

Strategy and Results Framework (2019-2028)

Repositioning to Deliver Transformative Research Outcomes





Table of Content

1.0	Background	3
2.0	ASARECA Vision, Mission and Core Values	7
3.0	What the Repositioned ASARECA will Do Differently ...	9
4.0	Thematic Areas of Focus and Strategic Results	11
5.0	Strategic Alignment	12

6.0	Thematic Areas of Focus and Strategic Results	15
	15 // Transformative Capacity Strengthening and Integration	
	15 // Agricultural Transformation Technologies and Innovations	
	16 // Enabling Policy Environment, Functional Markets and Transformative Institutions	
	16 // Knowledge and Information Management	
7.0	Strategy and Results Framework Implementation Arrangements	17
	18 // Figure 1: ASARECA Results Framework, theory of change and impact pathway	





1.0 Background

The Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) is a sub regional not-for-profit association. It was established in 1994 by ten member States represented by their National Agricultural Research Institutes (NARIs) following the approval of the Framework For Action (FFA) for agricultural research in Eastern and Central Africa by the Special Programme for Africa Agricultural Research (SPAAR).

The original ten member States included Burundi, Democratic Republic of Congo, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Sudan, Tanzania and Uganda. South Sudan joined the association at the General Assembly meeting convened in December, 2011 raising the membership of the regional Association to eleven.

The agricultural research for development (AR4D) environment in which ASARECA was formed has changed dramatically over its 20-year existence. In particular, various developments have taken place in the national, regional and global arena; several of its collaborating partners and member States have grown in capacity and have also revised their strategies and development plans providing new potential areas of future collaboration; new regional, continental and global frameworks and development programmes have emerged; the institutional landscape in which ASARECA operates has become increasingly congested with both competitive and collaborative pressures; and the need for

rapid transformation of the African agriculture has gained significant political support at the national, regional and continental levels.

ASARECA has re-examined its strategic focus and niche in the crowded agricultural research landscape and developed this ten-year ASARECA Strategy and Results Framework (A-SRF) for the period 2019-2028.

Because of these changes, ASARECA has re-examined its strategic focus and niche in the crowded agricultural research landscape and developed this ten-year ASARECA Strategy and Results Framework (A-SRF) for the period 2019-2028. The A-SRF is designed to reposition ASARECA strategically to deliver transformative agricultural research outcomes and impact in the ECA sub region.

The implementation of the past ASARECA's strategic and operational plans went through different times with different challenges occasioned by a fast-changing and complex socio-economic and institutional environment. These challenges affected operational implementation of ASARECA's programmes and projects in one way or another.



These challenges notwithstanding, ASARECA has been able to accomplish major achievements, especially during OP1 (2008-2013) as summarized below:

Benefits to households and individual farmers

A total of 228,349 rural households benefited directly from ASARECA-related support initiatives, and over 1.37 million individuals directly benefited from an assortment of ASARECA supported initiatives. Furthermore, 56,228 farmers and other stakeholders accessed and used new technologies, innovations and management practices (TIMPs) generated and availed for uptake from ASARECA supported project interventions.

Generated or improved technologies, innovations and management practices

A total of 364 different TIMPs were either generated or improved to suit farmers' demands. A total of 435 demand-driven gender-responsive TIMPs were availed for uptake by targeted stakeholders.

Quality pre-basic, basic and certified seeds

Over 1,000 ha of land was dedicated to improved TIMPs, especially for production and multiplication of quality pre-basic, basic and certified seeds. Over 800 metric tons of quality seed of selected crops were produced and either sold or distributed to farmers for further multiplication.

Reclamation of degraded lands and watersheds

Over 5,000 ha of highly degraded lands and watersheds were reclaimed through ASARECA supported initiatives. This enabled the targeted households to have steady water supply for domestic and farm use.

Contribution to the establishment of enabling policy environments

ASARECA has contributed to the establishment of

enabling policy environments through participation in the review of existing policies, laws, regulations and management practices. A total of 89 policies, laws, regulations and procedures were analyzed, 39 presented for legislation and dialogue, while 37 were approved by national legislative bodies, the East African Community (EAC) and the Common Market for Eastern and Southern Africa (COMESA).

Infrastructure capacity strengthening and partnership

As part of enhancing capacity strengthening of the NARS, over 400 assorted infrastructure and facilities were provided to targeted partner institutions particularly the weaker NARIs. At the same time, over 280 different partnerships were formed.

Human resource capacity strengthening

Over 60,000 persons (34,009 male and 30,887 female) were trained in the areas of integrated water management, value addition, integrated soil fertility management, value chain development, project management, monitoring and evaluation, environment and social safeguards, basic agronomic and management practices, among others. In addition, over 150 students (15 PhD, 112 MSc, 4 BSc and 19 Diploma/Certificate) benefited from ASARECA long-term training.

Production and delivery of information packages

ASARECA facilitated the production of over 700 different information packages that include peer reviewed journal articles, books, book chapters, electronic newsletters, policy briefs, conference proceedings and manuals. These products were made available through over 250 different delivery pathways such as websites, flyers, television, radio, short message system (SMS), dissemination events, media events, farm trials, and multimedia such as YouTube among others.

ASARECA's Achievements During OP1

364

Total number of Technologies, Innovations and Management Practices generated to suit farmers' demands



435

Total number of demand-driven gender-responsive Technologies, Innovations and Management Practices TIMPs availed for uptake



1.37m

Total number of individuals that directly benefited from ASARECA supported initiatives

150

Number of students who benefited from ASARECA supported PhD, and MSc studies



60,000

Number of men and women trained in various AR4D disciplines and basic agronomic practices



700

Information packages availed to over 1 million targeted stakeholders through 250 delivery pathways

Policies, laws, regulations



89

Total number analyzed,

39

Total number presented for legislation dialogue

37

Total number approved by national legislative bodies, EAC and COMESA

228,349

Total number of rural households that benefited directly from ASARECA supported initiatives



SEEDS

800Mt

Quality seed of selected crops produced and either sold or distributed to farmers for further multiplication



400

Assorted infrastructure/facilities provided to partner institutions, mainly NARIs



5000 ha

Area of highly degraded lands and watersheds have been reclaimed through ASARECA supported initiatives

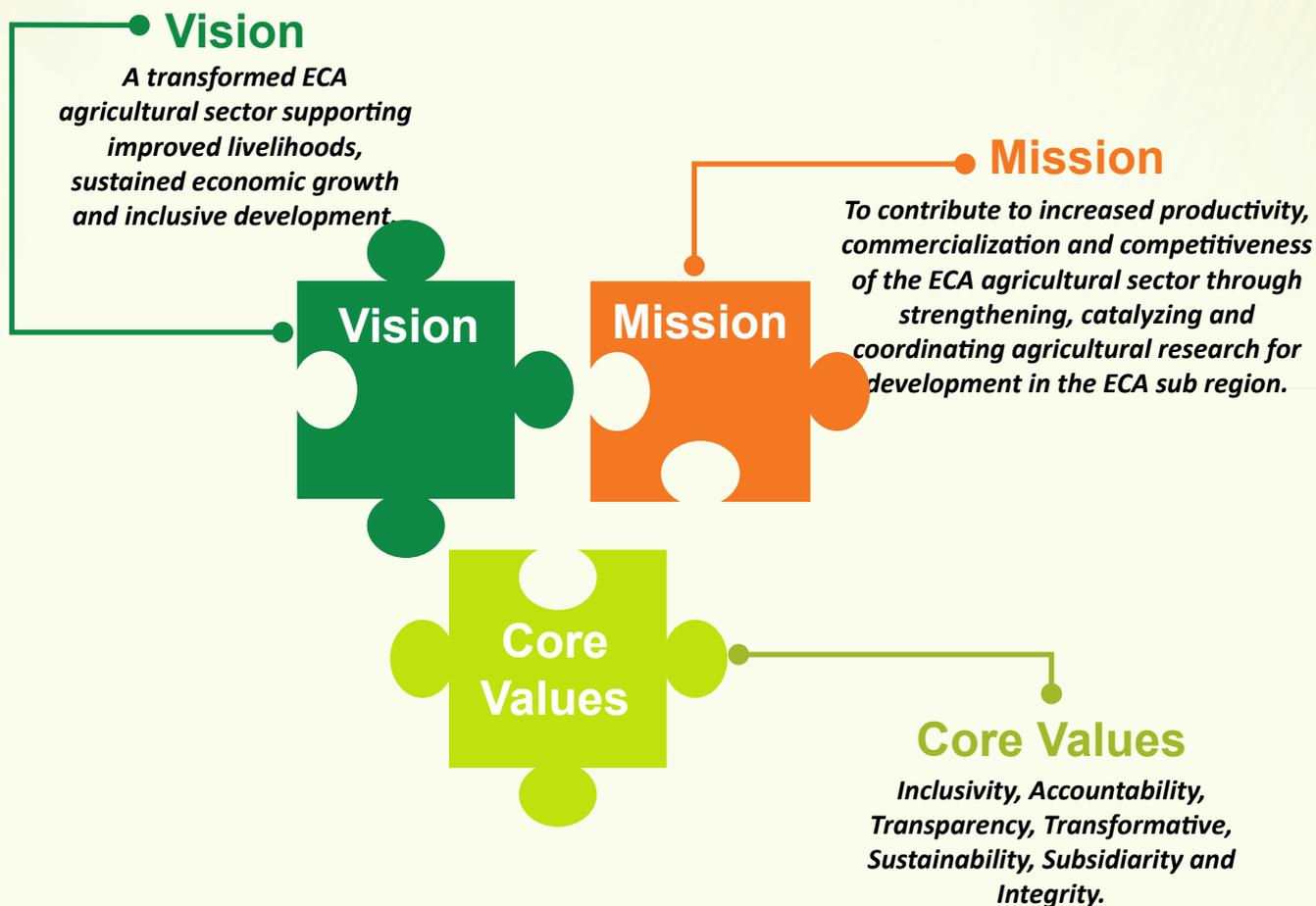


1,000 Ha

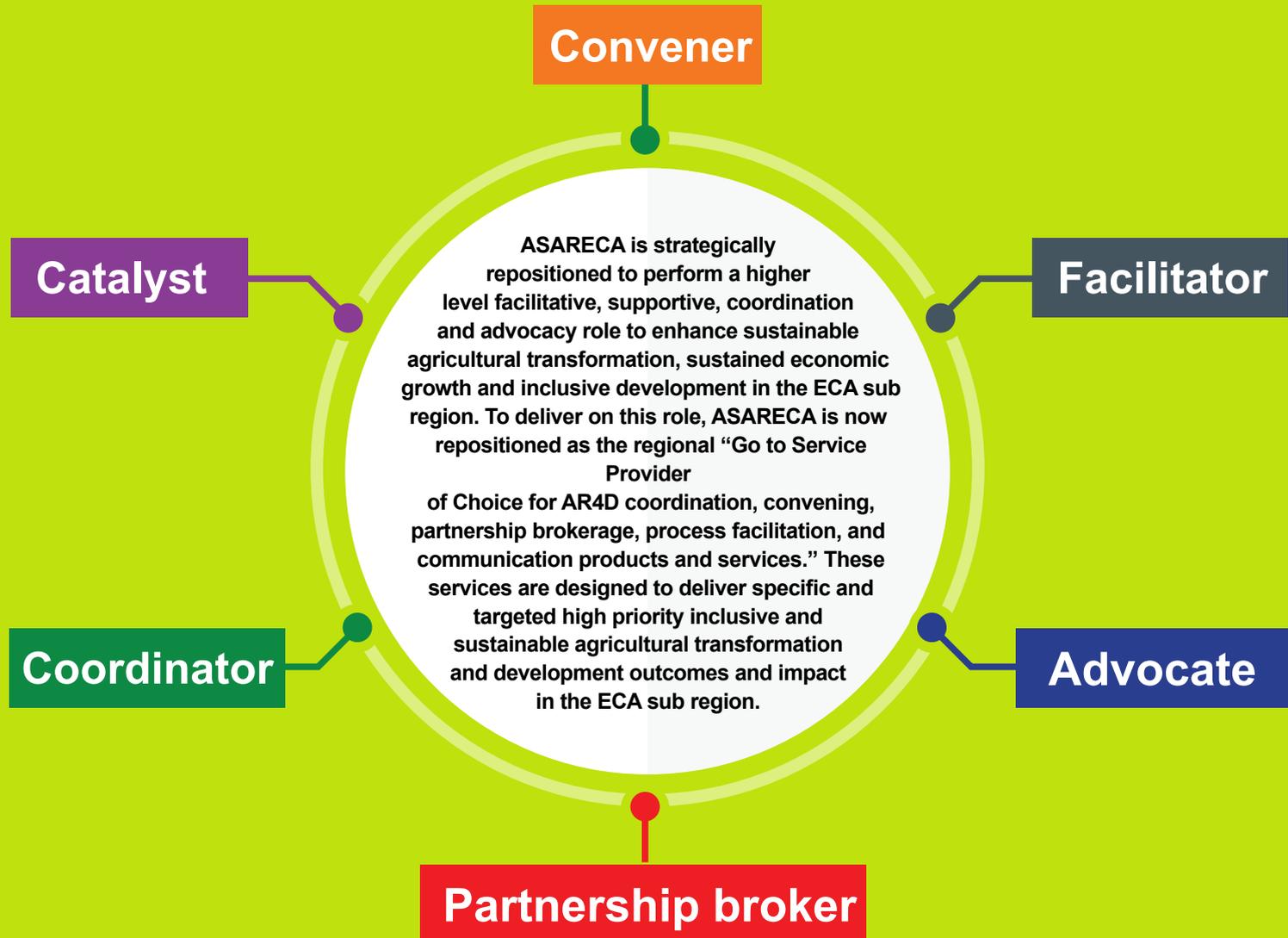
Land area dedicated to production and multiplication of quality pre-basic, basic and certified seeds



2.0 ASARECA Vision, Mission and Core Values



ASARECA Refreshed Mandate



3.0 What the Repositioned ASARECA will do Differently

3.1 ASARECA understands that agricultural transformation requires an integrated delivery approach across an ecosystem of partnerships. While various initiatives exist in the agricultural sector across the ECA sub region, there is limited integration and coordination of execution and investments by governments, development partners, private sector and implementing partners. In this regards, this A-SRF is designed to reposition ASARECA strategically to perform a higher level facilitative, supportive, coordination and advocacy role to enhance sustainable agricultural transformation, sustained economic growth and inclusive development in the ECA sub region.

3.2 Improving efficiency in delivering regional AR4D outcomes and impact: The ASARECA of this A-SRF will be an **Innovative convener, Partnership broker, Strategic catalyser, Process facilitator, Effective communicator and Efficient coordinator** of priority regional AR4D initiatives. To achieve this, ASARECA will position itself strategically to improve the **relevance, effectiveness and efficiency** of the sub regional AR4D leading to significant improvement in **value for money** in the delivery of inclusive and sustainable agricultural transformation and development outcomes and impact. ASARECA will achieve this by supporting the attainment of **economies of scale and scope** in the conduct of priority regional research and by significantly reducing **duplication and misalignment of efforts and resources**.

To deliver on the above mandate, ASARECA will reposition itself as the sub regional “Go to Service Provider of Choice” for AR4D products and services.

3.3 In this regard, therefore, the mandate of the repositioned ASARECA is to:

- (a) Identify regional research priorities and opportunities through credible, authentic and participatory on-going strategic visioning processes.
- (b) Commission, broker and manage strategic research partnerships to address identified regional priorities in the most effective, efficient and synergetic ways.
- (c) Nurture pathways for on-time delivery, spill over and scaling up of regional agricultural research results to deliver agricultural outcomes and impact.
- (d) Mobilize, allocate and manage regional AR4D investments to support generation of regional agricultural research public goods and services.
- (e) Monitor and evaluate returns on AR4D investment and repackage lessons and best practices to inform decision making processes and action.

3.4 Repositioned ASARECA value proposition and value addition: To deliver on the above mandate, ASARECA will reposition itself as the sub regional “Go to Service Provider of Choice” for AR4D products and services. In this regard,



the ASARECA's driving **Value Proposition** designed to enable it contribute significantly to the accelerated sustainable agricultural transformation and growth for shared prosperity and improved food and nutrition security and livelihood of the ECA people is ***“Strengthening, catalyzing and coordinating the ECA sub regional agricultural research for development initiatives by strengthening and integrating capacities; supporting and coordinating development and scaling up of technologies and innovations; advocating for enabling environment, functional markets and institutions; and managing and communicating knowledge and information.*”**

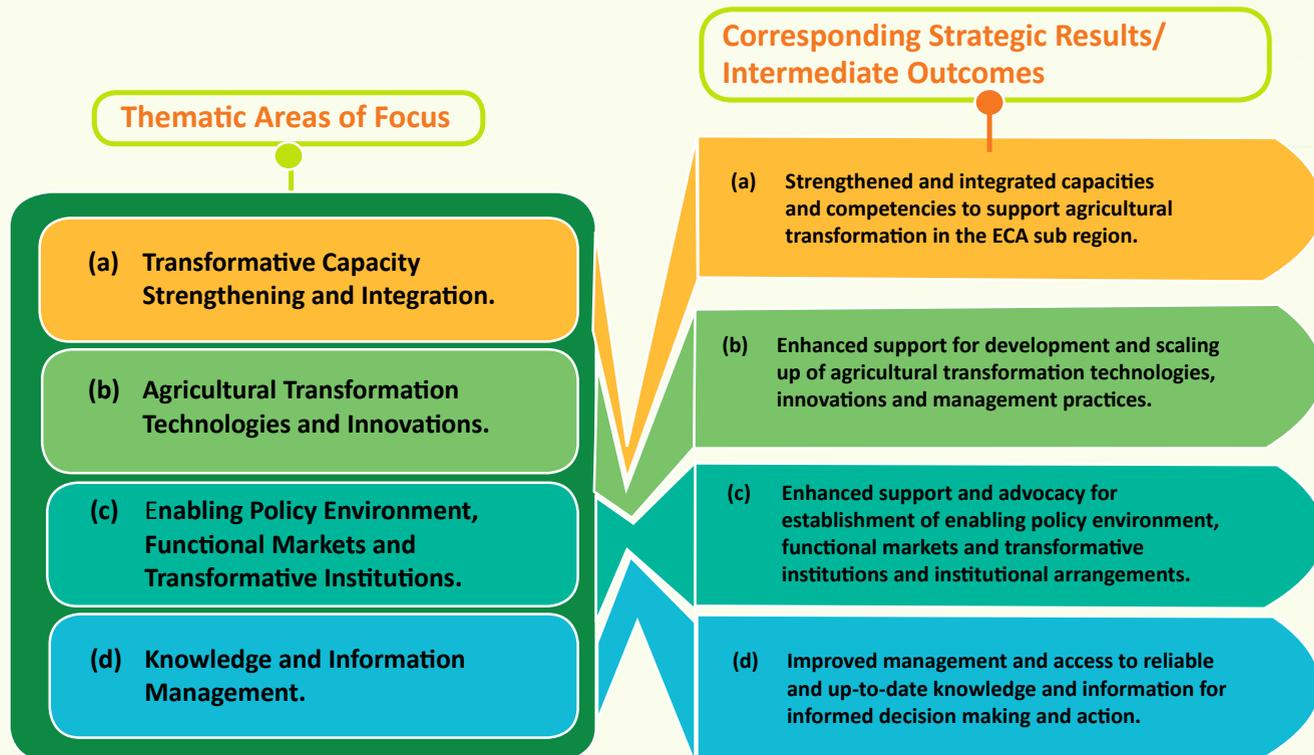
3.5 **ASARECA's capability to deliver regional research outcomes and impact:** ASARECA has a comparative advantage and proven capability, build over the years, to add value and to significantly improve value for money in the delivery of high quality demand driven regional research results to support the attainment of inclusive and sustainable agricultural transformation outcomes and impact. The repositioned ASARECA shall, therefore, deliver on the driving Value Proposition by undertaking specific functions that add value to the conduct and outcome of regional AR4D initiatives in the ECA sub region.

4.0 Thematic Areas of Focus and Strategic Results

4.1 The ASARECA stakeholders and partners have identified what it should do as a sub regional organization and rationalized it into four thematic areas of focus and four corresponding strategic results/intermediate outcomes as indicated below.

4.2 While the thematic areas of focus identified by the ASARECA stakeholders and partners have some similarities

with what ASARECA has historically sought to do, the approach, success drivers, strategic focus and the expected outcomes differ significantly from the past themes and programmes as evidenced by *“What ASARECA has chosen to do under each thematic area of focus; How it will do it; and the Level at which it will do it in line with the principle of subsidiarity”*.





5.0 Strategic Alignment

ASARECA has committed itself to focus on four thematic areas of focus that are well aligned to the major ongoing regional and continental initiatives. By committing to deliver on these thematic areas of focus, ASARECA is strategically positioned to contribute significantly to the development and implementation of national, regional, continental and global frameworks as outlined below.

(a) National Agricultural and Food Security Investment Plans: ASARECA shall provide support to the ECA member States in the development and implementation of their National Agricultural and Food Security Investment Plans (NAFSIPs) to achieve sustainable agricultural transformation and inclusive growth.

(b) CAADP 10-year Results Framework: ASARECA shall provide

support to the ECA member States in the implementation of the CAADP 10-year Results Framework as the overarching continental agriculture development framework and the complementary African Union Malabo Declaration on accelerated African agricultural growth and transformation (A3GT) in line with the AUC/NEPAD Agency Implementation Strategy and Roadmap strategic action areas of (i) Transforming



agriculture and sustaining inclusive growth; and (ii) Strengthening systemic capacity to implement and deliver results.

(c) Continental frameworks and programmes: ASARECA shall work closely with FARA and other regional and continental initiatives to support the implementation of (i) the Science, Technology and Innovation Strategy for Africa (STISA); (ii) the Science Agenda for Agriculture in Africa (S3A); (iii) the Technologies for African Agricultural Transformation (TAAT) programme; (iv) the African Agricultural Research Programme (AARP); and (v) the framework for Sustainable Agricultural Mechanization in Africa (SAMA).

(d) Global Frameworks and initiatives: ASARECA shall partner with other relevant regional, continental and global initiatives such as (i) the United Nations Sustainable Development

Goals (s) particularly in the delivery of the SDG 2 that seeks to end hunger, achieve food security and improved nutrition and promote sustainable agriculture by 2030 as well as other relevant SDGs. (ii) the Feed the Future Strategy; (iii) The CGAIR Centres/Commodity Research Programmes, particularly in the implementation of the TAAT and AARP Programmes; and (iv) programmes and projects implemented by the International Agricultural Research Centres and Advanced Research Institutes.

(e) Regional Economic Community's strategies and policies: In its capacity as a sub regional organization, ASARECA shall provide technical support to the Common Market for Eastern and Southern Africa (COMESA); the East African Community (EAC); and the Inter-Governmental Authority on Development (IGAD) in the implementation of the relevant agricultural sector strategies and policies.





6.0 Thematic Areas of Focus and Strategic Result Areas



6.1 Transformative Capacity Strengthening and Integration

- (a) This thematic area shall focus on strengthening and integration of different types of AR4D capacities and competencies at systemic, organizational and individual levels to support and contribute significantly to the attainment of inclusive and sustainable agricultural transformation in the ECA member States.
- (b) The strategic result areas required to deliver this thematic area include:
 - (i) Strengthen and integrate capacities and competencies for inclusive stakeholder engagement, strategic visioning and policy formulation.
 - (ii) Strengthen and integrate capacities and competencies for generation, access and utilization of agricultural knowledge and information.
 - (iii) Strengthen and integrate capacities and competencies for effective institutional development, management and performance monitoring and evaluation.



6.2 Agricultural Transformation Technologies and Innovations

- (a) This thematic area shall focus on supporting and coordinating the development and adaptation of technologies and innovations to address priority regional agricultural transformation challenges; development of approaches, methods, tools and pathways for enhancing uptake and widespread utilization of technologies, innovations and management practices; enhancing scaling up of priority integrated regional agricultural value chains; and supporting development of private sector-driven agribusinesses and entrepreneurship.
- (b) The strategic result areas required to deliver this thematic area include:
 - (i) Support and coordinate development and adaptation of gender responsive and climate-smart technologies, innovations and management practices.
 - (ii) Support and coordinate scaling up of gender responsive and climate-smart technologies, innovations and management practices.
 - (iii) Support and coordinate development and scaling up of gender responsive and youth focused regional value chains and agribusinesses.





6.3 Enabling Policy Environment, Functional Markets and Transformative Institutions

- (a)** ASARECA has made significant contribution in policy analysis and advocacy in the past and, therefore, this thematic area will build on these past successes and lessons learned.

The focus for this thematic area is, therefore, to support and advocate for creation of enabling environment, establishment of functional and structured regional markets and strengthening of regional institutions.

- (b)** The strategic result areas required to deliver this thematic area include:
 - (i)** Support and advocate for establishment of transformative enabling policy and regulatory environment.
 - (ii)** Support and advocate for establishment of functional and structured regional input and output markets.
 - (iii)** Support and advocate for establishment of transformative regional institutions and institutional arrangements.



6.4 Knowledge and Information Management

- (a)** This thematic area of focus shall build on the lessons and experiences from ASARECA's past knowledge and information initiatives to advocate for and explore ways through which data, information, knowledge and tools relevant for AR4D can increasingly be placed in the public domain. This thematic area shall, therefore, focus on improving management and access to reliable and up-to-date data, information and knowledge to inform agricultural transformation decision making processes and action in the ECA sub region.
- (b)** The strategic result areas required to deliver this thematic area include:
 - (i)** Establish and manage regional technology and information clearing house.
 - (ii)** Establish and manage regional data bases, system models and decision-support tools.
 - (iii)** Establish and manage functional platforms for communicating and exchanging knowledge and information.

7.0 Strategy and Results Framework Implementation Arrangements

7.1 The A-SRF has outlined clear thematic areas of focus and their respective strategic results that can only be realized through sound planning and coordinated implementation. To operationalize the A-SRF, therefore, ASARECA will develop two detailed medium term operational plans (MTOPs) covering the period 2019-2023 and 2024-2028. In order to ensure proper alignment and harmonization with the A-SRF, the MTOPs shall be developed using a nesting approach that links the strategic results, strategic result areas and intervention strategies for better outcome mapping and impact orientation.

7.2 ASARECA shall also develop and operationalize a rigorous and continuous participatory monitoring, evaluation and learning system capable of tracking the implementation of this A-SRF and the MTOPs. The development of this system shall be guided by the ASARECA results framework, theory of change and impact pathway shown in Figure 1. The results framework shows how different levels of outcomes and impact will be achieved, how they interact with each other and what enabling environment is required to deliver them. This results framework will form the basis for formulating further theories of change supported by detailed result frameworks with staged objectively verifiable indicators, key performance indicators and milestones to be specified in the MTOPs and annual work plans.

7.3 To ensure effective and efficient implementation of this A-SRF, the ASARECA's governance and management will be strengthened so as to enable it perform its sub regional mandate. In addition to this, ASARECA will develop and operationalize the necessary strategic management instruments required for smooth implementation of this A-SRF and the MTOPs. Some of these strategic management instruments that will be developed and operationalized include:

- (i) Detailed medium term operational plans covering the period 2019-2023 and 2024-2028.
- (ii) Regional framework for strategic visioning, priority setting and programming.
- (iii) Reconfigured CGS for financing truly competitive regional research to address priority regional research challenges.
- (iv) Partnership strategy.
- (v) Resource mobilization and sustainability strategy.
- (vi) Communication strategy.
- (vii) Risk management plan.
- (viii) Regional research policy to guide the conduct, coordination and management of regional research.
- (ix) Strategies and guidelines for mainstreaming cross-cutting issues into all programmes and projects.
- (x) Performance based monitoring, evaluation and learning system for tracking the implementation of programmes and projects.





Figure 1: ASARECA Results Framework, theory of change and impact pathway

<i>This ASARECA Results Framework and impact pathway forms the basis for formulating result frameworks with staged objectively verifiable indicators to be outlined in the five year A-SRF Medium Term Operational Plans.</i>				
Vision	<i>Advancement Towards ASARECA Vision:</i> A transformed ECA agricultural sector supporting improved livelihoods, sustained economic growth and inclusive development.			
Mission	<i>Progress Towards Realization of ASARECA Mission:</i> Contributing to increased productivity, commercialization and competitiveness of the ECA agricultural sector through strengthening, catalyzing and coordinating agricultural research for development in the ECA sub region.			
Goal/ Impact	<i>Contribution to the Realization of ASARECA Goal/Impact:</i> Enhanced contribution to increased productivity, commercialization and competitiveness of the ECA agricultural sector.			
Purpose/ Outcome	<i>Achievement of ASARECA Purpose/Outcome:</i> Strengthened, catalyzed and coordinated agricultural research for development in the ECA sub region.			
<i>Attainment of sufficient Strategic Results/Intermediate Outcomes required to achieve the ASARECA Purpose/Outcome</i>				
Strategic Results/ Intermediate Outcomes	1.0 Strengthened and integrated capacities and competencies to support agricultural transformation in the ECA sub region.	2.0 Enhanced support for development and scaling up of agricultural transformation technologies, innovations and management practices.	3.0 Enhanced support and advocacy for establishment of enabling policy environment, functional markets and transformative institutions and institutional arrangements.	4.0 Improved management and access to reliable and up-to-date knowledge and information for informed decision and action.
<i>Achievement of necessary and sufficient immediate outcomes required to delivery Strategic Results/Intermediate Outcomes</i>				
Immediate Outcomes	1.1 Strengthened and integrated capacities and competencies for inclusive stakeholder engagement, strategic visioning and policy formulation.	2.1 Supported and coordinated development and adaptation of gender responsive and climate-smart technologies, innovations and management practices.	3.1 Supported and advocated establishment of transformative enabling policy and regulatory environment.	4.1 Established and effectively managed regional technology and information clearing house.



	<p>1.2 Strengthened and integrated capacities and competencies for generation, access and utilization of agricultural knowledge and information.</p> <p>1.3 Strengthened and integrated capacities and competencies for effective institutional development, management and performance monitoring and evaluation.</p>	<p>2.2 Supported and coordinated scaling up of gender responsive and climate-smart technologies, innovations and management practices.</p> <p>2.3 Supported and coordinated development and scaling up of gender responsive and youth focused regional value chains and agribusinesses.</p>	<p>3.2 Supported and advocated establishment of functional and structured regional input and output markets.</p> <p>3.3 Supported and advocated establishment of transformative regional institutions and institutional arrangements.</p>	<p>4.2 Established and effectively managed regional data bases, system models and decision-support tools.</p> <p>4.3 Established and effectively managed functional Platforms for communicating and exchanging knowledge and information.</p>
--	--	---	---	---

Linking the Strategy and Results Framework to the Medium Term Operational Plan result framework and implementation plan

Intervention strategies and Activities	Conduct of necessary and sufficient activities required to delivery intervention strategies and achieve immediate outcomes
Inputs and Resources	Availability of sufficient inputs/resources and efficient management of ASARECA the Secretariat and ASARECA the Association

Critical Assumptions that must hold true to enable ASARECA deliver on its results chain

<p>1. The ECA member State leadership will continue to ensure sustained increase in public investment to agricultural research for development.</p>	<p>2. Agriculture will continue to be a major driver of sustainable rural and national agricultural and economic development of the ECA member States.</p>	<p>3. The ECA member States will follow agriculture-led inclusive growth strategy for social and economic transformation.</p>	<p>4. The RECs will recognize and support the repositioned ASARECA to provide support in the implementation of their agricultural strategies and programmes.</p>	<p>5. Development partners will continue to support the repositioned ASARECA and agricultural development in the ECA sub region.</p>
---	--	---	--	--





Asareca Strategy and Results Framework - 2019-2028

Repositioning to Deliver Transformative Research Outcomes

Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA)

Plot 5, Mpigi Road | P. O. Box 765, Entebbe, Uganda

Tel: +256 414 320 556, +256 414 321 885

Email: asareca@asareca.org | Website: www.asareca.org

 [asareca@facebook.com](https://www.facebook.com/asareca)  [@asareca](https://twitter.com/asareca)

