



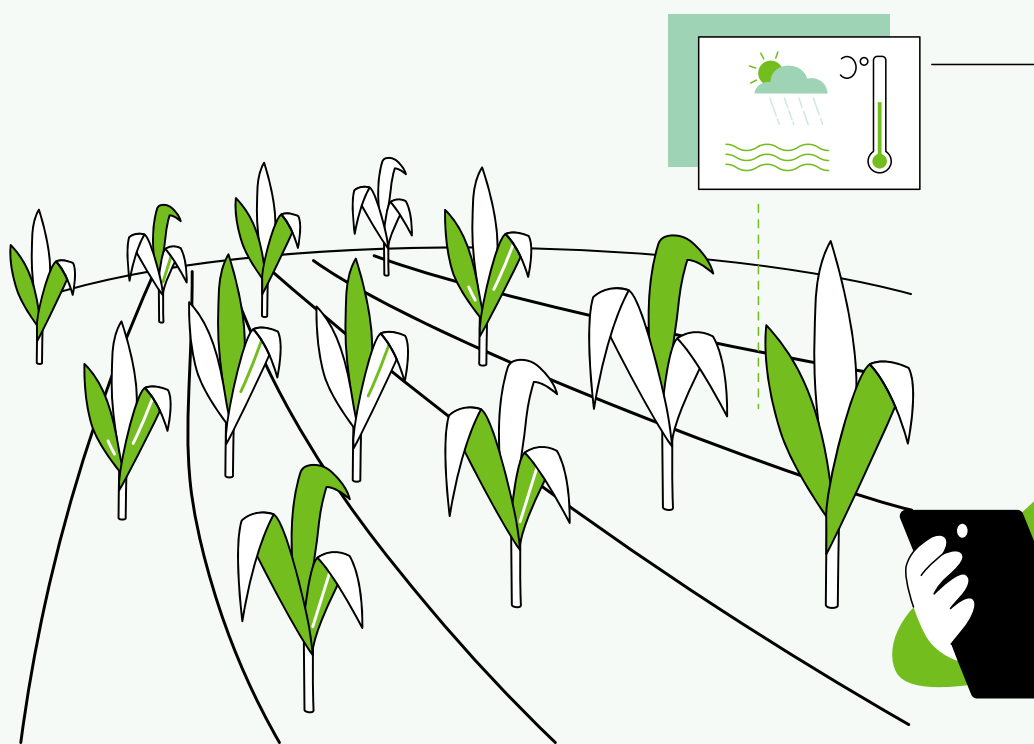
FARA's Strategic Plan

Science, Innovations, Institutions and Impact

2024-2028

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Acronyms

AAAGS	African Accelerated Agricultural Growth Strategy
AASW	African Agribusiness Science Week
AU	African Union
AUC	African Union Commission
AUDA	African Union Development Agency
ABLA	Agribusiness Learning Alliances
AFA	Africa Foresight Agenda
AFAAS	The African Forum for Agricultural Advisory Services
AGRA	Alliance for Green Revolution in Africa
ANAFE	The African Network for Agriculture, Agroforestry and Natural Resources Education
ARIFA	Agricultural Research and Innovation Fellowship for Africa
AR4D	Agricultural Research for Development
ASB-PP	African Seed and Biotechnology Partnership Platform
AUC	African Union Commission
BP	Business Plan
CAADP	Comprehensive Africa Agriculture Development Programme
CAAPs	Common African Agro-Parks
CD	Capacity Development
CGIAR	Consultative Group on International Agricultural Research
DRI	Directorate of Research and Innovation
FAAP	Framework for African Agricultural Productivity
FAO	Food and Agricultural Organization
FARA	Forum for Agricultural Research in Africa
GAP	Gender Action Plan
GFAR	Global Forum on Agricultural Research and Innovation
GWG	Gender Working Group
2IPS	Innovation to Impact Partnerships and Systems
ICF	Institutional Capacity & Future Scenarios



Acronyms

JAP	Joint Action Plan
KMLC	Knowledge Management, Learning & Communications (KMLC)
KM4AgD	Knowledge Management for Agricultural Development
M&E	Monitoring and Evaluation
MEL	M&E and Learning
NAIP	National Agricultural Investment Plan
NARIs	National Agriculture Research Institutes
NEPAD	New Partnership for African Development
NORAD	The Norwegian Agency for Development cooperation
NPCA	NEPAD Planning and Coordination Agency
PAFO	Pan African Farmers Organization
PPI	Policy Practice Index
RPIIn	Research, Policy, and Investment
R2E	CAADP-XP4 Consortium Reconnect Research to Extension
RUFORUM	The Regional Universities Forum for Capacity Building in Agriculture
SDG	Sustainable Development Goals
SO	Strategic Objective
SP	Strategic Plan
SROs	Sub Regional Organisations
STI	Science Technology and Innovation
STISA	Science, Technology, Innovation Strategy for Africa
S3A	Science Agenda for Agriculture in Africa
TAAT	Technologies for African Agricultural Transformation
TAP	Tropical Agricultural Platform
TSF	Transition Support Facility

Executive Summary

Founded in July 2002 in Maputo, Mozambique, the Forum for Agricultural Research in Africa (FARA) is a non-profit international organization with a profound vision. FARA envisions the transformation of agriculture in Africa, aspiring to turn it into a productive and sustainable sector, driven by the goal to strengthen food security, promote sustainable livelihoods, and contribute to overall continental development. The organization achieves these objectives through the establishment of research partnerships that effectively bridge the gap between science and agriculture.

FARA's evolution places strategic focus on coordinating agricultural research and development initiatives, involving fostering partnerships, incubating solutions, advocating for policies, mobilizing resources, promoting foresight, facilitating capacity building, and encouraging information exchange at the Pan-African level. The renewed commitment centers on creating a dynamic ecosystem contributing to the advancement and sustainability of agriculture throughout the African continent.

In 2017, an exhaustive process initiated the development of the current Strategic Plan (SP), spanning a decade from 2019 to 2028. Concurrently, a theory of change was devised, complemented with a five-year Business Plan (BP) detailing activities from 2019 to 2023. The ten-year SP delineated strategic objectives to enhance partnerships, promote access to knowledge, strengthen AR4D institutions, and promote research management.



To pursue these objectives, four program clusters and three cross-cutting themes were delineated and put into operation. The program clusters encompassed Innovation to Impact Partnerships & Systems (2IPS), Institutional Capacities and Future Scenarios (ICF), Knowledge Management, Learning & Communication (KMLC), and Research Policies and Investments (RPI). The cross-cutting themes include Climate change and bio-economy, land and water, Gender mainstreaming, Youth engagement, and Environmental sustainability.

Programme Cluster 1:	Programme Cluster 2:	Programme Cluster 3	Programme Cluster 4:
Innovation to Impact Partnerships and Systems (2IPS) focuses on improving partnerships for scaling science and technologies to achieve CAADP results. Three strategic thrusts underpin this cluster, emphasizing partnership strengthening, mobilizing science for emerging risks and opportunities, and leveraging innovation for improved agribusiness performance.	Knowledge Management, Digitalization, and Learning (KMDL) aims to promote access to knowledge products, services, and technological options for evidence-based decision-making. Strategic thrusts include the development of an interoperable Agricultural Research and Innovation Data Management System (FARADataIn-formS), maintaining an observatory for Agricultural Science, Technology, and Innovation, and facilitating knowledge and information dissemination.	Institutional Capacity & Future Scenarios (ICF) contributes to ensuring that Africa's AR4D institutions have adequate capacity for planning and responding to Science, Technology & Innovation (STI) and foresight, mainstreaming gender in their programs. Three strategic thrusts involve updating capacity needs, strengthening capacity for various aspects, and enhancing institutional capacities for future scenario analysis.	Research, Policy, and Investment (RPI) aim to strengthen the science-policy interface, impact policy formulation and implementation, and advocate for science-policy environments and increased investment conducive to agricultural development.

Cross-cutting engagement in areas related to Land, Water, Diseases, and Pests is integrated into the thematic clusters.

Monitoring and Evaluation for the 2024-2028 Business Plan incorporate a comprehensive set of performance indicators, guiding metrics on farming technologies, adoption rates, user satisfaction, environmental impact reduction, collaborative project success, digital platform engagement, and more.

To implement the business plan, FARA is restructuring its organizational structure for increased efficiency and resource mobilization, involving changes to the Directorate of Research and Innovation (DRI) and programmatic clusters. The new thematic clusters maintain adaptability without a complete strategy change, crucial for FARA's mission success. A dedicated Strategic Initiatives Directorate will be established, reporting directly to the Executive Director, encompassing key units and new program develop-

ment. The DRI will oversee program clusters and cross-cutting areas, ensuring collaboration, while the M&E unit will support clusters and evaluate internal reporting.

The business plan budget presents three funding scenarios for the four thematic clusters, the new Directorate for Strategic Initiatives, and the FARA Secretariat. Full implementation of Scenario-1 requires 62.5 million USD over five years, while Scenario-2 and Scenario-3 need 31.25 million and 18.75 million USD, respectively. Annual fund requirements increase incrementally from 10% to 25% for the years 2024 to 2028, anticipating that funding efforts will yield desired outcomes as activities expand. FARA's recent role as the secretariat for key continental and global initiatives enhances available resources.

To enhance financial sustainability, FARA implements a resource mobilization drive, reassessing financing modalities and introducing a co-financing principle for capacity-building programs. Engaging with the Global Innovation Fund, initiating a Country Membership Drive, and coordinating the integration of the Science Agenda for Agriculture in Africa (S3A) into National Agricultural Investment Plans (NAIPs) are key strategies.

FARA plays a crucial role in addressing challenges and opportunities in small-scale farming, agribusiness, and government initiatives. The business model emphasizes research in food production, climate change, and sustainable agrarian livelihoods, leveraging FARA's strengths in pan-African focus, coordination, advocacy, capacity building, innovation promotion, and responsiveness. Supported by expertise, knowledge platforms, partnerships, and a dedicated team, FARA actively engages in stakeholder convening, technology promotion, knowledge management, capacity building, policy analysis, and farmer empowerment. This integrated approach positions FARA for continued success in advancing agricultural development across the African continent, addressing key challenges leveraging science and technologies for solutions. Gender mainstreaming, youth engagement, and other ancillary issues are cross-cutting and integrated into all thematic cluster activities.



Section 1:

Background and Context of FARA Development

1.1. Overview of FARA

The Forum for Agricultural Research in Africa (FARA), operating under the African Union Commission (AUC), plays a key role in coordinating agricultural research for development (AR4D) on the continent. FARA's mission is centered on contributing to the CAADP-Malabo commitments, focusing on ending hunger, reducing poverty, and enhancing agricultural system resilience through science, technology, and innovation.

Established in July 2002 in Maputo, Mozambique, as a non-profit international organization, FARA envisions Africa's transformation into a food-secure continent through strategic partnerships. It serves as an umbrella organization, coordinating rather than directly implementing research initiatives. Appointed by the NEPAD Planning and Coordination Agency to lead CAADP's Pillar IV, FARA has evolved its role from providing AR4D knowledge support to enhancing effectiveness in the CAADP/Malabo phase.

Recognizing the significance of science, technology, and innovation (ST&I) in African agriculture, FARA aims to translate this recognition into action. The organization drives reform, addressing factors crucial to fulfilling the Malabo commitments, with a focus on effective interaction and coordination among various stakeholders. FARA involves all value-chain stakeholders to drive innovation, fostering purposeful partnerships as an independent platform for dialogue and facilitating coordination to overcome fragmented jurisdictions.

(For detailed partnerships, refer to Annex 1).

1.2. Overview of the Agricultural Research Landscape in Africa

The agricultural research landscape in Africa has undergone significant transitions due to challenges such as population growth, technological advances, and changes in food systems. In the last three decades, the focus has been on increasing farm productivity through improved crop varieties and livestock breeds, coupled with agronomic practice redesign and the use of external inputs. Development efforts aimed at smallholder farmers to reduce poverty have been central, with the CAADP framework marking a paradigm shift.

However, the sector faces new challenges, including climate change, emerging pests and diseases, soil health, sustainable production, food and nutritional security, and transitions in farming systems. Additionally, issues like the growing youth population, gender balance, agribusiness, and the rapid pace of technological changes further complicate the landscape.

Addressing these challenges requires a comprehensive approach at technological, institutional, policy, advocacy, social, and political levels. Recognizing the interconnected nature of these issues is crucial for achieving meaningful incremental development in the agricultural sector.

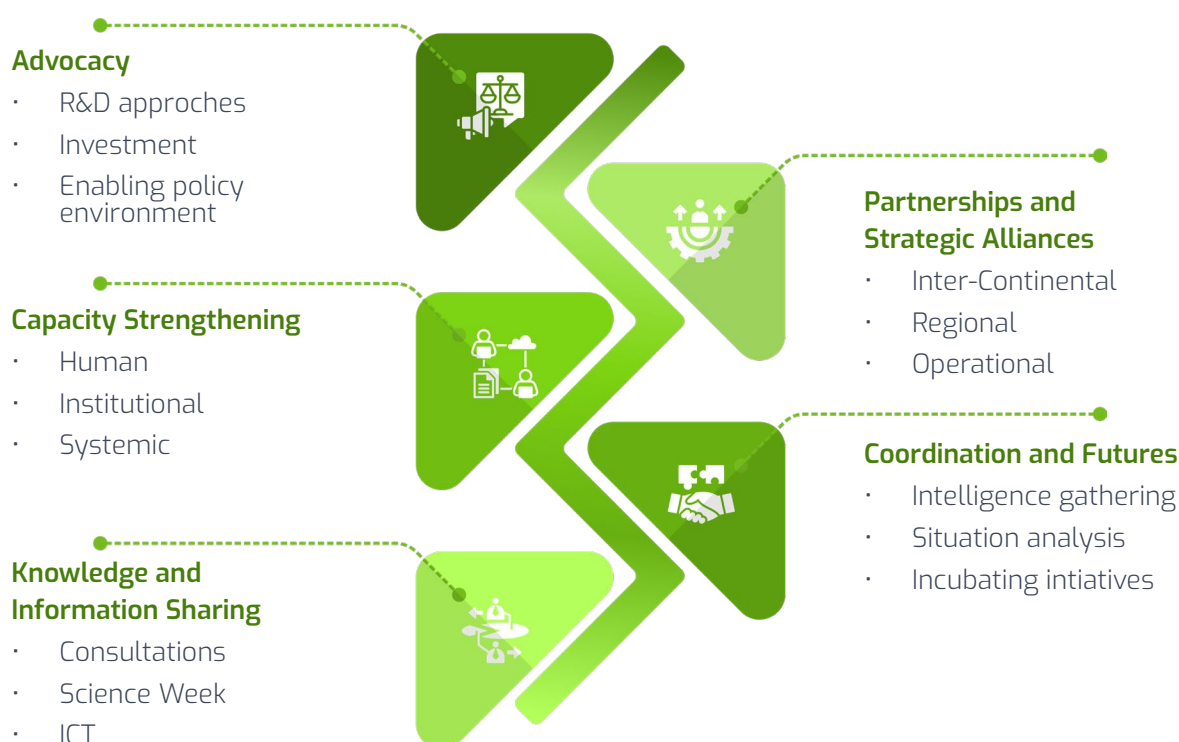


Figure 1. Core function of the FARA Secretariat.

Many responsibilities are collaboratively managed with sub-regional organizations (SROs), with FARA providing a continental perspective and working collectively to achieve shared objectives. The FARA Secretariat, in its hosting capacity, has supported various initiatives and organizations. Currently, it is poised to host the secretariats of upcoming continental initiatives such as the AU-Common Africa Agro-Pack Program (CAAP), the Soil Initiative for Africa (SIA), and the African Seed and Biotechnology Partnership Platform (ASBPP).

The Secretariat's technical activity structure mirrors the existing four thematic program clusters as follows

Programme Cluster 1: Innovation to Impact Partnerships and Systems (2IPS)

Programme Cluster 2: Knowledge Management, Digitalization and Learning (KMDL)

Programme Cluster 3: Institutional Capacity & Future Scenarios (ICF)

Programme Cluster 4: Research, Policy, and Investment (RPIIn)

The FARA Secretariat is headed by an Executive Director located in the Executive Directorate Unit. It comprises a dedicated Finance unit and a Human Resources & Administration unit. The technical thematic clusters are situated within the Directorate of Research and Innovation (DRI). The DRI receives support from the secretariat's Monitoring and Evaluation functions, as well as the grants' compliance function.

1.3. Historical Overview of FARA's Strategic Planning

FARA's strategic development has evolved through four distinct Strategic Plans (SP) over the years, each shaping FARA's journey and response to changing landscapes.

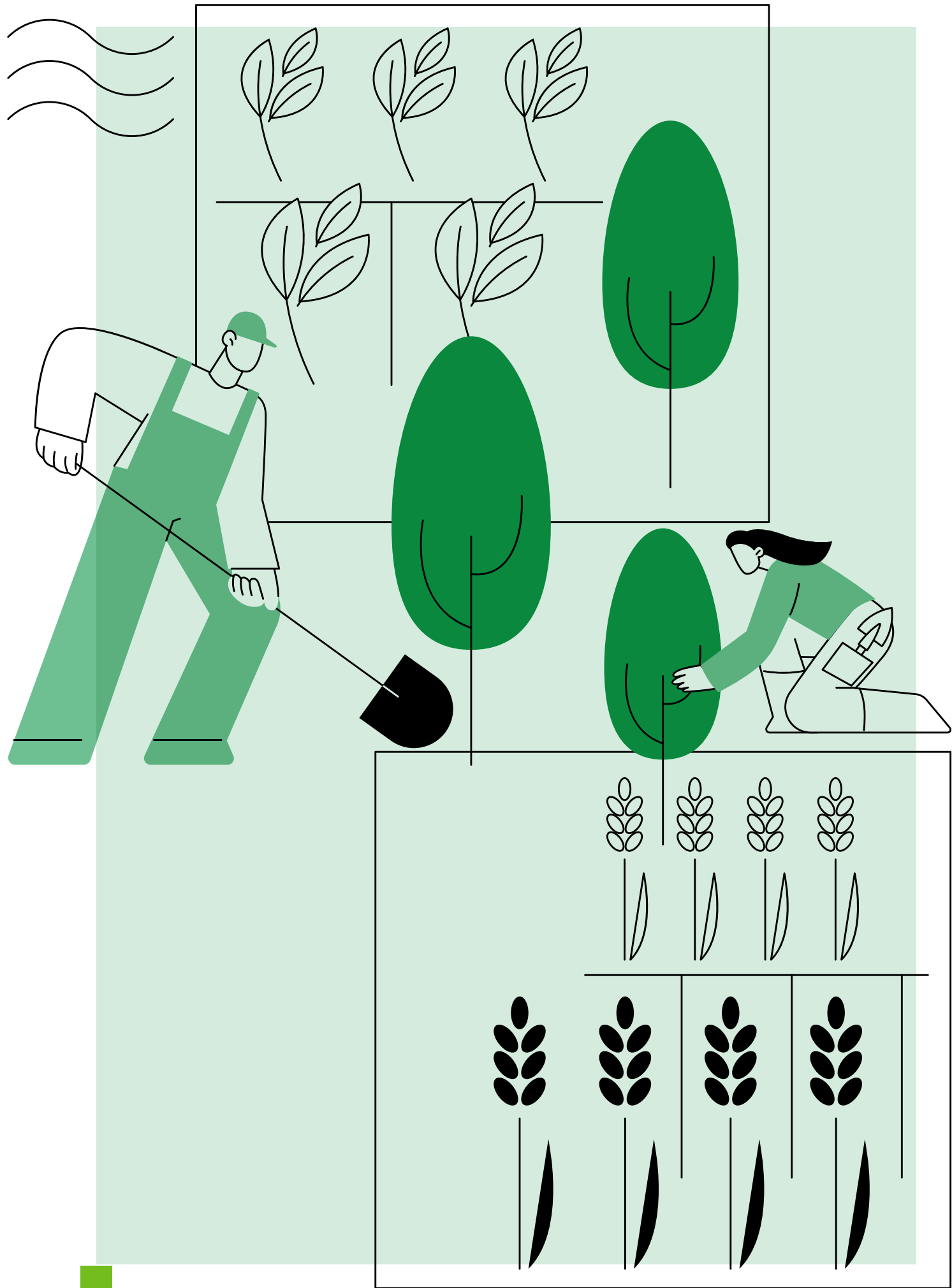
- The initial Strategic Plan (SP), spanning from 2002 to 2012, was titled "*Catalysing Innovation and Change in Agricultural Research in Africa: The Role of the Forum for Agricultural Research in Africa (FARA) - FARA's Strategy Document 2002 – 2012.*" In response to the establishment of CAADP, this SP undergo a significant revision, with a strong emphasis on transitioning from a project-based approach to a program-based one.
- Building upon this foundation, the second strategic plan, spanning from 2007 to 2016, was titled "*Enhancing African Agricultural Innovation Capacity: FARA 2007 – 2016 Strategic Plan.*" This plan reinforced FARA's unwavering dedication to advancing agricultural innovation capacity in Africa.
- The third strategic plan, spanning from 2014 to 2018, was titled "*FARA's 2014–2018 Strategic Plan: Enhancing African Innovation Capacity for Agricultural Transformation.*" The second and third strategic plans unfolded over a ten-year period, commencing in 2009 and concluding in 2018, with financial backing provided by a Multi-Donor Trust Fund (MDTF). It was crafted in response to various factors, including the conclusion of the MDTF, the adoption of the Malabo Declaration, and the necessity for revising the Medium-Term Operational Plan (MTOP) for the period spanning from 2016 to 2018. Following this revision, FARA restructured its efforts around three core programs.
- The fourth strategic plan, spanning from 2019 to 2028, is titled "*Forum For Agricultural Research In Africa (FARA), Strategy (2019 – 2028) And Business Plan (2019-2023): 'Innovations, Institutions, and People!'*" The current Business Plan encompasses the initial half of this strategic plan period, spanning from 2019 to 2023, and is in alignment with both the Malabo commitments and the Science Agenda for Agriculture in Africa (S3A).

1.4. Purpose of the 2024-2028 Business Plan

The BP serves as a critical organisational document that guides the FARA Secretariat in program planning, implementation, and performance evaluation. It also allows for strategic development of action in response to evolving circumstances in the sector.

The new BP needs to incorporate recent developments and maintain flexibility to adapt to future changes. It should be designed to align seamlessly with the Kampala/CAADP Science and Innovation (S&I) Strategy, even though the strategy is yet to be developed.

The new BP is intended to function as an operational plan for the 2024-2028 period while recognising the significant constraints posed by current funding limitations.



Section 2:

Rapid Review of the Implementation 2019-2023 Business Plan

2.1. Achievements and Challenges of Implementation of FARA Business Plan (2019 – 2023)

A comprehensive review of the FARA Business Plan (2019-2023) was undertaken through an open-ended questionnaire distributed to a purposive sample of FARA stakeholders. Telephone discussions were held with key informants from FARA's boundary partners and beneficiary organizations. Additionally, FARA staff, particularly program thematic leaders, conducted a self-assessment to gather information on program achievements and how various constraints were addressed. Program progress reports and other documentation served as valuable sources of information for the analysis.

The stakeholder responses provided valuable insights into partner expectations and the benefits anticipated during the implementation of the Business Plan (2019-2023). The assessment revealed the following findings:

1. The division of FARA technical activities into thematic clusters which reflect its strategic objectives is appropriate and aided the delivery of its functions.
2. FARA continuous relevance will depends on its ability to leverage its core competencies and provide value-added services to Forum member organisations and society at large.
3. There is a concern that individual clusters within the secretariat tend to collaborate independently with stakeholders, while inter-cluster collaboration is sub-optimal.
4. The cross-cutting themes like gender mainstreaming, youth engagement, and environmental sustainability, needs more concerted attention e.g environmental sustainability needs more emphasis in the secretariat program.
5. The current Monitoring and Evaluation (M&E) systems gives large attention to a mechanistic approach that prioritizes quantitative achievements over qualitative process analysis.
6. FARA secretariat goals are ambitious compared to the resources available for its function as a secretariat to the forum.
7. In terms of adherence to core implementation principles, FARA exhibits the strongest commitment to partnerships but faces the intrinsic weaknesses in its model of Subsidiarity and Mainstreaming environment principles.
8. While FARA effectively collaborates with Sub-Regional Organisations (SROs), its engagement and partnership with the National Agricultural Research Institutions (NARIs) is less visibly demonstrated. This may be a result of practicing the subsidiarity principle, though the exact reasons remain unclear.
9. The recent reorganisation of the Secretariat appears to have led to a reduction in transaction costs. As a lean secretariat, FARA's objective is to streamline administrative and operational functions, prioritising core activities that directly advance its mission of promoting agricultural research and development in Africa. This entails optimising resource allocation,

reducing bureaucracy, and cultivating a culture of efficiency and effectiveness within the organisation.

Achievements

The big broad-based achievements of FARA over the last business plan include the following.

- Continental partnerships were developed resulting from various initiatives that respond to sectoral needs. e.g Soil initiative for Africa (SIA), Africa Climate Smart Agriculture Initiative (ACSAI).
- The Africa Foresight Academy (AFA) was established and functional.
- The Africa knowledge management for Agriculture framework established and operationalized.
- FARA coordinated the Africa stakeholder's consultation on key global issues viz., Integration of forgotten foods, One Africa voice on food systems;
- The different thematic programs were implemented with commensurate delivery of the expected outputs and outcomes.
- The alignment of key continental and subregional organization efforts along uniform goal. e.g the development of the CAADP-XP4; development of consortium of Africa Research and Innovation Institutes (AARI), One CGIAR-ARI alignment on Africa Agricultural research.

Funding from the EC contributed significantly to the achievements recorded on the implementation of the last business plan. The CAADP-XP4 program supported by the EC through the DeSIRA funding instrument aims to strengthen the capacity of the ex CAADP pillar four organizations viz., FARA, CORAF, ASARECA, CCARDESA and AFAAS. Through the Soils4Africa project and the LEAP4FNSSA supported by Horizon 2020 program of the EU, the AirTEA supported by INTPA International partnership within the EC. Other support sources include the Bill and Melinda Gates Foundation (BMGF), the Catholic Relief Services (CRS) for the Soil Initiative for Africa. These fundings have significantly aided FARA to make its contributions to sustainability and increased productivity in African agriculture.

Challenges and Lesson learnt.

Personnel Shortage and Funding Constraints:

- a. **Challenge:** Insufficient personnel due to poor funding.
- b. **Lesson:** Augmentation with consultants, contract staff, and interns as a flexible approach to address resource limitations.

Financial Constraints and Operational Challenges:

- a. **Challenge:** Underfunding, absence of a core budget, high staff turnover, and frequent reviews due to fluctuating budget allocations.
- b. **Lesson:** Testing FARA's capacity highlights the need for sustainable funding models and stable budgets for enhanced efficiency and overall effectiveness.

Resource Mobilization Strategies:

a. **Challenge:** Resource mobilization efforts facing challenges.

b. **Lessons:**

- Consolidating FARA's recognition as a technical arm of the AUC and AUDA strengthens legitimacy for seeking member state funding.
- Advocating for a dedicated fund to support science, technology, and innovation for agriculture development.
- Organizing roundtable discussions with development partners to enhance collaboration.
- Establishing a framework with the African Union Commission for joint initiatives, providing strategic advice, technical support for CAADP, hosting Secretariats, and supporting continental initiatives aligning with CAADP/Malabo targets.

2.2. Specific Program Achievements

The FARA technical programs are housed under the Directorate of Research and Innovation (DRI), the directorate provides coordination, oversight and ensures coherence of activities and action. The directorate also housed the monitoring and Evaluation (M&E) as well as Grants and Compliance function for the secretariat. It facilitates the supportive roles of Finance unit as well as the Human Resources and Administration to the different thematic unit. The alignment links the Secretariat together as an inseparable whole.

The performance of the four current thematic programme clusters in relation to the BP are outlined below; it is based on secretariat self-evaluation and feedback from key partners.

2.2.1. Programme Cluster 1: Innovation to Impact Partnerships and Systems (2IPS)

The 2IPS made significant strides in mainstreaming key cross-cutting themes, Agribusiness and Youth engagement, across all FARA clusters and stakeholders endeavours. This shift was exemplified during FARA's 8th African Agribusiness and Science Week in June 2023, highlighting the potential to enhance productivity, competitiveness, sustainability, and unlock Africa's agro-industry's potential by strengthening links between agribusiness, science, and innovation. FARA's role in driving this transition is now more crucial than ever in the African context and will be emphasised in the new business plan. The cluster's dedication to integrating Agricultural Innovation Systems (AIS) into programmatic initiatives over the period. The cluster spearhead the partnership and technical development of the Soil Initiative for Africa at the request of the Africa Union commission; a program aimed at promoting sustainable soil management, soil health and fertilizer use. In parallel, it established the continental think-tank devoted to addressing emerging technological challenges. Notably, the successful Biennial Climate-Smart Agriculture (CSA) conference has played a pivotal role in advocating for climate-resilient farming practices. Moreover, the collaborative efforts with the FAO and other partners in integrating Africa underutilised food commodities into the Africa food systems have resulted in a comprehensive compendium of underutilized food commodities.

2.2.2. Programme Cluster 2: Knowledge Management, Learning &

Communications (KMLC)

The KMLC recorded notable achievements across its various focus areas. The FARADatInformS emerged as a central knowledge hub with dedicated cloud-based servers, efficient system maintenance, and a vision to integrate AI, overcoming personnel limitations, and enhancing database integration. It has strengthened the Knowledge Management ecosystem through the development of strategies, agendas, capacity building, and the establishment of a KM4AgD Community of Practice, even as it grapples with the challenge of securing sustainable funding and addressing staffing concerns. It has driven the development and coordination of knowledge products, ensuring clear publication mechanisms, despite staffing limitations and reviewer incentives. The cluster has expanded collaborations and partnerships, particularly with the growth of the FARA Dgroups community and a significant boost in social media presence.

2.2.3. Programme Cluster 3: Institutional Capacities and Future Scenario (ICF)

The ICF achievements fostered collaboration with several organisations and projects like FAO, the TAP network, SROs, the TAAT ecosystem, and NARIS, working on delivering AIS tools and supporting the TAP process. Additionally, in partnership with NORAD, the cluster conducted a comprehensive capacity assessment and development initiative for sustainable food systems in Africa. The Africa Regional Innovation Fellowship (ARIFA) is a South-South based technical capacity instrument for NARS in Africa. The operationalization of the Africa foresight Academy has gained strong traction in developing the capacity of Africa stakeholders in running specific foresight analysis and leveraging the outcomes for policy development.

2.2.4. Programme Cluster 4: Research, Policy, and Investments (RPIIn)

The RPIIn facilitated the use of the Policy Practice Index (PPI) as an analysis tool in Africa. This was done in partnership with key policy think-Tank and organization like FANARPAN and ANAPRI. Forty Africa countries are using the tool to ensure policy coherence following series of training that are co-organized with the SROs. The linkage of the Africa partners with Europe within the PANAP frame work is instrumental to enhancement of policy process for agricultural research and development.

2.2.5. Monitoring and Evaluation

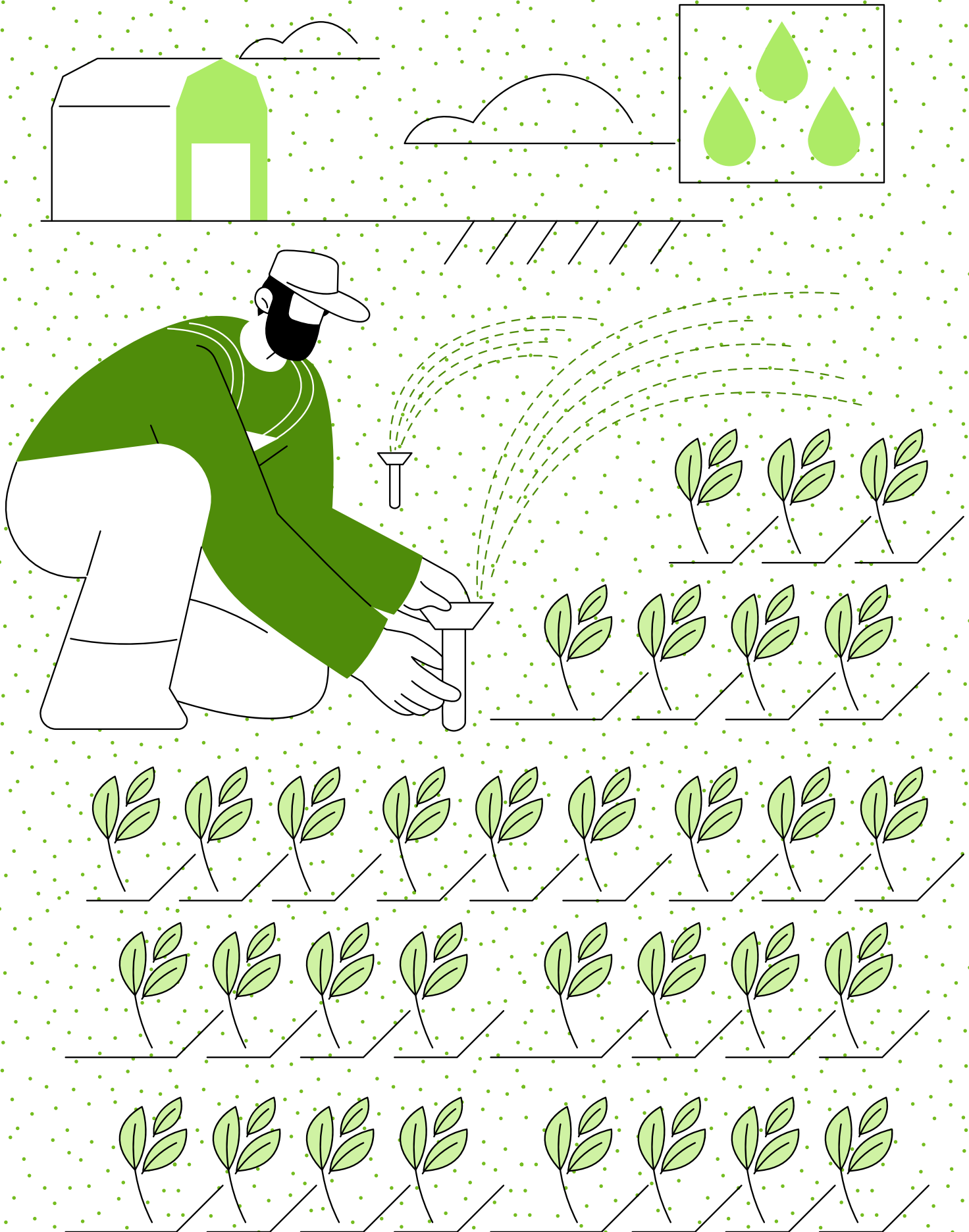
FARA's M&E strategy was developed to monitor program outcomes and guide decision-making and spans all the FARA thematic clusters. It is implemented by a M&E unit; the key successes of the Directorate encompass several critical areas of achievement. Notably, the development and adaptation of FARA's M&E and Learning (MEL) web-application has enabled efficient reporting on both strategic and program results. The utilisation of MEL systems by all partners for generating progress data and supporting the preparation of the Annual CAADP-XP4 Report to IFAD signifies a significant stride. Furthermore, the training of 23 NARIs in the CORAF region on MEL usage, with expressed interest in managing individual and joint projects using the system, underscores the capacity-building efforts of this initiative.

2.2.6. Grants and Compliance

The Grants and Compliance section is organised within the DRI and plays a crucial role across the entire Secretariat and its stakeholder network by ensuring adherence to specifications, standards, regulations, and laws. The section also oversees critical aspects of the project cycles, with a particular focus on donor compliance. This relatively new function is currently under development. Notable achievements include providing robust support to all FARA projects, ensuring their alignment with the FARA Strategy, and meeting donor requirements, thereby ensuring high-quality assurance.

2.2.7. Other services

In addition, there are services under "Human Resources and Administration" as well as "Finance" directly under the Executive Director.



Section 3:

FARA's 2024 -2028 Business Plan

3.1. Stakeholder consultations and engagement process

The strategic direction for FARA for the period 2024-2028 encompasses the recrafting of its strategic statements, a theory of change, key results, strategic thrusts, and the necessary organisational structure to achieve these results.

3.2. Stakeholder consultations and engagement process

The strategic direction for FARA for the period 2024-2028 encompasses the recrafting of its strategic statements, a theory of change, key results, strategic thrusts, and the necessary organisational structure to achieve these results.

3.2.1. FARAs Vision

Healthy and prosperous Africa propelled by sustainable and resilient Agri-food systems.

3.2.2. FARAs Mission

Facilitate multi-actor partnership solutions that enhance the application of science, technology, and innovation to assure that Africa's agri-food systems provide all people with healthy diets based on sustainable production in well-functioning markets, are resilient to shocks, and contribute to employment and income generation for young people and people of all genders.

In pursuit of its mission, FARA runs the following functions.

1. **Partnerships, and Coordination:** in partnership, the key goals involve coordinating donor efforts and engaging with influential figures in the donor community to enhance collaboration. This role also includes identifying challenges in African agriculture, incubating solutions, and mobilising resources to address them proactively. Advocating for Africa's needs on the global stage is crucial and requires strategic alliances with interested groups in Africa and developed countries dedicated to addressing agricultural research concerns in Africa. Additionally, forming coalitions with key stakeholders and advocacy groups in African agricultural research is essential to promote collaboration and ensure that the continent's agricultural needs receive global recognition and effective solutions.
2. **Exchange of Information, Technology, and Human Resources at the Pan-African level:** Promote awareness of regional and global issues e.g., genetically modified foods; intellectual property rights; globalisation and available technologies; document for use in advocacy functions, the agricultural change processes of significant impact taking place in Africa; document and disseminate "best practices" in agricultural research.
3. **Institutional Capacity Development:** The functions above maintain the fundamental aspects of FARA's core mandate, as it was assigned the lead role in CAADP Pillar IV by the AUC and

received endorsement from its stakeholders, particularly the SROs.

4. **Policy and Advocacy:** In a proactive manner define and articulate a pan-African position on key strategic and global agricultural issues; represent the Africa region at the Global Forum on Agricultural Research (GFAR) and other global fora; coordinate and harmonise policies and programs; forge linkages between African institutions and SROs, develop mechanisms to deal with African agricultural research problems; monitor and evaluate the impact of agricultural research at the African regional level

FARA Value Proposition

FARA's value proposition is centred on bridging the gap between science and agriculture to drive widespread improvements in livelihoods across Africa.

3.2.3. FARA's Goal

To advance the goals of CAADP by catalysing research and innovation partnerships; facilitating the exchange of knowledge; and advocating for policies and capacity development.

3.3. FARAs Theory of Change for 2024-2028 Business Plan

Stakeholders expect FARA to fulfil these expectations by providing access to global, regional, and local knowledge, funding sources, fostering networking, nurturing multi-stakeholder collaborations, ensuring equitable representation across the agricultural value chain, enhancing partner capabilities, offering expert guidance, and facilitating the establishment of research agendas. These endeavours are aimed at propelling the transformation of agriculture and food systems, addressing critical challenges such as food and nutrition security, poverty alleviation, and climate change, while actively contributing to the achievement of CAADP and SDG goals and targets.

FARA's theory of change revolves around forging innovative and enduring partnerships in science, technology, and innovation to overcome productivity constraints. This holistic approach encompasses social, economic, and political dimensions, necessitating seamless coordination among stakeholders across the value chain. Leveraging continental frameworks like the Science Agenda for Africa Agriculture (S3A) and CAAD, FARA aspires to eradicate hunger and poverty. The change pathway encompasses stakeholder partnerships, innovation systems, knowledge management and communication, policy advocacy, capacity building, research management, leadership as well as resource mobilisation. FARA envisions an Africa transformed through increased investment in science, technology, and innovation, achieving agricultural prosperity, poverty reduction, zero hunger, and resilient livelihoods. This vision relies on strong partnerships to drive all components of FARA's vision and mission.

These change pathways concurrently create interventions and impact at various levels:

- **Multi-stakeholder Engagement, Innovation Systems and Partnership Optimisation:** FARA aims to enhance multi-stakeholder engagements and expand partnership opportunities to collectively tackle shared challenges. This will involve active engagement with diverse stakeholders, including governments, research institutions, development partners, and private sector actors. FARA will establish platforms for dialogue, collaboration, and networking to identify key priorities and opportunities for joint actions. In its crucial role,

FARA will coordinate continental endeavours to harness research as a source of solutions for both known and emerging technological and systemic challenges. It will advocate for the innovation systems approach and address related issues, such as technology scaling, to effectively translate technologies into measurable impacts and development outcomes on a large scale. Special attention will be devoted to areas such as agribusiness development, youth engagement in agriculture, gender mainstreaming, social inclusion, adaption to climate change among other important considerations.

- **Knowledge Management and Decision Support:** The primary focus is on improving access to STI data, information, and funding opportunities in Africa through knowledge management and decision support. It aims to provide stakeholders with evidence-based information to aid informed decision-making in agriculture and research. In addition, it will enhance access to data and information through interoperability of various repositories across the Globe.
- **Strengthening the Science-Policy Interface:** FARA aims to enhance the connection between science and policy to make a meaningful impact on policy decisions. This function will advocate for evidence-based policies and engage with policymakers to bridge the gap. Dialogues will be facilitated, research findings shared, and offer technical expertise will shape policies that support sustainable agriculture and food security. It will use the best partnership approach to link up with continental and external policy institutions to generate policy and advocacy instrument on different issues on Africa agricultural development.
- **Capacity Development and Agripreneurship:** FARA will allocate resources to capacity-building through training and support, with the aim of empowering its key stakeholders to actively engage in and reap the benefits of agricultural innovation. It will give attention to capacity readiness of the national system actors to handle specific continental issues such as innovation systems, food system transitions, climate change, etc.
- **Research Management and Leadership:** FARA's goal is to enhance research management and leadership while fostering the development and coordination of continental agricultural transformation programs. To achieve this, FARA will work in collaboration with partners to improve research management and leadership in the realm of agricultural research for development. This endeavour includes reinforcing governance, quality assurance, as well as monitoring, evaluation, and learning processes to facilitate impactful agricultural innovation.

3.4. Outcomes

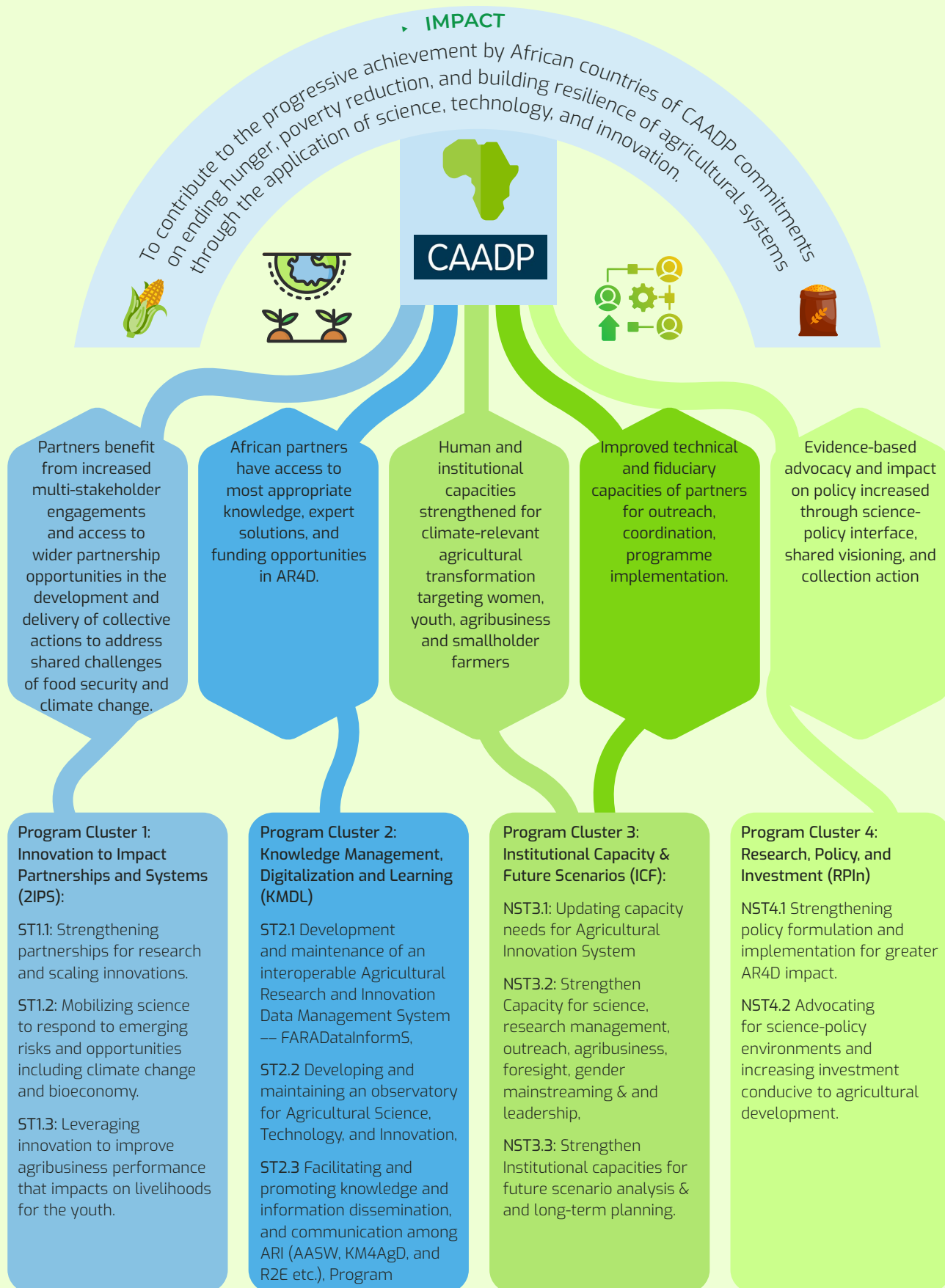
FARA's comprehensive approach is poised to yield a range of significant outputs and outcomes. These encompass heightened engagement of multiple stakeholders and the establishment of partnerships to effectively address agricultural challenges. FARA will also improve accessibility to knowledge, data, and funding avenues for agricultural development. FARA envisions strengthened links between science and policy, fostering evidence-based policy enhancements. The organisation is dedicated to enhancing the capabilities of both individuals and institutions, contributing to the overall transformation of agriculture. Additionally, it places emphasis on improving management and leadership in the realm of agricultural and innovation research. FARA's efforts also involve structuring the coordination of agricultural research for development architecture on the continent, achieving the following actions: i) Proactive response to known emerging technological issues; ii) Structured smart planning based on foresight; iii) Prioritisation and investment guided by smart analysis; iv) Enable decisions and support the development of Africa's position on the global agenda; v) Coordinated partnerships to further the goals of agricultural research and development. These will in turn lead to outcome indicated in figure 2 viz. (1). Partners benefiting from increased multi-stakeholder engagements and access to wider partnership opportunities in the

development and delivery of collective actions to address shared challenges of food security and climate change. (2). African partners have access to most appropriate knowledge, expert solutions, and funding opportunities in AR4D. (3). Human and institutional capacities strengthened for climate-relevant agricultural transformation targeting women, youth, agribusiness and smallholder farmers. (4). Improved technical and fiduciary capacities of partners for outreach, coordination, programme implementation. (5). Evidence-based advocacy and impact on policy increased through science-policy interface, shared visioning, and collection action.

3.5. Impact

These outcomes contribute to broader impacts, including progress towards fulfilling the CAADP commitments related to ending hunger, reducing poverty, and bolstering the resilience of agricultural systems in Africa. Additionally, they result in enhanced food security, improved nutrition, and more prosperous livelihoods for African communities. Furthermore, they foster sustainable and climate-resilient agricultural systems on the continent, bolster agricultural productivity and income for smallholder farmers, women, and youth, and promote better coordination and collaboration in agricultural research and innovation across Africa.

This Theory of Change (Figure 2) outlines the strategic approach of FARA to leverage partnerships, knowledge, advocacy, capacity development, and research management to drive positive changes in African agriculture, ultimately contributing to the broader goals of ending hunger, reducing poverty, and building resilient agricultural systems.



Section 4:

FARA's Business Model

4.1. Introduction to the Business model

FARA's Business Model was crafted using the business canvas, focusing on creating value through knowledge sharing, partnerships, and capacity building. The model emphasizes a diversified revenue stream and places a strong emphasis on measurable impacts. This section offers a detailed insight into how FARA generates, delivers, and captures value through its various components and interactions with stakeholders. It underscores the organization's distinctive capabilities, strategic initiatives, and the significance of adaptability in the dynamic landscape of agricultural research and development in Africa.

4.2. Value Propositions

FARA's unique value proposition is rooted in providing Africa with continental partnerships connecting science to agriculture for impactful livelihood improvements at scale. It offers access to global and regional knowledge and data systems, facilitates networking, forms partnerships, and strengthens capacities for transformative agricultural outcomes. FARA's value proposition is structured as follows:

- **Exchange of Information, Technology, and Human Resources:** FARA facilitates the exchange of information, technology, and human resources at the pan-African level, supporting the development of coordinated national research agendas..
- **Expertise in Convening and Coordinating:** FARA's core competence lies in bringing together diverse stakeholders, facilitating effective brokerage, and structuring commitments for impactful agricultural research.
- **Knowledge-Sharing Initiatives:** By fostering knowledge exchange, FARA enhances the capabilities of actors in Agricultural Research for Development (AR4D), contributing to the advancement of best practices and innovations.
- **Policy and Programme Coordination:** FARA provides a platform for policy coordination, ensuring alignment with agricultural research objectives and facilitating the integration of Science Agenda for African Agriculture (S3A) into national plans.
- **Advocacy, Partnerships, and Resource Mobilization:** FARA advocates for favourable science-policy environments, builds partnerships for capacity development, and mobilizes resources to support initiatives and programmes.
- **Empowering Farmers and SME's Groups:** FARA actively supports Farmers and SME's Groups (women and youth) by ensuring that their needs, challenges, and perspectives are integrated into research and development initiatives, ultimately empowering them for sustainable agriculture.

FARA Business Model on Business Canvas

7. Key Partnerships	8. Key Activities	1. Value Propositions	4. Customer Relationships	2. Customer Segments
Agricultural Research Organizations: Collaboration with research organizations strengthens research capabilities and facilitates innovation. Academic and Research Institutions: Partnerships with academic institutions contribute to knowledge creation and dissemination. African Union Institutions: Engaging with AU institutions aligns FARA's objectives with broader continental goals. Private Sector Entities: Partnerships with the private sector enhance investment in agribusiness, technology adoption, and innovation pathways.	Convening and Coordinating Stakeholders: The core activity of FARA involves bringing together diverse stakeholders and coordinating their efforts for impactful agricultural research. Digital Farming, Sustainable Practices: Supporting the adoption of Digital Farming Technologies and promoting Sustainable Agricultural Practices through investment Knowledge Management and Data Systems: Managing knowledge and data systems is a central activity, ensuring effective information exchange and dissemination.	Exchange of Information, Technology, and Human Resources: FARA facilitates the exchange of information, technology, and human resources at the pan-African level, supporting the development of coordinated national research agendas. Expertise in Convening and Coordinating: FARA's core competence lies in bringing together diverse stakeholders, facilitating effective brokerage, and structuring commitments for impactful agricultural research. Knowledge-Sharing Initiatives: By fostering knowledge exchange, FARA enhances the capabilities of actors in Agricultural Research for Development (AR4D), contributing to the	Collaborative Partnerships: FARA builds long-term relationships through collaborative partnerships, ensuring sustained engagement and shared objectives. Knowledge Exchange Platforms: Establishing and maintaining platforms for knowledge exchange fosters continuous interaction with stakeholders. Empowering Farmers' Groups: FARA establishes direct communication channels with farmers' groups to understand their needs, provide support, and ensure their active involvement in the research and development process.	Agricultural Research Organizations: FARA provides a platform for collaboration and coordination among agricultural research institutions, fostering innovation and knowledge-sharing. Policy Makers: FARA engages with policymakers to advocate for evidence-based policies and create a favourable environment for agricultural research and development. Development Partners: FARA collaborates with development partners to secure funding for its initiatives and contribute to the sustainable development of agriculture in Africa.

Development Partners: Collaborating with development partners secures funding and support for FARA's initiatives. Farmers and SMEs' Groups and SMEs Networks: Establishing partnerships with farmers and SMEs' groups networks including women and youth to ensure effective communication and collaboration.	Capacity Building and Training: Building capacities through training initiatives supports the development of robust scientific networks and collaborations Policy Analysis and Advocacy: Analyzing policies and advocating for science-based policies are essential activities for influencing the agricultural research landscape. Empowering Farmers' Groups: Dedicated activities to understand, support, and integrate the needs and perspectives of farmers' groups into research and development initiatives. Strategic Initiatives Coordination: The Strategic Initiatives Unit coordinates and implements mission-aligned initiatives.	advancement of best practices and innovations. Policy and Programme Coordination: FARA provides a platform for policy coordination, ensuring alignment with agricultural research objectives and facilitating the integration of Science for African Agriculture (S3A) into national plans. Advocacy, Partnerships, and Resource Mobilization: FARA advocates for favorable science-policy environments, builds partnerships for capacity. Empowering Farmers and SMEs' Groups: FARA actively supports farmers and SMEs' groups (women and youth) by ensuring that their needs, challenges, and perspectives are integrated into research and development initiatives, ultimately empowering them for sustainable agriculture.	Regular Communication and Updates: Providing regular updates and communication ensures transparency, keeps stakeholders informed, and strengthens relationships. Strategic Initiatives Engagement: The Strategic Initiatives Unit actively engages with stakeholders to address emerging needs and promote adaptability.	Private Sector Entities: The private sector plays a crucial role in FARA's partnerships, particularly in agribusiness, technology adoption, and innovation pathways. Academic and Research Institutions: FARA facilitates collaboration and capacity-building initiatives with academic and research institutions to advance scientific knowledge in agriculture. Farmers' Groups and SMEs': FARA actively involves and supports farmers and SME's groups (women and youth) to ensure that the agricultural research and development initiatives address the needs and challenges faced by farmers on the ground. Development organizations
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	6. Key Resources		3. Channels	
	Expertise in Agricultural Research: FARA's pool of experts drives its core competencies in coordinating and advancing agricultural research. Knowledge Management Platforms: Platforms like FARADatInformS facilitate information exchange and collaboration. Partnerships and Collaborations: Collaborations with research organizations, institutions, and partners are critical resources. Information and Data Systems: Robust systems for managing information, data, and ICT innovations are key resources. Farmers and SMEs' Groups Engagement Team: Dedicated team members to actively engage with and		Conferences and Workshops: FARA organizes and participates in conferences and workshops to facilitate networking, knowledge exchange, and collaboration. Online Platforms and Webinars: Digital platforms serve as channels for communication, information exchange, and hosting webinars to engage with a broader audience. Collaborative Partnerships: Building and maintaining partnerships with various stakeholders serve as channels for collaborative initiatives and resource mobilization. Publications and Reports: FARA disseminates knowledge through publications and reports, contributing to information sharing and evidence-based decision-making.	

	support farmers and SMEs' groups (women and youth). Strategic Initiatives Unit: The proposed unit enhances FARA's strategic capabilities and responsiveness to emerging needs.		Strategic Initiatives Unit: The newly established unit serves as a channel for coordinating and implementing mission-aligned initiatives.	
9. Cost Structure			5. Revenue Streams	
Personnel and Expertise: Investments in skilled personnel and expertise ensure effective coordination and execution of FARA's activities. Secretariat operations - Event Organization and Logistics: Costs related to organizing events, conferences, and workshops. - Technology Infrastructure: Investments in technology infrastructure support knowledge management and communication. - Knowledge Management Systems: Costs associated with developing and maintaining knowledge management systems. - Strategic Initiatives Unit Operations: Costs related to the operations of the newly established Strategic Initiatives Unit. - Farmers and SMEs' Groups Engagement Team: Resources dedicated to actively engaging with and supporting farmers and SMEs' groups (including women and youth).			Funding from Development Partners: Securing funding from development partners is a key revenue stream, supporting FARA's initiatives and programs. - Membership Fees: Charging registration fees from participating organizations could contribute to sustaining FARA's operations. - Event Sponsorships: Sponsoring FARA events provides an additional revenue stream, especially from private sector entities and development partners. - Consultancy Services: Offering consultancy services in areas of expertise to generates revenue and enhance collaboration. - Grant Funding for Specific Initiatives: Seeking and obtaining grants for specific initiatives contributes to targeted funding. Host country funding Partners Funding (SROs) In-kind	



Section 5:

FARAs Operational Framework

5.1. Introduction

The implementation of the 2024-2028 Business Plan necessitated a slight modification in FARA's operational framework. The focus will be on leveraging cutting-edge technologies for agricultural transformation and advocating for sustainable practices. Key priorities include strengthening partnerships for innovations, enhancing digital knowledge platforms, and providing customized capacity building for diverse stakeholders in response to emerging issues. Emphasis is placed on policy advocacy and alignment to solidify FARA's influential role in shaping science-based policies, contributing to long-term impact, and addressing market challenges to foster innovation and promote environmental sustainability.

5.2. Overview of FARA's secretariat organizational Structure

The organizational structure of FARA's Secretariat is meticulously designed to strategically advance agricultural research and development across Africa. Led by the Executive Director at the forefront of the Executive Directorate Unit, key units dedicated to Finance and Human Resources & Administration provide crucial support. The technical thematic clusters operate within the Directorate of Research and Innovation (DRI), benefiting from synergies with functions like Monitoring and Evaluation and grants' compliance. This well-structured overview unveils the interconnected components defining FARA's operational landscape, each playing a vital role in fulfilling its mission and objectives.

The thematic programme clusters within this landscape are specifically tailored to drive targeted approaches, ensuring a comprehensive strategy to address challenges and foster innovation in the agricultural sector. Importantly, the existing operational setup is adept at handling issues arising from market and competitive analysis, requiring no significant restructuring of the organizational framework.

5.2.1. Thematic Programme Clusters:

FARA's technical activities are organized into four thematic programme clusters; the clusters are modified to sharpen the focus and embrace the emerging issues that require attention. The reworked clusters are described as follows:

✦ Program Cluster 1: Innovation to Impact Partnerships and Systems (2IPS):

The strategic objective of this cluster is to improve the effectiveness of partnerships for scaling science and technologies to achieve CAADP results. The cluster operates with three strategic thrusts:

- ST1.1: Strengthening partnerships for research and scaling innovations,
- ST1.2: Mobilizing science to respond to emerging risks and opportunities including climate change and bioeconomy,

- ST1.3: Leveraging innovation to improve agribusiness performance that impacts on livelihoods for the youth.

✦ **Program Cluster 2: Knowledge Management, Digitalization and Learning (KMDL)::**

The strategic objective of this cluster is to promote access to knowledge products, services, and technological options that facilitate evidence-based decision-making. The cluster operates under three distinct strategic thrusts and cross-cutting issues:

- ST2.1 Development and maintenance of an interoperable Agricultural Research and Innovation Data Management System — FARADaInForm5,
- ST2.2 Developing and maintaining an observatory for Agricultural Science, Technology, and Innovation,
- ST2.3 Facilitating and promoting knowledge and information dissemination, ARI (AASW, KM4AgD, and R2E etc.),
- Crosscutting engagement in areas related to Land, Water, Diseases, and Pests

✦ **Program Cluster 3: Institutional Capacity & Future Scenarios (ICF):**

The strategic objective of this cluster is to contribute to ensure that Africa's AR4D institutions to have adequate capacity to plan and respond to capacity requirements in the areas of Science, Technology & Innovation (STI) and foresight while mainstreaming gender in their programs and interventions. The cluster is organised into three strategic thrusts:

- NST3.1: Updating capacity needs for agricultural Innovation System
- NST3.2: Strengthen Capacity for science, research management, outreach, agribusiness, foresight, gender mainstreaming & and leadership,
- NST3.3: Strengthen Institutional capacities for future scenario analysis & and long-term planning,

✦ **Program Cluster 4: Research, Policy, and Investment (RPIIn):**

The strategic objective of this cluster responds to strengthen the science-policy interface and impact on policy, shared visioning, and collective action through evidence-based advocacy.

The RPIIn cluster is structured around two strategic thrusts and cross-cutting issues:

- NST4.1 Strengthening policy formulation and implementation for greater AR4D impact.
- NST4.2 Advocating for science-policy environments and increase investment conducive to agricultural development

Coordinating the integration of the Science Agenda for Agriculture in Africa (S3A) into National Agricultural Investment Plans (NAIPs) and continental flagship investment programs as a cross-cutting theme within the Cluster.

5.2.2. Strategic Initiative Directorate

A Strategic Initiatives Unit will be created to report directly to the Executive Director. This unit will be housed in the EDU and will comprise of the Communication function, Grants and Compliance, resource mobilization, strategic partnerships, and the development of new strategic initiatives. This directorate will enhance FARAs adaptability to changing terrain and dynamism.

5.3. Operational Plan with Specific Actions, Responsibility, and Timelines

A detailed description of the four thematic clusters is presented, providing explicit profiles for each cluster. It outlines proposed activity lines intended to serve as guidance for the operations of each thematic cluster.

5.3.1. Innovation to Impact Partnerships and Systems

This key action reflects a forward-looking approach, recognizing the pivotal role of technology generations, innovations, partnerships in shaping the outlook of Africa agriculture.

Key Action		Cluster Lead	Contributing Clusters
Code	Item		
CL 1	Innovation to Impact Partnerships and Systems	2IPS	KMLC; ICF; RPIIn
Target Groups			
- Farmers (women and youth): The primary beneficiaries are individual farmers, particularly smallholders, who will directly engage with and adopt digital farming technologies. - SMEs: Small and Medium-sized Enterprises involved in agriculture, including agribusinesses, will benefit from enhanced efficiency, improved supply chain management, and increased market access. - Agricultural Communities: Entire communities involved in agriculture will experience the ripple effects of improved farming practices, leading to economic growth and sustainability. - Policymakers: Involving policymakers ensures that regulatory frameworks support and incentivize the adoption of sustainable practices. - Research Institutions: Collaboration with research institutions is critical to disseminate knowledge on sustainable practices and to support ongoing research in this area. - Private Sector Entities: Build strategic partnerships with private sector entities to promote investment in agribusiness, technology adoption, and innovation pathways. - Governments: Strengthen partnerships with governmental bodies to align research efforts with national agricultural development objectives and policies. - Development Partners: Collaborate with development partners to secure funding, support initiatives, and contribute to sustainable agricultural development.			

Relevance for the next 5 Years' BP
- As agricultural challenges become more complex, collaboration becomes increasingly essential to address multifaceted issues. - Strengthening partnerships aligns with the need to optimize resources by leveraging the strengths of different stakeholders. - Building a robust innovation ecosystem through partnerships is crucial for staying at the forefront of advancements in agricultural research and development. - The initiative contributes to the achievement of sustainable development goals by fostering collective action and shared responsibility. The strategic communication aspect ensures that the broader public is aware and supportive of sustainable agricultural practices.
Expected Outcomes
- Increased Adoption of Climate-Smart Practices: The initiative aims to see a significant increase in the number of farmers (disaggregated by women and youth) and SMEs adopting practices that are resilient to climate change. - Reduced Environmental Impact: Sustainable practices contribute to minimizing the environmental impact of agriculture, such as reducing greenhouse gas emissions and preserving biodiversity. - Improved Resource Use Efficiency: Farmers and SMEs adopting sustainable practices should experience improved efficiency in resource use, leading to better yields and cost-effectiveness. - Enhanced Innovation: Strengthening partnerships is expected to result in increased innovation, as diverse stakeholders bring unique perspectives and expertise to collaborative initiatives. - Knowledge Diffusion: Collaborative efforts contribute to the diffusion of knowledge across different sectors, fostering a cross-pollination of ideas and practices. - Joint Initiatives: The initiative aims to see an increase in joint initiatives, projects, and research endeavours that leverage the strengths of multiple stakeholders.
Activity lines
- Collaboration with Tech Providers: Form partnerships with technology providers to make digital tools accessible, affordable, and tailored to the specific needs of smallholders and SMEs. - Pilot Projects: Initiate pilot projects to demonstrate the effectiveness of digital farming technologies in real-world settings. - Training and Capacity Building: Conduct training programs to educate farmers (including women and youth) and SMEs on climate-smart and sustainable agricultural practices. This includes workshops, demonstration farms, and knowledge-sharing platforms. - Policy Advocacy for Sustainable Practices: Advocate for policies that incentivize and promote sustainable agricultural practices. Collaborate with policymakers to integrate sustainability considerations into agricultural policies. - Research and Development: Support and engage in research initiatives focused on developing and improving sustainable agricultural practices. Disseminate research findings to relevant stakeholders.

- Information Dissemination: Use various channels such as workshops, publications, and online platforms to disseminate information on sustainable practices and their benefits. - Collaboration Forums: Organize conferences, forums, and platforms that bring together stakeholders from research organizations, private sector entities, governments, development partners, and farmers to facilitate collaboration and knowledge exchange. - Partnership Building Initiatives: Implement initiatives that actively promote the building of partnerships, such as matchmaking events, joint projects, and collaborative research endeavours. - Capacity Building for Collaboration: Conduct training programs and workshops aimed at enhancing the collaborative skills of stakeholders involved in partnerships.	
Timeframe	Indicative budget (USD)
2024 - 2028	20,000,000

5.3.2. Innovation to Impact Partnerships and Systems

This key action reflects a forward-looking approach, recognizing the pivotal role of technology generations, innovations, partnerships in shaping the outlook of Africa agriculture.

Key Action		Cluster Lead	Contributing Clusters
Code	Item		
OA 04	Knowledge Management, Digitalization and Learning	KMDL	2IPS; ICF; RPIIn
Target Groups			
- Researchers: Providing a platform for researchers to share and access the latest findings, fostering collaboration and advancing scientific knowledge. - Policymakers: Ensuring policymakers have access to up-to-date research, supporting evidence-based decision-making in the formulation of agricultural policies. - Farmers (women and youth): Empowering farmers with digital platforms enhances their access to information, best practices, and market insights. - Private Sector Entities: Enabling private sector entities to stay informed about cutting-edge research, fostering innovation, and supporting agribusiness growth. - General Public: Increasing public awareness and understanding of agricultural research and its impact on society.			
Relevance for the next 5 Years' BP			

- As agricultural challenges become more complex, collaboration becomes increasingly essential to address multifaceted issues.
- Strengthening partnerships aligns with the need to optimize resources by leveraging the strengths of different stakeholders.
- Building a robust innovation ecosystem through partnerships is crucial for staying at the forefront of advancements in agricultural research and development.
- The initiative contributes to the achievement of sustainable development goals by fostering collective action and shared responsibility. The strategic communication aspect ensures that the broader public is aware and supportive of sustainable agricultural practices.

Expected Outcomes

- Increased User Engagement: The initiative aims to see a rise in the number of users actively engaging with the digital knowledge platforms, indicating their effectiveness and relevance.
- Broader Knowledge Dissemination: By enhancing platforms, the initiative seeks to reach a wider audience, disseminating knowledge to researchers, policymakers, farmers (women and youth), and the general public.
- Improved Accessibility: Ensuring accessibility contributes to inclusivity, allowing individuals with varying levels of technological access to benefit from the platforms.
- Measurable Adoption of Best Practices: The success of the initiative can be measured by the extent to which the target groups adopt the best practices and innovations shared on the platforms.

Activity lines

- Platform Enhancement: Invest in the improvement and expansion of existing digital knowledge platforms (FARADatInformS) to ensure they are user-friendly, accessible, and equipped with advanced features.
- Content Diversity: Enrich the platforms with diverse content, including research articles, case studies, videos, and infographics, catering to the varied interests and needs of the target groups.
- User Engagement Strategies: Implement strategies to increase user engagement, such as interactive features, discussion forums, and regular updates.
- Accessibility Initiatives: Ensure that the platforms are accessible across different devices and connectivity levels, promoting inclusivity.
- Collaboration with Stakeholders: Foster collaborations with researchers, policymakers, farmers (women and youth), and private sector entities to contribute content, share expertise, and enhance the platforms' relevance.

Timeframe	Indicative budget (USD)
2024 - 2028	10,000,000

5.3.3. Institutional Capacity and Future Scenarios

This key action reflects a forward-looking approach, recognizing the pivotal role of technology generations, innovations, partnerships in shaping the outlook of Africa agriculture.

Key Action		Cluster Lead	Contributing Clusters
Code	Item		
OA 05	Institutional Capacity and Future Scenarios	ICF	2IPS; KMDL; RPIIn
Target Groups			
- Agricultural Research Organizations: Strengthening the capacities of research organizations ensures a robust foundation for impactful agricultural research. - Policymakers: Building the capacity of policymakers enhances their ability to make informed decisions based on scientific evidence and align policies with research objectives. - SMEs: Capacity building for SMEs focuses on enhancing both technical and entrepreneurial skills, fostering innovation and sustainable business practices. - Farmers (women and youth): Providing training and capacity building for farmers improves their skills, promotes the adoption of modern agricultural techniques, and enhances productivity. - Youth: Engaging youth in capacity-building programs prepares the next generation with the skills needed for a dynamic agricultural sector.			
Relevance for the next 5 Years' BP			
- Technological Advancements: With rapid technological advancements, continuous capacity building is crucial to ensure that stakeholders can leverage and adapt to new tools and techniques. - Youth Involvement: Investing in the capacity building of the youth ensures a pipeline of skilled individuals entering the agricultural sector, addressing the demographic challenges in farming. - Policy Impact: Building the capacity of policymakers contributes to evidence-based decision-making, aligning policies with the evolving needs of the agricultural sector. - Sustainable Practices: Training programs focused on modern and sustainable agricultural techniques align with the increasing global emphasis on sustainable farming.			
Expected Outcomes			
- Enhanced Technical and Entrepreneurial Skills: The initiative aims to see a measurable improvement in the technical and entrepreneurial skills of participants across all target groups. - Strengthened Scientific Networks: Capacity building contributes to the formation of stronger scientific networks, fostering collaboration and the exchange of ideas among research organizations. - Improved Collaboration: By bringing diverse stakeholders together through training and workshops, the initiative seeks to improve collaboration and coordination among the target groups. - Increased Adoption of Modern Agricultural Techniques: Farmers, SMEs, and other participants should exhibit increased adoption of modern and sustainable agricultural techniques as a result of the training.			

Activity lines	
- Tailored Training Programs: Design and implement training programs customized for each target group. This could include workshops, seminars, online courses, and mentorship programs. - Knowledge-Sharing Platforms: Create platforms for continuous knowledge exchange among the target groups. This could involve forums, conferences, and online communities. - Entrepreneurship Development: For SMEs and youth, focus on programs that nurture entrepreneurial skills, including business planning, financial management, and market analysis. - Collaboration Workshops: Facilitate workshops that promote collaboration between research organizations, policymakers, SMEs, and farmers (women and youth). This could involve joint projects, shared resources, and collaborative initiatives. - Modern Agricultural Techniques Training: Provide hands-on training on the adoption of modern agricultural techniques, including precision farming, digital tools, and sustainable practices.	
Timeframe	Indicative budget (USD)
2024 - 2028	15,000,000

Key Action		Cluster Lead	Contributing Clusters
Code	Item		
OA 06	Research Policy and Investment	RPIIn	2IPS; KMLC; ICF
Target Groups			
- Policymakers: This group includes individuals and entities involved in formulating and shaping policies related to agriculture. Engaging policymakers is crucial for advocating science-based policies. - Government Institutions: The initiative targets various government bodies responsible for implementing and overseeing agricultural policies and programs. - Agricultural Research Organizations: Collaboration with and advocacy within research institutions ensure that policies align with research objectives and support the scientific community.			
Relevance for the next 5 Years' BP			
- Global Trends in Policy Emphasis: With a global emphasis on sustainable and science-driven agricultural practices, advocating for science-based policies aligns with evolving international trends. - Long-Term Impact: Policy changes often have a lasting impact. Over the next 5 years, this initiative can contribute to establishing a foundation for sustained support for agricultural research. - Addressing Challenges: The expected outcomes directly address challenges identified in the market analysis, such as the need for consistent policies and increased governmental commitment to agriculture. - Strategic Positioning: In the context of emerging challenges and opportunities, policy advocacy positions FARA as a key influencer in shaping the agricultural research landscape.			

Expected Outcomes		
- Advocacy for Science-Based Policies: Successful engagement with policymakers should result in increased advocacy for policies grounded in scientific research and evidence. - Improved Alignment of Policies: The initiative aims to influence the alignment of existing policies with the objectives and priorities of agricultural research, ensuring a more cohesive and supportive environment. - Favourable Policy Environment: The overall outcome is the creation of a policy environment conducive to agricultural research, innovation, and development. - Enhanced Governmental Commitment: Increased commitment from government institutions to allocate resources, funding, and support for evidence-based agricultural research.		
Activity lines		
- Policy Analysis and Research: Conduct thorough analysis and research on existing agricultural policies. This forms the basis for informed advocacy efforts and helps identify areas that require alignment with research objectives. - Engagement with Policymakers: Establish a sustained dialogue with policymakers through conferences, workshops, and targeted meetings. Provide them with evidence-based insights to influence policy decisions. - Collaboration with Government Institutions: Work closely with government bodies to align policies with agricultural research goals. This involves participating in policy-making processes and contributing expertise. - Advocacy Campaigns: Launch campaigns to advocate for the importance of science-based policies in driving agricultural research and development. This could involve public awareness initiatives, media engagement, and targeted advocacy efforts.		
Timeframe		Indicative budget (USD)
2024 - 2028		10,000,000

5.3.4. 5.3.4 Strategic Initiative Directorate

This key action aims to effectively oversee and manage the newly established Strategic Initiatives Unit, ensuring seamless coordination, successful implementation, and optimal impact of mission-aligned initiatives beyond existing thematic clusters.

Key Action		Cluster Lead	Contributing Clusters
Code	Item		
	Managing Strategic Initiatives Unit		
Target Groups			

- Donor organization: Streamline FARA secretariat alignment with donor organization requirements. - Policy organizations: This group includes individuals and entities involved in formulating and shaping policies related to agriculture. Engaging with the policy systems at the RECSs and National levels. - Government Institutions: The initiative targets various government bodies responsible for implementing and overseeing agricultural policies and programs. - All stakeholders in Africa agriculture: Communicate FARA outputs and happenings with all stakeholders
Relevance for the next 5 Years' BP
- Addressing Challenges: Actively address grant compliance issues with donor and development partners etc. - Facilitating strategic partnerships: ensuring the ongoing and developed partnership with CGIAR, organizations within the South-South cooperation and other International Research Institutions for joint delivery of solutions. Working with global and other intercontinental initiatives relevant to Africa agricultural development. - Coordination of efforts: Working with the relevant department of the AUC and AUDA-NEPAD to develop mechanism for coordination of development actions and interventions at the continental level.
Expected Outcomes
- Coherent mechanism for agricultural development established and used. - Africa ownership of its development action and deriving support from its global development partners. - Global programs and interventions aligned with Africa ongoing processes and frameworks. - Africa owned programs operationalized smoothly.
Activity lines
- Implementing on demand request and hosting initiatives (Soil initiative, CAPS, etc.) - Partnership and networking with existing and upcoming program and projects. - Convening Africa stakeholders and organizing dialogues for collation of ideas. - Partnership formations; development of project and programs. - Program coordination; grant making and reporting. - Communications and knowledge management.
Timeframe Indicative budget (USD)
2024 - 2028 5,000,000

5.4. Performance Indicators to guide the M&E Framework of FARA 2024-2028 Business Plan

Table 3. Performance indicators to guide the M&E framework of the FARA 2024-2028 Business Plan.

sr	Operational Actions	Performance Indicators
	Innovation to Impact Partnerships and systems (ZIPS)	- Adoption rate of sustainable farming practices: Track the percentage of farmers (disaggregated by women and youth) adopting sustainable agricultural practices. - Number of farmers trained (disaggregated by women and youth) in sustainable agricultural practices. - Number of new partnerships established: Track the number of new partnerships formed with various stakeholders. - Level of collaboration between FARA and external stakeholders: Measure the number and impact of collaborative research projects initiated through partnerships. - Increase in funding from new partners.
2	Knowledge Management, Digitalization and Learning (KMDL)	- Number of users on digital knowledge platforms and frequency of use - Engagement level on digital platforms - Feedback and satisfaction from platform users - Increase in the accessibility of agricultural information: Evaluate the accessibility and inclusivity of digital knowledge platforms across diverse user groups - Knowledge Dissemination Impact: Assess the impact of disseminated knowledge on agricultural practices and outcomes.
3	Institutional Capacity and Future Scenarios (ICF)	- Number of individuals and institutions trained - Increase in the adoption of new skills and knowledge - Success rate of capacity-building programs - Feedback from beneficiaries on the relevance and effectiveness of training - Retention of Trained Individuals: Measure the retention rate of individuals trained in agricultural research and development.

4	Research Policy and Investment (RPI)	• Number of advocacy campaigns conducted. • Changes in policy influenced by FARA's advocacy efforts: Evaluate the influence of FARA's advocacy efforts on agricultural policies at regional and national levels. • Level of alignment between policies and FARA's objectives • Increase in funding and support for agricultural research policies. • Policy Implementation Impact: Measure the impact of advocated policies on the ground in terms of improved agricultural practices
5	Strategic Initiative Coordination Unit	• Unit Effectiveness Metrics: Evaluate the effectiveness of the Strategic Initiatives Unit in coordinating and managing mission-aligned initiatives. • Initiative Implementation Success: Measure the success rate of initiatives managed by the Strategic Initiatives Unit. • Adaptability and Response Time: Assess the unit's adaptability to emerging needs and its response time to market changes.

5.5. Operational Plan with Specific Actions, Responsibility, and Timelines

FARA is committed to realizing its development objectives and promoting financial diversity by implementing a comprehensive financing strategy that incorporates a catalytic funding facility. This strategy comprises four distinct models: parallel, pooled, pass-through, and a combination of the three. The selected model prioritizes key factors such as reducing transaction costs, enhancing coordination, increasing ownership, ensuring accountability, and facilitating efficient delivery of developmental impact. The pass-through fund management, integral to FARA's delivery model, involves the receipt of funds from donors and partners, which are then disbursed to entities. Oversight and execution responsibilities are effectively managed by national and regional partners, ensuring a streamlined and effective approach to achieving FARA's goals.

5.6. Operational Plan with Specific Actions, Responsibility, and Timelines

The budget for implementing activities in the business plan considers three funding scenarios. Scenario one outlines the detailed estimate of resources needed to support the plan's full implementation. Table four breaks down the yearly budget to support the four thematic clusters, the new Directorate for Strategic Initiatives, and the FARA Secretariat management function. The total funds required for five years under Scenario-1 amount to 62.5 million US Dollars, while Scenario-2 and Scenario-3 require 31.25 million and 18.75 million US Dollars, respectively (Table 5).

The fund requirements for each thematic area and the secretariat's functions gradually increase, aligning

with the growth in different programs (Figure 6). Annual fund requirements are structured incrementally, with percentages of 10%, 15%, 20%, 30%, and 25% for the years 2024 to 2028 (Figure 7). This growth expectation is based on the anticipation that funding efforts will yield desired outcomes as activities expand over the years. FARA's recent role as the secretariat for key continental and global initiatives serves as a significant resource. Fund requirements for the eight cost categories, presented in Figure 8, adhere to FARA's fiduciary system, compliant with standards of most funders. The percentage allocation per cost line follows accepted standards, limiting personnel costs to 33% of the total, with a larger percentage allocated to field activities and other operations..

Table 4. Proposed budget (Based on scenario 1) disaggregated by year.

Operational Segments	2024	2025	2026	2027	2028	Total
	Amount US Dollar					
Innovation to Impact Partnerships and systems (2IPS)	2,000,000	3,000,000	4,000,000	6,000,000	5,000,000	20,000,000
Knowledge Management, Digitalization and Learning (KMDL)	1,000,000	1,500,000	2,000,000	3,000,000	2,500,000	10,000,000
Institutional Capacity and Future Scenarios (ICF)	1,500,000	2,250,000	3,000,000	4,500,000	3,750,000	15,000,000
Research Policy and Investment (RPIIn)	1,000,000	1,500,000	2,000,000	3,000,000	2,500,000	10,000,000
Strategic Initiative Coordination Unit	500,000	750,000	1,000,000	1,500,000	1,250,000	5,000,000
FARA secretariat management functions	250,000	375,000	500,000	750,000	625,000	2,500,000
Total	6,250,000	9,375,000	12,500,000	18,750,000	15,625,000	62,500,000

Table 5. Proposed budget for technical Cluster Using Three Scenarios of Resource Mobilization Success

Thematic clusters	Fund requirement		
	Scenario 1	Scenario 2	Scenario 3
Innovation to Impact Partnerships and systems (2IPS)	20,000,000	10,000,000	6,000,000
Knowledge Management, Digitalization and Learning (KMDL)	10,000,000	5,000,000	3,000,000
Institutional Capacity and Future Scenarios (ICF)	15,000,000	7,500,000	4,500,000
Research Policy and Investment (RPIIn)	10,000,000	5,000,000	3,000,000
Strategic Initiative Directorate (SID)	5,000,000	2,500,000	1,500,000
FARA secretariat management functions	2,500,000	1,250,000	750,000
Justification	Scenario 1 represents the most appropriate fund requirements for the implementation of the five years activities and the achievement of the outputs. This budget assumed that the FARA fund raising efforts will begin to yield returns from the second year of the business plan.	Scenario 2 budget assumes that the projected fund may not be realised quickly or not in the same quantity. It uses 50% of the fund indicated in scenario one. The secretariat will need to develop an alternative personnel engagement strategy or downsize the volume of activities it will take on based on the availability of funds.	Scenario 3 represents the worst-case situation, where the FARA secretariat fund raising activities did not yield the expected returns. It presents a situation where the secretariat continues to depend on competitive calls for projects proposals from different development partners to support its functions.

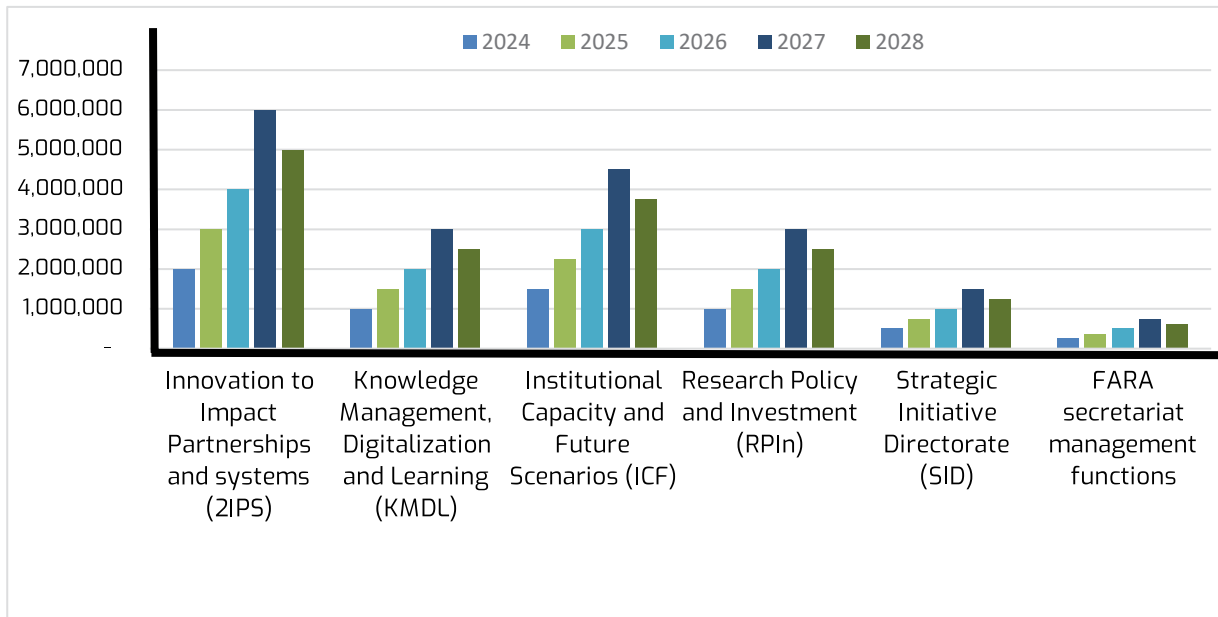


Figure 6: Overview of the Financial Projection by core operational units for the 5 Years

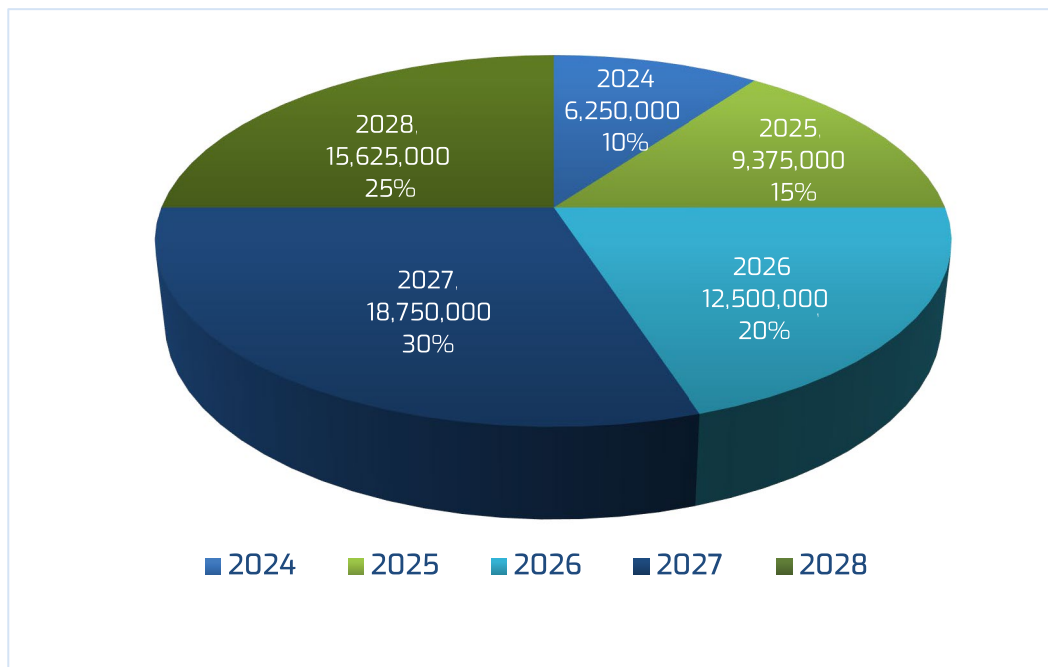


Figure 7: Yearly Repartition of the Financial Projection

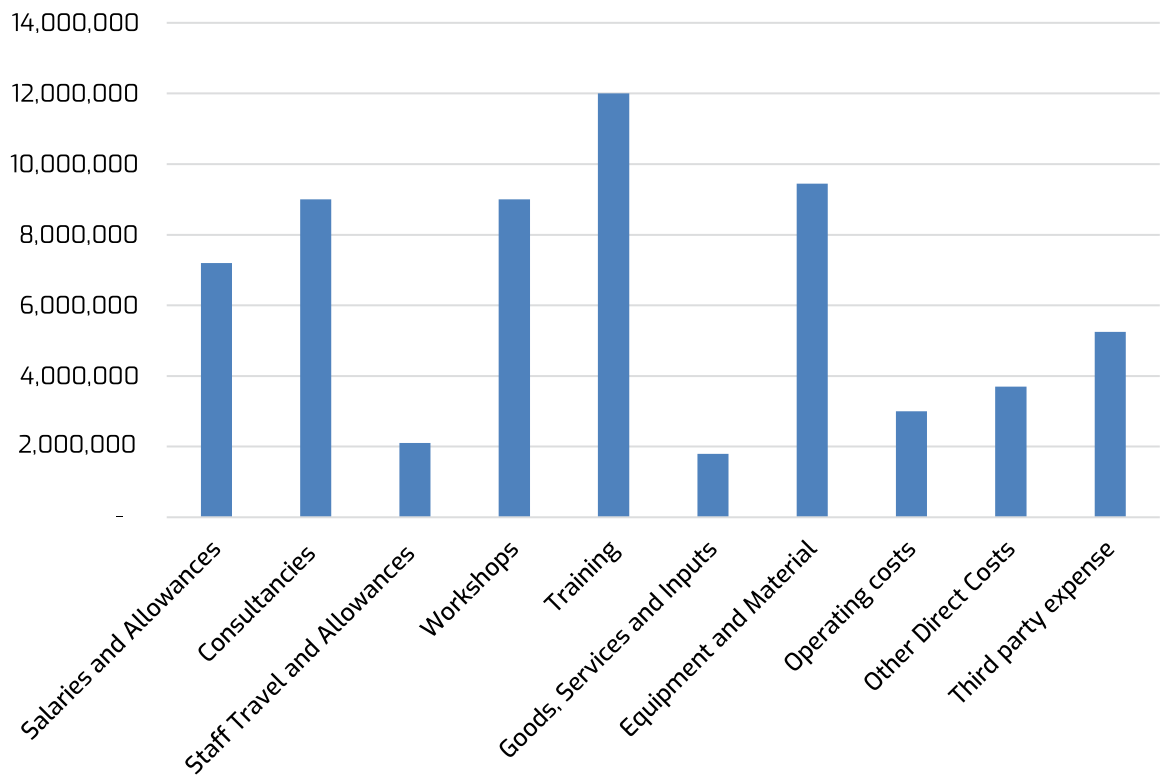


Figure 8: Financial Projection by Expenditure category for all Operational Actions for the 5 Years

The budget addresses concerns related to transactional costs and favors projects with the potential for larger funding opportunities, discouraging small, isolated projects unless they show indications of scalability. In the previous period, FARA heavily relied on funding from the European Commission (EC) and engaged with the EC bilaterally through projects funded by DG DEVCO (INTAP) and other funds. FARA is prioritizing the EU pillar assessment to enhance reporting and accounting efficiency. The organization will continue applying for different EU funds under the new business plan. Given FARA's role in hosting the CAAPS and ASB-PP Secretariats for the African Union, a Joint Action Plan (JAP) will be developed to outline subject areas, activities, timeframes, and a mechanism for reviewing, evaluating and reporting progress toward the specified objectives.



Section 6:

Stakeholder Engagement and Human Resources

6.1. Stakeholder Engagement

Embracing best practices in partnership is essential for fulfilling FARA's role as a forum organization. The FARA partnership model aligns with the organizational structure for coordinating agricultural research for development in Africa. The architecture designates the AUC and AUDA-NEPAD as the key authorizing environment, establishing linkages with Sub-regional organizations (SROs), National Agricultural Research Systems, Regional Economic Communities (RECs), and other specialized organizations on the continent. The third layer incorporates Civil Society Organizations (CSOs), including farmers' organizations, NGO consortiums, and private sector organizations.

FARA engages globally with the Global Forum for Agricultural Research (GFAR) and regionally partners with bodies such as AARINENA, FORAGRO, APAARI, and others. The partnership structure is detailed in Annex 1, emphasizing subsidiarity principles for operational coherence and alignment with mandates at sub-regional and national levels.

At the national level, FARA collaborates with governments through Sub-regional Organizations (SROs), addressing issues that extend beyond subregions and require a continental voice. FARA's role in incubating continental initiatives involves engagement with the lead National Agricultural Research Institutes (NARIs) in each of the 55 African countries.

Engagement with donors and development partners focuses on developing and incubating initiatives and coordinating actions across the continent. As the recognized technical arm of the African Union Commission, FARA convenes a broad stakeholder group in Africa, playing a central role in technology generation, dissemination, and use.

Maintaining a strong relationship with stakeholders over two decades, the FARA Secretariat responds adeptly to their needs. The business canvass in Annex 2 outlines stakeholder requirements. FARA's programs and convening instruments provide opportunities for stakeholder interaction and service provision. The triennial Africa Agricultural Science Week and the FARA General Assembly serve as prime instruments for responding to partners' needs and strategic planning.

6.2. FARA Human Resource Structure

To effectively fulfil FARA's envisioned roles and translate strategic priorities into tangible outcomes, establishing an efficient organizational structure and implementation plan is crucial. This transition aims to consolidate the FARA Secretariat, ensuring alignment of human and organizational capacity with the required resources to support the outlined Strategic Priorities.

FARA is seeking a more efficient and streamlined secretariat capable of resource mobilization to fulfill its mission. This involves revising the structure of the Directorate of Research and Innovation (DRI) and the programmatic clusters. While FARA's previous clustering strategy had merits, the new thematic clusters are refocused to provide the adaptability required to navigate evolving contexts without a complete change in strategy. This adaptability is crucial for FARA's continuity and success in fulfilling its mission.

As outlined in section 5.2.2, FARA will establish a dedicated Strategic Initiatives Directorate reporting directly to the Executive Director. This unit will include Grants Management & Compliance, Communication, Secretariat of Strategic Initiatives hosted by FARA, Corporate and International Partnerships, and the development of new programs.

The current Directorate of Research and Innovation (DRI) will focus on overseeing the four program clusters, ensuring collaboration between them. The DRI will also oversee the three cross-cutting areas: Adaptation to Climate Change, Gender Mainstreaming, and Youth & Entrepreneurship Integration, ensuring collaboration across all clusters. The M&E unit will support the four clusters and their projects, reporting to the Director of DRI. Additionally, the M&E Unit will monitor and evaluate FARA's internal reporting to the Executive Director (Figure 9).

Throughout this business plan, FARA aims to strike a balance between organizational efficiency and optimal engagement with Forum members on its programs. The plan streamlines bureaucratic processes, aiming to reduce extensive reviews, evaluations, and reports, given limited prospects for additional funds and the current burden on staff. The plan also focuses on enhancing working conditions to boost staff job satisfaction and improve the likelihood of successful business plan implementation. The allocation of land by the Ghanaian government for FARA to construct its own office facilities is a positive development, pivotal for the Secretariat's effective continental role and attractiveness for top-quality staff recruitment and retention.

During the business plan period, the FARA Secretariat will establish a scheme to engage adjunct technical personnel to support various initiatives. While adjunct work will not be remunerated as regular staff or consultants, adjunct fellows will be prioritized in all FARA engagements and activities.

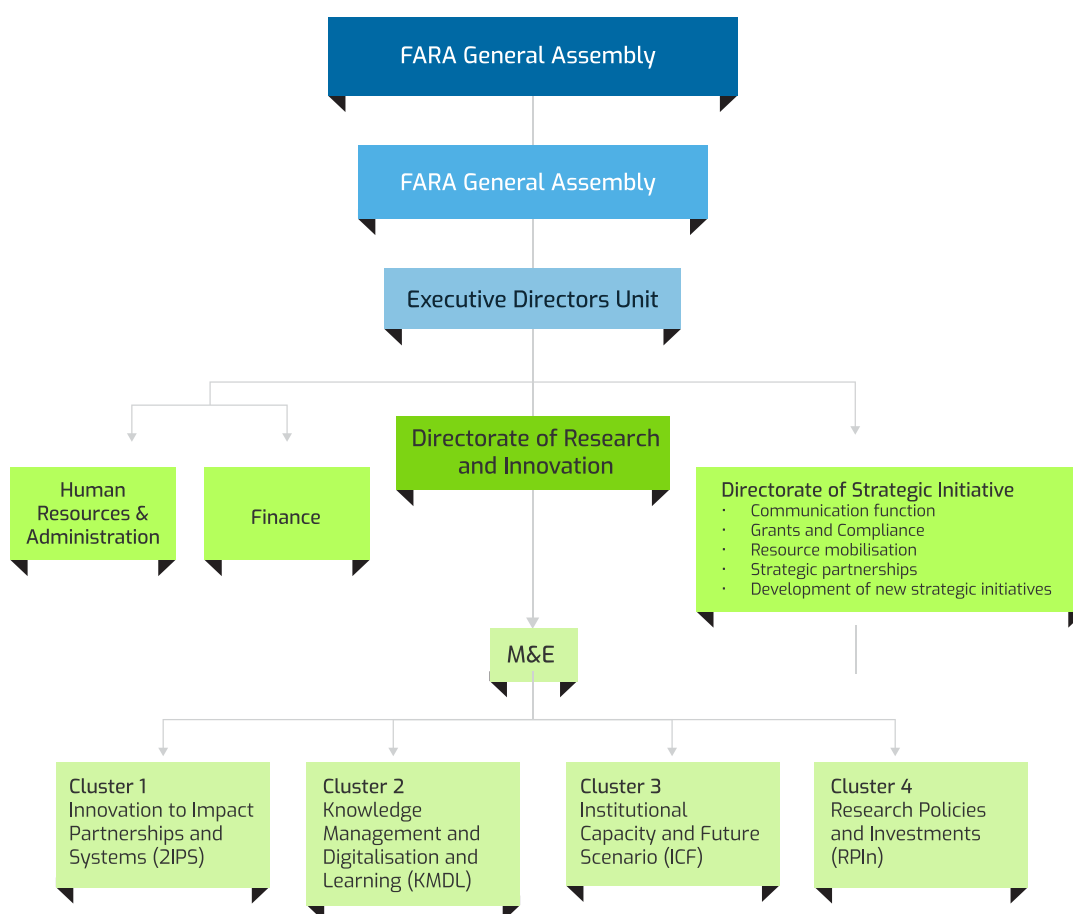


Figure 9: The revised FARA Organogram



Section 7:

Conclusion and Future Outlook

The 2024-2028 Business Plan of FARA is designed to address the current and emerging needs of stakeholders in African agricultural research and development. Aligned with the second half of the FARA strategic plan for 2019-2028, the BP focuses on an effective response to sector challenges through science, technology generation, dissemination, and adoption. Utilizing the Business Canvas model, self-evaluation, and awareness of emerging issues, the BP addresses climate change, soil health, food systems transition, youth dynamics, and technological advancements.

Structured to align with the science components of the CAADP agenda, the BP is crafted in robust language and allows flexibility for emerging changes. Retaining the four thematic programmatic structures (ZIPS, KMDL, ICF, and RPin), it introduces a Strategic Initiative function to handle new initiatives at continental and global levels.

The FARA Secretariat will address old and emerging issues within its thematic clusters: (1) Innovation to Impact Partnerships and Systems (ZIPS), (2) Knowledge Management, Digitalization, and Learning (KMDL), (3) Institutional Capacity and Future Scenarios (ICF), and (4) Research Policy and Investment (RPin). A new Strategic Initiative unit will provide specialized support in grant and compliance management, communications, incubating new initiatives, strategic partnerships, and resource mobilization.

The financial projection for operationalizing, under one of the three scenarios, the BP is \$62,500,000, achievable through dedicated fund mobilization activities. Proposed actions include program development, linking with donors and partners for funding, establishing a fund endowment for agricultural research, and continuous bidding for donor project proposals.

Annexes

Annex 1:

Annex 1: FARA's Stakeholders and Partners

Sr	Partner group	Partner	Current Complimentary Strength
1	SRO	CORAF ASARECA CCARDESA NASRO	- Provide network and links into the Africa sub-regions. - Foster complementarity among different actors in the sub-region. - Act as link to the continental bodies for the national actors.
2	Knowledge Management, Digitalization and Learning (KMDL)	RUFORUM ANAFE FARNAPAN	- Works on specific thematic area and provide a clear focus and exposure to specialized knowledge. - Provide linkages with partners with interest in the thematic area.
3	Civil Society organisations (CSO)	PAFO	- Facilitate the linkage of research with development. - Provide direct linkage to the grassroots for identification of real issues, sourcing solution and implementing solution options. - Linkage for facilitation of processes that translate research outcomes into economic benefits through business development, market generation etc. - Facilitation of joint effort of stakeholders group.
4	NARS/NARI	Research Institutes Extension institutes	- Linkage to advance agricultural research on different commodities and themes in agriculture. - Linkages for access to research output viz, technologies, knowledge and inventions. - Access to state-of-the-art facilities and skills. - Access to knowledge base, data and germplasm across the globe. - Linkages for training and project development with national partners.

5	CGIAR	IITA, ICRAF, ILRI, ICARDA, ICRISAT, CIAT, Biodiversity International, Africa Rice, CIMMYT, IRRI, IFPRI, World Fish, CIFOR, IWMI, ICLARM, CIP	• Linkage to advance agricultural research on different commodities and themes in agriculture. • Linkages for access to research output viz, technologies, knowledge and inventions. • Access to state-of-the-art facilities and skills. • Access to knowledge base, data and germplasm across the globe. • Linkages for training and project development with national partners.
6	Universities and Knowledge Institution	AAU	• Access to broad network of tertiary institutions for curriculum reforms. • Network opportunity to match need with training
		Various Universities	• Network opportunity to match need with training. • Participate in research activities for knowledge generation concept development etc. • Provide resource persons for ad hoc activities.
7	Continental and Regional Policy organs	Africa Union Commission ECOWAS SADC COMESA ECCAS	• Provision of policy support on different issues at the continental levels. • Provision of leadership and political backstopping to initiatives. • Linkages with countries leaders for buy in into treaties and frameworks for agricultural development. • Provision of political support for intercontinental partnerships and linkages for trade, advance science and technology exchange.
8	Development partners / Donors	EC IFAD USAID DFID AusAID CIDA World Bank AfDB IDB	• Linkages for funding and support for programs and projects. • Joint development of initiatives with continental relevance in agricultural research and development.

9	Global & other Continental Agricultural Body	GFAR AARINENA FORAGRO APAARI CACAARI EFARD	• Provision of linkages with other players around the globe for partnerships in agricultural research and development. • Linkages for exchange of knowledge, technologies and models for growth of the agricultural sector. • Development of exchange programs and initiatives for joint development. • Creation of platform for articulating needs in the agricultural sector to political leaders at the global level.
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Annex 2:

Financial Projections for the 2024- 2028 Business Plan

Code	Expenditure category	2024	2025	2026	2027	2028	Total
Innovation to Impact Partnerships and Systems (2IPS)							
CC1	Salaries and Allowances	660,000	990,000	1,320,000	1,980,000	1,650,000	6,600,000
CC2	Consultancies	240,000	360,000	480,000	720,000	600,000	2,400,000
CC3	Staff Travel and Allowances	60,000	90,000	120,000	180,000	150,000	600,000
CC4	Workshops	240,000	360,000	480,000	720,000	600,000	2,400,000
CC5	Training	240,000	360,000	480,000	720,000	600,000	2,400,000
CC6	Goods, Services and Inputs	60,000	90,000	120,000	180,000	150,000	600,000
CC7	Equipment and Material	200,000	300,000	400,000	600,000	500,000	2,000,000
CC8	Operating costs	100,000	150,000	200,000	300,000	250,000	1,000,000
CC9	Other Direct Costs	40,000	60,000	80,000	120,000	100,000	400,000
CC10	Third party expense	160,000	240,000	320,000	480,000	400,000	1,600,000
Sub-Total OA 1	2,000,000	3,000,000	4,000,000	6,000,000	5,000,000	20,000,000	15,625,000

Code	Expenditure category	2024	2025	2026	2027	2028	Total
Knowledge Management, Digitalization and Learning (KMDL)							
CC1	Salaries and Allowances	330,000	495,000	660,000	990,000	825,000	3,300,000
CC2	Consultancies	120,000	180,000	240,000	360,000	300,000	1,200,000
CC3	Staff Travel and Allowances	30,000	45,000	60,000	90,000	75,000	300,000
CC4	Workshops	120,000	180,000	240,000	360,000	300,000	1,200,000
CC5	Training	120,000	180,000	240,000	360,000	300,000	1,200,000
CC6	Goods, Services and Inputs	30,000	45,000	60,000	90,000	75,000	300,000
CC7	Equipment and Material	100,000	150,000	200,000	300,000	250,000	1,000,000
CC8	Operating costs	50,000	75,000	100,000	150,000	125,000	500,000
CC9	Other Direct Costs	20,000	30,000	40,000	60,000	50,000	200,000
CC10	Third-party expense	80,000	120,000	160,000	240,000	200,000	800,000
Sub-Total OA 4	1,000,000	1,500,000	2,000,000	3,000,000	2,500,000	10,000,000	15,625,000

Code	Expenditure category	2024	2025	2026	2027	2028	Total
Institutional Capacity and Future Scenarios (ICF)							
CC1	Salaries and Allowances	495,000	742,500	990,000	1,485,000	1,237,500	4,950,000
CC2	Consultancies	180,000	270,000	360,000	540,000	450,000	1,800,000
CC3	Staff Travel and Allowances	45,000	67,500	90,000	135,000	112,500	450,000
CC4	Workshops	180,000	270,000	360,000	540,000	450,000	1,800,000
CC5	Training	180,000	270,000	360,000	540,000	450,000	1,800,000
CC6	Goods, Services and Inputs	45,000	67,500	90,000	135,000	112,500	450,000
CC7	Equipment and Material	150,000	225,000	300,000	450,000	375,000	1,500,000
CC8	Operating costs	75,000	112,500	150,000	225,000	187,500	750,000
CC9	Other Direct Costs	30,000	45,000	60,000	90,000	75,000	300,000
CC10	Third party expense	120,000	180,000	240,000	360,000	300,000	1,200,000
Sub-Total OA 5	1,500,000	2,250,000	3,000,000	4,500,000	3,750,000	15,000,000	15,625,000

Code	Expenditure category	2024	2025	2026	2027	2028	Total
Research Policy and Investment (RPI)							
CC1	Salaries and Allowances	330,000	495,000	660,000	990,000	825,000	3,300,000
CC2	Consultancies	120,000	180,000	240,000	360,000	300,000	1,200,000
CC3	Staff Travel and Allowances	30,000	45,000	60,000	90,000	75,000	300,000
CC4	Workshops	120,000	180,000	240,000	360,000	300,000	1,200,000
CC5	Training	120,000	180,000	240,000	360,000	300,000	1,200,000
CC6	Goods, Services and Inputs	30,000	45,000	60,000	90,000	75,000	300,000
CC7	Equipment and Material	100,000	150,000	200,000	300,000	250,000	1,000,000
CC8	Operating costs	50,000	75,000	100,000	150,000	125,000	500,000
CC9	Other Direct Costs	20,000	30,000	40,000	60,000	50,000	200,000
CC10	Third party expense	80,000	120,000	160,000	240,000	200,000	800,000
Sub-Total OA 6	1,000,000	1,500,000	2,000,000	3,000,000	2,500,000	10,000,000	15,625,000

Code	Expenditure category	2024	2025	2026	2027	2028	Total
Strategic Initiative Directorate (SID)							
CC1	Salaries and Allowances	165,000	247,500	330,000	495,000	412,500	1,650,000
CC2	Consultancies	60,000	90,000	120,000	180,000	150,000	600,000
CC3	Staff Travel and Allowances	15,000	22,500	30,000	45,000	37,500	150,000
CC4	Workshops	60,000	90,000	120,000	180,000	150,000	600,000
CC5	Training	60,000	90,000	120,000	180,000	150,000	600,000
CC6	Goods, Services and Inputs	15,000	22,500	30,000	45,000	37,500	150,000
CC7	Equipment and Material	50,000	75,000	100,000	150,000	125,000	500,000
CC8	Operating costs	25,000	37,500	50,000	75,000	62,500	250,000
CC9	Other Direct Costs	10,000	15,000	20,000	30,000	25,000	100,000
CC10	Third party expense	40,000	60,000	80,000	120,000	100,000	400,000
Sub-Total OA 7	500,000	750,000	1,000,000	1,500,000	1,250,000	5,000,000	15,625,000

Code	Expenditure category	2024	2025	2026	2027	2028	Total
FARA Secretariat's Governance and Administration Core Functions							
CC9	Overall Administration	100,000	150,000	200,000	300,000	250,000	1,000,000
CC9	Governance	150,000	225,000	300,000	450,000	375,000	1,500,000
Sub-Total Secretariat	250,000	375,000	500,000	750,000	625,000	2,500,000	15,625,000
All 2024-2028 BP Operational Actions							
CC1	Salaries and Allowances	1,980,000	2,970,000	3,960,000	5,940,000	4,950,000	19,800,000
CC2	Consultancies	720,000	1,080,000	1,440,000	2,160,000	1,800,000	7,200,000
CC3	Staff Travel and Allowances	180,000	270,000	360,000	540,000	450,000	1,800,000
CC4	Workshops	720,000	1,080,000	1,440,000	2,160,000	1,800,000	7,200,000
CC5	Training	720,000	1,080,000	1,440,000	2,160,000	1,800,000	7,200,000
CC6	Goods, Services, and Inputs	180,000	270,000	360,000	540,000	450,000	1,800,000
CC7	Equipment and Material	600,000	900,000	1,200,000	1,800,000	1,500,000	6,000,000
CC8	Operating costs	300,000	450,000	600,000	900,000	750,000	3,000,000
CC9	Other Direct Costs	370,000	555,000	740,000	1,110,000	925,000	3,700,000
CC10	Third-party expense	480,000	720,000	960,000	1,440,000	1,200,000	4,800,000
Total All	6,250,000	9,375,000	12,500,000	18,750,000	15,625,000	62,500,000	15,625,000



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