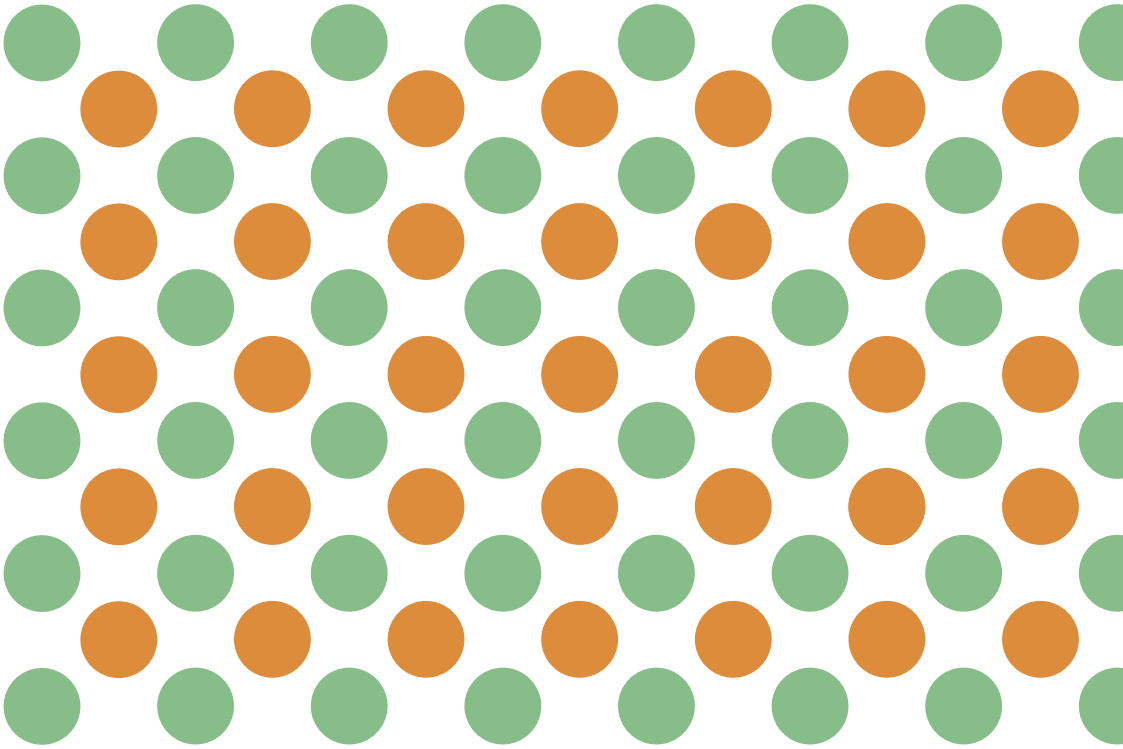
AIRTEA

Strengthening Agricultural Knowledge & Innovation Ecosystem for Inclusive Rural Transformation & Livelihoods in Eastern Africa

Final Report on Agribusiness Learning Alliances Workshop

Feedback and Recommendations from Stakeholders



March 2024

AIRTEA
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A FINAL REPORT WITH FEEDBACK AND RECOMMENDATIONS FROM KEY STAKEHOLDERS

CONSULTANCY TO TEST AGRIBUSINESS LEARNING ALLIANCES (ABLA) PROOF OF CONCEPT TOWARDS ENHANCING THE ECONOMIC VALUE DERIVED FROM INNOVATION PLATFORMS

CONTRACT REFERENCE: FARA / CAADP-XP4/CS/IC/2023/02

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Introduction

The "Strengthening Agricultural Knowledge and Innovation Ecosystem for Inclusive Rural Transformation and Livelihoods in Eastern Africa" (AIRTEA) project, initiated by the Forum for Agricultural Research in Africa (FARA), aims to enhance agricultural knowledge and innovation ecosystems to support inclusive rural transformation and livelihoods in Eastern Africa. It aims to cultivate an inclusive innovation environment through the institutionalization of Innovation Platforms (IPs), facilitating multi-stakeholder partnerships that connect stakeholders and provide essential information. The project emphasizes empowering youth and women within IPs to leverage technological solutions within food systems and stresses technology transfer and uptake along value chains.

In its development and early implementation phases, the AIRTEA project pinpointed several critical challenges, notably the insufficient involvement of the private sector. In response, the project has initiated efforts to integrate the Agri-Business Learning Alliances (ABLAs) approach. This strategy focuses on co-creating business solutions and bolstering the entrepreneurial capacities of third-party projects. Through a sequence of activities and modalities, the project is developing a methodology for establishing a proof of concept for ABLA. This involves using third-party projects as test cases to initiate, demonstrate and refine the implementation of the ABLA approach, aiming to integrate and adapt these learnings to enhance the overall impact and sustainability of the innovation platforms involved.

This report consolidates feedback and recommendations from key stakeholders following various activities and consultations that included the brainstorming meeting held in Accra (August 28th-29th, 2023) that aimed to enhance the economic value derived from Innovation Platforms through Agribusiness Learning Alliances (ABLA); insights from the baseline assessment; Agribusiness and Private Sector Engagement training Workshop" and other informal consultative activities and engagements.

Feedback and Recommendations from the Brainstorming Meeting on ABLA Proof of Concept.

The brainstorming meeting held in Accra on August 28th-29th, 2023, aimed to enhance the economic value derived from Innovation Platforms through Agribusiness Learning Alliances (ABLA). Stakeholders from various sectors provided feedback, insights, and recommendations to strengthen the implementation and impact of ABLAs within Innovation Platforms.

Informal consultative meetings were conducted with AIRTEA Programme consortia, partners, and other stakeholders before, after, and surrounding the main brainstorming meeting on the "Enhancing the Economic Value Derived from Innovation Platforms Agribusiness Learning Alliances (ABLA) Proof of Concept," held in Accra on August 28th–29th, 2023. The design, objectives, and the process of the meeting are outlined in the Inception Report. Below are highlights of the feedback from these reviews.

The review process involved representatives of stakeholders, including selected leadership and technical members of relevant past (SSACP) and present projects (AIRTEA and ABLA). It drew from interactions, presentations, and discussions during the brainstorming meeting whose main objective was to identify directions, activities, working modalities to assess the ABLA concept. Specific objectives included reviewing and articulating the ABLA concept, developing a methodology for establishing a proof of concept, and initiating its implementation. The review also incorporated inputs from the experiences of the consultant in both the SSACP work and PABRA's Market-Led Commodity Corridor Approach. The following are observations and feedback from this process.

Observations

a. FARA under the Sub-Saharan Africa Challenge Programme (SSACP) developed the Integrated Agricultural Research for Development (IAR4D) concept to mainstream a new way of doing business by addressing deficiencies in traditional research and development system. The latter was characterized by a weak private sector, underinvestment in research, weak and unaccountable institutions, and inappropriate policies. The IAR4D concept involves a multi-sectorial, multi-stakeholder orientation to agriculture, and it is premised on innovation systems.

b. A key aspect of IAR4D is the Innovation Platform (IP), which is an institutional arrangement increasingly being mainstreamed in research and innovation and promoted in agricultural research for development projects and programs. IPs provide space for value chain actors, including farmers, agricultural service providers, researchers, the private sector, and other stakeholders, to jointly identify, analyze, and overcome constraints to agricultural development.

c. Previous efforts under SSACP led to the establishment of several IPs across Africa. Their potential value was the basis for their establishment and use in the 3rd Party Projects under the AIRTEA programme coordinated by FARA. IPs operate in a dynamic space anchored on a process where partnership is critical. When encountering a problem or situation, partners collaborate to generate and use solutions and learn lessons from the process. In the learning process, solutions are modified to yield benefits. Whereas the use of IPs has generated innovations and valuable partnerships, challenges have been observed in translating enhanced benefits into increased income for producers, and business opportunities for value chain actors. This is what prompted a review of IPs to identify any gaps that may hinder their full effectiveness.

d. Private sector involvement is a critical element meant to be an integral part of IPs. Unfortunately, this is one of the gaps that has affected IPs from functioning effectively. A review of some IPs established during the SSACP period showed that active involvement (and leadership) of by the private sector made a difference in the success and sustainability of IPs compared to where the private sector did not play a role. PABRA's demand-led bean research for development model, which emphasizes strong client and impact focus (Rubyogo et al., 2019 and PABRA, 2022), reinforces this view. The model (Figure 1) is based on integrating research and development interventions along the bean value chain, taking place at the three hubs (production, aggregation, and consumption).

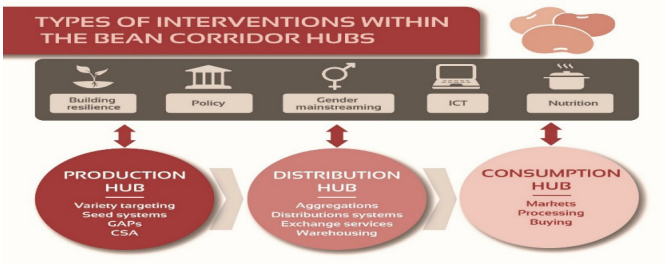


Figure 1. PABRA's demand-led bean research for development model.

This needs the committed involvement of all participating value chain actors in a multi-stakeholder platform (MSP). Like Innovation Platforms (IPs), MSPs serve as spaces for learning and knowledge exchange, where stakeholders collaborate to diagnose problems, identify opportunities, and find ways to achieve mutual goals and benefits (Homann-Kee Tui et al., 2013; Schut et al., 2018). The key features of the PABRA model are:

a) It is a strategic framework that serves as a basis for addressing Research and Development (R&D) interventions in agricultural value chains.

b) It is critical to Identify a driver commodity by analyzing its market potential (demand, commercialization, and profitability).

c) Mapping value chain actors, their nodes, roles, challenges, capacity needs, and their empowerment are important in guiding interventions along the value chain.

d) The private sector plays an instrumental role in incentivizing actors and processes of technological development, innovations, and their scaling out.

e) Commercial entities such as cooperatives or individual off-takers, are recognized as a driving force behind market integration and technological advancements. Their role in connecting stakeholders, enhancing capacity, and co-creating solutions is increasingly being recognized.

e. It was also observed that a major deficiency of IPs was the inability of many of them to transition from community-based associations to business entities with a strong private sector contribution and influence on growth, and sustainability. For established and new IPs, an ABLA approach is expected and recommended to play a role in facilitating this kind of transition by influencing the following key ABLA elements:

a) Business-Led Approach: ABLA approach should exert a strong commercial influence within IPs.

b) Learning and Adaptation: ABLA should facilitate learning of lessons from diverse experiences across various multi-stakeholder initiatives and integrate them into supported platforms.

c) Learning Platform: ABLA should facilitate a dynamic learning culture in multi-stakeholder platforms through experimentation with alternative solutions.

f. In the Proof of Concept of ABLA, the hypothesis would be: "The implementation and active engagement of Agri-business Learning Alliances (ABLAs) within an innovation platform (IP) or a multi-stakeholder platform (MSP) will lead to a measurable enhancement in the private sector's involvement, increased commercialization, and improved business components, thereby fostering the overall success and sustainability of agricultural initiatives along commodity value chains." The hypothesis suggests that the introduction and effective operation of ABLAs within IPs, along with collaborative learning and business development facilitated by ABLAs, will have a positive impact on the private sector's role, stimulate commercialization efforts, and strengthen the business-related elements of the platform. Testing this hypothesis would involve assessing key indicators related to private sector engagement, commercialization success, and business component improvements and the overall performance of the IPs.

g. In the proof of concept (PoC) of ABLA, the following are some assumptions or expectations:

a) An ABLA in a multi-stakeholder platform or innovation platforms (IPs) promotes agribusiness through market-centered learning.

b) An ABLA approach can address the weaknesses of IPs in terms of business and sustainability.

c) An ABLA approach is an enabling instrument or mechanism for strengthening the business components of IPs to improve incomes and resilience by facilitating learning and capacity development.

d) An ABLA in IPs integrates partnerships that address agribusiness issues, requiring a convenor who could be an individual, an off-taker, or an institution.

h. In the Proof of Concept, the following process was recommendations:

a) Proof of Concept Focus: The focus and emphasis will be on developing a PoC rather than a complete business case, evaluating feasibility and potential profitability.

b) AIRTEA Project be Used as Test Case:

i. To integrate the ABLA approach into the AIRTEA third party project's Work Package 3 (WP3) as an opportunity for PoC.

ii. Clarity of ABLA: Ensure clarification of the concept and purpose of ABLA before proceeding with a PoC.

iii. ABLA's role should involve connecting, co-creating, and building capacity among stakeholders.

iv. Commercialization will be the key distinguishing factor between ABLA and IP (see Figure 2).

c) Smart Business Cases: The ABLA approach should be designed to identify and promote smart business cases, distinguishing it as an alliance actively seeking such opportunities.

d)

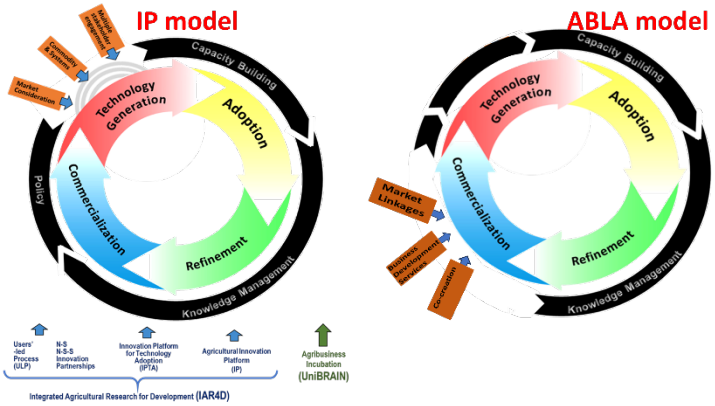


Figure 2: Major difference between the IP and ABLA

During and beyond the Proof-of-Concept phase, the following Action Points and Next Steps were proposed:

Action Points and Next Stages

a. Proactive Learning Focus: ABLA's approach and efforts should be proactive and intentional, aiming to cultivate agribusinesses through multi-stakeholder partnerships and learning.

b. Ecosystem Building: ABLA's approach should prioritize establishing an ecosystem around multi-stakeholder partnerships. While its actions can be flexible in scope, its learning approach should remain comprehensive.

c. Sustainability Strategy: The sustainability of ABLA's approach must be strategically planned. One option for consideration is whether the alliance or platform would operate as a membership-based partnership, with members actively contributing to its long-term viability.

d. Strategic Services: The services provided by ABLA should be strategically designed to attract funding from diverse sources, including development partners, members, and the private sector. This strategic approach is imperative for ensuring long-term sustainability.

e. Exploring Possible Cases: We should explore different scenarios, including starting points and practical demonstrations of ABLA's impact. For instance, how would ABLA enhance existing intellectual property or incubator programs?

f. Networking for Improvement: Collaborating and networking with other entities is crucial for identifying gaps and making informed adjustments to continually enhance the effectiveness of ABLA.

Feedback Summary

Stakeholders from various sectors provided feedback, insights, and recommendations to strengthen the implementation and impact of ABLA approach within Innovation Platforms. Stakeholders recognized the potential of ABLAs to transform IPs by fostering a more business-oriented and sustainable approach. Key feedback included:

a. Integration of Business Practices: There was a consensus on the need for IPs to adopt a more business-led approach to ensure sustainability and impact. The current model often lacks sufficient private sector involvement, which is critical for driving commercial success.

b. Collaborative Learning and Adaptation: Participants appreciated the role of ABLAs in facilitating a dynamic learning environment where stakeholders can share knowledge, adapt practices, and jointly solve challenges.

c. Private Sector Engagement: The feedback strongly emphasized enhancing the involvement of the private sector in IPs to drive commercialization and business component improvements.

Recommendations

a. Strengthen Commercial Focus: ABLAs should focus on integrating robust business models and commercial strategies within IPs. This involves identifying and engaging with key commercial players, such as off-takers and financial institutions, who can support scalability and sustainability.

b. Enhanced Capacity Building: Develop comprehensive training programs within ABLAs to build the capacity of all stakeholders, particularly in business development, market analysis, and commercial negotiations.

c. Facilitate Knowledge Exchange: Implement structured mechanisms for knowledge sharing and innovation dissemination across different IPs, leveraging digital platforms for broader outreach and engagement.

d. Develop Strategic Partnerships: Establish strategic partnerships with research institutions, government agencies, and industry leaders to align the ABLA initiatives with broader economic and development goals.

e. Monitor and Evaluate Impact: Set up a rigorous monitoring and evaluation framework to assess the effectiveness of ABLAs in achieving intended commercial outcomes and enhancing the economic value of IPs.

f. Policy and Regulatory Support: Advocate for supportive policies and regulations that facilitate the engagement of the private sector in agricultural innovation, ensuring that IPs are conducive environments for business development.

Conclusion

The brainstorming session underscored the transformative potential of ABLAs in enhancing the effectiveness and sustainability of Innovation Platforms. By implementing these recommendations, ABLAs can lead to a measurable improvement in private sector involvement, increased commercialization, and enhanced business components within IPs, fostering the overall success of agricultural initiatives along commodity value chains.

Feedback and Recommendations from Stakeholders in the Baseline Report

The baseline assessment of AIRTEA projects aimed to understand the status, challenges, and areas for improvement to guide the implementation of ABLA approaches. Although conducted relatively mid- or late in the AIRTEA project phase, the methodology included opportunistic information gathering, stakeholder engagement, and review of project documentation and included an impression of initial status.

Feedback Summary

The baseline assessment of the AIRTEA project has provided valuable insights into the status of Innovation Platforms (IPs) across various third-party projects. Stakeholders, including project managers, partners, and beneficiaries, have offered feedback that underscores the critical areas needing attention to harness the full potential of IPs for enhancing agricultural knowledge and innovation ecosystems. Key stakeholder feedback include:

a. Varied Maturity Levels of IPs: There is a notable discrepancy in the maturity levels among different IPs. This variability affects their functionality and the quality of outcomes they can deliver.

b. Composition of Stakeholders: The composition of stakeholders in various IPs is inconsistent, often lacking crucial partners, especially from the private sector. This inconsistency can lead to underrepresentation of key stakeholders, hindering effective collaboration.

c. Governance and Facilitation: Governance structures and facilitation methods are often weak, leading to ineffective decision-making and limited stakeholder participation. There is a need for clear governance rules and professional facilitation to enhance IP operations.

d. Commercial Orientation: Many IPs lack robust private sector participation, which is crucial for driving commercialization and sustainable business models. The absence of a strong market orientation significantly hampers the commercial potential of IPs.

e. Technological Utilization: There is underutilization of ICT and digital platforms within IPs. Leveraging technology can enhance communication, operational efficiency, stakeholder engagement, and data management.

Recommendations

a. Tailored Support Strategies: Implement tailored strategies that consider the specific maturity levels of each IP. This targeted approach will help IPs at different developmental stages to effectively address their unique challenges and needs.

b. Enhanced Stakeholder Inclusion: Conduct thorough stakeholder mapping to ensure comprehensive representation within IPs. Promote the active involvement of the private sector by highlighting mutual benefits and creating frameworks that facilitate easier integration and collaboration.

c. Strengthened Governance and Facilitation: Establish clear governance structures and engagement rules. Invest in training and resources to build facilitation capacities that can effectively manage stakeholder interactions and decision-making processes.

d. Foster Commercialization: Develop incentives and frameworks to attract private sector participation. This should include connecting IPs with market opportunities and enhancing their ability to engage in commercially viable activities.

e. Leverage Technological Advances: Increase the use of ICT and digital tools to make IPs more efficient and responsive. Provide training for stakeholders to ensure they can effectively utilize these technologies.

f. Capital Access and Funding Strategies: Address capital constraints by facilitating access to diverse funding sources. This involves supporting IPs in developing financial strategies that can attract sustainable investments.

g. Inclusivity and Diversity: Focus on inclusivity, particularly in engaging women and youth within IPs. Create appealing opportunities for these groups to ensure their active and sustained participation.

Conclusion

The feedback from stakeholders provides a clear indication of the areas within the AIRTEA project that require immediate attention and strategic intervention. By implementing these recommendations, the project can significantly enhance the effectiveness, impact, and sustainability of the IPs, contributing to a more inclusive, efficient, and dynamic agricultural sector in Eastern Africa. The ongoing implementation of Agri-Business Learning Alliances (ABLAs) will be pivotal in addressing these challenges and achieving the project's goals.

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Feedback and Recommendations from the Agribusiness Training Workshop to Support AIRTEA 3rd Party Projects.

The "AIRTEA Agribusiness and Private Sector Engagement Training Workshop," (held from 17th to 19th October 2023), aimed to enhance the agribusiness capacities of stakeholders, including women and youth, by facilitating technology transfer and improving profitability along agricultural commodity value chains. The workshop's specific support included conducting intensive agribusiness training, supporting the establishment of Agri-Business Learning Alliances (ABLAs), engaging third-party projects to identify key individuals for business development support, and convening a business consultative forum to discuss mentorship and innovative funding for agricultural research and development (ARD) businesses.

Feedback Summary

The agribusiness training workshop provided by AIRTEA aimed to empower stakeholders involved in third-party projects, focusing on building capacity for business development along priority value chains. Participants included consortium partners, third-party project members, operational IP facilitators, and private sector partners. The sessions highlighted practical applications of the Agri-Business Learning Alliance (ABLA) approach and offered comprehensive training on business development and market access strategies. Key stakeholder feedback included:

a. Capacity Building: Participants appreciated the practical training sessions, especially the business plan canvas exercises, which equipped them with tools to effectively map out business strategies for their projects.

b. Stakeholder Engagement: There was a strong call for more significant and structured engagement with the private sector to drive commercial viability and sustainability of the IPs.

c. Knowledge Sharing: The collaborative setting of the workshop was highly valued, providing a platform for sharing experiences and learning from different project implementations.

d. Market-Led Approaches: The focus on market-led strategies and the development of commodity corridors was recognized as crucial for transforming IPs into business-oriented platforms.

Recommendations

a. Enhanced Training Programs: Future workshops should continue to focus on hands-on training in business development, including detailed sessions on financial planning, market analysis, and risk management.

b. Greater Private Sector Involvement: Develop structured programs to facilitate deeper collaboration between IPs and key industry players, such as processors, exporters, and large-scale buyers, to ensure IPs are aligned with market demands avoiding exploitation by intermediaries and capable of attracting commercial investments.

c. Robust Support Structures: Establish ongoing support mechanisms for third-party projects, including technical assistance, mentoring, access to market information and developing accessible training materials. This should be coupled with enhanced facilitation of business development services.

d. Strategic Partnerships: Encourage the formation of strategic partnerships at both national and regional levels to support the scalability and sustainability of IPs. These partnerships should focus on linking IPs with financial institutions, technology providers, and policy advocates.

e. Monitoring and Evaluation: Implement a robust monitoring and evaluation framework to track the progress of IPs and the impact of the ABLA approach. This should include metrics for assessing improvements in business operations, market access, and financial sustainability.

f. Policy Advocacy: Collaborate closely with policymakers to advocate for supportive policies that facilitate the growth and development of IPs, especially those that enhance the business environment for agribusiness.

g. Digital Tools Utilization: Expand the use of digital tools and platforms to enhance knowledge dissemination, stakeholder communication, and management of IPs. This could include the development of apps and online platforms for real-time data sharing and collaboration.

h. Formulation of a roadmap/action plan with timelines to address all identified gaps in IPs.

i. The consortium partners to facilitate development of guidelines, checklists, and indicators to assess the functionality or maturity of IPs.

Conclusion

The agribusiness training workshop provided critical insights and valuable skills to stakeholders involved in AIRTEA's third-party projects. By adopting these recommendations, the AIRTEA project can enhance the effectiveness and sustainability of Innovation Platforms, driving more significant economic value and business success across East Africa's agricultural sector. The continued focus on integrating business development strategies within IPs will be crucial for achieving the overarching goals of the AIRTEA project.

Consolidated Feedback and recommendations from Brainstorming, Baseline Assessment, and Training Workshop.

The consolidated feedback and recommendations are derived from stakeholder engagements and the AIRTEA third-party projects which will serve as test cases for the ABLA Proof of Concept. The baseline assessment, which established the status and identified gaps in these projects by referencing successful models. Addressing these gaps through the implementation or adaptation of the recommendations and guidelines outlined below will not only demonstrate the value and efficacy of the ABLA approach but also contribute to its refinement and optimization.

Consolidated Feedback

a. Business-Led Approach and Commercial Focus

- There is a universal recognition of the need for IPs to adopt a more business-led approach to ensure sustainability and impact. The feedback highlights the critical need for robust private sector involvement, which is fundamental for driving commercial success and enhancing the commercial orientation of IPs.

b. Capacity Building and Skills Development

- Participants across various platforms appreciated practical training sessions, especially the business plan canvas exercises, which equipped them with the tools to effectively map out business strategies for their projects. There is a noted need for comprehensive training programs to build capacity in business development, market analysis, and commercial negotiations.

c. Collaborative Learning and Knowledge Sharing

- The role of ABLAs in facilitating a dynamic learning environment where stakeholders can share knowledge, adapt practices, and jointly solve challenges was emphasized. The collaborative setting of the

workshops was highly valued, providing a platform for sharing experiences and learning from different project implementations.

d. Private Sector Engagement
   - There is strong feedback across all sessions on the need to enhance the involvement of the private sector in IPs to drive commercialization and improve business components. This includes a call for more significant and structured engagement with the private sector to ensure the commercial viability and sustainability of IPs.

e. Stakeholder Composition and Inclusion
   - The composition of stakeholders in various IPs is often inconsistent, with frequent gaps in including crucial partners, particularly from the private sector. This inconsistency leads to underrepresentation of key stakeholders, hindering effective collaboration and impacting the functionality and quality of outcomes IPs can deliver.

f. Governance and Facilitation
   - Feedback indicates that governance structures and facilitation methods within IPs are often weak, leading to ineffective decision-making and limited stakeholder participation. There is a critical need for clear governance rules and professional facilitation to enhance IP operations.

g. Technological Utilization
   - There is a notable underutilization of ICT and digital platforms within IPs. Leveraging technology is essential to enhance communication, operational efficiency, stakeholder engagement, and data management.

h. Market-Led Approaches
   - The focus on market-led strategies and the development of commodity corridors was recognized as crucial for transforming IPs into business-oriented platforms, aligning with the need for a strong market orientation to boost the commercial potential of IPs.

Consolidated Recommendations

a. Strengthen Commercial Focus:
   - Focus on integrating robust business models and commercial strategies within IPs, engaging key commercial players such as off-takers and financial institutions to support scalability and sustainability.

b. Enhanced Capacity Building:
   - Develop comprehensive training programs within ABLAs, covering business development, market analysis, and commercial negotiations. Continue to focus on hands-on training in business development including financial planning and risk management.

c. Facilitate Knowledge Exchange:
   - Implement structured mechanisms for knowledge sharing and innovation dissemination within and across different IPs, leveraging digital platforms for broader outreach and engagement.

d. Develop Strategic Partnerships:
   - Establish strategic links and partnerships with relevant research institutions, government agencies, industry leaders, financial institutions, and technology (crops and livestock) providers to align the ABLA initiatives with broader economic and development goals and support the scalability and sustainability of IPs.

e. Monitor and Evaluate Impact:
   - Establish a monitoring and evaluation framework to assess the effectiveness of ABLAs and IPs within

third-party projects. Use the baseline assessment of these projects as the foundation for measuring progress, specifically focusing on achieving intended commercial outcomes, enhancing the economic value of IPs, and tracking improvements in ABLA elements e.g., business operations, market access, and financial sustainability after addressing the identified gaps.

f. Policy and Regulatory Support and Advocacy:
   - Advocate for supportive policies and regulations that facilitate the engagement of the private sector in agricultural innovation, ensuring that IPs are conducive environments for business development. Work closely with policymakers to facilitate the growth and development of IPs, especially those that enhance the business environment for agribusiness.

g. Tailored Support Strategies:
   - Implement tailored strategies that consider the specific maturity levels of each IP to effectively address their unique challenges and needs.

h. Enhanced Stakeholder Inclusion:
   - Conduct stakeholder mapping to ensure broad representation within IPs, promoting the active involvement of the private sector by highlighting mutual benefits and creating frameworks such as multistakeholder platforms that facilitate easier integration and collaboration.

i. Strengthened Governance and Facilitation:
   - Establish clear governance structures and engagement rules, investing in training and resources to build facilitation capacities that can effectively manage stakeholder interactions and decision-making processes.

j. Foster Commercialization:
   - Develop incentives and frameworks to attract private sector participation, connecting IPs with market opportunities and enhancing their ability to engage in commercially viable activities.

k. Leverage Technological Advances:
   - Increase the use of ICT and digital tools to make IPs more efficient and responsive, providing training for stakeholders to ensure they can effectively utilize these technologies. Expand the use of digital tools and platforms to enhance knowledge dissemination, stakeholder communication, and management of IPs.

l. Capital Access and Funding Strategies:
   - Address capital constraints by facilitating access to diverse funding sources, supporting IPs in developing financial strategies that can attract sustainable investments.

m. Inclusivity and Diversity:
   - Focus on inclusivity, particularly in engaging women and youth within IPs, creating appealing opportunities for these groups to ensure their active and sustained participation. This is also because the AIRTEA project emphasizes in strengthening the youth and women within IPs.

n. Formulation of Action Plans and Guidelines:
   - Facilitate the development of a roadmap/action plan with timelines to address all identified gaps in IPs and develop guidelines, checklists, and indicators to assess the functionality or maturity of IPs, aiming for continuous improvement and sustainability.

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