the movement for Coherence in Information for Agricultural Research for Development (CIARD), which supports access to agricultural information and knowledge across Africa. This will empower all actors, especially farmers. FARA will build on its existing networks of policy makers and the information hubs created through AFAPP and the Regional Agricultural Information and Learning System (RAILS) across the continent. The main interventions will focus on strengthening the capacities of people and organizations engaged in knowledge management and information sharing. Such interventions will improve the performance of African institutions by making available information and opportunities for learning exchange and enhanced use of knowledge. This way, FARA will raise the profile of agriculture and agricultural research to the continental level, widen continental perspectives and global linkages and broaden the scope and range of policy and institutional reforms required to achieve the agricultural research goals.

Enhancing knowledge management and access to knowledge and innovation

FARA will focus on strengthening regional and national capacity for knowledge management. This is a powerful catalyst for economic development and essential for the mitigation of emerging issues. It will also build knowledge systems that enhance the ability to identify, adapt and use the most appropriate information.

6.5 Assumptions and risks concerning the delivery of MTOP results

The SPs use FARA's human and physical resources to deliver a series of results (see section above and the Results matrix in Annex 3) attributable to FARA's MTOP and, ultimately, to FARA's Strategic Plan. The scale and scope of FARA's activities expose it to a large number of external variables over which it has limited or no control. In stating what it will deliver through the activities and results detailed in this MTOP, FARA *assumes* that these variables will have no significant negative influence on its performance. As far as possible, such threats will have been

brought under FARA's direct control by addressing them in the design of the Strategic Plan. Such mitigable threats include the activity-level assumptions, which must hold if FARA has to realise the intended results. These include, for example: (i) the assumption that donors adhere to FAAP and the Paris Declaration on Aid Effectiveness and the Accra Declaration; that SROs have the resources and institutional capacity to be effective; that African governments and institutions support FARA's initiative; and that enabling policies are implemented effectively at the appropriate levels.

However, FARA is aware that certain risks are beyond the realms of its control and will carefully monitor their importance and the likelihood of the assumptions in these respects failing to hold. Appropriate action will be taken when necessary to address any threats to successful implementation of this MTOP. The assumptions may be considered at two significant levels and are summarised below.

Output-level assumptions: The first level consists of the key assumptions that have to be met in order for the results to create the anticipated benefits at the purpose/outcome level. The results-level assumptions include: (i) that political and socio-economic conditions are enabling and do not negate efforts; and (ii) that steps are taken to prevent and mitigate the socio-economic effects of HIV and AIDS, malaria and tuberculosis and that mortality and morbidity rates do not negate benefits or further undermine the ability of the African labour force to engage in agriculture.

Outcome-level assumptions: Once adoption has occurred and there are noticeable outcomes, there are several assumptions that have to hold in order for FARA to be able contribute to the ultimate impact. These include those mentioned above as well as the following: (i) sustained commitment to Sustainable Development Goals (SDGs); (ii) national and international political and socio-economic conditions do not negate gains; (iii) contribution of improved rural infrastructure and access to traders and markets is sufficient to support the benefits achieved by FARA (CAADP Pillar II); (iv) responses to such natural calamities as famine support the benefits achieved by FARA (CAADP Pillar III); (v) strengthened human resource capacity is retained in Africa; and (vi) national and international political and economic environments do not negate gains.

7. Monitoring and evaluation

A functional M&E system provides the strategic information needed to make good decisions for managing and improving programme planning and performance as well as for formulating policy and advocacy messages. It also generates data to satisfy accountability requirements.

FARA needs a robust M&E system for tracking and reporting progress and achievement of results. Its core functions are to lead and facilitate collective action on priority areas that require regional solutions and to strengthen the capacity of national programmes so they can become more effective partners in solving regional issues. Consequently, the actions outlined in the sections above will be implemented largely through partnerships and alliances between and within Forum members, the Secretariat and external partners. This mechanism of delivering results through a network of implementing partners, over whom the FARA Secretariat has no direct control, requires an M&E framework and plan that facilitates collective responsibility, harmonises guidelines and processes and integrates standard and customised performance indicators. Accordingly, although FARA has adopted the log-frame approach as the planning Performance/Results Monitoring Framework (PMF), the archetypal M&E system for a typical investment project is not appropriate for the FARA Secretariat. An all-inclusive stakeholder consultation process helped define the institutional architecture and operational modalities for the FARA M&E system in 2011. The two long-term objectives of this system continue to be: (i) enhancing FARA's accountability to stakeholders; and (ii) enhancing FARA's performance as an apex organization for strengthening capacity in agricultural innovation and creating enabling environments for implementation. Action will be centred on tracking and reporting performance against activity milestones and output, outcome and impact indicators and synthesising key lessons from implementation processes, impact assessments and programme reviews to inform programme design and implementation.

Accountability to stakeholders will be enhanced by conducting *ex-ante* evaluations through appraisal, tracking and reporting on the state of the implementation of various initiatives. By so doing, FARA will provide timely information to its investors on the likely returns on their investment. Likewise, by analysing and documenting the outcomes and impacts of investment in its work, FARA will provide investors with information on actual returns.

FARA will enhance its performance through regular identification, review and adjustment of the result areas of organizational performance and their associated indicators. By focusing on organizational performance rather than service delivery, the Secretariat's analyses will draw lessons for performance improvement. The lesson-learning activities will inform the design of new interventions by the Secretariat and other members of the Forum, in addition to catalysing the necessary adjustments to ongoing activities outlined in Chapter 4 and the PMF to enhance efficiency and effectiveness. The M&E activities for facilitating the implementation of the MTOP are organised around three result areas.

1. Establishing appropriate M&E systems at all levels: A detailed performance-monitoring plan (PMP) will be developed on the basis of the indicators and targets specified in the results matrix (see Annex 3) as part of an embedded performance monitoring system at continental, sub-regional and national levels. Through the process of indicator integration, the standard and custom indicators identified for the MTOP (in accordance with the CAADP M&E framework) will be further discussed and refined with input from stakeholders. Tracking these indicators will allow comparative analysis of trends in performance across countries and sub-regions. At the same time, data on the custom indicators will provide critical information on specific country and sub-regional parameters. The PMP will provide protocols for data collection, analysis and reporting. Additionally, FARA will support the continental organizations in developing effective structures and systems for data collection, analysis and reporting. Similarly, an automated data collection, analysis and reporting system will be developed and promoted among key institutions participating in the African agriculture innovation system.

2. Strengthening the M&E capacity of CAADP knowledge, information and skills institutions: The FARA M&E system is designed to work in harmony with the CAADP mutual accountability framework and focuses on developing the ability to track implementation and progress in building and using capacity for agricultural innovation in Africa. Together with the continental organizations, NARS and other stakeholders, a targeted and comprehensive capacity improvement plan will be developed and implemented.

3. Establishing outcomes and impacts of MTOP investments: The primary M&E function is to establish the outcomes and impacts of the investments associated with this MTOP. FARA will focus on developing a comprehensive framework for tracking the outcomes and impacts of its investments. Specific targeted studies will be used to analyse outcomes and impacts of selected initiatives. FARA recognises that credible and objective impact evaluations are demanding, in terms of both data and analytical rigour. To the extent possible, FARA will partner with reputable think tanks and advanced research institutions to undertake the impact and outcome assessment studies.

In undertaking the routine M&E functions, FARA will rely on strategic partnerships and alliances to support data collection and analytical work. The FARA M&E system will, therefore, have the following three functional elements.

- (i) Tracking the implementation of budgets and work plans:** FARA will track progress towards achievement of stated outputs/results based on the activity milestones and output indicator targets outlined in the results framework. Typically, implementation monitoring will assess the degree to which the implementation process complies with work plans and budgets in order to ensure timely delivery of outputs. All the data and information will be generated by the implementing agencies/units following well-defined reporting formats. Significant efforts will be put into refining the Key Performance Indicators (KPIs) in the results framework, so that implementers report on milestones on a regular basis. The Secretariat will establish baseline and target indicators at each level, based on evidence generated through survey instruments and desktop reviews, to inform the process of determining realistic standard and custom indicators.
- (ii) Tracking the outcomes and impacts of interventions:** FARA is committed to contributing to agricultural growth performance. Consequently, indicators have been set at the purpose level in the results framework to link FARA outputs to this anticipated benefit. Data capture and analysis will demonstrate the immediate changes being wrought by FARA interventions in the form of: (a) performance of the agriculture sector in the continental and national economies; (b) the trends that may need to be reversed/accelerated; and (c) the current course of action that might improve the performance of agriculture within the economy. The objective of the CAADP is to improve the productivity of agriculture to attain an average annual growth rate of 6 percent, focusing especially on small-scale farmers in order to raise rural incomes and reduce hunger and poverty in Africa. To achieve the main objective of CAADP through these targets, the African countries have committed to investing at least 10 percent of their national budgets in agriculture as dictated by the Maputo Declaration. FARA has set targets that indicate major milestones towards the attainment of the CAADP goals by building capacity for African agricultural innovation.
- (iii) Facilitating organizational lesson-learning:** FARA will synthesise the information from M&E initiatives as a means of drawing key lessons for strategy, programme and project formulation and reporting. Periodically, a team of external experts will be contracted to conduct in-depth evaluations and reviews. Likewise, implementing units will prepare discussion and occasional papers on key lessons from both implementation and outcome/impact monitoring and evaluation. The lesson-learning will enable FARA to respond more proactively to the changing needs of its stakeholders and therefore remain a relevant and viable entity in a constantly changing environment. More importantly, the indicators and lessons will not only form a basis for evaluating progress towards agricultural and capacity development targets, but also help to adjust and fine-tune policies, thereby meeting the planned targets by linking programmes, goals, objectives and strategies of various programmes with agricultural growth performance at continental, sub-regional and national levels.

The FARA communication strategy will be translated into an operational plan that outlines the key messages to be conveyed, the key target groups and the media and other channels for communicating with these target groups. Each of the three SPs will be facilitated to formulate its own communications strategy nested within the overall FARA communications operational plan. Both the corporate and the SP plans will serve to:

- Clearly convey FARA's vision and value proposition to stakeholders and partners
- Distinguish between the roles and responsibilities of the Secretariat and the Forum
- Specify what the Secretariat and the Forum members will do in order to achieve the stated goals
- Set out efficient ways to reach and inform specific high-level decision makers and their constituents about the Forum's purpose, functions and achievements
- Link the various stakeholder groups within the FARA Forum so that they reinforce each other's identities and actions
- Catalyse the coordination of FARA communications and engage support for communications within the FARA Forum
- Encourage a focus on major issues for contemporary and future focus, based on collective actions
- Integrate communications activities within FARA actions from the beginning, making communications a dynamic and interactive part of FARA's work rather than an afterthought
 - Tell compelling stories to showcase impacts by describing how FARA's actions are transforming people's daily lives
- Scale up the use of ICTs to build capacity in communications, mainstream knowledge management and target agro-focused content delivery to specific interest and age groups.

The emerging global focus on agriculture and changes in CAADP present an opportunity for FARA to position itself as an apex regional organization acting as the catalyst in the achievement of Africa's vision for agriculture. Communications will occupy a strategic place in the Secretariat and among the Forum members engaged in implementing FARA's strategic priorities.

Based on the multi-layered nature of Africa's agricultural research and development architecture, FARA – as an apex organization – maintains a lean Secretariat human resource base to steer its functions. Generally, implementation of FARA's actions is devolved to appropriate Forum agencies based on the principle of subsidiarity, with the Secretariat exercising a coordinating role and providing intellectual leadership. As such, it is imperative to have concrete stakeholder collaborative arrangements defining clear roles and responsibilities, as well as channels for exchange of resources and information.

9. Stakeholder collaborative arrangements

9.1 FARA stakeholder support and hosting arrangements

FARA's stakeholders look to the FARA Secretariat for support in various ways. Those involved in initiatives, programmes and projects consistent with FARA's mandate and principles may, for example, be hosted in the Secretariat offices in Accra. Another means for stakeholders to gain added value is to link them to FARA's SPs through collaboration in planning and coordination.

FARA has already entered into several arrangements involving hosting projects and these will continue. They include the Ghana office of the Japan International Cooperation Agency (JICA). FARA has drawn up a policy to guide future hosting arrangements and to ensure transparency and even-handedness among the projects it hosts. As this policy is implemented, it will ensure decisions to host further institutions or projects will be guided by the extent to which the institution or project will contribute to FARA's programmes and mandate and by the availability of space at the Secretariat. FARA is committed to maintaining a lean Secretariat and will therefore not expand the offices just to accommodate hosted projects. Furthermore, hosting will include recovery of all costs involved.

The Secretariat usually contributes on a cost-recovery basis, provided that the time demands are commensurate with the mutual advantage that the particular collaboration will bring to the collaborating SP or unit. FARA Secretariat personnel currently serve on the executive committees of the Platform for African Livestock Development and Sustainable Economic Growth (ALive) and the Advisory Committee on Science and Technology for African, Caribbean and Pacific Agricultural and Rural Development. They also provide support for the secretariat of the Coalition for African Rice Development (CARD).

As a Forum, FARA takes the lead in high-priority areas identified by its constituents and stakeholders, with whom it continually consults to gather their views and feedback on issues related to African agricultural research, extension and education. Stakeholders and Secretariat staff are supported to attend conferences, meetings and workshops and the Secretariat convenes and hosts meetings on priority topics.

9.2 Arrangements, instruments and mechanisms for collaboration

FARA's actions traverse the three knowledge domains of agricultural research, education and extension with a multi-layered spectrum of collaborative actors (i.e., members of the FARA Forum) in both the public and private sectors. Specific and unique stakeholder collaboration arrangements will be put in place for joint implementation of each of the three strategic areas. To facilitate this, prior to entering into collaboration it will be imperative to identify the relevant stakeholders or actors who will be affected by each of the strategic priorities and ensure their roles, behaviour and patterns of interactions are fully understood.

Participatory engagement and coalition building in the design and implementation of activities under each of the three strategic priorities will encourage stakeholder ownership. Coalitions, supported by formalised 'nested' organizational support systems, will be used as the vehicles for managing interaction among multiple and diverse stakeholder organizations. The fostered coalitions among stakeholders will be underpinned by communication and information sharing, creation of common knowledge, continuous lesson learning and progress evaluation and shared decision-making. Such coalitions may include the formation of foresight groups for horizon scanning on topical issues identified under SP1. Specific instruments (e.g., MoUs or letters of agreement) will be used to formalise collaborative arrangements and facilitate apportioning and exchange of resources for programme implementation under each of the SPs.

Previous experiences have highlighted the advantages of using management information and decision support systems for coordinating the multi-stakeholder groups implementing FARA's regional interventions. Innovations along these lines will continue to enhance management efficiencies, especially for actions under SP2. In addition, innovation platforms – the success of which have been proven by FARA under the concept of IAR4D – will be employed as viable stakeholder engagement mechanisms under all SPs. Overall, stakeholder collaborative engagements will be based on a process approach for collective learning and reflection (e.g., via specific communities of practice) to inform planning.

9.3 The subsidiarity principle

The FARA Secretariat's commitment to the subsidiarity principle will be realised by devolving accountability and decision-making to the members of the stakeholder network that are best placed – by virtue of having the competencies required – to make the most diligent use of the related resources. The aim is to increase stakeholder ownership and accountability and thereby to improve efficiency and reduce costs. Care will be taken, however, to ensure that decision-making is not delegated inappropriately to lower levels at the cost of losing larger or more important spill-over benefits that would be captured if decisions were taken at higher levels (such as at sub-regional or continental levels). Essentially, because a range of actors will participate in the implementation of any one of FARA's initiatives, programme management, comprising of interlinked operational and financial components, would be based on a quarterly cycle of planning and reporting at different management levels. The devolved coordination structure will enable local innovations for greater efficiency in planning and lesson-learning.

FARA is a stakeholders' forum and the FARA Secretariat was established to coordinate the implementation and achievement of its objectives by facilitating networking. This takes place among diverse stakeholders in African agricultural research, extension and education and is based on the mandates and comparative advantages of actors at different geographical levels. This is recognised in the Secretariat's agreements with the AU and NPCA and in FARA's organization structure.

10.1 FARA Africa Agriculture Science Week

The FARA Africa Agriculture Science Week and General Assembly is the highest organ of FARA governance. It approves the Forum's main governance and management instruments, including the FARA Constitution and Strategic Plan. FARA's previous Strategic Plan (2007–2016) was approved at the Fourth FARA General Assembly and Africa Agriculture Science Week, held in Johannesburg, South Africa on 16 June 2007.

The Fifth FARA General Assembly was held in July 2010 and this MTOP was submitted for consideration and approval at the Sixth FARA General Assembly held in Accra, Ghana from 15–20 July 2013.

10.2 FARA Board of Directors

The governance of the Forum in the periods between the General Assemblies, which are held every third year, is entrusted to an elected Board of Directors. The Board has a chairperson nominated by SROs in rotation and confirmed by the General Assembly. The Chair serves from the end of one General Assembly to the end of the following Assembly.

The Board consists of representatives of FARA's major stakeholders, namely SROs, scientific partners, farmers, NGOs and foundations and the private sector. Development partners participate in Board meetings as observers. The Board of Directors co-opts a number of resource persons with experience related to the particular needs of the SPs to assist it in reviewing and directing its different activities, projects and initiatives. The Board of Directors meets twice a year to review progress made by the Secretariat and its partners and approve the next year's plan of work.

The Board receives guidance with respect to Forum planning and oversight through an annual retreat held just prior to FARA's annual Board Meeting. This brings together the chairs and executive directors of the four African SROs and their FARA colleagues, which ensures that FARA's programmes are consistent with the priorities of all its stakeholders. It also ensures that FARA functions in accordance with the principles of subsidiarity in respect to its collaboration and interaction with stakeholders at different levels, from those at the continental level through those at the sub-regional and national levels and down to those actually implementing activities. The Board has subcommittees for issues of finance and audit and nominations and programmes.

FARA entered its second Strategic Plan period with a full complement of governance structures. These have been tested and have evolved to meet the demands faced by FARA as a continental forum that acts in accordance with the subsidiarity principle and with the other principles set out in FAAP. No significant change was required to oversee the implementation of this MTOP for 2014–2018.

11. Secretariat structure and organization

11.1 Functions

The FARA Secretariat maintains a lean staffing structure, allowing it to maximise resources and ensure the staff function effectively and realise their full potential in contributing to African development. The organization employs high-calibre staff who are offered an enabling environment in which to realise their full potential.

The Secretariat provides the services required by FARA stakeholders to enable them to function as a continental Forum, capturing the added value of thinking and acting across the four sub-regions. These services include, but are not limited to, carrying out the three SPs, which requires leadership, planning, coordination, facilitation and resource mobilisation. FARA's participatory approach also requires considerable and continuous consultation among stakeholders in the form of workshops, meetings, conferences and other events, many of which are convened and organised by the Secretariat. In providing these services, the Secretariat's responsibilities include:

- Advocacy and resource mobilisation
- Supporting networking among its stakeholders for the implementation of CAADP
- Promoting compliance with FAAP principles
- Linking to the global community, especially with the Global Forum on Agricultural Research (GFAR) and the CGIAR.

Some of these responsibilities are shared with the SROs, with the FARA Secretariat contributing from a continental perspective.

The Secretariat's activities are developed in consultation with the SROs and stakeholders in order to assert that they are indeed stakeholder priorities and that there are substantial advantages to be gained from engaging in them at continental level. These include the benefits that can be derived from sharing research products and information and enabling learning.

The key staff positions at the professional level are: Executive Director, Technical Advisor, Legal Affairs and Governance Officer, Procurement Manager, Communications and Public Awareness Officer, Deputy Executive Director, Monitoring and Evaluation Specialist, Gender Specialist, Technical Assistant, Head of Finance, Head of Human Resources and Administration, Directors of Programme Units, Programme Officers and Project Managers (See Annex 1).

In addition to its own staff, the FARA Secretariat relies on the expertise and support of various groups of key stakeholders, including the Pool of Experts, Core Research and Development Support Team, FARA Fellows, Resource Persons with special expertise, Post-Doctoral Fellows, Diaspora scientists, Visiting Scientists and Interns, to implement its plan of work in collaboration with its partners (See Annex 2).

Mechanisms for undertaking these collaborative activities include sub-grants, competitive grants and commissioned studies/research (i.e., foresight). Relevant committees are constituted within the Secretariat to manage the process of reviewing the proposals and recommending them for approval by the Executive Director. The required financial and human resources are deployed depending on the nature and scope of the work under the supervision of the Director of the concerned unit in consultation with the Heads of Finance and Human Resources.

The Secretariat recognises that it has a special responsibility for facilitating the alignment of non-African research providers, including the international agricultural research centres (IARCs) and advanced research institutes (ARIs), with sub-regional and continental priorities and modes of operation. This helps to avoid duplication of effort among FARA's constituents and partners. In this respect, FARA is taking the lead in the Dublin Process for aligning the CGIAR with CAADP's research requirements and in developing the African science agenda for agriculture.

The SPs are expected to be initiated in 2014 after approval of this plan by the FARA General Assembly in July 2013 and to continue through the remainder of the Strategic Plan period (up to 2018). In the early years of this MTOP, there will be continued support for projects that FARA is already committed to, in accordance with existing agreements. However, some projects will be completed within the life of the MTOP and others, where the regional advantages diminish, will be devolved to the SROs or NARS.

In fulfilling these obligations, FARA's commitment to the subsidiarity principle brings with it demands for high-quality communication. The FARA Secretariat must also have the ability to transfer, monitor and account for funds that are passed down under the subsidiarity principle to where the action is; for example, to task forces working in the member countries of the SROs.

11.2 Organization

The Secretariat is located in Accra. It functions in accordance with a host country agreement with the Government of Ghana. Under this, it enjoys the support of the Government of Ghana

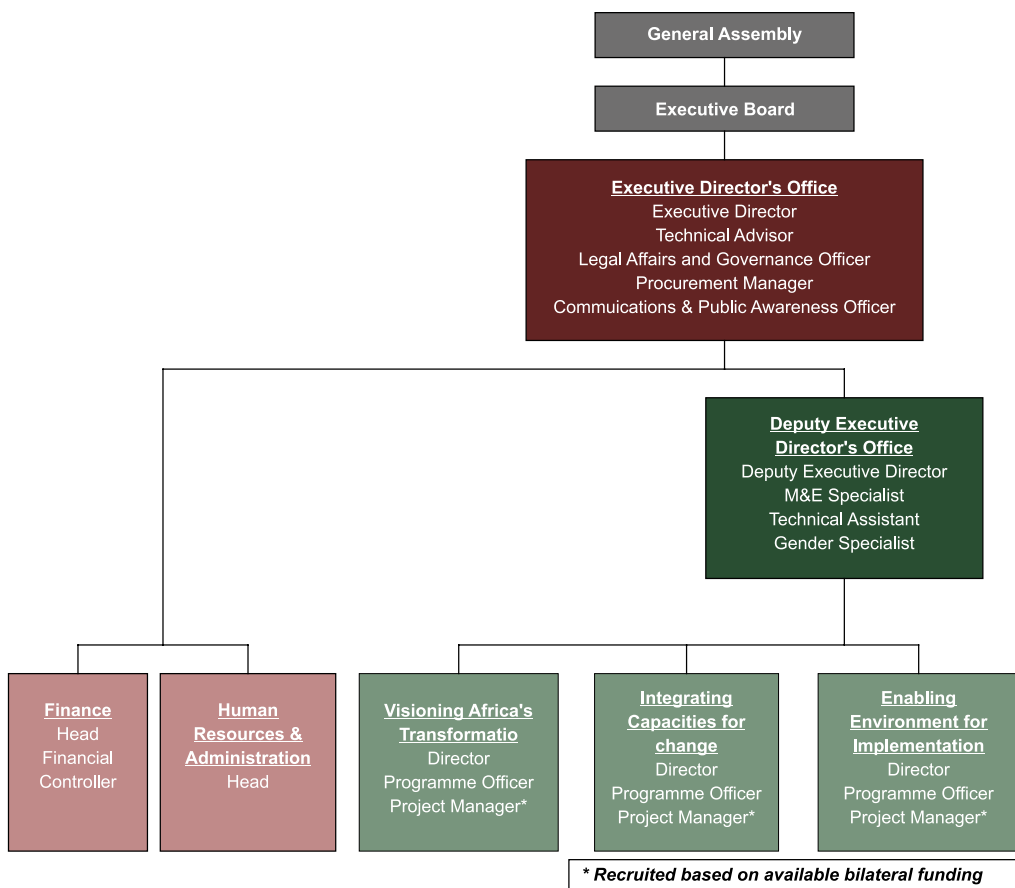


Figure 2: FARA Secretariat organogram

and its ministries and is accepted among the community of embassies and international agencies in Accra.

11.3 Transition to an integrated structure

The organizational structure proposed in the Strategic Plan is presented in Figure 2. It is designed to equip the Secretariat to implement the new Strategic Plan. It was developed consultatively by the Secretariat's Senior Management Committee (SMC) before being submitted by the Executive Director for review and approval by the Board. The core functions of the staff listed in the structure are outlined in Annex 1.

The outline of the Secretariat's organization and staffing has been tailored to create a lean and efficient organization that is accountable and cost-effective in the implementation of FARA's Strategic Plan.

11.4 Resource mobilisation

The FARA Multi-Donor Trust Fund (MDTF) will be the primary source of sustained funding and will continue to be managed by the World Bank. The Strategic Plan requires FARA to undertake actions that will minimise the current heavy reliance on development partners. The recommended actions include resource mobilisation from African governments and the private sector. The FARA Secretariat will intensify its engagement with African governments by engaging key stakeholders as expert representatives for FARA in international forums with a view to benefiting from a wider pool of expertise than already present in the Secretariat. This will also raise awareness of FARA and promote commitment to it among those in a good position to influence funding decisions in African governments and regional institutions. This approach will be underpinned by active searching for African expertise in FARA's mandate areas and ensuring the Forum's representatives are thoroughly briefed to ensure quality and continuity in communicating FARA's position on relevant topics.

The Secretariat will also strengthen its approach to mobilising resources by working more closely with the private sector and promoting a meeting of minds between the leaders of agribusiness and African agricultural research and capacity-strengthening organizations as well as the RECs.

Annex 1. FARA Secretariat staff and their core responsibilities

Executive Director

The Executive Director is the chief administrative officer and FARA's statutory representative. S/he provides leadership and is responsible for the implementation of the Strategic Plan. S/he is responsible for the management of FARA's Secretariat, including the recruitment and overall supervision of Secretariat staff. S/he is also responsible for the protection of the Secretariat's tangible and intangible assets and the maintenance of the highest standards of accounting and accountability, which includes keeping overheads and transaction costs to a minimum.

Technical Adviser

The Technical Adviser assists the Executive Director by conducting background research required for the preparation of the constant stream of papers and presentations that s/he has to make on a wide range of issues affecting African agricultural research and development.

Legal Affairs and Governance Officer

The Legal Affairs Officer reports directly to the Executive Director, providing advice on the legalities of all contracts entered into by the FARA Secretariat and on intellectual property and other legal issues that might arise. S/he ensures that strong internal management processes, including corporate governance, are followed.

Procurement Manager

The Procurement Manager ensures that all purchases of goods and consultancies undertaken by the Secretariat and its partners adhere to the rules and regulations of the organization and its donors.

Communication and Public Awareness Officer

The Communication and Public Awareness Officer oversees all the communication needs of FARA and ensures visibility of the Forum's work and impact.

Deputy Executive Director

The Deputy Executive Director is responsible to the Executive Director for the efficient and effective functioning of the three programmes and oversees the delivery of the expected results. S/he also acts for the Executive Director when s/he is absent or indisposed.

Monitoring and Evaluation Specialist

The M&E Specialist is responsible to the Deputy Executive Director for providing managers at all levels with information and advice on the progress of FARA's work. S/he is expected to develop and implement an integrated M&E system that will aid learning and accountability, both within the FARA Secretariat and among FARA's stakeholders or key partners engaged in implementing the different regional initiatives and projects.

Gender Specialist

The Gender Specialist ensures that gender is mainstreamed into all the Forum's activities. S/he is also responsible for developing the capacity of the FARA Secretariat staff to mainstream gender issues into their work.

Technical Assistant

The Technical Assistant to the Deputy Executive Director contributes to the compilation and consolidation of programme work plans and budget and progress reports. S/he also assist the Deputy Executive Director in overseeing and facilitating the implementation of cross-cutting and emerging issues.

Head of Human Resources and Administration

The Head of Human Resources and Administration is responsible for ensuring that the FARA Secretariat can recruit and retain staff of the highest calibre and manages the Secretariat's physical assets, equipment and logistics.

Head of Finance

The Head of Finance is responsible for ensuring that the FARA Secretariat's transactions are managed to international accounting standards and in accordance with agreements entered into by the Secretariat.

Directors of Programmes

Directors of Programmes are responsible to the Deputy Executive Director for providing strategic direction, ensuring the effective and efficient functioning of their units and the delivery of results within the SP under their direct supervision.

Programme Officers

Programme Officers provide technical assistance to the unit and assist the Director of the Programme in facilitating the implementation of the programme's activities towards the delivery of results of the SPs.

Annex 2. Mechanisms of implementation and staffing

Pool of Experts

In FARA's role as a facilitator of CAADP, it relies on expertise that goes far beyond that which the Secretariat could provide. The required expertise could be sourced locally or from abroad within the Association of African Agricultural Professionals in Diaspora. FARA currently keeps a database of experts in various fields and disciplines in agriculture.

Core Research and Development Support Team

The Core Research and Development Support Team mechanism aims to provide specialised expertise in a specific area of agricultural research and development under the overall supervision of the FARA Secretariat. For example, this approach was used to provide immediate support for the proof of concept assignment on IAR4D.

FARA Fellows

FARA keeps a list and provides guidance to key partners in different knowledge areas. Research Fellows help FARA meet the challenge of multiple demands from the Forum. In some instances, FARA Fellows will lead specific thematic areas of interest.

Resource Persons with Special Expertise

Resource persons provide support and guidance in the formulation of work plans to meet the direction of the Strategy. They are drawn from different areas of expertise related to the strategic focus.

Africa Agriculture Science Week

Africa Agriculture Science Week provides a great opportunity for a much wider consultation and takes place every three years.

Internships

FARA engages bright and fresh African graduates who provide an additional labour force for the Secretariat. This provides opportunities for training and the acquisition of additional skills and job opportunities.

Post Doctoral Fellowship

Post Docs are doctoral graduates from different fields. This provides opportunities for the fresh graduates to gain further experience in African agriculture.

Visiting Scientists

Visiting Scientists are recruited from among partners who have been engaged in different agencies. They are engaged to undertake specific assignments, returning to their home institutions once the assignment is completed.

Diaspora

FARA maintains a good relationship with the Association of African Agricultural Professionals in Diaspora and taps from its database of experts from time to time.

Annex 3. FARA MTOP 2014–2018 Results Framework

Table A3.1. Impact and out

Narrative summary	Indicators	Means of verification	Assumptions
Goal: Sustainable reduction of food insecurity and poverty in Africa while enhancing the environment	Measures linked to the MDGs (Sustainable Development Goals post-2015) focusing on decreases in levels of poverty and increases in food and nutrition security by: (1) gender, (2) space, (3) age, (4) socio-economic group and improvements in quality of environment	UNDP reports CAADP M&E ReSAKSS reports African Development Bank statistics Ministries of Agriculture and Finance National accounts World Bank and FAO statistics	
Purpose: To contribute to generating high, broad-based and sustainable agricultural growth in Africa	<p><i>Productivity:</i> Changes in real AgGDP growth rate and factor productivity and use by: (1) sub-sector, (2) commodity, (3) gender, (4) socio-economic group, (5) space</p> <p><i>Markets:</i> Changes in market share, access and status/condition/ capacity/ severity of related trade-barriers</p> <p><i>Competitiveness:</i> Changes in returns to investments, costs and price trends, conformity to specific standards by: (1) sub-sector, (2) commodity, (3) space</p> <p><i>Diversity and sustainability:</i> Changes in diversity of actors participating in and benefiting from the agricultural innovation system by gender, social group, age and space</p>	UNDP reports AU/CAADP reports Re-SAKSS reports FARA reports FARA annual reports CAADP M&E ReSAKSS reports, Ministries of Agriculture and Finance national accounts, World Bank and FAO reports	<ul style="list-style-type: none"> • Strengthened human resource capacity is retained in Africa. Regional political and socio-economic conditions do not negate gains. • National and international contexts promote benefits (at this level). CAADP components increasingly contribute to a supportive agricultural environment. • Other non-agricultural R&D sectors positively respond to the needs of the rural and urban poor. • Strengthened human resource capacity is retained in Africa. • National and international political and economic environments do not negate gains. • HIV infection rates do not further undermine the ability of the African labour force to engage in agriculture.

Table A3.2. Strategic Priority 1 – Envisioning Africa's agricultural transformation

Results	Indicators	Baseline	Target by 2018	Sources of Verification	Assumptions
Key Result 1: African agricultural stakeholders determining how the sector should be transformed and establishing the needed collective actions in a gender-sensitive manner	1.1 Number and category of actors embracing gender-disaggregated evidence-based information and policy recommendations	1.1 The African agricultural R&D agenda is largely based on unscientific consultations	1.1 25 percent of African research agendas being influenced by the outcome of foresight studies	<ul style="list-style-type: none"> FARA M&E reports SRO reports REC reports NARS reports CAADP/IFPRI/ReSAKSS reports 	<ul style="list-style-type: none"> National and international political and socio-economic environment does not negate gains at this level Adequate infrastructure (including ICT) is developed and maintained National policies, international events and unfair competition do not compromise gains Complementary and enabling policies and legal frameworks are developed and implemented
	1.2 Numbers, composition and quality of partnerships and platforms for agricultural research and innovation among African stakeholders and between them and northern and southern partners	1.2 Countries and RECs are applying the outcomes of foresight studies	1.2 25 percent of countries and RECs have adopted foresight approaches to planning		
	1.3 Number and category of actors adopting and showing commitment to a common African science and innovation agenda	<i>N.B. baselines TBD for indicators without</i>			
	1.4 Number and category of actors adopting gender-sensitive actions and methodologies in planning for present and future actions in ARD, extension and education				
	1.1.1. Number of major studies undertaken with the guidance of Foresight support unit established in FARA Secretariat	None of these results existed prior to implementation of this MTOP	TBD	SP 1 progress reports, FARA reports	
Result 1.1: High-level Stakeholder ownership of gender-disaggregated evidence-based information and policy recommendations derived from strategic analysis and foresight studies	1.1.2. Number of new integrated planning and risk assessment tools for agricultural development and foresight	Baselines to be established where necessary	8	Reports from GFAR Global Foresight Academy	
	1.1.3. Number of foresight platforms established and operational at sub-regional level		1 per sub-region	REC reports	
	1.1.4. Number of long-term continental and sub-regional agricultural research and investment initiatives established with full private-sector engagement		10	SP1 progress reports	
	1.1.5. Number of national and international agricultural development scenarios assessed against different approaches and perspectives		5		

Results	Indicators	Baseline	Target by 2018	Sources of Verification	Assumptions
Result 1.2. Functional partnerships and platforms among African stakeholders (intra-continental) and between them and northern and southern partners (Africa–South, Africa–North and Africa–South–North) for agricultural research and innovation	1.2.1. Number of institutional, policy and market innovations (generated by existing innovation platforms) identified and disseminated	50	85	SP 1 reports CAADP M&E systems and reports CGIAR annual reports	
	1.2.2. Number of effective portals for sharing lessons and experiences to support the work of multi-stakeholder agricultural R&D partnerships	1	3		
	1.2.3. Number of best practices documented and disseminated through agricultural innovation platforms	9	15		
	1.2.4. Percentage of CGIAR programmes that are systemically linked with CAADP country programmes	TBD	75 percent		
	1.2.5. Number of agricultural technology Innovation Platforms (IPs) established	TBD	IPs available for all major commodities		
	1.2.6. Number of programmes for implementing priorities in country and regional AFSIPs designed with technical backstopping support by the CGIAR	Very Low	High		
	1.2.7. Number of mapping tools and analytical resources applied for CAADP–CGIAR programme alignment	0	3		
Result 1.3. Wide and high-level stakeholder ownership and commitment to a common African science and innovation agenda	1.3.1. Africa-owned and Africa-led framework for coordinating Africa's agricultural science approved and endorsed by Forum members	0	1	FARA report African Science Agenda reports FARA report African Science Agenda reports	

Results	Indicators	Baseline	Target by 2018	Sources of Verification	Assumptions
	1.3.2. Number of identified priority areas in African agriculture for application of emerging science and technology	TBD	5		
	1.3.3. Number of identified priority investments needed to make scientific advances in African agriculture possible	TBD	5		
	1.3.4. Number of collaborative programmes and investments supported by the African Science initiative	0	TBD		
	1.3.5. Number of tools for gender mainstreaming developed as one of the focal areas in interactions and partnerships among farmers, research, education, extension and agribusiness organizations	TBD	TBD		

Activities	Inputs/Budget
1.1.1. Developing and piloting the use of new gender-sensitive integrated planning tools for assessing risks and opportunities for agricultural transformation	
1.1.2. Convening continental think tanks to analyse gender-sensitive policy options for longer-term agricultural transformation	
1.1.3. Facilitating gender-sensitive foresight platforms (private sector including farmers, government and knowledge institutions) for developing alternative scenarios at sub-regional and continental levels	
1.2.1. Identifying and disseminating gender-sensitive innovations (institutional, policy, market, technological) and best practices for catalysing learning among agricultural innovation actors	
1.2.2. Advocating for the adoption of innovation systems approaches – specifically for IAR4D – relative to conventional approaches in various African contexts	
1.2.3. Establishing and maintaining a portal and facilitating gender-sensitive communication platforms and multi-stakeholder exchanges for sharing lessons and experiences	
1.2.4. Mobilising wide stakeholder buy-in from African partners for an African-led science (and innovation) agenda for transforming agriculture	
1.3.1. Systematising joint priority setting for determining advances and investments in science and technology	

Activities	Inputs/Budget
1.3.2. Formulating an African-owned and African-led agricultural science agenda to serve as an organising framework for Africa's agricultural science and technology programmes (research, extension and education) with those of the CGIAR and other partners	
1.3.3. Facilitating the alignment of the CGIAR and other international agricultural research centres in implementing the commitments and priorities elaborated in the CAADP Agriculture and Food Security Investment Plans (AFSIPs)	
1.3.4. Facilitating the Steering Committee of the Dublin Process to actively pursue options for funding and support of the key outcomes	
1.4.1. Establishing African Chapter of the GFAR Global Foresight Academy ; supporting study teams at the continental and SRO level	

Table A3.3. Strategic Priority 2 – Integrating capacities for change

Results	Indicators	Baseline	Target by 2018	Sources of verification	Assumptions
Key Result 2: Strengthened and integrated continental capacity responding to stakeholder demands within the agricultural innovation system in a gender-sensitive manner	2.1. Number, composition and quality of interactions and partnerships for creating capacities among farmers, research, education, extension, trade and agribusiness organizations	2.1. Strategies currently supply-driven and not adequately gender-focused		FARA progress reports Tertiary institutions' reports	<ul style="list-style-type: none"> National and international political and socio-economic environments do not negate gains at this level
	2.2. Number of validated and adopted mechanisms for articulating demand and strengthening capacity to respond				<ul style="list-style-type: none"> Adequate infrastructure (including ICT) is developed and maintained
	2.3. Number of established Communities of Practice addressing identified capacity deficits (in the design and implementation of R&D programmes) in a gender-sensitive manner				<ul style="list-style-type: none"> National policies, international events and unfair competition do not compromise gains
	2.4. Number of capacity strengthening initiatives and innovations developed and supported in targeted organizations and involving a critical mass of women scientists				<ul style="list-style-type: none"> Complementary and enabling policies and legal frameworks are developed and implemented
	2.5. Number of transformative capacities and approaches among gender-disaggregated stakeholders in the African AIS developed				

Results	Indicators	Baseline	Target by 2018	Sources of verification	Assumptions
Result 2.1: Functional interactions and partnerships for creating capacity among farmers, research, education, extension, trade and agribusiness organizations	2.1.1. Number of agribusiness innovations promoted to commercialisation level	0	15	SP 2 progress reports UniBRAIN initiative reports	
	2.1.2. Number of agribusiness graduates supported to develop into efficient entrepreneurs	0	1560		
	2.1.3. Number of innovative outputs, experiences and practices shared and scaled up	0	15		
	2.1.4. Number of AFAAS programmes integrated as part of the whole agricultural innovation system in Africa	TBD	TBD		
	2.1.5. Number of new 'agripreneurships' and business partnerships catalysed	TBD	TBD		
	2.1.6. Ratio of men and women involved in the new 'agripreneurship' and business partnerships	TBD	TBD		
Result 2.2: Adopted mechanisms for articulating demand and strengthened capacity to respond	2.2.1. A functional capacity database on sources of Agricultural R&D expertise inside and outside Africa	0	1		
	2.2.2. A functional e-Capacity platform and knowledge centre	0	1		
	2.2.3. Proportion of institutions and programmes using the e-Capacity platform in target countries	0	50 percent		
	2.2.4. Level of progressive improvement on the status of supply and demand for agricultural innovation research and capacities	Very low	High		
	2.2.5. Proportion of agricultural sectors supported by Centres of Excellence	TBD	TBD		

Results	Indicators	Baseline	Target by 2018	Sources of verification	Assumptions
Result 2.3. Communities of practice addressing identified capacity deficits (in the design and implementation of R&D programmes) in a gender-sensitive manner	2.3.1. Number of research and capacity-strengthening initiatives identified, analysed and strengthened	5	7	SP2 reports	
	2.3.2. Number of new public-private and private-private 'agripreneurship' and business partnerships supported to improve curricula and quality of learning	TBD	5		
	2.3.3. Number of user-friendly and gender-sensitive approaches for human and institutional capacity strengthening developed and promoted, especially among rural communities	TBD	10		
	2.3.4. Number of countries actively supported in the design and implementation of CAADP Compacts and investment plans	TBD	TBD		
	2.3.5. Number of CGIAR and other IARCs actively involved in promoting successful implementation of CAADP processes at national and regional levels	TBD	TBD		

Results	Indicators	Baseline	Target by 2018	Sources of verification	Assumptions
Result 2.4. Strengthened human, organizational and institutional capacities for gender-sensitive agricultural innovation	2.4.1. Number of analysis reports documenting evidence to support increased investments in capacity strengthening	TBD	TBD		
	2.4.2. Number of gender-disaggregated evidence-based analysis reports available	TBD	TBD		
	2.4.3. Number of NARS supported and reformed into multi-disciplinary, multi-institutional and multi-stakeholder learning and innovation systems through holistic analyses, reviews and monitoring	3	10		
	2.4.4. Number of best practices for technology introduction and dissemination reviewed and improved to incorporate all levels of the agriculture value chain	7	14		
	2.4.5. Number of methodologies for monitoring institutional change developed, validated and popularised	1	2		
	2.4.6. Number of learning platforms developed and their use facilitated at national, sub-regional and continental levels	1	3		
	2.4.7. Ratio of men and women using these learning platforms	TBD	TBD		
	2.4.8. Number of best practices for human and institutional capacity strengthening tested and scaled up	1	2		

Activities	Inputs / Budget
2.1 Functional Interactions and partnerships for creating capacity among farmers, research, education, extension, trade and agribusiness organisations	
2.1.1. Supporting and promoting commercialisation of agribusiness innovations	
2.1.2. Facilitating tertiary educational institutions to produce agribusiness graduates with the potential to become efficient entrepreneurs through linkages, attachment of students and so on	
2.1.3. Sharing and scaling up innovative outputs, experiences and practices	
2.1.4. Ensuring that AFAAS remains involved with other regional research, education and farmer organizations so that its programmes will be integrated as part of the whole agricultural innovation system	
2.1.5. Catalysing new partnerships and connecting with private sector for 'agripreneurship' and business	
2.2. Adopted mechanisms for articulating demand and strengthened capacity to respond	
2.2.1. Establishing a knowledge bank of expertise and capacity both within and outside Africa for African organizations to draw upon	
2.2.2. Developing a regional mechanism for information exchange and the sharing of teaching and learning experiences using FARA's existing information systems, such as RAILS	
2.2.3. Strengthening capacity to enable optimal use of ICT as a teaching and training aid and establishing and facilitating the e-Capacities platform and knowledge centre	
2.2.4. Matching and forecasting supply and demand in agricultural innovation research and capacities	
2.3. Communities of practice addressing identified capacity deficits (in the design and implementation of R&D programmes) in a gender sensitive manner	
2.3.1. Identifying, compiling and analysing ongoing and planned research and capacity-strengthening initiatives	
2.3.2. Facilitating interactions between stronger and weaker institutions through twinning, internships, industrial attachments, mentoring, etc. and improving teaching curricula to improve the quality of education	
2.3.3. Identifying and promoting suitable teaching, learning and knowledge-sharing approaches that are user-friendly and gender-sensitive in rural communities	
2.3.4. Supporting capacity strengthening for countries, RECs and SROs in the design and implementation of CAADP compacts and investment plans	
2.3.5. Mobilising and matching capacities of all players in R&D (eg, CGIAR and other IARCs) to support countries in their CAADP processes	
2.4. Strengthened human, organisation and institutional capacities for gender sensitive agricultural innovation	
2.4.1. Conducting strategic analyses to generate evidence to support increased investments in capacity strengthening	
2.4.2. Conducting holistic institutional analyses, reviews and monitoring of NARS to help them become more competitive and market-driven and encourage gender equity	
2.4.3. Reviewing current approaches for strengthening capacities of end users for introduction and uptake of new technologies	
2.4.4. Developing, validating and popularising methodologies for monitoring institutional change	
2.4.5. Establishing learning platforms at national, sub-regional and continental levels to promote lessons and best practices for institutional change	
2.4.6. Catalysing development, testing and scaling up of new approaches for human and institutional capacity strengthening	

Table A3.4. Strategic Priority 3 – Creating an enabling environment for implementation

Results	Indicators	Baseline	Target 2018	Sources of verification	Assumptions
Key result 3: Creating an enabling environment for increased agricultural research for development and investment and implementation of agricultural innovation systems in a gender-sensitive manner	3.1. Number of evidence-based, gender-disaggregated policy advocacy and formulation tools/actions in support of agricultural innovation and markets being used by actors	Baselines TBD	75 percent of the countries and RECs have embedded FAAP principles	Country and REC reports AU–NEPAD reports FARA reports	1. National and international political and socio-economic environments do not negate gains at this level
	3.2. Number of countries and RECs in which FAAP principles and guidelines have been embedded in national Compacts and AFSIPs		10 evidence-based advocacy tools/actions produced and disseminated		2. Adequate infrastructure (including ICT) is developed and maintained
	3.3. Levels of improvement in availability and use of development communication strategies and systems, including ICTs				3. National policies, international events and unfair competition do not compromise gains
	3.4. Number and diversity of (policy) actors addressing regional agricultural and trade issues				4. Complementary and enabling policies and legal frameworks are developed and implemented
	3.5. Number, level of iteration and usage of information and knowledge management platforms				
	3.6. Number of gender-focused continental platforms for communication and advocacy messages developed and made available to info-policy and practice at all levels				
	3.7. Number of gender-sensitive methodologies and ICTs utilised at various levels of agricultural extension, education and research				

Results	Indicators	Baseline	Target 2018	Sources of verification	Assumptions
Result 3.1. Evidence-based policy formulation, decision-making and investment	3.1.1. Number of continental platforms established and facilitated				
	3.1.2. Number of policy analysis studies undertaken and evidence generated to support advocacy campaigns	0	10		
	3.1.3. Level of harmonisation of investments in African agricultural innovation systems	TBD	TBD		
	3.1.4. Number of documented successes and failures in African agricultural R&D undertaken to enhance evidence-based CAADP policy-making process	2	5		
	3.1.5. Number of high-level delegates participating in each convened continental platform for advocacy and communicating policy issues (at least 30 percent women)	25	40		
Result 3.2. FAAP principles and guidelines embedded in all aspects of CAADP planning and implementation	3.2.1. Proportion of national and regional CAADP Compacts with FAAP principles and guidelines embedded	TBD	90 percent		
	3.2.2. Level of standardisation/integration and application of M&E system for tracking adherence to FAAP principles and guidelines in the development of Agricultural Productivity Projects (APPs)	TBD	TBD		
	3.2.3. Quality of system for mobilising technical assistance for the CAADP Technical Group of Experts (TGE)	Low	High		
Result 3.3. Information and knowledge for learning exchange in agricultural innovation knowledge systems available and used	3.3.1. Number of users accessing the continental information-exchange platforms (RAILS and FARA portal)	15,000 p.a.	30,000 p.a.		
	3.3.2. Number of users accessing DONATA learning and innovation platforms	TBD	35,000 p.a.		
	3.3.3. Percentage increase in the number of interlinked knowledge-management portals addressing emerging issues	TBD	30 percent		

Results	Indicators	Baseline	Target 2018	Sources of verification	Assumptions
Result 3.4. Critical mass of policy makers and advocacy agents avoiding duplication and filling critical gaps at the continental level	3.3.4. Number of open-access agricultural information platforms interlinked by RAILS	2	4		
	3.3.5. Number of gender-sensitive tools available for capturing, packaging and disseminating agricultural information for trade and investment identified and applied	0	2		
	3.3.6. Number of knowledge management strategies introduced supporting agricultural research for development	2	4		
	3.4.1. Proportion of needs and constraints in the functioning of innovation platforms at intra- and inter-regional levels in Africa identified and validated	TBD	TBD		
	3.4.2. Number of best practices for enhancing agricultural innovation in Africa published and disseminated	TBD	TBD		
	3.4.3. Proportion of targeted beneficiaries, NARS and SROs adopting improved innovation-systems approaches	55 per cent	80 per cent		
Result 3.5. Effective communication strategies and systems, including ICT, for disseminating and building constituencies for policy changes	3.4.4. Proportion of FARA budget representing new pan-African agricultural research-for-development initiatives emerging in response to demand expressed by FARA's constituents	TBD	10 per cent		
	3.5.1. Proportion of intra-Africa agricultural information and knowledge systems that are ICT-based	TBD	TBD		
	3.5.2. Proportion of FARA constituent institutions in Africa applying standardised M&E systems for interlinked and complementary communication strategies and systems for agricultural development	TBD	TBD		
	3.5.3. Proportion of needs and demands for communication among agricultural knowledge systems for Africa's agriculture satisfied	TBD	TBD		

Activities	Inputs / Budget
3.1.1. Establishing and facilitating the use of continental platforms such as eRAILS and AFAPP for communicating advocacy messages to policy makers at all levels	
3.1.2. Undertaking strategic policy studies to capture, analyse and articulate successes and failures in African agricultural research and development to enhance the evidence-based CAADP policy-making process	
3.1.3. Undertaking studies to monitor the quantity, level and harmonisation of investments in African agricultural innovation	
3.1.4. Disseminating policy research outcomes widely through various channels, including ministerial and parliamentary conferences, workshops and publications	
3.2.1. Facilitating the integration of FAAP principles and guidelines into national and sub-regional CAADP Compacts	
3.2.2. Monitoring and evaluating the extent of countries' and RECs' adherence to FAAP principles and guidelines in the development of APPs	
3.2.3. Coordinating the activities of the CAADP national TGEs and providing technical backstopping to the review of AFSIPs and CAADP processes	
3.3.1. Facilitating and managing the continental knowledge-exchange platform (RAILS and FARA portal)	
3.3.2. Facilitating Africa-wide learning and innovation platforms (e.g. DONATA)	
3.3.3. Facilitating linkages between knowledge-exchange platforms based on emerging issues	
3.3.4. 'Opening access' to knowledge resources for African agricultural research, extension, education, farming communities and trade	
3.3.5. Identifying and recommending systems and tools to capture, package and disseminate agricultural knowledge and innovation	
3.3.6. Developing guidelines for knowledge management in agricultural research for development	
3.4.1. Identifying and validating the needs and constraints associated with the implementation of effective intra-continental and inter-regional innovation platforms	
3.4.2. Identifying, publishing and disseminating best practices, including institutional changes necessary for enhancing agricultural innovation in Africa	
3.4.3. Spearheading the development and mobilisation of resources for new pan-African agricultural research-for-development initiatives that will emerge in response to the demand expressed by FARA's constituents	
3.5.1. Facilitating the use of ICTs in organising information and knowledge dissemination among the agricultural knowledge systems for scaling technologies, facilitating trade and building constituency	
3.5.2. Establishing M&E systems for inter-linked and complementary communication strategies and systems for agricultural development in Africa	
3.5.3. Systematically and dynamically assessing the demands for communication among agricultural knowledge systems for Africa's agriculture	

Annex 4. FARA 2014–2018 budgets

This Annex presents the scenario budgets: first, the overall summary and then the individual scenario budgets in summary form and by FARA unit (summary budgets).

Table A4.1. Summary by Scenario

Category	Scenario 1			Scenario 2			Scenario 3		
	MDTF	BF	TOTAL	MDTF	BF	TOTAL	MDTF	BF	TOTAL
Category 1 - Strategic Priorities	16,952	58,500	75,452	13,235	43,871	57,106	8,991	24,000	32,991
Strategic Priority 1: Visioning Agricultural Transformation	3,705	12,350	16,055	2,675	9,261	11,936	1,784	5,000	6,784
Strategic Priority 2: Integrating Capacities for Change	3,705	23,340	27,045	2,729	17,505	20,234	1,784	14,000	15,784
Strategic Priority 3: Enabling environment for implementation	4,707	22,810	27,517	3,496	17,105	20,601	1,853	5,000	6,853
Monitoring and Evaluation	900	0	900	900	0	900	830	0	830
Emerging and Cross Cutting Issues	935	0	935	935	0	935	740	0	740
Gender Equality	3,000	0	3,000	2,500	0	2,500	2,000	0	2,000
Category 2 - Programme Management	5,215	0	5,215	5,215	0	5,215	5,215	0	5,215
Corporate Governance	4,200	0	4,200	4,200	0	4,200	4,200	0	4,200
Communications	500	0	500	500	0	500	500	0	500
Category 3 - Staff Costs	18,954	0	18,954	18,954	0	18,954	18,954	0	18,954
Category 4 - Sub Grants	17,050	0	17,050	12,536	0	12,536	8,026	0	8,026
Grand Total	62,871	58,500	121,371	54,640	43,871	98,511	45,886	24,000	69,886

Table A4.2. Scenario 1 Summary

Summary MTOP Budget 2014 - 2018 (USD'000)																		
	2014			2015			2016			2017			2018			Total		
	MDTF	BF	TOTAL	MDTF	BF	TOTAL	MDTF	BF	TOTAL	MDTF	BF	TOTAL	MDTF	BF	TOTAL	MDTF	BF	TOTAL
Category 1 - Strategic Priorities	2,677	10,077	12,754	2,968	12,632	15,600	3,251	14,129	17,380	3,923	10,879	14,802	4,133	10,783	14,916	16,952	58,500	75,452
Strategic Priority 1: Visioning Agricultural Transformation	526	3,120	3,646	602	5,120	5,722	665	1,370	2,035	926	1,370	2,296	986	1,370	2,356	3,705	12,350	16,055
Strategic Priority 2: Integrating Capacities for Change	526	3,540	4,066	602	3,600	4,202	665	8,280	8,945	926	4,380	5,306	986	3,540	4,526	3,705	23,340	27,045
Strategic Priority 3: Enabling environment for implementation	750	3,417	4,167	834	3,912	4,746	951	4,479	5,430	1,051	5,129	6,180	1,121	5,873	6,994	4,707	22,810	27,517
Monitoring and Evaluation	130		130	160		160	180		180	210		210	220		220	900	0	900
Emerging and Cross Cutting Issues	145		145	170		170	190		190	210		210	220		220	935	0	935
Gender Equality	600		600	600		600	600		600	600		600	600		600	3,000	0	3,000
Category 2 - Programme Management	988		988	1,012		1,012	1,042		1,042	1,071		1,071	1,102		1,102	5,215	0	5,215
Corporate Governance	650		650	700		700	1,200		1,200	800		800	850		850	4,200	0	4,200
Communication	100		100	100		100	100		100	100		100	100		100	500	0	500
Category 3 - Staff Costs	3,430		3,430	3,602		3,602	3,782		3,782	3,971		3,971	4,169		4,169	18,954	0	18,954
Category 4 - Sub Grants	1,450		1,450	2,900		2,900	3,900		3,900	3,900		3,900	4,900		4,900	17,050	0	17,050
Grand Total	9,295	10,077	19,372	11,282	12,632	23,914	13,275	14,129	27,404	13,765	10,879	24,644	15,254	10,783	26,037	62,871	58,500	121,371

Table A4.3. Scenario 1 Unit Summary

[illegible]

Table A4.4. Scenario 2 Summary

Summary MTOP Budget 2014 - 2018 (USD'000)																		
	2014			2015			2016			2017			2018			Total		
	MDTF	BF	TOTAL	MDTF	BF	TOTAL	MDTF	BF	TOTAL	MDTF	BF	TOTAL	MDTF	BF	TOTAL	MDTF	BF	TOTAL
Category 1 - Strategic Priorities	2,145	7,557	9,702	2,289	9,474	11,763	2,542	10,596	13,138	3,054	8,158	11,212	3,205	8,086	11,291	13,235	43,871	57,106
Strategic Priority 1: Visioning Agricultural Transformation	430	2,340	2,770	435	3,840	4,275	515	1,027	1,542	620	1,027	1,647	675	1,027	1,702	2,675	9,261	11,936
Strategic Priority 2: Integrating Capacities for Change	380	2,655	3,035	424	2,700	3,124	445	6,210	6,655	730	3,285	4,015	750	2,655	3,405	2,729	17,505	20,234
Strategic Priority 3: Enabling environment for implementation	560	2,562	3,122	600	2,934	3,534	712	3,359	4,071	784	3,846	4,630	840	4,404	5,244	3,496	17,105	20,601
Monitoring and Evaluation	130		130	160		160	180		180	210		210	220		220	900	0	900
Emerging and Cross Cutting Issues	145		145	170		170	190		190	210		210	220		220	935	0	935
Gender Equality	500		500	500		500	500		500	500		500	500		500	2,500	0	2,500
Category 2 - Programme Management	988		988	1,012		1,012	1,042		1,042	1,071		1,071	1,102		1,102	5,215	0	5,215
Corporate Governance	650		650	700		700	1,200		1,200	800		800	850		850	4,200	0	4,200
Communication	100		100	100		100	100		100	100		100	100		100	500	0	500
Category 3 - Staff Costs	3,430		3,430	3,602		3,602	3,782		3,782	3,971		3,971	4,169		4,169	18,954	0	18,954
Category 4 - Sub Grants	1,036		1,036	2,125		2,125	2,875		2,875	2,875		2,875	3,625		3,625	12,536	0	12,536
Grand Total	8,349	7,557	15,906	9,828	9,474	19,302	11,541	10,596	22,137	11,871	8,158	20,029	13,051	8,086	21,137	54,640	43,871	98,511

Table A4.5. Scenario 2 Unit Summary

Scenario 2 Summary 5years Total Budget (by Unit) 2014 - 2018 (USD'000)												
	MDTF											Grand Total
	ECF	M&E	ECCO	Gender	Sub Grant	Prog Mgt	CG	Comm	Staff Cost	Sub-Total	Bilateral Programs	
Executive Directorate						1,381	4,200	500	5,470	11,551		11,551
Strategic Priorities (SP)	8,900	900	935	2,500	12,536	635	0	0	8,914	35,320	43,871	79,191
Deputy Executive Directorate		900	935	2,500		155			3,426	7,916		7,916
Strategic Priority 1: Visioning Agricultural Transformation	2,675				4,178	20			1,741	8,614	9,261	17,875
Strategic Priority 2: Integrating Capacities for Change	2,729				4,178	20			1,741	8,668	17,505	26,173
Strategic Priority 3: Enabling environment for implementation	3,496				4,180	440			2,006	10,122	17,105	27,227
Finance						626			2,442	3,068		3,068
Human Resources & Administration						2,573			2,127	4,700		4,700
Grand Total	8,900	900	935	2,500	12,536	5,215	4,200	500	18,954	54,640	43,871	98,511

Table A4.6. Scenario 3 Summary

Summary MTOP Budget 2014 - 2018 (USD'000)																	
	2014			2015			2016			2017			2018			Total	
	MDTF	BF	TOTAL	MDTF	BF	TOTAL	MDTF	BF	TOTAL	MDTF	BF	TOTAL	MDTF	BF	TOTAL	BF	TOTAL
Category 1 - Strategic Priorities	1,393	4,800	6,193	1,583	4,800	6,383	1,729	4,800	6,529	2,113	4,800	6,913	2,173	4,800	6,973	24,000	32,991
Strategic Priority 1: Visioning Agricultural Transformation	250	1,000	1,250	301	1,000	1,301	333	1,000	1,333	450	1,000	1,450	450	1,000	1,450	5,000	6,764
Strategic Priority 2: Integrating Capacities for Change	250	2,800	3,050	301	2,800	3,101	333	2,800	3,133	450	2,800	3,250	450	2,800	3,250	14,000	15,784
Strategic Priority 3: Enabling environment for implementation	263	1,000	1,263	301	1,000	1,301	333	1,000	1,333	463	1,000	1,463	493	1,000	1,493	5,000	6,853
Monitoring and Evaluation	130		130	160		160	180		180	180		180	180		180	830	830
Emerging and Cross Cutting Issues	100		100	120		120	150		150	170		170	200		200	740	740
Gender Equality	400		400	400		400	400		400	400		400	400		400	2,000	2,000
Category 2 - Programme Management	988		988	1,012		1,012	1,042		1,042	1,071		1,071	1,102		1,102	0	5,215
Corporate Governance	650		650	700		700	1,200		1,200	800		800	850		850	0	4,200
Communications	100		100	100		100	100		100	100		100	100		100	500	500
Category 3 - Staff Costs	3,430		3,430	3,602		3,602	3,782		3,782	3,971		3,971	4,169		4,169	0	18,954
Category 4 - Sub Grants	623		623	1,352		1,352	1,850		1,850	1,850		1,850	2,351		2,351	0	8,026
Grand Total	7,184	4,800	11,984	8,349	4,800	13,149	9,703	4,800	14,503	9,905	4,800	14,705	10,745	4,800	15,545	24,000	69,886

Table A4.7. Scenario 3 Unit Summary

Scenario 3 Summary 5years Total Budget (by Unit) 2014 - 2018 (USD'000)											
	MDTF								Bilateral Programs	Grand Total	
	ECF	M&E	ECCI	Gender	Sub Grant	Prog Mgt	CG	Comm			Staff Cost
Executive Directorate						1,382	4,200	500	5,470	11,552	11,552
Strategic Priorities (SP)	5,421	830	740	2,000	8,026	632	0	0	8,915	26,564	50,564
Deputy Executive Directorate		830	740	2,000		152			3,426	7,148	7,148
Strategic Priority 1: Visioning Agricultural Transformation	1,784				2,672	20			1,741	6,217	11,217
Strategic Priority 2: Integrating Capacities for Change	1,784				2,677	20			1,741	6,222	20,222
Strategic Priority 3: Enabling environment for implementation	1,853				2,677	440			2,007	6,977	11,977
Finance						627			2,442	3,069	3,069
Human Resources & Administration						2,574			2,127	4,701	4,701
Grand Total	5,421	830	740	2,000	8,026	5,215	4,200	500	18,954	45,886	69,886

Table A4.8. Exec Summary

Unit	USD'000
Executive Directorate	11,552
Strategic Priorities (SP)	102,051
Deputy Executive Directorate	8,416
Strategic Priority 1: Visioning Agricultural Transformation	23,500
Strategic Priority 2: Integrating Capacities for Change	34,489
Strategic Priority 3: Enabling environment for implementation	35,646
Finance	3,068
Human Resources & Administration	4,700
Grand Total	121,371

Annex 5. Table of activities segregated by scenario

Please check Numbering

Scenario 3. Activities that will be included with a budget of only 60 per cent of requirement (estimate USD70 M)	Scenario 2. Activities that will be included with a budget of only 80 per cent of requirement (estimate USD98 M)	Scenario 1. Activities that will be included only if the budget is 100 per cent of requirement (estimate USD120 M)	Activity score	Minus sign indicates priority may be reduced in case of insufficient budget
SP1: Determining outcomes – with foresight, strategic analysis and partnerships				
<i>Result 1.1: High-level stakeholder ownership of gender-disaggregated evidence-based information and policy recommendations derived from strategic analysis and foresight studies</i>				
Developing and piloting the use of new gender-sensitive integrated planning tools for assessing risks and opportunities for agricultural transformation	Developing and piloting the use of new gender-sensitive integrated planning tools for assessing risks and opportunities for agricultural transformation	Developing and piloting the use of new gender-sensitive integrated planning tools for assessing risks and opportunities for agricultural transformation	1	0
Establishing African Chapter of the GFAR Global Foresight Academy ; supporting study teams at the continental and SRO level; and providing the teams of the African Chapter of the GFAR Global Foresight Academy with administrative support, quality assurance, M&E and communication services	Establishing African Chapter of the GFAR Global Foresight Academy ; supporting study teams at the continental and SRO level; and providing the teams of the African Chapter of the GFAR Global Foresight Academy with administrative support, quality assurance, M&E and communication services	Establishing African Chapter of the GFAR Global Foresight Academy ; supporting study teams at the continental and SRO level; and providing the teams of the African Chapter of the GFAR Global Foresight Academy with administrative support, quality assurance, M&E and communication services	1	0
Facilitating gender-sensitive foresight platforms (in the private sector including farmers; government and knowledge institutions) for developing alternative scenarios at sub-regional and continental levels	Facilitating gender-sensitive foresight platforms (in the private sector including farmers; government and knowledge institutions) for developing alternative scenarios at sub-regional and continental levels	Facilitating gender-sensitive foresight platforms (in the private sector including farmers; government and knowledge institutions) for developing alternative scenarios at sub-regional and continental levels	1	0
Convening continental think tanks to analyse gender-sensitive policy options for longer-term agricultural transformation	Convening continental think tanks to analyse gender-sensitive policy options for longer-term agricultural transformation	Convening continental think tanks to analyse gender-sensitive policy options for longer-term agricultural transformation	1	
			2	-

Scenario 3. Activities that will be included with a budget of only 60 per cent of requirement (estimate USD70 M)	Scenario 2. Activities that will be included with a budget of only 80 per cent of requirement (estimate USD98 M)	Scenario 1. Activities that will be included only if the budget is 100 per cent of requirement (estimate USD120 M)	Activity score	Minus sign indicates priority may be reduced in case of insufficient budget
	Facilitating assessment of the diverse national and international indicators used to assess different development scenarios through different lenses, learning from the outcomes of the different approaches and perspectives used Under Scenario 2, there would be proactive engagement with the private sector and assessment of national indicators for scenario assessments	Facilitating assessment of the diverse national and international indicators used to assess different development scenarios through different lenses, learning from the outcomes of the different approaches and perspectives used Proactive engagement with the private sector and assessment of national indicators for scenario assessments	2	-
		Developing and piloting the use of new integrated tools for assessing risks and opportunities	3	0
		Facilitating, triggering and catalysing the use of innovative models and systems-thinking applications to guide investment by countries and development partners	3	0
		Seeking collaboration and partnerships to build customised planning tools for gaining insights into the dynamics of complex systems and stubborn, widespread challenges	3	0
		Under Scenario 1, foresight studies, engagement with the private sector and the assessment of national indicators would be bolstered by innovative models and systems thinking and collaboration in building customised planning tools		

Scenario 3. Activities that will be included with a budget of only 60 per cent of requirement (estimate USD70 M)	Scenario 2. Activities that will be included with a budget of only 80 per cent of requirement (estimate USD98 M)	Scenario 1. Activities that will be included only if the budget is 100 per cent of requirement (estimate USD120 M)	Activity score	Minus sign indicates priority may be reduced in case of insufficient budget
Result 1.2: Functional partnerships and platforms among African stakeholders (intra-continental) and between them and northern and southern partners (Africa–South, Africa–North and Africa–South–North) for agricultural research and innovation				
Identifying and disseminating gender-sensitive innovations (institutional, policy, market, technological) and best practices for catalysing learning among agricultural innovation actors		Proactive engagement with the private sector and assessment of national indicators for scenario assessments	1	–
Establishing and maintaining a portal and facilitating gender-sensitive communication platforms and multi-stakeholder exchanges for sharing lessons and experiences	Advocating for the adoption of Innovation Systems Approaches-specifically IAR4D and Innovation Platforms- relative to conventional approaches in various African contexts	Advocating for the adoption of Innovation Systems Approaches-specifically IAR4D and Innovation Platforms- relative to conventional approaches in various African contexts	1	0
Under Scenario 3, activities contributing to this result would be limited to identifying and disseminating institutional policy and market innovations and maintaining a portal for sharing lessons	Establishing and maintaining a portal and facilitating gender-sensitive communication platforms and multi-stakeholder exchanges for sharing lessons and experiences	Establishing and maintaining a portal and facilitating gender-sensitive communication platforms and multi-stakeholder exchanges for sharing lessons and experiences	2	0
	Mobilizing wide stakeholder buy-in from African partners for an Africa-led Science (and Innovation) agenda for transforming agriculture	Mobilizing wide stakeholder buy-in from African partners for an Africa-led Science (and Innovation) agenda for transforming agriculture	2	0
	Synthesising and disseminating best practices for enhancing the exchange of information and knowledge and for catalysing learning through agricultural innovation platforms	Synthesising and disseminating best practices for enhancing the exchange of information and knowledge and for catalysing learning through agricultural innovation platforms	2	–
	Under Scenarios 2 and 1, the activities would include the synthesis of best practices for enhancing exchange			

Scenario 3. Activities that will be included with a budget of only 60 per cent of requirement (estimate USD70 M)	Scenario 2. Activities that will be included with a budget of only 80 per cent of requirement (estimate USD98 M)	Scenario 1. Activities that will be included only if the budget is 100 per cent of requirement (estimate USD120 M)	Activity score	Minus sign indicates priority may be reduced in case of insufficient budget
Result 1.3: Wide and high-level stakeholder ownership and commitment to a common African science and innovation agenda				
Systematising joint priority setting for determining advances and investments in science and technology	Systematising joint priority setting for determining advances and investments in science and technology	Systematising joint priority setting for determining advances and investments in science and technology	1	0
Formulating an African-owned and Africa-led agricultural science agenda for Africa to serve as an organising framework for Africa's agricultural science and technology programmes (research, extension and education) with those of the CGIAR and other partners	Formulating an African-owned and Africa-led agricultural science agenda for Africa to serve as an organising framework for Africa's agricultural science and technology programmes (research, extension and education) with those of the CGIAR and other partners	Formulating an African-owned and Africa-led agricultural science agenda for Africa to serve as an organising framework for Africa's agricultural science and technology programmes (research, extension and education) with those of the CGIAR and other partners	1	0
Facilitating the Steering Committee of the Dublin Process to actively pursue options for shared funding and support for the key outcomes of the Dublin Process for short-, medium- and long-term activities in Africa	Facilitating the Steering Committee of the Dublin Process to actively pursue options for shared funding and support for the key outcomes of the Dublin Process for short-, medium- and long-term activities in Africa	Facilitating the Steering Committee of the Dublin Process to actively pursue options for shared funding and support for the key outcomes of the Dublin Process for short-, medium- and long-term activities in Africa	1	0
Designing, developing and implementing actions to deliver on the G8 call for a Technology Innovation Platform	Designing, developing and implementing actions to deliver on the G8 call for a Technology Innovation Platform	Designing, developing and implementing actions to deliver on the G8 call for a Technology Innovation Platform	1	–
Under Scenarios 2 and 3, activities under this result will be limited to systemising joint priority setting and programming between the CGIAR and CAADP and developing action on the G8 call for a Technology Innovation Platform	Under Scenarios 2 and 3, activities under this result will be limited to systemising joint priority setting and programming between the CGIAR and CAADP and developing action on the G8 call for a Technology Innovation Platform	Facilitating the alignment of the CGIAR and other IARCs in implementing the commitments and priorities elaborated in the CAADP AFSIPs	2	0
		Developing mapping tools and other analytical resources to facilitate programmatic alignment between CAADP and CGIAR research programmes at every level across Africa	2	–

Scenario 3. Activities that will be included with a budget of only 60 per cent of requirement (estimate USD70 M)	Scenario 2. Activities that will be included with a budget of only 80 per cent of requirement (estimate USD98 M)	Scenario 1. Activities that will be included only if the budget is 100 per cent of requirement (estimate USD120 M)	Activity score	Minus sign indicates priority may be reduced in case of insufficient budget
Identifying where advances in science and technology in African agriculture are needed and can feasibly be used	Under Scenarios 2 and 1, there would be activities in respect of facilitating CAADP and CGIAR agencies working together and developing mapping tools and other analytical resources	Identifying where advances in science and technology in African agriculture are needed and can feasibly be used	1	-
Under Scenario 3, the commitment would be to a common African science agenda for agriculture with activities to ensure that the agenda is African-owned, identifying where advances in science are needed and facilitating the Dublin Process				
	Identifying investments (e.g., scientific infrastructure, human capital, institutional capacity) that will be needed to make scientific advances possible	Identifying investments (e.g., scientific infrastructure, human capital, institutional capacity) that will be needed to make scientific advances possible	2	-
	Under Scenarios 2 and 1, the activities would include identifying the most promising investments in making scientific advances			
SP2: Integrating capacities for change – by connecting and learning				
<i>Result 2.1: Interactions and partnerships among farmer, research, education, extension and agribusiness organizations facilitated</i>				
2.1.1. Supporting and promoting commercialisation of agribusiness innovations	2.1.1. Supporting and promoting commercialisation of agribusiness innovations	2.1.1. Supporting and promoting commercialisation of agribusiness innovations	1	0
2.1.2. Facilitating tertiary educational institutions to produce agribusiness graduates with the potential to become efficient entrepreneurs through linkages, attachment of students and so on	2.1.2. Facilitating tertiary educational institutions to produce agribusiness graduates with the potential to become efficient entrepreneurs through linkages, attachment of students and so on	2.1.2. Facilitating tertiary educational institutions to produce agribusiness graduates with the potential to become efficient entrepreneurs through linkages, attachment of students and so on	1	0

Scenario 3. Activities that will be included with a budget of only 60 per cent of requirement (estimate USD70 M)	Scenario 2. Activities that will be included with a budget of only 80 per cent of requirement (estimate USD98 M)	Scenario 1. Activities that will be included only if the budget is 100 per cent of requirement (estimate USD120 M)	Activity score	Minus sign indicates priority may be reduced in case of insufficient budget
2.1.3. Sharing and scaling up innovative outputs, experiences and practices	2.1.3. Sharing and scaling up innovative outputs, experiences and practices	2.1.3. Sharing and scaling up innovative outputs, experiences and practices	1	0
2.1.4. Ensuring that AFAAS remains involved with other regional research, education and farmer organizations so that its programmes will be integrated as part of the whole agricultural innovation system	2.1.4. Ensuring that AFAAS remains involved with other regional research, education and farmer organizations so that its programmes will be integrated as part of the whole agricultural innovation system	2.1.4. Ensuring that AFAAS remains involved with other regional research, education and farmer organizations so that its programmes will be integrated as part of the whole agricultural innovation system	2	0
2.1.5. Catalysing new partnerships and connecting with private sector for 'agripreneurship' and business	2.1.5. Catalysing new partnerships and connecting with private sector for 'agripreneurship' and business	2.1.5. Catalysing new partnerships and connecting with private sector for 'agripreneurship' and business	2	0
All five activities under this result will be carried out under all 3 Scenarios. The first 3 activities are linked inseparably to achieving successful interactions among farmers, research and agribusiness. The last two activities constitutes the critical essence for this SP on integrating capacities to strengthen the knowledge system				
Result 2.2: Adopted mechanisms for articulating demand and strengthening capacity to respond to demand				
Establishing a knowledge bank of expertise and capacity both within and outside Africa for African organizations to draw upon	Establishing a knowledge bank of expertise and capacity both within and outside Africa for African organizations to draw upon	2.2.1. Establishing a knowledge bank of expertise and capacity both within and outside Africa for African organizations to draw upon	1	0
Developing a regional mechanism for information exchange and the sharing of teaching and learning experiences using FARA's existing information systems, such as RAILS	Developing a regional mechanism for information exchange and the sharing of teaching and learning experiences using FARA's existing information systems, such as RAILS	2.2.2. Developing a regional mechanism for information exchange and the sharing of teaching and learning experiences using FARA's existing information systems, such as RAILS	1	0
		2.2.3. Strengthening capacity to enable optimal use of ICT as a teaching and training aid and establishing and facilitating the e-Capacities platform and knowledge centre	2	-

Scenario 3. Activities that will be included with a budget of only 60 per cent of requirement (estimate USD70 M)	Scenario 2. Activities that will be included with a budget of only 80 per cent of requirement (estimate USD98 M)	Scenario 1. Activities that will be included only if the budget is 100 per cent of requirement (estimate USD120 M)	Activity score	Minus sign indicates priority may be reduced in case of insufficient budget
		2.2.4. Matching and forecasting supply and demand in agricultural innovation research and capacities	2	-
Under Scenarios 3 and 2, the activities under this result would be limited to establishing a knowledge bank of expertise and a regional mechanism for information exchange				
<i>Result 2.3: Communities of Practice addressing identified capacity deficits (in the design and implementation of R&D programmes) in a gender-sensitive manner</i>				
Mobilising and matching capacities of all players in R&D (eg, CGIAR and other IARCs) to support countries in their CAADP processes		2.3.1. Identifying, compiling and analysing ongoing and planned research and capacity-strengthening initiatives	1	0
Identifying, compiling and analysing ongoing and planned research and capacity-strengthening initiatives		2.3.2. Facilitating interactions between stronger and weaker institutions through twinning, internships, industrial attachments, mentoring, etc. and improving teaching curricula to improve the quality of education	1	0
Under Scenario 3, Identifying, compiling and analysing ongoing and planned research and capacity-strengthening initiatives will be limited to matching supply and demand for capacities and analyses of ongoing research and capacity strengthening		2.3.3. Identifying and promoting suitable teaching, learning and knowledge-sharing approaches that are user-friendly and gender-sensitive in rural communities	2	-
		2.3.4. Supporting capacity strengthening for countries, RECs and SROs in the design and implementation of CAADP compacts and investment plans	2	0
		2.3.5. Mobilising and matching capacities of all players in R&D (eg, CGIAR and other IARCs) to support countries in their CAADP processes	3	0

Scenario 3. Activities that will be included with a budget of only 60 per cent of requirement (estimate USD70 M)	Scenario 2. Activities that will be included with a budget of only 80 per cent of requirement (estimate USD98 M)	Scenario 1. Activities that will be included only if the budget is 100 per cent of requirement (estimate USD120 M)	Activity score	Minus sign indicates priority may be reduced in case of insufficient budget
		Under Scenario 1, there would be complementary activity in catalysing development, testing and adoption of new approaches for human and institutional capacity strengthening		
<i>Result 2.4: Strengthened human, organisation and institutional capacities for gender sensitive agricultural innovation</i>				
2.4.1. Conducting strategic analyses to generate evidence to support increased investments in capacity strengthening	Developing, validating and popularising methodologies for monitoring institutional change	2.4.1. Conducting strategic analyses to generate evidence to support increased investments in capacity strengthening		
2.4.2. Conducting holistic institutional analyses, reviews and monitoring of NARS to help them become more competitive and market-driven and encourage gender equity	Establishing learning platforms at national, sub-regional and continental levels	2.4.2. Conducting holistic institutional analyses, reviews and monitoring of NARS to help them become more competitive and market-driven and encourage gender equity	2	-
Under Scenario 3, activities 3-6 of this result will not be achieved	Promoting lessons and best practices on learning for institutional change	2.4.3. Reviewing current approaches for strengthening capacities of end users for introduction and uptake of new technologies	2	-
	Conducting holistic institutional analyses, reviews and monitoring of NARS institutions to help them become more competitive and market-driven and to encourage gender equity	2.4.4. Developing, validating and popularising methodologies for monitoring institutional change	2	0
	Reviewing current approaches to the introduction and dissemination of technology to end-users such as farmers; it is necessary to take a value-chain approach so that weaknesses along the chain do not hinder uptake	2.4.5. Establishing learning platforms at national, sub-regional and continental levels to promote lessons and best practices for institutional change	2	-

Scenario 3. Activities that will be included with a budget of only 60 per cent of requirement (estimate USD70 M)	Scenario 2. Activities that will be included with a budget of only 80 per cent of requirement (estimate USD98 M)	Scenario 1. Activities that will be included only if the budget is 100 per cent of requirement (estimate USD120 M)	Activity score	Minus sign indicates priority may be reduced in case of insufficient budget
	Under Scenario 2, FARA will continue to support capacity strengthening, building on successes with SCARDA in holistic institutional strengthening and DONATA and other experiences to disseminate the best practices for promoting uptake of technologies by end-users	2.4.6. Catalysing development, testing and scaling up of new approaches for human and institutional capacity strengthening	2	-
	Under Scenarios 2 and 1, the methodologies for monitoring institutional change would be developed and learning platforms would be established at national and sub-regional levels to promote best practices on learning for institutional change. FARA will continue providing continental-level support for the building of capacity and reforming agricultural research and development organizations			
SP 3: Enabling environment for implementation – by advocating and communicating				
Complementary time-bound initiatives				
<i>RAILS and its online learning platform eRAILS</i> take advantage of ICT infrastructural improvements to improve the utility of web-based information and use of traditional communications tools			1	0
DONATA captures relevant lessons and develops effective trans-boundary partnerships and investments for the dissemination of high-potential technologies			1	0
Under Scenario 3, there would be two activities relating to continuing successful aspects of RAILS and DONATA				

Scenario 3. Activities that will be included with a budget of only 60 per cent of requirement (estimate USD70 M)	Scenario 2. Activities that will be included with a budget of only 80 per cent of requirement (estimate USD98 M)	Scenario 1. Activities that will be included only if the budget is 100 per cent of requirement (estimate USD120 M)	Activity score	Minus sign indicates priority may be reduced in case of insufficient budget
The AFAPP was set up to catalyse African economic policy research institutions to deliver evidence-based policy support to CAADP.	The AFAPP was set up to catalyse African economic policy research institutions to deliver evidence-based policy support to CAADP.	The AFAPP was set up to catalyse African economic policy research institutions to deliver evidence-based policy support to CAADP.	1	-
AFAPP-related activities will be implemented under scenarios 3, 2 and 1				
	The <i>Young Professionals' Platform for Agricultural Research and Development (YPARD)</i> targets mainstreaming policy and market analysis (agro-enterprise) issues in the curricula of agricultural schools in Africa	The <i>Young Professionals' Platform for Agricultural Research and Development (YPARD)</i> targets mainstreaming policy and market analysis (agro-enterprise) issues in the curricula of agricultural schools in Africa	2	0
	Support to the AFAAS, which has the mandate (devolved to it by FARA) to implement the agricultural advisory service aspects of the CAADP	Support to the AFAAS, which has the mandate (devolved to it by FARA) to implement the agricultural advisory service aspects of the CAADP	2	-
Under Scenario 3, AFAPP will provide the vehicle for effective engagement with policy research institutions and policy makers in order to strengthen their capacities.	Under Scenario 2, FARA will provide support for YPARD and AFAAS			
		The <i>African Biotechnology and Biosafety Policy Platform (ABBPP)</i> was established by the FARA General Assembly to facilitate the safe use of modern biotechnology	3	0
		<i>AfricaAdapt</i> is an independent bilingual network (French/English) focused exclusively on Africa with the aim of facilitating the flow of climate change adaptation knowledge	3	0
		Under Scenario 1, support will be extended to ABBPP and AfricaAdapt		

Scenario 3. Activities that will be included with a budget of only 60 per cent of requirement (estimate USD70 M)	Scenario 2. Activities that will be included with a budget of only 80 per cent of requirement (estimate USD98 M)	Scenario 1. Activities that will be included only if the budget is 100 per cent of requirement (estimate USD120 M)	Activity score	Minus sign indicates priority may be reduced in case of insufficient budget
Results and activities				
Result 3.1: Evidence-based policy formulation, decision-making and investment				
Establishing and facilitating the use of continental platforms, such as eRAILS and AFAPP, for communicating advocacy messages to policy makers at all levels	Establishing and facilitating the use of continental platforms, such as eRAILS and AFAPP, for communicating advocacy messages to policy makers at all levels	Establishing and facilitating the use of continental platforms, such as eRAILS and AFAPP, for communicating advocacy messages to policy makers at all levels	1	0
Disseminating policy research outcomes widely through various channels, including ministerial and parliamentary conferences, workshops and publications	Disseminating policy research outcomes widely through various channels, including ministerial and parliamentary conferences, workshops and publications	Disseminating policy research outcomes widely through various channels, including ministerial and parliamentary conferences, workshops and publications	1	0
Under Scenario 3, evidence of investment in agricultural innovation would be devoted to developing continental platforms for advocacy and disseminating policy research outcomes				
Under Scenario 3, evidence of investment in agricultural innovation would be devoted to developing continental platforms for advocacy and disseminating policy research outcomes	Under Scenario 3, evidence of investment in agricultural innovation would be devoted to developing continental platforms for advocacy and disseminating policy research outcomes			
	Under Scenario 3, evidence of investment in agricultural innovation would be devoted to developing continental platforms for advocacy and disseminating policy research outcomes	Under Scenario 3, evidence of investment in agricultural innovation would be devoted to developing continental platforms for advocacy and disseminating policy research outcomes	2	–
	Under Scenario 3, evidence of investment in agricultural innovation would be devoted to developing continental platforms for advocacy and disseminating policy research outcomes	Under Scenario 3, evidence of investment in agricultural innovation would be devoted to developing continental platforms for advocacy and disseminating policy research outcomes		
	Under Scenario 3, evidence of investment in agricultural innovation would be devoted to developing continental platforms for advocacy and disseminating policy research outcomes	Under Scenario 3, evidence of investment in agricultural innovation would be devoted to developing continental platforms for advocacy and disseminating policy research outcomes	3	0
Result 3.2: FAAP principles and guidelines embedded in all aspects of CAADP planning and implementation				
Facilitating the integration of FAAP principles and guidelines into national and sub-regional CAADP Compacts	Facilitating the integration of FAAP principles and guidelines into national and sub-regional CAADP Compacts	Facilitating the integration of FAAP principles and guidelines into national and sub-regional CAADP Compacts	1	0

Scenario 3. Activities that will be included with a budget of only 60 per cent of requirement (estimate USD70 M)	Scenario 2. Activities that will be included with a budget of only 80 per cent of requirement (estimate USD98 M)	Scenario 1. Activities that will be included only if the budget is 100 per cent of requirement (estimate USD120 M)	Activity score	Minus sign indicates priority may be reduced in case of insufficient budget
Monitoring and evaluating the extent of countries' and RECs' adherence to FAAP principles and guidelines in the development of APPs	Monitoring and evaluating the extent of countries' and RECs' adherence to FAAP principles and guidelines in the development of APPs	Monitoring and evaluating the extent of countries' and RECs' adherence to FAAP principles and guidelines in the development of APPs	1	0
Coordinating the activities of the CAADP national TGEs and providing technical backstopping to the review of AFSIPs and CAADP processes	Coordinating the activities of the CAADP national TGEs and providing technical backstopping to the review of AFSIPs and CAADP processes	Coordinating the activities of the CAADP national TGEs and providing technical backstopping to the review of AFSIPs and CAADP processes	1	–
All three activities under this result would be carried out even under Scenario 3, because facilitating the integration of FAAP principles, monitoring adherence to its principles and coordinating the activities of the CAADP TGEs are given highest priority				
<i>Result 3.3: Critical mass of policy makers and advocacy agents avoiding duplication and filling critical gaps at the continental level</i>				
Under Scenario 3, there would be no activity under this result				
	Identifying and validating the needs and constraints associated with the implementation of effective intra-continental and inter-regional innovation platforms	Identifying and validating the needs and constraints associated with the implementation of effective intra-continental and inter-regional innovation platforms	2	0
	Identifying, publishing and disseminating best practices, including the institutional changes necessary for enhancing agricultural innovation in Africa	Identifying, publishing and disseminating best practices, including the institutional changes necessary for enhancing agricultural innovation in Africa	2	0
	Advocating for the adoption of innovation-systems approaches – specifically for IAR4D – relative to conventional approaches in various African contexts	Advocating for the adoption of innovation-systems approaches – specifically for IAR4D – relative to conventional approaches in various African contexts	2	–
	Under Scenarios 2 and 1, FARA would contribute to identifying constraints in implementing intra-continental and inter-regional innovation platforms, disseminating best practices for enhancing agricultural innovation and advocating in particular for IAR4D			

Scenario 3. Activities that will be included with a budget of only 60 per cent of requirement (estimate USD70 M)	Scenario 2. Activities that will be included with a budget of only 80 per cent of requirement (estimate USD98 M)	Scenario 1. Activities that will be included only if the budget is 100 per cent of requirement (estimate USD120 M)	Activity score	Minus sign indicates priority may be reduced in case of insufficient budget
		Spearheading the development and mobilisation of resources for new pan-African agricultural research-for-development initiatives that will emerge in response to demand expressed by FARA's constituents	3	0
		Under Scenario 1, the activities would be supplemented by the development and mobilisation of resources for new pan-African ARD initiatives		
Result 3.4: Information and knowledge for learning exchange in agricultural knowledge systems available and used				
Facilitating and managing the continental knowledge-exchange platform (RAILS and FARA portal)	Facilitating and managing the continental knowledge-exchange platform (RAILS and FARA portal)	Facilitating and managing the continental knowledge-exchange platform (RAILS and FARA portal)	1	0
Facilitating Africa-wide learning and innovation platforms (e.g. DONATA)	Facilitating Africa-wide learning and innovation platforms (e.g. DONATA)	Facilitating Africa-wide learning and innovation platforms (e.g. DONATA)	1	0
Under Scenario 3, the activities under this result would be limited to managing RAILS and facilitating innovation platforms under DONATA				
	Building capacity for information and knowledge management	Facilitating and managing the continental knowledge-exchange platform (RAILS and FARA portal)	2	0
	Facilitating linkages between knowledge-exchange platforms based on emerging issues	Facilitating Africa-wide learning and innovation platforms (e.g. DONATA)	2	–
	'Opening access' to knowledge resources for African agricultural research, extension, education, farming communities and trade	'Opening access' to knowledge resources for African agricultural research, extension, education, farming communities and trade	2	0
	Additional funding under Scenarios 2 and 1 would allow capacity building in information and knowledge management, facilitating linkages for knowledge exchange and provision of open-access resources for research, extension, education and farming communities			

Scenario 3. Activities that will be included with a budget of only 60 per cent of requirement (estimate USD70 M)	Scenario 2. Activities that will be included with a budget of only 80 per cent of requirement (estimate USD98 M)	Scenario 1. Activities that will be included only if the budget is 100 per cent of requirement (estimate USD120 M)	Activity score	Minus sign indicates priority may be reduced in case of insufficient budget
		Identifying and recommending systems and tools to capture, package and disseminate agricultural knowledge and innovation	3	0
		Developing guidelines for knowledge management in agricultural research for development	3	0
		Under Scenario 1, the activity set would be complete with the inclusion of activities to identify systems and tools to capture, package and disseminate agricultural knowledge and develop guidelines and documentation of knowledge management strategies for ARD		
<i>Results 3.5: Effective communication strategies and systems, including ICT, for disseminating and building constituencies for policy changes</i>				
Facilitating the use of ICTs in organising information and knowledge among the agricultural knowledge systems for scaling technologies, facilitating trade and building constituency	Facilitating the use of ICTs in organising information and knowledge among the agricultural knowledge systems for scaling technologies, facilitating trade and building constituency	Facilitating the use of ICTs in organising information and knowledge among the agricultural knowledge systems for scaling technologies, facilitating trade and building constituency	1	0
Establishing M&E systems for inter-linked and complementary communication strategies and systems for agricultural development in Africa	Establishing M&E systems for inter-linked and complementary communication strategies and systems for agricultural development in Africa	Establishing M&E systems for inter-linked and complementary communication strategies and systems for agricultural development in Africa	1	0
Under Scenario 3, activities for this result would be focused on use of ICTs in organising information and knowledge and establishing an M&E system for inter-linked communication strategies				
	Systematically and dynamically assessing the demands for communication among agricultural knowledge systems for Africa's agriculture	Systematically and dynamically assessing the demands for communication among agricultural knowledge systems for Africa's agriculture	2	0
	Under Scenarios 2 and 1, the activities would include dynamic assessments of the demands for communication			

Acronyms and abbreviations

AAG-JCD	Africa Agriculture Joint Capacity Development
ABBPP	African Biotechnology and Biosafety Policy Platform
ABIA	Agricultural Biodiversity Initiative for Africa
AFAAS	African Forum for Agricultural Advisory Services
AFAPP	African Food and Agricultural Policy Platform
AFSIP	Agriculture and Food Security Investment Plan (CAADP)
AGRHYMET	Centre Regional de Formation et d'Application en Agrométéorologie et Hydrologie Opérationnelle
AIDS	acquired immune deficiency syndrome
AIS	agricultural innovation system
ALive	Partnership for Livestock Development, Poverty Alleviation and Sustainable Growth
ANAFE	African Network for Agriculture, Agro-forestry and Natural Resources Education
APP	Agricultural Productivity Project
ARD	agricultural research and/for development
ARI	advanced research institute
AU	African Union
BF	bilateral funding
CAADP	Comprehensive Africa Agriculture Development Programme
CAMA	Corporate Alliance on Malaria in Africa
CARD	Coalition for African Rice Development
CCARDESA	Centre for Coordination of Agricultural Research and Development for Southern Africa
CDM	Clean Development Mechanism
CIARD	Coherence in Information for Agricultural Research for Development (movement for)
CIFAP	Center for International Food and Agricultural Policy (University of Minnesota)

ECCI: SPELL OUT

ECCO: SPELL OUT (BOTH APPEAR IN BUDGET TABLES)

CILSS	Permanent Interstate Committee for Drought Control in the Sahel (Comité Inter-Etats pour la Lutte contre la Sécheresse au Sahel)
CIRDES	Centre international de recherche-développement sur l'élevage en zone subhumide (Burkina Faso)
CRP	CGIAR Research Programme
CSO	civil society organization
DONATA	Dissemination of New Agricultural Technologies in Africa
ECCI	
ECCO	
ECDPM	European Centre for Development Policy Management
ECF	essential continuing function
EPRC	Economic Policy Research Center
eRAILS	online learning platform of RAILS
EU	European Union
FAAP	Framework for African Agricultural Productivity
FANRPAN	Food, Agriculture and Natural Resource Policy Analysis Network
FAO	Food and Agriculture Organization of the United Nations
FARA	Forum for Agricultural Research in Africa
G8	Group of Eight (leading industrial nations)
G20	Group of Twenty Finance Ministers and Central Bank Governors
GCARD	Global Conference on Agricultural Research for Development
GDP	gross domestic product
GFAR	Global Forum on Agricultural Research
HSG	Heads of States and Governments
HIV	Human immunodeficiency virus
IAPSC	Inter-African Phyto-Sanitary Council (AU)
IAR4D	integrated agricultural research for development
IARC	international agricultural research centre
IBAR	Inter-African Bureau for Animal Resources (AU)
ICIPE	International Centre for Insect Physiology and Ecology
ICT	information and communications technology
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
IP	innovation platform
ITC	International Trypanotolerance Centre (The Gambia)
JICA	Japan International Cooperation Agency
KIS	knowledge, information and skills

KPI	Key Performance Indicators
M&E	monitoring and evaluation
MDG	Millennium Development Goal
MDTF	Multi-Donor Trust Fund
MoU	Memorandum of Understanding
MTOP	Medium Term Operational Plan
NAFSIP	National Agricultural and Food Security Investment Plan
NARI	national agricultural research institute
NARS	national agricultural research systems
NASRO	North Africa Sub-Regional Organization
NEPAD	New Partnership for Africa's Development
NGO	non-governmental organization
NPCA	NEPAD Planning and Coordinating Agency
NSF	Networking Support Function
PAAP	Policy Analysis and Advocacy Programme
PAEPARD	Platform for African–European Partnership on Agricultural Research for Development
PAFFO	Pan-African Federation of Farmers' Organizations
PanAAC	Pan-African Agribusiness and Agro-Industry Consortium
PANGOC	Pan Africa Non-Governmental Organization Consortium
PMF	Performance/Results Monitoring Framework
PMP	Performance Monitoring Plan
R&D	research and development
RAILS	Regional Agricultural Information and Learning System
RCoE	
REC	regional economic community
ReSAKSS	Regional Strategic Analysis and Knowledge Support System
RUFORUM	Regional Universities Forum for Capacity Building in Agriculture
SAFGRAD	Technical Office for the Promotion of Agricultural Research for Development in Semi-arid Areas (AU)
SCARDA	Strengthening Capacity for Agricultural Research and Development in Africa
SMC	Secretariat Management Committee
SME	small and medium-sized enterprise
SP	Strategic Priority
SRO	sub-regional research organization
SSA CP	Sub-Saharan Africa Challenge Programme
SSA NGOC	Sub-Saharan Africa NGO Consortium
TBA	time-bound activity

TEAM-Africa	Tertiary Education for Agriculture Mechanism
TGE	Technical Group of Experts
UN	United Nations
UNDP	United Nations Development Programme
UN-IDEP	United Nations African Institute for Economic Development and Planning
UNECA	United Nations Economic Commission for Africa
UniBRAIN	Universities, Business and Research in Agricultural Innovation
YPARD	Young Professionals' Platform for Agricultural Research and Development

About FARA

FARA is the Forum for Agricultural Research in Africa, the apex organization bringing together and forming coalitions of major stakeholders in agricultural research and development in Africa.

FARA is the technical arm of the African Union Commission (AUC) on rural economy and agricultural development and the lead agency of the AU's New Partnership for Africa's Development (NEPAD) to implement the fourth pillar of the Comprehensive African Agricultural Development Programme (CAADP), involving agricultural research, technology dissemination and uptake.

FARA's vision: reduced poverty in Africa as a result of sustainable broad-based agricultural growth and improved livelihoods, particularly of smallholder and pastoral enterprises.

FARA's mission: creation of broad-based improvements in agricultural productivity, competitiveness and markets by supporting Africa's sub-regional organizations (SROs) in strengthening capacity for agricultural innovation.

FARA's Value Proposition: to provide a strategic platform to foster continental and global networking that reinforces the capacities of Africa's national agricultural research systems and sub-regional organizations.

FARA will make this contribution by achieving its *Specific Objective* of sustainable improvements to broad-based agricultural productivity, competitiveness and markets.

Key to this is the delivery of five *Results*, which respond to the priorities expressed by FARA's clients. These are:

1. Establishment of appropriate institutional and organizational arrangements for regional agricultural research and development.
2. Broad-based stakeholders provided access to the knowledge and technology necessary for innovation.
3. Development of strategic decision-making options for policy, institutions and markets.
4. Development of human and institutional capacity for innovation.
5. Support provided for platforms for agricultural innovation.

FARA will deliver these results by supporting the SROs through these Networking Support Functions (NSFs):

NSF1/3. Advocacy and policy

NSF2. Access to knowledge and technologies

NSF4. Capacity strengthening

NSF5. Partnerships and strategic alliances

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