



Forum for Agricultural Research in Africa

**FARA Secretariat
Medium Term & Operational Plan (2008 – 2012)**

***Advancing FARA's 2007 – 2016 Strategic Plan
for
Enhancing African Agricultural Innovation Capacity***

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ABBREVIATIONS AND ACRONYMS

AAAE	African Association of Agricultural Economists
AAFO	Africa Alliance of sub-regional Farmer Organisations
AARINENA	Association of Agricultural Research Institutes in the Near East and North Africa
AAU	Association of African Universities
ABBI	African Biotechnology and Biosafety Initiative
ABBPP	African Biotechnology and Biosafety Policy Platform
ABIA	Agricultural Bio Initiative Africa
ABSP II	Agricultural Biotechnology Support Project II
ACBF	African Capacity Building Foundation
ACSS	African Crop Science Society
ADEC	American Distance Education Consortium
AFAAS	African Forum for Agricultural Advisory Services
AfDB	African Development Bank
AFNET	African Network for Soil Biology and Fertility
AFORNET	African Forestry Research Network
AGRA	Alliance for a Green Revolution in Africa
AGRIS	Global initiative in information for agricultural science and technology
AHBFI	Africa Harvest Biotech Foundation International
AIDA	Agricultural Innovation for Dryland Africa
AIS	Agricultural Information System
AIMS	Agricultural Information and Management Systems
ALive	African Livestock Market, Research and Development Programme
AMCOST	African Ministerial Council on Science and Technology
ANAFE	African Network for Agriculture, Forestry and Environment Education
APAARI	Asia-Pacific Association of Agricultural Research Institutes
APP	Agricultural Productivity Programme
ARD	Agricultural research and development
ARPPIS	African Regional Post graduate Programme in Insect Sciences
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
ATPS	African Technology Policy Studies Network of the African Union
AU-DREA	African Union-Directorate for Rural Economy and Agriculture
AU-IBAR	African Union-Inter African Bureau on Animal Resources
AU-NEPAD	AU New Partnership for Africa's Development
AUF	Agence Universitaire de la Francophonie
BASIC	Building Africa's Scientific and Institutional Capacity
BECA	Bioscience East and Central Africa
BVB	Biotechnologies Végétales et Biosécurité
CAADP	Comprehensive Africa Agriculture Development Programme
CAADP II	Companion Volume on Livestock, Fisheries and Forestry
CABI	CAB International
CACAARI	Central Asia and the Caucasus Association of Agricultural Research Institutes
CAMES	Conseil Africain et Malgache pour l'Enseignement Supérieur (African and Malagasy Council for Higher Education)
CBD	Convention on Biodiversity
CBO	Community based organisation
CEN-SAD	Community of Sahel-Saharan States
CGIAR	Consultative Group on International Agricultural Research

CGIAR iSC	CGIAR interim Science Council
CIDA	Canadian International Development Agency
COL	Commonwealth of Learning
COMESA	Common Market for Eastern and Southern Africa
CORAF/WECARD	Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles/West and Central African Council for Agricultural Research and Development
CSO	Civil society organisation
CTA	Technical Centre for Agricultural and Rural Cooperation
DGCID	Direction Générale de la Coopération Internationale et du Développement
DONATA	Dissemination of New Agricultural Technologies in Africa
EARD-Infosys	The European Information System on Agricultural Research for Development
ECART	European Consortium of Agricultural Research in the Tropics
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
EFARD	European Forum on Agricultural Research for Development
ERA-ARD	European Research Area – Agricultural Research for Development
FAAP	Framework for African Agricultural Productivity
FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network (Southern Africa)
FAO	Food and Agriculture Organisation of the United Nations
FAO WAICENT	FAO World Agricultural Information Centre
FARA	Forum for Agricultural Research in Africa
FO	Farmer organisation
FORAFRI	Appui à la recherche forestière et à la valorisation des connaissances scientifiques
FORAGRO	Foro de las Américas para la Investigación y Desarrollo Tecnológico Agropecuario (Forum for the Americas on Agricultural Research and Technology Development)
FTC	Framework for Technical Cooperation
GDP	Gross domestic product
GEARI	Gender Equality and African Regional Institutions
GFAR	Global Forum on Agricultural Research
G8	Group of 8 leading industrial nations
HIV/AIDS	Human immunodeficiency virus/acquired immunodeficiency syndrome
HPAI	Highly pathogenic avian influenza
IAC	Inter Academy Council
IAR4D	Integrated Agricultural Research for Development
IARC	International agricultural research centre
IAR4D	Integrated agricultural research for development
ICRA	International Centre for Development-oriented Research in Agriculture
ICM4ARD	Information and Communication Management for Agricultural Research and Development
ICT	Information and communications technology
IFPRI	International Food Policy Research Institute
IFPRI/ISNAR	IFPRI-International Service for National Agricultural Research
IFS	International Foundation for Science
IGAD	Intergovernmental Authority for Development
IITA	International Institute of Tropical Agriculture
ILRI	International Livestock Research Institute
INRM	Integrated natural resource management
INSAH	Institut du Sahel
IR-maize	Imidazolinone resistant maize seed for control of <i>Striga hermonthica</i>
ITPGRFA	International Treaty on Plant Genetic Resources for Food and Agriculture

MDG	Millennium Development Goal
MTOP	Medium Term and Operational Plan
M&E	Monitoring and evaluation
NARI	National agricultural research institute
NARS	National agricultural research system
NASULGC	National Association of State Universities and Land-grant Colleges
NATURA	Network of European Agricultural (Tropically and Sub-tropically Oriented) Universities and Scientific Complexes Related with Agricultural Development
NEPAD	New Partnership for Africa's Development
NERICA	New Rice for Africa
NGO	Non governmental organisation
OIE	World Organisation for Animal Health
OVI	Objectively verifiable indicator
PAEPARD	Platform for African-European Partnership on Agricultural Research for Development
PanAAC	Pan Africa Agribusiness Consortium
PBS	Programme for Biosafety Systems
PLS	Pilot Learning Site
PLT	Pilot Learning Team
PRI	Partner research institute
PRSP	Poverty Reduction Strategy Paper
R&D	Research and development
RAILS	Regional Agricultural Information and Learning System
RAFT	Regional Agricultural Forum for Training
REC	Regional Economic Community
ReSAKSS	The Regional Strategic Analysis and Knowledge Support System
QPM	Quality Protein Maize
RIFFEAC	Réseau des Institutions de Formation Forestière et Environnementale d'Afrique Centrale
RUFORUM	Regional Universities Forum for Capacity Building in Agriculture
SACCAR	Southern African Center for Cooperation in Agricultural and Natural Resources Research and Training
SADC	Southern Africa Development Community
SADC-MAPP	SADC-Multi-country Agricultural Programme
SADC-FANR	SADC-Food Agriculture and Natural Resource Directorate
SAFORGEN	Sub Saharan African Forest Genetic Resources
SCARDA	Strengthening Capacity for Agricultural Research and Development in Africa
SAFGRAD	Semi-Arid Food Grain Research and Development
SIST	Système d'information Scientifique et Technique
SPS	Sanitary and phytosanitary
SRO	Sub-regional organisation
SSA	Sub Saharan Africa
SSA CP	Sub Saharan Africa Challenge Programme
SSA NGO-C	Sub Saharan Africa NGO Consortium
UK-DFID	United Kingdom Department for International Development
UMA	Union du Maghreb Arabe
UN-ECA	United Nations Economic Commission for Africa
USAID	United States Agency for International Development

**Forum for Agricultural Research in Africa (FARA)
FARA Secretariat**

**Medium Term and Operational Plan
2008 – 2012**

***Advancing the FARA 2007 – 2016 Strategic Plan
Enhancing African Agricultural Innovation Capacity***

FOREWORD

FARA is a continent-wide forum of stakeholders focusing on agricultural research and development. The Forum encompasses all stakeholders, African and non-African, who are committed to enabling African agriculture to reach its full potential and achieve the Millennium Development Goals, especially MDG 1 (eradicate extreme poverty and hunger) and MDG 7 (ensure environmental sustainability).

FARA has a fully developed and approved 2007-2016 Strategic Plan. The Strategic Plan builds on the numerous consultations FARA has held since it was founded in 1997. These consultations have dealt with diverse continent-wide issues related to 1) agricultural research and development, 2) the development of strategies and plans for the African Sub-Regional Organisations (SROs) and 3) the development of FARA's own Strategic Plan.

FARA's Strategic Plan describes how the Forum will add value to the support provided by the SROs to strengthen African national agricultural research systems (NARS¹). The Plan lays out how the Forum will advance the goals and objectives of the African Union's New Partnership for Africa's Development (AU-NEPAD) by contributing to its Comprehensive Africa Agriculture Development Programme (CAADP), specifically to the CAADP Pillar IV, which covers agricultural research, technology dissemination and adoption.

This five-year Medium Term and Operational Plan 2008–2012 details how the Forum, with the help of FARA's Secretariat, will achieve the objectives of the Strategic Plan. It responds to the many changes that have occurred in African agriculture. It takes advantage of FARA's growing capacity to set out an ambitious but pragmatic agenda for the next five years.

Dr. Dennis Kyetere
Chair, FARA Board

Dr. Monty P. Jones
FARA Executive Director

¹ NARS comprise all major actors involved in agricultural innovation organized and functioning in a systemic fashion to generate, diffuse and apply agricultural knowledge. The actors include national agricultural research institutes (NARIs), tertiary education institutions, agricultural extension services, non-government organisations working in the agricultural sector, farmer organisations and agri-business actors. Part of FARA's mission is to support the evolution of NARS to function as efficient and effective systems constituted by and drawing on the active involvement of all the relevant actors.

EXECUTIVE SUMMARY

FARA's Specific Objective

FARA's Objective is to contribute to the sustainable improvement of broad-based agricultural productivity, competitiveness and markets. This Medium Term and Operational Plan (MTO), describes 1) how the FARA Secretariat generates, allocates, coordinates, and manages its human, physical, and financial resources to achieve the Secretariat's stated Objective.

FARA's Origins and Executive Board

FARA was established by three sub-regional organisations (SROs): the Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA), West and Central African Council for Agricultural Research and Development (CORAF/WECARD) and Southern Africa Development Community-Food Agriculture and Natural Resource Directorate (SADC-FANR) to help promote and facilitate the members' collaborative action. The three SROs were recently joined by the North African Sub-Regional Organization, (NASRO). The senior management of the SROs are represented on FARA's Executive Board, thus are directly involved in defining the Secretariat's priorities and agenda.

FARA and CAADP Pillar IV

Goals for African agricultural research and technology dissemination and adoption are set out in Pillar IV of the Comprehensive Africa Agriculture Development Programme (CAADP). The identification and implementation of intervention options to achieve these goals is guided by the Framework for African Agricultural Productivity (FAAP). The FAAP specifically calls for: (a) reforms to agricultural institutions and services; (b) increases in the scale and scope of the investments made in agricultural productivity; and (c) aligned and coordinated financial support.

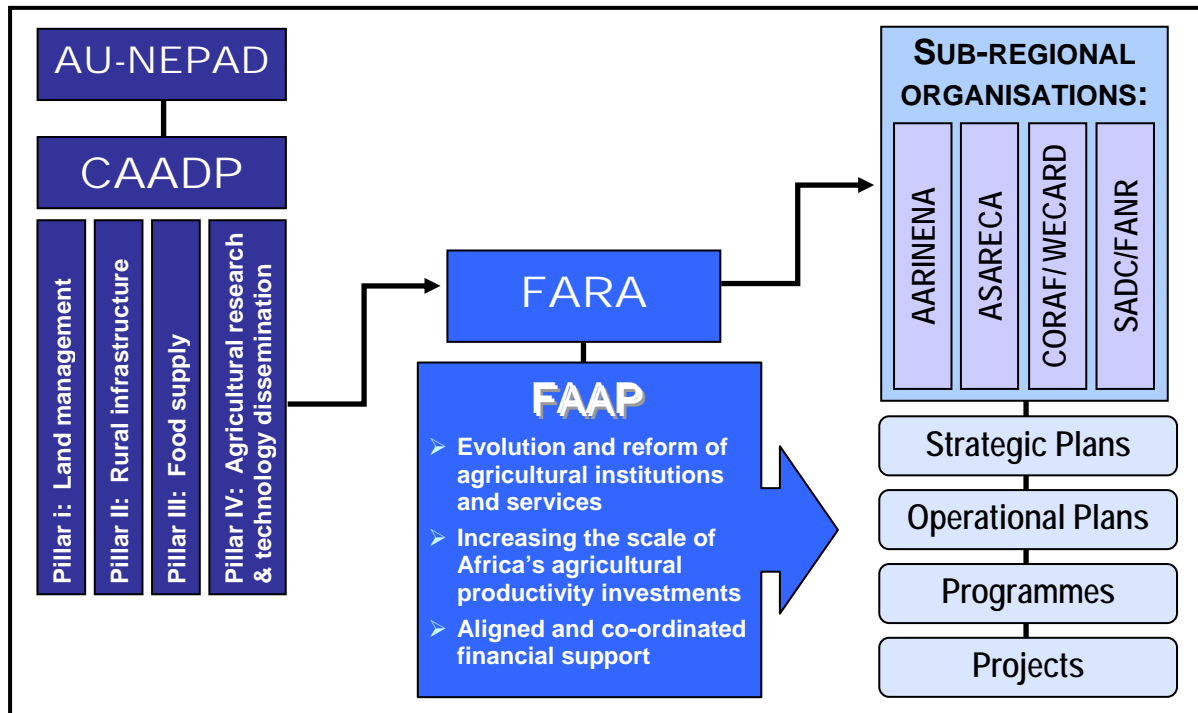
The African Union Commission and AU-NEPAD have given the FARA Secretariat the mandate to serve as the lead institution responsible for coordinating CAADP Pillar IV activities. The primary role of the lead institution, working with the SROs, is to ensure effective integration of agricultural science and technology (S&T) agenda (i.e. CAADP Pillar IV) into the CAADP's national and regional roundtable process and compact development; facilitate and support the designing and implementation of the agricultural S&T (Pillar IV) components of the country and regional compacts, to mobilize resources from internal and external sources for them and promote adherence with FAAP guidelines and principles in their implementation. Figure 1 shows the relationship of FARA and the SROs to CAADP and FAAP.

Improved Networking and FARA's Networking Support Functions

This MTO fosters effective networking involving FARA's stakeholders that are engaged in agricultural research, technology development, and dissemination/commercialization in Africa. Consistent with the desire and recommendation of FARA's Stakeholders, such networking is organised through the following five interrelated Networking Support Functions/Programme Areas:

1. **Advocacy and resource mobilisation** – to support forum members (the SROs, NARS, and other regional and continental agricultural research and development stakeholders) in establishing appropriate institutional and organisational arrangements for regional agricultural research and development. Expert capacity is also available for: (i) supporting the inclusion of Pillar IV issues in CAADP Compacts; (ii) assisting the evolution and reform of national agricultural research systems, and (iii) underpinning governance and change management in the FARA and SRO secretariats.

Figure 1 The relationships linking FARA and the sub-regional organisations (SROs) to the Comprehensive Africa Agriculture Programme (CAADP) and the Framework for African Agricultural Productivity (FAAP)



2. **Access to knowledge and technologies** – to empower researchers and end users through access to information, learning opportunities, and new technologies. This is achieved through mechanisms for facilitating information exchange and providing users with tools for transforming information into knowledge for innovation.
3. **Regional policies and markets** – to enhance strategic agricultural policy formulation by providing policy makers with evidence-based policy options. It also provides information and supports development of skills that will empower Africa’s policy makers and their delegates involved in international trade and environmental treaty negotiations. Furthermore, it aims to improve the performance of broad-based inter and intra-regional markets.
4. **Capacity strengthening** – to ensure that Africa has relevant and qualitatively and quantitatively sufficient human and institutional capacity for agricultural innovation to achieve broad-based agricultural productivity, competitiveness and markets.
5. **Partnerships and strategic alliances** – to facilitate the establishment of partnerships that bring together relevant expertise and constituencies needed to achieve FARA’s goals and objectives. These partnerships draw on the resources and expertise of all FARA stakeholders, African and non-African, depending on the task at hand. They create a capacity for agricultural innovation that, together with the other supporting functions, will significantly improve the efficacy, effectiveness and impact of African agricultural research and development.

The Functions are complementary and are aligned with the principles detailed in the Framework for African Agricultural Productivity (FAAP). Taken together, the Functions and FAAP effectively promote and support the achievement of the goals and objectives of the Comprehensive Africa Agriculture Development Programme (CAADP). Under each Networking Support Function, the secretariat will mobilize the Forum members to:

- 1) collectively identify regional agricultural and natural resource management science and technology priorities,

- 2) design regional intervention options/programs, and
- 3) mobilize necessary resources to support the implementation of the regional programs.

Regional programs for which there are demonstrable efficiency gains or added value if implemented and coordinated from a continental platform will be hosted and coordinated by the FARA Secretariat. The implementation and coordination of all regional programs that do not meet these criteria will be devolved to appropriate and competent Forum members, including SROs, NARS, IARCs, RECs and the private sector as appropriate. This is in line with the Subsidiarity Principle described in the FAAP.

Monitoring and Evaluation

The Secretariat has established a Monitoring and Evaluation (M&E) unit. The unit collects information and data through the five Networking Support Functions. The internal performance assessments of the Secretariat therefore reflect the results achieved by the five Networking Support Functions.

The Monitoring and Evaluation System also generates information and data to meet other requirements of the Secretariat, including submission of periodic progress reports to the Executive Board, the General Assembly, Development Partners and its several stakeholder organisations. The Secretariat's M&E effort is linked to other monitoring and evaluation systems and policy frameworks that embrace key elements of CAADP Pillar IV and adherence with FAAP. The M&E system will strive to employ appropriate indicators to measure performance at all levels that are appropriate to each of the NSFs.

Stakeholder Involvement

The Secretariat's activities are developed in consultation with the SROs and other stakeholders. The process ensures that the activities 1) are aligned with stakeholder priorities 2) are cost effective, and 3) offer substantial advantages/added value if implemented from a continental platform. These advantages include the benefits that can be derived from sharing information and learning across sub-regions and from sharing new knowledge and other research products between sub-regions.

As an instrument of the Forum, the Secretariat takes the lead in discussions on priority areas identified by FARA members and stakeholders. In such discussions, the FARA Secretariat does not just present the continental perspective, rather, it gathers stakeholders' views and feedback on issues related to African agricultural research and development. It does this by supporting stakeholders' and Secretariat staff attendance at conferences, meetings and workshops, and by the Secretariat convening and hosting such meetings on priority topics.

FARA's Communication Strategy

FARA's communications strategy is designed to enhance the impact of the NSFs. The Strategy outlines efficient ways of reaching and informing specific high level decision makers and providing them with high quality evidence when they need it. A case in point is the need to get CAADP Pillar IV priorities properly embedded in national and regional Poverty Reduction Strategy Papers, CAADP Compacts and Agricultural Productivity Programmes. This is in part achieved through policy briefs and presentations to, for example, ministers of finance, agriculture, and science & technology. These types of interventions have already registered significant successes. For instance, in 2002, advocacy and negotiations that were conducted by FARA and its partners resulted in the decision by the African Heads of State and Government to commit to investing 10% of their national budgets in agricultural and rural development.

FARA's Secretariat

The core program responsibilities and operational strategies of the FARA Secretariat are indicated above under the Networking Support Functions. Pending the full alignment and integration of regional or continental programs and investments as envisaged in the FAAP, the Secretariat will continue to provide, as appropriate, support services to prospective investors' (stakeholders') continental programs and operations with direct relevance to the goals and objectives of CAADP Pillar IV. Therefore, in addition to the core responsibilities listed under the NSFs, the Secretariat will, upon formal request, assist such stakeholders by way of hosting 1) major continental workshops, conferences or seminars of direct

relevance to and supports the goals and objectives of CAADP Pillar IV and 2) specialized global or continental programs (e.g. global climate change, integrated natural resources [livestock, fisheries, and forestry] management). Typically, such services will be fully funded and operated by the interested investor/stakeholder. The Secretariat's responsibility will be limited to 1) vetting the relevance of the programs/workshops to the goals and objectives of CAADP Pillar IV, 2) giving legitimacy and access to and linkage with the greater Forum members paving the way for the formation of productive partnerships, and 3) if and when practical, providing logistical support such as office space and vehicles on full cost recovery basis.

Ensuring the Strategic Plan remains up-to-date

Since the establishment of FARA in 2002, the FARA Secretariat has successfully developed and operated under two Strategic Plans. The second Strategic Plan came to effect mid-way through the life of the first Plan because the first Plan was developed by the Special Program on African Agricultural Research (SPAAR) before the Secretariat was established. Similarly, with the evolving priorities of and delegation of range of responsibilities to the FARA Secretariat by the African Union, AU-NEPAD and the SROs, there have been very significant changes in FARA's institutional environment.

The shift from one Plan to another and the new institutional responsibilities were guided by two external reviews of FARA's regional initiatives. The Secretariat will continue to play a leading role in bringing together its key constituencies to collaboratively identify critical R&D priorities, design continental/regional interventions and mobilize resources. The coordination of field implementation of such continental or regional programs could be conducted from regional or continental platforms, depending on the desired level of efficiency, synergy, added value, and consistency with the principle of subsidiarity. Both for the ongoing and future programs, the Secretariat will achieve this by:

- 1) identifying projects that are both technically and legally feasible to transfer management responsibility and making the necessary arrangements for the transfer as and when feasible,
- 2) identifying projects that are technically appropriate to transfer but legally not feasible to do so and negotiate with the stakeholders responsible for such projects and arrange for a temporary management option to carry such projects through to the stated end dates, and
- 3) identifying projects for which the Secretariat has a distinct cost/value advantage to host and coordinate and integrate such projects into appropriate NSF.

For the ongoing activities, this strategy will be considered only if it is consistent with the terms and conditions of the grant agreements that govern the implementation of the various activities.

The Secretariat has a special responsibility to facilitate the alignment of investments through several non-African research service providers such as the IARCs and ARIs. It also ensures that real or perceived duplication of effort among FARA's constituents and partners are avoided or eliminated. This is achieved through active participation of the Secretariat and its SRO stakeholders in and contribution to the development of stakeholders' R&D plans such as the Consultative Group on International Agricultural Research's (CGIAR) Regional Plans for Collective Action in East and Southern Africa and West and Central Africa.

Each of the Networking Support Functions will continue throughout the Ten Year Strategic Plan 2007 – 2016. The relative emphasis placed on the different activities under each NSF will vary. Ongoing projects that the Secretariat is legally committed to but that are technically due for devolution/transfer will be supported as support (not core) activity within the NSF they are presently located until the stated end date or the Secretariat is able to negotiate a smooth and mutually acceptable transfers to appropriate regional or national member institutions.

The Secretariat's Funding

During 2007, most of the Secretariat's funding came from Africa's development partners. However, it is a goal of the Secretariat's advocacy and resource mobilisation Function to increase the contributions from African sources.

Another major objective is to achieve greater harmony, consistency and predictability in funding from FARA's principal donors. This will be realised through a Multi-Donor Trust Fund (MDTF) managed by the World Bank, into which FARA's principal donors will channel their contributions towards financing the MTOP. Through this arrangement, the donors jointly contribute to financing of the MTOP as an entity rather than to individual components of it. This is especially essential for the current MTOP because it is very integrated, that is, its various components feed into one another. The MDTF is subject to a Memorandum of Understanding (MoU) which sets out the principles for establishment and operation of the fund. The MoU recognises that some donors cannot contribute to the MDTF. It nevertheless requires them to comply with the its principles as a means of ensuring the harmonisation of all funding sources.

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FARA Secretariat
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PART 1 INTRODUCTION

FARA's specific objective is to contribute to the **sustainable improvement of broad-based agricultural productivity, competitiveness and markets**. This Medium Term and Operational Plan (MTO) sets out how, and with what human and financial resources, FARA's Secretariat will contribute to FARA achieving its Specific Objective.

The SROs (ASARECA, CORAF/WECARD and SADC-FANR) which established FARA have been joined by the North African SRO. The senior management of these SROs are also members of FARA's Executive Board. Accordingly, they are instrumental in determining FARA's priorities and agenda. This is reflected in FARA's logframe which is nested within the logframes of ASARECA and CORAF/WECARD. A similar relationship will be established for those of Northern and Southern Africa SROs as soon as they are fully developed and made available to FARA.

FARA's agreements with the Commission of the African Union and AU-NEPAD

FARA has signed a **Memorandum of Understanding** with the Commission of the African Union, which states (under article 2 'Responsibilities of FARA') that "FARA shall collaborate with the AU Commission through the Department of Rural Economy and Agriculture and its specialised offices in the following areas:

1. Improvement of the effectiveness and impact of agricultural research for Africa's development especially by adding value to the work of the regional and Sub-Regional Organisations in efforts to facilitate the work of national agricultural research systems.
2. Identification of specialised centres of excellence that can spearhead the application of cutting-edge science for improving the livelihoods of African smallholders, pastoralists and low-income consumers.
3. Identification and promotion of programs/projects that would advance sharing and dissemination of new agricultural technologies in Africa.
4. Collaborate with national and regional institutions on continuous development of tertiary agricultural education in Africa to ensure that there are sufficient indigenous capacities for research and development and for adequate staffing of the centres of excellence.
5. Identification and promotion of partnerships at national, sub-regional and regional levels that will enhance the effectiveness and impact of agricultural research for development.
6. Advocacy for increased investment in agriculture by African governments.
7. Establish and manage continental [sic] wide competitive fund for agricultural research to address the highest priority issue affecting the livelihoods of African smallholders and pastoralists and Africa's ability to compete on world markets."

FARA has also entered into a similar **agreement with AU-NEPAD** which recognises that:

“FARA is the apex organisation for facilitating coordination and information exchange amongst the African Sub-Regional Agricultural Research Organisations (SROs), and their National Agricultural Research Systems (NARS) stakeholders. FARA’s main activities in supporting the SROs range from strategic planning, strengthening and integrating NARS at the sub-regional level, and increasing collaboration between NARS, International Agricultural Research Centres (IARCs), and Advanced Research Institutes (ARIs) with special attention to networking.”

The agreement also recognises that “FARA possesses the institutional structure, partnerships/alliances, and professional proficiency to accord NEPAD the assistance of the nature contemplated by the agreement.” Such assistance is identified in the agreement as consisting principally of the following: “FARA will initiate necessary actions and programmes to achieve the objectives stated in CAADP Pillar IV (Chapter 5)” and “FARA will identify, in direct consultation with NEPAD and its members, priority projects and activities that will enhance collaboration and [the] integration of African agricultural research for development.”

Implementation of CAADP Pillar IV

The goals of African agricultural research and technology dissemination and adoption are provided in Pillar IV of the Comprehensive Africa Agriculture Development Programme (CAADP). How these will be achieved is guided by the **Framework for African Agricultural Productivity (FAAP)**. The **FAAP details major** principles for the evolution and reform of agricultural institutions and services. It advocates for 1) a significant increase in investments in agricultural productivity, 2) a deliberate and systematic effort to improve the alignment and coordination of financial supports to the sector and 3) reforms to agricultural institutions and services, 4) empowerment of producer organisations and agricultural advisory services and 5) a better agricultural training and education.

Beyond improving the performance of individual initiatives through best practice, FAAP also highlights the need to replicate and expand programmes through higher levels of investment. It stresses how increased funding must be made available through mechanisms that are less fragmented relative to the mechanisms used in the past. Harmonisation of Africa’s own resources with those of development partners therefore needs to be placed high on the agenda. Functional relationships between the FARA Secretariat and the SROs with CAADP and FAAP are shown in Figure 1 (above).

The support provided by the African Union and AU-NEPAD is vital to the Secretariat’s functions, especially with regard to advocacy and resource mobilisation. For instance, it provides access to both African and non-African policy makers at the highest levels at appropriate forums such as the ministerial level meetings. Collaboration, through AU-NEPAD, with Regional Economic Communities (RECs) such as COMESA, ECOWAS, and SADC facilitates the Secretariat’s access to national agricultural policy makers to mobilize both political and financial support for the SROs.

CAADP Pillar IV: Lead Institution

Achieving the objectives of CAADP requires concerted action at the national, sub-regional and continental levels. The African Union Commission and AU-NEPAD have therefore given selected institutions responsibility for providing leadership for each of the four CAADP Pillars. CAADP Pillar IV is led by FARA at the continental level, by the SROs at the sub-regional level, and by national agricultural research and extension systems at the national level.

As the lead institution, FARA’s primary role is to 1) promote adherence with FAAP guidelines and principles, and 2) ensure that agricultural research, technology dissemination and adoption activities are fully integrated in the CAADP national and regional roundtable discussions, compact development and post compact activities. This involves close collaboration with AU-NEPAD and the RECs (e.g., COMESA, ECCAS, ECOWAS) leading the implementation of CAADP in their member countries. The RECs rely on the SROs to lead the implementation of Pillar IV in their sub-regions.

The FARA Secretariat's roles as the lead institution for CAADP Pillar IV are:

- To provide leadership for CAADP Pillar IV in the CAADP Partnership Platform and national and regional roundtable, compact and post compact activities. This is done in partnership with the SROs.
- To advocate for adherence with FAAP. Such advocacy includes, but is not limited to, work to address the need for increased and better harmonised investment in agricultural research and development.
- To take the lead in organising and managing the expert/peer review of adherence by all parties with FAAP.
- To ensure, in liaison with AU-NEPAD and SROs, that countries begin to draw upon the tools and guidance provided in FAAP.
- To provide, in coordination with the SROs, expert technical backstopping either directly or through other expert institutions, in order to help to ensure adherence with FAAP at the country level. This is creating a network of expert resource persons and institutions that will ensure consistency and continuity in the application of the FAAP principles and guidelines.
- To learn what works well and what does not work well during the implementation of Pillar IV and to ensure that these lessons are taken up during the evolution of FAAP and during future phases of Pillar IV.
- To ensure that CAADP Pillar IV issues are adequately captured in CAADP compact and post-compact activities².

Information on how and by whom these roles are performed is provided below in Part 2.

The SROs' roles are:

- To mirror the Secretariat's continental-level role at the level of the Regional Economic Communities.
- To liaise closely with the Secretariat to ensure consistency in the messages and the approaches used.
- To inform the Secretariat of lessons learnt and to provide guidance for the evolution of CAADP Pillar IV and FAAP.
- To work closely with the Secretariat to ensure effective integration of Pillar IV issues and agenda in the country and regional CAADP process, compact development and post compact activities

The Secretariat's structure for leading the implementation of CAADP Pillar IV

The Secretariat supports its goals and objectives through five interrelated Networking Support Functions (NSFs), which are deemed sufficient for the delivery of the Results stated in the logframe (Annex 1). The NSFs are:

1. **Advocacy and resource mobilisation** – to support forum members (the SROs, NARS, and other regional and continental agricultural research and development stakeholders) in establishing appropriate institutional and organisational arrangements for regional agricultural research and development (including conducive policy, research infrastructure and financial environments). Expert capacity is also available for: (i) supporting the inclusion of Pillar IV issues in CAADP Compacts; (ii) assisting the evolution and reform of national agricultural research systems, and (iii) underpinning governance and change management in the FARA and SRO secretariats.
2. **Access to knowledge and technologies** – to empower researchers and users of research products by providing them with access to information, learning opportunities, and new

² CAADP compacts are high-level agreements between governments, regional institutions and development partners for a focused implementation of CAADP within the respective subregions and countries.

technologies. This is being achieved through mechanisms for information and technology-based innovations exchange between sub-regions that draw on emerging technologies, notably ICT, and application of decision making tools that transform information into knowledge for innovation.

1. **Regional policies and markets** – to enhance strategic agricultural policy formulation by: 1) providing policy makers with evidence-based options and tools, 2) empowering and equipping Africa’s delegates in international trade and environmental treaty negotiations with the necessary skills and information and 3) improving broad-based inter- and intra-regional markets.
2. **Capacity strengthening** – to ensure Africa has the qualitative and quantitative human and institutional capacity in public, private and civil society organisations and institutions for agricultural innovation that is needed to ensure the achievement of improved and broad-based agricultural productivity, competitiveness and markets.
3. **Partnerships and strategic alliances** – to facilitate the establishment of partnerships that bring together the range of expertise and capacities needed to achieve FARA’s stated goals and objectives. These partnerships will draw on the support of all FARA stakeholders, both African and non-African as needed. They will serve as platforms for enhancing agricultural innovation which, together with the other supporting Functions, will bring about the desired change (greater efficiency, effectiveness, and competitiveness) to African agricultural research and development.

Each Function complements the other Functions to promote the achievement of the goals and objectives of the Comprehensive Africa Agriculture Development Programme in ways that are consistent with the principles described in the FAAP.

Conclusion

This Medium Term and Operational Plan 2008–2012 (MTO) details how the FARA Secretariat is supporting the implementation of FARA’s 2007–2016 Strategic Plan. It outlines how the Secretariat aims to exploit continental advantages to support sub-regional and national agricultural research systems for greater impact in sustainably reducing hunger and poverty, especially among the resource-poor African smallholders and pastoralists.

PART 2 THE NETWORKING SUPPORT FUNCTIONS

Introduction

The Secretariat derives its comparative advantage

- (i) from **mobilising the capacity of different stakeholders to address critical issues impacting agricultural sector in the continent.** Such critical issue span multiple sectors, including, but they are not limited to trade, pests and diseases, climate change and natural resource degradation.
- (ii) from **harnessing the advantages gained by addressing constraints that are common to the different sub regions and those associated with a lack of critical mass at the sub-regional level.**

The Secretariat aims to achieve its stated impact by encouraging, enabling and facilitating networking between stakeholders.

FARA’s Deputy Executive Director (DED) leads the Secretariat’s involvement in the CAADP Roundtable discussions. The Roundtable is used to develop the Regional CAADP Compacts and National Agricultural Productivity Programmes (APPs). The DED ensures that Pillar IV issues (including FAAP) are adequately captured in any resulting CAADP compacts and APPs. S/he also addresses the monitoring of Pillar IV

activities during the implementation of the compacts and APPs. In discharging this function, theDED draws on the expertise and inputs of the NSF Directors.

Networking Support Function 1: Advocacy and Resource Mobilisation

NSF 1: Rationale

FARA's Networking Support Function 1 responds to calls by CAADP and FAAP for increased and better harmonised investment in agricultural research and development (ARD) by national governments and regional and international development agencies/partners. This is intended to establish an enabling environment to sustainably support broad-based agricultural productivity through improved competitiveness and markets.

NSF 1: Essential continuing functions

This Function serves as FARA's knowledge centre on CAADP in general and Pillar IV in particular. It informs the other NSFs and receives input from them in areas pertaining to their competencies. This Function has two interrelated responsibilities:

Firstly it is responsible for advocacy and resource mobilisation on behalf of the Forum's stakeholders and achieves this by serving as the knowledge centre on Africa's advocacy and resource mobilisation goals, activities.

Secondly it is responsible for the implementation of the Secretariat's lead role in CAADP Pillar IV and achieves this by working closely with the Deputy Executive Director in her/his CAADP liaison role. It informs the other NSFs about CAADP processes and receives input from them in areas pertaining to their competencies.

Box A CAADP Pillar IV

CAADP Pillar IV constitutes NEPAD's strategy for revitalising, expanding and reforming Africa's agricultural research, and technology dissemination and adoption systems. It aims to overcome the constraints to sustainable use of Africa's natural resources with improved technologies, enabling policies, better access to markets and enhanced human and institutional capacities and thereby enable resource-poor smallholders and livestock producers in Africa to achieve sustainable improvements in their livelihoods.

CAADP Pillar IV's objectives are:

- i. to develop technologies, policies and institutional innovations that provide solutions to poverty and resource degradation in Africa;
- ii. to test the adoptability of these options in a participatory and iterative fashion, from farm to regional scale
- iii. to develop appropriate mechanisms for wide scale dissemination and adoption of the technologies and for implementation of sustainable and supportive policy and institutional options;
- iv. to empower resource-poor farmers in Africa to manage their natural resources and systems sustainably

The two responsibilities combine in advocating for increased well harmonised funding for agricultural research and technology dissemination and adoption in general and CAADP Pillar IV activities (Box A) in particular and in providing support for the evolution and reform of national agricultural research institutes and systems, in accordance with the principles and guidelines of the Framework for African Agricultural Productivity (FAAP) and ensuring that they are properly resourced in the national and regional CAADP and other financing packages.

Specific Objectives of NSF 1

The specific objectives of NSF 1 are:

- Advocacy for evidence-based pro-poor enabling agricultural and natural resources policies that aim to sustainably improve broad-based agricultural productivity, competitiveness and markets
- Increased and better quality investment for sustainably improved broad-based agricultural productivity, competitiveness and markets established
- The evolution and reform of national agricultural research, technology dissemination and adoption systems to make them FAAP compliant and in particular in respect of responsiveness to farmers, markets and gender equity accomplished.

NSF1 draws on the other NSFs to develop and implement evidence-based advocacy and resource mobilisation strategies that deliver increased and well harmonised investment in African ARD.

The priority for ARD advocacy is to convince African governments that agricultural research is crucially important to economic development and food security and that they must invest more in it themselves, rather than placing too much reliance on donors. In 2002, African Heads of State meeting in Maputo agreed to invest 10% of their national budgets in agriculture. A mechanism to review progress towards this target has been put in place by the African Union and AU-NEPAD. Strategic efforts are now required to translate the 2002 agreement into action by all national governments and to encourage them to prioritise agriculture and agricultural research in their Poverty Reduction Strategy Papers and other development policy instruments. To that end FARA's M&E system will be interactively linked to the AU-NEPAD M&E.

There are three priorities for the Secretariat's CAADP interventions:

Firstly to be fully informed and involved in advancing CAADP especially as a member of the CAADP Partnership Platform—the principal vehicle for forging a common purpose and cohesion amongst the many CAADP actors. The Platform assists in setting priorities for CAADP implementation.

Secondly to support Pillar IV stakeholders in the country and regional CAADP roundtable processes so that agricultural research and technology dissemination and adoption and capacity strengthening activities will be properly accounted for and resourced. This is implemented by the Pillar IV Expert Reference Group, which is guided by FARA and the SROs chaired by FARA (see Box B and figure 2).

The foremost function of ERG is to provide technical support to the stakeholders in the evolution and reform of their institutions and services as indicated in the FAAP. The technical capacity for that support is provided by experts in research organization and management, institutional reform and change management which constitute the ERG Consultants (ERG-C). These consultants are called upon by ERG members in response to their stakeholders demands for support in:

Thirdly to support the NARIs and NARS to reform and evolve in accordance with FAAP principles and guidelines. This will be effected by providing them with access to experts in change management who will assist these institutions in:

- Research organization and management
- Institutional reform and change management
- The bringing together of NARIs, universities, colleges, private sector agricultural research and advisory services to form effective and sustained national agricultural research systems (NARS)
- The evolution of the SROs in concord with the evolution and changing capacities of the NARS

NSF 1 spearheads advocacy for compliance with FAAP and coordinates advocacy work relating to the Secretariat's other NSFs. The Deputy Executive Director, for example, as FARA's liaison with AU-NEPAD, coordinates the Secretariat's contribution to the CAADP Partnership Platform, roundtable, compact processes and Agricultural Productivity Programmes in order to ensure that they capture CAADP Pillar IV priorities and comply with FAAP guidelines and principles

Box B Pillar IV Expert Reference Group (ERG)

The FARA Secretariat provides its leadership through the Pillar IV Expert Reference Group (ERG) which is comprised of designated staff of each of the four SROs, a designated staff from the NARS of each country that is committed to the CAADP roundtable processes and is developing national agricultural productivity programmes (APPs). The ERG will also have members drawn from amongst those responsible for agricultural research and capacity strengthening in the RECs that are developing multi-country agricultural productivity programmes (MAPPS).

The agricultural specialised agencies of the African Union Commission such as AU-IBAR, AU-SAFGRAD and the Inter-African Phytosanitary Council, the UN-ECA and regional agricultural research institution such as CILSS, ITC and the IARCs will designate individuals to be informed observers so that they can align their programmes with national and regional priorities and modes and know when they are best placed to contribute to the national and multi-country agricultural productivity programmes.

Expert Reference Group (ERG) members functions

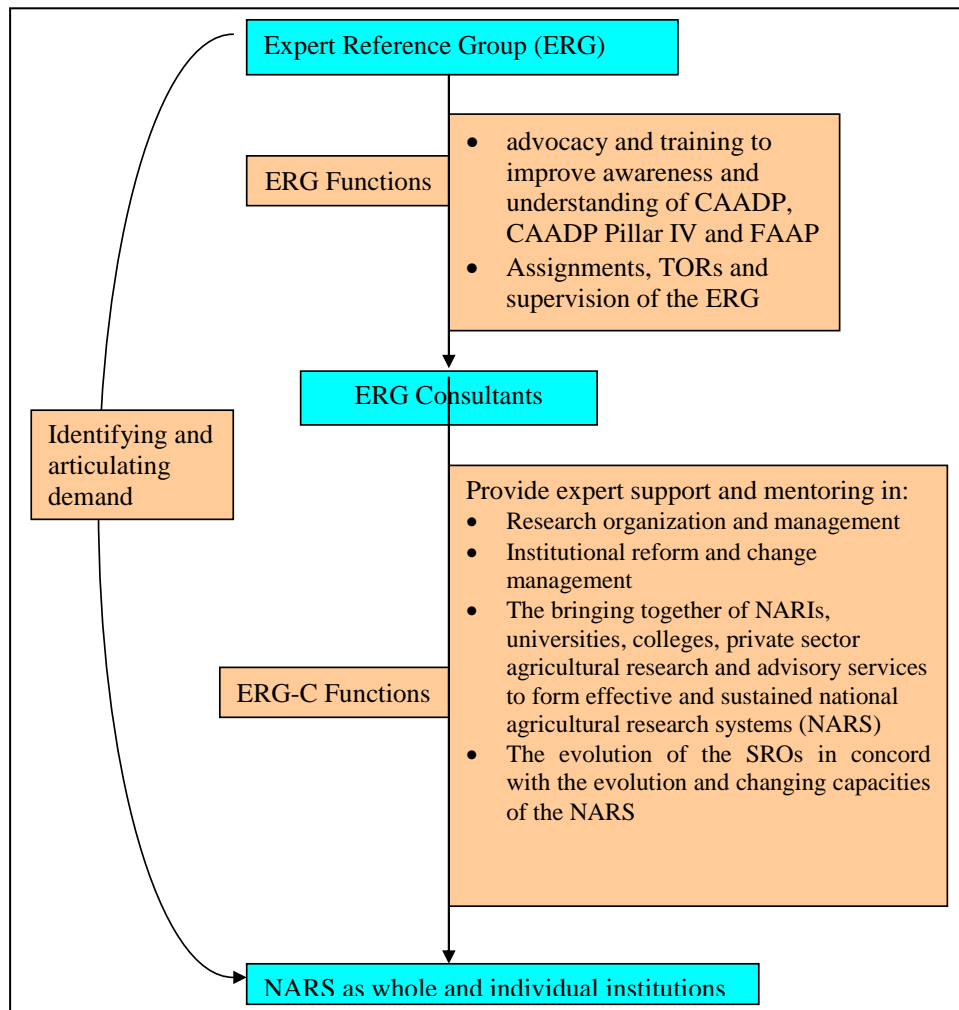
The ERG members organise advocacy and training activities to improve awareness and understanding of CAADP Pillar IV and to enhance compliance with FAAP by actors in their domains, continental, sub-regional and national. Such activities include producing material for the different medias (oral, printed, electronic) as well as face-to-face sessions. Efficiencies is sought through a continental approach to producing generic materials but provision is also made for sub-regional and national specificities.

The ERG can apply to CAADP stakeholders including the development agencies of the Cooperating Partners for technical assistance at any stage in the roundtable and compact process and in the preparation of the financing proposals so that CAADP Pillar IV stakeholders’ interests are adequately represented to ensure that they get their due share of CAADP resources.

Pillar IV Expert Reference Group Coordination

The Pillar IV Expert Reference Group and the Pillar IV Expert Reference Group Coordinating Committee is chaired by the FARA Deputy Executive Director who also has responsibility for liaison between the FARA Secretariat and AU-NEPAD.

Figure 2 Supporting the evolution and reform of agricultural institutions and services



NSF 1: Collaboration

The following lists some of the collaborations in Networking Support Function 1 activities.

- Other CAADP Pillars and their Lead Institutions
- Africa's Science and Technology Consolidated Plan of Action
- African Ministerial Council on Science and Technology (AMCOST) which plays an advocacy role on science and technology issues at the Pan-African and multi-sectoral level

NSF 1: Major contributing stakeholders

In supporting and facilitating advocacy and resource mobilisation, the FARA Secretariat works closely with the SRO Secretariats, the African Union Councils of Ministers of Agriculture and of Ministers of Livestock, the Commission of the African Union and AU-NEPAD, and agencies of the United Nations, including the UN Food and Agriculture Organisation (FAO) and the UN Economic Commission for Africa.

The Secretariat also progressively and appropriately enters into agreements with Regional Economic Communities (RECs), including the Common Market for Eastern and Southern Africa (COMESA), the Economic Community of West African States (ECOWAS), the Southern African Development Community (SADC), the Union du Maghreb Arabe (UMA), the Economic Community of Central African States (ECCAS), the Intergovernmental Authority for Development (IGAD), and the Community of Sahel-Saharan States (CEN-SAD).

Working in conjunction with the SROs, the Secretariat's advocacy and resource mobilisation efforts reach out to and involve the national agricultural research systems (NARS). Examples of such would include national agricultural research institutions (NARIs); government departments responsible for agricultural services and finance; public and private agricultural extension providers; universities and colleges engaged in agricultural and natural resource management training and research; international agricultural research centres (IARCs); non-African partner research institutions (PRIs); farmer organisations (FOs); non-governmental organisations (NGOs); and private enterprises engaged in research and providing services to agriculture and those involved in value addition and the marketing of products.

Particular attention is paid to the Ministries of Finance, which allocate resources to sectoral ministries, and national politicians who approve these allocations. National governments need to be the main stakeholders and the targets of advocacy efforts like this if the amount that they allocate to research and technology is to be increased.

The Secretariat's advocacy and resource mobilisation Function seeks to promote compliance by governments (such as Brazil, Canada, China, India and the G8 countries) and international agencies and institutions (such as the Commission of the European Union and European states, USAID, and the World Bank) with their stated strategies for promoting African development. This is underpinned by work to bring to their attention the merits of past investment in African agricultural research and development and the new opportunities available in that arena.

Networking Support Function 2: Access to knowledge and technologies

NSF 2: Rationale

Achieving the rapid and widespread agricultural development required to meet the CAADP target of 6% annual growth in agricultural production will depend on the products of formal and informal research being out-scaled locally and up-scaled across the continent. Because it minimises the duplication of research and shortens the time taken for adoption to occur, improving the exchange of technology-based innovations between sub-regions improves returns to investment in innovation and the impact that such investment has. However, achieving this requires better advisory services and dissemination channels that are accessible and efficient. It also requires better knowledge of how to get information to those that need it (such as the advisory services) in efficient and effective ways. In addition to developing and communicating

information products, there is also a need to identify why the demand for information is not being met and what mechanisms can be used to overcome these constraints.

Linkages are required between different knowledge resources from diverse disciplines, in order to empower researchers and end users by providing them with new information technologies and access to new information, and learning and decision-making tools. This allows them to develop new knowledge for innovation. In addition, it is also necessary to identify the most effective technology dissemination pathways for existing African resources. The capacity of stakeholders to upscale localised successful technologies derived from formal research and farmer innovation across countries and sub-regions must therefore also be strengthened.

A major constraint of African ARD is weak capacity among extension and advisory services, as this undermines the impact of research. The Secretariat is working to correcting this in a number of ways. In addition to improving information exchange, strengthening capacity and promoting innovation platforms, for example, it is also collaborating with the African Forum for Agricultural Advisory Service (AFAAS). This is a regional initiative that was established to improve the institutional arrangements of agricultural extension programmes, as this will (i) increase the effectiveness of agricultural advisory services and (ii) build the capacity of African professionals and practitioners involved in designing and implementing such services.

The Secretariat's comparative advantages are derived from its work to link (both to each other and to the rest of the world) the information and learning systems and the technology dissemination pathways of the four sub-regions. As a result, Africans gain access to world-wide sources of agricultural information and technologies. And, in addition, Africans and non-Africans are provided with information from Africa, as well as with opportunities for interactions with others all over the world.

NSF 2: Essential continuing functions

The Secretariat builds on the strengths of the SROs and the NARS and their investments in agricultural information and knowledge systems by providing a continental platform and linkages within and outside Africa. It catalyzes synergies, including those with international initiatives, to achieve economies of scale in developing the appropriate information and the learning tools required by its stakeholders to effectively and efficiently access and use knowledge for innovation.

Specific Objective of NSF 2

Knowledge and technologies for sustainably improving broad-based agricultural productivity, competitiveness and markets available

NSF 2: Complementary time-bound activities

Currently (June 2008) time-bound activities fall into two groups. Those organised under three projects – the Regional Agricultural Information and Learning System (RAILS) project, the Dissemination of New Agricultural Technologies in Africa (DONATA) project and activities of the African Forum for Agricultural Advisory Services (AFAAS) (see boxes below); and those that contribute to relevant international initiatives. Examples of such initiatives include collaboration with the *Système d'Information Scientifique et Technique (SIST): Réseau Biotechnologies Végétales et Biosécurité (BVB)*; and the *Agricultural Innovations for Dryland Africa (AIDA)* project.

Further information about the projects can be obtained from their documentation.

NSF 2 Project 1: Regional Agricultural Information and Learning System (RAILS)

RAILS Rationale

This six-year (2007 – 2012) African Development Bank (AfDB) funded project is designed to fill current gaps in the rural community–NARS–regional–continental–global information chain. It adds value to existing systems while avoiding duplication. It is guided by an assessment of agricultural information systems in Africa and consultations

with stakeholders, including SROs and international information service providers. It will take advantage of the information and communications technology (ICT) infrastructural improvements advocated by the African Union, the Regional Economic Communities (RECs) and national governments, which will improve the utility of web-based information and use of traditional communications tools.

FARA's website will be enhanced to become a first-choice portal for African agricultural information. As such it will provide links to other relevant portals and will act as a strong communication and public relations tool for FARA stakeholders and the FARA Secretariat's NSFs.

RAILS Objectives

- To undertake advocacy to encourage increased investment in agricultural information systems (AIS) by African governments and institutions;
- To improve access to information and the ability of African stakeholders to contribute to global agricultural knowledge;
- To facilitate synergies by linking African information conduits to global providers of agricultural information; and
- To develop an African platform for agricultural information and learning systems.

RAILS Exit Strategy

The need for organisation and infrastructure provided by RAILS will remain a priority for the foreseeable future. RAILS facilitating role in exchange of information and learning across the region will remain a priority and an added value of FARA to its SROs and NARS partners. This is critical if FARA has to be the voice of African ARD. However, the Secretariat will periodically review the state of Africa's ICT industry and infrastructure with a view to finding the most effective and efficient mechanisms to provide this service to its stakeholders.

NSF 2 Project 2: Dissemination of New Agricultural Technologies in Africa (DONATA)

DONATA Rationale

Agricultural technologies in Africa are most often only taken up locally. There is therefore an urgent need to accelerate adoption and widen dissemination by facilitating learning among different actors in the value chains. FARA has a comparative advantage in advancing the development of innovation platforms supported not just by end-users but by potential investors in innovations that extend beyond sub-regional boundaries. The Secretariat is coordinating the six-year (2007-2012) AfDB-funded DONATA project to accelerate the dissemination of agricultural technologies across the region.

DONATA Objectives

DONATA's purpose is to capture relevant lessons and develop effective trans-boundary partnerships and investments for the dissemination of high-potential technologies. The success of DONATA is critical to restore and maintain confidence in agricultural research. DONATA's initial portfolio is made up of products of formal research. However, technologies selected from a growing numbers of innovations by African farmers will also be included. Presently, the implementation of the project is coordinated from both FARA secretariat's and SROs platform. As the SROs fully internalize field implementation and effective data/knowledge sharing involving such a continental project, the coordination responsibility will be gradually devolved to the SROs whereas the will retain the data/experience/knowledge gathering, analysis and sharing responsibility through digital knowledge management system.

DONATA Exit Strategy

It is anticipated that the SROs would have developed the necessary capacity and have internalized the process of coordinating a continental project with the responsibility to retrieve, store and share data and knowledge with participants in the project through the FARA secretariat during the life of the current AfDB funding. Accordingly, the Secretariat will devolve the coordination responsibility of future phases of DONATA to the SROs but use its digital knowledge management system, especially the RAILS platform, to retrieve, process and share information and lessons learned with the larger forum members and international development audience.

NSF 2 Project 3: Framework for Technical Cooperation (FTC) and the African Forum for Agricultural Advisory Service (AFAAS)

Rationale

The FTC is a mechanism for strengthening the capacity of extension service providers in support of CAADP and FAAP. The Secretariat hosts the FTC coordinator. AFAAS is a regional platform for national agricultural advisory service providers which facilitates their interaction and strengthens their capacity to discharge their mandates effectively and efficiently. A first initiative of the FTC is to facilitate the establishment and strengthening of AFAAS. The Secretariat is currently negotiating a Memorandum of Understanding with AFAAS which spells out the contribution of AFAAS to the objective and outputs of NSF 2.

Objective of FTC and AFAAS

The FTC and AFAAS aim to:

- Promote the networking and sharing of materials, information, knowledge and skills concerned with agricultural advisory service delivery in support of CAADP and FAAP
- Improve the institutionalisation and application of emerging agricultural advisory service innovations
- Build the capacity of African professionals and practitioners to participate in, and increasingly to take responsibility for, the design and implementation of agricultural extension programs.

Exit Strategy for FTC and AFAAS

The FTC and AFAAS are in the early stages of their development (they were initiated in 2007) and for this reason their exit strategies have not yet been formulated. As the FTC takes shape, the Secretariat is open to transferring its current (June 2008) role to a competent organisation with a stronger comparative advantage for hosting it.

Summaries of the organisations involved, their objectives and FARA's role in collaborations which aim to add value to NSF 2 functions are presented below.

NSF 2: Collaboration

Stakeholder networks or organisations	Objective of the networks or organisations	Role of FARA's Secretariat
Technical Centre for Agricultural and Rural Cooperation (CTA)	To improve the exchange of information and to influence policy	To link FARA Stakeholders to major web-based resources such as CTA's web-based question and answer service and 'Knowledge for Development' website To complement initiatives concerned with agricultural information systems To facilitate South-South collaboration in the exchange of information and experiences.
Système d'Information Scientifique et Technique (SIST)	Helping African researchers to develop their own analytical capabilities in key research areas Encouraging and developing the exchange, production and dissemination of both scientific and technological information	In SIST's formative stage, facilitating SIST's development of a system to support regional research in line with the priorities defined by the target countries
Réseau Biotechnologies Végétales et Biosécurité (BVB), a theme within SIST above	To create awareness of biotechnology and biosafety among African ARD stakeholders through ICT-modulated tools and products To document regional biotechnology and biosafety capacity in African ARD	To create awareness of biotechnology tools and products in African agriculture among African ARD stakeholders by interacting with both the proponents and opponents of technologies To disseminate lessons learnt and experiences obtained from the BVB network to stakeholders

<p>Agricultural Innovations for Dryland Africa (AIDA) project</p>	<p>To identify community-derived technologies for dryland agriculture</p>	<p>To facilitate information and learning dissemination from AIDA case studies To feed lessons learnt into the DONATA portfolio of successful technologies and provide research-based information for FARA's resource mobilisation To act as a member of the AIDA steering committee</p>
<p>Global Partnership Program of GFAR on ICM for ARD</p>	<p>To advocate for increased investment in ICT To strengthen capacity of NARS in ICT-enabled National Agricultural Information Systems To catalyze synergies of international initiatives on ICM for ARD</p>	<p>To act as a member of the on ICM4ARD Global Partnership Program taskforce To provide the voice of Africa in the global platform To create inter-regional collaboration in line with access to information and learning from other regions</p>
<p>Framework for Technical Cooperation (FTC) and AFAAS</p>	<p>To promote networking and the sharing of materials, information, knowledge and skills relating to agricultural advisory service delivery in support of CAADP and FAAP To improve the institutionalisation and application of emerging agricultural advisory service innovations To build the capacity of African professionals and practitioners to participate in and design the implementation of agricultural extension programmes</p>	<p>To provide advocacy and resource mobilisation support for the networking of agricultural advisory services To support networking and exchange of information among agricultural advisory service actors.</p>

NSF 2: Major contributing stakeholders

Included among the national, sub-regional, continental, international and global actors that will be engaged in NSF 2 activities are EARD-infosys+, FAO, CTA, CABI, COL and various public and private African and African-based information and communications institutions.

In order to support and facilitate NSF 2, the FARA Secretariat will work closely with the SRO Secretariats. These will include ASARECA's Regional Agricultural Information Network (RAIN), SADC's Agricultural Information Management System (AIMS), the agricultural information systems of CORAF/WECARD and the North African states, the Global Forum on Agricultural Research (GFAR), the Technical Centre of Agriculture and Rural Cooperation (CTA), the European Information System on Agricultural Research for Development (Infosys), the UN FAO World Agricultural Information Centre (WAICENT), the Global initiative on information for agricultural science and technology (AGRIS) and the CGIAR centres' information services. The Secretariat will work with African national agricultural research institutes as well as universities, farmers' organisations and advisory services to gather information and disseminate technology.

Private agri-business and private sector researchers both inside and outside of Africa are an increasingly important source of knowledge on agricultural issues, particularly those related to productivity and marketing. The Secretariat encourages their direct involvement and the contributions they can make to efforts to increase the productivity of smallholders and pastoralists by promoting the release of proprietary products for the public good through the offices of the African Agricultural Technology Foundation (AATF).

In order to gather information and technology for dissemination, the FARA Secretariat is working closely with African national research institutes as well as universities, farmer's organisations and advisory services.

Networking Support Function 3: Regional Policies and Markets

NSF 3: Rationale

Improving African agricultural productivity requires conditions in which the majority of producers (most of whom are smallholders and pastoralists) are encouraged to take risks and innovate while being sure that they will benefit from their efforts. For this, they require both enabling policies and access to efficient input and output markets. When framing policies to facilitate growth and wealth creation, care must be taken to avoid unintended negative consequences, such as aggravating gender and age disparities or favouring large producers in ways that disadvantage smallholders.

Exploiting intra-African markets provides the best prospects for trade in important commodities³. It is important, therefore, that Africa has the capacity to identify and propose solutions to the present constraints and opportunities related to intra-regional agricultural trade. Examples of such would include determining appropriate health and safety standards⁴ that will be accepted and that can be applied by both importing and exporting countries.

The Secretariat is well positioned to commission impartial studies of intra-continental policy and trade issues, to provide evidence-based policy alternatives for policy makers and trade negotiators with a view to opening up new market opportunities for smallholders and pastoralists. The Secretariat's comparative advantage lies in its ability to target studies of policy and market issues that span the different sub-regions. This facilitates research on issues on which the sub-regions interact. It also allows lessons to be drawn from comparisons of the outcomes of alternative policies adopted in different sub-regions, for example due to their historical and economic differences. Under NSF 3 the secretariat will support the capacity strengthening of African regional trade policy negotiators.

NSF 3: Essential continuing functions

The essential and continuing functions of NSF 3 include (i) maintaining a knowledge hub for supporting strategic agricultural policy formulation, and improving the performance of agricultural markets; and (iii) strengthening the advocacy and negotiating competencies of Africa policy negotiators and other key stakeholders. The Secretariat will cooperate with policy institutions such as the Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN), the African Technology Policy Studies Centre (ATPS), the Millennium Institute and the International Food Policy Research Institute (IFPRI) in relation to stakeholder-identified priorities for the policy and market analyses needed to inform policy decisions.

Specific Objective of NSF 3

Sustainable improvements in broad-based agricultural productivity, competitiveness and markets in Africa supported by appropriate regional policies.

NSF 3: Complementary time-bound initiatives

The African Biotechnology and Biosafety Policy Platform (ABBPP)

FARA recognises the potential of modern technologies (such as biotechnology) to drive growth in agricultural productivity. However, harnessing this potential requires these technologies to be adequately understood and accepted and appropriately applied by African countries.

³The AU-NEPAD Summit on Food Security 2006 called on member states to increase intra-African trade by promoting and protecting rice, maize, legumes, cotton, oil palm, beef, dairy, poultry and fisheries products as strategic commodities at the continental level, and cassava, sorghum and millet at the sub-regional level without prejudicing the focused attention also being given to products of particular national importance.

⁴The AU-NEPAD Summit on Food Security 2006 encouraged member states to ratify and implement harmonised standards and grades, including sanitary and phytosanitary standards, within and across RECs by 2010.

In order to increase the safe use of biotechnologies, in accordance with recommendations made by its General Assemblies in 2003 and 2005 and at various FARA Board meetings, FARA established the African Biotechnology and Biosafety Policy Platform (ABBPP). Its purpose is to facilitate biotechnology and biosafety policy dialogue and stakeholder consensus building. Many research and regulatory bodies exist that are concerned with biotechnology and biosafety at the continental, sub-regional and national levels. FARA is facilitating interaction and discussions between the different actors with a view to promoting harmonised, efficient and safe use of biotechnology for smallholder development.

ABBPP contributes to the establishment of an enabling policy environment that will allow Africa to take full, but safe, advantage of biotechnology and related sciences. Through such interventions, private sector companies are encouraged to invest in technologies that directly benefit smallholder farmers and pastoralists.

Presently, FARA's main collaborating partner on biosafety policy issues is the Public Research and Regulatory Initiative (PRRI)

Biosafety policy collaborating partner

Stakeholder networks or organisations	Objective of the networks or organisations	Role of FARA's Secretariat
Public Research and Regulatory Initiative (PRRI)	To support and facilitate the participation of African ARD stakeholders in international biotechnology and biosafety treaty negotiations	Identify diverse African representatives able to participate in international treaties and negotiations concerning agricultural development Facilitate the adaptation of international treaties concerning agriculture to form national policies

NSF 3: Major contributing stakeholders

The FARA Secretariat works with the SRO Secretariats, the African Union Council of Ministers of Science and Technology, the NEPAD Bioscience east and central Africa (BecA) facility and its hubs, and similar specialised centres of excellence in other sub-regions. At the sub-regional level, it works with research networks engaged in agriculture and natural resource policy analysis, including the Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN) and ASARECA's Policy Analysis and Advocacy Programme (PAAP).

Implementing Function 3 requires effective linkages and collaboration with policy units in the African Caribbean and Pacific (ACP) States Secretariat of the Commission of the European Union, USAID's African Growth and Opportunities Act (AGOA) and emerging policy initiatives from the Brazil, Russia, India and China (BRIC) nations. The private sector will also be an important collaborator in studies to ensure that the policy recommendations made enable it to engage fully and efficiently with minimal extraneous rent seeking.

The development of regional markets will take full account of the international treaties and conventions entered into by African states. These include the Convention on Biodiversity (CBD), the Cartagena Protocol, and the International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA). This will require working with national biosafety authorities because the regulation of markets, the development and application of standards, the development of policy and the negotiation of international trade agreements are generally led by national institutions.

Networking Support Function 4: Capacity Strengthening

NSF 4: Rationale

Capacity strengthening needs to pervade almost all agricultural research and development activities. FARA's assessment of the capacities of NARS has revealed weaknesses in science and research management related to agricultural research. These weaknesses are aggravated by lack of recruitment under structural adjustment programmes, which has resulted in a situation in which many senior staff are about to retire without adequately prepared replacements being available⁵. Critical losses of human capital have also occurred as a result of emigration and HIV/AIDS. If this is not addressed urgently, the investments and reforms envisaged by CAADP and FAAP will be constrained by a lack of capacity.

The capacity of agricultural research institutes has been undermined by under-funding and rigid employment conditions aggravated by under-recruitment due to structural adjustment programmes. The lack of adequate planning for succession has resulted in what the International Foundation for Science (IFS) has identified as a missing generation of African scientists – as an aging cadre of senior scientists is rapidly approaching retirement without properly prepared replacements being available. The situation is aggravated by inadequacies in the training of graduates wishing to take up careers in agricultural research.

African governments have done well in increasing the number of universities providing training in agriculture and natural resources and in increasing the number of places available in existing universities. However this has not been matched by increases in funding or staff recruitment, to the extent that even staff leaving to take up more rewarding employment elsewhere are not being replaced. This has limited research and led to falling academic standards, poor employment prospects for graduates, and a perception among African students that an agricultural career is a last resort rather than a preferred option. Redressing this is imperative for the success and sustainability of CAADP.

From a continental perspective, significant and abiding advantages result from addressing capacity strengthening. Because the approaches and techniques used are not unique to the sub-regions, and the demand is so great relative to the available resources, every effort must be taken to avoid wasteful duplication and to ensure that discoveries and best practices are shared quickly across the continent.

NSF 4: Essential continuing functions

NSF 4 helps African agricultural research, training and development organisations and agencies to strengthen their capacity to implement their mandates. It strengthens the human and institutional capacity of functioning national and regional institutions and aims to ensure that such work is sustained by also strengthening Africa's capacity to build capacity.

NSF 4 focuses on institutional capacity (i.e. formal and informal rules and norms) as well as on the development of human capacity (a broad base of stakeholders and partners). Agricultural research and advisory services require immediate strengthening if they are to perform effectively. This is being achieved by addressing capacity weaknesses based on thorough institutional analyses of capacity weaknesses of ARD institutions and how to address them. The capacity strengthening also includes other actors in the value chains involved with the innovations being promoted by the institutions involved in capacity strengthening. The capacity strengthening services are provided by African and non-African capacity strengthening institutions.

It is also essential to establish employment conditions and policies that encourage African scientists and

⁵ Ståhl, M. and Hall, R., 2003. Is there a Missing Generation of Scientists in Africa? Presentation at FARA Plenary, 18 – 19 May 2003, International Foundation for Science (IFS), Stockholm, Sweden, pp 44

entrepreneurs to remain in Africa and that enable them to not only give of their best but also to capture the best that the rest of the world has to offer. This will accelerate African agricultural development and the achievement of food security, poverty alleviation and wealth creation.

To avoid these capacity deficiencies recurring NSF4 is also promoting strengthening of Africa's capacity to build capacity in agriculture and natural resources. The quality and relevance of agricultural education at the tertiary level urgently needs to be raised (i) to encompass crosscutting issues pertinent to the goal of achieving sustainable and profitable agriculture and (ii) to develop new cadres of professionals capable of assuming key roles in national, regional and international agricultural science, extension activities, business, and policy forums. The specific objective is to strengthen the capacity of African universities in order to build the capacity that Africa requires for endogenously-driven innovation systems that will make African agriculture increasingly knowledge-based and rooted in sustainable natural resource management. The quality of tertiary agricultural education will be raised by improving curricula, course content, approaches to teaching and learning, and postgraduate training.

Specific Objective of NSF 4

Capacity to support sustainable improvements in broad-based agricultural productivity, competitiveness and markets in Africa established

NSF 4: Complementary time-bound activities

NSF 4 Project 1: Strengthening Capacity for Agricultural Research and Development in Africa (SCARDA)

SCARDA Rationale

The DFID-funded project for Strengthening Capacity for Agricultural Research and Development in Africa (SCARDA) began on 12th February 2007. SCARDA is a regional initiative that aims to overcome weaknesses that affect the capacity of NARS to conduct and manage agricultural research. The Secretariat is responsible for the overall coordination of SCARDA, which is being implemented in the three sub-regions of Sub-Saharan Africa through respective sub-regional organisations (ASARECA, CORAF/WECARD and SADC-FANR).

SCARDA Objective

This project aims to address research management capacity needs and to strengthen the professional development of agricultural scientists. It also aims to strengthen the institutional and human capacity of African agricultural research systems in order to ensure that they are better able to identify, generate and deliver research outputs that meet the needs of poor people.

SCARDA Exit Strategy

The need for continental interventions and facilitation in strengthening African institutional and human capacity will remain high in the African agenda. SCARDA will continue its activities as long as it has the continental added value of interventions to improve the capacity of African institutions to deliver research outputs.

NSF 4 Project 2: Building Africa's Scientific and Institutional Capacity (BASIC)⁶

BASIC Rationale

African universities welcome international collaboration in work to revise their approaches to teaching and learning and to ensure that courses are up-to-date and contextually appropriate – which means that they need to be based on research conducted in Africa. BASIC is designed to do that by bringing non-African partner universities and Africa-based agricultural research institutions together to jointly revise teaching and training approaches, methods and course contexts.

BASIC Objective

BASIC's specific objective is to strengthen African universities' capacity to build the capacity that Africa requires for

⁶ Funding for this time bound activity has not yet been secured

endogenously-driven innovation systems. It will raise the quality of tertiary agricultural education through improvements in curricula, course content, approaches to teaching and learning, and the postgraduate training provided to university and college faculties.

BASIC Exit Strategy

BASIC is made up of a series of independent components that can be combined in any appropriate order to provide graduates with degrees that will prepare them to meet the requirements of their employers or for successful self employment. The Secretariat's direct role in BASIC is to bring together relevant constituencies, especially educational establishments, to work on educational materials and strategies. This intervention will remain FARA Secretariat's core responsibility.

NSF 4: Major contributing stakeholders

In supporting and facilitating Function 4, the FARA Secretariat works closely with the SRO Secretariats, the Commission of the African Union, the African Ministers responsible for education, science and agricultural research, African public and private agricultural research and extension services, and civil society organisations. It also works closely with African and non-African tertiary education networks, such as the African Network for Agriculture, Agroforestry and Natural Resources Education (ANAPE), the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM) and the Conseil Africain et Malgache pour l'Enseignement Supérieur (CAMES) and their member universities and colleges, as well as the National Association of State Universities and Land-Grant Colleges (NASULGC), the American Distance Education Consortium (ADEC) and the NATURA Network of European Agricultural (Tropically and Sub-tropically oriented) Universities.

Function 4 seeks to maximise the use of existing successful capacity strengthening networks with minimal duplication and optimal value addition. Such African capacity-strengthening networks include the Association of African Universities (AAU), the African Association of Agricultural Economists (AAAE), the African Crop Science Society (ACSS), RUFORUM, the African Institute for Capacity Development (AICAD), the African Capacity Building Foundation (ACBF), the Sub Saharan African Forest Genetic Resources (SAFORGEN), the Africa Forest Research Network (AFORNET), the Association of African Universities, the African Regional Postgraduate Programme in Insect Sciences (ARPPIS), Réseau des Institutions de Formation Forestière et Environnementale d'Afrique Centrale (RIFFEAC), Appui à la recherche forestière et à la valorisation des connaissances scientifiques (FORAFRI), the East African Regional Programme and Research Network for Biotechnology, Biosafety, and Biotechnology Policy Development (BIO-EARN), Agence Universitaire de la Francophonie (AUF), CAMES, ANAPE, the African Network for Soil Biology and Fertility (AfNet), and the CGIAR.

Function 4 is also committed to working with and strengthening successful tertiary education networks such as ANAPE and RUFORUM.

ANAPE is a network of 127 universities and colleges which aims to improve, in a sustainable manner, the contribution that agricultural education makes to social and economic development in Africa. RUFORUM is an umbrella organisation of twelve universities in East and Southern Africa which seeks to promote the integration of the agricultural research, training and outreach done by universities into national and regional research for development.

Networking Support Function 5: Partnerships and Strategic Alliances

NSF 5: Rationale

Agricultural research and development has the potential to deliver a huge impact on development. For Africa to realise this, however, it needs to reform the way ARD is organised by using innovation as the organising principle and pathway for agriculture-driven development impact. Agricultural innovation involves interaction among multiple (value chain) actors. Such actors include researchers, extension providers, development agents, the private sector (input marketers, processors, output marketers, and credit

providers), policy makers, donors, farmer organisations and consumers. The FARA Secretariat recognises that advancing innovation and innovation capacity in African agriculture demands mechanisms and favourable environments for establishing and strengthening those institutions which will facilitate the organisation of the abovementioned actors and promote their interaction.

The Secretariat possesses strong continental-level comparative advantages for (i) harvesting and sharing information about institutional innovations concerning the organisation of multiple ARD actors and (ii) facilitating strategies to enhance capacity for innovation across Africa's sub-regions. Through GFAR, the Secretariat is also well positioned to facilitate the networking of ARD actors between Africa and other regions.

Refreshingly, after decades of acting independently of each other and of the priorities of African countries, European agricultural and environmental research institutions have recently adopted policies that encourage coordination and collaboration both amongst themselves and with others. They have also established institutions such as the European Initiative for Agricultural Research for Development (EIARD), the European Consortium for Agricultural Research and Training (ECART), the European Forum on Agricultural Research for Development (EFARD), CTA, the International Centre for Development-oriented Research in Agriculture (ICRA) and NATURA, which foster and facilitate this mode of engagement. This emerging mode of African-European engagement has created the need to broker partnerships between European and African institutions. The Secretariat is well placed to do this at the continental level.

NSF 5: Essential continuing functions

Through Function 5, the Secretariat catalyses and facilitates the establishment and strengthening of partnerships and strategic alliances at various levels aimed at sustainably increasing the impact of agricultural research and development. It tests and promotes best practices in multi-stakeholder (partnership) approaches to enhance agricultural innovation. It also catalyses the assemblage and exchange of information and experience relating to partnerships and multi-stakeholder approaches to agricultural innovation. In so doing, it facilitates and catalyses linkages between strong and weak stakeholder agencies.

Specific Objective of NSF 5

Partnerships and strategic alliances to support sustainable broad-based agricultural productivity, competitiveness and markets in Africa established

NSF 5: Complementary time-bound activities

NSF 5 hosts a portfolio of two projects: (i) the Sub-Saharan Africa Challenge programme (SSA CP); and (ii) PAEPARD

NSF 5 Project 1: Sub-Saharan Africa Challenge Programme (SSA CP)

SSA CP Rationale and Objective

A study of Africa's ARD initiated by FARA's secretariat has revealed a major impediment preventing ARD from achieving its potential to improve livelihoods – particularly those of the poor. This impediment results from the fact that ARD relies on the linear research–extension–adoption approach. To address this challenge, the Secretariat has proposed the Integrated Agricultural Research for Development (IAR4D) approach, which draws upon innovation and uses a systems perspective as its organising principle. IAR4D needs to be articulated, tested, and validated to ascertain the conditions under which it works and whether it delivers greater impact than traditional approaches.

The Programme is being implemented at three Pilot Learning Sites (PLS) covering 8 countries in the ASARECA, CORAF/WECARD and SADC-FANR sub-regions. The continental perspective of the Secretariat means that it can design and conduct cross-SRO evaluations of IAR4D. It also means that it can pool data across the continent and so derive lessons and identify best practice and share this knowledge among the SROs. In this way the SSA CP contributes to NSF 5's function as a knowledge hub for best practice relating to multi-stakeholder ARD approaches.

SSA CP Exit Strategy

Presently, the SSA CP is a research programme that focuses (i) on delivering international public goods concerned with best practices in relation to multi-stakeholder engagement in the generation and wide-scale adoption of

agricultural innovations and (ii) on evaluating whether IAR4D works and is more cost/benefit effective relative to conventional approaches. After satisfactorily answering the above issues, which FARA aims to achieve by the end of the current research phase, the SSA CP will metamorphose into a clearing house for promoting the adoption of IAR4D. It will do this by acting as a platform that will share information and knowledge concerning agricultural innovation and multi-stakeholder (partnership) engagement in ARD.

NSF 5 Project 2: Platform for African–European Partnerships for Agricultural Research and Development (PAEPARD)

PAEPARD Rationale

The FARA Secretariat, EFARD, NATURA and the European Commission have recognised that they could have more impact if they aligned their research institutions with African priorities and agendas. PAEPARD is a sustained partnership that mobilises resources for priority projects that combine African and European institutional and financial resources for mutually advantageous projects. Potential collaborations include RAILS and BASIC, where European expertise would be most valuable.

PAEPARD Objectives

PAEPARD seeks to strengthen African ARD stakeholders' capacity to participate in European-led development initiatives for Africa and to create more responsive development programs for Africa. Its specific objectives are:

- To conduct studies that will assess and analyze past and present EU–Africa cooperation and its corresponding instruments of partnerships and identify gaps and opportunities for future collaboration
- To hold consultations to validate the study and present its rationale and findings
- To develop an information and communication strategy that can be used to increase participation by ARD stakeholders from Europe and Africa in efforts to implement the EU strategy for Africa and CAADP
- To strengthen the capacity of African ARD stakeholders to take part in African agricultural innovation and to participate in European development initiatives for Africa.
- To establish mechanisms for sustainable European–African partnerships.

The Africa–Europe agricultural research collaboration mechanism will be based on existing frameworks such as the EU strategy for Africa and NEPAD's CAADP. It facilitates the implementation of approaches that increase value addition between EFARD and FARA programs.

PAEPARD Exit Strategy

PAEPARD's added value is creating inter-regional linkages and facilitating multi-disciplinary and multi-institutional partnerships. It will function as long as there is a call from FARA's stakeholders for interventions to strengthen their partnership with Europe.

Presented below are summaries of the programmes and strategic alliances involved in NSF 5, their objectives and the collaborative roles FARA plays with the aim of adding value to the NSF 5 functions.

NSF 5: Collaboration

Stakeholder networks or organisations	Objective of the networks or organisations	Role of FARA's Secretariat
The African Livestock market, research and development programme (ALive)	<ul style="list-style-type: none"> • Identify and address gaps in existing livestock programmes • Improve the livestock sub-sector, to increase its contribution to poverty reduction and economic growth in sub-Saharan Africa, by encouraging trade and creating sustainable institutions 	<ul style="list-style-type: none"> • Governance of ALive • Participation in advocacy and resource mobilisation to facilitate collaborative research by NARS, ILRI and ARIs in relation to livestock and livestock product policy and marketing
The African Network for Soil Biology and Fertility (AFNET)	<ul style="list-style-type: none"> • Strengthen and sustain stakeholder capacity to generate, share, and apply knowledge and skills related to soil fertility and biology management in 	<ul style="list-style-type: none"> • Provide advocacy and resource mobilisation for AFNET's research • Support the dissemination of AFNET's

Stakeholder networks or organisations	Objective of the networks or organisations	Role of FARA's Secretariat
	order to contribute to the welfare of farming communities	research findings and their contribution to natural resource management policies
The African Forest Research Network (AFORNET)	<ul style="list-style-type: none"> • Facilitate collaboration among African scientists in order to address critical issues concerning the sustainable use of forests, and the protection of water catchments and biodiversity 	<ul style="list-style-type: none"> • Support advocacy and resource mobilisation for AFORNET • Integrate forestry into CAADP Pillar IV • Support the dissemination of AFORNET's research finding
Fisheries and Aquaculture	<ul style="list-style-type: none"> • Implement the AU-NEPAD Action Plan for the Development of African Fisheries and Aquaculture 	<ul style="list-style-type: none"> • Provide advocacy and resource mobilisation support for SRO initiatives on fisheries and aquaculture research for development • Support networking among key African training institutions in fisheries and aquaculture • Support the exchange of information and knowledge on fisheries and aquaculture
The Agro-biodiversity Initiative for Africa (ABIA)	<ul style="list-style-type: none"> • Increase awareness and mobilise resources and collaborative engagement in support of agricultural biodiversity management, conservation and use in Africa 	<ul style="list-style-type: none"> • Provide advocacy and resource mobilisation in support of SRO initiatives on agricultural biodiversity management, conservation and use • Support networking and the exchange of information and knowledge relating to agricultural biodiversity management, conservation and use among the Forum's stakeholders
Civil Society Organizations (CSOs) – Africa Alliance of sub-regional Farmer Organizations (AAFO), Pan-Africa Agribusiness Consortium (PanAAC), Sub-Saharan Africa NGO Consortium (SSA NGOC)	<ul style="list-style-type: none"> • Increased CSO active involvement in ARD governance, design, and implementation including monitoring and evaluation 	<ul style="list-style-type: none"> • Facilitate and support AAFO, PanAAC, SSA NGOC active engagement with conventional ARD

NSF 5: Major contributing stakeholders

In supporting and facilitating this Forum Function, the FARA Secretariat adopts holistic multidisciplinary, multi-institutional and multi-stakeholder approaches that are designed to maximise the impact of agricultural research and development. This involves working with a diversity of organisations such as GFAR and its Global Partnership Programmes, the SRO Secretariats, the NARS (including the NARIs and universities), Ministries of Agriculture extension services, the CGIAR secretariat, centres and systemwide programme on Institutional Learning and Change (ILAC), non-African agricultural research institutions, EIARD, ECART, EFARD, the CTA, ICRA, NATURA, NGOs and the private sector.

PART 3 CROSS CUTTING ISSUES

Gender issues

The Secretariat's strategy for overcoming gender inequalities is to mainstream gender audit and analyses in order to enhance equal participation by both sexes in all aspects of CAADP Pillar IV. This entails advocacy to encourage affirmative action to increase the number of women decision makers working at high levels in the public and private sectors. It also involves working towards breaking cultural and traditional factors which create and perpetuate gender inequalities. The FARA-CIDA supported Gender Equality and African Regional Institutions (GEARI) provides the foundations for a strategic approach that can be used to strengthen capacity in gender mainstreaming. The Secretariat addresses gender issues through the NSFs as follows:

NSF 1: The Secretariat incorporates a gender perspective into its dialogue with its national and international stakeholders. It also shares good practice related to gender and development based on international experience.

NSF 2: The Secretariat uses this Function to improve women's access to sources of information and avenues that will allow them to contribute knowledge. Particular focus is placed on women whose incomes are low. It also promotes and supports research and extension services that serve the needs and interests of women farmers, and collects and analyse gender-disaggregated data. The Secretariat collaborates with CTA to promote the involvement of women and youth in science by providing competitive awards.

NSF 3: The Secretariat supports analyses and advocacy for policies that

- (i) foster the production and marketing of high-value agricultural commodities that increase the returns obtained for women's labour;
- (ii) encourage processing and packaging strategies which promote the use of technologies that improve the opportunities for, and balance of, women and men's work in agricultural enterprises, and
- (iii) work to strengthen the entrepreneurial capacity of women in agribusiness.

NSF 4: The Secretariat provides FARA staff and its main stakeholders with support for capacity development as well as operational tools focusing on issues of gender and development. This includes support for affirmative action to increase the proportion of women in science and ARD management.

NSF 5: The Secretariat identifies and promotes mechanisms for increasing not only women's access to agricultural innovation platforms but also their participation in decision making.

The Secretariat makes provision for gender equality in its recruitment and human resources policies.

Environmental issues

Agriculture is a key factor in environmental sustainability in Africa. It is a major user of scarce natural resources and can be managed to provide valuable environmental services (such as sequestering carbon, managing watersheds, and reducing deforestation). ARD must confront the trade-off between the generation of incomes for the poor in order to meet their immediate needs and environmental conservation, which is usually a long-term objective.

The Secretariat advocates four major changes in agricultural R&D in Africa in order to accelerate agricultural innovation and productivity while protecting the environment:

- (i) The use of new interactive approaches for the creation of knowledge and innovation systems;

- (ii) The use of integrated and multi-disciplinary approaches to problems and opportunities;
- (iii) The use of tools that allow multi-scale analyses; and
- (iv) The provision of greater flexibility in the face of uncertainties in trade and climate.

FARA's new Strategic Plan aims to provide strategic continental and global networking support to reinforce the capacities of SROs and NARS, in order to help them to support the development and dissemination of environmental best practices.

Climate change is an important factor which compounds environmental issues, especially in the African smallholder and pastoral systems that are most vulnerable to its effects. The activities supported by the Networking Support Functions (NSFs) will incorporate measures to ameliorate the impact of climate change with scientifically derived policy recommendations, and innovations that increase smallholders' and pastoralists' resilience, preparedness and coping ability.

Health issues

Widespread illness and death as a result of HIV/AIDS and malaria greatly reduces agricultural productivity and destroys livelihoods. The majority of people affected by HIV work in farming, and there is tremendous scope for making agricultural policies and innovations more responsive to the needs of HIV and AIDS affected families. This demands consideration of HIV-induced depletion of assets, impacts on family labour, and the need for an alternative to parental transmission of knowledge to orphans.

The Secretariat stresses the importance of particular adaptive skills and tools. Specifically, (i) the use of labour-saving technologies in areas with a low population density or serious HIV/AIDS levels; (ii) the use of crops with high nutritional contents that can be grown in home gardens; (iii) the provision of crucial farming and life skills as well as nutritious daily meals for orphans and vulnerable children in high HIV-prevalence areas; and (iv) the integration of agricultural-oriented responses with other HIV-responses, such as home care.

Farmer empowerment

The potential for African agriculture to contribute to economic growth and poverty reduction depends on the productivity of small farms, because the vast majority of farmers in Africa are smallholders farming less than two hectares.

Enhancing smallholder participation in agricultural value chains requires appropriate input and output market infrastructures, upgraded technical capacities, risk management instruments, improved capacity for collective action through producer organisations, and greater recognition by other value chain actors of the merit of their participation.

The different NSFs will contribute to farmer empowerment by increasing accessibility to good and relevant information and learning opportunities for farmers; by increasing access to technology-modulated distance learning; by advocating and facilitating the creation of avenues (platforms) for their active involvement in research and development; and by advocating for their increased involvement in decision making concerned with agricultural research and development.

The subsidiarity principle

The Secretariat acts in accordance with the subsidiarity principle. This devolves operational accountability and decision making to the lowest level consistent with the operational competencies required, and the efficient and diligent use of funds. The aim is to increase stakeholder ownership and accountability based on comparative advantage, improvements in efficiency and reduced costs. Care is also taken to ensure that decision-making at a lower level (for example by a task force), does not result in the loss of any large

spillover benefits that might be occurring at a higher level (such as at the subregional level) ⁷.

Commitment to excellence

FARA is committed to excellence in everything that it does. **Promoting excellence** therefore features prominently in its advocacy, partnership and capacity-strengthening functions. FARA's monitoring and evaluation system therefore takes into account the outcomes of FARA's functions and conducts periodic performance audits to assess how they were achieved and the level of excellence attained. This informs FARA's governance and management components of both strengths and weaknesses and identifies what threatens the goal of maintaining excellence. It also makes clear the opportunities available through the adoption of best practices and the provision of training in order to raise standards to the levels expected of FARA by its constituents and stakeholders.

PART 4 ASSUMPTIONS CONCERNING DELIVERY OF MTOP RESULTS

NSF introduction

The Networking Support Functions (Table 1) use FARA's human and physical resources to deliver a series of results. These results are consonant with, and are nested within, those of FARA's MTOP and ultimately those of the longer-term Strategic Plan. Aggregated delivery of the NSF results ensures the delivery of those described in the MTOP logical framework (Annex 1). Each NSF contributes to a greater or lesser extent to at least four of FARA's Results. This is summarised in Table 1.

Assumptions

The scale and scope of FARA's activities expose it to a large number of external variables over which it has limited control. In stating what it will deliver and achieve through its Strategic Plan, FARA **assumes** that these variables will not have a significant, negative influence on performance. As far as possible, such Assumptions have been brought under FARA's direct control by addressing them in the design of the Strategic Plan. However, certain Assumptions remain, and FARA is aware of these and will monitor their importance and the likelihood of them failing to hold very carefully. Appropriate action will be taken when necessary to address any threats to success.

The Assumptions may be considered at three significant levels and are summarised below. The first level consists of the key Assumptions that have to be met in order for the Results to be delivered once Activities have been successfully completed:

- Political and socio-economic conditions are enabling and do not negate efforts at this level.
- Steps are taken to prevent and mitigate the socio-economic effects of HIV/AIDS, malaria and TB and mortality and morbidity rates do not negate benefits or further undermine the ability of the African labour force to engage in agriculture (at this level).

Once the Results have been successfully delivered, there are several Assumptions which have to hold in order for the Specific Objective to be achieved. These include those mentioned above as well as the following:

- Potential for market expansion exists and is realized
- Strategies for climate change adaptation and mitigation in place
- HIV-AIDS, malaria, tuberculosis and other key diseases are mitigated

⁷ More information on the Subsidiarity Principle is provided in the FARA Strategic Plan Companion Document

Once the Specific Objective has been achieved, there are additional important Assumptions which need to hold if FARA is to make a significant contribution to its General Objective. The most important of these relate to the performance of the other CAADP Pillars, since the General Objective is dependent on them making an adequate contribution. However, others are also significant, including the following:

- Other CAADP Pillars increasingly contribute to a supportive agricultural environment
- Other non-agricultural R&D sectors positively respond to the needs of the rural and urban poor

Assumptions which need to hold if FARA is to contribute to the Super Objective are:

- The gains achieved are poverty-reducing
- Regional political and socio-economic conditions do not substantially reduce gains
- National and international context promotes benefits (at this level)
- National governments do not retract their pledge to invest 10% of their national budgets in agriculture
- There is political stability (absence of conflict/civil strife)

**Table 1 The contributions of the Networking Support Functions (NSFs) to the FARA (Forum) Strategy**

FARA Forum	NSF 1 Advocacy and Resource Mobilisation	NSF 2 Access to Knowledge and Technologies	NSF 3 Regional Policies and Markets	NSF 4 Capacity Strengthening	NSF 5 Partnerships and Strategic Alliances
Super Objective					
African food insecurity and poverty sustainably reduced and environmental conditions enhanced.					
General Objective					
Contribute to sustainable achievement of high broad-based agricultural growth in Africa	Resources mobilised for high broad-based agricultural growth in Africa	Knowledge and technologies to facilitate broad-based agricultural growth in Africa accessible	Policies and markets for facilitating broad-based agricultural growth in Africa established	Agricultural human and institutional capacity strengthened to support high broad-based agricultural growth in Africa	High broad-based agricultural growth in Africa supported by enhanced partnerships and strategic alliances
Specific Objective⁸					
Contribute to sustainable improvement of broad-based agricultural productivity, competitiveness and markets in Africa	Increased and better quality investment for sustainably improving broad-based agricultural productivity, competitiveness and markets established	Knowledge and technologies for sustainably improving broad-based agricultural productivity, competitiveness and markets available	Sustainable improvements in broad-based agricultural productivity, competitiveness and markets in Africa supported by appropriate regional policies	Capacity to support sustainable improvements broad-based agricultural productivity, competitiveness and markets in Africa established	Partnerships and strategic alliances to support sustainable broad-based agricultural productivity, competitiveness and markets in Africa established

⁸ The *Specific Objectives* for the NSFs and for FARA, are concerned directly with agricultural research, development and dissemination



FARA	NSF 1 Advocacy and Resource Mobilisation	NSF 2 Access to Knowledge and Technologies	NSF 3 Regional Policies and Markets	NSF 4 Capacity Strengthening	NSF 5 Partnerships and Strategic Alliances
Results					
1. Appropriate institutional and organisational arrangements for regional agricultural research and development established	CAADP Pillar IV interests in compacts and agricultural productivity programs effectively supported	Guidelines for developing gender sensitive national strategies aimed at enhancing access to knowledge and technologies identified and disseminated	Tools and approaches for formulating appropriate (including gender sensitive) policies and decision making options synthesized and disseminated	Gender sensitive actions to strengthen institutional and human capacity for agricultural innovation in Africa piloted and documented	Good practices for improving the effectiveness of ARD institutions (including women's organizations) through partnerships and strategic alliances generated, synthesized and disseminated
2. Broad-based stakeholders have access to the knowledge and technology necessary for innovation	Increased investment in systems to facilitate gender equitable access to knowledge and technologies by African governments and institutions effectively advocated	Appropriate gender sensitive tools to facilitate access to knowledge and dissemination of technologies identified and disseminated	Information on strategic policy and market issues for regional trade and innovation synthesized and shared	Improved and gender sensitive teaching and learning methods and tools including ICT developed and disseminated	Improved gender equitable access to information on processes and management of partnerships and regional alliances
3. Strategic decision making options for policy, institutions and markets developed	Evidence-based ARD policy making in the CAADP process supported.	Increased access to channels for communicating policy outcomes and market information supported	Strengthening of capacity for regional policy and trade negotiations supported		Gender sensitive partnership approaches for engaging decision makers in smallholder policy and commodity chain issues identified and disseminated
4. Human and institutional capacity⁹ for innovation developed	National agricultural research systems reform processes effectively supported	Mainstreaming of gender sensitive knowledge management in African ARD institutions (including women's organisations) supported	Mainstreaming of policy and market analysis in curricula for agricultural education supported	Improved quality of science in ARD supported	Guidelines to strengthen capacities for agricultural innovation through partnerships and strategic alliances developed and disseminated
5. Platforms for agricultural innovation supported	Resources to support innovation platforms and regional alliances mobilized	African platform to facilitate access to knowledge and technologies established and supported	Enabling gender sensitive policy options for supporting innovation systems and value chain approaches through multi-stakeholder partnerships developed	Skills for facilitating gender sensitive partnership building and sustaining strategic alliances embedded in curricula	Increased effectiveness in the functioning of innovation platforms and regional alliances supported

⁹ Including farmers, CBO, NGO, private sector as well as more conventional partners in the NARS

PART 5 DELIVERY AND ACCOUNTABILITY

Monitoring and evaluation

The Secretariat has a fully fledged Monitoring and Evaluation Unit led by an experienced M&E expert. Because it is not an implementing agency, the Secretariat, in the main, collects relevant information and data through the five Networking Support Functions. Thus, internal performance assessments of the Secretariat reflect the results achieved in the five Networking Support Function areas:

1. Advocacy and resource mobilisation;
2. Information and knowledge management;
3. Policy and markets;
4. Capacity strengthening;
5. Partnerships and strategic alliances.

Similarly, the Monitoring and Evaluation System generates information and data to meet the Secretariat's reporting requirements in relation to the Executive Board, the General Assembly and its several stakeholder organisations. In the case of the latter in particular, it is important to note that the Secretariat's M&E is linked to other monitoring and evaluation systems that also either have been or are being developed to address elements of CAADP Pillar IV. These more directly consider the issues associated with outcomes/results and interim results, as well as with output and input level indicators. Working through the NSF Structures, the Secretariat seeks to establish baseline and target indicators at each level, based on evidence generated through survey instruments and desk top reviews, that inform the process of determining realistic 'target indicators'.

As an important activity in support of NSF 1, the Monitoring and Evaluation Unit is also responsible for establishing and implementing a system for monitoring and evaluating how well CAADP Pillar IV activities adhere to FAAP principles and guidelines and for proposing remedial actions where necessary. This is done in collaboration with, and with the intent to add value to, AU-NEPAD systems – including the Regional Strategic Analysis and Knowledge Support System (ReSAKSS).

The Secretariat's M&E system seeks out methodologies that clearly identify the contributions of indirect activities to the achievement of outcomes. Outcome Mapping, for example, is a knowledge-based and user-driven methodology that can be adapted for use in evaluating on-going or completed activities. This evaluative tool is informed by principles of full team participation and iterative learning, throughout the life span of a program.

It is in the Secretariat's interest to adapt methodologies and tools that can capture and quantify issues in processes and activities (i.e., "transactions/interactions" in innovation systems) as part of a viable and effective M&E system. FAAP indicators are used as part of the M&E used for Secretariat reporting and program management purposes as well as for CAADP Pillar IV activities. These address agricultural innovation at the national and sub-regional levels, and can include:

- Investment in agricultural research and dissemination systems by national governments, donors, the private sector, and NGOs
- Whether policy, strategies and programs are in place to develop/disseminate technologies with farmer participation
- The number of donors collaborating and harmonising their support under FAAP
- Trends in the value of agricultural production and productivity
- Trends in the value of agricultural trade

- Trends in farmer income and poverty measurement.

Indicators of institutional capacity and reform, including measurements of improvements in financial systems, audit, and human resource management should also be used. Indicators of impact include:

- The number of new technologies made available for transfer
- The number of farmers, processors, and others who have adopted new technologies
- The area under new technologies/number of improved animals/volume of produce processed.

This list of indicator areas is not exhaustive, and details for each type of indicator and how it will be collected will need to be elaborated at the national, sub-regional, and continental levels. NEPAD, FARA, RECs, NARS, and SROs are collaborating to develop indicators that are consistent and comparable. Present thinking in unpacking Pillar IV M&E indicators suggests the following grouping:

- Adoption impact – including yield/unit; production/unit; best practices
- Livelihood and welfare impact – changes in food prices, household incomes and agricultural GDP
- Capacity strengthening – including the use of incentives and other components of enabling environments to ensure that staff are retained, and conventional indicators such as number of graduates, degree and skills training, and facilities, institutional reforms, realignment and consolidation.

The Secretariat's M&E unit will collaborate with CAADP by collaborating with:

- The Regional Strategic Analysis and Knowledge Support System (ReSAKSS) which supports countries in the analysis and interpretation of national data and in strengthening their M&E capacity
- Other CAADP Pillar Lead Institutions M&E staff on their programs/projects/initiatives in the context of the IFPRI/ReSAKSS CAADP M&E framework
- AU-NEPAD to coordinate CAADP M&E and to report on CAADP M&E progress at CAADP Partnership Platforms.

FARA Communications Strategy

FARA's Communications Strategy outlines an effective and efficient way of ensuring that specific high level decision makers receive and are informed by high quality evidence when they need it and in the form they need it. A case in point is the need to get CAADP Pillar IV priorities for agriculture and agricultural research and technology dissemination properly embedded in national and regional Poverty Reduction Strategy Papers. Such work is reinforced by policy briefs and presentations given to Ministers of Finance, for example, and the Ministers responsible for agriculture and science. It also entails an increasing number of on-line consultations.

The Communication Strategy ensures the delivery of high quality written materials and presentations for use by the Executive Director, the Deputy Executive Director, Board members and senior stakeholders, all of whom represent the Forum to different audiences. The materials produced are evidence-based and succinct and draw on the knowledge hubs established by the Networking Support Functions.

The effectiveness of the Communications Strategy is underpinned by the products of NSF 2, which establish broad-based awareness and support for the Forum and for the work of the Secretariat. Such support is primarily the outcome of the useful information and learning opportunities made available to stakeholders.

PART 6 STAKEHOLDER COLLABORATIVE ARRANGEMENTS

Introduction

FARA's stakeholders look to the FARA Secretariat for support in various ways, in addition to being involved in the five Functions. Those involved in initiatives, programmes and projects consistent with FARA's mandate and principles occasionally benefit further by being hosted in the Secretariat in Accra, for example. Another means of gaining added value is to link to FARA's functions by collaboration in planning and coordination, which is usually facilitated by having FARA Secretariat staff serve on steering committees or task forces. The Secretariat contributes on a cost-recovery basis provided that the human resource time demands are commensurate with the mutual advantage that the particular collaboration will bring to the collaborating Function or Unit.

Current collaborative arrangements are ongoing in the areas of (i) livestock, forestry and fisheries, which have been taken up in the CAADP Companion Document, and (ii) cross-cutting Africa-wide issues, such as soil fertility management and climate change.

As a Forum, FARA takes the leadership in high priority areas identified by its constituents and stakeholders, with whom it constantly consults to solicit their views and feedback on issues related to African ARD. Stakeholders and Secretariat staff are given support to attend conferences, meetings and workshops. In addition, the Secretariat convenes and hosts meetings covering the priority topics that have been identified.

FARA stakeholder hosting arrangements

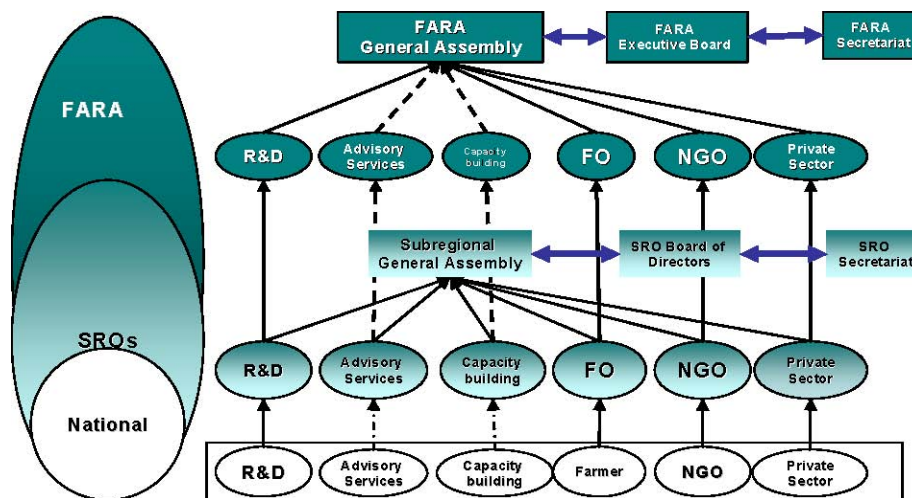
Over the last three years, FARA has entered into several arrangements which involve it hosting projects. It has drawn up a policy to guide hosting arrangements and to assure transparency and even-handedness among the projects it hosts. FARA recovers all the costs involved in hosting projects, other than in the case of those it initiates or leads.

The decision to host a project is guided both by the extent to which it is anticipated that said project will contribute to FARA's initiatives, projects and mandate, and by the availability of space at the Secretariat. To date the Secretariat has hosted three projects or project offices: (i) the Scientific and Technical Information System (Système d'information Scientifique et Technique, SIST) project, which it hosted from January 2004 to June 2006, when it was relocated to the French Foreign Ministry; (ii) the Agricultural Biotechnology Support Project II (ABSPII) which ended in 2006; and (iii) the West Africa office of the Alliance for a Green Revolution in Africa (AGRA), which aims to mitigate the impact of poverty and hunger through the use of improved seed and other innovations that focus on the needs of small-scale farmers. However, FARA aims to maintain a lean Secretariat, and for this reason it will not expand the Secretariat's support services to accommodate hosted projects.

PART 7 GOVERNANCE

FARA is a stakeholders' forum, and the FARA Secretariat was established to facilitate the achievement of its objectives by facilitating networking amongst the Forum's stakeholders (Figure 3). This is recognised in the Secretariat's agreements with both the African Union and AU-NEPAD and in the organisation of FARA's functions into Networking Support Functions.

Figure 3 Composition and interrelationships in SROs' and FARA's governance



R&D = Research and Development Institutions

FARA Corporate Governance Reform Stream

To ensure that the FARA Secretariat evolves with its changing environment and to be fit-for-purpose, able to deliver the Operational Plan effectively and respond to the demands for its services from its client SROs the Secretariat is implementing a Corporate Governance Reform Stream, which is available upon request to provide similar services to the SRO Secretariats. The Stream facilitates the reform and change management of the internal organisation and capability of the Secretariat to deliver the MTOP. This includes the strengthening of internal management, governance and accountability of the Secretariat thereby enabling it to improve its support of the SROs, as indicated in Figure 1, in implementing their Operational Plans and improving on research governance and management,.

The Stream facilitates the evolution of the internal management processes and structures, corporate functions such as communications. It facilitates human resource development in line with the Secretariat's changing profile and responsibilities. It addresses the Secretariat's corporate governance and accountability mechanisms. It also addresses the capacity of the Secretariat to support the regional actors implementing CAADP Pillar IV. It is also concerned with improving the relationship between the SROs and other stakeholders and the Secretariat as they develop and change over time.

The Corporate Governance Reform Stream is implemented by a specialised unit staffed with three staff lead by a Governance Team Leader with qualifications and experience in Corporate Governance and Change Management Processes is attached to the Executive Director's office. The Team Leader will be assisted by an Expert Assistant who will provide management or governance skills to complement the skills of the Team Leader. They will be supported by a Bilingual Secretary.

The objective of the Unit will be to re-configure and enhance the internal functions of the Secretariat to ensure that it adjusts optimally to its specific roles and functions, both internally and in supporting external partners. This includes how the Secretariat evolves the aspects set out in sections 5, 6 and 7 below. A first task of the Unit will be to develop a strategy and a work programme setting out how the objective will be achieved.

The main **activities** of the unit include

1. Identifying FARA Board's Operations and responsibility

- Review FARA Board's formal relationship with AU-NEPAD and define how the latter could play a more direct oversight role over Board decisions and performance, particularly on CAADP IV.

- Define FARA Board's accountability to its stakeholders and how this will be enhanced e.g. accountability to the founders, investors, and the recipients of FARA services?
- Clarify how the FARA Board appraises the performance and contractual issues of the Executive Director e.g. drawing of Terms of Reference, compensation etc.
- Establish a process of ensuring that the FARA Board members have the diversity and appropriate balance of skills necessary to take on board the fiduciary responsibility of FARA. Define how skills such as financial management could be brought onto the board to oversee financial management matters of FARA.

2. Developing context specific corporate governance systems

- Review FARA's Corporate Systems with a view to bringing them in line with best practice.
- Engage consultants to carry out a job evaluation, job grading, salary structuring, organizational alignment in which authority and responsibility levels are clearly set within the organogram.
- Updating and enhancing recruitment and selection procedures, performance and promotion procedures, conditions of service, health and safety procedures, industrial relations framework, Disciplinary/grievance handling and dispute resolution procedures, procurement procedures, risk management procedures, tax policies, asset management procedures.

3. Facilitating Good Governance and Best Practice at FARA and SRO levels

- Use board representatives either at FARA or SRO levels to open dialogue on improving corporate governance and systems, particularly issues covered in 2 above.
- Harmonize the work of the Expert Reference Group with other governance arrangements.
- Promote lesson learning events and information sharing between FARA and the SROs, particularly in areas outlined in 2 above.

This Unit will require a budget of US \$3.1 million over the 5-year MTOP period. A summary budget for this function is provided in Table 25.

FARA Triennial General Assemblies (2007 and 2010)

Governance of FARA's relationships and functions is provided by the FARA General Assembly, which meets every third year to approve the Forum's main governance and management instruments, including the FARA Constitution and ten year Strategic Plan. FARA's current Strategic Plan was approved at the 4th FARA "General Assembly and Africa Agricultural Science Week," which was held in Johannesburg, South Africa on 16th June 2007.

The 5th FARA General Assembly is scheduled to be held in 2010 and CORAF/WECARD, as the rotating host SRO, has been informed that the Government of Burkina Faso may be interested in hosting it.

FARA Executive Board

The governance of the Forum in the period between the General Assemblies is entrusted to an elected Executive Board¹⁰. The Board has a Chairperson nominated by alternating SROs and confirmed by the General Assembly. She or he serves from the end of one General Assembly to the end of the following Assembly.

The Board consists of representatives of FARA's major stakeholders, namely SROs, scientific partners, farmers, NGOs/Foundations and the private sector. Development partners participate in Board meetings as

¹⁰ FARA Governance Manual approved by FARA General Assembly 2007

observers. The Executive Board co-opts a number of resource persons with experience related to the particular needs of the NSFs to help it to review and direct its different activities, projects and initiatives.

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

Conclusion

FARA entered its second Strategic Plan period with a full complement of governance structures. These have been tested and have evolved to meet the demands faced by FARA as a continental forum that acts in accordance with the subsidiarity principle and with the other principles set out in the Framework for African Agricultural Productivity.

PART 8 THE SECRETARIAT'S STRUCTURE & ORGANISATION

Introduction

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

The new Strategic Plan for 2007–2016 arose out of similar processes of stakeholder consultations as those by which the projects were developed. As a result, each project now fits well within a related Networking Support Function. The main task when first implementing this MTOP was the deconstruction of the project-based coordination and support systems. Under the new Plan, the human resources, accounting and administrative functions are carried out centrally by the relevant Secretariat staff in the Human Resources, Finance and Administration department.

As noted above, there is a crucial distinction, which must be kept in mind, between FARA – which is a Forum of all stakeholders, African and non-African, and the FARA Secretariat, which was established to facilitate the implementation of FARA's Strategic Plan. This section describes the functions and organisation of FARA's Secretariat.

FARA Secretariat: functions

The Secretariat provides the services that FARA stakeholders require to function as a continental Forum to capture the added value of thinking and acting across the four sub-regions. These services include, but are not limited to, carrying out the five Networking Support Functions, which require leadership, planning, coordination, facilitation and resource mobilisation. FARA's participatory approach also requires considerable and continual consultation between stakeholders in the form of workshops, meetings, conferences and other events, many of which are convened and organised by the FARA Secretariat. In providing these services the Secretariat's responsibilities include:

- Advocacy and resource mobilisation

- Supporting networking amongst its stakeholders for the implementation of CAADP Pillar IV
- Promoting adherence with FAAP principles
- Linking to the global community, especially with GFAR and the CGIAR.

Some of these responsibilities are shared with the Sub-Regional Organisations (SROs), with FARA bringing a continental perspective to the whole.

The Secretariat's activities are developed in consultation with the SROs and stakeholders in order to assert firstly that they are stakeholder priorities and secondly that there are substantial advantages to be gained from engaging in them at a continental level. These include the benefits that can be derived from sharing information and learning across sub-regions and from sharing new knowledge and other research products between the sub-regions.

This said, however, effective and efficient implementation of FARA's priorities requires institutional structures, and human and technical capacity that entail significant expenditures over the medium to long-term. Thus only some of the projects originally considered were funded at the outset of this Plan. These latter are included in the essential functions under the 5 NFSs, and are addressed in this Plan by the Multi-donor trust fund (MDTF) discussed in Part 9 and Annex 6.

FARA commenced its second Strategic Plan period mid way through the life of the first Plan, and there are a number of ongoing projects and activities that have to be completed in accordance with prevailing agreements. These have been discussed above in connection with the relevant Networking Support Functions.

The Secretariat recognises a special responsibility for facilitating the alignment of non-African research providers, such as the IARCs and ARIs, with sub-regional and regional priorities and modes of operation and avoiding duplications of effort among FARA's constituents and partners. So, for example, along with the SROs, FARA is collaborating in efforts to advance the CGIAR Regional Plans for Collective Action in East and Southern Africa and West and Central Africa. FARA is also collaborating with GFAR to address the need for, for example, information systems, the linking of farmers to markets, and the strengthening of civil society organisations.

Each of the Networking Support Functions is expected to be continued throughout the 10 year Strategic Plan (2007 – 2016), though the relative emphasis of their different activities will vary. In the early years of this MTOP, the Functions are supporting projects that FARA is already committed to, in accordance with existing agreements. However, some projects will be completed within the life of the MTOP and others, where the regional advantages diminish, will be devolved to the SROs or the NARS.

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

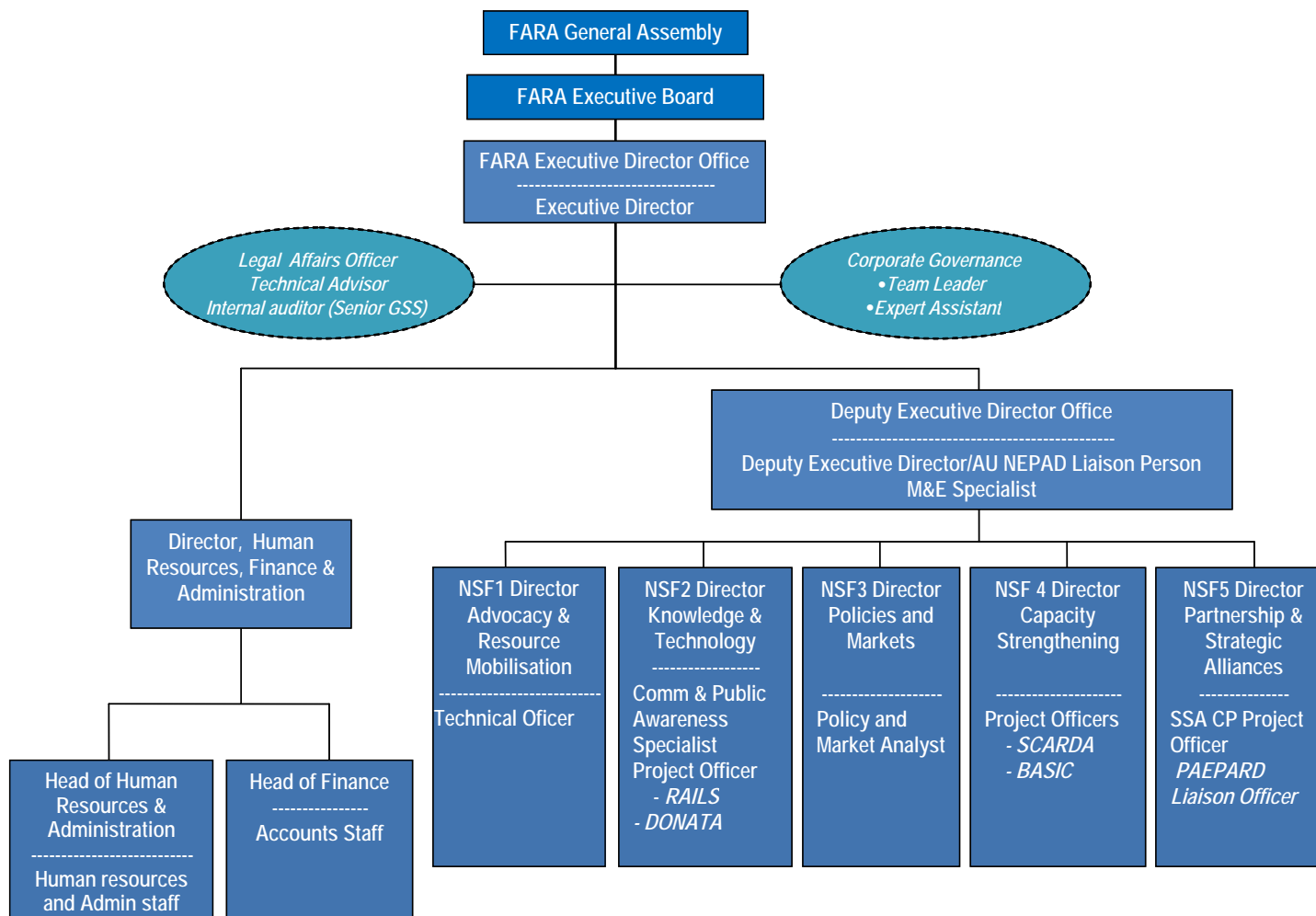
FARA Secretariat organisation

The Secretariat is located in Accra. It functions in accordance with a host country agreement with the Government of Ghana. Under this, it enjoys the support of the Government of Ghana and its Ministries and is accepted amongst the community of embassies and international agencies in Accra. The Secretariat is organised as shown in Figure 4.

The Secretariat's human resources plan has benefited from contributions by independent experts in the development of a change-management plan and a comparative review of its salaries, which involved related African, United Nations and international institutions.



Figure 4 FARA Secretariat organizational structure



Further information on the Secretariat Staffing is provided in Annex 5.

Transition to an integrated structure

The organisational structure illustrated in Figure 4 is designed to equip the Secretariat to implement the new Strategic Plan. It was developed consultatively by the Secretariat's Senior Management Committee (SMC) with advice from an expert on change management, before being submitted by the Executive Director for review and approval by the Board. The SMC has continued to guide the transition to the new structure, which took effect from 1 January 2008. It is expected that this transition will be completed by the middle of the year, when the SMC members and other professional staff will take up the positions that they applied for during 2007. The remaining vacancies are being filled as and when funding is assured.

The Secretariat is committed to the change management, wherein lessons learnt during the transition period are well captured to continuously improve the efficiency of the Secretariat specially in responding to diverse demands of its stakeholders.

Conclusion

The above outline of the FARA Secretariat's organisation and staffing indicates how the Secretariat has been tailored to ensure accountability and the efficient implementation of FARA's Strategic Plan. It incorporates the concept of individuals having dual roles. This allows costs to be matched to the degree of responsibility, and the level of activity and available funding, while retaining the flexibility needed to cater for increasing portfolios without disruptive reorganisation.

PART 9 FARA SECRETARIAT FINANCING 2008 – 2012

In 2007, the bulk of the Secretariat's funding came from Africa's development partners. However, it is a goal of its advocacy and resource mobilisation functions, during the life of this Plan, to increase the contributions from African sources. This is essential for increasing African ownership and ensuring adherence with African priorities.

Another major objective is to achieve greater harmony, consistency and predictability in funding from FARA's principal donors. This will be realised through a Multi-Donor Trust Fund (MDTF) managed by the World Bank, into which FARA's principal donors will channel their contributions towards financing the MTOP. Through this arrangement, the donors jointly contribute to financing of the MTOP as an entity rather than to individual components of it. This is especially essential for the current MTOP because it is very integrated, that is, its various components feed into one another. The MDTF is subject to a Memorandum of Understanding (MoU) which sets out the principles for establishment and operation of the fund. The MoU recognises that some donors cannot contribute to the MDTF. It nevertheless requires them to comply with the its principles as a means of ensuring the harmonisation of all funding sources.

FARA will apply FAAP guidelines and principles in mobilising resources for the Secretariat and the complementary time-bound projects. The FAAP and MDTF will also be useful instruments in FARA's advocacy and resource mobilisation for increased and better harmonised funding for the SROs and national agricultural research and development programmes.

Sources of funding and budgeting

FARA has six sources of funding:

1. A group of donors under the MDTF
2. Donors aligned to, but not signed up to, the MDTF
3. African regional and sub-regional institutions and national governments
4. Development agencies, foundations and private enterprises for specific projects

5. Collaborators by way of grants in kind
6. Interest on FARA's capital and operational reserves (the amount of the reserves will be within limits agreed by the parties to the MoU of the MDTF.)

The budgets pertaining to this MTOP reflect the different sources of funding and the purposes and destinations of the funding. They also draw a distinction between funding for:

1. The core functions identified through negotiations with the parties to the MDTF as being essential to FARA's functional requirements
2. Project funds which have been committed
3. Programme funding that is being sought.

Budgets for 2008 – 2012

The budgets show where the funds are actually spent, including those spent by the FARA Secretariat, the SROs and the activity implementers. In addition to the quantity of funding, the Financing Plan is also concerned with the quality of the funding, in order to reduce the transaction costs and facilitate improved planning and implementation.

The budgets provide for:

1. the FARA Executive Board to meet and conduct its business on a well planned and consistent basis
2. the FARA Secretariat's ability to attract high calibre staff who demand good terms and employment security, at least over the medium term
3. the Secretariat to provide the standard of facilities and communications that will allow its staff to perform effectively
4. the five Functions to be properly staffed without the staff costs absorbing an unreasonable proportion of the total spend
5. the five Functions' essential projects to have the assurance of funding that is necessary for FARA to make reliable commitments to the SROs and the project implementers
6. the flexibility to source additional funding commensurate with stakeholder demand, underpinned by high standards of delivery and levels of impact
7. the flexibility for FARA to attract new donors to diversify and increasingly Africanise its funding base in order to enhance sustainability and increase African ownership.

These seven points are addressed through the MoU of the multi-donor trust fund between the FARA Secretariat and the current development partners. However, other donors will be able to sign on whenever they are ready to do so.

Funding requirements

Prior to the latest round of consultations the total funding required to implement the 2008 – 2012 MTOP was estimated to amount to US\$113 million (see Tables 2, 3 and 4). Table 2 presents a summary of the relative allocations of this amount to broad MTOP activities (secretariat operations, essential continuing functions, reserves and time-bound activities). The rounded total funding requirement for Secretariat Operations is US\$ 18.58 million or 16.44% of the total budget (see Table 3). The total amount allocated to essential continuing functions is US\$ 31.79 million (28.13% of the budget). An additional US\$ 1 million (0.93% of the budget) is earmarked for reserves equivalent to operating costs for 100 days. The funding already approved for continent-wide projects led by FARA is US\$ 54.5 million (48.21% of the budget).

An additional funding requirement amounting to US\$6.9 million is estimated for two time-bound activities that contribute to NSF 5, namely the Platform for Africa-European Partnership on Agricultural Research

and Development (PAEPARD) and the African Forum for Agricultural Advisory Services (AFAAS). A breakdown of the indicative budgets for these activities (per annum) is reflected at the bottom of table 9 (PAEPARD) and in Table 6 (AFAAS). Both activities target European Commission funding.

Table 3 also shows that, of the total US\$ 51.42 million allocated to the Secretariat and continuing essential functions, NSF 1 receives 36.77%, NSF 2 14.62%, NSF 3 14.35%, NSF 4 18.69%, and NSF 5 13.52%. The balance of 2.05% goes into reserves.

The breakdown for the total budget of US\$113 million (Table 3) shows that NSF 1 receives 16.73%, NSF 2 22.91% (excluding AFAAS), NSF 3 6.53%, NSF 4 22.74%, NSF 5 23.88%, AFAAS activities 3.54%, corporate governance reform stream 2.74%. The balance of 0.93% goes into reserves. The budgets for NSFs 2, 4 and 5 are boosted by the RAILS, DONATA, SCARDA and SSA CP projects. The figures for PAEPARD are not reflected in this budget because at the time of writing this MTOP, FARA had not yet entered an agreement with the European Commission to confirm the funding pledged by the Commission to PAEPARD.

Table 4 also provides information on the funds that will be provided to the SROs and NARS for the management and implementation of the continent-wide projects in accordance with the subsidiarity principle. Provision has also been made for the costs of the Continuing Essential Functions, which will be carried out by the SROs and NARS in collaboration with the Secretariat. This indicates that 55.42% of the funds are utilised by the SRO secretariats (5.80%) and the NARS (49.62%). The Secretariat will continue to mobilise resources to support new priority time-bound complementary activities. Since the bulk of such resources are utilised by SROs and the NARS, their mobilisation will diminish the proportion of the budget retained for Secretariat activities.

Tables 5-9 present budget summaries and cost-centre allocations for each NSF. More budget details are provided in Annex 6.

During the latest round of MTOP consultations, it emerged that it was essential for the FARA Secretariat to take on two additional activities aimed at reforming the Secretariat's internal governance and management processes and at reforming agricultural research institutions and services. The two activities, namely: (i) corporate governance reform stream, and (ii) supporting the evolution and reform of agricultural research institutions and services are described in part 7 and part 2 respectively of this MTOP. The extra funding required to undertake these additional activities amounts to US\$10.57 million over the 5-year MTOP period; that is, US\$3.1million is required to finance the corporate governance reform stream activities and US\$7.47 million is required to support the evolution and reform of agricultural research institutions and services. Breakdowns of these amounts are presented in tables 29 and 30 respectively. The revised budget amounts to US\$113 million.

NSF BUDGETS

Table 2 Summary total budget allocations – US\$000

Item	2008	2009	2010	2011	2012	Total
Total Secretariat Operations	3,306	3,851	3,822	3,808	3,792	18,581
Total Essential Continuing Functions	4,847	6,089	7,270	6,780	6,802	31,788
Reserves	906	149	0	0	0	1,055
Total Secretariat Operations and Essential Continuing Functions	9,059	10,089	11,092	10,589	10,595	51,424
Corporate Governance Reform Stream	467	654	658	654	666	3,099
Total Time Bound Activities	20,777	21,167	6,333	3,180	3,030	54,487
<i>AFAAS Activities</i>	1,157	1,571	1,271	0	0	3,999
Grand Total Budget	31,460	33,481	19,354	14,423	14,291	113,009

Table 3 Budget allocation ratios

RATIOS		
Grand Budget	\$000	Percentage
Total Secretariat Operations	18,581	16.44
Total Essential Continuing Functions	31,788	28.13
Reserves	1,055	0.93
Total Secretarial Operations & Essential Continuing Functions	51,424	45.50
Corporate Governance Reform Stream	3,099	2.74
AFAAS	3,999	3.55
Total Time Bound Activities	54,487	48.21
Grand Budget	113,008	100.00
Secretarial Operations & Essential Continuing Functions	\$000	Percentage
NSF 1	18,909	36.77
NSF 2	7,516	14.62
NSF 3	7,381	14.35
NSF 4	9,613	18.69
NSF 5	6,950	13.52
RESERVES	1,055	2.05
TOTAL	51,424	100.00
NSFs + Time Bound Activities	\$000	Percentage
NSF 1	18,909	16.73
NSF 2	25,886	22.91
NSF 3	7,381	6.53
NSF 4	25,696	22.74
NSF 5	26,984	23.88
AFAAS Activities	3,999	3.54
Corporate Governance Reform Stream	3,099	2.74
Reserves	1,055	0.93
TOTAL	113,009	100.0

**Table 4 Summary NSF activity based budget**

SUMMARY NSF ACTIVITY BASED BUDGET	Annual Allocations - US\$000					Total
	2008	2009	2010	2011	2012	
Staff Costs	1,035	1,453	1,453	1,453	1,453	6,847
Essential and Continuing Functions	4,427	5,608	6,788	6,296	6,321	29,439
Monitoring and Evaluation	234	294	295	298	295	1,415
Communication Costs	187	187	187	187	187	935
Governance and Management	1,080	1,220	1,199	1,194	1,199	5,892
Support Costs - HR, Finance & Administration	1,179	1,160	1,160	1,130	1,130	5,757
Capital Costs	12	19	11	32	11	85
<i>Sub-Total - Essential Continuing Functions</i>	8,153	9,940	11,092	10,589	10,595	50,369
Reserves	906	149	0	0	0	1,055
Total Secretariat Operations & Essential Continuing Functions	9,059	10,090	11,092	10,589	10,595	51,424
Corporate Governance Reform Stream	467	654	658	654	666	3,099
AFAAS Activities	1,157	1,571	1,271	0	0	3,999
<i>Sub-Total - Complementary Time Bound Activities</i>	20,777	21,167	6,333	3,180	3,030	54,487
GRAND TOTAL - NSFs and AFAAS Activities	31,460	33,481	19,354	14,423	14,291	113,009
<i>Cost Centre Allocation Ratio</i>						

Cost Centre Allocations - US\$000			
Secretariat	SRO	NARS	Total
6,847	0	0	6,847
15,018	1,950	12,470	29,439
1,415	0	0	1,415
935	0	0	935
5,892	0	0	5,892
5,757	0	0	5,757
85	0	0	85
35,948	1,950	12,470	50,369
1,055	0	0	1,055
37,003	1,950	12,470	51,424
3,099	0	0	3,099
0	0	3,999	3,999
10,283	4,603	39,601	54,487
50,385	6,554	56,071	113,009
44.58%	5.80%	49.62%	100%

Note:

- Current Cost Centre Fund Allocation ratios are 55.4% to SROs and NARS while 44.5% relates to FARA Secretariat. The ratio of SRO and NARS allocations will grow as funds are secured for the currently unfunded projects/time bound activities.
- The Secretariat has an overhead/indirect cost rate of 18% and charges a 5% administrative fee on pass-through funds.
- AFAAS is classified under NSF 2 in Table 6 Below. It has been shown on the face of the consolidated budget Table 4 as a separate line item.



Table 5 NSF 1 budget – Advocacy and Resource Mobilisation

Networking Support Function 1 Description	Annual Allocations - US\$000						Cost Centre Allocations - US\$000			
	2008	2009	2010	2011	2012	Total	Secretariat	SRO	NARS	Total
Staff Costs	132	289	289	289	289	1,289	1,289			1,289
Essential and Continuing Functions	1,921	2,998	3,228	3,331	3,331	14,808	4,938	1,550	8,320	14,808
Monitoring and Evaluation	47	59	59	60	59	283	283			283
Communication Costs	37	37	37	37	37	187	187			187
Governance and Management	216	244	240	239	240	1,178	1,178			1,178
Support Costs - HR, Finance & Administration	237	233	233	227	227	1,156	1,156			1,156
Capital Costs	4	0	0	4	0	8	8			8
Sub-Total - Essential continuing functions	2,593	3,860	4,086	4,186	4,183	18,909	9,039	1,550	8,320	18,909
NSF 1 Complementary Time-Bound Activities	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX
Sub-Total - Complementary Time Bound Activities	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX
GRAND TOTAL - NSF 1	2,593	3,860	4,086	4,186	4,183	18,909	9,039	1,550	8,320	18,909

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Table 6 NSF 2 budget – Access to Knowledge and Technologies

Networking Support Function 2	Annual Allocations - US\$000						Cost Centre Allocations - US\$000			
	2008	2009	2010	2011	2012	Total	Secretariat	SRO	NARS	Total
Staff Costs	304	424	424	424	424	2,002	2,002	0	0	2,002
Essential and Continuing Functions	447	462	532	577	592	2,611	2,611	0	0	2,611
Monitoring and Evaluation	47	59	59	60	59	283	283	0	0	283
Communication Costs	37	37	37	37	37	187	187	0	0	187
Governance and Management	216	244	240	239	240	1,178	1,178	0	0	1,178
Support Costs - HR, Finance & Administration	248	244	244	238	238	1,211	1,211	0	0	1,211
Capital Costs	4	16	4	16	4	44	44	0	0	44
Sub-Total - Essential Continuing Functions	1,304	1,486	1,540	1,591	1,594	7,516	7,516	0	0	7,516
NSF 2 Complementary Time-Bound Activities										
RAILS	1,622	1,725	378	378	468	4,571	1,141	991	2,439	4,571
DONATA	2,802	2,802	2,832	2,802	2,562	13,799	1,440	1,237	11,122	13,799
Sub-Total - Complementary Time Bound Activities	4,424	4,527	3,210	3,180	3,030	18,370	2,581	2,228	13,561	18,370
TOTAL - NSF 2	5,728	6,013	4,750	4,771	4,624	25,886	10,097	2,228	13,561	25,886
<i>AFAAS Activities</i>	<i>1,157</i>	<i>1,571</i>	<i>1,271</i>	<i>0</i>	<i>0</i>	<i>3,999</i>	<i>0</i>	<i>0</i>	<i>3,999</i>	<i>3,999</i>
GRAND TOTAL - NSF 2 Including AFAAS	6,885	7,584	6,021	4,771	4,624	29,885	10,097	2,228	17,560	29,885



Table 7 NSF 3 budget – Policies and Markets

Networking Support Function 3	Annual Allocations - US\$000						Cost Centre Allocations - US\$000			
	2008	2009	2010	2011	2012	Total	Secretariat	SRO	NARS	Total
Staff Costs	249	289	289	289	289	1,406	1,406	0	0	1,406
Essential and Continuing Functions	497	547	637	747	757	3,184	2,134	0	1,050	3,184
Monitoring and Evaluation	47	59	59	60	59	283	283	0	0	283
Communication Costs	37	37	37	37	37	187	187	0	0	187
Governance and Management	216	244	240	239	240	1,178	1,178	0	0	1,178
Support Costs - HR, Finance & Administration	230	228	228	222	222	1,129	1,129	0	0	1,129
Capital Costs	3	2	3	3	3	14	14	0	0	14
Sub-Total - Essential Continuing Functions	1,279	1,406	1,493	1,597	1,607	7,381	6,331	0	1,050	7,381
NSF 3 Complementary Time-Bound Activities										
ABBPP	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX
Sub-Total - Complementary Time Bound Activities	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX
GRAND TOTAL - NSF 3	1,279	1,406	1,493	1,597	1,607	7,381	6,331	0	1,050	7,381

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Table 8 NSF 4 budget – Capacity Strengthening

Networking Support Function 4	Annual Allocations - US\$000						Cost Centre Allocations - US\$000			
	2008	2009	2010	2011	2012	Total	Secretariat	SRO	NARS	Total
Staff Costs	250	300	300	300	300	1,450	1,450	0	0	1,450
Essential and Continuing Functions	1,020	1,059	1,099	1,099	1,099	5,377	1,877	400	3,100	5,377
Monitoring and Evaluation	47	59	59	60	59	283	283	0	0	283
Communication Costs	37	37	37	37	37	187	187	0	0	187
Governance and Management	216	244	240	239	240	1,178	1,178	0	0	1,178
Support Costs - HR, Finance & Administration	232	228	228	222	222	1,131	1,131	0	0	1,131
Capital Costs	0	0	3	1	3	7	7	0	0	7
Sub-Total - Essential Continuing Functions	1,802	1,927	1,966	1,958	1,960	9,613	6,113	400	3,100	9,613
NSF 4 Complementary Time-Bound Activities										
SCARDA	6,437	6,523	3,123	XX	XX	16,083	1,966	2,015	12,102	16,083
BASIC	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX
Sub-Total - Complementary Time Bound Activities	6,437	6,523	3,123	0	0	16,083	1,966	2,015	12,102	16,083
GRAND TOTAL - NSF 4	8,239	8,450	5,089	1,958	1,960	25,696	8,079	2,415	15,202	25,696



Table 9 NSF 5 budget – Partnerships and Strategic Alliances

Networking Support Function 5	Annual Allocations - US\$000						Cost Centre Allocations - US\$000			
	2008	2009	2010	2011	2012	Total	Secretariat	SRO	NARS	Total
Staff Costs	100	150	150	150	150	700	700	0	0	700
Essential and Continuing Functions	542	542	1,292	542	542	3,460	3,460	0	0	3,460
Monitoring and Evaluation	47	59	59	59	59	283	283	0	0	283
Communication Costs	37	37	37	37	37	185	185	0	0	185
Governance and Management	216	244	240	239	240	1,179	1,179	0	0	1,179
Support Costs - HR, Finance & Administration	232	228	228	222	222	1,132	1,132	0	0	1,132
Capital Costs	1	1	1	8	1	12	12	0	0	12
Sub-Total - Essential Continuing Functions	1,175	1,261	2,007	1,257	1,251	6,951	6,951	0	0	6,951
NSF 5 Complementary Time-Bound Activities										
SSA CP	9,916	10,117	XX	XX	XX	20,033	5,735	360	13,938	20,033
PAEPARD	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX
Sub-Total - Complementary Time Bound Activities	9,916	10,117	XX	XX	XX	20,033	5,735	360	13,938	20,033
GRAND TOTAL - NSF 5	11,091	11,378	2,007	1,257	1,251	26,984	12,686	360	13,938	26,984

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Note: Funding negotiations on PAEPARD were at an advanced stage at the time of writing this MTOP. Indicative figures are US\$769,000; US\$1,077,000 and US\$1,091,000 for years 1, 2 and 3 respectively (sum total of US\$2.9 million over three years).



Conclusion

As FARA commences its second five year period, it does so with a Strategic Plan that has been developed with its stakeholders. The Plan sets out how FARA proposes to achieve five distinct but interrelated results. Each of the results will be the product of a related Networking Support Function and each Function has a set of activities encompassed by funded or fundable projects. This five year Operational Plan sets out what the Functions will do, how they will do it, and how each proposes to mobilise the required resources.

The Secretariat seeks to raise funds for the Forum's stakeholders through the proposed MDTF. This will be used to improve the quality of the funding available by making it more harmonised and more sustainable. FARA also seeks to reduce transactions costs by persuading its development partners to accept common accounting, reporting, review and evaluation processes.



Annex 1 MTOP Logframe

The five-year **Medium Term and Operational Plan (MTOP)** sets out in detail how the FARA Secretariat will implement the **FARA Strategic Plan** over a period of five years, which is consistent with the planning horizons of FARA's major constituents and investors. The MTOP provides the work plans and budget details required for management purposes by FARA's Executive Board, FARA's Secretariat and FARA's development partners. It is a management tool designed to ensure that the decision makers and actors in the Forum and in FARA's Secretariat know both what they are expected to deliver, and what human, financial and physical resources they will have to work with.

The MTOP is nested within FARA's overall Strategic Plan. The Networking Support Functions and FARA's initiatives and projects are nested within the structure of FARA as a Forum. This type of nesting ensures that not only are all initiatives, activities and outputs consonant with the overall Strategic Plan, but also that each Networking Support Function, project or activity can identify exactly how it fits into the Plan.

This MTOP's logframe is presented in tables 10. It outlines the five results results; their indicators, baselines and targets for 2012 at the highest level of aggregation. It also list sources of verification for the targets. Tables 11 to 15 present the results frameworks¹¹ for NSF1 to NSF 5 while Table 16 presents the results framework for the corporate governance reform stream.

¹¹ The results framework lists the outputs for NSF; and for each output, its indicator(s), baseline, target in 2012 and source of verification.



Table 10: FARA Secretariat MTOP Logical Framework 2008-2012

Narrative Summary	Indicators	Means of verification	Assumptions
<p>General Objective Contribute to sustainable achievement of high broad-based agricultural growth in Africa.</p>	<p>Agricultural growth rate improved and maintained at or above 6% per annum by or between 2012 and 2015</p>	<p>CAADP M&E reports African Development Bank Statistics Ministries of Agriculture and Finance National accounts World bank FAO</p>	<p>Other CAADP Pillars increasingly contribute to a supportive agricultural environment Other non-agricultural R&D sectors positively respond to the needs of the rural and urban poor</p>
<p>Specific Objective Contribute to sustainable improvement of broad-based agricultural productivity, competitiveness and markets in Africa.</p>	<p>10% increased productivity over 2007 levels in agricultural productivity per unit priority crop, livestock and fisheries by 2012¹²</p>	<p>CAADP M&E reports Ministries of Agriculture and Finance National accounts World Bank FAO</p>	<p>Potential for market expansion exists and is realized Strategies for climate change adaptation and mitigation in place HIV-AIDS, malaria, tuberculosis and other key diseases are mitigated</p>

¹² From CAADP M&E indicators at the "outcome level"



Results	Indicators	Baseline	Target by 2012	Means of Verification
1. Appropriate institutional and organisational arrangements for regional agricultural research and development established	Number of countries and regional economic communities (RECs) having and implementing strategies and operational plans for reforming the way agricultural research and development is organized to form effective and efficient NARS ¹³	African ARD is largely modeled along a pipeline research-dissemination-adoption approach where research and development are organized as independent activities. FARA-led consultations show growing realization of the need for reform in the way ARD is organized and the way its institutions function.	At least 10 countries and all RECs involved in CAADP implement strategies for reforming the organization of their ARD into effective and efficient NARS	NSF 1 reports SRO reports REC reports NARI/NARS reports CAADP/IFPRI-ReSAKKS reports
2. Broad-based stakeholders (including women and women's organizations) have access to knowledge and technology necessary for innovation in a gender sensitive manner	Number of NARS having and implementing comprehensive strategies for improving access to agricultural knowledge and technologies.	A limited number of NARS have comprehensive strategies for enhancing knowledge management and access to technologies as reported in the 2004 NARS assessment	At least 12 NARS have and are implementing comprehensive strategies for improving access to agricultural knowledge and technologies	NSF 2 reports NARS report FARA progress reports Institutional strategies of NARS
3. Strategic decision making options for policy, institutions and markets developed in a gender sensitive manner	Enhanced evidence-based policy formulation in support of institutional and market innovations Ratio of men to women participants involved in policy development processes	Existing productivity frameworks and strategies, household data and market information systems To be established	Increased availability of evidence-based strategic policy options for agricultural policy makers A significant increase in the proportion of women involved in policy development processes	NSF 3 reports; AU-NEPAD reports; REC reports FARA & SRO progress reports National government agencies' reports

¹³ NARS comprise all major actors involved in agricultural innovation organized and functioning in a systemic fashion to generate, diffuse and apply agricultural knowledge. The actors include national agricultural research institutes (NARIs), tertiary education institutions, agricultural extension services, non-government organisations working in the agricultural sector, farmer organisations and agri-business actors. Part of FARA's mission is to support the evolution of NARS to function as efficient and effective systems constituted by and drawing on the active involvement of all the relevant actors.



Results	Indicators	Baseline	Target by 2012	Means of Verification
4. Human, institutional and organizational capacity for agricultural innovation developed	<p>A validated strategy for strengthening national and regional capacities for agricultural innovation and number of countries and sub regions to which it is up scaled.</p> <p>Ratio of men to women involved in capacity building activities</p>	<p>The 2004 NARS assessment report, scoping studies of SCARDA's inception phase and the World Bank report on African tertiary agricultural training identify capacity deficiencies in agricultural innovation</p> <p>To be established</p>	<p>A strategy for strengthening national and regional capacities for agricultural innovation is in place and up-scaled to 9 countries and all sub regions.</p> <p>A significant increase in the proportion of women involved in policy development processes</p>	<p>NSF 4 reports SCARDA progress reports SCARDA focal institution reports FARA progress reports NARS reports SRO reports</p>
5. Platforms for agricultural innovation supported	Evidence of effectiveness including cost-benefit analysis of innovation platforms established and disseminated	To be established through the SSA CP	Lessons learned in establishing and validating the effectiveness of innovation platforms published and disseminated to all NARS, SROs and donors	<p>NSF 5 reports SSA CP reports SRO reports NARS reports</p>



Table 11: NSF 1 (Advocacy and Resource Mobilization) Results Framework 2008-2012

Outputs	Indicators	Baseline 2008	Target 2012	Source of Verification
1.1. CAADP Pillar IV interests in compacts and agricultural productivity programs effectively supported	Number of national and regional economic community compacts that integrate FAAP principles	CAADP roundtable processes initiated in 8 countries in COMESA and in 11 countries in ECOWAS; only Rwanda Compact completed, but with little emphasis on agricultural research	At least 10 country compacts ¹⁴ and all regional economic community compacts integrate FAAP principles	NSF 1 reports SRO reports REC reports NARI/NARS reports National government reports on CAADP progress CAADP-IFPRI/ReSAKKS reports
	Assessment of FARA's contribution to the CAADP process by stakeholders (including NEPAD, SROs)	FARA is the first CAADP Pillar that developed a framework. No systematic feedback on / assessment of FARA's performance undertaken.	Clear acknowledgement of FARA's role in the CAADP processes by key CAADP stakeholders (NEPAD, SROs, RECs and expert reference groups)	Feedback received from key CAADP stakeholders (as part of CAADP and FARA's M&E system, which uses increasingly client feedback to develop qualitative indicators that assess the effectiveness of FARA's influencing role).
1.2. Increased investment in systems to facilitate gender equitable access to knowledge and technologies by African governments and institutions effectively advocated	Number of investment plans on ICT developed at national (NARS) and sub-regional (SRO) level	2004 NARS Assessment reported limited investments of NARS in systems to enhance access to knowledge and technology dissemination	All SROs and at least 10 NARS have ICT investment plans.	NSF 2 reports SRO reports NARS reports Investment plans IFPRI-ASTI reports
1.3 Evidence-based ARD policy making in the CAADP process supported	Number of policy briefs on institutional and market innovations produced and disseminated	None available yet	At least 10 policy briefs on institutional and market innovations produced by FARA secretariat	FARA reports and publications NARS publications
	Number of policy dialogues supported	FARA has supported the participation of African stakeholders in policy dialogues on Biotechnology and Biosafety	At least 10 policy dialogues supported by the FARA secretariat	Proceedings of Policy dialogues

¹⁴ At the time of writing there was confidence that by end of 2010, ten COMESA countries, eight ECOWAS countries and four ECCAS countries will have initiated CAADP implementation. However, the FARA Secretariat is just one player in the CAADP arena which does not have great influence in the progress of CAADP as a whole.



Outputs	Indicators	Baseline 2008	Target 2012	Source of Verification
1.4. National agricultural research systems reform processes effectively supported	Gender sensitive processes to help NARIs improve their strategies and operations in working with non-traditional research actors supported	Most NARIs lack clear strategy or operational systems and processes for supporting innovation	At least 10 NARIs functioning with appropriate strategies and operational systems to support innovation	NARI reviews SRO reports FARA progress reports, Expert Reference Group Reports CAADP, FARA M&E system
	Assessment of FARA's contribution to NARS and SRO reform processes, including the application of best practices in management, governance, gender mainstreaming and financial practices	FARA consults with and advises SROs, but no systematic assessment of FARA's role in the NARS and SRO reform process has been undertaken.	Clear acknowledgement of FARA's role in the NARS and SRO reform process by stakeholders.	Feedback received from stakeholders (see 1.1).
1.5 Resources to support innovation platforms and regional alliances mobilized for CAADP Pillar IV priorities	Number of investment plans for FARA-supported innovation platforms and regional alliances	FARA supported innovation platforms and regional alliances have not developed investment plans.	10 investment plans developed by FARA supported innovation platforms and regional alliances are funded	FARA progress reports NARS report Donor reports



Table 12: NSF 2 (Access to Knowledge and Technologies) Results Framework 2008-2012

Outputs for NSF2	Indicator	Baseline (2008)	Target (2012)	Source of verification
2.1. Guidelines for developing gender sensitive national strategies aimed at enhancing access to knowledge and technologies identified and disseminated	Number of national and subregional guidelines on agricultural information and learning systems developed.	Few countries have elaborated national guidelines on agricultural information and learning system, e.g. Kenya, Ghana, Uganda	Eight African countries have national guidelines on agricultural information and learning systems	NSF 2 reports SRO reports NARS reports
	Number of gender sensitive strategies which promote gender equitable access to knowledge and technologies.	SROs have not yet developed their guidelines on knowledge and technologies	3 SROs have guidelines on gender equitable access to knowledge and technologies	
2.2. Appropriate gender sensitive tools to facilitate access to knowledge and dissemination of technologies identified and disseminated	Number of appropriate gender sensitive knowledge sharing tools identified and used by national RAILS learning teams	Tools for knowledge sharing not tailored to the needs of national institutions or gender sensitive	At least three appropriate, gender sensitive and tailored knowledge sharing tools identified and used by national RAILS learning teams	NSF 2 reports SRO and NARS reports RAILS progress reports
	Number of African countries with functional RAILS learning teams facilitating knowledge exchange and technology dissemination among RAILS stakeholders	RAIS 2004 regional assessment showed lacking capacity to facilitate knowledge exchange and disseminate technologies among RAILS stakeholders	20 African countries have functional multi-stakeholder national RAILS learning teams	FARA stakeholder feedback on improved capacity to facilitate knowledge sharing RAILS progress reports
	Number of dissemination pathways and approaches validated and used by DONATA network to promote innovation and exchange information on crops, fishery, livestock and natural resource management	2005 FARA NARS Assessment reported uncoordinated and undocumented dissemination pathways across the region	Each sub region in Africa has at least dissemination pathways for 2 of its research priority commodities	NSF 2 reports SRO reports NARS reports DONATA progress report
2.3. Increased access to channels for communicating policy outcomes and market information supported	A comprehensive strategy for increasing access to information on policy outcomes validated	To be established	Strategies for improving access to information on policy issues adopted by all RAILS actors	FARA report NSF reports RAILS progress reports
	Assessment of effectiveness of communication channels by NARS and SRO secretariats	To be established	At least 35% of NARS and all SRO secretariats indicate satisfaction with their access to channels that communicate policy outcomes and market information	FARA progress report Feedback from NARS
2.4. Mainstreaming of gender sensitive knowledge management in African ARD institutions (including women's organisations) supported	Number of African ARD organisations (including women's organisations) mainstreaming gender sensitive knowledge management in their strategies and operational systems and processes	Limited number of NARS have common understanding and policies on knowledge management as reported in the 2004 NARS assessment	At least 12 African ARD organisation mainstream knowledge management in their institutional strategies	NARS report FARA progress reports Institutional strategies of NARS



Outputs for NSF2	Indicator	Baseline (2008)	Target (2012)	Source of verification
2.5. African platform to facilitate gender equitable access to knowledge and technologies established and supported	A continent-wide gender platform sensitive on knowledge sharing and technology dissemination	A platform with continent-wide mandate on knowledge sharing and technology dissemination does not exist.	A gender sensitive platform established at continental level with strong sub regional and national support as its building blocks	NSF 2 reports
	Assessment of African platform in enhancing access to knowledge and technologies, disaggregated by sex.	To be established	35% of platform stakeholders indicate satisfaction with their access to knowledge and technologies	Report on survey of platforms members RAILS and DONATA progress reports



Table 13: NSF 3 (Regional Policies and Markets) Results Framework 2008 - 2012

Outputs NSF3	Indicator	Baseline (2008)	Target (2012)	Source of verification
3.1. Tools and approaches for formulating appropriate (including gender sensitive) policies and decision making options synthesized and disseminated	Number of sub-regional organizations and national agencies accessing and using gender sensitive tools and approaches in policy analyses and evidence-based decision making	A limited number of national agencies have access to tools and approaches in formulating evidence-based policies related to agricultural productivity	Tools and approaches used by 3 SROs and NARS and government ministries in 10 countries	NSF 3 reports SRO progress reports NARS reports National government agencies' reports Assessment reports
3.2. Information on strategic policy and market issues for regional trade and innovation synthesized and shared	Synthesis report summarising lessons learnt from market information systems in Africa and opportunities for linkages	There are numerous market information systems in place, comparative studies to assess their effectiveness and potential for synergistic linkages have only been initiated	Synthesis study produced and disseminated to NARS and SROs	NSF 3 reports Synthesis study document and distribution list
	Briefing papers on regional policy and market issues informing decisions	Research on regional trade and market policies is carried out by e.g. IFPRI and others, but this information is not synthesized and widely disseminated	2 briefings per year produced	Briefing papers and distribution list NSF 3 reports
3.3 Strengthening of capacity for regional policy and trade negotiations supported	Number of African experts supported to improve their participation in regional policy and international treaty negotiations	FARA and PRRI supported the participation of some ARD experts to participate in Meeting of the Parties (MOP) and Conference of the Parties (COP) of the Cartagena Protocol	20 African experts from all sub regions identified as resource persons on regional and international treaties and negotiations	FARA and SRO progress reports PRRI reports COP & MOP reports Regional economic community reports National government agencies' reports
3.4. Mainstreaming of policy and market analysis in curricula for agricultural education supported	Number of higher education institutions with contextualised policy and market analyses in curricula	Some contextualised agricultural policy and market analyses exist outside mainstream agricultural education but have not been taken up in tertiary education.	At least 10 higher education institutions in Africa have contextualised policy and market analysis in their agricultural curricula	Higher education institutions reports NSF 3 reports NSF 4 Reports
3.5. Enabling gender sensitive policy options for supporting innovation systems and value chain approaches through multi-stakeholder partnerships developed	Number of SROs and NARS affirmatively promoting gender sensitive multi-stakeholder approaches in productivity enhancing strategies and frameworks	SROs have embraced multi-stakeholder innovation partnership approaches as a key tool for improving productivity but NARS are still relying on the linear research-extension-farmer approach.	At least 10 NARS and all SROs are supporting multi-stakeholder innovation partnership approaches	FARA & SRO progress reports National government agencies' reports



Table 14: NSF 4 (Capacity Strengthening) Results Framework 2008-2012

Outputs	Indicators	Baseline (2008)	Target (2012)	Sources of verification
4.1 Gender sensitive actions to strengthen institutional and human capacity for agricultural innovation in Africa piloted and documented	Number of tertiary education institutions with strategies to address identified competency gaps in agricultural value chains	World Bank report on African tertiary agricultural education indicates weaknesses in curricula, approaches to teaching and learning, and context of training resources	12 tertiary education institutions with revised curricula, up-to-date approaches to learning and using contextually appropriate training resources	SCARDA reports NSF 4 reports Tertiary education network reports, e.g., ANAFE and RUFORUM reports FARA progress reports
	Incremental staffing and competency requirements for implementing the proposed agricultural productivity programmes (APPs)	To be established	ARD capacity stock taking findings incorporated in 25 national APPs	
	A capacity strengthening and change management programme in place and disseminated	To be established	11 SCARDA focal institutions and 12 non-focal institutions adopt the change management programme	
	Ratio of men to women involved in all capacity building activities		A significant improvement in the percentage of women involved in capacity building activities	
4.2 Improved and gender sensitive teaching and learning methods and tools including ICT developed and disseminated	Number of open-access training resources adaptable to the variety of contexts in African ARD developed and disseminated	To be established	4 pilot open-access and gender sensitive training resources developed and disseminated	University records NSF 4 report FARA, SRO, NARS progress reports
	Number of open-access resources available to women groups and/or women stakeholders		4 pilot open-access and gender sensitive training resources available to women stakeholders	
4.4 Improved quality of science in ARD supported	A novel approach to improving science quality, research management and professional development validated and disseminated	To be established	Approach for achieving science quality, improved research management and professional development up-scaled to 9 NARS.	NSF 4 reports SCARDA reports FARA reports
4.5 Skills for facilitating gender sensitive partnership building and sustaining strategic alliances embedded in curricula	Number of tertiary education courses providing training in facilitating the building and sustaining of partnerships and strategic alliances in a gender sensitive manner.	Consultations indicate that agricultural curricula in Africa does not provide for training in the facilitation of partnerships	25% of tertiary education courses providing training in facilitating the building and sustaining of partnerships and strategic alliances	University reports and records NSF 4 Reports



Table 15: NSF 5 (Partnerships and Strategic Alliances) Results Framework 2008 - 2012

Outputs for NSF 5	Indicators	Baseline (2008)	Target (2012)	Sources of verification
5.1. Good practices for improving the effectiveness of ARD institutions (including women's organizations) through partnerships and strategic alliances generated, synthesized and disseminated	Number of publications on good partnership practices and experiences produced and disseminated	A comprehensive synthesis of good practices for establishing partnerships for improving the effectiveness of ARD institutions is lacking	4 publications on lessons learnt and good practices on using partnerships to improve effectiveness of ARD institutions and organisations produced and disseminated	NSF 5 reports FARA progress reports
	Assessment of the application and impact of the good partnership practices developed and disseminated by FARA	To be established	10 NARS indicate satisfaction with their application of good partnership practices disseminated by FARA	Survey reports
5.2 Improved gender equitable access to information on processes and management of partnerships and regional alliances	Percentage of FARA constituents, disaggregated by sex, who use FARA sources as reference for information on partnerships	To be established	10% of FARA constituents use FARA sources as reference for 20% of their information on partnerships.	NSF 2 and NSF 5 reports
5.3 Gender sensitive partnership approaches for engaging decision makers in smallholder policy and commodity chain issues identified and disseminated	A report documenting partnership approaches for engaging decision makers in smallholder policy and commodity chain issues	To be established	A report documenting partnership approaches for engaging decision makers in smallholder policy and commodity chain issues disseminated to all NARS	NSF 5 reports, SSA CP reports Scientific publications
	Percentage of approaches that incorporate gender considerations		80% of approaches incorporate gender considerations	
	Assessment of the application of the partnership approaches	To be established	15% of NARS use partnership approaches for engaging decision makers in small holder policy and market issues.	
5.4 Guidelines for enhancing agricultural innovation capacity through partnerships and strategic alliances developed and disseminated	A set of guidelines for enhancing agricultural innovation capacity through partnerships and strategic alliances	Some guidelines exist but they only address subsets of partnership issues around value chains	A set of guidelines developed and disseminated to all NARS	NSF 5 reports FARA publications and reports
5.5 Increased effectiveness in the functioning of innovation platforms and regional alliances supported	Report on ex-post evaluation and outcome mapping of innovation platforms	To be established through the SSA CP	Report on ex-post evaluation and outcome mapping of innovation platforms shared with NARS and development partners	SSA CP reports NSF 5 reports NARS reports SRO reports



Table 16: Corporate Governance Reform Stream Results Framework 2008-2012

Outputs	Indicators	Baseline 2008	Target 2012	Source of Verification
6.1 FARA Board composition, operations and performance of responsibilities enhanced	Assessment of FARA Board's performance and accountability by stakeholders	To be established	FARA General Assembly is satisfied with the Board's performance and accountability	FARA General Assembly Report Feedback from stakeholder groups
	Extent to which the skills composition of Board members covers required competencies	Current FARA Board is lacking certain governance and management skills	FARA Board membership has the full complement of competences required to effectively undertake all governance and management responsibilities	Board reports and minutes Membership CVs and profiles Self-evaluations of the Board's performance
	Number of FARA corporate governance reviews conducted	Joint External Evaluation (2006) External Programme Management Review (2007)	At least 2 corporate governance reviews conducted and their recommendations implemented by FARA	Governance review reports External review reports Governance reform stream reports General Assembly proceedings
6.2 Internal organization, management, gender sensitivity, and accountability of FARA and SRO Secretariats improved	Assessment of performance effectiveness and efficiency of FARA and SRO Secretariats	Joint External Evaluation (2006), Annual audit reviews, External Programme Management Review (2007) and independent World Bank/CGIAR secretariat review (2005) and similar reviews of the SROs.	FARA and SRO Operational Plans' deliverables accomplished on target, on budget and on time.	Management reviews EPMR and other external reviews Financial and audit reviews FARA and SRO M&E
	Gender equality action plan implemented	Gender audit of secretariat is on going and equality action plan is due to be finalized in July 2008	Gender equality fully mainstreamed by the FARA secretariat	
6.3 Strategy for strengthening capacity for gender analysis and mainstreaming gender equality in the implementation of CAADP Pillar IV developed and advocated.	Strategy developed and advocated	To be established	Strategy developed and disseminated to all countries	
	Number of country compacts that embrace the mainstreaming of gender equality with regard to CAADP pillar IV.	To be established	At least 8 country compacts provide for mainstreaming of gender equality with regard to Pillar IV.	
6.4 Good governance principles and practices synthesized, disseminated and internalized (by FARA and SROs)	Number of forums on corporate governance organized	Corporate governance training organized in 2006, Management and leadership training organized in 2008. FARA supports participation of its management, SRO and NARS leaders to CGIAR leadership courses.	A session on corporate governance included in the SRO-FARA retreats. 4 training and information exchange forums on corporate governance organized	FARA and SRO Board reports FARA-SRO retreat reports Training reports Back to office reports of attendees
	Adoption of improved gender sensitive governance practices by FARA and SROs	Exchange of governance policies between FARA and the SROs has been adhoc	FARA and all SROs adopt improved governance practices	FARA and SRO reviews



Annex 2 A synthesis of FARA's Strategic Plan 2007 – 2016

FARA's Key Strategic Statements

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

FARA's Mission: The creation of broad-based improvements in agricultural productivity, competitiveness and markets by supporting Africa's sub-regional organisations in strengthening capacity for agricultural innovation.

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

FARA's *Super Objective* is to sustainably reduce **African food insecurity and poverty** and enhance **environmental conditions**. This is to be done by **contributing to sustainable achievement of high broad-based agricultural growth in Africa** (*General Objective*). FARA will make this contribution by achieving its *Specific Objective* of contributing to **sustainable improvement of broad-based agricultural productivity, competitiveness and markets**.

FARA's 2007-2011 Medium Term and Operational Plan

Key to this is the delivery of the five Results listed in Table 1, which respond to the priorities expressed by FARA's clients. These Results reflect FARA's comparative advantage and are designed to complement and add value to the strategies and programmes of partners. The Results are being delivered through the provision of networking support to the SROs by FARA. The achievement of these inter-related and inter-dependent outcomes requires five Networking Support Functions that are responsible for overseeing, facilitating and co-ordinating five portfolios of initiatives endorsed by FARA's General Assembly. Table 17 shows the cause and effect links leading from Activities to the Super Objective.

Table 17 FARA's 2007- 2011 activities, results, specific and high order objectives

<p>Super Objective: African food insecurity and poverty sustainably reduced and environmental conditions enhanced – <i>FARA contributes to this through its General Objective</i></p>	<p>Provided Assumptions hold</p>
<p>General Objective: Contribute to sustainable achievement of high broad-based agricultural growth in Africa – <i>FARA pursues this by achieving its Specific Objective</i></p>	
<p>Specific Objective: Contribute to sustainable improvement of broad-based agricultural productivity, competitiveness and markets in Africa – <i>this is achieved through the delivery of five Results</i></p>	
<p>Results:</p> <ol style="list-style-type: none"> 1. Appropriate institutional and organisational arrangements for regional agricultural research and development established 2. Broad-based stakeholders (including women and women's organizations) have access to knowledge and technology necessary for innovation in a gender sensitive manner 3. Strategic decision making options for policy, institutions and markets developed in a gender sensitive manner 4. Human, institutional and organizational capacity for agricultural innovation developed in a gender sensitive manner 5. Platforms for agricultural innovation supported <p>– <i>these Results are delivered through completion of Activities</i></p>	
<p>Activities: Advocacy and resource mobilisation – Access to knowledge and technologies – Regional policies and markets – Capacity strengthening – Partnerships and strategic alliances – <i>these activities are completed using available resources</i></p>	



The Strategic Plan notes that failures in any one of these interlinked requirements would impede the ability of the SROs and NARS to have the impact expected of them. In each case there are some critical constraints that can be best addressed from a single continental perspective, for which FARA is uniquely placed.

Development of the FARA Secretariat's Medium Term and Operational Plan, 2007-2011

The **2007 – 2011 Medium Term and Operational Plan** (MTO) lays out the initiatives and activities by which the Forum is implementing the five Networking Support Functions outlined in its Strategic Plan. The MTO sets out how FARA has internalised and acted on its core principles and addressed the cross-cutting issues. It provides benchmarks and milestones for measuring progress towards FARA's Strategic Objective. These are set out in the Logical Framework (Annex 1).

FARA's Core Principles and Crosscutting Issues¹⁵

Africa's leaders see agriculture as an engine for overall economic development. Sustained agricultural growth at a much higher rate than in the past will be crucial for reducing hunger and poverty across the continent, in line with Millennium Development Goals. The African Union's New Partnership for African Development (AU-NEPAD) has issued a Comprehensive Africa Agriculture Development Programme (CAADP) which describes African leaders' collective vision for how this can be achieved. It sets an ambitious goal of 6% growth per annum for the sector.

A key component of the vision calls for improving agricultural productivity through enabling and accelerating innovation. CAADP Pillar IV constitutes NEPAD's strategy for revitalising, expanding and reforming Africa's agricultural research, technology dissemination, and adoption efforts. Currently, chronic shortcomings afflict many of the continent's agricultural productivity programs. This explains the historical underperformance of the sector and the current plight of African farmers.

FARA has the unique and challenging responsibility of bringing together and influencing the actions and behaviours of the highly diverse group of constituencies, institutions, and individuals that forms an equally diverse culture for collectively supporting Africa's agricultural growth and productivity. Accordingly, FARA's Secretariat has a responsibility to develop and demonstrate a culture of excellence and:

- earn the confidence and support of critical international and African constituencies as a dependable, trustworthy, and competent African institution
- successfully persuade key partners, through provision of exemplary leadership, to enthusiastically participate in and deliver the services, knowledge, and products needed to achieve the objectives of CAADP and encourage adherence with the sound principles and best practices that have been set out in the Framework for African Agricultural Productivity (FAAP)
- avoid actions and behaviours that could be viewed as indirect competition with, or duplication of the efforts of, national and/or sub regional organisations.

¹⁵ For a more detailed and analytical description of cross-cutting issues (such as gender, environmental and health issues, Part 3), see Annex 1 and the Companion Volume to the Strategic Plan. The latter document also includes additional descriptive detail on such issues as FARA's approach to mainstreaming measures to address HIV and AIDS.



Annex 3 A synthesis of the Framework for African Agricultural Productivity (FAAP)

Consultations with agricultural leaders, agricultural professionals, agri-businesses, and farmers have shown that there is substantial agreement that institutional issues, such as capacity weaknesses, insufficient end user and private sector involvement, and ineffective farmer support systems, persist in most of Africa's agricultural productivity programs and organisations, hampering progress in the sector.

The FAAP brings together the essential ingredients needed for the evolution of African national agricultural productivity programs. A number of guiding principles have been derived from consultation with Africa's agriculturists and with their development partners. FAAP indicates how such best practice can be employed to improve agricultural productivity in Africa. Beyond improving the performance of individual initiatives, FAAP also highlights the need to replicate and expand such programs through increased levels of investment. It also stresses how increased funding must be made available through much less fragmented mechanisms than has been the case in the past. The harmonisation of Africa's own resources with those of development partners therefore needs to be placed high on the agenda.

The FAAP has been developed as a tool to help stakeholders come together to bring these political, financial, and technical resources to bear in addressing problems and strengthening Africa's capacity for agricultural innovation.

The implementation of CAADP Pillar IV is led by FARA at the continental level, by the SROs at the sub-regional level, and by national agricultural research and extension systems at the national level. In performing its functions, FARA complies with the guidelines and principles set out in FAAP. FAAP advocates for compliance by its stakeholders at sub-regional, national and international levels, and calls for:

- Reforms to agricultural institutions and services,
- Increases in the scale of agricultural productivity investments, and
- Aligned and coordinated financial support.

In addition to supporting agricultural research, FAAP calls for the empowerment of producers and their organisations, and the strengthening of agricultural advisory services and agricultural training and education. FARA's five Networking Support Functions are in accord with, and support, these guidelines.



Annex 4 The FARA Secretariat's development partners

FARA stakeholders are indebted to the generosity of the governments, development agencies and foundations listed in Table 18, without whose support the concept of FARA would have floundered. The purpose of FARA's resource mobilisation activities is to raise funds for work in the field that will benefit the livelihoods of smallholders, pastoralists and low-income consumers, and consequently that is where the bulk of the funds are destined. FARA also advocates for increased investment in African agricultural research and development through sub-regional and national level funding mechanisms. To ensure that these funds are not duplicative, there will be clear tracking of funds provided through FARA to institutions at these levels. This will provide information on the total investment in African agricultural research and development which will help harmonise and improve the quality of investments.

Table 18 Donors that have supported FARA's activities

Development Partner	Essential continuing activities	Time-bound activities
African Development Bank		RAILS and DONATA
Canada	FARA Secretariat	
European Commission		SSA CP
France		SSA CP
Ireland	FARA Secretariat	FARA 3rd and 4th General Assemblies
Italy	FARA Secretariat	SSA CP
The Netherlands	FARA Secretariat	SSA CP
United Kingdom	FARA Secretariat	SCARDA, SADC-MAPP & SSA CP
Denmark		SSA CP
Norway		SSA CP
Rockefeller Foundation		ABBI and SSA CP
Germany		FARA 3rd General Assembly
USA	FARA Secretariat	
World Bank	FARA Secretariat	SSA CP



Annex 5 FARA Secretariat staffing

Executive Director's Staff

Executive Director

Answerable to FARA's Executive Board, the Executive Director is the chief administrative officer and FARA's statutory representative. S/he provides leadership and is responsible for the implementation of the Strategic Plan and for achieving FARA's Specific Objective. S/he is responsible for the management of FARA's Secretariat, including the recruitment and supervision of Secretariat staff, and must ensure that they are of the highest quality. S/he is also responsible for the protection of the Secretariat's tangible and intangible assets, and the maintenance of the highest standards of accounting and accountability, which includes keeping overheads and transactions costs to a minimum.

S/he is also accountable to the stakeholders for delivery of the results expected from the Networking Support Functions, and must engage FARA stakeholders in the work of representing FARA. Assistance in accomplishing these tasks is provided by the following:

Legal Affairs Officer

The Legal Affairs Officer reports directly to the Executive Director, providing advice on the legalities of all contracts entered into by the FARA Secretariat and on intellectual property and other legal issues that might arise. S/he also works closely with the Director of Human Resources, Finance and Administration to ensure that all negotiated details are appropriately included in contracts made between the FARA Secretariat and its diverse partners and collaborators. S/he assists in monitoring the performance of contracts and deliverables to ensure that the obligations are honoured by all parties.

Technical Adviser

The Technical Adviser assists the Executive Director by conducting background research that is required for the preparation of the constant stream of papers and presentations that he has to make on a wide range of issues affecting African agricultural research and development. The knowledge hubs established by the Networking Support Function offices will be the primary source of information for this. This position, which is held for between 24 and 36 months, provides opportunities for outstanding young Africans to gain wide experience in their early careers.

Corporate Governance Reform Team Leader

Answerable to Executive Director, the Corporate Governance Team Leader is to provide leadership and facilitate the evolution of internal capability and capacity of the Secretariat to deliver the MTOP in order to improve support to its stakeholders. S/he will ensure strong internal management processes and structures including Information Technology, the capabilities and responsibilities of the people working for the Secretariat and the corporate governance and accountability mechanisms for effective and efficient support of CAADP Pillar IV implementation.

Expert Assistant to corporate governance reform unit

The Expert Assistant will work closely with the Corporate Governance Team Leader to support the reform of internal management processes and structures including Information Technology, the capabilities and responsibilities of the people working for the Secretariat and the corporate governance and accountability mechanisms for effective and efficient implementation of the MTOP and CAADP Pillar IV implementation.

Internal Auditor

The Internal Auditor reports directly to the Executive Director and, when required, to the Executive Board. S/he is expected to accept responsibility for ensuring that all human resources, and



administrative and financial procedures are conducted in accordance with the highest standards of probity and FARA's set procedures, and that the reports pertaining to them are factual and complete. S/he acts independently of all other offices and has unhindered access to all of FARA's offices, accounts, records and assets.

Deputy Executive Director

The Deputy Executive Director is responsible to the Executive Director for the efficient and effective functioning of the five Networking Support Functions. S/he supports and advises the Function Directors to ensure the delivery of the expected results and that they act in concert with and add value to each other. S/he also acts for the Executive Director when s/he is absent or indisposed.

The Deputy Executive Director is also responsible for liaising with the Commission of the African Union and AU-NEPAD. This entails (i) keeping the Executive Director informed of developments related to Pillar IV at these agencies and (ii) representing the Executive Director in the day-to-day activities that concern the three closely allied institutions. S/he is also expected to provide a link to the major United Nations agencies located in Africa, including, but not limited to, the UN Economic Commission for Africa (UN-ECA), the United Nations Environment Programme (UNEP), and the United Nations Sahelian Office (UNSO).

Monitoring and Evaluation Specialist

The Monitoring and Evaluation Specialist is responsible to the Deputy Executive Director for providing managers at all levels with information and advice on the progress of FARA's activity. This information and advice will be provided in a form and within the time required for decisions to be made that aim to improve the performance (i) of specific activities, (ii) of FARA's Secretariat, and (iii) of the Forum as a whole. S/he is expected to develop and implement an M&E system that will aid learning and accountability both within the FARA Secretariat and among FARA's stakeholders or key partners engaged in implementing the different regional initiatives and projects.

Director of Human Resources, Finance and Administration Staff

Director of Human Resources, Finance and Administration

The Director of Human Resources, Administration and Finance is responsible to the Executive Director for ensuring that the FARA Secretariat can recruit and retain the highest calibre staff. S/he manages FARA Secretariat's logistics and physical assets and finances.

This position is held by a well qualified and experienced accountant administrator. S/he may initially also head either the Finance or Human Resources and Administration sections, depending on his/her background. S/he is expected to accept responsibility for maintaining the highest standards of financial probity and adherence with international accounting standards and the terms and conditions of all financial agreements entered into by FARA Secretariat.

Head of Human Resources and Administration

The Head of Human Resources and Administration is an experienced human resources specialist with a sound background in administration. S/he is responsible to the Director of Human Resources, Finance and Administration for ensuring that the FARA Secretariat can recruit and retain staff of the highest calibre and for managing the Secretariat's physical assets and equipment, and logistics.

Head of Finance

The Head of Finance is a fully qualified accountant with a sound background in organisation, project finances and donor requirements. S/he is responsible to the Director of Human Resources, Finance and Administration for ensuring that all the FARA Secretariat's transactions are managed to international accounting standards and in accordance with agreements entered into by the Secretariat.



Networking Support Function Staff

Overview

Networking Support Function Directors are expected to accept responsibility for turning the Functions into centres of excellence and knowledge in their areas of specialisation. The incumbents are well qualified and experienced persons capable of bringing credit and credibility to FARA in their subject areas. They are established and successful managers with the capacity to inspire, catalyse, facilitate and mentor the work of others, including young professionals.

In addition to a Director, each Networking Support Function will have such staff as are required to carry out their functions. However, it should be noted that, in keeping with the FARA Secretariat being a lean organisation, where the work load allows the Directors may also accept responsibility for leading one of their Function's projects.

Networking Support Function 1

NSF 1 Director

The NSF 1 Director is responsible for creating a knowledge centre for advocacy and resource mobilisation for agriculture and natural resource management. Key to this is knowledge of regional and international policies and priorities regarding African agricultural research and development. S/he stays well informed of policy trends and biases that affect investments in African agriculture and natural resource management. The information used to do this must be obtained from both African and non-African sources. S/he will also be expected to quickly and eloquently produce well thought out evidence-based advocacy and resource mobilisation materials.

NSF 1 Technical Officer

The NSF 1 technical assistant assists the NSF 1 director in maintaining and updating the knowledge centre for advocacy and resource mobilisation for agriculture and natural resource management.

Networking Support Function 2

NSF 2 Director

The NSF 2 Director is an information expert with wide knowledge of African and global agricultural information and learning systems and their constraints and best practices. S/he contributes to establishing the FARA Secretariat as a learning institution and knowledge hub in the areas of agricultural information, learning and technology dissemination.

NSF 2 Communications and Public Awareness Specialist

The NSF 2 Communications and Public Awareness Specialist is based in Function 2 because, although these are institute-wide responsibilities, NSF2 will be the biggest producer of communications and public awareness materials. S/he will be responsible for developing and backstopping a high-quality and cost-effective corporate communications strategy for FARA that reaches out to and engages all categories of constituents and stakeholders.

RAILS Project Officer

The RAILS Project Officer is responsible for the information and knowledge exchange function and for providing support for project coordination.

DONATA Project Officer

The DONATA Project Officer is responsible for the technology dissemination function and for providing support for project coordination.



Networking Support Function 3

NSF 3 Director

The NSF 3 Director contributes to the establishment of the FARA Secretariat as a learning institution and knowledge hub in the areas of agricultural policies and markets.

NSF 3 Policy and Markets Analyst

The Policy and Markets Analyst establishes and guides the common agenda with IFPRI-ISNAR, in order to make it possible to use their research findings in the Secretariat's policy and advocacy statements. With this capacity, the Secretariat engages IFPRI-ISNAR and regional policy institutions and think tanks in policy studies to establish an African player in the policy arena.

Networking Support Function 4

NSF 4 Director

The NSF 4 Director plays a major role in backstopping capacity strengthening projects. S/he contributes to the establishment of the FARA Secretariat as a learning institution and knowledge hub in relation to capacity strengthening. S/he will be expected to maintain a strong network of contacts not only amongst capacity strengthening institutions and networks but also among the institutions that require capacity strengthening. A major objective will be to try to ensure that the different capacity strengthening initiatives work in harmony and that all the critical gaps are filled. The NSF4 Director serves as SCARDA Project Coordinator to coordinate the project and ensure that it takes full advantage of continental comparative advantages through information exchange and shared learning.

SCARDA Project Officer

The SCARDA Project Officer supports the SROs in strengthening the capacity of agricultural research.

BASIC Project Officer

The BASIC Project Officer supports the SROs in raising the quality and relevance of agricultural education.

NSF 5 specialist staff

NSF 5 Director

The NSF 5 Director plays a major role in backstopping the SSA CP and PAEPARD projects. S/he contributes to the establishment of the FARA Secretariat as a learning institution and knowledge hub working in effective partnerships. S/he also promotes gainful stakeholder interaction to improve agricultural innovative capacity and strategic alliances.

The Director is responsible for turning FARA into the preferred point of reference for institutions and individuals seeking information and opportunities for partnerships aimed at enhancing agricultural innovation. A core activity of this function is the maintenance of a database on knowledge and experiences gathered concerning partnerships and the implementation of multi-stakeholder approaches for enhancing agricultural innovation in Africa.

The NSF5 Director serves as the SSA CP Project Coordinator and is responsible for coordinating the SSA CP and ensuring that it captures the benefits of intra-regional exchange of experience and best practice in Integrated Agricultural Research for Development (IAR4D).

SSA CP Project Officer

The SSA CP Project Officer is charged with ensuring that the SSA CP contributes to the achievement of the results expected from NSF 5.



PAEPARD Officer

The FARA-EFARD Liaison Officer is the FARA Secretariat's link with the European Commission activities funded through PAEPARD and facilitates mutual learning and knowledge sharing among European and African ARD communities, in order to create more effective joint research programs.



Annex 6 FARA 2008 – 2012 MTOP Budgets

The Multi-Donor Trust Fund

An MOU for establishing a multi-donor trust fund has been jointly developed and entered into by the FARA Secretariat and FARA's development partners. It covers the intention of all parties to work together to support FARA in the delivery of its overall programme, and encompass the ways that FARA and its development partners work together and the overall approach taken. It also spells out a set of principles outlining how the development partners will work with FARA to coordinate their support in order to ensure that the assistance they provide to FARA is delivered more effectively.

The MOU includes a commitment by all parties to follow principles outlined in the Framework for African Agricultural Productivity (FAAP). The purpose of this framework is to guide and assist stakeholders in African agricultural research and development in order to meet the objectives of both CAADP Pillar IV and the African growth agenda. FAAP is doing this by empowering farmers, livestock producers and their organisations; strengthening institutions, both public and private; promoting harmonisation of internal and external actions and actors; and increasing investment.

The MOU is a commitment to fund FARA's activities, as set out in its Strategic Plan and the associated Five Year Medium Term Plan and Operational Plan.

The development partners are able to support the FARA Secretariat Plan through a number of different ways. These include, but are not limited to:

- contributing to a multi-donor trust fund that provides funding directly to FARA for use in implementing this Medium Term and Operational Plan
- contributing technical assistance or programming through a project modality (such as a traditional project or hired experts)
- providing expertise and assistance informally (i.e. in ways not formalised through an MOU, etc.), and/or
- adjusting related programming interventions to complement the implementation of this FARA Secretariat Medium Term and Operational Plan.

Development partners wishing to participate in the multi-donor trust fund channel their contributions to through the fund, which will be managed by the World Bank. The World Bank disburses the funds to supports the activities set out in the MTOP. Detailed arrangements for the functioning and fiduciary management of the fund are defined in a separate agreement signed by participating development partners.

Development partners have committed themselves to the principles of harmonisation reflected in the MOU and, as such, strive for the highest degree of alignment with the budgetary and accountability system and legislation of FARA. This is aimed at enhancing effective implementation, reducing the administrative burden on FARA, and minimising transaction costs.

Development partners and FARA's Secretariat have an understanding on common procedures for consultation and decision-making, disbursement mechanisms, monitoring and reporting, review and evaluation, audit, financial management, procurement and the exchange of information and cooperation between the Signatories, as reflected in the MoU.

The MOU between FARA and the Development Partners sets out a code of conduct that includes commitments to openness, transparency, and consultation. Discussions take place in a climate of mutual respect and collegiality, and under the principle of accountability for statements and actions. Regular consultations are held among the Signatories. This is a critical factor in continued



engagement by the development partners and the effective implementation of FARA's Operational Plan.

FARA and the development partners cooperate fully with each other on all matters relating to the execution of FARA's Operational Plan and on other matters of common interest to them.

FARA's MTOP Activity based budgets for 2008-2012 are provided below in Tables 19 to 23, while the MTOP Component budgets for the same period are given in Tables 24 to 28. The budget for financing corporate governance reform stream activities is presented in Table 29, and the breakdown of the annual budget for the reform and evolution of ARD institutions (a component of NSF 1) is presented in Table 30.



FARA MTOP Activity based budgets

Table 19 NSF 1 – Advocacy & Resource Mobilisation budget for 2008-2012 (US\$000)

DESCRIPTION	2008	2009	2010	2011	2012	Total
Human Resources	132	289	289	289	289	1,289
Internationally Recruited	113	270	270	270	270	1,193
Locally Recruited	19	19	19	19	19	96
General Operating	15	15	15	15	15	74
Office Rent & Charges	0	0	0	0	0	0
Vehicle Operations	0	0	0	0	0	0
Office Expenses	15	15	15	15	15	74
Total Operating	146	304	304	304	304	1,362
Capital Purchases	4	0	0	4	0	8
Common Services						
Share of Governance & Management	156	167	163	161	163	809
Share of Deputy Executive Director's Costs	60	77	77	78	77	369
Share of Admin & Finance Costs	222	218	218	212	212	1,082
Total Secretariat Operations Budget	589	766	762	759	756	3,631
Essential Continuing Functions						
Consultancy	68	68	75	75	75	360
NSF Knowledge Hub Activities	1,588	2,666	2,888	2,991	2,991	13,128
Travel, Accommodation & DSA	122	122	122	122	122	610
Share of Executive Director's Indirect Costs	143	143	143	143	143	716
Communication	37	37	37	37	37	187
Monitoring and Evaluation	47	59	59	60	59	283
Total Essential Continuing Functions	2,005	3,094	3,324	3,428	3,427	15,278
Total Secretariat Operations and Essential Continuing Functions	2,593	3,860	4,086	4,186	4,183	18,909
Time Bound Activities	X	X	X	X	X	X
Total Time Bound Activities	X	X	X	X	X	X
Grand Total – NSF 1	2,593	3,860	4,086	4,186	4,183	18,909

X: Figures not yet available

**Table 20 NSF 2 – Access to Knowledge & Technologies budget 2008-2012 (US\$000)**

DESCRIPTION	2008	2009	2010	2011	2012	Total
Human Resources	304	424	424	424	424	2,002
Internationally Recruited	200	320	320	320	320	1,480
Locally Recruited	104	104	104	104	104	522
General Operating	26	26	26	26	26	129
Office Rent & Charges	0	0	0	0	0	0
Vehicle Operations	0	0	0	0	0	0
Office Expenses	26	26	26	26	26	129
Total Operating	330	450	450	450	450	2,131
Capital Purchases	4	16	4	16	4	44
Common Services						
Share of Governance & Management	156	167	163	161	163	809
Share of Deputy Executive Director's Costs	60	77	77	78	77	369
Share of Admin & Finance Costs	222	218	218	212	212	1,082
Total Secretariat Operations Budget	772	928	912	917	906	4,435
Essential Continuing Functions						
Consultancy	34	34	34	34	34	169
NSF Knowledge Hub Activities	352	367	437	482	497	2,135
Travel, Accommodation & DSA	38	38	38	38	38	188
Share of Executive Director's Indirect Costs	24	24	24	24	24	119
Communication	37	37	37	37	37	187
Monitoring and Evaluation	47	59	59	60	59	283
Total Essential Continuing Functions	531	558	628	674	688	3,080
Total Secretariat Operations and Essential Continuing Functions	1,304	1,486	1,540	1,591	1,594	7,516
Time Bound Activities						
RAILS	1,622	1,725	378	378	468	4,571
DONATA	2,802	2,802	2,832	2,802	2,562	13,799
Total Time Bound Activities	4,424	4,527	3,210	3,180	3,030	18,370
Total - NSF 2	5,728	6,013	4,750	4,771	4,624	25,886
AFAAS Activities	1,157	1,571	1,271	0	0	3,999
Grand Total – NSF 2 and AFAAS Activities	6,885	7,584	6,021	4,771	4,624	29,885

**Table 21 NSF 3 – Regional Policies & Markets budget for 2008-2012 (US\$000)**

DESCRIPTION	2008	2009	2010	2011	2012	Total
Human Resources	249	289	289	289	289	1,406
Internationally Recruited	230	270	270	270	270	1,310
Locally Recruited	19	19	19	19	19	96
General Operating	8	10	10	10	10	47
Office Rent & Charges	0	0	0	0	0	0
Vehicle Operations	0	0	0	0	0	0
Office Expenses	8	10	10	10	10	47
Total Operating	257	299	299	299	299	1,453
Capital Purchases	3	2	3	3	3	14
Common Services						
Share of Governance & Management	156	167	163	161	163	809
Share of Deputy Executive Director's Costs	60	77	77	78	77	369
Share of Admin & Finance Costs	222	218	218	212	212	1,082
Total Secretariat Operations Budget	698	763	760	753	754	3,727
Essential Continuing Functions						
Consultancy	45	45	45	45	45	225
NSF Knowledge Hub Activities	408	458	548	658	668	2,740
Travel, Accommodation & DSA	20	20	20	20	20	100
Share of Executive Director's Indirect Costs	24	24	24	24	24	119
Communication	37	37	37	37	37	187
Monitoring and Evaluation	47	59	59	60	59	283
Total Essential Continuing Functions	581	643	733	844	853	3,654
Total Secretariat Operations and Essential Continuing Functions	1,279	1,406	1,493	1,597	1,607	7,381
Time Bound Activities						
ABBPP	X	X	X	X	X	X
Total Time Bound Activities	X	X	X	X	X	X
Grand Total – NSF 3	1,279	1,406	1,493	1,597	1,607	7,381

X: Figures not yet available

**Table 22 NSF 4 – Capacity Strengthening budget for 2008-2012 (US\$000)**

DESCRIPTION	2008	2009	2010	2011	2012	Total
Human Resources	250	300	300	300	300	1,450
Internationally Recruited	220	270	270	270	270	1,300
Locally Recruited	30	30	30	30	30	150
General Operating	10	10	10	10	10	49
Office Rent & Charges	0	0	0	0	0	0
Vehicle Operations	0	0	0	0	0	0
Office Expenses	10	10	10	10	10	49
Total Operating	260	310	310	310	310	1,499
Capital Purchases	0	0	3	1	3	7
Common Services						
Share of Governance & Management	156	167	163	161	163	809
Share of Deputy Executive Director's Costs	60	77	77	78	77	369
Share of Admin & Finance Costs	222	218	218	212	212	1,082
Total Secretariat Operations Budget	698	772	771	762	765	3,766
Essential Continuing Functions						
Consultancy	113	131	131	131	131	638
NSF Knowledge Hub Activities	848	868	908	908	908	4,440
Travel, Accommodation & DSA	36	36	36	36	36	180
Share of Executive Director's Indirect Costs	24	24	24	24	24	119
Communication	37	37	37	37	37	187
Monitoring and Evaluation	47	59	59	60	59	283
Total Essential Continuing Functions	1,104	1,155	1,195	1,196	1,195	5,847
Total Secretariat Operations and Essential Continuing Functions	1,802	1,927	1,966	1,958	1,960	9,613
Time Bound Activities						
SCARDA	6,437	6,523	3,123	0	0	16,083
BASIC	X	X	X	X	X	X
Total Time Bound Activities	6,437	6,523	3,123	0	0	16,083
Grand Total – NSF 4	8,239	8,450	5,089	1,958	1,960	25,696

X: Figures not yet available

**Table 23 NSF 5 – Partnership & Strategic Alliances budget for 2008-2012 (US\$000)**

DESCRIPTION	2008	2009	2010	2011	2012	Total
Human Resources	100	150	150	150	150	700
Internationally Recruited	100	150	150	150	150	700
Locally Recruited	0	0	0	0	0	0
General Operating	10	10	10	10	10	50
Office Rent & Charges	0	0	0	0	0	0
Vehicle Operations	0	0	0	0	0	0
Office Expenses	10	10	10	10	10	49
Operating	110	160	160	160	160	750
Capital Purchases	1	1	1	8	1	12
Common Services						
Share of Governance & Management	156	167	163	161	163	810
Share of Deputy Executive Director's Costs	60	77	77	78	77	369
Share of Admin & Finance Costs	222	218	218	212	212	1,082
Total Secretariat Operations Budget	549	623	619	619	613	3,023
Essential Continuing Functions						
Consultancy	75	75	75	75	75	375
FARA General Assembly	0	0	750	0	0	750
NSF Knowledge Hub Activities	417	417	417	417	417	2,085
Travel, Accommodation & DSA	26	26	26	26	26	130
Share of Executive Director's Indirect Costs	24	24	24	24	24	120
Communication	37	37	37	37	37	185
Monitoring and Evaluation	47	59	59	59	59	283
Total Essential Continuing Functions	626	638	1,388	638	638	3,928
Total Secretariat Operations and Essential Continuing Functions	1,175	1,261	2,007	1,257	1,251	6,951
Time Bound Activities						
SSA CP	9,916	10,117	X	X	X	20,033
PAEPARD	X	X	X	X	X	X
Total Time Bound Activities	9,916	10,117	X	X	X	20,033
Grand Total – NSF 5	11,091	11,378	2,007	1,257	1,251	26,984

X: Figures not yet available



MTOP Component budgets 2008 – 2012

Table 24 Executive Director's Office budget 2008-2012 (US\$000)

DESCRIPTION	2008	2009	2010	2011	2012	Total
Secretariat Costs (Admin)						
Human Resources	532	569	569	569	569	2,808
Internationally Recruited	430	460	460	460	460	2,270
Locally Recruited	102	109	109	109	109	539
General Operating	92	92	92	92	92	459
Office Rent & Charges	34	34	34	34	34	168
Vehicle Operations	3	3	3	3	3	13
Office Expenses	56	56	56	56	56	279
Total Operating	624	661	661	661	661	3,268
Capital Purchases	16	34	12	4	12	78
Governance & Management	140	140	140	140	140	700
Total Secretariat Costs	780	835	813	805	813	4,046
Essential Continuing functions						
Consultancy	120	120	120	120	120	600
NSF Knowledge Hub Activities	71	71	71	71	71	353
Travel, Accommodation & DSA	48	48	48	48	48	240
Total	239	239	239	239	239	1,193
TOTAL BUDGET	1,018	1,074	1,052	1,044	1,052	5,238

**Table 25 Deputy Executive Director's Office budget 2008-2012 (US\$000)**

DESCRIPTION	2008	2009	2010	2011	2012	Total
Human Resources	181	256	256	256	256	1,206
Internationally Recruited	128	192	192	192	192	896
Locally Recruited	19	19	19	19	19	96
Consultancy	34	45	45	45	45	214
Stakeholder Consultations	102	116	116	116	116	564
FARA General Assembly	0	0	0	0	0	0
Other Conferences & Meetings	91	98	98	98	98	481
Travel, Accommodation & DSA	11	18	18	18	18	83
General Operating	13	13	13	13	13	66
Office Rent & Charges	0	0	0	0	0	0
Vehicle Operations	0	0	0	0	0	0
Office Expenses	13	13	13	13	13	66
Total Operating	296	385	385	385	385	1,836
Capital Purchases	5	0	1	4	1	11
TOTAL BUDGET	301	385	386	389	386	1,847

Table 26 Finance and Administration Office budget 2008-2012 (US\$000)

DESCRIPTION	2008	2009	2010	2011	2012	Total
Human Resources	712	706	706	706	706	3,536
Internationally Recruited	360	360	360	360	360	1,800
Locally Recruited	314	308	308	308	308	1,548
Consultancy	38	38	38	38	38	188
Stakeholder Consultations	67	67	67	67	67	335
FARA General Assembly	0	0	0	0	0	0
Other Conferences & Meetings	53	53	53	53	53	265
Travel, Accommodation & DSA	14	14	14	14	14	70
General Operating	267	267	267	267	267	1,335
Office Rent & Charges	36	36	36	36	36	180
Vehicle Operations	10	10	10	10	10	50
Office Expenses	221	221	221	221	221	1,105
Total Operating	1,046	1,040	1,040	1,040	1,040	5,206
Capital Purchases	65	50	50	20	20	205
TOTAL BUDGET	1,111	1,090	1,090	1,060	1,060	5,411

**Table 27 Monitoring and Evaluation budget for 2008-2012 (US\$000)**

DESCRIPTION	2008	2009	2010	2011	2012	Total
Human Resources	114	165	165	165	165	774
Internationally Recruited	80	120	120	120	120	560
Locally Recruited	0	0	0	0	0	0
Consultancy	34	45	45	45	45	214
Stakeholder Consultations	102	116	116	116	116	564
FARA General Assembly	0	0	0	0	0	0
Other Conferences & Meetings	91	98	98	98	98	481
Travel, Accommodation & DSA	11	18	18	18	18	83
General Operating	13	13	13	13	13	66
Office Rent & Charges	0	0	0	0	0	0
Vehicle Operations	0	0	0	0	0	0
Office Expenses	13	13	13	13	13	66
Total Operating	229	294	294	294	294	1,404
Capital Purchases	5	0	1	4	1	11
TOTAL BUDGET	234	294	295	298	295	1,415

Table 28 Communications budget 2008-2012 (US\$000)

DESCRIPTION	2008	2009	2010	2011	2012	Total
Human Resources	143	143	143	143	143	713
Internationally Recruited	120	120	120	120	120	600
Locally Recruited	0	0	0	0	0	0
Consultancy	23	23	23	23	23	113
Stakeholder Consultations	37	37	37	37	37	183
Other Conferences & Meetings	24	24	24	24	24	120
Travel, Accommodation & DSA	13	13	13	13	13	63
General Operating	8	8	8	8	8	40
Office Rent & Charges	0	0	0	0	0	0
Vehicle Operations	0	0	0	0	0	0
Office Expenses	8	8	8	8	8	40
Total Operating	187	187	187	187	187	935
Capital Purchases	0	0	0	0	0	0
TOTAL BUDGET	187	187	187	187	187	935

**Table 29 Corporate Governance Reform Unit Budget for 2008-2012 (US\$000)**

DESCRIPTION	2008	2009	2010	2011	2012	Total
Human Resources	145	289	289	289	289	1,301
Internationally Recruited	135	270	270	270	270	1,215
Locally Recruited	10	19	19	19	19	86
Essential On-going Activities	270	328	328	328	328	1,582
Unit activities	164	164	164	164	164	820
Consultancy	68	90	90	90	90	428
Travel, Accommodation & DSA	38	74	74	74	74	334
General Administration	29	37	37	37	37	177
Office Expenses	29	37	37	37	37	177
Total Operating	444	654	654	654	654	3,060
Capital Purchases	23	0	4	0	12	39
TOTAL BUDGET	467	654	658	654	666	3,099

Table 30 Budget to support the evolution and reform of agricultural research institutions and services (Under the Deputy Executive Director's Budget)

CAADP Pillar IV roundtable and post-compact activities	No. of Units	Unit US \$	Total (US \$)
ERG Consultants	20 X 150 days/annum	0.5/day/consultant	1,500
ERG-C travel	20 X 4 missions per consultant	1.0/mission	80
ERG-C office services & supplies	20	4.0/consultant	80
Total cost /annum			1,660



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