



# **FARA's draft Strategic Plan 2007 - 2016**

## ***Enhancing African Agricultural Innovation Capacity***

**FARA General Assembly  
Johannesburg, South Africa**

**Business Session  
16 June 2007**

# FARA's 2007-2016 Strategic Plan development process

Since FARA's founding in 2002, many changes have happened in the external environment (political, economic and in agricultural R&D), e.g.,

- More influential African Union
- Regional Economic Communities playing more important roles
- Strengthened SROs
- CAADP
- FAAP



# FARA's 2007-2016 Strategic Plan development process

- **Several external reviews have raised issues that FARA should address in different ways**
- **In February 2007, FARA's Executive Committee determined that the context had changed to such a degree that a new Strategic Plan was called for**
- **The ExCo determined that this could not wait until 2012 and must be presented to the FARA General Assembly in June 2007**
- **Advantage has been taken of cross-fertilization between the development of the ASARECA and CORAF strategies**



# FARA's 2007-2016 Strategic Plan development process

## **Problem and objective tree analysis identified:**

- the requirements for Africa to have efficient and effective agricultural innovation capacity; and
- the functions for which FARA has comparative advantage

## **This identified five functions where FARA can add value:**

1. Harmonised policy and sustainable financing;
2. Broad-based stakeholders have access to the knowledge and technology necessary for innovation;
3. Strategic decision-making options for policy, institutions, and markets;
4. Human and institutional capacity for innovation; and
5. Platforms for agricultural innovation.



# FARA *Strategic Plan – on a slide*

*General Objective – what FARA will make a*  
**SIGNIFICANT CONTRIBUTION TOWARDS**

*Specific Objective – what FARA will*  
**ACHIEVE**

*Results – what FARA will*  
**DELIVER**

*Activities – what FARA will*  
**DO**

**Assumptions Hold**



# ***FARA Strategic Plan – on a slide***

***High broad-based agricultural growth sustainably established in Africa***

**Broad-based agricultural productivity, competitiveness and markets sustainably improved in Africa**

1. Appropriate institutional and organisational arrangements for regional agricultural research and development established
2. Broad-based stakeholders have access to the knowledge and technology necessary for innovation
3. Strategic decision making options for policy, institutions and markets developed
4. Human and institutional capacity for innovation developed
5. Platforms for agricultural innovation supported

**Advocacy and resource mobilisation – Access to knowledge and technologies – Regional policies and markets – Capacity strengthening – partnerships and strategic alliances**

**Assumptions Hold**



# ***General Objective statement...***

## ***High broad-based agricultural growth sustainably established in Africa***

- **This general objective is the precondition for achieving FARA’s “super-objective” – *reducing African food insecurity and poverty and enhancing environmental conditions***
- **Also linked to the Millennium Development Goals**
- **“High growth” aligns with the CAADP target of 6% annual increase in agricultural production**
- **Objective is coherent with CAADP Pillar IV; Pillars I, II and III also contribute to its achievement**



# Understanding the *Specific Objective*

## ***Broad-based agricultural productivity, competitiveness and markets sustainably improved in Africa***

- **Broad-based** = inclusive of many stakeholders (poor farmers and pastoralists, agricultural labour force, poor consumers, entrepreneurs)
- **Improved agricultural productivity** (not just production) = uptake of research and technologies that increase production efficiency
- **Improved agricultural competitiveness** = increased abilities of farmers and other stakeholders to compete in the market on price, quality, and standards
- **Improved markets** = infrastructure, prices, information all enhanced
- **Sustainable improvements** = in environmental, social, economic, political and institutional terms



# Assessment of *Specific Objective*

- **Ambitious, requires change to have taken place...**
- **...and ensuring change happens is difficult for researchers to accomplish on their own...**
- **...therefore requires new ways of working – playing to the *comparative advantage* that FARA offers intra and inter-regionally**



# What's new...

- **Maximising FARA's comparative advantage as a regional *Forum***
- **Principle of subsidiarity allowing SROs to fully benefit from regional interventions**
- **Advocacy and policy to address sub-regional issues through regional activities**



# Networking Support Functions

***Activities*** broken down into five  
***Networking Support Functions***  
(functions to support networking):

- 1. Advocacy and resource mobilisation**
- 2. Access to knowledge and technologies**
- 3. Regional policies and markets**
- 4. Capacity strengthening**
- 5. Partnerships and strategic alliances**



# Networking Support Function 1: Advocacy and resource mobilisation (activities)

- **Development of regional advocacy strategy (based on CAADP goals and FAAP principles)**
- **Empowerment of broad-base of key stakeholders for assuming advocacy role**
- **Assisting in development of multi-country and national Agricultural Productivity Programmes**
- **Development and implementation of mechanisms to facilitate harmonised support and resource mobilisation**



# **Networking Support Function 2: Access to knowledge and technologies (activities)**

- Supporting institutional change required to foster networking**
- Creation of mechanisms to allow intra- and inter-regional exchange of information**
- Support to sharing of decision making tools for broad-base of stakeholders**
- Development of mechanisms for transferring skills to develop and apply technologies**
- Development of mechanisms for understanding success and failure of approaches - with appropriate feedback**



# Networking Support Function 3: Regional policies and markets (activities)

- **Identification of constraints imposed on competitiveness by existing agricultural policies**
- **Analysis of major agricultural institutions in the region**
- **Development of negotiation skills and capacity of agricultural policy negotiators**
- **Policy research and analysis to address constraints imposed by inappropriate standards and conventions**
- **Development of a lobbying strategy**



# **Networking Support Function 4: Capacity strengthening (activities)**

- **Development of a strategy for creating adequate human and institutional capacity for innovation**
- **Development of a regional mechanism for information exchange and sharing of teaching and learning experiences**
- **Development of capacity to enable optimal use of ICT as a teaching and training aid**



# **Networking Support Function 5: Partnerships and strategic alliances (activities)**

- **Identification of needs for and constraints to implementation of effective inter- and intra-regional innovation systems approaches**
- **Development and implementation of mechanisms for exchange of information on learning experiences**
- **Identification of actors along value chains from producer to consumer**
- **Creation of mechanisms for sharing experiences of successful upscaling of new approaches**
- **Resource mobilisation for facilitating SRO dialogue on innovation approaches**



# Networking Support Functions

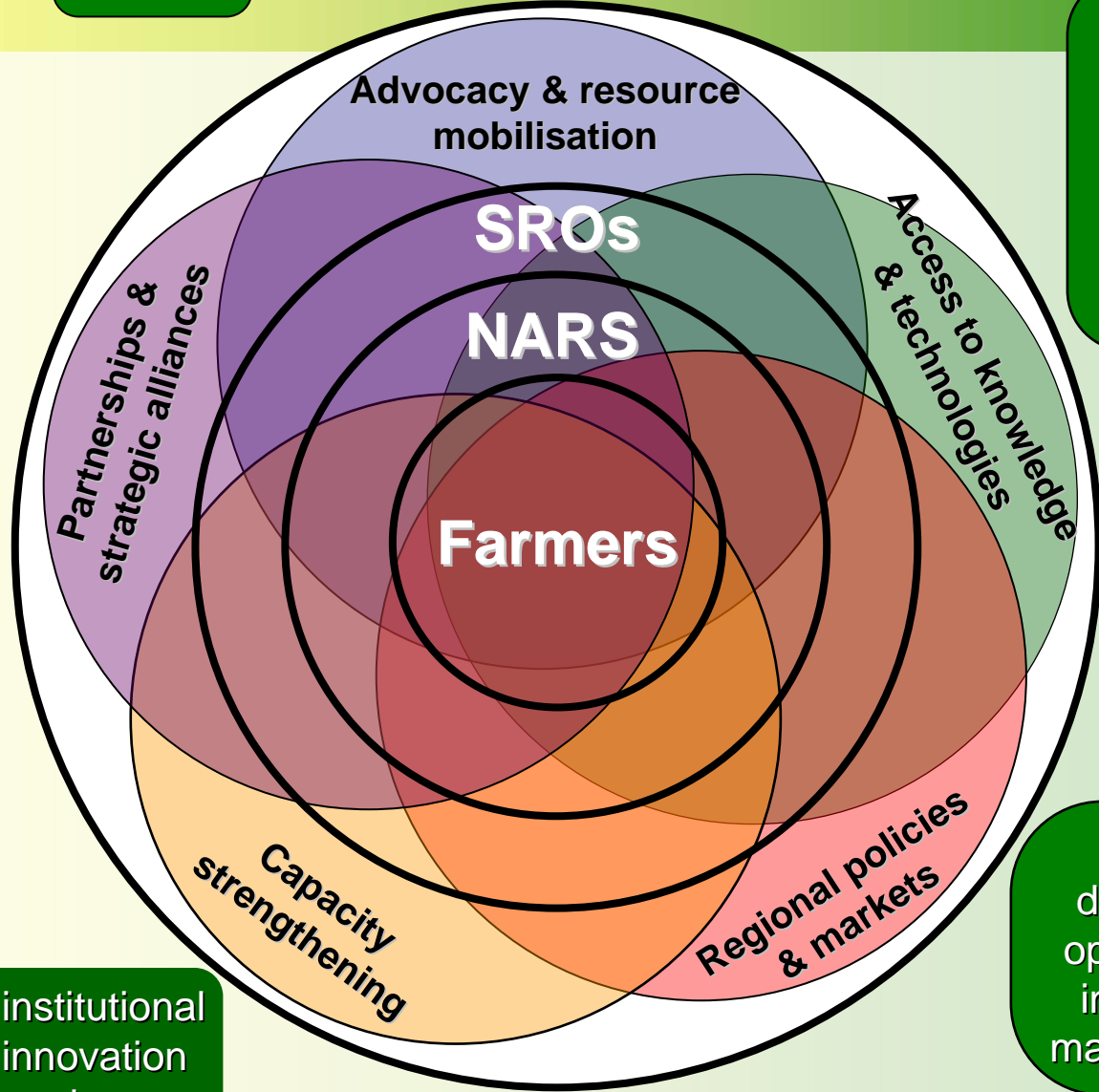
- ***Functions* interact and support each other**
- **Collectively will ensure delivery of *Results***
- **Current FARA projects coherent with these Networking Support Functions and contribute to strategic results**
- **Some functions will require additional effort (new projects and investments) to achieve intended results**





1. Supportive environment for agricultural R&D

2. Broad-based stakeholders have access to the knowledge and technology necessary for innovation



5. Platforms for agricultural innovation supported

3. Strategic decision making options for policy, institutions and markets developed

4. Human & institutional capacity for innovation developed



# How current FARA initiatives fit in the 5 functions

<b>Network support function</b>	<b>Initiative</b>
<b>1. Advocacy and resource mobilisation</b>	<b>FAAP</b>
<b>2. Access to knowledge and technologies</b>	<b>RAILS DONATA</b>
<b>3. Regional policies and markets</b>	<b>ABBI</b>
<b>4. Capacity strengthening</b>	<b>SCARDA BASIC</b>
<b>5. Partnerships and strategic alliances</b>	<b>SSA-CP PAEPARD</b>



# FARA core principles

- Promotion of **Excellence**
- Compliance with the Principle of **Subsidiarity**
- **Delivery** of results and **Accountability** for that to stakeholders
- **Participation** through the use of participatory approaches



# Cross-cutting issues

- **Pro-poor and growth-oriented**
- **Innovation systems approach**
- **Gender**
- **HIV/AIDS**
- **Environmental sustainability**
- **Compliance with FAAP principles**



# Summary

- Activities are aligned with **five functions** that support networking across the region
- Strategic Plan underpinned by **four core principles** and **six cross-cutting areas**
- Together, these are the **necessary and sufficient conditions** to bring about FARA's strategic objectives (if assumptions hold)



**FARA stakeholders have been consulted and their views have been reflected in the draft Strategic Plan that is seeking your approval and endorsement.**

**This is *FARA's strategy – FARA, the Forum* – as well as the FARA Secretariat's. Your endorsement today implies a collective commitment to making the plan a reality.**



*Together, we can accomplish  
this ambitious agenda.*

*In fact, **only together,**  
can we accomplish  
this ambitious agenda.*

Insert photo here of  
General Assembly (taken  
in South Africa)

Insert photo of African village children

***Africa – and all  
her children –  
deserve no less.***

***Thank you***