



Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN)

2025-2035 STRATEGIC PLAN





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Message from the Chairperson of FANRPAN Board of Governors

Dr. Aggrey Agumya

Africa's food systems are at a crossroads. Increasingly threatened by climate change, conflict, economic shocks, and demographic pressures, they must transform urgently and equitably if we are to achieve food and nutrition security, sustainable livelihoods, and resilient ecosystems. Yet, amidst these challenges lies a wealth of opportunity: to innovate, to collaborate, and to scale solutions that are rooted in African realities and aspirations.

It is against this backdrop that I am honoured to present this FANRPAN Strategic Plan for 2025 to 2035, the fourth in the life of this important policy network. This is at a time when the continent has recently adopted its third instalment of the Comprehensive Africa Agriculture Development Programme (CAADP), to run from 2026 to 2035. Apart from a coincidence of timing, I am glad that the FANRPAN Strategic Plan is also aligned to the CAADP 3.0 through its programmatic focus, further confirming the network's commitment to support and contribute to the successful implementation of the continental strategy.

The 2025 to 2035 strategic plan is the result of a consultative process that harnessed the views and aspirations of the network's multi-stakeholder base, including farmer organisations, policy research institutions, government departments of agriculture and natural resources, regional economic communities, the private sector, development partners, civil society organisations, women and youth, and the media. The strategy also reflects the benefits of experience and lessons drawn from the implementation of the CAADP, starting from the 2003 Maputo Declaration, to the 2014 Malabo Declaration. Through this strategy, FANRPAN is demonstrating that it is awake to the urgent need to accelerate implementation, if the continent is to achieve the transformation objectives that it has set for itself. It is therefore imperative that the policy dimension is recognised and addressed as a critical cog in the mechanism for robust and sustainable transformation.

Whilst the network's approach remains underpinned by its traditional tri-focus on policy research and analysis; knowledge management and policy advocacy; and capacity strengthening, it is my conviction that through this strategy, FANRPAN's posture and emphasis of collaborative approaches and partnership will maximise the synergistic benefits necessary for the successful transformation of the continent's agriculture and food systems. As I urge the Chief Executive Officer and his team to diligently implement this strategy, I also extend warm invitations to our development partners to support the various interventions. I also extend my profound gratitude to all the stakeholder groups for their contributions towards making this document a reality, and going forward, making its implementation a success.

Thank you.

Dr. Aggrey Agumya

Chairperson – FANRPAN Board of Governors





Message from the Chief Executive Officer and Head of Mission

Dr. Tshilidzi Madzivhandila

It is an immeasurable privilege to be entrusted to lead an esteemed organisation such as FANRPAN, given the network's strategic role and contributions towards Africa's agriculture and food systems transformation agenda.

It is my conviction that a conducive policy environment should be the bedrock anchoring Africa's agriculture and food systems transformation efforts since the Maputo Declaration of 2003. Against that background, I have enjoyed the process of coordinating the development of this, the fourth generation strategic plan for FANRPAN.

As you read through this document, you will be able to establish the broad alignment it has with the continental CAADP agenda. This is deliberate, to ensure that FANRPAN is strategically positioned to support policy processes at the continental and Regional Economic Community levels, as well as enable the network to cascade down to the national levels, where implementation happens. You will also identify familiar components and focus areas from FANRPAN's third-generation strategy (2016 to 2024). These components have remained relevant, further confirming the overall continental status of having failed to deliver on its Malabo Declaration commitments, as well as resonance with the network's original mandate.

The successful implementation of this strategy is going to require a drastic change, a paradigm shift that ushers in a new modus operandi. Apart from galvanising the FANRPAN team at the Regional Secretariat to ensure all hands are on deck. I would like to summon all the partners and like-minded institutions to whom FANRPAN owes a debt of gratitude to continue supporting the implementation journey towards 2035. Lastly, I extend profound gratitude and appreciation to the broader FANRPAN network, especially the Board of Governors and national policy nodes, for their contributions towards this strategic instalment, and their ongoing support as we move to implement.

The future certainly looks bright.

Sincerely,

Dr. Tshilidzi Madzivhandila

Chief Executive Officer and Head of Mission

EXECUTIVE SUMMARY

The Context

The 2025-2035 Strategic Plan of the Food, Agriculture, and Natural Resources Policy Analysis Network (FANRPAN) outlines a renewed vision and strategic direction to respond to Africa's evolving food systems challenges. Building on the lessons and achievements of the 2016-2024 strategy, **this new roadmap reaffirms FANRPAN's mission to promote an enabling policy environment for the transformation of agriculture and food systems across Africa.**

Established in 1994 in response to a ministerial call from Eastern and Southern Africa, FANRPAN has evolved into a continent-wide, multi-stakeholder policy network. **FANRPAN serves as a convener of evidence-based policy dialogue, leveraging its diverse membership of governments, research institutions, civil society, the private sector, and farmer organizations across Africa.** Over successive strategic phases, FANRPAN has positioned itself as a trusted policy influencer-advancing inclusive, climate-smart, and nutrition-sensitive food systems.

Africa's agrifood systems face systemic challenges: low agricultural productivity, outdated farming practices, fragmented policies, poor infrastructure, and high levels of malnutrition. Climate change, rapid urbanization, shifting diets, and external shocks like pandemics and geopolitical conflicts exacerbate these vulnerabilities. While numerous regional and global frameworks exist-such as CAADP, the SDGs, and the African Union's post-Malabo Kampala Declaration-implementation remains weak due to misalignment, inadequate resources, and limited institutional capacity.

FANRPAN recognizes its unique position to support countries throughout the policy cycle-from formulation to implementation, monitoring, and learning. The network continues to deepen its collaborations with Regional Economic Communities, the African Union, research institutions, and civil society to ensure inclusive and responsive policy environments. Guided by frameworks such as the UN Food Systems Summit Action Tracks and the AU's Agenda 2063 and emerging opportunities-including youth-led innovation, AI-driven agriculture, and the African Continental Free Trade Area (AfCFTA), **FANRPAN is poised to deliver a strategy that empowers African countries to build sustainable, resilient, and inclusive food systems for future generations.**

Theory of Change

FANRPAN's theory of change outlines a transformative pathway from evidence generation to policy impact. By mobilizing scientific knowledge, strategic partnerships, and skilled personnel, FANRPAN conducts research, disseminate policy-relevant knowledge, convenes multi-stakeholder dialogues, and strengthens institutional capacity. These efforts will result in better domestication and implementation of continental frameworks such as CAADP and the AU Climate Strategy, with measurable outcomes in resilience, inclusion, and sustainability. Ultimately, FANRPAN seeks to bridge the persistent gap between research and policy, shaping an African agriculture and food system that delivers prosperity, equity, and health for all-now and for future generations.





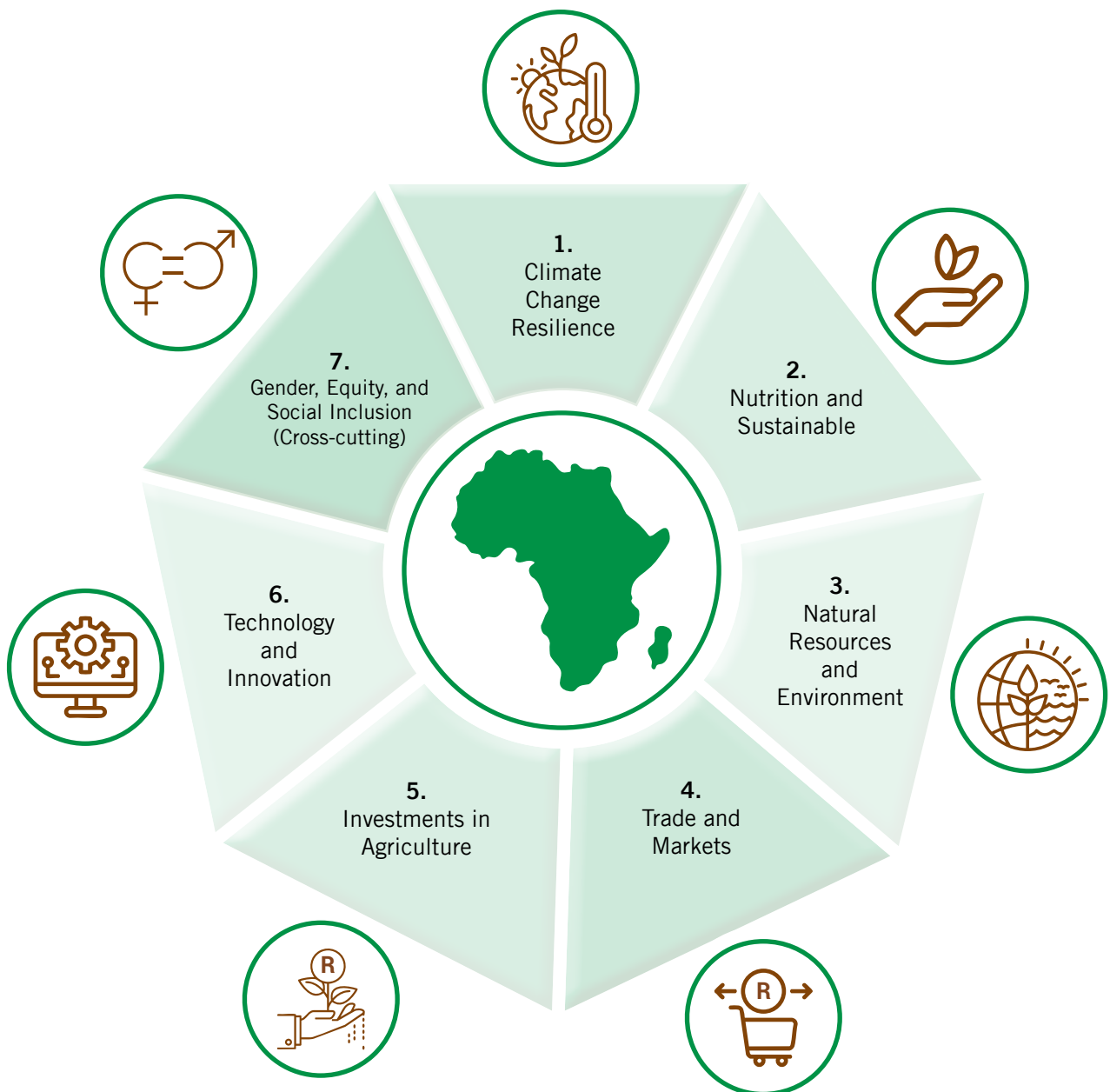
Strategic Pillars

The following four strategic pillars form the foundation of FANRPAN's approach, guiding our efforts to create an enabling environment for impactful policy development and implementation:

1. Policy Research and Analysis
2. Knowledge Management and Advocacy
3. Capacity Strengthening
4. Monitoring, Evaluation, Accountability, and Learning (MEAL)

Thematic Priorities

FANRPAN will advance policy reforms and stakeholder engagement in eight interconnected thematic areas:



The FANRPAN Strategy

Anchored in a compelling vision: **Resilient African agriculture and food systems, in harmony with nature, delivering prosperity and health for all** and a clear mission: **Promote an enabling policy environment for transformation**, the strategy defines four strategic pillars and eight thematic priorities to deliver impact.

Delivering the FANRPAN Strategy

To realize its 2024-2035 Strategic Plan, the FANRPAN will deploy a robust delivery model supported by a strong governance structure, collaborative partnerships, and a comprehensive monitoring and resource mobilization framework.

FANRPAN's strategy will be executed through a multi-level, inclusive structure that combines both top-down and bottom-up approaches. At its core is the Regional Secretariat, which functions as the hub for coordination, evidence synthesis, and continental advocacy. It ensures that country-level realities are integrated into regional and global policy dialogues on climate resilience, food systems transformation, and sustainable development.

Operating in 17 African countries, FANRPAN's national Nodes serve as key implementers-generating country-specific research, convening stakeholder dialogues, and advancing policy reform. Embedded in national institutions, these Nodes bridge local actors and decision-makers, ensuring context-relevant and evidence-informed policymaking.

FANRPAN also relies on a broad coalition of partners, including research institutions, advocacy organizations, private sector players, development agencies, and civil society, to co-create and amplify evidence-based policy solutions.

Strategic direction and oversight are provided by the FANRPAN Board, comprised of respected leaders from Africa and beyond. The Board's advocacy and governance

roles ensure alignment with continental priorities and elevate FANRPAN's influence in global policy spaces.

Tracking Implementation

A Monitoring, Evaluation, Accountability, and Learning (MEAL) framework underpins FANRPAN's strategic delivery. Continuous monitoring through periodic surveys, annual reviews, and mid- and end-term evaluations will assess progress and guide course corrections. Biannual and annual reports will feed into strategic reviews, ensuring adaptive management.

A detailed results framework-covering impacts, outcomes, outputs, indicators, and verification methods-guides tracking and learning. This approach ensures transparency, facilitates evidence-based adjustments and promotes accountability across all strategic pillars.

Risk Management

FANRPAN's strategy anticipates and proactively mitigates risks. High-probability risks such as donor funding shifts and climate-related disasters are addressed through donor intelligence, diversification of funding sources, and engagement with early warning and disaster risk management systems. The organization also prepares for geopolitical instability, regulatory changes, and competition from similar institutions by building strategic alliances, enhancing communication, and strengthening institutional agility.

Resourcing the Strategy

Delivering the strategy requires an estimated US\$45 million over 2025-2035, with 80% allocated to programmatic work and 20% to institutional capacity. FANRPAN will mobilize funds through a diverse financing model-combining donor support, private sector investment, philanthropic contributions, and national node subscriptions.



ABBREVIATIONS AND ACRONYMS

AfCFTA	African Continental Free Trade Area
AFRICAP	Agricultural and Food System Resilience: Increasing Capacity and Advising Policy
AFST	AgriFood Systems Transform
ATONU	Agriculture to Nutrition
AU	African Union
AUC	African Union Commission
AUDA-NEPAD	African Union Development Agency - New Partnership For African Development
BRICS	Brazil, Russia, India, China and South Africa bloc
CAADP	Comprehensive Africa Agriculture Development Programme
COMESA	Common Market for Eastern and Southern Africa
CoPs	Communities of Practice
CSA	Climate Smart Agriculture
UNECA	United Nations Economic Commission for Africa
ECOWAS	Economic Commission for West African States
ESA	Eastern and Southern Africa
FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network
FAO	Food and Agriculture Organization of the United Nations
FNSS	Food and Nutrition Security Strategy
HaSSP	Harmonized Seed Security Project
ICT	Information and Communication Technology
NAIP	National Agricultural Investment Plan
NEPAD	New Partnership for Africa's Development
NbS	Nature-based Solutions
NSA	Nutrition-Sensitive Agriculture
REC	Regional Economic Community
SADC	Southern African Development Community
SDG	Sustainable Development Goal
SECCAP	Strengthening Evidence-based Climate Change Adaptation Policies in Southern Africa
SWOT	Strengths, Weaknesses, Opportunities and Threats
TPA	Theatre for Policy Advocacy
UN	United Nations
UNFCCC	United Nations Framework Convention on Climate Change
UNFSS	United Nations Food Systems Summit
WARM	Women Accessing Realigned Markets



SECTION 1: THE CONTEXT

1. ABOUT FANRPAN

The Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN) is an autonomous, multi-stakeholder policy network dedicated to coordinating agricultural policy research, analysis, and dialogue. It promotes the dissemination of policy-relevant research findings across Africa and serves as a platform for engaging all food systems stakeholders. Established in response to a 1994 call by the Ministers of Agriculture from Eastern and Southern Africa (ESA) for a regional agricultural policy research network, FANRPAN was designed to strengthen indigenous capacity for policy formulation and reduce reliance on foreign expertise in developing agricultural policies and food security strategies (COMESA Gazette, 1994). In 2010, following interest from countries beyond the ESA region, FANRPAN's mandate was expanded to cover the entire African continent.

The success and sustainability of FANRPAN's initiatives depend on strategic engagement and collaboration with a wide range of stakeholders, including government sectors, funding entities, international organizations, NGOs, the private sector, farmer organizations, media, and internal structures. Understanding each stakeholder's role allows FANRPAN to leverage strengths, address common challenges, and work towards shared goals of agricultural development and food security across Africa. Annexe 1 presents a stakeholder analysis which explores how different stakeholders contribute to FANRPAN's mission and how the organization can remain relevant to each group.

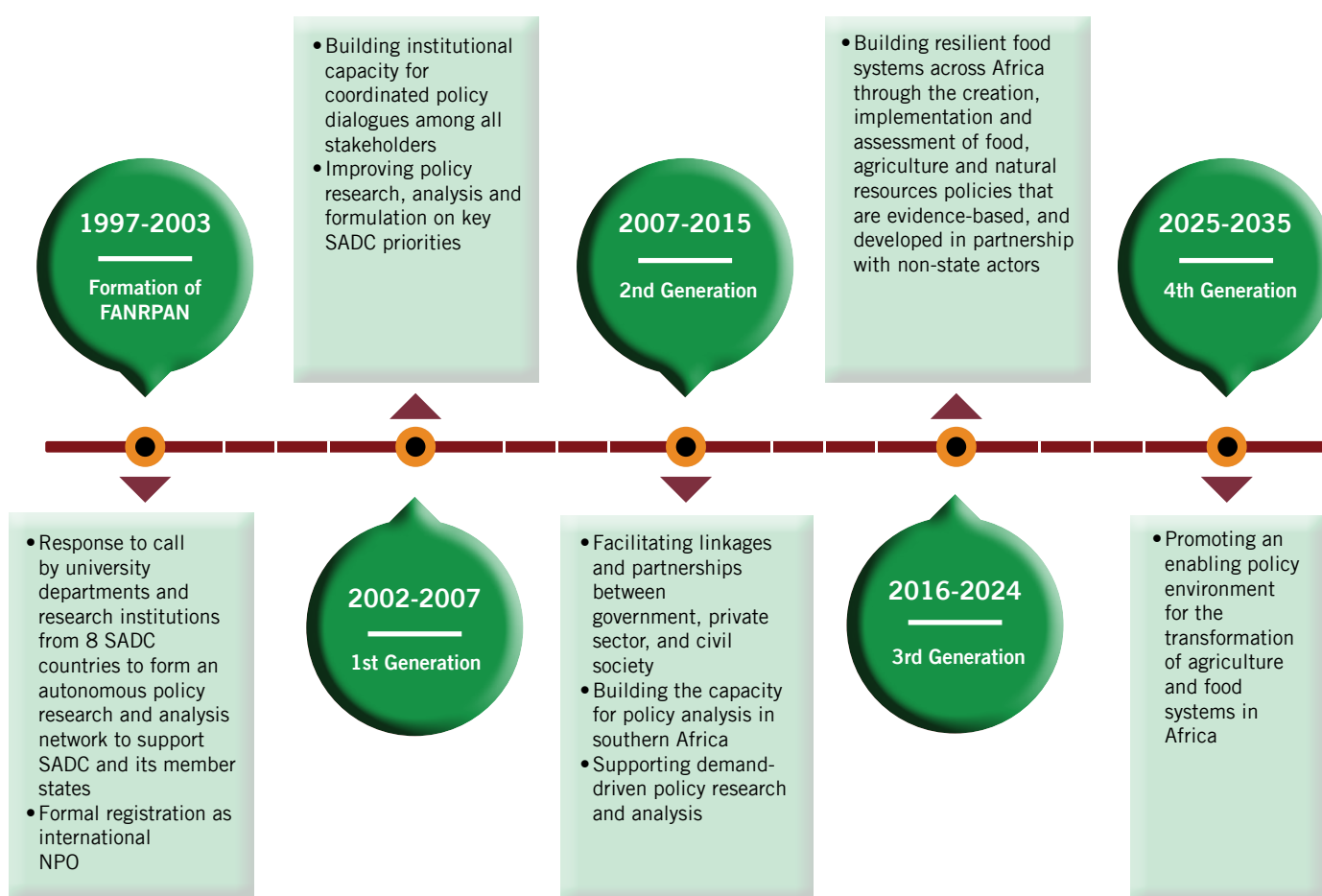


Figure 1. Evolution of FANRPAN strategic plans

Since its establishment, FANRPAN has progressed through three strategic planning cycles (2002-2024), each marking a significant growth in its scope, influence, and institutional capacity. The first phase (2002-2007) laid the groundwork by building a strong organizational foundation and establishing FANRPAN's presence in regional policy spaces, particularly within the SADC region. The second strategy (2007-2015) focused on consolidating gains and expanding reach through inclusive multi-stakeholder dialogues and broader research themes-including gender, post-harvest losses, and climate change-anchored by initiatives like Women Accessing Realigned Markets (WARM) and Strengthening Evidence-based Climate Change policies in Southern Africa (SECCAP).

The third strategic phase (2016-2024) positioned FANRPAN as a champion of climate-smart, nutrition-sensitive, and resilient food systems, aligned with the SDGs. Through flagship initiatives such as Agriculture to Nutrition (ATONU) and technical support during crises like El Niño and the COVID-19 pandemic, the network demonstrated its agility and relevance in addressing emerging challenges. Over the years, FANRPAN has built a strong reputation as a convener of influential dialogues, shaped national and regional agriculture investment plans, and contributed to global policy forums such as the United Nations Food Systems Summit (UNFSS) and United Nations Framework Convention on Climate Change (UNFCCC).

Recognizing the importance of long-term sustainability, FANRPAN has also invested in institutional innovation by establishing a commercial arm, AgriFood Systems Transform (Pty) Ltd, to diversify revenue streams. Across its strategic transitions, FANRPAN has remained a trusted thought leader-combining evidence, partnerships, and policy dialogue to drive agricultural transformation, food security, and climate resilience across Africa.

FANRPAN's new strategic plan (2025-2035) is designed to new strategic plan to guide the network's work over the next ten years, aligning with the Kampala Declaration and continuing efforts toward Africa's agriculture and food systems transformation. The new plan will also focus on the tail end of the SDGs and progress towards Agenda 2063.

2. AGRIFOOD SYSTEMS IN AFRICA

The State of Agrifood Systems and Policies in Africa

The state of agrifood systems in Africa is marked by significant challenges and opportunities. While agricultural productivity remains low in many regions due to inadequate policies, limited access to modern technologies, poor infrastructure, and climate variability, there is considerable potential for growth through the adoption of innovative farming practices, improved agricultural education, and expanded extension services. Despite these challenges, the demand for more diverse and nutritious food driven by urbanization and changing consumer preferences presents opportunities for agribusiness growth and innovation.

The main challenges facing African food systems are not limited to agriculture but extend to broader megatrends such as rapid urbanization, shifts in food demand, climate change, technological advances, and geopolitical factors like the COVID-19 pandemic. These challenges contribute to rising hunger and poverty, with one in four people in Africa experiencing hunger, and the continent's food systems failing to meet the needs of its growing population. Additionally, Africa's food systems contribute significantly to environmental degradation, biodiversity loss, and global greenhouse gas emissions. These issues are exacerbated by outdated farming practices, low adoption of improved technologies, poor soil health, and infrastructure deficiencies.

Agrifood policies in Africa have historically prioritized cereal adequacy and general food security, often at the expense of a more holistic focus on food and nutrition security. This narrow approach contributes to persistent and widespread malnutrition across the continent, particularly among vulnerable populations such as women, children, and youth.



Moreover, Africa's agrifood systems face systemic challenges, such as high post-harvest losses due to inadequate storage facilities, poor transportation infrastructure, and limited agro-processing capabilities. These inefficiencies not only result in significant food waste but also hinder efforts to generate employment, reduce poverty, and boost rural economies through value addition and agro-industrial development. In recent years, there has been increasing acknowledgement of the need for comprehensive and coordinated agricultural policies that integrate key priorities: food and nutrition security, climate change adaptation and mitigation, sustainable natural resource management, inclusive rural development, and social equity.

Despite the presence of numerous continental and regional frameworks-such as the Comprehensive Africa Agriculture Development Programme (CAADP), the Malabo Declaration, and the Africa Agribusiness Youth Strategy-many countries struggle with the domestication and effective implementation of these policies. Key challenges include:

- a. Fragmentation and weak alignment between national and regional policy priorities;
- b. Limited institutional capacity for translating frameworks into actionable programs;
- c. Inadequate resources (technical and financial) for implementation and monitoring;
- d. Insufficient data and evidence to inform policymaking and track progress;
- e. Weak accountability mechanisms to enforce commitments and measure results.

These constraints significantly hinder Africa's ability to unlock the transformative potential of its agrifood systems. They often lead to duplication of efforts, policy fragmentation, and missed opportunities for alignment and synergy across sectors and regions. **FANRPAN is uniquely positioned to accompany countries throughout the entire policy cycle-from agenda setting and policy formulation to implementation, monitoring, evaluation, and learning.** To support the domestication and effective implementation of regional and continental frameworks, FANRPAN recognizes the urgent need to build strategic partnerships with Regional Economic Communities (RECs), research institutions, think tanks, civil society organizations, and technical agencies.

These partnerships are essential for:

- a. Accessing standardized tools and methodologies to assess the level of policy implementation;
- b. Strengthening data collection and knowledge management systems;
- c. Building national and regional capacity for policy analysis, advocacy, monitoring, evaluation, and learning (MEL); and
- d. Ensuring that youth, women, and other marginalized groups are meaningfully included in the governance of agrifood systems.

Through such collaborations, **FANRPAN can continue to bridge the gap between policy and practice-providing thought leadership, convening inclusive multi-stakeholder dialogues, and translating evidence into actionable policies that drive resilient, equitable, and sustainable food systems across Africa.**

Guiding Global and Regional Agrifood Systems Frameworks

This strategic plan is guided by a range of global and regional frameworks.

Global Guiding Frameworks

The development of the agrifood systems sector in Africa is guided by various global development frameworks, including the United Nations (UN) 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs) at a global level (UN, 2015). The United Nations 2021 Food System Summit (UNFSS) provided a renewed vision for strategic action pathways needed to build sustainable food systems. UNFSS, and particularly the national and independent dialogues leading up to the Summit, offered opportunities for African nations to examine and identify context-specific solutions to the challenges hindering achievement of food systems-related goals and targets in various development



frameworks. UNFSS provided five guiding Action Tracks, (1) Ensure access to safe and nutritious food for all, (2) Shift to sustainable consumption patterns, (3) Boost nature-positive production, (4) Advance equitable livelihoods, and (5) Build resilience to vulnerabilities, shocks and stress. Most African governments made commitments based on these five tracks. The world was also awakened to the fact that we all must work together to transform the way the world produces, consumes and thinks about food (von Braun, 2023).

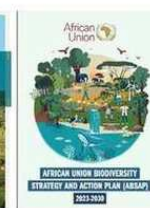
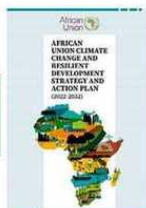
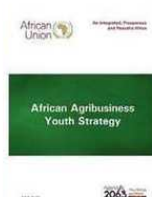
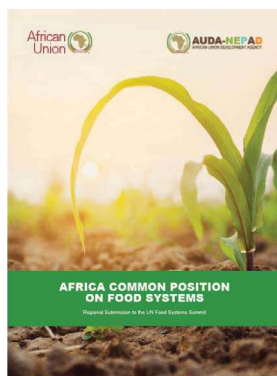
SUSTAINABLE DEVELOPMENT GOALS



Regional Guiding Frameworks

At the continental level, there are several African Union (AU) decisions and guiding frameworks. These include Africa's Common Position to the UNFSS for transforming the continent's food systems (Trautman et al., 2023); Agenda 2063 for an inclusive and sustainable socio-economic development ; the African Union Great Green Wall Initiative Strategy and Ten-Year Implementation Framework: Enhancing Ecosystems Restoration and Livelihoods Resilience (2024-2034); Guidelines for Inclusive Agricultural Value Chains Development in Africa (2024); Africa Fertilizer and Soil Health Action Plan (2024-2034); Continental Circular Economy Action Plan (2024-2034); Digital Agriculture Strategy and its implementation Plan (2024 to 2027); African Leaders Nairobi Declaration On Climate Change (2023); the AU Climate Change and Resilient Development Strategy and Action Plan (2022-2032); the African Union Green Recovery Action Plan (2021-2027); the Africa Blue Economy Strategy (2019); the Africa Regional Nutrition Strategy (2015-2025); and the Science, Technology and Innovation Strategy for Africa (STISA-2024).

The Comprehensive Africa Agriculture Development Programme (CAADP), has, for the past 20 years, provided a framework for increased agricultural productivity, inclusive agriculture growth, economic development, improved livelihoods and shared prosperity for African citizens. Despite substantial efforts, Africa has not fully met the ambitious goals of the Maputo (2003) and Malabo (2014) Declarations. Biennial Review Reports of 2017, 2019, 2021 and 2023 revealed limited progress, with the 2023 report acknowledging that the continent is not on track to meet the Malabo commitment to end hunger and undernutrition by 2025, largely due to poor policy implementation. However, several countries are making significant strides.



As the Malabo Declaration comes to an end in 2025, the African Union (AU), together with its partners and key stakeholders, including FANRPAN, have used the experiences from the past 20 years of CAADP implementation to craft a new ten-year post-Malabo Strategy and Action Plan 2026-2035. This was adopted by the African Union Extra-Ordinary Summit in January 2025 as the Kampala Declaration. The key principles of the Malabo Declaration's commitments have been retained and deepened, resulting in six commitments:

- i. Intensifying Sustainable Food Production, Agro-Industrialization and Trade;
- ii. Boosting Investment and Financing for Agri-Food Systems Transformation;
- iii. Ensuring Food Security and Nutrition;
- iv. Advancing Inclusivity and Equitable Livelihoods;
- v. Building Resilient Agri-Food Systems; and
- vi. Strengthening Agri-Food Systems Governance.

Opportunities to Address Africa's Agrifood Systems Challenges

Despite the many challenges facing Africa's agrifood systems, there is a growing window of opportunity for transformation driven by emerging trends and strategic initiatives. These include the increasing availability of policy research that enables evidence-based reforms, rapid technological advancements like Artificial Intelligence (AI) and precision farming, and the rising demand for diverse and nutritious foods. Climate-smart agriculture presents a powerful pathway for building resilience and boosting productivity while transitioning to a green economy. At the same time, Africa's youthful population brings energy, creativity, and entrepreneurial potential, particularly through tech-enabled agribusiness innovations that can reshape the sector.

Regional initiatives like the African Continental Free Trade Area (AfCFTA) further open up markets, improve trade flows, and drive investment in agro-industrialization. Lessons from recent global crises, including the COVID-19 pandemic and the Russia-Ukraine conflict, underscore the urgency of strengthening local food systems, building robust infrastructure, and enhancing regional cooperation. By adopting innovative investment models that attract private sector participation—especially for smallholder farmers—Africa can unlock the full potential of its agrifood systems. Leveraging these diverse opportunities can lead to a more inclusive, sustainable, and resilient agricultural future that supports food security and economic growth across the continent.

Transforming Africa's agriculture and food systems will require leveraging opportunities across three interconnected areas. First, agricultural transformation and sustained growth can be achieved by scaling innovations, improving productivity, and enhancing market access. Second, strengthening systemic capacity—including human, institutional, and infrastructural capabilities—will enable consistent and inclusive progress. Third, unlocking investment, funding, and institutional support will be essential to drive large-scale transformation. Central to this is the development and implementation of sound policies backed by strong leadership and coordination. Together, these pillars present a strategic pathway for achieving resilient, inclusive, and sustainable food systems across the continent.

3. FANRPAN'S OPERATIONAL ENVIRONMENT

As FANRPAN positions itself to deliver on its strategic vision for food-and nutrition-secure Africa, it is essential to examine the internal and external factors shaping its operating landscape. To inform its strategic direction, FANRPAN conducted a SWOT analysis to assess internal strengths and weaknesses, as well as external opportunities and threats-ensuring responsive and impactful programming aligned with its vision for a food- and nutrition-secure Africa.

Anchored in Legitimacy: FANRPAN's Enduring Strengths

FANRPAN's legitimacy, grounded in a 1994 ministerial call from Eastern and Southern Africa, affirms its strong mandate and position in food, agriculture, and natural resources policy dialogue across Africa. Its recognition as an international organization with diplomatic status in South Africa reinforces this legitimacy. The network's decentralized structure, supported by regional nodes and a broad pool of experts and fellows, allows it to implement programs effectively across member countries. **FANRPAN's established multi-stakeholder platforms facilitate inclusive and collaborative policy dialogue at all levels, and its governance structure-represented by key actors from across the agriculture and food systems landscape-offers strategic oversight and credibility.** Additionally, its sound operational and financial management systems have cultivated a respected brand over the years.

Bridging the Gaps: Internal Challenges

FANRPAN faces challenges due to inadequate core funding, which limits its ability to fill critical staff positions, thus affecting program delivery. Its heavy reliance on donor funding makes it vulnerable to geopolitical shifts and global crises, as seen in funding reductions over the past fifteen years. The network also suffers from limited geographic coverage, being primarily concentrated in Eastern and Southern Africa, and must broaden its reach to include Francophone, Lusophone, and North African regions. Other internal issues include an underdeveloped Monitoring, Evaluation, Accountability and Learning (MEAL) system, weak intra-network relations tied to project funding cycles, and a narrow focus on agriculture without sufficient emphasis on natural resources, trade, and digital innovation.

Seizing Strategic Opportunities

FANRPAN can strengthen its niche by reaffirming its unique role in evidence-based policy research and advocacy, especially by complementing rather than competing with similar organizations. There's an opportunity to institutionalize national advocacy dialogues, expand partnerships aligned with its core themes (e.g., nutrition-sensitive agriculture and climate-smart agriculture), and organize stakeholder-specific engagements to enhance inclusivity. The network can also consolidate its legitimacy by formalizing relations with RECs and the African Union through platforms like the African Union-Policy Dialogue (AU-PD). Aligning its work with key frameworks such as the AfCFTA, Kampala Declaration, and resilience-focused policies opens space for broader impact. Resource mobilization through endowment funds, monetizing services (like dialogues), and enhancing social inclusion-especially for youth, women, and people with disabilities-can position FANRPAN as a dynamic, sustainable, and inclusive network.

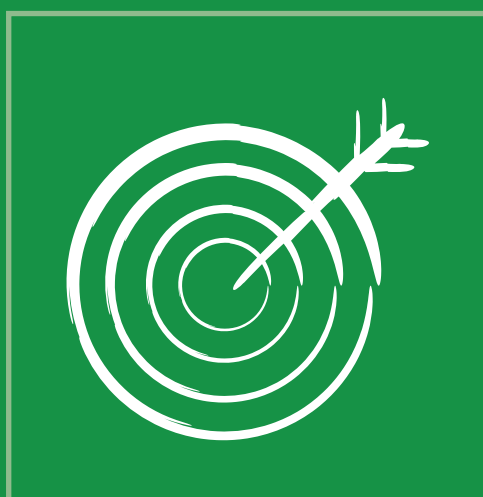
Adapting to a Shifting Landscape: External Threats

External shocks such as pandemics, global financial crises, geopolitical conflicts, and natural disasters continue to threaten FANRPAN's operations, as they shift donor priorities and reduce available funding. Political instability in some countries also disrupts project implementation. Furthermore, increasing competition from similar organizations for limited resources calls for FANRPAN to sharpen its competitive edge by improving donor intelligence and strategically selecting intervention countries. **The growing overlap of mandates among institutions necessitates a more proactive approach to communicating FANRPAN's distinct value proposition and reaffirming its leadership role in African agrifood policy spaces.**





SECTION 2: THE FANRPAN STRATEGY



4. VISION AND MISSION

FANRPAN's work is anchored in a bold vision and a clear mission that guides its strategic direction and programming.

Vision

- Resilient African agriculture and food systems, in harmony with nature, delivering prosperity and health for all.

Mission

- Promote an enabling policy environment for the transformation of agriculture and food systems in Africa.

5. THEORY OF CHANGE

FANRPAN's theory of change outlines a transformative pathway from evidence generation to policy impact. By mobilizing scientific knowledge, strategic partnerships, and skilled personnel, FANRPAN conducts research, disseminate policy-relevant knowledge, convenes multi-stakeholder dialogues, and strengthens institutional capacity. These efforts will result in better domestication and implementation of continental frameworks such as CAADP and the AU Climate Strategy, with measurable outcomes in resilience, inclusion, and sustainability. Ultimately, FANRPAN seeks to bridge the persistent gap between research and policy, shaping an African agriculture and food system that delivers prosperity, equity, and health for all-now and for future generations.

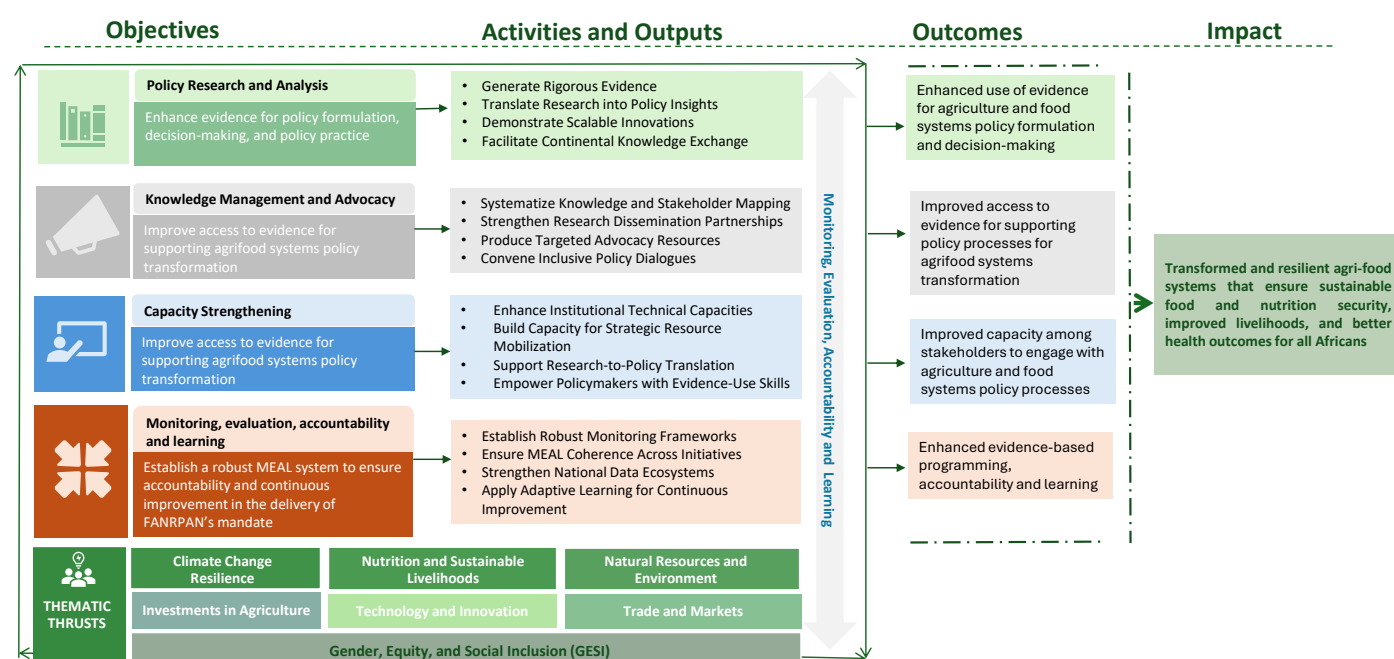


Figure 1. Theory of Change

FANRPAN's vision will only be realized through a collective acknowledgement of the systemic challenges that will continue to affect African agrifood systems-climate change, unsustainable land use, chronic underinvestment, widespread malnutrition, fragmented markets, and weak policy coherence. Central to these challenges will remain the persistent disconnect between the generation of research evidence and its application in policy and practice-an issue FANRPAN will strive to address.

To initiate this transformation, FANRPAN will mobilize a combination of critical inputs, including cutting-edge scientific research, dynamic strategic partnerships, sustainable funding, and skilled human capital across its regional secretariat and expansive country node network. These inputs will be channelled into a sequence of carefully designed activities. **FANRPAN will conduct in-depth policy research, synthesize and translate evidence generated across its network, and disseminate relevant knowledge and advocacy products. It will convene inclusive, multi-stakeholder dialogues, build institutional and technical capacity at multiple levels, and establish strong systems for monitoring, evaluation, accountability, and learning.**

Through these actions, FANRPAN will produce valuable outputs. These will include an expanding body of timely, policy-relevant evidence; stronger and more inclusive platforms for stakeholder engagement; greater awareness of and alignment with regional and continental frameworks; and improved technical tools and resources to support capacity development.

As a result, FANRPAN will enable a series of transformative outcomes. African governments and stakeholders will be better positioned to domesticate and implement regional and continental frameworks such as the Comprehensive Africa Agriculture Development Programme (CAADP), the African Fertilizer and Soil Health Action Plan, the AU Climate Change Strategy, and the Post-2020 Global Biodiversity Framework. Policymakers, researchers, and civil society actors will demonstrate enhanced capacity to influence, implement, and monitor policies that are grounded in evidence and responsive to emerging challenges.

FANRPAN will ensure that gender equity and social inclusion (GESI) will be fully integrated throughout its work. Women, youth, and marginalized communities will not only benefit from the transformation of agriculture and food systems but will actively participate in shaping the policies and decisions that drive that transformation.

Ultimately, **FANRPAN's efforts will contribute to the emergence of a transformed African agriculture and food system-one that will be inclusive, resilient, and sustainable.** This system will protect the environment, support decent livelihoods, and secure food and nutrition for current and future generations across the continent.

6. STRATEGIC AREAS, OBJECTIVES AND KEY STRATEGIES

FANRPAN's Strategic Plan is anchored on four key strategic areas. Each is aligned with continental and regional policy frameworks to ensure that FANRPAN contributes meaningfully to Africa's agricultural transformation agenda. Through targeted Policy Research and Analysis, Knowledge Management and Advocacy and Capacity Strengthening activities, FANRPAN will support the domestication and implementation of relevant regional and global frameworks.

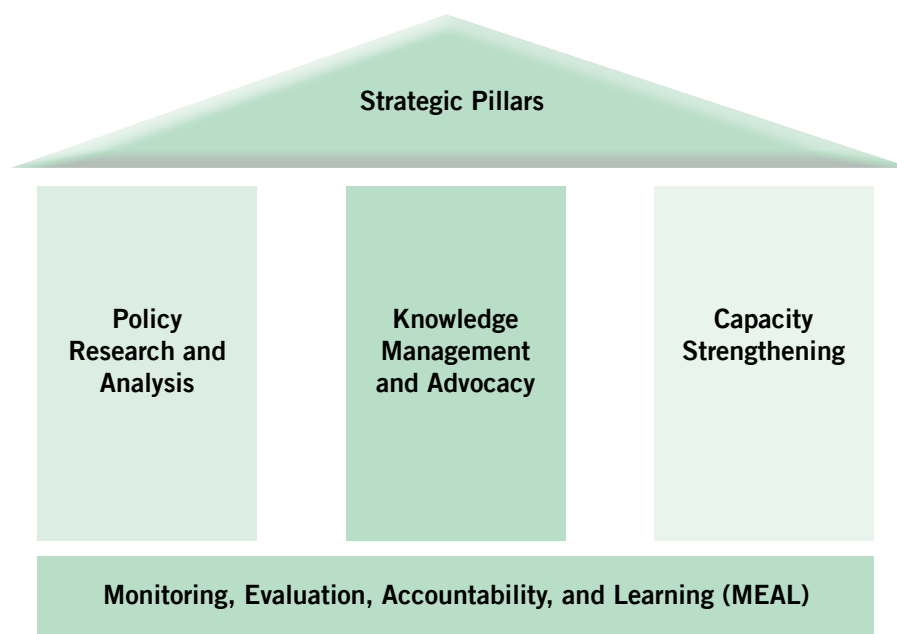


Figure 2. Strategic Pillars

STRATEGIC AREA 1: POLICY RESEARCH AND ANALYSIS

Objective

Enhance evidence for policy formulation, decision-making, and policy practice.

FANRPAN will generate policy-relevant evidence to support the implementation and tracking of continental commitments. This includes conducting and synthesizing research on critical topics such as sustainable soil management, fertilizer use, biodiversity conservation, climate adaptation, youth inclusion, and agri-food trade integration under AfCFTA.

Key strategies

1. Generate rigorous evidence by conducting high-quality research to inform transformative agricultural and food systems policies.
2. Collate and translate research into policy insights by synthesising findings into actionable policy recommendations.
3. Demonstrate scalable innovations by piloting and validating models that showcase effective agrifood system transformation.
4. Facilitate continental knowledge exchange by promoting cross-country learning and dissemination of policy-relevant insights.

STRATEGIC AREA 2: KNOWLEDGE MANAGEMENT AND ADVOCACY

Objective

Improve access to evidence for supporting agrifood systems policy transformation.

FANRPAN will play a pivotal role in translating complex evidence into accessible advocacy and knowledge products that inform decision-making across Africa. Efforts will be made to strengthen awareness and understanding of frameworks such as the AfCFTA, the AU Climate

Key strategies

1. Systematize knowledge and stakeholder mapping by establishing and maintaining comprehensive data systems on research outputs and actors.
2. Strengthen research dissemination partnerships by collaborating with academic and research institutions to expand the reach of evidence.
3. Produce targeted advocacy resources and develop

Strategy, and the Biodiversity Frameworks through timely dissemination of insights.

context-relevant products that influence policy discourse and decision-making.

4. Convene inclusive policy dialogues that enable multi-stakeholder engagement to foster policy coherence and shared understanding.

STRATEGIC AREA 3: CAPACITY STRENGTHENING

Objective

Enhance the capacity of institutions and individuals to engage with agrifood systems policy processes.

FANRPAN will enhance the readiness of governments, civil society, research institutions, and private sector actors to actively contribute to the design, domestication, and implementation of major continental strategies. The focus will be placed on empowering policy actors to engage with regional and continental frameworks such as CAADP, climate change commitments, and emerging digital agriculture and biodiversity policies.

Key strategies

1. Enhance institutional technical capacities by strengthening the ability of FANRPAN nodes and the Secretariat to support policy processes.
2. Build institutional capacity for strategic resource mobilization by investing in tools to secure partnerships and funding.
3. Support the research-to-policy translation by assisting research institutions in transforming research outputs into policy options.
4. Empower policymakers with evidence-based skills by developing the capabilities of decision-makers to interpret and apply research evidence.

STRATEGIC AREA 4: MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING (MEAL)

Objective

Establish a robust MEAL system to ensure accountability and continuous improvement in the delivery of FANRPAN's mandate.

The Monitoring, Evaluation, Accountability, and Learning (MEAL) strategic area is central to ensuring that FANRPAN delivers on its mandate with transparency, efficiency, and measurable impact. It seeks to establish a robust and coherent system for tracking progress, capturing lessons, and informing continuous improvement across all programs and thematic areas. By enabling harmonized data collection, cross-country learning, and adaptive management, the MEAL framework will not only enhance accountability but also strengthen evidence-informed decision-making.

Key strategies

1. Establish robust monitoring frameworks by defining indicators and metrics to track performance and outcomes.
2. Ensure MEAL coherence across initiatives by implementing standardized systems to measure impact consistently across projects.
3. Strengthen national data ecosystems by supporting the development of data systems aligned with agrifood transformation goals.
4. Apply adaptive learning for continuous improvement by using evaluation findings to refine strategies and enhance program effectiveness.

7. THEMATIC AREAS

FANRPAN's strategy implementation consists of generating evidence, advocating for policy reforms strengthening knowledge management, and strengthening the capacity of individuals and institutions across the eight thematic areas. The eight thematic areas guide FANRPAN's work to address the interconnected challenges related to the transformation of African agriculture and food systems.



Climate Change Resilience

This thematic thrust focuses on enhancing food systems' resilience to climate change. FANRPAN generates evidence on climate impacts on agriculture and advocate for climate-sensitive policies. The organization promotes climate-smart agriculture (CSA), sustainable land and water management, and agricultural diversification. FANRPAN will engage policymakers to integrate climate adaptation strategies into agriculture and food systems policies aligned with the Paris Agreement and Nationally Determined Contributions (NDCs). Through partnerships, FANRPAN is building the capacity of farmers and policymakers to implement climate-resilient solutions.



Nutrition and Sustainable Livelihoods

This thematic thrust focuses on promoting policies that strengthen food systems to deliver safe, nutritious food while supporting sustainable livelihoods. FANRPAN advocates for policies addressing malnutrition-undernutrition, overnutrition, and micronutrient deficiencies-through integrated agricultural and nutrition strategies. The organization also calls for improvements in food quality via Sanitary and Phytosanitary (SPS) measures and One Health approaches. FANRPAN collaborates with governments, development partners, and the private sector to link agriculture with improved nutrition and economic opportunities.



Natural Resources and Environment

This thematic thrust focuses on promoting the sustainable use of natural resources and ecosystem protection to support agriculture and food security. FANRPAN advocates for policies that incentivize Nature-based Solutions (NbS), agroecology, and sustainable land management practices. The organization pushes for policies that protect soil health, prevent land degradation, and restore ecosystems. FANRPAN engages with regional and national policy platforms to integrate environmental sustainability into climate and development plans, collaborating with stakeholders across agricultural, environmental, and climate sectors to foster resilience and safeguard food production.



Trade and Markets

This thematic thrust on improving agricultural trade within the framework of the African focuses Continental Free Trade Area (AfCFTA). FANRPAN advocates for policies that reduce trade barriers, streamline customs procedures, and promote fair trade practices to enhance market access for smallholder farmers. The organization works to create policies that support regional integration and boost intra-Africa trade. FANRPAN engages with policymakers at local, national,



and continental levels to align agricultural policies with AfCFTA objectives, facilitating dialogue among trade, agriculture, and commerce stakeholders to create a more efficient and equitable trade environment for farmers, with a particular focus on women and youth.



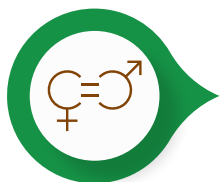
Investments in Agriculture

This thematic thrust focuses on promoting investments that drive sustainable agricultural growth, emphasizing climate-smart, nutrition-sensitive agriculture, and value chain development. FANRPAN advocates for policies that strengthen frameworks for attracting investments, improve access to financial services, and provide technical assistance and capacity-building for smallholder farmers. The organization also champions policies that foster public-private partnerships and engage youth in agriculture. FANRPAN collaborates with government agencies, development partners, and the private sector to create an enabling environment for agricultural investments, facilitating dialogue and partnerships that support smallholder farmers and agribusinesses.



Technology and Innovation

This thematic thrust focuses on promoting the adoption of technologies to enhance agricultural productivity and sustainability. FANRPAN advocates for policy frameworks that integrate digital tools, artificial intelligence (AI), precision agriculture, and biotechnology into agricultural practices. The organization engages in policy discussions on regulatory standards and technology transfer mechanisms to ensure responsible and inclusive use. FANRPAN collaborates with technology providers, governments, and research institutions to foster equitable access to innovation and shape policies supporting technology transfer across agricultural value chains.



Gender, Equity, and Social Inclusion (GESI)

This thematic thrust focuses on ensuring agricultural policies are inclusive and responsive to the needs of marginalized groups, particularly women, youth, and vulnerable populations. FANRPAN conducts policy research to identify gender disparities and social exclusion, advocating for inclusive policies that provide equal access to resources, markets, and opportunities. The organization creates platforms for marginalized voices to influence agricultural policy processes and engage with gender-focused organizations, civil society, and governments to integrate GESI into all agricultural policies. GESI considerations are also embedded throughout FANRPAN's programs, governance, and administrative processes.



SECTION 3: DELIVERING THE FANRPAN STRATEGY

8. DELIVERY MODEL

FANRPAN delivers its strategy through a robust and inclusive multi-level structure designed to ensure both bottom-up and top-down policy influencing, grounded in robust evidence, and responsive to evolving national and regional priorities.

At the center of this structure, the FANRPAN Regional Secretariat serves as the coordinating and convening body. It is responsible for synthesizing national case studies and translating localized experiences into coherent regional, continental, and global policy messages. By consolidating insights from across its network, the Secretariat ensures that FANRPAN's voice reflects country-level realities while contributing meaningfully to broader dialogues on food systems transformation, climate resilience, and sustainable development.

The FANRPAN Nodes serve as hotbeds of research, advocacy, and capacity development. Embedded within national institutions, these Nodes undertake country-specific research, drive national-level advocacy, and implement targeted

capacity-strengthening activities. They form the crucial link between local communities, researchers, and policymakers, ensuring that policies are informed by evidence and shaped by the voices of those most affected.

To support this work, FANRPAN continues to engage a diverse coalition of partners-ranging from national and international institutions focusing on research,

knowledge management and advocacy, and development; private sector actors; and public sector entities. These partnerships ensure that FANRPAN's outputs are evidence-based, widely disseminated, and actionable across multiple spheres of influence.

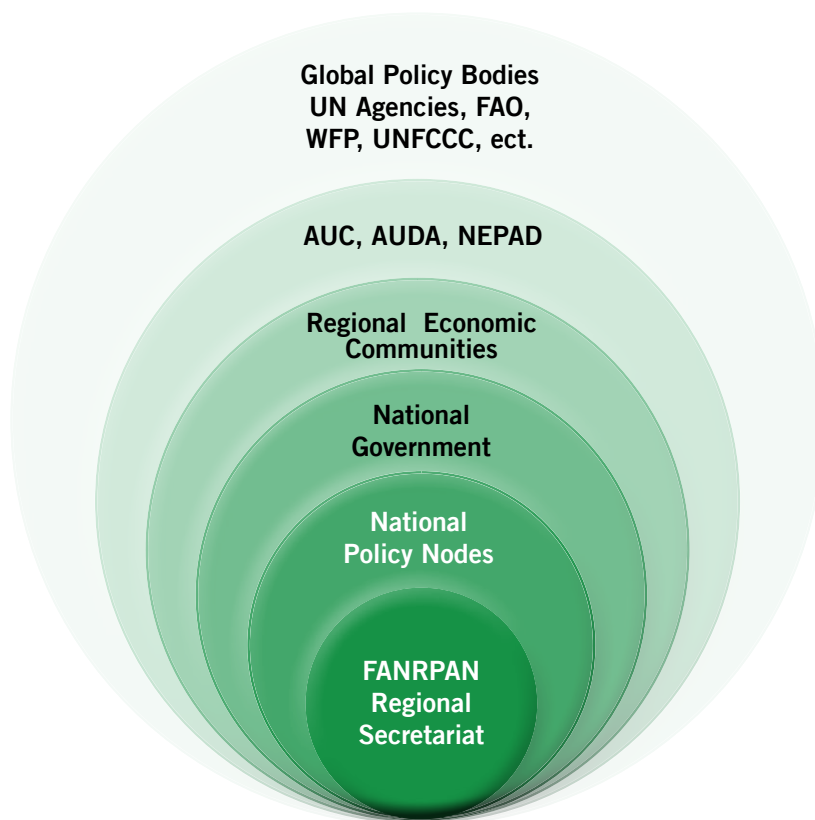


Figure 3. FANRPAN Delivery and Engagement Model

The FANRPAN Board oversees strategy implementation. It is composed of distinguished African leaders representing different stakeholder groups, including governments, RECs, farmers, women, youth, researchers, private sector and development partners. Their leadership is instrumental in ensuring that FANRPAN remains at the forefront of policy innovation towards the transformation of agriculture and food systems.

9. TRACKING IMPLEMENTATION

Results Framework

The results framework will be used to develop a monitoring, evaluation, accountability and learning (MEAL) framework. Monitoring of activities and outputs will be conducted continuously for projects and strategic plan as a whole through periodic surveys, while programme reviews, accounting and learning sessions will be conducted annually. A mid-term and end of strategic plan evaluation will be conducted halfway and in the last year of the planning period, respectively. Biannual and annual monitoring reports will be used to steer interventions and inform the review of the strategy and action plan. The indicators for the different outputs and outcomes will be used to facilitate routine generation of monitoring reports for tracking progress.

The results framework showing the impact, outcomes, outputs, indicators, means of verification and assumptions is in the Appendix.

Risk Management

The risks to the successful implementation of the strategic plan are mostly from factors outside the control of FANRPAN. The main risks, their probability, potential impact and mitigation measures are shown in the risk matrix in below.

Table 2. Risk matrix for the strategic plan

Risk	Probability	Impact	Mitigation
Inadequate funding for programmes due to change in donor priorities	High	High	Strengthen donor intelligence function to keep abreast of funding partner interests Generate evidence and conduct advocacy to influence donor priorities Diversify funding sources and consider non-traditional funding partners, for example, private foundations, African philanthropy and non-Western funders
Geopolitics and conflicts affecting available funding for development	Medium	Medium	Use scenarios to identify and align with policy aspects of geopolitics and conflict, e.g. studies on impact on food availability/price/etc
Natural disasters, including climate change impacts such as drought and floods, and other shocks such as pandemics	High	High	Develop capacity to turn disasters into opportunities for intervening in disaster risk management advisory systems Engage and partner with disaster risk management agencies to retail early warning system forecasts and support countries to develop response plans
Competition for resources from organisations with similar focus	Medium	Medium	Form strategic partnerships with potential competitors, setting up joint agenda for competitors to support implementation in areas of expertise Communicate the mandate of FANRPAN and success stories more effectively, including through a revamped website
Regulatory changes in operation countries	Medium	Medium	Keep track of changes and their implications on operations of network members
Technological changes	High	High	Partner with experts and create tech-based products and support development of relevant policies



10. RESOURCING THE STRATEGY

The successful implementation of the 2024-2035 FANRPAN strategy hinges on securing adequate and sustainable resources. FANRPAN will require an estimated US\$45 million to finance its institutional and programmatic priorities on 20/80 per cent funding allocations respectively, under the 2025–2035 Strategic Plan. To achieve this, FANRPAN will mobilize a diverse mix of funding sources, including international donor support, private sector investments, research grants, and philanthropic contributions.

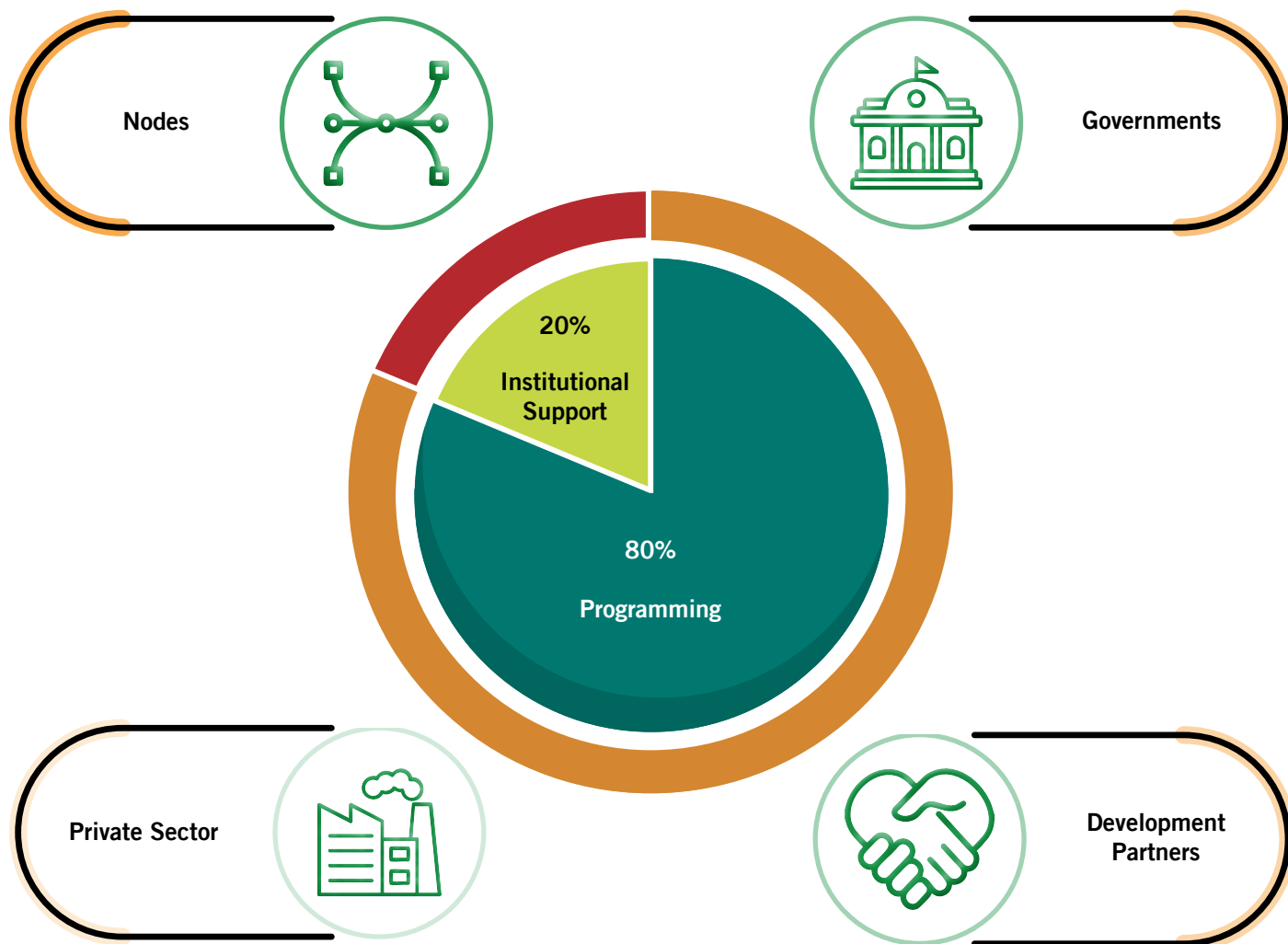


Figure 4. FANRPAN Funding and Model

A key element of FANRPAN's financial model is the financial commitment of its national nodes, several of which are already contributing through annual subscription fees, reflecting shared ownership and network solidarity. The organization will strengthen strategic partnerships with international development agencies, multilateral institutions, and bilateral cooperation agencies to secure long-term programmatic funding. FANRPAN will also expand engagement with private foundations and research funding bodies to unlock catalytic support for evidence-based policy initiatives. Through public-private partnerships (PPPs), FANRPAN will further attract investments that advance agricultural innovation, value chain development, and infrastructure. In addition, efforts will be made to establish an endowment fund, creating a pathway toward financial autonomy and long-term institutional resilience.

Annex A: Stakeholder Analysis

Stakeholders	Expectations	Response to address expectations
Government: Relevant line Ministries (e.g. Agriculture Environment), Parastatals, Parliamentarians, Planning Commissions, Ministers	- Evidence-based policy recommendations. - Capacity building and technical assistance. - Alignment with national development agendas. - Effective implementation of agricultural programs.	- Conduct robust research to provide data-driven policy insights. - Offer training programs and workshops to enhance government capacity. - Ensure that FANRPAN's initiatives align with national policies and priorities. - Collaborate closely with government bodies to support program implementation.
Funding Partners: Philanthropists, Development Funders, Donors	- Provision of Funds for FANRPAN's Work: Consistent and sufficient financial support to implement and sustain projects. - Tangible and measurable impacts of funded projects - Regular updates and comprehensive reports on project progress.	- Robust Proposals: Develop comprehensive and compelling project proposals that clearly outline objectives, expected outcomes, and detailed budget justifications. - Maintain rigorous financial oversight and reporting mechanisms. - Develop and implement a monitoring and evaluation system. - Provide regular, detailed updates to funders through reports and presentations.
UN Agencies	- Collaboration on global and regional initiatives. - Contribution to achieving Sustainable Development Goals (SDGs). - Sharing of best practices and innovative solutions.	- Actively participate in UN-led initiatives and forums. - Align projects with relevant SDGs and report on contributions - Share research findings and successful models with UN agencies. - Support knowledge management and offer policy advocacy programme.
NGOs: CSOs, National CSOs, Consumer Associations, Non-State Actors	- Inclusion in policy dialogue and advocacy efforts. - Support for grassroots initiatives. - Capacity building and resource sharing.	- Facilitate platforms for NGO participation in policy discussions. - Provide technical support. - Provide support in resource mobilisation. - Offer training and capacity-building workshops for NGO staff.
African Union and Regional Economic communities	- Regional integration and collaboration. - Support for continental agricultural strategies and frameworks (i.e., domestication and harmonization). - Data and insights to inform regional policy.	- Engage in regional networks and collaborative projects. - Align FANRPAN's initiatives with AU and RECs strategies. - Support the domestication and harmonization of continental and regional policies/protocols. - Share research and data to support regional policy development.
Private Sector: Agribusiness, Commodities Associations	- Access to market insights and research - Policy advocacy to create a favourable business environment - Partnerships for sustainable agricultural practices	- Provide research and analysis on market trends and opportunities - Advocate for policies that support agribusiness growth - Develop partnerships for projects promoting sustainable agriculture
Research and academic institutions	- Policy research coordination and agenda setting. - Policy analysis support.	- Share information on priority research areas. - Collaborate on advocacy and knowledge management to effectively communicate research outcomes. - Strengthen capacity for effective communication of research results to policy makers.

Stakeholders	Expectations	Response to address expectations
Farmer organisations	• Support for improving productivity and market access. • Training and capacity building for farmers. • Advocacy for farmer-friendly policies.	• Implement programs that enhance agricultural productivity and market linkages. • Offer training programs tailored to farmer needs. • Advocate for policies that benefit smallholder and large-scale farmers alike.
Media	• Access to reliable and timely information. • Engaging and newsworthy content. • Expert insights and commentary.	• Maintain an open line of communication with media outlets for project visibility. • Provide press releases, reports, and expert interviews. • Share success stories and impactful research findings.
FANRPAN Nodes	• Coordination and support for regional activities. • Sharing of best practices and resources. • Collaboration on research and advocacy efforts.	• Facilitate communication and coordination among nodes. • Share resources and successful models across the network. • Collaborate on research projects and joint advocacy initiatives.
FANRPAN Board: Governors and Advisors	• Effective governance and strategic direction. • Regular updates on organizational performance. • Input into key decisions and initiatives. • Ambassadors of the Network.	• Ensure transparent and effective governance practices. • Provide regular, detailed updates on performance and strategy. • Involve board members in major decisions and strategic planning.



Annex B: Results Framework

Results	Indicators	Means of Verification	Means of Verification
Impact			
Transformed and resilient agri-food systems that ensure sustainable food and nutrition security, improved livelihoods, and better health outcomes for all Africans	Percentage of under five children who are stunted	Demographic and Health Surveys	AUC, RECs and Member States continue to prioritise agriculture and food systems transformation
	Percentage of under five children that are wasted		
	Dietary diversity of under five children	Annual household nutrition survey reports	Most countries enjoy political and economic stability
	Dietary diversity of women of reproductive age		
	Percentage of population experiencing food insecurity	Annual food security survey reports	
Impact			
1. Enhanced use of evidence for agriculture and food systems policy formulation and decision making	Number of policies based on evidence	FANRPAN annual report	Non-state actors continue to hold governments accountable
	Number of policy positions informed by evidence	Project reports	
2. Improved access to evidence for supporting policy processes for agrifood systems transformation	Number of policy knowledge products shared with policy makers	Policy knowledge products, e.g., policy briefs	Continental, regional and national policy makers value and support use of evidence in policy processes
	Number of evidence dissemination platforms	Policy dialogue reports	
3. Improved capacity among stakeholders to engage with agriculture and food systems policy processes	Number of agrifood system policies addressing key challenges	FANRPAN annual report	Stakeholders support capacity strengthening programmes
	Number of policy makers able to use evidence to formulate evidence-based policies	Periodic policy assessment reports	
4. Enhanced evidence-based programming, accountability and learning	Number of evidence-based programmes	Annual planning, monitoring and review reports	Network and partners embrace culture of MEAL
	Number of MEAL reports acted on	Annual report	
	Number of unqualified audit reports	Annual external audit reports	
Outputs			
Strategic Area 1: Policy Research and Analysis			
1.1. High-quality research evidence on priority agriculture and food systems topics generated	Number of research studies completed on key thematic areas (e.g., soil health, fertilizer use, biodiversity, climate adaptation)	Research reports, peer-reviewed publications, project documentation	Research institutions will have the capacity and willingness to collaborate on thematic priorities

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STRATEGIC PLAN 2025-2035





Results	Indicators	Means of Verification	Means of Verification
1.2. Synthesized policy insights translated into actionable recommendations	Number of policy briefs, synthesis papers, and technical summaries produced and shared	Policy briefs, synthesis reports, distribution logs, feedback from policymakers	Policymakers and stakeholders will be open to using evidence in decision-making processes
1.3. Pilot models for agrifood transformation tested and validated	Number of pilot projects implemented, evaluated, and recommended for scale-up	Pilot reports, field evaluation summaries, scalability assessments	Sufficient funding and institutional support will be available to implement and monitor pilot projects
1.4. Cross-country knowledge exchange platforms and events facilitated	Number of knowledge-sharing events (dialogues, webinars, workshops) held, and number of countries represented	Event reports, participant lists, session recordings, post-event evaluation surveys	Stakeholders from different countries will actively participate and engage in knowledge exchange processes

Strategic Area 2: Knowledge Management and Policy Advocacy

2.1. Comprehensive knowledge databases on policy research and stakeholders established and maintained	Number of active databases with updated entries on policy research outputs and stakeholders	Database records, annual reports on usage and updates	Partner institutions have the technical capacity and resources to maintain databases
2.2. Targeted advocacy and knowledge products disseminated to decision-makers	Number of advocacy materials produced and distributed to relevant policy stakeholders	Distribution logs, advocacy product repository, feedback forms	Decision-makers are receptive to using evidence-informed knowledge materials
2.3. Digital platform for publishing and sharing agrifood policy research made available	Number of research works published and accessed on the platform	Platform analytics, access logs, researcher feedback	Researchers and institutions are willing to use the platform for sharing outputs
2.4. Multi-stakeholder policy dialogues convened to enhance collaboration and shared understanding	Number of dialogues held, and number of policy issues addressed	Dialogue reports, participant lists, action points documented	Stakeholders are available and willing to engage in policy dialogue

Strategic Area 3: Capacity Strengthening

3.1. Policy researchers and institutions supported to translate research into policy options	Number of actionable policy options developed by trained institutions	Policy briefs, institutional training reports, output tracking logs	Institutions are committed to applying training in real policy contexts
3.2. Communities of practice established and operational to sustain learning and collaboration	Number of active communities of practice formed and functional	Community of practice reports, activity logs, membership rosters	Practitioners and institutions see value in and commit to collaborative platforms
3.3. Technical assistance provided to AUC, RECs, and Member States for policy analysis and implementation	Number of technical assistance missions and support provided	Technical mission reports, partner feedback, assistance tracking systems	AUC, RECs, and countries articulate demand and provide enabling environments
3.4. Resource mobilization and institutional strengthening efforts supported across the FANRPAN network	Amount of funding secured and number of new partnerships formed	Financial reports, partnership agreements, donor communication records	Donors and partners remain committed to supporting agricultural transformation in Africa

Results	Indicators	Means of Verification	Means of Verification
Strategic Area 4: Monitoring, Evaluation, Accountability and Learning (MEAL)			
4.1. Centralized MEAL system and framework operationalized across all projects	• Presence of institutional MEAL framework and functioning dashboard	• Monitoring reports, system audit logs, MEAL platform analytics	• Staff are trained and committed to using the MEAL system consistently
4.2. Data collection systems developed and used to track project performance and outcomes	• Number of complete and timely monitoring and evaluation reports generated	• M&E reports, raw data sets, validation workshop reports	• Data collection protocols are followed and data quality is assured
4.3. Capacity of staff and partners strengthened to implement MEAL processes	• Number of staff trained and applying MEAL practices	• Training reports, capacity assessment surveys, follow-up evaluations	• Institutional resources are available to support continuous capacity development
4.4. Monitoring results used to support adaptive management and accountability	• Number of adaptive decisions or strategy shifts based on MEAL findings	• MEAL review reports, strategy revision logs, meeting minutes	• Leadership supports evidence-based program adjustments







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