



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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EXECUTIVE SUMMARY

FARA's new strategy is rooted in the requirements of Africa's agricultural transformation agenda. It takes advantage of experiences and lessons learned in strengthening the building blocks of the agricultural innovations system, namely: research, extension, education, farmer organizations, civil society, agribusiness and policy – in a changing context.

The food price crisis of 2007–08 instigated several global initiatives that provide opportunities for Africa to strengthen Agricultural Research for Development (AR4D) partnerships with the rest of the world. The Consultative Group on International Agricultural Research (CGIAR) has undergone a major reform process, leading to the 15 CGIAR Centers agreeing to act collectively to implement a common research strategy that is demand driven. FARA is committed to working with the CGIAR to help ensure that CGIAR research programmes are aligned with the Comprehensive Africa Agriculture Development Programme (CAADP). FARA is also contributing to the development of the Science Agenda for Agriculture in Africa (S3A) in ways that will complement and add value to African national and continental agricultural research programmes.

Africa's AR4D context is changing. There is increased global interest in public- and private-sector investment in agricultural research and development. This interest provides an expanded space for FARA to serve as the voice for African agriculture, and to engage in, and connect with global initiatives. Among the most important developments is the recognition that change is driven by markets. FARA recognises that the greatest market opportunity for African countries lies in expanding intra-continental trade.

Stakeholder appreciation of the contribution of the private sector to agricultural development, and to the subsequent benefits to people's livelihoods, has grown significantly over the past five years. At its Camp David Summit in May 2012, the G8 announced the formation of the New Alliance for Food Security and Nutrition. FARA has been designated – along with the CGIAR – as a co-leading institution for the Alliance work-stream on technology innovation platforms. This means that there is a need for FARA to deepen its efforts to engage the private sector in research, extension and education.

It is widely accepted that Africa's poor agricultural performance is traceable to inappropriate policies and weak planning processes. There is therefore a need to strengthen Africa's capacity to determine the kind of agriculture it wants as well as how this might be achieved. Already, FARA has championed the establishment of the African chapter of the Global Foresight Academy under the Global Forum on Agricultural Research (GFAR). However, there is a further need to

catalyse the actions necessary to develop the capacity for Africa to conduct its own foresight and associated strategic analyses. This will put the continent in a position to participate in the Post-2015 Development Agenda that will follow on from the Millennium Development Goals (MDGs), in the context of the UN Secretary-General's Zero Hunger Challenge.

Africa is home to the world's youngest population. At FARA, we have previously demonstrated our commitment to supporting Africa's efforts in making the most of the demographic bonus of having a young population. FARA hosts the Africa chapter of the Young Professionals in Agricultural Research for Development (YPARD).¹ We have already intensified our focus on improving the quality and relevance of agricultural education and initiated work with research, extension and education institutions and organizations to build or strengthen their knowledge, information and skills (KIS) capacities. Nevertheless, we do recognise that more needs to be done to strengthen Africa's ability to build capacity in these areas.

To this end, FARA has played a significant role in the evolution of the CAADP that has set the target of productivity levels at above 6 per cent. FARA's point of convergence with CAADP was the mandate given to us by the New Partnership for Africa's Development (NEPAD) to take the lead in developing a framework through which the challenges prioritised by CAADP for agricultural research, technology dissemination and adoption (CAADP Pillar IV) might effectively and efficiently be achieved. The leadership role that FARA played in the implementation of CAADP Pillar IV widened the scope set by this original mandate (which focused on agricultural research), to embrace legitimate involvement with actors spanning the whole agricultural innovation system. The African Union Commission (AUC) has renewed its Memorandum of Understanding (MoU) with FARA, according to which FARA will continue to provide AR4D technical assistance to the Commission and its technical agencies, including the NEPAD Planning and Coordinating Agency (NPCA), while sustaining the CAADP momentum.

All the above changes in the context within which FARA operates, call for a strategy that refocuses FARA on its core functions that are best done at the continental level without duplicating what our partners are doing, but instead creates synergies with them. The strategy needs to be clear on FARA's value proposition and how to deliver on it, know its target clients, to reach out to them, and how to sustain their interest in the services offered. It is also essential for FARA to know what resources are required to carry out the actions, and who to partner within the delivery of its mandate.

The core challenges of transforming African agriculture and livelihoods that FARA, among other players will have to contend with, are that approximately 80 per cent of all Africans depend directly or indirectly on agriculture for their livelihoods. Agriculture provides one-third of the continent's total gross domestic product (GDP); 40 per cent of its total export earnings; and has the highest multiplier effect in terms of jobs created. In spite of this importance, the total factor productivity remains low. This is compounded by a lack of strategies for achieving food security and poverty reduction. There is thus a need for strategies that address these problems without taking the usual approach of increasing productivity to encompass improved efficiency

1. See Annex 3 for YPARD communiqué in relation to FARA's strategic plan.

in the value chains. These strategies must be reinforced by mechanisms to create an enabling environment and stimulate the rest of the economy.

This Strategic Plan refocuses and realigns FARA's contribution to meeting these challenges in order to set African agriculture on the transformation growth phase. Our contribution shall build upon FARA's achievements, the central one being that FARA is recognised as the apex body of a multi-tier, multi-stakeholder system for agricultural research for development in Africa. This recognition was formerly derived from FARA's mandate from the NPCA to lead CAADP Pillar IV. However, as this mandate is no longer explicit, FARA must now provide leadership on the basis of the recognition it earns from its peer institutions in the CAADP.

The process of developing this Strategic Plan involved several cycles of in-house reflections by the Secretariat, followed by consultations with stakeholders. The stakeholders consulted include representatives of farmer organizations, research, extension, education, agribusiness, policy making, and development partnerships. The Board reviewed two drafts of the Plan before it was presented to the General Assembly (GA).

The Plan builds on themes from the 2002–2012 Strategic Plan, and subsequent changes in direction that are aimed at improving FARA's focus, while taking on board the emerging issues identified by the GA. It also addresses the feedback from stakeholders. Overall, the stakeholders wanted our new Strategic Plan to project a fresh orientation for FARA that:

1. Recognises some institutions that were previously its clients and have matured into effective partners, and avoids competing with them
2. Embraces the entire agricultural innovation system – abandoning FARA's former sole focus on advancing agricultural research
3. Recognises that farmers occupy the biggest area in the private-sector space
4. Spearheads a change in attitude towards seeing private businesses as partners in development
5. Responds appropriately to the ongoing transformation agenda of CAADP
6. Reverses the perceived weakening of African ownership of the CAADP agenda
7. Changes the approach from mandate, to lead the implementation of CAADP Pillar IV to one based on wide stakeholder acknowledgement of FARA's leadership in research and innovation-related aspects of CAADP
8. Develops an all-embracing and integrated capacity development framework for African agriculture.

An internal analysis of FARA's comparative advantages on which the strategy should be built, identified: (i) a continental mandate derived from its constituents and conferred by the AUC; (ii) social capital that proffers a strong convening power and mobilisation of African ownership; (iii) experience spanning over a decade in observing the changing and emerging trends in African agriculture, and in catalysing appropriate responses; (iv) preparedness for leading Africa's vision for transformation, as evidenced by its linkages with continental and global initiatives targeting Africa's agricultural innovation systems; (v) a track record for connecting, learning, advocating and communicating for institutional change across the whole spectrum of the agricultural innovation system.

A problem-tree analysis was undertaken for all the above changes in the context of stakeholder views and internal analysis. The outcomes that would be derived from resolving these problems then formed the basis for articulating the core functions, key strategic statements, key results and impacts, as well as the strategic priorities, all of which are outlined below.

The **core functions** of FARA are:

1. Facilitating collective action around the promotion of innovations in Africa
2. Strengthening capacity to enhance the functionality of agricultural innovation systems in Africa
3. Offering intellectual leadership for AR4D in Africa
4. Building partnerships to enhance broad-based productivity, competitiveness and markets in Africa
5. Carrying out advocacy and communication for improved AR4D in Africa
6. Tracking progress in Africa's agricultural development

The **goal of FARA** is to contribute to the sustainable reduction of food insecurity and poverty in Africa while enhancing the environment.

The **purpose of FARA** is to contribute to generating high, broad-based and sustainable agricultural growth in Africa.

The **value proposition and objectives of FARA** are:

The value proposition of FARA focuses on: 'Strengthening Africa's capacity for innovation and transformation by visioning its strategic direction, integrating its capacities for change, and creating the enabling policy environment for implementation'. This value proposition is made from a continental vantage point and embraces the unique functions that can only be executed by FARA. It translates into the following objectives:

- To enable Africa to determine the future trajectory of agriculture, with proactive approaches to capitalising on opportunities in agribusiness, trade and markets, taking advantage of emerging sciences, technologies and risk mitigation, and utilising the combined strengths of public and private stakeholders
- To connect and integrate institutions and match capacity supply to demand to create consolidated, high-capacity and effective African agricultural innovation systems
- To create an enabling environment for the implementation of African agricultural innovation through evidence-based advocacy and widespread stakeholder awareness and engagement

The **key result and impact pathway**:

FARA has committed itself to deliver the following key results (KRs) by 2018:

- KR 1:** African agricultural stakeholders determining how the sector should be transformed and establishing the needed collective actions in a gender-sensitive manner

- KR 2:* Strengthened and integrated continental capacity responding to stakeholder demands within the agricultural innovation system in a gender-sensitive manner
- KR 3:* Enabling environment for increased AR4D investment, and implementation of agricultural innovation systems in a gender-sensitive manner

If achieved, the key results will contribute to the attainment of FARA's stated purpose. In turn, the achievement of the purpose will contribute to the recognition of FARA's goal. The assumptions being made in stating this impact pathway are: that the donors will adhere to the Framework for African Agricultural Productivity (FAAP), the Paris Declaration on Aid Effectiveness, and the Accra Agenda for Action (2008); that sub-regional research organizations (SROs) will have the resources and institutional capacity to be effective; that African governments and institutions will support FARA's initiative; and that enabling policies will be implemented effectively at the appropriate levels.

THE STRATEGIC PRIORITIES

The key results will be delivered through interventions in the following three Strategic Priority (SP) areas:

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

The rationale for this SP is that it embraces the aspects of FARA's core functions that require it to take on strategic observatory roles needed to ensure that Forum members are aware of, and can respond appropriately to, on-going changes. The priority action areas will follow specific objectives including:

- (a) Tracking emerging opportunities and risks** by promoting new models that can facilitate anticipation and proactive planning, leading to the development of robust investment plans
- (b) Foresight guidance to agricultural research and innovation** by hosting the African chapter of the Global Foresight Academy, under the GFAR and facilitating the formation of foresight platforms at the sub-regional and national levels
- (c) Spearheading the African science agenda for agriculture**, by deepening the alignment between Africa's KIS programmes and the programmes of the CGIAR consortium and other important partners
- (d) Brokering strategic alliances and empowering partnerships** that bring together relevant expertise and constituencies needed to achieve FARA's goals and objectives

SP 2: Integrating capacities for change – by connecting and learning

The rationale for this SP is that over the last three decades the capacities of African agricultural universities and training institutions have been expanded substantially in terms of numbers of staff, but there remain grave concerns about the quality and relevance of the teaching and learning that they deliver. Against this background, the specific objectives of SP 2 are:

- (a) ***Integration of capacities of actors in the knowledge system*** by strengthening interactions and partnerships among stakeholders through the recently established regional organizations
- (b) ***Linking research, education and business for agricultural innovation*** by strengthening Africa's ability to build capacity. The Universities, Business and Research in Agricultural Innovation (UniBRAIN) programme will be rolled out under this action area
- (c) ***Improving the responsiveness and relevance of African institutions*** by encouraging, catalysing and facilitating the identification, recording, analysis and awareness-creation of capacity deficits identified in the planning and implementation of Agriculture and Food Security Investment Plan (AFSIPs) as well as the capacities of universities, colleges, and technical and vocational training centres
- (d) ***Strengthening and sustaining capacity pools and stemming the decline of interest in agricultural careers with emphasis on youth and gender*** by supporting the development of partnerships between countries, institutions and local programmes to generate the critical mass needed to undertake complex agricultural training and advisory tasks, and supporting professional advancement through the Junior Professional Programme. Empowerment of rural communities and individuals through learning, with special focus on women and youth will also be embraced
- (e) ***Improving the development, design and implementation of R&D programmes to build synergies*** through the Tertiary Education for Agriculture Mechanism (TEAM-Africa), and the Joint Capacities for African Agriculture Development group (JCAAD-group)
- (f) ***Strengthening human, organizational, and institutional capacities for agricultural innovation*** by supporting activities that make use of FARA's continental perspective by networking, coordinating, and harnessing the strengths of its stakeholders through FARA's knowledge centre; and continuing to support the mainstreaming of the approach pioneered under Strengthening Capacity for Agricultural Research and Development in Africa (SCARDA) and UniBRAIN.

SP 3: Enabling environment for implementation – by advocating and communicating

The rationale for this Strategic Priority (SP) is that Comprehensive Africa Agriculture Development Programme (CAADP) and Framework for African Agricultural Productivity (FAAP) – in line with the interests of FARA's stakeholders – call for increased and better harmonised investments in agriculture and agricultural research and development by national governments, and regional and international development agencies/partners. This requires evidence-based advocacy to all stakeholders to provide them with viable options for improving policy, institutions and markets. The specific objectives of the SP are therefore:

- (a) ***Facilitating policy analysis and advocacy of overarching priority and emerging issues that affect agricultural innovation in Africa*** by maintaining a knowledge hub for supporting strategic agricultural policy formulation, and improving the performance of agricultural markets; and working, within the framework of the African Food and Agricultural Policy Platform (AFAPP), with existing African and non-African economic policy research and trade institutions

- (b) *Advocating for and communicating FAAP principles in the implementation of CAADP*** by promoting the embedding FAAP principles in CAADP country AFSIPs, supporting the Dublin Process for aligning the CGIAR Research Programmes (CRPs) to the CAADP research agenda, and promoting the development and implementation of an Agriculture Science Agenda for Africa
- (c) *Catalysing and connecting African policy and economic research institutions, systems and processes to deliver evidence-based policy support to the CAADP processes*** by putting in place ‘think tanks’ for these institutions to provide informed opinion and expert advice to support policy formulation and decision-making
- (d) *Promoting evidence-based advocacy for increased and better-quality investment in Africa’s agricultural innovation and knowledge systems*** by building on its existing networks of policy makers and information hubs to strengthen the capacities of people and organizations engaged in knowledge management and information sharing
- (e) *Enhancing knowledge management and access to knowledge and innovation*** by strengthening regional and national capacity for knowledge

In addition to the key results (strategic priorities), the following emerging/cross-cutting issues need to be taken into account in advancing FARA’s strategy:

Climate change: FARA will establish and strengthen platforms for planning and identifying gaps in knowledge; determining priorities; harmonising approaches; building synergies among various initiatives and key stakeholders; exchanging know-how between African scientists, policy makers and rural communities on climate change adaptation and mitigation; and enhancing lesson sharing.

Bioenergy: Following the worldwide energy crises manifested in Africa by regular short supplies and high costs, and the general awareness about the use of environmentally safe energy, FARA’s interventions will integrate concerns for current and future global energy demands by accelerating the production and use of environmentally sound, socially acceptable and cost-competitive bioenergy in ways that do not compete with sustainable food production

Nutrition: The absence of a framework and clear nutrition goals, leaves agricultural activity managers without guidance on priorities and opportunities related to health and nutrition. This necessitates an in-depth understanding of programme and policy options for improving the impact of agriculture projects on consumption and nutrition status. FARA’s interventions will provide guidance to policy makers and programme managers on the selection and design of effective agricultural interventions that strengthen the ability of smallholders, women, and poorer households.

Gender: To ensure a proper commitment to addressing gender, the FARA gender strategy will be an integral component of this Strategic Plan.

Monitoring and evaluation (M&E) will, in addition to being applied to all FARA activities, be synchronised as far as possible with SROs’ M&E through the use of the same approaches and methodologies. The aim is to ensure that M&E processes track the functioning and performance of the African agricultural innovation system as whole. FARA will also strive to harmonise M&E frameworks across the networks that it supports, so that they generate data that can be easily integrated under a common M&E system for CAADP.

FARA will put in place and implement a **communications strategy** and specific guidelines on its implementation. The strategy will outline 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 have its own communications strategy nested within the overall FARA communications strategy.

The **FARA Multi-Donor Trust Fund (MDTF)** will continue to be the mainstay of the Secretariat's funding for 2018. However, the Secretariat's resource-mobilisation priority will be to increase the contributions from African sources, including the private sector.

The Forum shall continue to be **governed** by the biennial FARA GA. The functioning of the Forum between the GAs will be entrusted to an elected Board of Directors. The FARA **Secretariat will spearhead implementation of the strategy**. The Secretariat shall be as lean as possible and will be led by an Executive Director. The strategy that will enable it to stay lean shall be the increase in reliance on stakeholders and partners to perform some of the functions. The mechanisms for operational engagement with stakeholders and partners shall include mobilising Forum members in: (i) **pools of experts** to give technical advice on implementing the Strategic Plan; (ii) a **Core Research and Development Support Team** to provide specialised expertise in a specific area of agricultural research and development; (iii) a **FARA Fellows network** that will help FARA in the implementation of activities; (iv) **resource persons with special expertise** who provide support and guidance in the formulation of work plans to meet the direction of the strategy; (v) the **Africa Agriculture Science Week** – held every three years – which provides an opportunity for a much wider consultation; (vi) **Internships for African graduates** who constitute an additional labour force for the Secretariat; (vii) A **Post-Doctoral Fellowship** for providing opportunities to new graduates to gain further experience in African agriculture while implementing FARA's activities; (viii) **visiting scientists** who are engaged to undertake specific assignments after which they go back to their agencies; and (ix) the **diaspora** that continue to contribute to the African development agenda.

SECTION I: BACKGROUND AND CONTEXT FOR DEVELOPING A NEW FARA STRATEGY

This Strategic Plan is arranged into three broad sections: (1) background and context for developing the new FARA strategy; (2) The process and building blocks for developing the FARA strategy; (3) The strategy for 2014–2018. This section articulates the key drivers of change that provide the basis for FARA’s new orientation.

1 BACKGROUND AND RATIONALE

The creation of a credible institutional architecture for AR4D in Africa has been hailed as an important milestone in Africa’s developmental efforts in the last decade. Since 2002, the configuration of FARA’s Forum has been through the strengthening of the basic units of the agricultural innovations system, such as: research, extension, education, farmer organizations, civil society, agribusiness and policy. FARA has catalysed institutional reform around the principles of the FAAP, which has guided most of FARA’s work. FARA has also articulated the pillar IV strategy which lays out the modalities for implementing the institutional reforms for agricultural research, extension and education, and to increase the harmonisation of external support while increasing domestic investments in R&D. These, among other developments, usher Africa into a transformative growth phase.

1.1 Agricultural research and development landscape in Africa

Several African countries are now recorded to have achieved productivity levels above or around the CAADP target of 6 per cent. However, a lot more is required to move into a transformative phase of growth, which will ensure that a wide range of Africans benefit and come out of poverty. FARA’s new strategy is thus rooted in the requirements of Africa’s agricultural transformation agenda, taking advantage of FARA’s experiences and lessons over the past 10 years, as well as the emerging opportunities.

1.1.1 The genesis and evolution of the institutional architecture for African agricultural research and development

The decision to create FARA was taken in 1997 by the three SROs² in Sub-Saharan Africa, and the Institut du Sahel. FARA was envisioned as an African-owned, facilitating and information-

2. Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA), Conseil ouest et centre africain pour la recherche et le développement agricoles / West and Central African Council for Agricultural Research and Development, Southern African Centre for Cooperation in Agricultural and Natural Resources Research and Training.

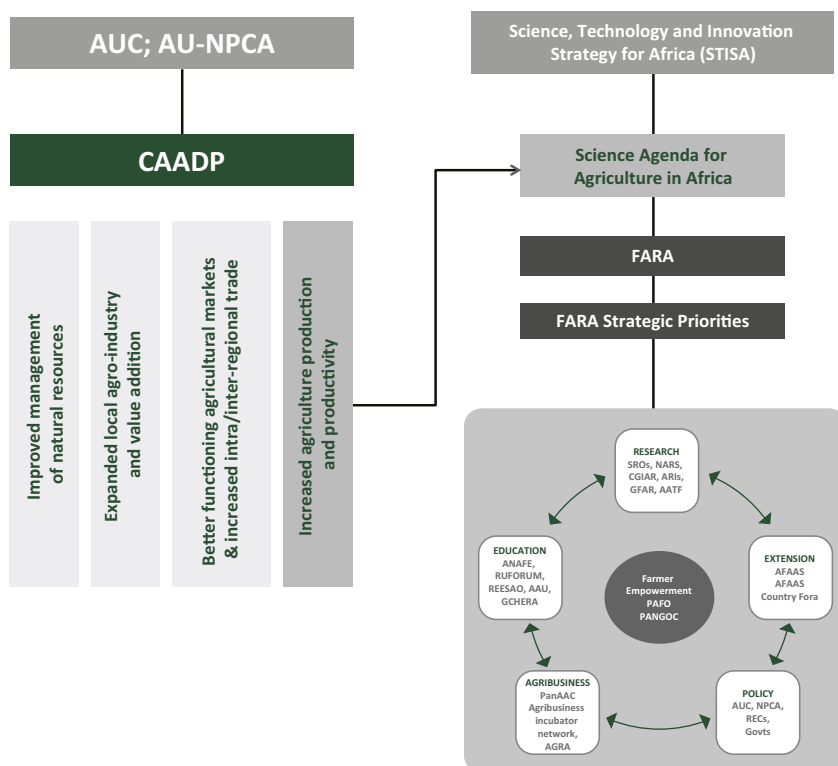
exchange forum to support SROs, and as an apex body to represent Sub-Saharan Africa. The decision was formalised during the African Agricultural Research Week held in 2000 in Conakry, Guinea. This led to FARA's official launch in June 2002, the appointment of a founding Executive Secretary and the establishment of a permanent FARA Secretariat in Accra, Ghana.

The constituency of FARA at its establishment was made up of the African SROs and, through them, the national agricultural research systems (NARS) and their stakeholders. This is reflected and reinforced in FARA's governance structure, which has at its centre a GA that brings together representatives of all stakeholders in African agricultural research and development (see Figure 1).

Since 2007, the SROs have grown in number with the addition of the North Africa Sub-Regional Organization (NASRO) and the Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA). They have also acquired sufficient experience and confidence to redefine their mandates and comparative advantages, and the complementarities between them and FARA have been clarified. They have also developed strategic plans that are aligned with the FARA Strategic Plan.

Continental platforms – for extension: e.g. the African Forum for Agricultural Advisory Services (AFAAS); education: e.g. the TEAM-Africa; farmer organizations: e.g. the Pan-African Federation of Farmers' Organizations (PAFO); agribusiness: e.g. the Pan-African Agribusiness

Figure 1: Institutional architecture for AR4D in Africa



and Agro-Industry Consortium (PanAAC); non-government organizations: e.g. the Pan Africa Non-Governmental Organization Consortium (PANGOC); and policy shapers: e.g. the AFAPP – have been strengthened and are now better coordinated. The improved coordination among innovation system actors within Africa is complemented by strengthened alliances with actors in advanced and emerging economies through North–South, South–South and North–South–South cooperation arrangements such as the Platform for African–European Partnership on Agricultural Research for Development (PAEPARD), Africa–Brazil innovation marketplace, and the Africa–UK–China partnership.

The food price crisis of 2007–2008 instigated several global initiatives that have a bearing on African agriculture. These include, among others, the Global Conference on Agricultural Research for Development (GCARD) roadmap, the USA’s Feed the Future initiative, the G20 Tropical Agriculture Platform (TAP), the Australian International Food Security Centre, the Gender in Agriculture Partnership (GAP), and the G8 New Alliance for Food Security and Nutrition. These initiatives provide opportunities for Africa to strengthen AR4D partnerships with the rest of the world.

The CGIAR has undergone a major reform process culminating in an institutional architecture where, for the first time, the fifteen CGIAR centres act collectively to implement a common research strategy that is demand driven. The Dublin Process will help to ensure that CGIAR research programmes are aligned with CAADP, and in the development of the Agriculture Science Agenda for Africa in ways that will complement and add value to African national and continental agricultural research programmes.

These changes call for the streamlining of roles that avoid duplication, enhance synergies and complementarities as well as reduce transaction costs; leaving to FARA’s partner institutions – such as SROs, advanced research institutions, AFAAS, TEAM-Africa, PAFO and others – what they do best, and refocusing FARA on what is best done at the continental level towards transforming the sector in line with the subsidiarity principle.

The need to streamline roles is echoed by the 2011 joint external review of FARA which, through a strengths, weaknesses, opportunities and threats (SWOT) analysis (see Annex 2), identified a divergence in the understanding of FARA’s roles among different FARA members. In particular, the way in which the FAAP principle of subsidiarity should be applied was identified as a major weakness. This Strategic Plan has responded to these findings by purposely focusing FARA on what it alone is uniquely able to do and on what it has a particular history and comparative advantage for carrying out.

1.2 Changes in Africa’s agricultural research and development context

The present circumstances of African agriculture and increased global interest in public- and private-sector investment in agricultural research and development provide FARA with favourable SP points. These include:

1. The burgeoning scope for FARA to serve as the voice of African agriculture and to engage in, and link with, global initiatives. For example, FARA is currently engaging with the GAP of the GFAR and World Agriculture Watch, as well as with the TAP of the G20 and the Technology Innovation Platform of the G8

2. The accelerating progress of CAADP
3. The emergence of new initiatives including the G8 new alliance platform, IntensAfrica, etc.
4. The renewed interest of the African diaspora
5. The young population of Africa

1.2.1 Increased recognition of the transformative power of markets and the role of private enterprise

Among the most important changes to which FARA must respond is the recognition that change is driven by markets. Yet insufficient attention is devoted to making markets accessible to smallholders on whom the required increase in production depends.

It is essential to make smallholders' markets more reliable and accessible, with much lower transaction costs; especially for the majority of small producers who are women, so that they will be encouraged to produce surpluses for sale. This requires a whole-value-chain approach, encompassing not just the organizations and firms involved in different aspects – from input supply through production and processing to marketing – but also those concerned with access to production factors, reliability of contracts, insurance, etc.

The greatest market opportunity for African countries is in expanding intra-continental trade, which requires attention at a continental level to the same issues as are being addressed nationally; with improvements in infrastructure, competitiveness and governance.

Stakeholder appreciation of the contribution of the private sector to agricultural development and subsequent livelihood benefits has grown significantly over the past five years. This has been followed by a dramatic change in public institutions' recognition of the importance of creating enabling environments in which the private sector can realise its potential for contributing to economic development. There is now widespread agreement up to the level of the G20 Finance Ministers and Central Bank Governors that the private sector should play a greater role in food security, moving markets in ways that help the world's most vulnerable groups.

It has been estimated that to produce the food required to feed 2 billion more people by 2050 will require USD 83 billion per year in new investment and that most of this money will have to come from the private sector. At its Camp David Summit in May 2012, the G8 announced the formation of the New Alliance for Food Security and Nutrition, including a commitment to mobilise new private capital. This will involve the business community, bilateral donors, private foundations, international finance institutions, civil society, research organizations and others in a holistic approach.

1.2.2 Increased demand for African foresight capacity and the advancement of young professionals

There is growing recognition that Africa's poor agricultural performance is traceable to inappropriate policies and weak planning processes. These are manifestations of Africa's limited capacity to determine the kind of agriculture it wants as well as how this might be achieved.

This includes better anticipation of future challenges and opportunities and considering a broader range of development pathways.

Africa is home to the world's youngest population. This is a tremendous opportunity but can also be a potential risk if the youth are not provided the opportunities to participate in economic activities. Better education and training aimed at improving employability, job creation by the private sector, and support for self-employment are essential to enabling youths to have rewarding careers. It is essential that these improvements are applied to agriculture, agribusiness and agro-industry because they have the best prospects for increasing employment and creating wealth.

1.2.3 The influence of the Comprehensive Africa Agriculture Development Programme (CAADP)

CAADP is the result of a consensus by African leaders to have a continental agricultural development agenda through which different key players – at the continental, sub-regional and national levels – could be coordinated to pursue actions that would lead to the realisation of the African Vision for Agriculture of achieving 6 per cent annual growth in agricultural production by 2015. The CAADP is recognised as an African-owned agenda through which development partners are expected to align their support around African priorities. Initially, the primary emphasis was on improving market orientation. Subsequently, more attention has been given to achieving food security and responding to climate change.

The CAADP was founded with four pillars, namely:

- Pillar I Extending the area under sustainable land management
- Pillar II Improving rural infrastructure and trade-related capacities for market access
- Pillar III Increasing food supply and reducing hunger
- Pillar IV Agricultural research, technology development and dissemination

Pillar IV was FARA's point of convergence with CAADP because the New Partnership for Africa's Development (NEPAD) had mandated FARA to be the pillar's lead institution. FARA's first action in the role was to provide leadership for the formulation of the African Vision for Agriculture. This vision was subsequently adopted by NEPAD as the vision for CAADP. Later, NEPAD asked FARA to take the lead in developing a framework through which the challenges prioritised by CAADP Pillar IV might effectively and efficiently be achieved. In response, FARA convened the stakeholder consultations that produced the FAAP. FAAP provides guidelines and principles for the policies, programmes and knowledge institutions that are required to raise agricultural productivity and improve rural livelihoods (Box 1). FAAP was endorsed by Africa's heads of state and government in Banjul, The Gambia, in 2006.

Beyond improving the performance of individual initiatives through the application of best practices, FAAP also highlights the need to replicate and expand programmes through increased levels of investment. It stresses how increased funding must be made available through mechanisms that are much less fragmented than has been the case in the past. Harmonisation of Africa's own resources (from both the public and private sectors) with those of development partners needs to be prioritised on the agenda.

Box 1. The Framework for African Agricultural Productivity (FAAP)

FAAP principles deemed essential for achieving the African vision of 6 per cent annual growth in agricultural production:

1. Empowerment of end users to ensure their meaningful participation in setting priorities and work programmes for research, extension and training, in order to ensure their relevance
2. Planned subsidiarity to give responsibility for, and control over, resources for agricultural research, extension and training activities at the lowest appropriate level of aggregation (local, national or sub-regional)
3. Pluralism in the delivery of agricultural research, extension and training services so that the diverse skills and strengths of a broad range of service providers (e.g. universities, non-governmental organizations (NGOs) and the public and private sectors) can contribute to publicly supported agricultural productivity operations
4. Evidence-based approaches that emphasise data analysis, including economic factors and market orientation in policy development, priority setting and strategic planning for agricultural research, extension and training
5. Integration of agricultural research with extension services, the private sector, training, capacity-building and education programmes, in order to respond in a holistic manner to the needs and opportunities for innovation in the sector
6. Explicit incorporation of sustainability criteria in the evaluation of public investments in agricultural productivity and innovation programmes (fiscal, economic, social and environmental)
7. Systematic use of improved management information systems – particularly for planning, financial management, reporting, and monitoring and evaluation
8. Introduction of cost sharing with end users, according to their capacity to pay, to increase their stake in the efficiency of service provision and to improve financial sustainability
9. Integration of gender considerations at all levels, including farmers and farmer organizations, the private sector, public institutions, and researchers and extension staff

1.2.4 The Africa transformation agenda – CAADP transformative phase for sustaining the CAADP momentum

To date, 30 countries have developed CAADP compacts through inclusive processes, based on objective analysis of growth options. Twenty six of these countries have developed agricultural investment plans, which they are using to make a case for increased investment in the sector. However, the architects of CAADP – the AUC and the NPCA – recognise the need to more concerted effort with regard to policy design processes and the strengthening of institutions' capacities to execute programmes to deliver results and impact.

In March 2013, the Sixth Joint Annual Conference of African Ministers of Finance, Planning and Economic Development took place in Abidjan, Côte d'Ivoire, hosted by the AUC and the Economic Commission for Africa (ECA); which coincided with an AU Conference for Ministers of Economy and Finance. Delegates agreed on the need for a refocused programming for the ECA that supports the transformation agenda of Africa. The ECA has therefore revised its strategic framework for the biennium 2014–2015 in response to the change in the global economic structure as well as the transformative agenda of African member states.

Driven by this transformative agenda and increased interest in moving the CAADP process forward, in 2012 the AUC and NPCA embarked on an exercise to sustain the momentum of

the CAADP, aimed at building on achievements, experiences and lessons learned from the last ten years of CAADP implementation. Actions towards sustaining the CAADP momentum are organized around three strategic thrusts, namely: (i) institutions, policy, and leadership; (ii) knowledge and knowledge support; and (iii) financing and investment for agriculture.

1.2.5 Demand for greater impact and accountability

The tightening financial climate calls for greater value for money and the need to show impact. The demand by funders for greater impact calls for clarity in articulating what will be achieved and how. It is important for FARA to be clear on its value proposition and how to deliver on it; to know its target clients and how to reach out to them; and on how to sustain clients' interest in the services offered. It is also essential for FARA to know what resources are required to carry out the actions and who to partner with in the delivery of its mandate.

1.3 Challenges of transforming Africa's agriculture and livelihoods

Approximately 80 per cent of all Africans depend directly or indirectly on agriculture for their livelihoods. Agriculture provides one-third of the continent's total GDP, 40 per cent of its total export earnings and has the highest multiplier effect in terms of jobs created. Thus, agricultural development is essential for Africa's social and economic development. It has been shown that each 1 per cent increase in agricultural productivity in Africa reduces poverty by 0.6 per cent. In spite of this importance, total factor productivity falls short of the target needed to achieve the goal of 6 per cent growth rate.

Africa used to be a net exporter of food, but inappropriate policies and sheer neglect have meant that agriculture has not kept pace with increasing food demand and the continent is now a net food importer. The core challenge for AR4D stems from the lack of pro-poor strategies for achieving food security and poverty reduction that go beyond – the staple notions of increasing productivity to encompass improved efficiency, value addition, trade and mechanisms to stimulate the rest of the economy – and ensure affordable food for non-farming populations in Africa. This needs to be underpinned by Africa's human and financial capacity to manage its own land to increase production.

Climate change is a global concern that affects agriculture, rural livelihoods and food security in Africa. It is projected that the nature and magnitude of climate related changes and effects will occur at a rapid pace, with highly pronounced and devastating effects on ecosystems and livelihoods. Although Africa is a marginal emitter of greenhouse gases – mainly through deforestation, land degradation, inappropriate management of biomass and organic wastes – it is the most vulnerable and affected due to its low adaptive capacity. It is therefore essential to anticipate these changes using innovative development pathways, institutional, social and technical innovations, sound policy options, exchange of information and knowledge, preventive measures, and significant investments.

There are various ways (for example: practising organic agriculture; using more efficient water harvesting and nutrient delivery techniques; drought and flood tolerant crops; diversified, mixed and resilient cropping systems; and improved land-use systems) by which changes in agricultural production systems could contribute significantly to reducing greenhouse gas

production and to increasing the sequestration of carbon in soils and biomass. Proponents argue that there is sufficient evidence that organic agriculture is superior to mainstream agriculture and that the capacity of organic agriculture to contribute to the mitigation of climate change is an important ancillary benefit to its primary goal of sustainable land use. This primary goal is achieved by gains in soil productivity, food security, biodiversity conservation and many other benefits. More generally, it is recognised that improvements in production efficiency should be accompanied by reductions in greenhouse gases emitted per unit of food, or agricultural product produced; and that is compatible with the need to produce food for an extra 2 billion people by 2050 without destroying the environment that all humanity depends on.

There is no organized response from countries' regional and continental organizations to address the effects of climate change on agriculture, the environment, urban development, water, human and animal health. Policy makers should be made aware of the advantages and disadvantages of different farming systems in terms of productivity and sustainability, and their effects on climatic impacts, so that they can make rational choices. This applies equally to developed and developing countries.

Food security and nutrition are a compound challenge facing African agriculture. Food security encompasses the availability, access, and utilisation of foods. Improvements in nutritional status and human physiology are credited for contributing significantly to the economic growth and technological progress experienced in Europe over the past two centuries. Thus, agriculture and nutrition form a synergistic cycle, whereby each supports and advances the other. Hence, agricultural research and development must not only be geared towards ensuring the availability of foods, but also its consumption in forms that guarantee adequate nutrition. In impoverished African communities, undernutrition contributes significantly to the deaths of infants under 5 years old and irreparably lowers cognitive ability in chronically malnourished children. On the other hand, overnutrition – the over-supply of nutrients relative to the amount required for normal growth, development and metabolism – is a new phenomenon resulting from changes in lifestyles and food consumption habits associated with urbanisation. Africa's food consumption patterns will continue to change dramatically over the coming decades. Rising urbanisation and growing per capita incomes will double the marketed volumes of foodstuffs and ramp up demand for high-value foods (dairy, meat and fresh fruits and vegetables), processed foods, packaged convenience foods and prepared foods. As fewer farm families support growing urban populations, farm productivity will need to increase in both crop and livestock production. Growing demand for packaged convenience foods will require substantial private sector investment in food processing technology.

Given the extensive participation of women in all aspects of agricultural production, the mainstreaming of gender into the agriculture sector is still a challenge that has to be addressed, not only for the promotion of equality between men and women, but also for sustainable agricultural production. Women's contributions to agricultural production, processing, marketing and household food security and nutrition often go unrecognised; yet, on average, they represent 43 per cent of the world's agricultural labour force and 47 per cent of the global fisheries labour force. Despite their significant roles, women commonly suffer huge gender inequalities in access to land, resource entitlements and other key productive resources,

markets, credit, technology, jobs and information. A growing body of compelling evidence shows that reducing these gender inequalities and improving women's and girls' social status, leads to substantial increases in agricultural productivity, value addition and incomes, reduced losses and wastage, improved food quality and safety, and better food and nutrition security; particularly at the household level. Reducing the gender gap in women farmers' access to productive resources could raise yields on women's farms by 20–30 per cent. This would raise total agricultural yields in developing countries by 2.5–4 per cent and reduce the number of hungry people in the world by 100–150 million (FAO 2011: 42). Increasing the share of household income earned by women contributes positively to household food consumption and nutritional outcomes (FAO 2011: 43). Food and nutrition security is worse in countries with high gender inequality gaps.

This Strategic Plan refocuses and realigns FARA's contribution to meeting these challenges in order to set Africa on the transformation growth phase.

2 FARA'S ACHIEVEMENTS

An independent review of FARA³ noted that it is the apex body of a three-tier, multi-stakeholder system for agricultural research for development in Africa. This system has the formal approval of the AUC and NEPAD, and has the buy in of all major stakeholders. It is a massive achievement that such a system has been developed and is working well (as demonstrated by FARA's successes).

FARA has a MoU with the AUC and has strengthened its relationship with the NPCA, since it helped to draft key elements of the CAADP. In addition to convening the consultations on FAAP, FARA has also convened a large number of workshops, consultations and conferences to enhance Africa's agricultural innovation capacity. The AUC has renewed its MoU with FARA, according to which FARA will continue to provide AR4D technical assistance to the Commission and its technical agencies, including the NPCA, within the context of sustaining the CAADP momentum. In providing this assistance, FARA will draw on technical expertise sourced from across the continent and globally.

The support will include:

- Promoting trans-continental learning and sharing among stakeholders
- Strengthening the capacities of relevant actors at country level in planning processes, policy design and the design and implementation of programmes
- Representing the interests of constituents in the development and implementation of the science agenda so that the CGIAR aligns with African priorities
- Coordinating platforms for enabling AR4D actors to align and streamline their actions
- Convening, coordinating and mobilising research, extension and education stakeholders to align their actions to common strategies (collective actions)
- Mainstreaming evidence-based agricultural policy into CAADP

3. FARA EPMR, 2011.

In the context of the Maputo Declaration on Agriculture and Food Security (in which 10 per cent of the national budget is allocated to agricultural development), FARA's advocacy work – especially through the Ministerial and Parliamentary dialogues – has encouraged governments to invest more in AR4D by helping them to integrate the budgets for research, extension and education into their countries' AFSIPs.

FARA played a key role in the establishment of the AFAAS, CCARDESA, NASRO, PANGOC, PanAAC, TEAM-Africa and PAFO. FARA has also assisted in the development of the investment strategies of various development partners – including Australia, the European Commission and the United Kingdom – in agricultural research and encouraged their contributions to CAADP. FARA has also participated in important international forums such as the G8 and the United Nations Food Security Summit.

FARA has exceeded expectations in successfully promoting continental organizations to lead different aspects of agricultural development, including PAFO for farmers' organizations, SROs for research, TEAM-Africa for education, PanAAC for agribusiness and agroindustry, and PANGOC for NGOs.

Even though FARA's 2007–2016 Strategic Plan has not ended, there have been important lessons and significant changes in FARA's operating circumstances to which it must respond to build on its unique strengths, and continue to provide coherent leadership for African agricultural research. Most importantly, while FARA formerly derived authority from its mandate from the NPCA to lead CAADP Pillar IV, it is now positioned to provide leadership on the basis of the recognition it earns from its peer institutions in the CAADP.

Since it was established in 2002, FARA has – in consultation with stakeholders – developed, convened and catalysed a number of Africa-wide initiatives, including the Sub-Saharan Africa Challenge Programme (SSA CP), which has validated and institutionalised integrated agricultural research for development (IAR4D). FARA also commissioned an assessment of NARS' capacities, which led to the development of the programme for SCARDA. An important outcome of SCARDA is the adoption of holistic institutional analyses as pre-requisites for designing effective institutional capacity-strengthening programmes.

FARA has also developed several other initiatives based on the requirements of its stakeholders – such as the Regional Agricultural Information and Learning System (RAILS), which enables stakeholders to receive and process information and thereby become 'knowledge-able'; the Dissemination of New Agricultural Technologies in Africa (DONATA), which has proved the merit of creating platforms for the interaction of the diverse stakeholders involved in technology adoption; Strengthening Capacity for Safe Biotechnology Management in Sub-Saharan Africa (SABIMA), which has strengthened African national capacities for stewardship that will encourage the transfer of proprietary technologies; and the UniBRAIN initiative, which is breaking down the barriers between African universities, business and research to release the talent and capacities within these institutions to participate in joint innovations. All of these were aimed at enhancing Africa's capacity for innovation in agriculture.

FARA has been ahead of the curve in strengthening linkages between research and the private sector by bringing business, universities and research together through the UniBRAIN

Box 2. The success of the Integrated Agricultural Research for Development (IAR4D) approach

The IAR4D approach was developed by FARA in consultation with stakeholders to address the problem of the low adoption of technology. Through its SSA CP, FARA coordinated the testing of this approach to establish its feasibility and effectiveness. The studies conducted confirmed the potential of IAR4D, for example:

- In northern Nigeria, in the area under New Rice for Africa (NERICA), cultivation improved from 2000 hectares to 20,000 hectares in one year, with the yield of grain improving from between 50–70 per cent
- Yield of sorghum in South West Uganda increased by 75 per cent, and as a result, a value-added product called Mamera was developed and is now being supplied to supermarkets
- In Rwanda, Irish potato did not only increase in yield, but a packaging methodology was also developed which enabled stakeholders – including farmers and the private sector players – to increase access to markets and therefore their incomes; enabling them to acquire multiple assets ranging from cars to buildings. Farmers on another platform in the same country together created a total of 1200 jobs in rural areas
- In Malawi, the adoption of several technologies, including conservation agriculture, significantly increased the yield of some crops
- These results have convinced many agencies across the globe to use IAR4D as a way of achieving impact from their work. The CGIAR has also adopted the approach and now uses Innovation Platforms in some of its research programmes.

Box 3. Revitalising health through Innovation Platforms for Technology Adoption (IPTAs) in the Democratic Republic of Congo (DRC)

DONATA is a continental platform for technology dissemination, co-created and co-managed by the FARA Secretariat, together with the SROs and NARS. Most of its work is conducted through IPTAs. IPTAs operate at the sub-national level and are composed of IAR4D partners, including researchers, primary producers, extension workers and NGOs, government policy makers, equipment manufacturers and suppliers, traders, and processors organized into a coherent platform. They work on a common commodity and analyse gaps in the commodity value chain to define the IPTA's specific interventions. They function on the premise that the adoption, use, uptake or commercialisation of existing knowledge calls for strong linkages and active participation among relevant actors. All of these stakeholders are organized, with each participant (individual or corporate) contributing to the attainment of its goals.

The IPTA in the DRC has created a strong link between agriculture and health. Research products are being used to simultaneously fight malnutrition and improve livestock production. Below are some stories gathered from partners who have come to appreciate the qualities of quality protein maize (QPM) by joining an IPTA.

Jean Pierre Mulumba is the manager of the Saint-Sauveur Nutrition Centre (CNSS) at Luputa in central DRC. According to him, QPM is responsible for saving no less than 567 children between 0 and 12 years of age who were suffering from malnutrition. QPM also helped increase mothers' breast milk production while helping them to recover from malnutrition. When fed to pregnant women, adds Mulumba, QPM helped them give birth to fast-growing babies. Moreover, it is more cost-effective than soya. Through the IPTAs, QPM use has also spread to the elderly, improving their vitality. For instance, 80 year-old Albert Tshibangu, who had difficulty walking, was able to throw away his cane after consuming QPM.

Box 4. SCARDA: Strengthening capacities and creating new partnerships in North Kordofan

“Before SCARDA, our station informally collaborated with the State Ministry of Agriculture and Animal Wealth development projects and NGOs in North Kordofan state and hence technology transfer to the target beneficiaries, who are generally smallholder farmers, was improperly articulated among stakeholders, which resulted in poor adoption of agricultural technologies.

The need for partnership and strategic alliance was clearly demonstrated and brought to the surface as a tool for enhancing adoption and inducing change through a win-win approach. A MoU between the State Ministry of Agriculture and Animal Wealth was developed and signed. Our station gained political (advocacy for state financial support) and logistical support (four tractors) from the state Minister and, at the same time, the technical backstopping from researchers in the station could enhance dissemination of technologies through demonstration farms, carefully selected in each local council for this purpose.

Recently, an innovation platform for community-based seed production of improved crop varieties has been established. Partners like the International Fund for Agricultural Development (IFAD), Elobeid Research station, and Ministry of Agriculture and Animal Wealth along with a private seed company and the farmers’ union were facilitated to serve in the proposed innovation platform to be functional next season.

So far, forty researchers (15 per cent) from ARC participated in SCARDA learning workshops. There is a general belief among participants that the learning workshops, at least tuned participants’ minds towards accepting change; hence, there is a need to continue this initiative to involve more participants from ARC and other stakeholders to mobilise them for change.”

Director of the ARC Elobeid Research Station, September 2011

programme, which will be rolled out under this action area. FARA has been designated, along with the CGIAR, as the co-lead institution for the workstream on technology innovation platforms within the G8’s New Alliance for Food Security and Nutrition. It is also committed to working with Grow Africa and the African Financing Partnership (AFP), as well as to assisting governments and private sector entities to develop CAADP investment programmes to secure funding from the Global Agriculture and Food Security Programme.

SECTION 2: PROCESS AND BUILDING BLOCKS FOR DEVELOPING FARA'S STRATEGIC PLAN

This second section of the document includes two chapters on the process adopted, stakeholder inputs, and problem and objective analyses. The section also articulates FARA's comparative advantage in implementing this new Strategy.

3 PROCESS FOR DEVELOPING FARA'S NEW STRATEGIC PLAN

The timing for developing this Strategic Plan was influenced by the timing of FARA's GA, which is responsible for approving it. The process (Figure 2) was designed to be completed before the next GA scheduled to take place in July 2013. In order to meet this deadline, the process was initiated in February 2012. It involved several cycles of in-house reflections by the Secretariat, followed by consultations with stakeholders as shown in Figure 2.

The stakeholders consulted include: representatives of farmer organizations, research, extension, education, agribusiness, policy makers and development partners. The Board reviewed two drafts before the Strategic Plan was presented to the GA.

3.1 Building from past Strategic Plans

The first of FARA's work programmes was launched at the first GA which took place in July 2002 in Maputo, Mozambique. FARA's initial areas of focus were: advocacy for AR4D, promotion of partnerships, exchange of knowledge, stimulation of technology development and dissemination, and policy and market development. Subsequent changes in FARA's strategic direction were aimed at improving its focus and to take on board emerging issues. The key changes in direction from the resolutions of subsequent General Assemblies have been the following:

1. FARA's 2nd GA (May 2003, Dakar, Senegal) decided that FARA should, for the time being, focus on three themes: (i) Advocacy on behalf of the role of agricultural research; (ii) Promotion of functional partnerships and strategic alliances; and (iii) Acceleration of the sharing and exchange of knowledge. A major feature of the Assembly was the side meeting and plenary debate on FARA's role in biotechnology and biosafety.
2. FARA's 3rd GA (June 2005, Entebbe, Uganda) endorsed FARA's 2006 work programme, which addressed the first three themes set out in FARA's 2002–2012 Strategic Plan. However, there were increasing demands for FARA to address issues constraining the dissemination of new technologies, as well as to respond to the biotechnology consultation report that

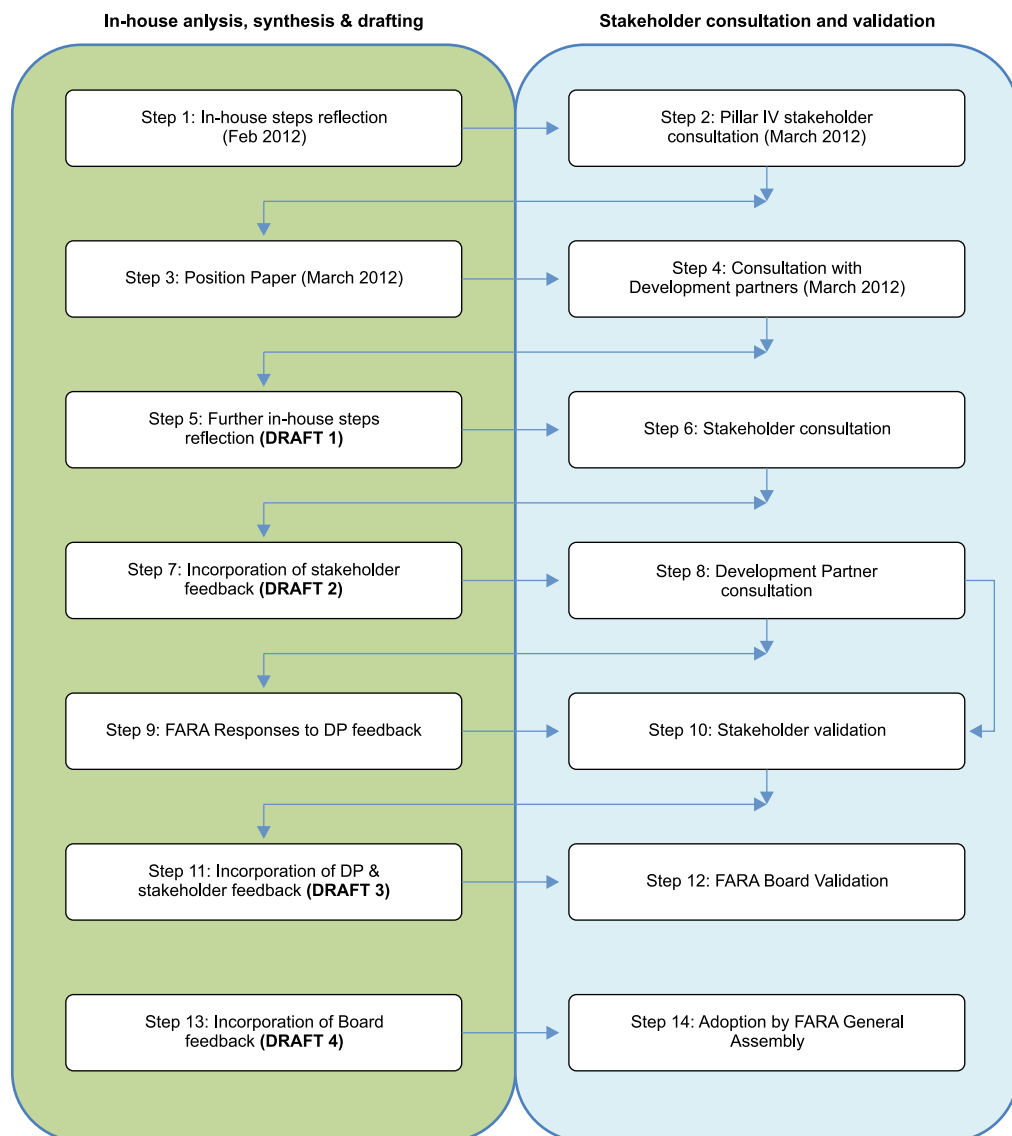


Figure 2: Process for developing FARA's Strategic Plan

advocated a role for FARA in promoting common continent-wide biotechnology and biosafety policies. The Assembly also advised FARA to pay more attention to policy and market issues.

- FARA's 4th GA (June 2007, Johannesburg, South Africa) focused on 'Promoting the productivity and competitiveness of African agriculture in a global economy'. The Assembly resolved to promote intra-African trade in food staples and international trade in high-value products, and to develop Africa's indigenous capacity for innovation. This included enhancing the ability to identify and adapt to potential foreign innovations,

and maximising the impact of agricultural research and development by providing policy makers with evidence-based pragmatic options preferably developed jointly by researchers and policy makers. The Assembly endorsed FARA's 2007–2016 Strategic Plan, based on five Networking Support Functions (NSFs) that provided strategic support to the Forum's stakeholders in the key areas of policy, access to information and technology, markets, capacity strengthening, and partnerships.

4. FARA's 5th GA (July 2007, Ouagadougou, Burkina Faso) had the theme 'African agricultural innovation in a changing global environment'. This Assembly highlighted the need for greater investment in AR4D to enable all stakeholders to strengthen their capacities to use the available tools, platforms and frameworks, plans and strategies for rural empowerment, and to provide greater accessibility to agricultural research outputs.

3.2 Stakeholder inputs

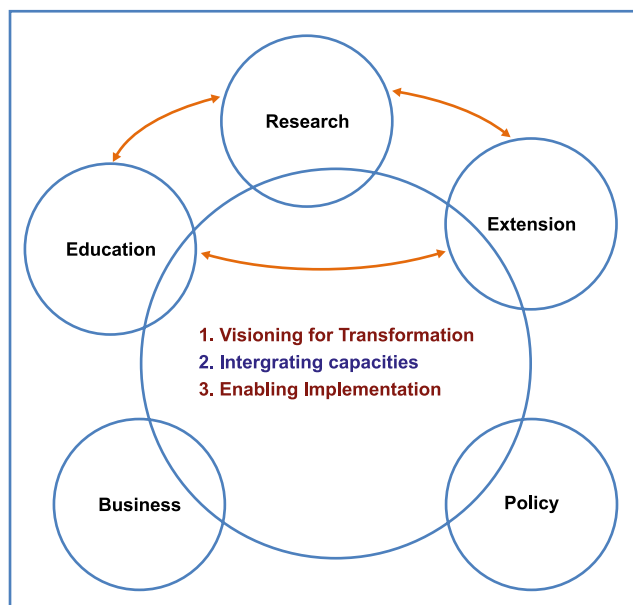
The revision of the Strategic Plan gave FARA an opportunity to reassess its relationships with partner institutions. During consultations, stakeholders advised FARA to recognise that some institutions that were previously its clients have matured into effective partners. They called for relationships that emphasise collaboration and harnessing of synergies instead of competition, particularly with regard to resource mobilisation.

[Note on Box 5]

They further recommended that the new Strategic Plan should build on the gains FARA has made, so that the document is consistent internally and anchored on an overarching value proposition that positions FARA in a unique niche where it can make a significant difference to African livelihoods. Furthermore, the new Strategic Plan should be more outward looking, positioning FARA such that it enhances the effectiveness of its engagement in the global arena. Going forward, FARA should broaden its work on integrating actors in the entire agricultural innovation system, thereby expanding beyond the knowledge triangle (research, extension and education) – Figure 3.

There was concern that this new direction may cause farmers to be displaced from the focus of FARA's attention. But this concern was misplaced, because farmers occupy the biggest area in the private-sector space, which

Figure 3: Going beyond the knowledge triangle



Box 5. Stakeholder recommendations on FARA's future strategic orientation

1. Recognise that some institutions that were previously its clients have matured into effective partners, and avoid competing with them
2. Embrace the entire agricultural innovation system – abandoning FARA's former sole focus on advancing agricultural research
3. Recognise that farmers occupy the biggest area in the private-sector space and spearhead a change in attitude towards seeing private businesses as partners in development
4. Respond appropriately to the ongoing transformation agenda of CAADP
5. Represent stakeholder institutions and, if necessary, reverse the perceived weakening of African ownership of CAADP
6. Change the approach in mandate from leading the implementation of CAADP Pillar IV to one based on wide stakeholder acknowledgement of FARA's leadership in the research- and innovation-related aspects of CAADP
7. Create an all-embracing, and integrated capacity development framework for African agriculture

FARA has been encouraged to engage with more energetically. FARA was also called upon to spearhead a change in attitude towards seeing private businesses as partners in development. In conclusion, the stakeholders wanted this Strategic Plan to project a fresh orientation for FARA, to ensure their continued support.

3.3 Stakeholder problem analysis

With the strengthening of the SROs and other regional organizations, many of the tasks set out in FARA's 2007–2016 Strategic Plan in respect of NSFs – i.e., (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 bodies in compliance with FARA's commitment to the subsidiarity principle. This means that FARA Secretariat can stay focused on what it alone can do, on what it can do best, and on where it can add most value to Africa's capacity for agricultural innovation.

An updated problem-tree analysis (Figure 4) was undertaken to identify the key issue before breaking it down into sub-issues that could be acted upon by FARA. The outcomes derived from resolving these problems were then analysed further, to ascertain whether the ultimate result would be a resolution of the original issue. The outcome of the problem- and objective-tree analysis is summarised in Figure 5.

4 FARA'S COMPARATIVE ADVANTAGE FOR IMPLEMENTING THIS STRATEGIC PLAN

4.1 FARA's continental mandate

FARA's continental mandate, derived from its constituents and conferred by the AUC Memorandum of Understanding (MoU), equips it to play a pivotal role in synchronising methodologies and data standards as well as improving access to knowledge and technologies that accelerate innovation across the continent and provide continental-level policy and market analyses. The Forum's global links facilitate the harmonisation of the approaches used to strengthen the capacity for agricultural innovation at all levels. The mandate also facilitates the building of partnerships between African and non-African R&D institutions, and links with other regional research forums through GFAR.

4.2 FARA's social capital convening power and mobilisation of African ownership

In implementing its 2007–2016 Strategic Plan, FARA has accumulated substantial knowledge, experience, contacts and significant social capital, which provide it with a strong foundation for the effective implementation of the new Strategic Priorities (SP) of this updated Strategic Plan. Substantial social capital has been awarded to the former NSFs of institutions and stakeholders related to policy and markets, access to knowledge and technology, capacity strengthening and partnerships, and strategic alliances. This capital spans a wide stakeholder base and gives FARA a strong convening power.

The leadership role that FARA played in the implementation of CAADP Pillar IV widened the scope set by its original mandate (focused on agricultural research), to embrace legitimate involvement with actors that span the whole agricultural innovation system. In that process, the FARA Secretariat acquired social capital, knowledge, expertise, networks, and an acknowledged responsibility for strengthening African agricultural innovation systems to meet the challenges set by CAADP and the African Vision for Agriculture.

Figure 4: FARA's strategic problem tree

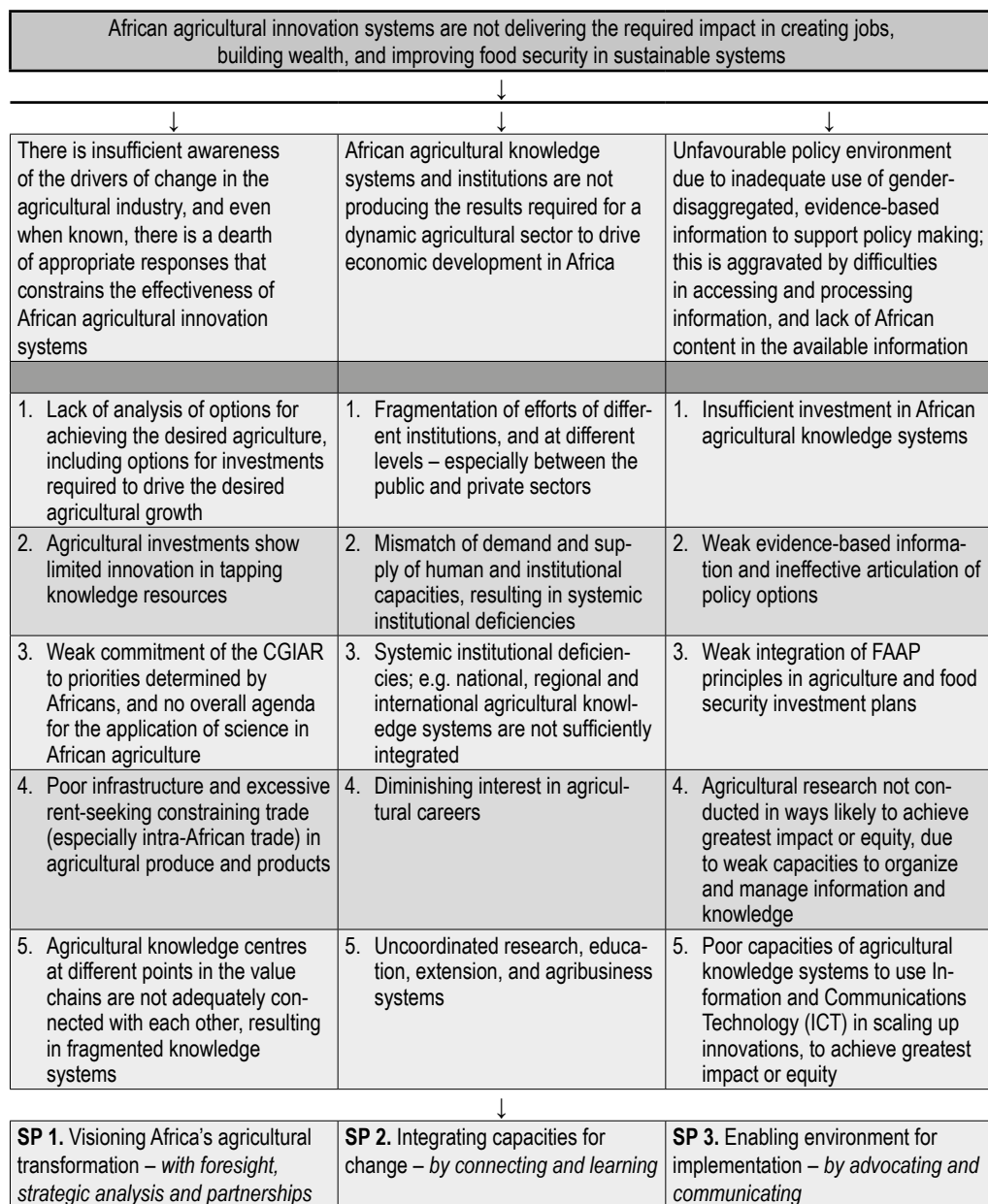
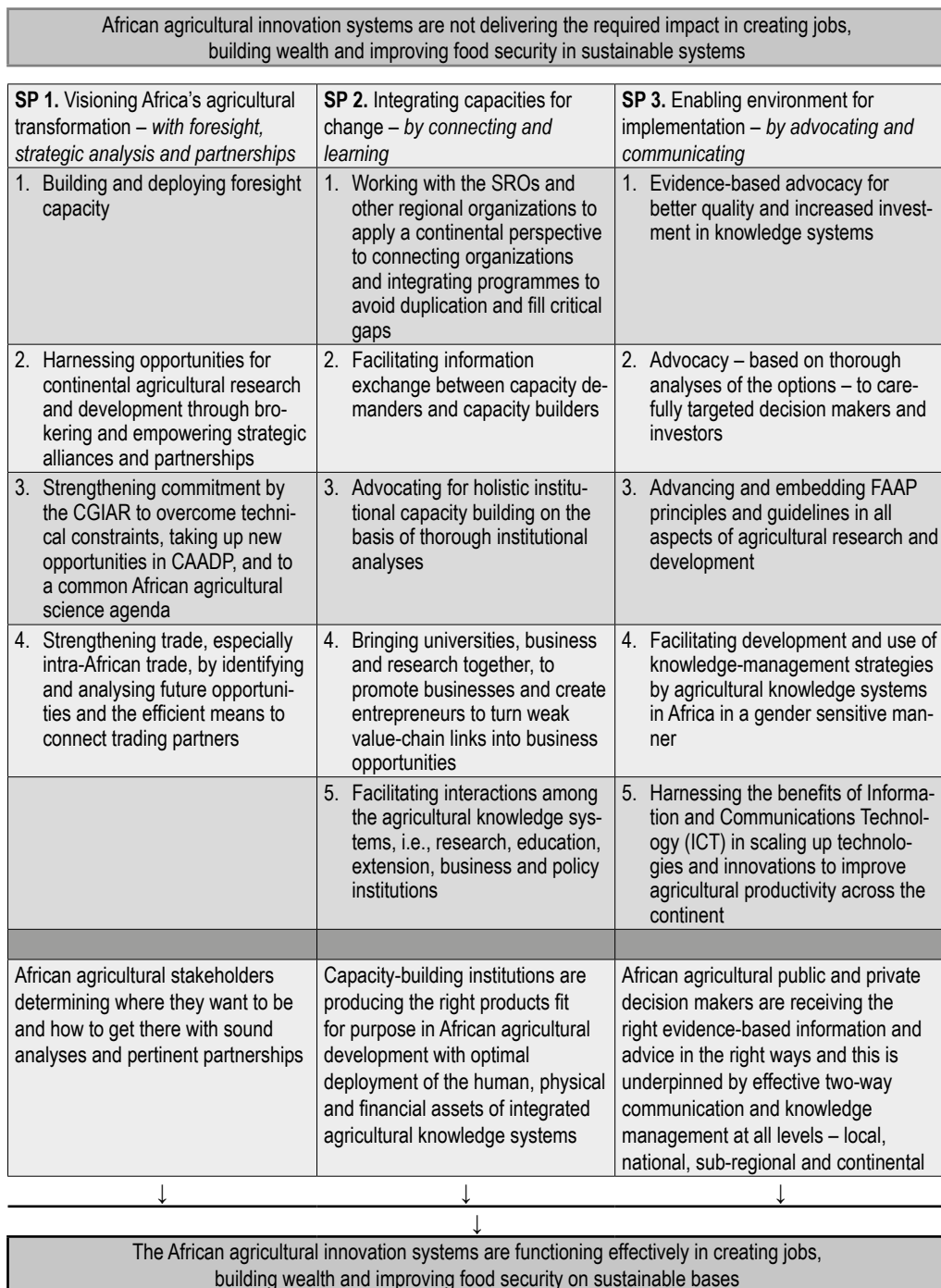


Figure 5: FARA's strategic objective tree



SECTION 3: FARA'S STRATEGY FOR 2014–2018

5 FARA'S STRATEGY

FARA's 2007–2016 Strategic Plan was focused on supporting networking between its stakeholders in order to build critical mass, avoid duplication and fill critical gaps through five NSFs.

However, it was foreseen that over time, FARA's comparative advantage in providing networking support would change, relative to those of the SROs and other players; and that FARA would need the flexibility to adapt and shed functions, giving others stronger comparative advantages in these areas. This would leave the Forum to focus on those functions to which it remains best suited. Experience gained and social capital accumulated during the implementation of the 2007–2016 Strategic Plan, the rapid changes in the technical, economic and political contexts, and findings from the stakeholder consultation have led FARA to articulate this new strategic direction for delivering generic services to its clients, within the agriculture knowledge systems (research, education and capacities, extension and scaling, business and investment, policies). The services to these clients are in the form of observing, facilitating, connecting, catalysing, convening, and coordinating AKS outputs, (Figure 2) and are interdependent because each element relies on the success of the others.

5.1 Stakeholders and clients of FARA

FARA's original stakeholders were the SROs, whose clients are mainly (but not exclusively) the public organizations in the NARS whose clients are, in turn, the farmers. FARA is also interested in non-research actors because of their vital role in the dissemination and adoption of research outputs, so this group was also integrated into FARA's agenda formulation and validation processes. These include continental and national institutions involved in agricultural education, extension, business, and policy formulation.

5.2 FARA's key strategic statements

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 the enabling policy environment for implementation.

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

1. The service provider of choice in the provision of KIS services to countries and regional economic communities (RECs)
2. The continental convenor in the development and implementation of the agriculture science agenda for Africa – especially in the alignment of the CGIAR to CAADP priorities
3. The coordinator of regional platforms for enabling AR4D actors to align and streamline their actions
4. The convenor and integrator of research, extension and education by advancing common interlinking and reinforcing strategies
5. The mainstreamer of evidence-based agricultural policy
6. 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 agriculture it wants, with proactive approaches to making the best of opportunities in agribusiness, trade and markets, taking 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.

5.3 The core functions of FARA

The value proposition of FARA relates to its functions from continental perspectives that can be executed only by FARA, to support the delivery of related outputs within the agricultural knowledge systems at sub-regional and national levels. Six such core functions are identified for FARA:

5.3.1 Facilitating collective action around the promotion of innovations in Africa

FARA identifies and supports priority regional interventions based on the principle of subsidiarity. FARA promotes, mobilises resources, and organizes activities around its key strategic priorities of regional importance and creates a critical mass around shared strategic

areas. FARA thereby complements sub-regional mediated and country executed programmes. Instigating collective actions around these, FARA also works towards reducing fragmentation and duplication of effort while enhancing synergies and complementarities by managing the transfer of knowledge, technology, innovation and advice across the sub-regions.

5.3.2 Capacity strengthening to enhance the functionality of agricultural innovation systems in Africa

Capacity strengthening is a common thread in FARA's activities. FARA is, as a result, proactive in addressing the capacity strengthening implications of its new value proposition, and in providing leadership in the development of an all-embracing and integrated capacity development framework for African agriculture in which capacity development responds to identified present and future capacity deficits.

5.3.3 Intellectual leadership for AR4D in Africa

FARA provides intellectual leadership in the articulation of gender-disaggregated, evidence-based policies and principles to guide approaches to resolving emerging issues, and in the design and implementation of research and extension programmes; acting as a resource for reform, based on FAAP principles. FARA also leads the facilitation of engagement with stakeholders in the CAADP process. This intellectual leadership is premised on a number of processes and mechanisms that FARA has had, and will put in place. These include: the FARA pool of expertise, core research support teams, FARA Fellows network, FARA resource persons with special expertise, Africa Agricultural Science Week, post-doctoral scientists and visiting scientists including experts from the diaspora.

5.3.4 Partnerships to enhance broad-based productivity, competitiveness and markets in Africa

FARA develops partnerships with regional organizations, i.e.: AFAAS, Team-Africa, African Network for Agriculture, Agro-forestry and Natural Resources Education (ANAFE), Regional Universities Forum for Capacity Building in Agriculture (RUFORUM), PanAAC, NPCA and AUC on delivering on the continental agenda. It also works closely with international agencies including the CGIAR, G8 New Alliance for Food Security and Nutrition; G20 Tropical Agricultural Platform; Global Agricultural Geo-monitoring Initiative (GEO-GLAM), World Agricultural Watch, Agricultural Market Information Services, Grow Africa and others. These partnerships, at the international level, represent 'spill-ins'.

5.3.5 Advocacy and communication for improved AR4D in Africa

FARA is a pivotal agency, facilitating advocacy and communication for increased investment in agriculture by African governments and private sector entities. This stems from its representation of Africa in GFAR and other international forums on agricultural research and development, in the AUC and in high-level African continental forums. FARA is therefore well positioned to advocate on behalf of its stakeholders for increased and better harmonised funding from sources both within and outside of Africa – especially in relation to the agencies that support multilateral projects.

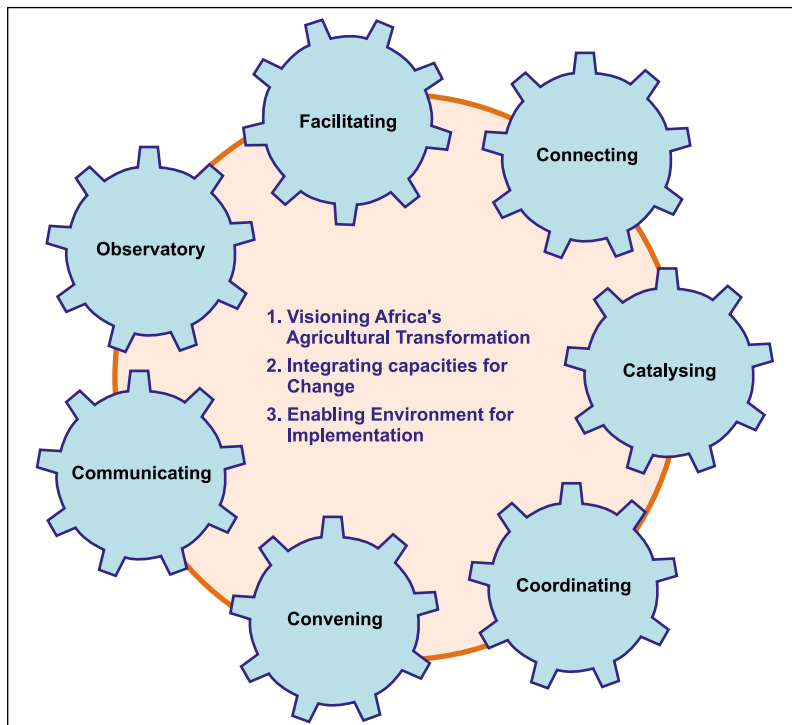
5.3.6 Tracking of progress in Africa's agricultural development

The unique position of FARA as an apex body necessitates the function of tracking global progress in Africa's agriculture. This function will be supported by other regional agencies to ensure the gains and lessons learned are properly adduced and documented to inform future policies in Africa's agricultural development.

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

The institutional reforms associated with this Strategic Plan focus on establishing a strategic foresight platform for leading and facilitating collective action on priority areas that require continental solutions. A fundamental responsibility, therefore, is to manage the Forum's performance through the achievement of results, rather than focusing on the underlying processes of service delivery. Development is about transforming the lives of people. In order to develop the M&E Framework or Strategic Matrix (Annex 1), it was imperative to have a good understanding of how the various inputs translate into outputs, outcomes and impact, which is the assumed 'results chain' (Figure 6). Such a model or 'Theory of Change' allows the identification of indicators at different points in the results chain to trace through what activities are being effective and in what ways. This has the benefit of allowing FARA to trace any bottlenecks in achieving results more efficiently. This approach led FARA to start by developing generic indicators for the three SP areas, which are simply labelled: 'Visioning Africa's agricultural transformation', 'Integrating capacities for change', and 'Enabling environment for

Figure 6: FARA's Strategic priorities and generic services



implementation'. These can then be broken down one step further into: (i) products related to knowledge (laws, strategies, analysis); (ii) products related to physical dimensions (agricultural production); (iii) products related to behaviour change (campaigns, TV and radio programmes, documentaries, shows, public debates); (iv) products related to capacity development (conferences, working groups, training); and (v) use (policy- and technology-related research-based knowledge, and strengthening capacity to use research).

FARA stakeholders (policy makers, academia, scientists, change agents, entrepreneurs, farmers, governments, private sector, NGOs, Networks and Development Partners in R&D, etc.) are currently largely working in isolation with uncoordinated and fragmented support and achieving limited impact on the ground. The adoption of results-based management is to improve the effectiveness and accountability of FARA, accompanied by increased inter-agency collaboration and interaction as dictated by innovation system approaches. The FARA Theory of Change places greater emphasis on **integration** and harmonisation of the processes. By continuously **observing** the dynamics of the AR4D landscape, FARA undertakes **visioning** through foresight and analysis to provide strategic directions that guide new and future actions. By **connecting** individuals and stakeholders with different capacities, FARA will make them aware of the different actors' capacities and contributions and also learn to capitalise on, and harness critical capacities to bring the needed change in institutional arrangements for collaboration among these stakeholders. By **communicating** best practice and policy options based on evidence, FARA advocates for enabling policies and institutional structures and processes that enable implementation of actions on demand; and by forming and strengthening **partnerships** and strategic alliances, FARA combines the strengths of all stakeholders to respond to needs. This Theory of Change is derived directly from the challenges to which FARA is expected to respond (section 1.2), and forms the basis for the three SP areas for intervention based on FARA's comparative advantage.

The delivery of the results for the three strategic areas is premised on strengthening the capacities of African actors in the agricultural knowledge and innovation systems to be more effective and efficient in supporting African agriculture to achieve the internationally and continentally agreed development goals (MDGs and CAADP-FAAP), on the basis of national development strategies (Country Compacts). The commitment of the continental partners to participate and benefit from the African agricultural innovation system, working collectively to achieve results in line with national priorities, is part and parcel of FARA's shared identity and an important aspect of its legitimacy. Strengthening the capacity of these actors to be more effective partners in the solution of continental issues becomes a critical element in the delivery of the Strategic Plan.

Following the causal logic of the hierarchy of objectives, the impact pathway and the Strategic Results Matrix depict the key results that FARA needs to deliver in order to ensure high returns on investment and impact towards the strategic objective (purpose) of sustainable, high broad-based agricultural growth in Africa. The purpose captures the spirit of improving productivity, competitiveness, market access and penetration, participation and the contribution of numerous actors in service delivery, and the sharing of benefits. The overarching statement of objectives – the goal – speaks to the MDGs in terms of its focus and potentially high impact on

reducing food insecurity and poverty while enhancing the environment. The results, for which FARA will be fully responsible, by priority areas, are outlined below in section 5.5.

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 not have any significant negative influence on its performance. Risks and assumptions at the activity levels are avoided by including appropriate activities – all others being considered pre-conditions that must be met before activities are initiated. Some mitigable threats include the result-level assumptions which must hold if FARA is to realise the intended outcomes. Certain risks – at the purpose level – are beyond the realms of FARA control, and FARA will carefully monitor their importance and the likelihood of the assumptions in those respects failing to hold. The assumptions, which may be considered at two significant levels – results level and outcome or purpose level, are listed in section 5.6.

It is important that FARA should be able to measure the impact of the significant investment that Africa and the Development Partners will be making in the various segments of the agricultural innovation system under this Strategic Plan. The high-level indicators included in the Strategic Matrix address outcomes and impact, as opposed to outputs. The choice of indicators was made considering the time that will elapse before any particular activity results in impact and the need for these high-level indicators to be aggregated up from individual themes, programmes and projects, to enable a direct link to be made between activities and impact. It would be possible to identify certain impact indicators related to the MDGs, and reduce poverty through quicker progress towards the MDGs, and track these, but it would be difficult to link these to FARA activities with any rigour, or to make any assessment of contribution to changes in these indicators. This is particularly the case because of the diversity in activities to be funded under this Strategic Plan. However, it will be possible to track the impact at a more disaggregated level, using case studies that highlight successful initiatives. Case studies will constitute an important complement to quantitative monitoring, and will be a very useful tool in making the case that funds have been effectively used as well as in providing learning for FARA about its processes and activities.

A considerable proportion of FARA's funding and staff input goes to partnerships, and most initiatives are largely implemented through partners, on whom FARA has no direct influence. Those involved with determining outcomes have noted the difficulty of relating relatively modest inputs to outcomes that are subject to a very large number of other influences. It will, thus, not be easy to quantify the development impact exclusively attributable to FARA's work. In fact, it will even be more difficult to separate out those factors that actually result in change over time. These complexities relating to attribution to any one actor have arisen and become significant because, in the last decade, FARA programmes have succeeded in building sub-regional (and even national) capacity and sector-wide partnerships, and many actors can now ably contribute to the common continental development agenda – each according to their ability. In such cases, it will be sensible to undertake joint evaluations, which may plausibly attribute wider development results to the joint efforts of all participating actors.

This Strategic Plan accepts that individual outputs rarely bring about change on their own. It is more likely that people will act on evidence that is built up over many years, in different contexts, once this has been communicated effectively. Even when FARA outputs help shape policy and practice, it will sometimes take years to see the benefits for poor people. As defined by the Development Assistance Committee (DAC) of the Organization for Economic Co-operation and Development (OECD), attribution represents ‘the extent to which observed development effects can be attributed to a specific intervention or to the performance of one or more partners, taking account of other interventions, (anticipated or unanticipated) confounding factors, or external shocks’. For FARA, the challenge is to draw conclusions on the cause-and-effect relationship between programmes/projects and the evolving levels of agricultural growth; and, ultimately, the reduction in poverty and food insecurity. It may be difficult to attribute these intermediate and long-term results to any single intervention or actor. There may be no simple methodologies for identifying how much of the overall outputs and outcomes of the initiative or partnerships, result from FARA’s input, nor will it always be clear if the simple fact of FARA’s input has allowed the partners or initiative to access additional funding and inputs from other sources. This may, on occasion, result in too little weight being given to the importance of FARA’s input, but it is inappropriate to also attribute all the changes that are going to occur in the African agricultural innovation system (AIS) to FARA. It may take time, but under the new Strategic Plan, partnership reporting arrangements will be migrated to a format that enables effective M&E to ascertain the proportion of outputs and outcomes attributable to FARA. Evaluations and reporting on results will therefore focus on plausible attribution or credible association.

5.5 The Results to be delivered

FARA will achieve its purpose by delivering three key results. Each key result will be the outcome of several lower order results. The results are outlined below:

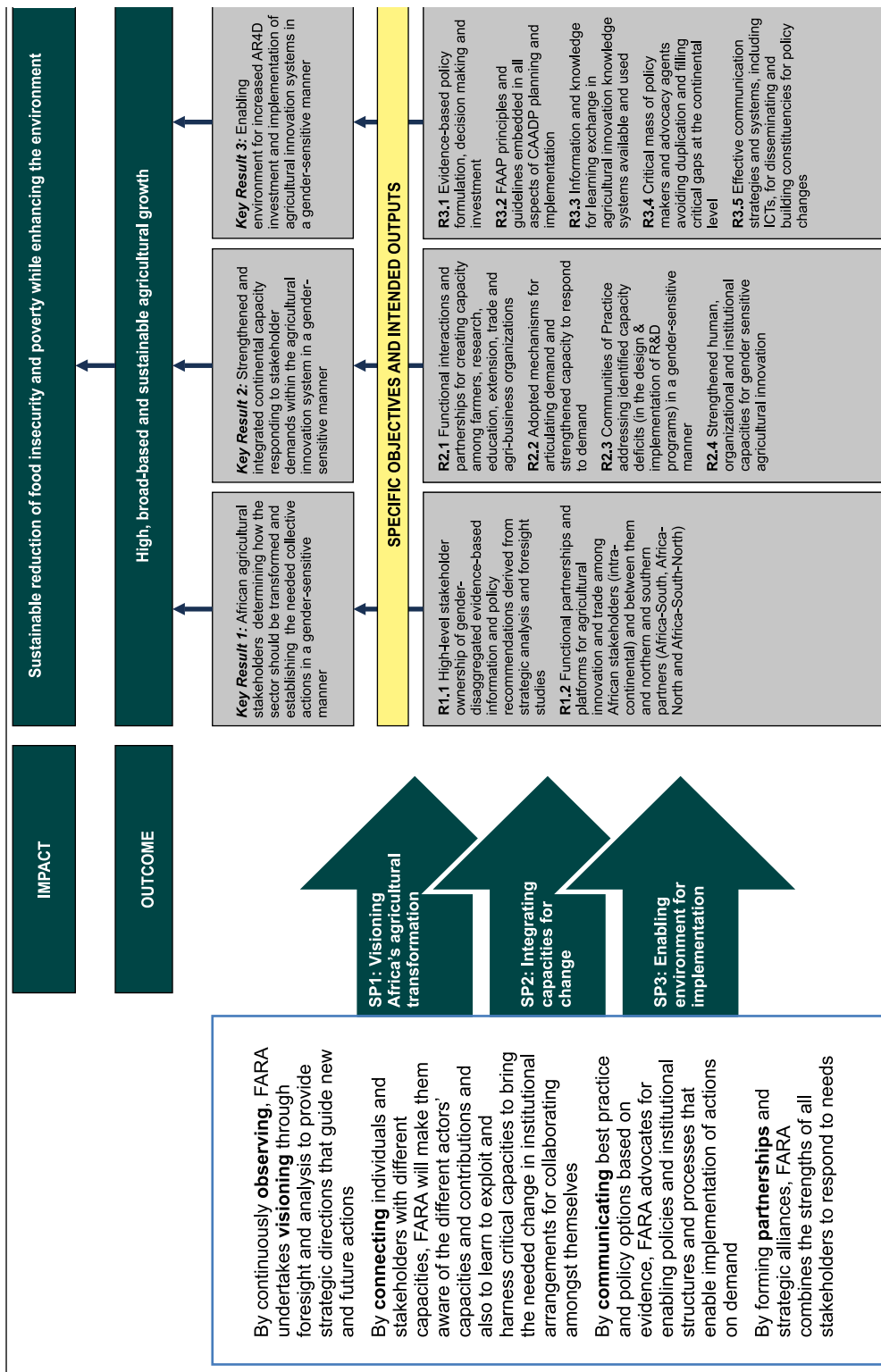
Key Result 1: African agricultural stakeholders determining how the sector should be transformed, and establishing the needed collective actions in a gender-sensitive manner

- R1.1. High-level stakeholder ownership of gender-disaggregated evidence-based information and policy recommendations derived from strategic analysis and foresight studies.
- R1.2. Functional partnerships and platforms among African stakeholders (intra-continental), and between them and the northern and southern partners (Africa–South, Africa–North and Africa–South–North), for agricultural research and innovation.

Key Result 2: Strengthened and integrated continental capacity responding to stakeholder demands within the agricultural innovation system (AIS) in a gender-sensitive manner

- R2.1. Functional interactions and partnerships for creating capacity among farmers, research, education, extension, trade and agribusiness organizations.
- R2.2. Adopted mechanisms for articulating demand and strengthened capacity to respond to demand.
- R2.3. Communities of practice, addressing identified capacity deficits (in the design and implementation of R&D programmes), in a gender-sensitive manner.

Figure 7: FARA Theory of Change and Impact Pathway



- R2.4. Strengthened human, organizational and institutional capacities for gender-sensitive agricultural innovation.

Key Result 3: Enabling environment for increased agricultural research for development investment and implementation of agricultural innovation systems (AIS) in a gender-sensitive manner

- R3.1. Evidence-based policy formulation, decision-making and investment.
- R3.2. FAAP principles and guidelines embedded in all aspects of CAADP planning and implementation.
- R3.3. Information and knowledge for learning exchange in agricultural innovation knowledge systems available and used.
- R3.4. Critical mass of policy makers and advocacy agents avoiding duplication and filling critical gaps at the continental level.
- R3.5. Effective communication strategies and systems, including ICT, for disseminating and building constituencies for policy changes.

5.6 Assumptions and risks in Strategic Plan implementation

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. The critical assumptions at the results and outcome or purpose levels are as follows:

Purpose-level assumptions and risks:

- Regional political and socio-economic conditions do not negate gains, and agricultural transformation and sustained inclusive agricultural growth continue to be key in continental, regional and national development strategies.
- National and international contexts promote benefits (at this level). CAADP components increasingly contribute to a supportive agricultural environment.
- Active coordination with other relevant non-agricultural R&D sectors boosts positive response to the needs of the rural and urban poor.
- Strengthened human resource and systemic capacity is developed/attracted and retained in Africa.
- National and international political and economic environments do not negate gains as political leadership continues to ensure conducive and stable policy environment and evidence-based action improves public sector planning, implementation and review.
- HIV infection rates do not further undermine the ability of the African labour force to engage in agriculture.

Results-level assumptions and risks:

- National and international political and socio-economic environment does not negate gains at this level while political leadership continues to ensure conducive and stable policy environment.
- Adequate infrastructure (including ICT) and general systemic capacity 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
- Increased systemic capacity, inclusiveness and evidence based action improve public sector planning, implementation and review.
- Transformational change stimulates greater stakeholder engagement and investment.

Targeted and coordinated support, capacity building, peer review and learning generate institutional transformation.

5.7 Strategic priorities

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

Rationale

It is often said that Africa has huge unrealised potential for increased agricultural production and improved productivity. However, there is persistent frustration at the continent's inability to realise that potential. A new approach is needed that will seek out opportunities and reveal strengths, weaknesses and threats to the governance and functioning of institutions (rules of the game) in AIS. This is consistent with a key function for FARA emphasised by stakeholders, which is to perform a strategic observatory function to ensure that Forum members are aware of, and can respond appropriately to, on-going changes.

Strategic objectives

The strategic objective is to enable more productive engagement between the public and private sectors in all aspects of the supply and value chains, leading to the creation of an integral AIS, improved trade (especially intra-Africa trade) and marketing to reduce consumer prices, and improved farm household incomes.

Specific objectives

The priority action areas will be based on three specific objectives:

1. To keep track of thematic developments, initiatives, investments, opportunities, challenges and emerging threats
2. To guide the direction of AIS through foresight and other techniques
3. To spearhead implementation of 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 outputs that will result from the above will be: (a) high-level stakeholder ownership of evidence-based information and policy recommendations derived from strategic analysis and

foresight studies; and (b) 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).

FARA's preparedness for SP 1

FARA's comparative advantage for foresight, strategic analysis and partnerships is based on over a decade of experience in observing the changing and emerging trends in African agriculture, and in catalysing appropriate responses. It is also well positioned for these roles through its:

1. Leadership of the African chapter of the GFAR Global Foresight Academy
2. Mandate as the technical arm of the AUC; support from the European Union for the PAEPARD; and responsibilities in the Africa–Brazil Marketplace platform
3. Role in steering the Africa, Britain, China Challenge Fund in agricultural research
4. Mandate for spearheading and facilitating the Dublin process for aligning the CGIAR with CAADP
5. Mandate for facilitating the development of the African agricultural science agenda
6. Universal commitment to actors in African agriculture and forming value-adding partnerships
7. Role as an apex body and the delivery of CAADP Pillar IV

SP 1 intervention areas

The SP 1 will focus on exposing the vast opportunities of African agriculture through the following intervention areas for which actions are elaborated in the Medium Term Operational Plan (MTOP):

1. Tracking emerging opportunities and risks
2. Foresight guidance to agricultural research and innovation
3. Spearheading the African science agenda for agriculture
4. Brokering strategic alliances and empowering partnerships

5.7.2 SP 2: Integrating capacities for change – by connecting and learning

Rationale

Over the last three decades, the capacities of African agricultural universities and training institutions have been expanded substantially in terms of staff numbers, but there remain grave concerns about the quality of teaching and learning that they deliver. Several surveys and reports have highlighted the negative consequences of the rapid and under-resourced expansion to cater for increased demand for tertiary education and the need to restore standards. The underpinning issue for training to remain relevant is that the education system needs to be fully integrated with other sectors of the R&D system. This requires the facilitation of linkages and negotiation between the demanders (farmer organizations, businesses, research institutions, advisory services) and providers of human capacity (universities, colleges and vocational training institutions). Furthermore, there are oversupplies of some cadres and

shortages of others, which require awareness of the fit between what is needed and what is being produced.

The CAADP AFSIPs have identified the capacity deficits and corrective actions. The next step is to move into a transformational phase that requires countries to implement their investment plans. Based on these plans, integrating capacities will be necessitated by the need to: (a) develop a menu of options to work with all partners of varying capacity to address training, exchange, sub-regional collaboration, and knowledge transfer; (b) develop partnerships with country- and local-level programmes to deliver results, integrating research, extension and education; (c) bring weaker systems to work with stronger partners around shared problems; (d) provide intellectual leadership in the design and implementation of research and extension programmes; (e) support countries in developing CAADP Investment plans; and (f) support sub-regional centres of excellence.

Strategic objectives and outputs

The strategic objective of SP 2 is to advocate, catalyse and facilitate strategic reforms, processes and mechanisms that will strengthen human, organizational and institutional capacities for agricultural innovation.

Specific objectives and outputs

Specific objectives apply to SP 2 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 R&D programmes to build synergies and increase impacts
4. To advocate and promote holistic institutional capacity-strengthening approaches

The outputs of the above objectives will be: (a) functional interactions and partnerships among farmers, research, education, extension, trade and agribusiness organizations; (b) adopted mechanisms for articulating the demand and strengthening the capacity to respond to demand, to stem declining interest in agriculture careers; (c) Communities of Practice addressing identified capacity deficits (in the design and implementation of R&D programmes) in a gender-sensitive manner; and (d) strengthened human, organizational and institutional capacities for agricultural innovation. FARA proposes an integrated capacity-development approach of: matching capacity supply and demand, strengthening and sustaining capacity pools, and learning and monitoring for consolidating institutional change.

FARA's preparedness for SP 2

FARA has a continental mandate through the AUC - MoU; it has linkages and social capital accumulated across the agriculture knowledge systems; and, it has strengthened relationships with NARIs, SROs, CGIAR, GFAR, the Global Forum for Rural Advisory Services (GFRAS) and

universities, as well as established thematic platforms for extension (e.g. AFAAS), education (e.g. TEAM-Africa), farmers organizations (e.g. PAFO), non-governmental organizations (e.g. PANGOC), the private sector (e.g. PanAAC) and policy (e.g. AFAPP), in addition to the continental learning platforms it has established (e.g. RAILS, DONATA, UniBRAIN) that are inter-linked from national to sub-regional and continental levels.

SP 2 intervention areas

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 intervention areas for SP 2 for which the details are spelt out in the MTOP are:

1. Integration of capacities of actors in the knowledge system
2. Linking research, education and business for agricultural innovation
3. Improving the responsiveness and relevance of African institutions by matching capacity supply to demand
4. Strengthening and sustaining capacity pools and stemming the decline of interest in agricultural careers with emphasis on youth and gender
5. Improving the development, design and implementation of R&D programmes to build synergies
6. Strengthening human, organizational and institutional capacities for agricultural innovation

5.7.3 SP 3: Enabling environment for implementation – by advocating and communicating

Rationale

CAADP and FAAP call for increased and better harmonised investments in agriculture and agricultural R&D by national governments, and regional and international development agencies/partners. This requires evidence-based advocacy to all stakeholders, especially policy and decision makers in governments, to provide them with viable options for improving policy, institutions and markets. A greater awareness of the available evidence for formulating policies that create enabling environments has to be reinforced by effective communication to get the advocated messages across to those who need to hear them.

FARA's continental mandate gives it a comparative advantage in advocacy and policy for African agricultural R&D and past success has led to an expectation among its stakeholders that FARA will continue to advance their interests in African and international forums. The Secretariat is the recognised agency for articulating and communicating African agricultural R&D issues at the highest policy levels, and to stakeholders across the continent.

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 in it 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

The expected outputs from pursuing the above objectives are: (a) evidence-based policy formulation, decision-making and investment; (b) FAAP principles and guidelines embedded in all aspects of CAADP planning and implementation; (c) information and knowledge for learning exchange in agricultural innovation knowledge systems available and used; (d) critical mass of policy makers and advocacy agents avoiding duplication and filling critical gaps at the continental level; and (e) effective communication strategies and systems, including ICT, for disseminating and building constituencies for policy changes.

FARA's preparedness for SP 3

FARA's preparedness for contributing to the creation of an enabling environment for implementation through advocacy and communication is rooted in its successes in: (i) implementing RAILS and SABIMA; (ii) developing policy briefs; (iii) establishing relationships through recognition of its leadership in continental and international forums; (iv) convening the consultations that led to the development of FAAP; (v) the approval of African heads of state and government; (vi) its relationships with the AUC, NPCA, RECs and ministries; and (vii) its achievements in organizing thematic networks/platforms, notably: ministerial dialogues, African Agricultural Science Week, access to Food and Agriculture Organization of the United Nations (FAO) regional dialogues, AU ministerial meetings and the NPCA Partners' platform.

SP 3 intervention areas

Through the core functions of facilitating, convening and tracking the demand for, and supply of, knowledge, FARA will help create an enabling environment for increased AR4D investment and the implementation of agricultural innovation systems, through the following interventions that are elaborated in the MTOP:

1. Facilitating policy analysis and advocacy of overarching priority and emerging issues that affect agricultural innovation in Africa
2. Advocating for and communicating FAAP principles and the Science Agenda in the implementation of CAADP
2. Catalysing and connecting African policy and economic research institutions, systems and processes to deliver evidence-based policy support to the CAADP processes

3. Promoting evidence-based advocacy for increased and better-quality investment in Africa's agricultural innovation and knowledge systems
4. Enhancing knowledge management and access to knowledge and innovation

5.8 Emerging thematic areas

In addition to the key results (strategic priorities), there are several emerging issues that have to be taken into account in advancing FARA's programme, and which will consolidate all three strategic priorities. These include climate change, environmental sustainability, bioenergy and nutrition.

5.8.1 Climate change

In response to the challenges imposed on African agriculture by climate change (section 1.3), FARA will establish and strengthen platforms for: (i) planning and identifying gaps in knowledge; (ii) determining priorities; (iii) harmonising approaches; (iv) building synergies among various initiatives and key stakeholders; (v) exchanging knowledge between African scientists, policy makers and rural communities on climate change adaptation and mitigation; and (vi) enhancing lesson sharing.

5.8.2 Bioenergy

Following the worldwide energy crises, manifested in Africa by regular short supplies and high costs; and the general awareness about the use of environmentally safe energy to drive economic development across the continent, FARA will bring forward bioenergy for consideration.

FARA's purpose will be to achieve a sustainable bioenergy contribution to future power and global energy demands by accelerating the production and use of environmentally sound, socially accepted and cost-competitive bioenergy, which will not compete with food production, on a sustainable basis. This will be for the purpose of providing an increased security of supply at a reasonable price while reducing the greenhouse gas emissions from energy use.

5.8.3 Nutrition

FARA will ensure that regional agricultural interventions are tailored to address the prevalent nutrition problems (outlined in section 1.3). The absence of a clear framework for nutrition and goals leaves agricultural activity managers without guidance on priorities and opportunities related to health and nutrition. This necessitates an in-depth understanding of programme and policy options for improving the impact of agriculture projects on consumption and nutritional status. FARA will therefore undertake activities that build links between agriculture and nutrition, build capacity for of agricultural programmes to address nutritional issues, identify priorities related to consumption, and provide guidance to other sectors. This will enable it to provide guidance to policy makers and programme managers in the selection and design of effective agricultural interventions. FARA will contribute to strengthening the ability of smallholders, women and poorer households to simultaneously address food security and nutrition concerns.

5.9 Gender

FARA recognises the importance of mainstreaming gender in agricultural R&D in Africa. Gender mainstreaming is addressed as a cross-cutting theme in FARA's programmes, policies and activities, and those of its stakeholders, including sub-regional organizations, national agricultural research organizations and farmer organizations. To ensure a proper commitment to addressing gender, FARA's Gender Strategy is an integral component of FARA's Strategic Plan and the MTOP. The Gender Strategy presents the broad strategic framework within which FARA will pursue the goal of mainstreaming gender in facilitating the improvement of agricultural productivity in Africa. The key components of the Gender Strategy will contribute directly to the attainment of FARA's overall objectives, as defined within its three SP areas of this Strategic Plan.

FARA's gender-mainstreaming approach will integrate the needs of men and women equally in programmes and operations. Central to this will be the promotion of policies and actions that facilitate equitable access to productive resources by both men and women, as well as the integration of gender perspectives into FARA's functions and activities to ensure that both sexes benefit. One of the ways gender mainstreaming will be manifested in FARA's work is through its efforts to ensure that women's needs are addressed in the development and dissemination of agricultural policies and technologies, particularly those used by women. The expected outcomes of this are women fully participating and benefiting from agricultural innovation processes; women farmers and scientists receiving the training they need to be fully competitive in their work; and gender issues featuring prominently in capacity building measures for women and men.

Mainstreaming gender into development involves first understanding the different needs of, and constraints faced, by women and men, which affect productivity and poverty. FARA will promote actions that: (i) reduce gender-related barriers to economic growth and poverty alleviation and enhance the well-being of men, women and youths; (ii) take note of the changing age demographics in the agricultural sector; and (iii) reduce drudgery and the lack of economic opportunities in agriculture – the main causes that lead to the migration of young people from rural to urban areas. These actions are needed to mitigate the impact of HIV and AIDS (which hits the most economically active population the hardest) as well as the aging the rural population. If the rural labour force is to meet the increasing urban demand for food in the future – and if we are to ensure that valuable indigenous knowledge of agricultural practices is retained – agriculture must be made more attractive and profitable in order for young people to remain active in production.

5.10 Monitoring and evaluation

M&E will be applied to all FARA activities and, as far as possible, be synchronised with the M&E systems of the SROs, through the use of the same approaches and methodologies. The aim is to ensure that FARA tracks the functioning and performance of the African agricultural innovation system as a whole. The FARA and the sub-regional research organizations' (SRO) M&E units have an overall framework to track progress towards the delivery of results and

positive outcomes, as defined by the Key Performance Indicators (KPIs). The framework provides guidelines and procedures for the collection and analysis of key data and information on the KPIs.

FARA will be responsible for assessing progress in agricultural research, technology adoption and cross-cutting capacity strengthening at the continental level. It will also contribute to improving the quality of assessments in the wider commitments to CAADP by governments and institutions that are subject to NEPAD peer-review mechanisms.

During the five-year life of FARA's Strategic Plan 2014–2018, many changes are likely to occur in African agricultural research and development. The M&E system shall be configured to provide the information, data and analysis that will be used to amend FARA's strategy in light of what works and what does not, and to keep FARA in line with the changing political, market, and climatic environments.

FARA will strive to harmonise the M&E frameworks across the networks that it supports, so that they generate data that can be easily integrated under a common M&E system for CAADP.

5.11 Communications

As an apex organization mobilising stakeholders towards collective and concerted action, FARA's roles encompass coordination to ensure the lateral integration of: (i) regional knowledge networks; (ii) intermediation; (iii) boundary spanning and brokerage to ensure the functionality of regional agricultural innovation systems; (iv) the strengthening of the human and institutional capacities of stakeholders; and (v) the convening, observing and agenda-setting needed to ensure appropriate policies and directions for future actions. To perform these roles successfully, FARA will put in place and implement a communication strategy, and specific guidelines on its implementation.

The emerging global focus on agriculture and changes in the CAADP present an opportunity for FARA to position itself as an apex regional organization, catalysing 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.

5.12 Resource-mobilisation

In its early years, the FARA Secretariat had to take a 'learning by doing' approach to mobilising resources. This was remarkably successful in terms of enabling the establishment of a strong Secretariat and the initiation of ground-breaking initiatives such as the SSA CP, which coined and validated the concept of IAR4D. However, it was not easy to keep longer term initiatives funded and the opportunistic approach sometimes detracted from higher priority activities. To counter that, the FARA MDTF has become the primary source of sustained funding. The MDTF will continue to be the mainstay of Secretariat funding to 2018. However, it is not tenable in the long-term for FARA to rely so heavily on Africa's development partners, so the Secretariat's advocacy and resource-mobilisation priority shall be to increase the contributions from African sources and from the private sector.

6 IMPLEMENTATION ARRANGEMENTS

6.1 FARA's core principles

FARA is committed to excellence in everything that it does, and promoting excellence features prominently in all its functions. Other FARA universal principles involve a commitment to subsidiarity, delivery and accountability, gender equity, and participation.

6.1.1 The subsidiarity principle

This principle is necessitated by the multi-layered participation and involvement of Forum members in FARA's actions. 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 to improve efficiency and reduce costs. Care will however be taken to ensure that decision-making is not inappropriately delegated 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).

6.1.2 Maintaining the integrity of the environment

Recognising the importance of achieving an increase in production and access to market, FARA also places a lot of emphasis on protecting the natural resources of the continent. All programmes value the rich agricultural biodiversity in Africa and strive to conserve it for the whole world's use. FARA also recognises the fragile nature of African soils and works hard to avoid degrading it further. FARA enters into effective partnerships with other agencies across the world to ensure that the integrity of Africa's natural resources is preserved.

6.1.3 Inclusiveness of all categories of stakeholders

FARA ensures inclusiveness within all its programmes. It is sensitive to the issues of age, gender, social groups and vulnerable groups; operates in the English, French, Portuguese and Arabic languages; and uses a wide range of communication tools to reach out across the continent. What's more, FARA ensures the inclusiveness of its operations by looking at the typologies of farmers, including the poorest of the poor, to balance its regional coverage. FARA also ensures that innovation is accelerated by facilitating the all-inclusive engagement of the stakeholders involved in the value-chain, including researchers, farmers, extension agents, civil society agencies, processors, input and output marketers, agricultural lending agencies, meteorological services and policy makers.

6.1.4 Partnerships

FARA recognises the relative weakness of NARS in Africa and the need to use partnership as a capacity enhancing measure. It therefore emphasises the building and strengthening of partnerships as a means of accomplishing its goal for African agriculture.

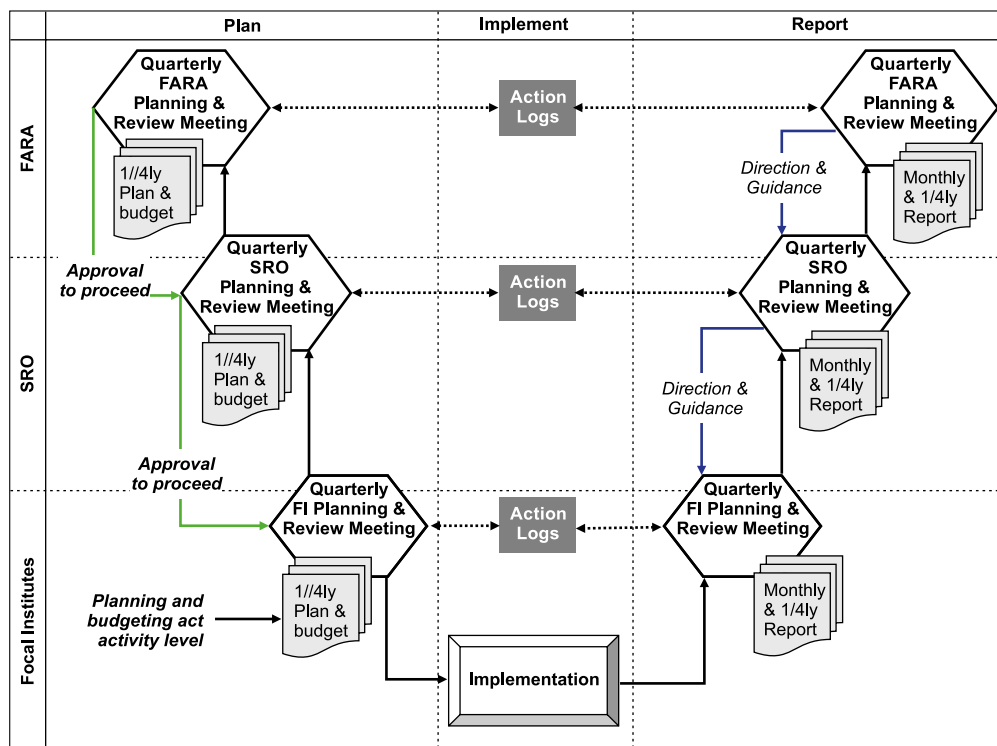


Figure 8: Example of the practice of subsidiarity in FARA's SCARDA programme

6.1.5 Shared responsibility, sublimity and responsiveness

FARA implements its programmes in line with the principles of complementarity and joint actions with members of the FARA Forum and other stakeholders and partners as well the principle of sublimity by harmonising its actions with regional (African) and global efforts in agricultural research and development. It also seeks to ensure that it is responsive to stakeholder demands and aspirations and emerging sectorial demands and changes.

6.2 Modalities for delivering FARA results

6.2.1 FARA as a Forum organization

FARA is a Forum organization, constituted by and responding to the needs of its constituents. These needs include research, extension, farmers' organizations, education and training, private sector and policy makers. The Secretariat is the Executive Agency of the Forum, which it coordinates and serves in a participatory manner in consultation with all the Members. FARA provides technical and intellectual leadership to the Forum, with whom it will implement this Strategic Plan.

FARA puts a high value on working in partnership, which has been used in the past ten years to strengthen its original building blocks, which are the SROs. Some of the SROs are now relatively

strong, so its relationship with them now has to adhere strictly to subsidiarity principles. However, the relationship between FARA and its partner networks – especially the ones related to advisory (AFAAS), education (TEAM-Africa) and the private sector (PanAAC) – has to evolve so that, as the networks mature, FARA's strategy is complementary, adds value, and does not find itself in competition for resources and space.

FARA adheres to the principle of maintaining a lean Secretariat which, of necessity, has to work with a wide range of partners within the Forum in order to accomplish its objectives. Within this kind of arrangement, there is a clear delineation of roles and responsibilities for all the actors, which also means the equitable attribution of the relative contributions of each participant. This ensures that all members of the Forum feel ownership of the results and impacts of their collective work. Within this framework there are some engagement mechanisms which include the following.

6.2.2 Mobilising Forum members

A distinguishing feature of this Strategic Plan is how the Secretariat will mobilise Forum members and take advantage of the full benefits of the FARA structure as a continent-wide body. FARA will mobilise Forum members through a number of mechanisms and processes including:

Pool of experts: In FARA's role as a facilitator of CAADP, it relies on expertise which goes far beyond what the Secretariat could provide on its own. The required expertise can be sourced locally, or even 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.

The African Academy for Agricultural Sciences and Technology (AAST): This will be used to mobilise African expertise on the continent and in the diaspora to provide advocacy and think tank functions and to recognise excellence by sponsoring awards. It will also provide an outlet for high quality publications in the form of a peer-reviewed journal of AAST.

Core research and development support team: The core research and development support team provides specialised expertise in specific areas of agricultural R&D, under the overall supervision of the FARA Secretariat. For example, the team provided immediate support to FARA by helping to develop its 'proof of concept' on the usefulness of IAR4D.

FARA Fellows Network: FARA keeps a list of key partners who are knowledgeable in different areas and may be available to help it implement certain aspects of different assignments. Research fellows, for example, help FARA to meet the challenge of completing multiple tasks assigned by the Forum.

Resource Persons with Special Expertise: Resource persons provide support and guidance in the formulation of work plans in association with the Strategic Plan. They are pooled from different areas of expertise relating to the particular strategic focus.

Africa Agricultural Science Week: Africa Agricultural Science Week provides a great opportunity for much wider consultation across the agricultural science community on emerging, or pressing, matters. It occurs every three years.

Internships: FARA employs African graduates who bring a fresh perspective as well as an additional labour force to the Secretariat. Internships provide young people with opportunities for training as well as acquiring additional skills and job opportunities.

Post-Doctoral fellowship: Post-docs are new doctoral graduates from different fields. Post-Doctoral fellowships provide opportunities for these new graduates to gain further experience in African agriculture.

Visiting scientists: Visiting scientists are recruited from partner organizations that are engaged in related activities. The scientists are posted within different agencies to undertake specific assignments, after which they return to their own organizations.

Diaspora: FARA maintains a good relationship with the Association of African Agricultural Professionals in Diaspora, and from time to time, uses its database of experts to meet the Forum's requirements.

6.3 FARA management and governance

6.3.1 Management: The FARA Secretariat

FARA is committed to maintaining a lean staffing structure (Figure 9) which maximises the usefulness of resources, while ensuring that staff can realise their full potential in contributing to African development. Quality is the benchmark in recruiting staff, and for that, candidates must be assured of excellent working conditions and freedom to express themselves without being constrained by a lack of facilities which often occurs when staffing costs are too high a proportion of an organization's budget.

In its first five years, the FARA Secretariat implemented a Strategic Plan that had been written before the Secretariat was established. From the outset, however, the Secretariat was made aware of its obligation to be responsive to stakeholders' changing demands. The GA reacted to this need by demanding action on several fronts, while still deeming it wise to ensure that the Secretariat remained focused on advocacy and resource mobilisation, information and technology exchange, and the promotion of partnerships. The compromise that resulted was the uptake of a number of projects that arose as a result of stakeholder demands.

The Strategic Plan for 2007–2016 arose out of stakeholder consultations (a similar process to that by which the projects were developed). As a result, each project fitted well within a related NSF. The main task, when first implementing the 2008–2012 MTOP, was to deconstruct the project-based coordination and support systems. Under this MTOP, the human resources, accounting and administrative functions were carried out centrally by the relevant Secretariat staff in the Human Resources, Finance and Administration departments. This will be continued in the new 2014–2018 MTOP, which relates to the Strategic Plan 2014–2018.

There is a crucial distinction, which must be kept in mind, between FARA, the Forum of all stakeholders (African and non-African) and the FARA Secretariat, established to facilitate the implementation of FARA's Strategic Plan.

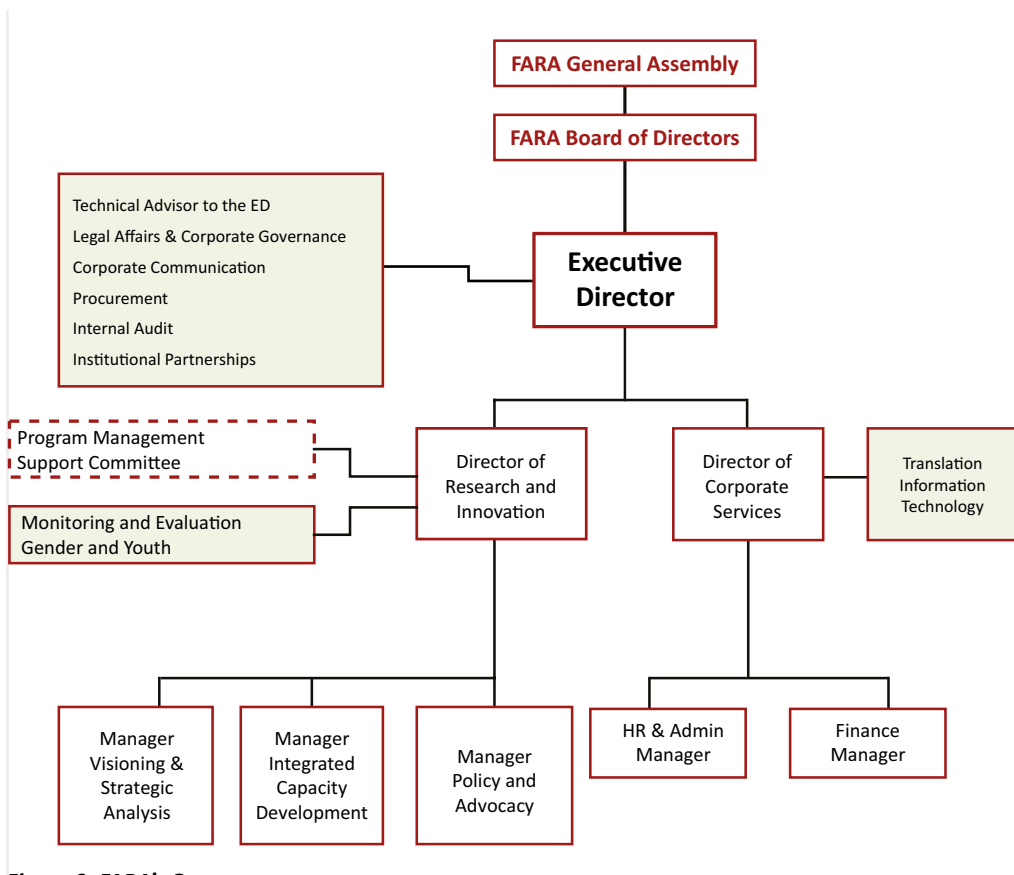


Figure 9: FARA's Organogram

The FARA Secretariat will be able to achieve its ambitious plans with a lean staff structure by relying more on stakeholders to represent the Forum, rather than the Secretariat staff. This is consistent with the Secretariat's purpose, which is to serve the Forum, rather than become an independent organization. Past representation of FARA in numerous conferences, workshops and meetings has enabled the Secretariat staff to develop substantial networks of African experts that they can now call upon. This will widen the pool of expertise and make important contributions to developing champions for FARA in different subject areas across Africa. This is vital to the success in raising resources from African sources, which will ultimately determine the sustainability of FARA. This will require a different approach and, possibly, different skills in the way that each SP achieves its goals and objectives.

6.3.2 Governance

This Strategic Plan concerns FARA as the Forum for its constituent member SROs, the NARS and other stakeholders in African agricultural research and development. The Forum is governed by the biennial FARA GA, which approves FARA's main governance and management instruments – including the FARA Constitution, Strategic Plan and MTOP.

The functioning of the Forum between the General Assemblies is entrusted to an elected . The Board has a chairperson who is nominated by alternating SROs and confirmed by the GA. The

chairperson serves from the end of one GA to the end of the next. The Board is made up of representatives of FARA's major stakeholders (SROs, scientific partners, farmers, NGOs and the private sector) with development partners as observers.

A primary function of the Board of Directors is to oversee the plans and performance of the FARA Secretariat, which manages FARA's programme. The Board of Directors has three committees for audit and finance, nominations, and governance and programmes.

The FARA Secretariat is led by an Executive Director who, as the Chief Executive Officer and legal representative of FARA, provides leadership and manages the human, financial and physical resources of FARA and its Secretariat, and is responsible for the implementation of the Strategic Plan.

The FARA Secretariat is committed to maintaining a lean and flat management structure without compromising on excellence, rigour, transparency or accountability to its constituents and stakeholders. With this in mind, it recruits high-quality professionals.

FARA's support to its stakeholder institutions includes the planning and implementation of initiatives and projects in accordance with the principles of subsidiarity, and in compliance with the FAAP principles and guidelines outlined in Box 1.

7 Concluding statement

This Strategic Plan reflects what FARA has learned over the period of implementation of the preceding Strategic Plan. This learning took place through consultations, workshops, meetings and day to day interactions with the SROs, NARS and other stakeholders in African agricultural research and development. Furthermore, the process of developing the Plan included systematic and iterative consultations with stakeholders including development partners. The result of the learning and the consultations is a new refocused value proposition for FARA, namely:

'Strengthening Africa's capacity for innovation and transformation, by visioning its strategic directions, integrating capacities for change and creating the enabling policy environment for implementation.'

The Plan is grounded on this value proposition. It puts FARA in a unique position as the apex institution for agricultural research in Africa in a way that acknowledges that its core functions have to change to create space for the emerging continental and sub-regional organizations in the AIS, to flourish. FARA has already acquired the experience and social capital – in the form of successful partnerships with a wide range of diverse stakeholders – to apply the principle of subsidiarity in implementing this Strategic Plan in ways that foster the collective action needed to deliver the specified results. The results will, in turn, be essential ingredients in the knowledge system that Africa needs, to underpin the pursuit of its objective of sustainably improving broad-based agricultural productivity, competitiveness, and markets in Africa.

The Strategic Plan is for the Forum. The expectation is that it will provide the guidance required for determining actions by FARA's GA, Board of Directors and Secretariat in the development of FARA's 2014–2018 MTOP.

Annex 1. FARA 2014–2018 – Strategic Matrix

Narrative summary	Indicators	Assumptions
Goal: Sustainable reduction of food insecurity and poverty in Africa while enhancing the environment	Measures linked to the MDGs Goals (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	
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 AIS by gender, social group, age and space</p> <p>Indicator 1: Percentage increase in number of individuals, groups, organisations directly affected or reached by FARA interventions (disaggregated by gender)</p> <p>Indicator 2: Percentage increase in core competencies, capabilities and capacities for innovation among targeted (individual, organisational/inter-organisational and/or institutional)ARD actors</p> <p>Indicator 3: Degree of stakeholder satisfaction with FARA performance and quality of products and services</p> <p>Indicator 4: Level of annual contributions by African Governments and institutions to agricultural research funding</p>	<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

Narrative summary	Indicators	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	<p>Indicator 1.1: Number of Countries with AR&D agendas being influenced by the S3A (outcome of foresight studies, countries in which FAAP principles and guidelines have been embedded in CAADP national and/or regional compacts and AFSIPs)</p> <p>Indicator 1.2: Number of functional partnerships and platforms for agricultural innovation and trade among African stakeholders and between them and northern and southern partners established</p> <p>Indicator 1.3: Number of participants reached, participating or contributing to innovation platforms, consultations, workshops, meetings (<i>individuals, institutions disaggregated by country, region, gender, stakeholder category</i>)</p>	<ul style="list-style-type: none"> • National and international political and socio-economic environments do 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
Key Result 2: Strengthened and integrated continental capacity responding to stakeholder demands within the agricultural innovation system in a gender-sensitive manner	<p>Indicator 2.1: Number of institutions adopting FARA-initiated interventions or mechanisms for identifying, articulating and/or addressing capacity needs</p> <p>Indicator 2.2: Number of institutions (<i>disaggregated by category</i>) whose capacity development needs have been assessed and/or supported (<i>enhanced knowledge, skills and attitudes of individuals delivered through training workshops; changes in organisational design and culture, accountability, responsiveness, transparency and efficiency</i>)</p> <p>Indicator 2.3: Number of functional Communities of Practice for creating gender-sensitive capacities formed and addressing identified capacity deficits in the design & implementation of AR&D programmes</p>	
Key Result 3: Enabling environment for increased agricultural research for development investment and implementation of AIS in a gender-sensitive manner	<p>Indicator 3.1: Number of countries and RECs in which FAAP principles and guidelines have been embedded in CAADP national and/or regional compacts and AFSIPs</p> <p>Indicator 3.2: Number of information and knowledge products/packages (<i>briefs, reports, scientific papers and publications documentaries</i>) produced and made available to stakeholders</p> <p>Indicator 3.3: Number of people reached with information through continental information and knowledge sharing platforms (<i>websites, publications, visual and social media</i>)</p> <p>Indicator 3.4: Number of platforms used for information delivery and exchange</p> <p>Indicator 3.5: Degree of improvement in availability of ICTs (<i>magnitude of ICT speed and capacity performance, reliability of internet access, equity, service quality, cost-effectiveness</i>) amongst targeted NARS institutions</p>	

Annex 2. A SWOT analysis of FARA⁴

1. Strategy	
Strengths	Opportunities
<ul style="list-style-type: none"> • Vision and Mission attuned to global MDG agenda and the Zero Hunger Challenge • Powerful overall objective – poverty reduction through productivity enhancement – justifies FARA's existence • Reasonably well thought-through strategy • Continental mandate • Good operational framework • Strategic Priorities aligned with MTOP outcomes • Focused strategic documents • Medium- and long-term strategy with a clear vision • Major documents (i.e., Strategic Plan and MTOP) have been adopted and seem to be flexible • Good vision and mission statements • Region-wide networks of partners and collaborators 	<ul style="list-style-type: none"> • CAADP framework offers forum for action • Adherence to continental frameworks provides room for greater impact • Improved FARA–SRO relationship • Continental mandate • Continental visioning required for achieving poverty reduction • AUC endorsement • Many countries have set policies in agricultural R&D • Sub-regional policies • Tapping new financing partners • Niche in emerging issues • Activities of CGIAR and others in Africa • Changing environment (climate change, food prices) • Good leadership is increasing in Africa
Weaknesses	Threats
<p>Funding:</p> <ul style="list-style-type: none"> • Low level of funding in agriculture by African governments • Resource mobilisation within Africa <p>Mandate:</p> <ul style="list-style-type: none"> • Demanding mandate • Alignment to the global development agenda in terms of placing the particular needs of Africa above all <p>Operational:</p> <ul style="list-style-type: none"> • Separating project resource completely from core support • Accomplishment by proxy is difficult • Lack of clear functional/operational niche – clarity among stakeholders 	<p>Stakeholder engagement:</p> <ul style="list-style-type: none"> • Lack of clarity on subsidiarity principle • SRO and other key partners – FARA relations deteriorate not improve • Competitive organizations do things better, resulting in FARA losing part of its relevance • Poor representation of FARA in SRO Boards • Lack of capacity in some NARS • Undue donor influence • Private sector not responding as hoped <p>Operational:</p> <ul style="list-style-type: none"> • Relatively low achievement of objectives • Top-down management

4. Extracted with adaptations from the *FARA External Review* of December 2011.

	<p>Funding:</p> <ul style="list-style-type: none"> • External funding dependency • Donor dependent • Limited/lack of country support for certain activities • Inadequate funding for certain core activities • Funding gaps • Low funding from African countries • Donor fatigue • Over-reliance on traditional donor support • Unstable funding <p>Mandate:</p> <ul style="list-style-type: none"> • Mandate of other bodies • Collapse of CAADP <p>Emerging issues:</p> <ul style="list-style-type: none"> • Climate change • Energy <p>Political:</p> <ul style="list-style-type: none"> • Wars and civil disturbances • Economic problems in USA and Europe • Financial crisis Europe and USA • Land grabbing in Africa • Conflicts and political instability • Political crises/wars
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Annex 3. Communiqué of the 1st Regional Workshop of Youth-in-Agriculture Country Representatives in Africa – Engaging Youth in the Implementation Phase of the CAADP Transformation Agenda – Knowledge Information and Skills (KIS)

The 1st Annual Regional Workshop of Youth-in-Agriculture Country Representatives was held on 9th and 10th May 2013, under the auspices of the Secretariat of the Forum for Agricultural Research in Africa (FARA). The Workshop was aimed at developing a strategy for engaging youths along the implementation phase of the CAADP agenda. The participants represented 19 African countries and 24 Youth-in-Agriculture initiatives.

While acknowledging the coordinating, facilitating and catalytic role of FARA in implementing recommendation 54 of the 8th CAADP Partnership Meeting, the participants expressed concerns about the challenges that African youth faced along the various nodes across agricultural value chains. These hurdles include, *inter alia*: limited information on opportunities which exist across agricultural value chains; lack of specific policies on the role of youth in agricultural development; under-utilisation of ICT capacities in addressing agricultural challenges; limited investment in technology; limited access to training and market-oriented education; inadequate access to career guidance that will expose youths to science, technology and innovation; shortage of funding opportunities – grants, loans and user-friendly financial services; limited access to land, technical advice, and good agricultural practices; insufficient information or opportunities along agricultural value chains; limited access to markets; unhealthy competition from international markets; bad roads and rural infrastructure networks; weak bargaining power; and inadequate engagement of youth in policy development, implementation, monitoring and evaluation processes.

Further, the regional workshop recognised the potential and supportive role of YPARD-Africa representatives in the development and implementation of youth and agricultural development policies. It also agreed that education would contribute considerably to rebranding agriculture as a competitive professional career choice for African youth. In order to realise the African vision for agricultural development, there is a need to involve youth at all levels of agriculture; change the negative perception that agriculture connotes in the minds of the youth; utilise ICTs and other related technologies for fostering agricultural productivity and competitiveness; mainstream agriculture into primary school curricula; provide adequate incentives for youth who are engaged in agriculture; provide increasing amount of capacity strengthening opportunities to youth; improve access to agricultural inputs such as land, water, capital; facilitate networking among youths through YPARD-Africa and other agriculture-related youth organizations; institutionalise youth engagement in the CAADP/KIS processes by supporting the creation of national and regional youth coalitions in agriculture; and utilise traditional and new media tools in the rebranding of agriculture.

In view of these, the gathering endorsed the need for youth to meet annually to review progress made on the aforementioned action points and also share best practices across countries and sub-regions.

Source: FARA. 2013. *Engaging Youth in the Implementation Phase of the CAADP Transformation Agenda – Knowledge, Information and Skills (KIS)*. Communiqué of the 2013 Regional Workshop, 9–10 May, 2013, FARA Secretariat, Accra, Ghana.

Annex 4. Glossary of terms and phrases

Access to resources	Ability and opportunity an individual has, to use a resource. For example, ability to have land for cultivation or to have a street house for retail shops.
Advisory services	<p>Agricultural advisory services are defined as services that make new knowledge available to farmers and help them to develop their farming and management skills. The terms 'advisory services' and 'extension' are used interchangeably. The services may include:</p> <ul style="list-style-type: none"> • Dissemination of information • Training and advice of groups of farmers or individual farmers • Testing new technologies on-farm • Development and dissemination of farm management tools
CAADP Pillar 4 organizations	Regional, sub-regional and national organizations dealing with agricultural research, tertiary agricultural education, agricultural advisory services, and agribusiness in accordance with the aspirations of CAADP Pillar 4.
Centres of Excellence	<p>A Centre of Excellence (CoE) should, at a most basic level, consist of a team of people who promote collaboration and use best practices around a specific focus area to drive business results. CoEs should serve five basic needs:</p> <ul style="list-style-type: none"> • Support for their area of focus: CoEs should offer support to the business lines. This may be through services needed, or by providing subject matter experts • Guidance: Standards, methodologies, tools and knowledge repositories are typical approaches to fulfilling this need • Shared learning: Training and certification, skill assessments, team building and formalised roles are all ways to encourage shared learning • Measurements: CoEs should be able to demonstrate that they are delivering the results that justified their creation through the use of output metrics • Governance: Allocating limited resources (money, people, etc.) is an important function of CoEs. They should ensure organizations invest in the most valuable projects and create economies of scale in their services. In addition, coordination across other corporate interests is needed to enable the CoE to deliver value
Collective action	Any action aimed at promoting the proliferation of global public goods to improve the conditions of stakeholder groups, that is enacted by a representative of the stakeholders, and where cooperative action will greatly reduce transaction costs. Instruments for collective action may include multilateral frameworks (e.g. the CAADP), partnership arrangements, networks and umbrella organizations that enable coordinated action, based on a mutual understanding of relevant sectoral issues and policies. Collective action is more likely to succeed where there is mutual self-interest, when it is in response to a shared threat, and where there is leadership by a dominant authority.
Comparative advantage	An organization has a comparative advantage at rendering a service, if it can offer the service at a lower cost than anyone else. Where several organizations work towards a common goal, comparative advantage provides an amicable proviso for collective action. Each organization makes the most efficient use of its resources by providing the services in which it has the lowest opportunity cost – the service for which it holds the comparative advantage.

Competitive advantage	The term competitive advantage is the ability gained through attributes and resources to perform at a higher level than others in the same sector, industry or market. An organization is said to have a competitive advantage when it is implementing a value-creating strategy that is not simultaneously being implemented by any current or potential player. Competitive advantage occurs when an organization acquires or develops an attribute or combination of attributes that allows it to outperform its competitors. These attributes can include access to resources, such as a highly trained and skilled work force. In the manufacturing sector, new technologies, such as robotics and information technology, can provide competitive advantage, whether as a part of the product itself, as an advantage to the making of the product, or as a competitive aid in the business process (for example, the better identification and understanding of customers).
Control of resources	The process available to an individual to decide who can use the given resource, how to use the given resources and when to stop using them.
Core functions	Functions that ensure timely, high quality, least cost services or goods are provided by the organization. By understanding the core functions, you can begin to decide how to improve an organization through redesign. Management is a universal core function of organizations. Core functions for regional agricultural research agencies like FARA include coordination, institutional development, leading and facilitating collective action on priority areas that require regional solutions, and global tracking of progress on regional actions.
Diversity in approach	Recognising that women – and men – do not constitute homogeneous groups. Women's and men's diversity with respect to age, socio-economic status, education, ethnicity and culture, ability, and geographical location must be taken into account whenever issues of gender and agricultural higher education are addressed.
Empowerment	Is about increasing ability of women and men to take control over their lives: being able to perceive alternatives, make choices and fulfil those choices. Empowerment of women or men includes increasing their power to make decisions, to have their voices heard, to put things on the agenda, to negotiate and to challenge past customs. It is both a process and an outcome, and it is collective and individual. Women's empowerment is essential to achieving gender equality. Outsiders cannot empower women, only women can empower themselves. However, institutions can support empowering processes both at the individual and collective levels.
Enabling environment	Environments – physical, social, and attitudinal – can either hold people back or foster their participation and inclusion. An enabling environment involves laws and policies that allow, favour and mainstream a socially responsible private sector. Such an environment stimulates local initiative and draws inward investment, both of which can have rapid and dramatic effects on employment and human resource development. Sometimes referred to as the 'investment climate', it comprises all the elements of the regulatory business environment, but in addition includes the quality of infrastructure, the health system, the overall level of education, rule of law, political stability and security, functioning financial markets, trade liberalisation and international rules and standards as factors which constitute the 'location-specific factors that shape the opportunities and incentives for firms to invest productively, create jobs, and expand'. ⁵

5. Rapport sur le développement dans le monde pour 2005, « Un meilleur climat d'investissement pour chacun » (Banque mondiale, 2004).

Foresighting	<p>Foresighting constitutes a range of techniques and approaches deployed for a common goal: to establish a shared understanding of the forces shaping the future, for the purposes of aiding decision-making. It gives us a means to identify change in society over time so that we may be better prepared to meet a future state, encourage its development, or counteract it, changing the course of change itself. Contemporarily, foresighting is gaining currency due to increasing waves of uncertainty and crisis where a common understanding of potential forces/factors and vision setting are critical for taking action.</p> <p>Foresighting is not only for planning and strategy work, but also for use in design processes, i.e., guiding the shape, function and possible use of an object, system, or place. The future horizon upon which one gazes (how far one's gaze is cast), is dependent on the phenomenon in question and the time it takes to effect change. For example, Africa's agriculture may have a 50- or 100-year horizon to consider. Foresighting allows building scenarios over these timeframes, taking into account expected changes brought about by global warming and climate change, demographic changes, urbanisation, globalisation, natural resource constraints, emerging technologies, and so on.</p> <p>Foresighting is itself a policy instrument used, for example, to promote networking but it is also a means to inform, develop and join-up policy across domains. It is particularly helpful in supporting the new wave of demand-side policies, which require shared visions between users and suppliers. For developing countries, the creation of a neutral future space for debate and the opportunity to reduce exclusion from networked thinking about the future are key advantages.</p> <p>'The foresight process involves intense iterative periods of open reflection, networking, consultation and discussion, leading to the joint refining of future visions and the common ownership of strategies, with the aim of exploiting long-term opportunities opened up through the impact of science, technology and innovation on society. It is the discovery of a common space for open thinking on the future and the incubation of strategic approaches'.⁶</p>
Gender	<p>Refers to the socially determined differences between men and women, such as roles, attitudes, behaviour, and values. Gender characteristics are assigned to men and women during their childhood and are expected to be followed. For example, in some societies, women are considered dependent on men; in other societies, women are decision makers, or men and women equally make decisions. Gender characteristics vary across cultures and over time; they thus are amenable to change.</p> <p>Gender refers to the socially constructed roles and responsibilities of men and women. The concept of gender also includes the expectations held about the characteristics, aptitudes and likely behaviours of both women and men (femininity and masculinity). These roles and expectations vary across time, economies and societies. The term distinguishes the socially constructed from the biologically determined aspects of being male and female. Unlike the biology of sex, gender roles and behaviours can change historically, sometimes relatively quickly, even if aspects of these roles originated in the biological differences between the sexes.</p>
Gender analysis	<p>A process to assess the differential impact of policies, programmes, projects and legislation on men and women. Conducting a gender analysis ensures that you have real information, not assumptions, on which to base your interventions or evaluate them. It helps you to organize your information in such a way that you are able to evaluate what further information needs you have, and what potential impacts your proposed activity will have on the women and men involved. In order to carry out a Gender Analysis, it is necessary for the information to be gender disaggregated. This means that the information is differentiated on the basis of what pertains to women and their roles, and to men and their roles.</p>

6. Cassingena Harper J. (2003) Rapport eForesee, Conseil de Malte pour la science et la technologie.

Gender and Development (GAD)	An approach that was developed in the 1980s to overcome perceived weaknesses of the Women in Development (WID) approach. Rather than focusing exclusively on women, this approach is concerned with relations between women and men, particularly inequality in power sharing and decision-making. GAD tries to address profound causes of gender inequality by integrating gender in the policy making process in all sectors and at all levels, focusing on the implementation of necessary steps to ensure that all members of society can equally enjoy the fruits of development.
Gender blindness	The inability to recognise that gender is a key determinant of the life choices we make and can be a real obstacle to participatory and sustainable development.
Gender empowerment measure	This is a comprehensive index measuring gender inequality in three basic dimensions of empowerment: economic participation and decision-making, political participation and decision-making, and power over economic resources.
Gender equality	In agricultural training, research, and outreach, means that men and women have equal conditions for realising their full rights and potential to be educated, conduct research, contribute to agricultural development and benefit from the results. Moving beyond a focus on equal treatment, the concept of gender equality also highlights the importance of equality of results. Achieving gender equality calls for the differential treatment of groups in order to end inequality and foster autonomy.
Gender equity	Means fairness and justice in the distribution of benefits, power, resources and responsibilities between women and men. Gender inequity in higher education, research and outreach refers to those differences between men and women in education/academic status, and participation in agricultural training, research and outreach work. The concept recognises that women and men have different needs, access to, and control over resources, and that these differences should be addressed in a manner that rectifies the imbalance between the sexes. To ensure fairness, measures must often be available to compensate for disadvantages that prevent women and men from otherwise operating on a level playing field. Equity can be understood as the means, where equality is the end. Equity leads to equality.
Gender gap	A concrete example of a political, economic, social and cultural difference or inequality between men and women or between boys and girls.
Gender mainstreaming	<p>The process of explicitly and fully addressing gender from the beginning to the end of any planned action. As defined by the United Nations in 1997, it is a strategy for making women's, as well as men's concerns and experiences an integral dimension of the design and implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that men and women can benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.</p> <p>Gender mainstreaming focuses on the fact that women and men have different life experiences and that development interventions affect them differently. Thus, gender should be integrated into development at all levels and in all sectors, focusing less on providing equal treatment to women and men (since equal treatment does not necessarily result in equal outcomes) and more on taking whatever steps are necessary to ensure equal outcomes. A mainstreaming strategy may include affirmative initiatives directed towards either women or men.</p>
Gender prejudice	Reflects characteristics that are foisted on women and men but fail to recount actual individual ability. For example, housework is women's work, not men's. Gender prejudice often limits an individual in doing what he or she is able to do.
Gender responsiveness	Entails consistent and systematic attention to the differences between men and women in society with a view to addressing institutional constraints to gender equality.
Gender roles	Behaviours that are expected from men and women. Gender roles are learned and vary across cultures and over time; they are thus amenable to change.

Gender stereotypes	Popularly held ideas about men and women. For example, ideas that women are tender, men are strong. Gender stereotypes are learned and vary across cultures and over time; they are thus amenable to change.
Gender-related Development Index (GDI)	A comprehensive index measuring average achievement in the three basic dimensions of human development – a long and healthy life, knowledge, and a decent standard of living – adjusted to account for inequalities between men and women.
Impacts	<p>Impacts are the longer term effects of outputs and outcomes on the wider community, such as the prevention of pests or the outbreak of disease, reduction of poverty, greater per cent contribution to GDP, improved living standards, etc. Impacts are related to the achievement of the goals of a project/programme, or of the organization itself.</p> <p>Impact tells whether or not the project/strategy/intervention made a difference to the problem that was being addressed. For example, the impact should tell whether FARA strategies have made a difference to the problem of food security in Africa. In other words, was the strategy useful or not? Before scaling up an intervention or deciding to replicate it elsewhere, there is a need to be sure that what is being done, or has been done, makes sense in terms of the impact on the beneficiaries.</p>
Institutions	Systems of established and prevalent social rules that structure social interactions and create stable expectations of the behaviour of others; socially embedded systems of rules. Generally, institutions enable ordered thought, expectation, and action by imposing form and consistency on human activities; institutions both constrain and enable behaviour.
Labour division by gender	Assignment of different tasks and responsibilities to women and men. Gender-based assignment of tasks is learned and pervaded by all members of a given community or society.
Lack of gender awareness	The shortage of information and knowledge about gender issues and their impacts on experiences and development results of men and women, boys and girls.
Organizations	Organizations are special institutions that involve: (a) criteria to establish their boundaries and to distinguish their members from non-members; (b) principles of sovereignty concerning who is in charge; and (c) chains of command delineating responsibilities within the organization.
Outcomes	Outcomes are intermediate effects of outputs such as: (a) the number of extension workers becoming proficient in the delivery of extension/advisory services; (b) the germination rate due to using good seed; (c) the increase in harvested produce from the hectares of land planted; and (d) the subsequent rise in household income. Outcomes can also be measured in terms of changes in attitudes or practices, or in policies or regulations. Outcomes are related to the achievement of the objectives of the programme or project, or of the organization itself.
Outputs	These are the immediate, tangible results of activities, such as: (a) the number of people trained; (b) the hectares of land under a crop; (c) the amount of seed produced, etc. Outputs are related to the implementation of the planned activities.
Partnerships	An arrangement where parties agree to cooperate to advance their mutual interests. A partnership is the relationship between two or more persons or groups that join-up to carry out an activity. Each person or group contributes money, property, labour or skill, and expects to share in the benefits and losses of the activity.
Private sector	The private sector is that part of the economy, sometimes referred to as the citizen sector, which is run by private individuals or groups, usually as a means of enterprise for profit, and is not controlled by the state. By contrast, enterprises that are part of the state are part of the public sector. Private, non-profit organizations are regarded as part of the voluntary sector. ⁷

7. Wikipedia.

Regional/sub-regional	The geographical domain of focus, which may correspond to a landmass specifically designated by international conventions (e.g. Africa) or its sub-units thereof.
Results	Generally, a result is the outcome of any kind of research, action or phenomenon. It is the final consequence of a sequence of actions or events expressed qualitatively or quantitatively. Possible results include advantage, disadvantage, gain, injury, loss, value and victory. There may be a range of possible outcomes associated with an event depending on the point of view, historical distance, or relevance. Reaching no result can mean that actions are inefficient, ineffective, meaningless or flawed.
Roles	A role is a set of connected behaviours, rights, obligations, beliefs and norms as conceptualised by actors in a social situation. A role defines a set of tasks that a person assigned the role, is allowed to perform. It is an expected, or free, or continuously changing behaviour and may have a given individual social status or social position. Roles may be achieved or ascribed or they can be accidental in different situations. An achieved role is a position that a person or group assumes voluntarily, which reflects evident skills, abilities and effort. An ascribed role is a position assigned to individuals or groups without regard for merit but because of certain traits beyond their control, and is usually forced. In the case of FARA, a key role is agenda setting for regional agricultural research and development.
Sex	Identifies the biological, genetically determined differences between women and men and is not amenable to change. Only a very small proportion of the differences in roles assigned to men and women can be attributed to biological or physical differences based on sex. For example, insemination is a male sexual role, pregnancy and childbirth are female.
Status of women (or men)	The term used to compare socio-economic conditions of women (or men) with corresponding conditions of men (or women). For example, women have lower status than men in political life which is manifested in lower rates of women at decision-making levels.
Subsidiarity	Elinor Ostrom's 'nesting principle' ⁸ is implied in regional engagements by FARA. The design of nested engagement systems for regional agricultural development efforts might be guided by the principle of subsidiarity. The potential advantages of such nested engagements are evident from various perspectives, including 'collective action'. The obstacles to collective action derive from the difficulties group members face in assuring one another that they will desist from free-riding on each other's efforts. Also, members of a large group need to solve the problem of reorganizing as a multi-level system. According to E. Ostrom (1990), collective action problems faced by large groups are often decomposable into smaller problems among which some are typically surmountable given pre-existing trust between some members. Hence, multi-level engagement of large groups can be explained from this perspective as 'the eventual result of larger, more inclusive organizational units emerging from, and then 'nesting'... smaller, more exclusive units that manage to self-organize sooner. Smaller organizations thus become part of a more inclusive system without giving up their essential autonomy'. This underlines the principle of subsidiarity: that any particular task should be decentralised to the lowest level of the nested system with the capacity to conduct it satisfactorily. Subsidiarity allows the allocation of tasks, vertically within a multi-level system inherent in the FARA Forum. Where there is opportunity for lateral cooperation, subsidiarity may be predicated on comparative advantage.

8. Ostrom, E. 1990. Assurer la gouvernance des biens communs : L'évolution des institutions intervenant dans l'action collective. Cambridge: Cambridge University Press and Ostrom, E. 1999. Faire face à la tragédie des biens communs. Revue annuelle de science politique 2:493-535.

Value proposition	<p>A value proposition is a promise of value to be delivered and a belief from the customer that value will be experienced. A value proposition can apply to an entire organization, or parts thereof, or customer accounts, or products or services. Value proposition is a clear statement that:</p> <ul style="list-style-type: none"> • explains how your product/service solves customers' problems or improves their situation (relevance) • delivers specific benefits (quantified value) • tells the ideal stakeholder why they should engage with you and not with the competition (unique differentiation)
Women in Development (WID)	Is an approach that emerged in 1970s, with the goal of integrating women more fully into the development process. It includes strategies such as women-only income generation projects, training and credit for women. In this approach, women are passive beneficiaries of development; and women's concerns are considered separately from the whole development issue.
Spill-ins	
Dublin Process	
Human Capacity Pyramid	

ACRONYMS AND ABBREVIATIONS

AFAAS	African Forum for Agricultural Advisory Services
AFAPP	African Food and Agricultural Policy Platform
AFP	African Financing Partnership
AFSIP	Agriculture and Food Security Investment Plan (CAADP)
AIDS	Acquired Immune Deficiency Syndrome
AIS	Agricultural Innovation System(s)
ANAFE	African Network for Agriculture, Agro-forestry and Natural Resources Education
AR4D	Agricultural Research for Development
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
AU	African Union
AUC	African Union Commission
CAADP	Comprehensive Africa Agriculture Development Programme
CCARDESA	Centre for Coordination of Agricultural Research and Development for Southern Africa
CGIAR	Consultative Group on International Agricultural Research
CNSS	Saint-Sauveur Nutrition Centre
CoE	Centre of Excellence
CRP	CGIAR Research Programme
DAC	Development Assistance Committee
DONATA	Dissemination of New Agricultural Technologies in Africa
DRC	Democratic Republic of Congo
ED	Executive Director
EU	European Union
FAAP	Framework for African Agricultural Productivity
FAO	Food and Agriculture Organization of the United Nations
FARA	Forum for Agricultural Research in Africa
FO	Farmer Organization
G8	Group of Eight (Leading Industrial Nations)
G20	Group of Twenty Finance Ministers and Central Bank Governors
GA	General Assembly
GAP	Gender in Agriculture Partnership
GAD	Gender and Development
GCARD	Global Conference on Agricultural Research for Development
GDI	Gender-related Development Index
GDP	Gross Domestic Product
GEO-GLAM	Global Agricultural Geo-monitoring Initiative
GFAR	Global Forum on Agricultural Research
GFRAS	Global Forum for Rural Advisory Services
HIV	Human Immunodeficiency Virus
IAR4D	Integrated Agricultural Research for Development
ICT	Information and Communications Technology
IFAD	International Fund for Agricultural Development

IPTA	Innovation Platform for Technology Adoption
IT	Information Technology
JCAAD-Group	Joint Capacities for Agriculture Development Group
KIS	Knowledge, Information and Skills
KPI	Key Performance Indicators
KRs	Key Results
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MDTF	Multi-Donor Trust Fund
MoU	Memorandum of Understanding
MTOP	Medium Term Operational Plan
NARI	National Agricultural Research Institute
NARS	National Agricultural Research Systems
NASRO	North Africa Sub-Regional Organization
NEPAD	New Partnership for Africa's Development
NERICA	New Rice for Africa
NGO	Non-Governmental Organization
NPCA	NEPAD Planning and Coordinating Agency
NSF	Networking Support Function
OECD	Organization for Economic Co-operation and Development
PAEPARD	Platform for African–European Partnership on Agricultural Research for Development
PAFO	Pan-African Federation of Farmers' Organizations
PanAAC	Pan-African Agribusiness and Agro-Industry Consortium
PANGOC	Pan Africa Non-Governmental Organization Consortium
QPM	Quality Protein Maize
R&D	Research and Development
RAILS	Regional Agricultural Information and Learning System
REC	Regional Economic Community
RUFORUM	Regional Universities Forum for Capacity Building in Agriculture
S3A	Science Agenda for Agriculture in Africa
SABIMA	Strengthening Capacity for Safe Biotechnology Management in Sub-Saharan Africa
SCARDA	Strengthening Capacity for Agricultural Research and Development in Africa
SP	Strategic Priority
SRO	Sub-Regional Research Organization
SSA CP	Sub-Saharan Africa Challenge Programme
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAP	Tropical Agriculture Platform
TEAM-Africa	Tertiary Education for Agriculture Mechanism
UN	United Nations
UNECA	United Nations Economic Commission for Africa
UniBRAIN	Universities, Business and Research in Agricultural Innovation
WID	Women in Development
YPARD	Young Professional in Agricultural Research and Development

About FARA

The Forum for Agricultural Research in Africa (FARA) is the apex continental organization responsible for coordinating and advocating for agricultural research-for-development. (AR4D). It serves as the entry point for agricultural research initiatives designed to have a continental reach or a sub-continental reach spanning more than one sub-region.

FARA serves as the technical arm of the African Union Commission (AUC) on matters concerning agricultural science, technology and innovation. FARA has provided a continental forum for stakeholders in AR4D to shape the vision and agenda for the sub-sector and to mobilise themselves to respond to key continent-wide development frameworks, notably the Comprehensive Africa Agriculture Development Programme (CAADP).

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 continental-level strengthening of capacity for agricultural innovation.

FARA's 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.

FARA's strategic direction is derived from and aligned to the Science Agenda for Agriculture in Africa (S3A), which is, in turn, designed to support the realisation of the CAADP vision. FARA's programme is organised around three **strategic priorities**, namely:

- **Visioning Africa's agricultural transformation** with foresight, strategic analysis and partnerships to enable Africa to determine the future of its agriculture, with proactive approaches to exploit opportunities in agribusiness, trade and markets, taking the best advantage of emerging sciences, technologies and risk mitigation and using the combined strengths of public and private stakeholders.
- **Integrating capacities for change** by making the different actors aware of each other's capacities and contributions, connecting institutions and matching capacity supply to demand to create consolidated, high-capacity and effective African agricultural innovation systems that can use relative institutional collaborative advantages to mutual benefit while also strengthening their own human and institutional capacities.
- **Enabling environment for implementation**, initially through evidence-based advocacy, communication and widespread stakeholder awareness and engagement and to generate enabling policies, and then ensure that they get the stakeholder support required for the sustainable implementation of programmes for African agricultural innovation

Key to this is the delivery of three important results, which respond to the strategic priorities expressed by FARA's clients. These are:

Key Result 1: Stakeholders empowered to determine how the sector should be transformed and undertake collective actions in a gender-sensitive manner

Key Result 2: Strengthened and integrated continental capacity that responds to stakeholder demands within the agricultural innovation system in a gender-sensitive manner

Key Result 3: Enabling environment for increased AR4D investment and implementation of agricultural innovation systems in a gender-sensitive manner

FARA's development partners are the African Development Bank (AfDB), Bill and Melinda Gates Foundation, BMZ (The Federal Ministry for Economic Cooperation and Development), the Canadian International Development Agency (CIDA)/ Department of Foreign Affairs, Trade and Development (DFATD), the Danish International Development Agency (DANIDA), the Department for International Development (DFID), the European Commission (EC), The Consultative Group in International Agricultural Research (CGIAR), the Governments of the Netherlands, Nigeria and Italy, the Norwegian Agency for Development Cooperation (NORAD), Australian Centre for International Agricultural Research (ACIAR) and UT Bank (Ghana). The World Bank.



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