



ReNAPRI STRATEGIC PLAN 2021-2026



REGIONAL NETWORK OF AGRICULTURAL POLICY RESEARCH INSTITUTES

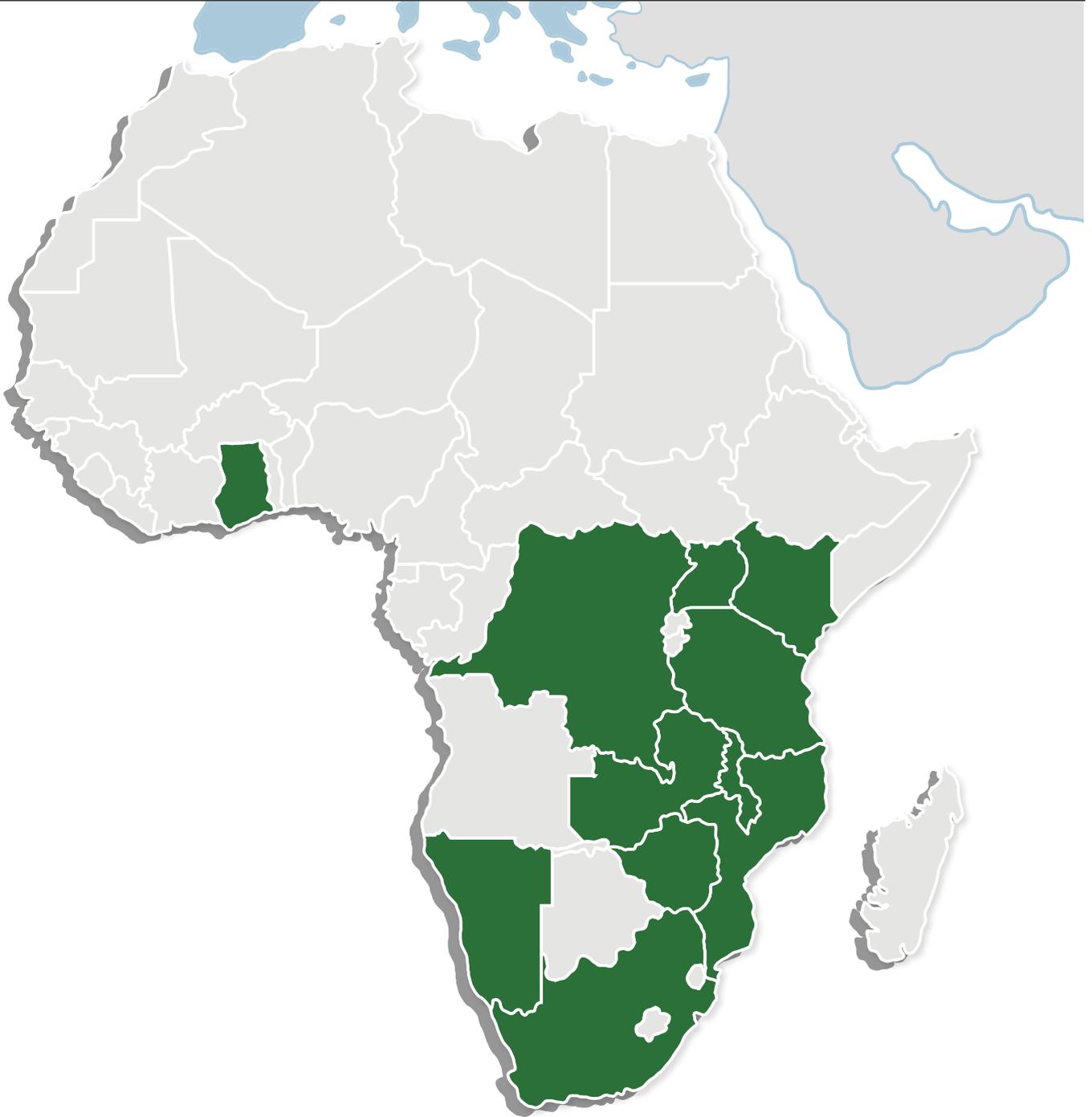


An entirely African-owned and African-led network of agricultural policy research centers, generating high-quality evidence and providing policy guidance in support of agricultural development, food and nutrition security, and livelihoods resilience.

ReNAPRI

REGIONAL NETWORK OF AGRICULTURAL POLICY RESEARCH

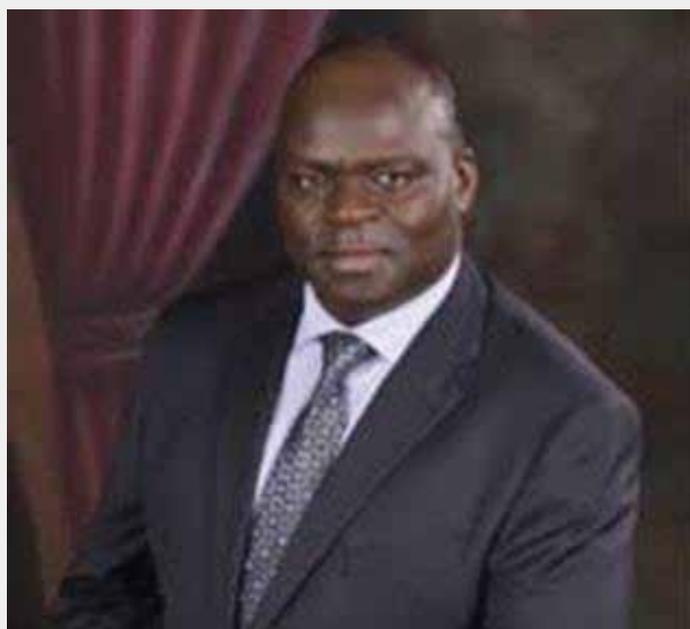
An entirely African-owned and African-led network of agricultural policy research centers, generating high-quality evidence and providing policy guidance in support of agricultural development, food, and nutrition security, and livelihoods resilience.



Acknowledgements.

The Regional Network of Agricultural Policy Research Institutes (ReNAPRI) initially organized a strategic planning meeting, scheduled to take place in Lilongwe Malawi from 13th to 14th March 2020, to design this 5-year Strategic Plan (2021 -2026). However, due to the declaration of the Corona Virus Disease of 2019 (COVID – 19) as a global pandemic by the World Health Organisation (WHO), and the ensuing lockdown/shelter-in-place orders by national governments, the Executive Committee (ExCo) of ReNAPRI resolved to develop ReNAPRI’s strategic plan using virtual tools – a process that was later launched in May 2020.

The Chair of the Board of Directors of the Regional Network of Agricultural Policy Research Institutes (ReNAPRI) would like to thank the Board Members , Research Directors, the Secretariat (incoming and outgoing), and ReNAPRI network member institutions including: Institute of Social and Economic Research (IRES) at University of Kinshasa, DRC; Institute of Statistical, Social and Economic Research (ISSER) at University of Ghana, Ghana; Tegemeo Institute of Agricultural Policy and Development at Egerton University, Kenya; Centre for Agricultural Research and Development (CARD) at Lilongwe University of Agriculture and Natural Resources (LUANAR), Malawi; The Research Center for Agricultural and Food Policies and Programmes (CEPPAG) at Eduardo Mondlane University, Mozambique;



Miltone Ayieko (PhD)
Chair of the ReNAPRI Board of Directors

Agriculture Trade Policy Institute (ATPI) at Namibia University of Science and Technology (NUST); Bureau for Food and Agricultural Policy (BFAP), South Africa; School of Agricultural Economics and Business Studies (SAEBS) at Sokoine University of Agriculture (SUA), Tanzania; Department of Agribusiness and Natural Resource Economics (DANRE) at Makerere University, Uganda; Indaba Agriculture Policy Research Institute (IAPRI), Zambia; and the University of Zimbabwe (UZ), Zimbabwe, for their active participation and rich contributions to the development of this 5-year ReNAPRI Strategic Plan (2021-2026). ReNAPRI also extends its gratitude to the Feed the Future Innovation Lab for Food Security Policy, Research, Capacity, and Influence (PRCI) at Michigan State University funded by the United States Agency for International Development (USAID). Special gratitude to all those who generally provided their open and insightful remarks leading to the development of this plan.

ReNAPRI’s vision is to be a dynamic Pan-African network of universally recognized national agricultural policy research institutes that generate relevant decisions and high-quality evidence, to guide and inform effective policy decisions that promote sustainable solutions across the continent.

Anticipating the Future of Agriculture in Eastern and Southern Africa

The Role of Market Intermediaries in Facilitating Grain Trade



1. Introduction

African countries have undergone significant transformation in their economic and policy environment over the years that has led to impressive levels of trade liberalization, increased openness and heightened exposure to international competition. The trade liberalization process across sub-sahara countries has generally been coupled with sweeping market reforms in their agricultural sectors, and marked efforts to enhance market access both domestically and internationally through improved coordination and efficiency in commodity markets.

Notably, governments across sub-saharan africa continue to maintain an active role in staple food markets, with interventions ranging from facilitative to restrictive. Central to the high level of government intervention in agriculture market development has been a persistent and widespread distrust of private sector actors' participation in these markets (Sitko and Jayne, 2014). This perception has been anchored in the belief that market intermediary's practices are noncompetitive, predatory, and likely to result in rural smallholders falling prey to extortion by the perceived oligopolistic behavior. The role that market intermediaries play in African cereals markets has often been misunderstood due to a number of factors

including not limited to; 'market access' being under-conceptualized in empirical studies (Chamberian and Jayne, 2012; Chapoto and Jayne, 2015) leading to empirical analyses that reveal little about the challenges that smallholder farmers face with regards to food market development, as well as the important role that market intermediaries play assembling cereals (more especially grain at the village-level)

This report summarizes findings from recent studies by Chapoto and Jayne (2016) and Sitko and Chisanga (2016), and draws key insights from the 2nd ReNAPRI Annual Stakeholders Conference held in Maputo, Mozambique in 2015 where related papers and materials were presented and discussed with the view to inform regional policy making and implementation processes surrounding grain trade. More specifically, the brief provides insights to inform the process for the development of the FoodTrade Eastern and Southern Africa (FTESA) supported G-Soko Trading Platform whose principle aim is to facilitate trade between grain suppliers and buyers across the Eastern Africa region through a structured market mechanism.



Key Messages

- **In three out of the four Eastern African countries** (Ghana, Kenya, Mozambique and Zambia), grain assemblers have proved to be the most important market channel utilized by farmers, regardless of their relative degree of market access (Sitko and Jayne, 2014). The country with some variation in marketing behaviors relative to those in other countries was Zambia, where the study found that assembly traders were the most frequently utilized market channel for farmers in more remote villages and the second most important channel for those in more accessible villages.
- **Roughly 70 per cent of farmers' maize sales transactions** with private traders occurred within 1km of households' premises, indicating the extent to which private assembly traders are operating in areas typically categorized as isolated (Chapoto and Jayne, 2016).
- **Long distances traveled by about five per cent of farms** generally represent a deliberate marketing strategy by those with large volumes who chose to sell directly to industrial buyers in towns (Chapoto and Jayne, 2016)
- **Most households selling maize chose to sell to private traders.** In Zambia for example, private traders account for over 60% of all maize transactions with farmers.
- **Direct participation of governments** in the market through food reserve agencies and marketing boards undermine the development of the assembly trading sector causing private sector players to exit the market and further exacerbating market inefficiencies and in fact, promoting market failure.
- **Multinational firms are playing an increasingly prominent role** in African grain and oilseed markets. In the 2011/2012 crop marketing season in Zambia, large-scale grain trading firms directly handled approximately 500,000 metric tons of maize, Soybeans and wheat. This amounted to 25 percent of the total marketed surplus for these three crops. By 2015 these firms were handling 621,000 metric tons of grain, with a significantly expanded presence in the smallholder market.
- **Recommendations to enhance the participation of market intermediaries** in grain trading include;
 - Minimizing the direct participation of Governments in the market through Food Reserve Agencies and Marketing Boards;
 - Promoting the use of commodity Exchange/Structured Grain Trading Systems;
 - Development and implementing Well-managed Formal Export Trade Regimes
 - Creating Appropriate Policies and Regulations to Govern the Grain Trading Sector.

Policy Brief no. 5: A Prototype of ReNAPRI's Outputs

Table of Contents

List of Figures

List of Tables

Acknowledgements	1
Acronyms	4
Executive Summary	5
Background	6
Overview of ReNAPRI	6
ReNAPRI's distinctive value	9
Policy Research for Agricultural Development: The Context	11
Analysis of ReNAPRI's Internal and External Environment	17
Stakeholder Analysis	22
ReNAPRI's 5 Year Strategic Goals	25
ReNAPRI's Theory of Change	30
ReNAPRI's 5-year Strategic Plan	31
ReNAPRI Core Functions and Governance	34
Projected Budget	37
Operationalization of the ReNAPRI 5-year Strategic Plan	38
Conclusion	41
Annexes	42

List of Figures

Figure 1: ReNAPRI's Core Values	10
Figure 2: Theory of Change	31
Figure 3: Overview of Strategic Plan	32
Figure 4: Current Governance Organogram	34
Figure 5: Proposed ReNAPRI Organogram	35
Figure 6: Smartsheets Landing Page	39
Figure 7: Smartsheets Level 1 Activity Page	39
Figure 8: Smartsheets Level 2 Activity Page	40

List of Tables

Table 1: Schedule of the Strategic Planning Processes	14
Table 2: TOWS Matrix	20
Table 3: Stakeholders along the Policy Cycle	23
Table 4: ReNAPRI's Strategic Goals	26
Table 5: Projected Budget	37



List of Acronyms

AAP	Alliance for Africa Partnership
AASR	Africa Agriculture Status Report
AGRA	Alliance for a Green Revolution in Africa
AfCFTA	African Continental Free Trade Area
AoA	Articles of Association
ATPI	Agriculture Trade Policy Institute
AU	African Union
AUC	African Union Commission
AUDA	African Union Development Agency
BFAP	Bureau for Food and Agricultural Policy
CAADP	Comprehensive African Agriculture Development Programme
CARD	Centre for Agricultural Research and Development
CCARDESA	Centre for Coordination of Agricultural Research and Development for Southern Africa
CEPPAG	Research Center for Agricultural and Food Policies and Programmes
COMESA	Common Market for Eastern and Southern Africa
COVID-19	Coronavirus Disease of 2019
DRC	Democratic Republic of Congo
ECCAS	Economic Community of Central African States
EAGC	Eastern Africa Grain Council
ESA	Eastern and Southern Africa
ETG	Export Trading Group
ExCo	Executive Committee
FP&P	Financial Policy and Practices
GDP	Gross Domestic Product
IAPRI	Indaba Agriculture Policy Research Institute
IRES	Institute of Social and Economic Research
KM	Kaleidoscope Model (KM)
KM	Knowledge Management
LUANAR	Lilongwe University of Agriculture and Natural Resources
M&E	Monitoring and Evaluation
MoUs	Memorandums of Understanding
MwAPATA	Malawi Agriculture Policy Advancement and Transformation Agenda
NEPAD	New Partnership for Africa's Development
NSAs	Non-State Actors
NUST	Namibia University of Science and Technology
OM	Outreach Management
PAFO	Pan African Farmers' Organisation
PICA	Policy Influence Capacity Advancement
PM	Project Management
PR	Public Relations
PRCI	Policy Research Capacity and Influence
ProM	Process Management
R&D	Research and Development
RECs	Regional Economic Communities
ReNAPRI	Regional Network of Agricultural Policy Research Institutes
ReSAKSS	Regional Strategic Analysis and Knowledge Support System
RM	Resources Management
SACAU	Southern African Confederation of Agricultural Unions
SADC	Southern Africa Development Community (SADC)
SAEBS	School of Agricultural Economics and Business Studies
SDGs	Sustainable Development Goals
SOPs	Standard Operating Procedures
SUA	Sokoine University of Agriculture
UNECA	United Nations Economic Commission for Africa
USAID	United States Agency for International Development
WHO	World Health Organization
WP	Working Practice

Executive Summary

The Regional Network of Agricultural Policy Research Institutes (ReNAPRI) is an entirely African-owned and African-led network of agricultural policy research centers, generating high-quality evidence and providing policy guidance in support of agricultural development, food and nutrition security agenda, and livelihoods' resilience.

Established on 16th November 2012, ReNAPRI was officially registered in Lusaka, Zambia on 31st October 2014. Its main objective was to promote collaboration among national agriculture policy research institutes in [Central], Eastern and Southern Africa. ReNAPRI has, to date, expanded its membership to include West Africa. Furthermore, and in line with the network's Governance Guidelines, the ReNAPRI Secretariat was later launched in December 2019 to support the operations of the network.

ReNAPRI members are in the following countries: Democratic Republic of Congo (DRC), Ghana, Kenya, Malawi, Mozambique, Namibia, South Africa, Tanzania, Uganda, Zambia, and Zimbabwe. Demand for ReNAPRI's services in the African continent has increased over time, compelling the network to revisit its initial vision and mission, expand its geographic coverage, and develop a strategic plan that will provide coherence in its future pan-African operations.

ReNAPRI's strategic planning activities were initially planned to take place in Lilongwe, Malawi from 13-14 March 2020, in collaboration with the Policy Influence Capacity Advancement (PICA) processes implemented under the Innovation Lab for Food Security Policy, Research, Capacity, and Influence (PRCI) at Michigan State University. However, due to the COVID-19 pandemic and ensuing lockdown/shelter-in-place orders by national governments, the strategic planning processes were undertaken using virtual applications.

Facilitated by the ReNAPRI Secretariat, some virtual strategic planning modules were developed and later launched in May 2020. Several online and offline activities were held over a period of three and a half months with participation from ReNAPRI network members including Board Members and Research Directors, who provided rich and insightful contributions. The processes included: a review of the existing vision, mission, and objectives of the ReNAPRI network; an analysis of the internal and external environment as well as the network's existing partnerships and key stakeholders, and ReNAPRI's internal and external communication/interaction.

This 5-year Strategic Plan 2021 – 2026 is designed to contribute to the attainment of the African Union's 2014 Malabo Declaration on Accelerated Agricultural Transformation for shared prosperity and improved livelihoods -, the 10-year flagship program for agriculture development under, within the context of the continent's Agenda 2063. The ReNAPRI Strategic plan is intended to build on the fundamental strengths and opportunities of the network to address any existing challenges facing the organisation in its efforts to achieve the vision of the network. It is also meant to transform ReNAPRI from being recognized only for its strong ability to undertake policy research analysis, to becoming equally noted as an agent of policy influence in the African continent. ReNAPRI seeks to contribute to policy influence by diversifying its funding sources towards promoting objective research and delivering cost-effective demand-driven products and remunerated services, to decision makers and other key stakeholders.

ReNAPRI further seeks to develop the capacity of its members to become centers of excellence in the continent. In addition, the network will engage in outreach through strong communication and information sharing, while creating and nurturing stronger regional collaboration among network members through joint regional work planning, training, and other capacity development support to its network. ReNAPRI's success will be evaluated by:

1. Increase in the number of concrete requests received from its partners and key stakeholders for the network's services.
2. The number of policy recommendations generated by ReNAPRI centers and applied by decision-makers,
3. The impact of those policy actions at national, regional, and continental levels.

¹ ReNAPRI is present in the Democratic Republic of Congo (DRC) which has membership in the Common Market for Eastern and Southern Africa (COMESA), Economic Community of Central African States (ECCAS) and the Southern Africa Development Community (SADC).

² Note that throughout this document 'ReNAPRI' refers to the 'network of agricultural policy institutes', while 'the ReNAPRI Secretariat' will be presented explicitly to distinguish between the two.

ReNAPRI has inherent potential to become a powerful driver of policy influence in Africa, propelled BY Africa

ReNAPRI Strategic Plan 2021-2026

BACKGROUND

Overview of ReNAPRI

The Regional Network of Agricultural Policy Research Institutes (ReNAPRI) was originally established on 16th November 2012, as a regionally coordinated group of national agricultural policy research centers, operating in the eastern and southern Africa (ESA) region. ReNAPRI was later registered formally in Lusaka, Zambia on 31st October 2014. Furthermore, and in line with the organization's Governance Guidelines, ReNAPRI later launched its Secretariat in December 2019 to provide coordination and facilitation support to the day-to-day activities of the network.

ReNAPRI was formed through the initiative of national agricultural policy research institutes, with a view to enabling effective coordination, sharing of data, and collaborative problem solving of common challenges facing the ESA region. This decision was necessitated in 2009, when it was noted by several institutes, that even though agricultural policy research centers existed at national level, there was no common platform to enable these institutes to collaborate effectively on policy analysis, outreach, and capacity building, while coordinating and facilitating matters of common regional interest. It was further recognized that a network of like-minded agricultural policy research institutes was required to

coherently provide valuable services to policy makers and other stakeholders. ReNAPRI was therefore designed to support and guide national policy makers through sharing of experiences and lessons learnt from other countries within the ESA region. Following a series of intensive formal and informal consultations, and with a view to reinforce, promote and enhance policy research cooperation, the first cohort of institutes from seven (7) African countries, formed the ReNAPRI network. These include Democratic Republic of Congo (DRC), Kenya, Malawi, Mozambique, Namibia, South Africa, Tanzania, and Zambia.

Increased demand for ReNAPRI's high-quality research by several stakeholders in the continent, coupled with the organization's pan-African aspirations and broad alliances, has since compelled the network to alter its original design (i.e., initially focused on serving ESA) to include other regions of Africa. Currently, membership of ReNAPRI has since expanded to ten (10) countries, with new members originating from Ghana in West Africa, Uganda in East Africa, and Zimbabwe in Southern Africa.



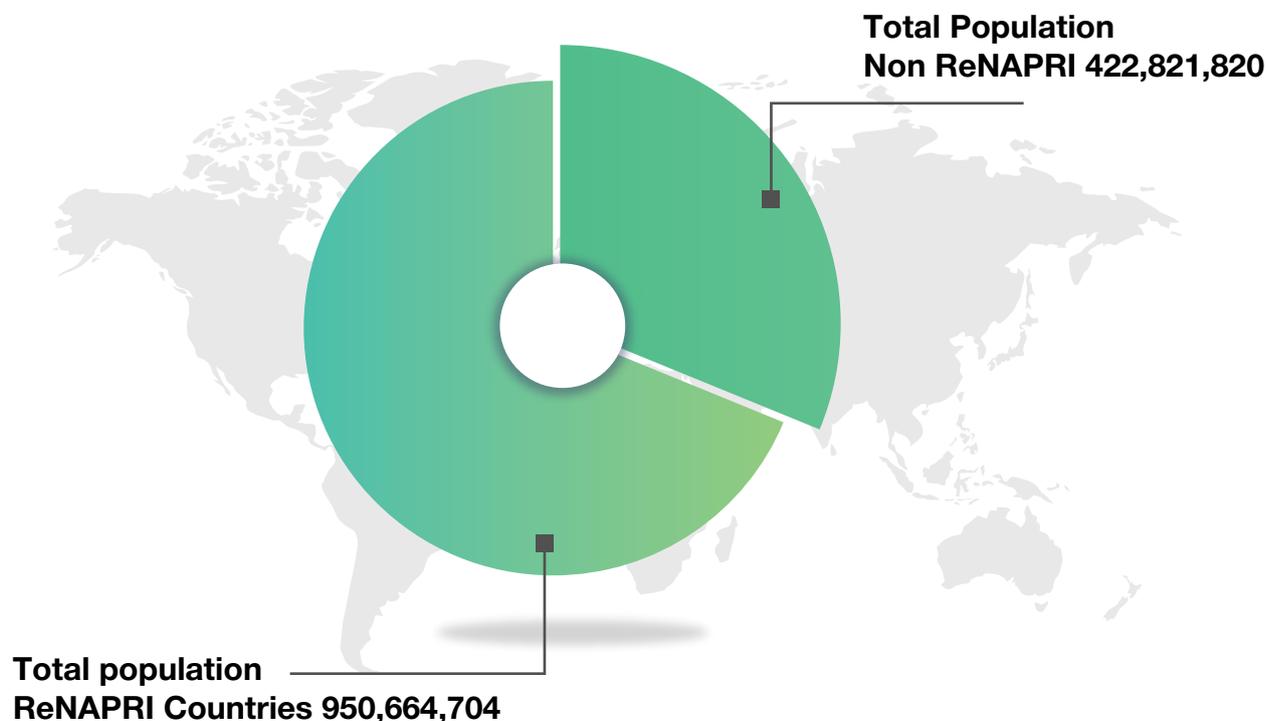
Policy Influence means adoption of the thinking, literature and language emanating from policy research by policy makers – ReNAPRI Network Members 2020

ReNAPRI's 10 member institutions include:

- **Democratic Republic of Congo (DRC)** - The Institute of Social and Economic Research (IRES) at University of Kinshasa.
- **Ghana** - Institute of Statistical Social and Economic Research (ISSER) at the University of Ghana.
- **Kenya** - Tegemeo Institute of Agricultural Policy and Development at Egerton University.
- **Malawi** - Centre for Agricultural Research and Development (CARD) at Lilongwe University of Agriculture and Natural Resources (LUANAR).
- **Mozambique** - The Research Center for Agricultural and Food Policies and Programmes (CEPPAG) at Eduardo Mondlane University.
- **Namibia** - Agricultural Trade Policy Institute (ATPI) at Namibia University of Science and Technology.
- **South Africa** - Bureau for Food and Agricultural Policy (BFAP).
- **Tanzania** - School of Agricultural Economics and Business Studies (SAEBS) at Sokoine University of Agriculture (SUA).
- **Uganda** - Department of Agribusiness and Natural Resource Economics (DANRE) at Makerere University.
- **Zambia** - Indaba Agriculture Policy Research Institute (IAPRI); and,
- **Zimbabwe** - University of Zimbabwe (UZ).

ReNAPRI countries currently total approximately 165,200,000ha in arable land (2016)³, with a combined population of 422,821,820⁴, representing approximately thirty-one percent (31%) of Africa's population.

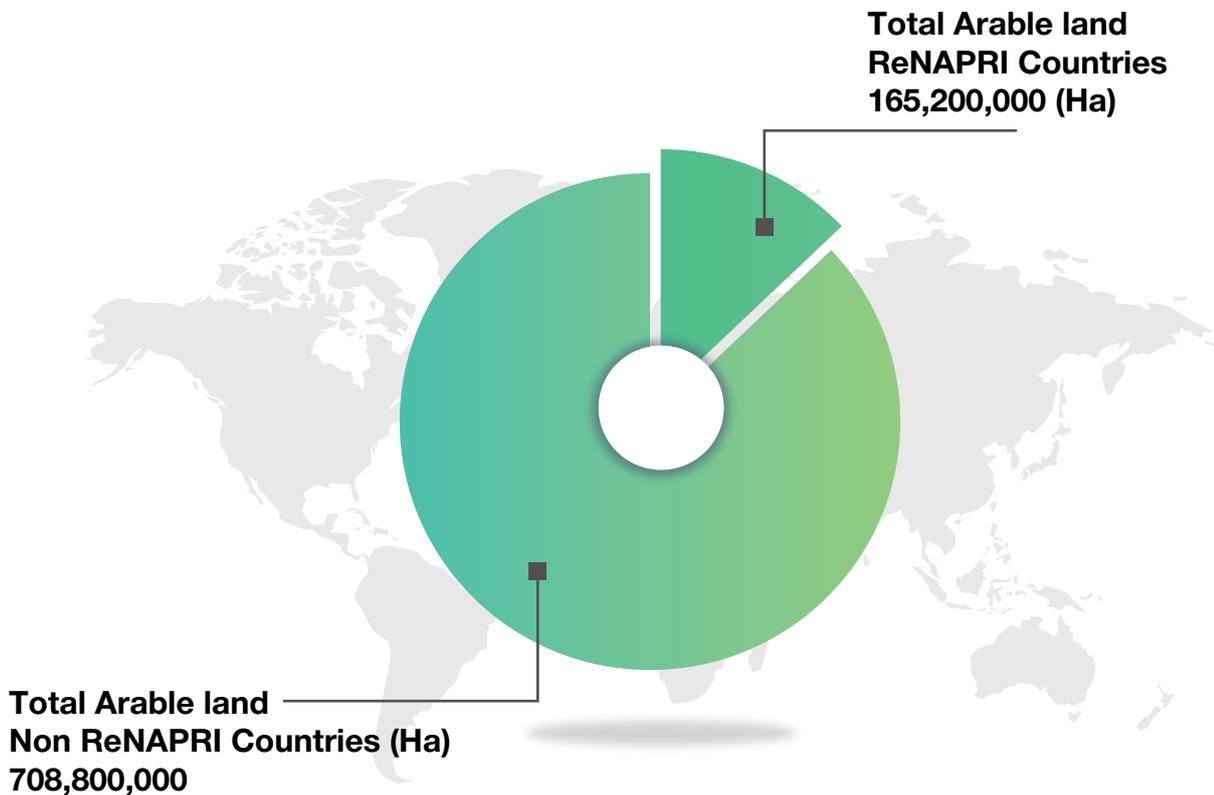
Proportion of Africa's Population in ReNAPRI Countries



ReNAPRI member countries face several challenges within the context of food systems, food and nutrition security and food trade. Human and natural induced disasters further threaten agricultural development, resilience, and the livelihoods of multitudes. Examples of such challenges include the impacts of climate change, fall armyworm, locusts, and of late, the corona virus disease of 2019 (COVID-19) pandemic.

Currently, National governments and other African institutions are concerned about the impact of COVID – 19 on Africa’s agriculture and food systems. For this reason, there has been a growing need for real time research and evidence-based recommendations to guide policy makers and other stakeholders in their responses to the pandemic. ReNAPRI members have since recognized this matter as a research priority for the 2020- 2026 research agenda.

Proportion on Africa's Arable Land located in ReNAPRI Countries



ReNAPRI has inherent potential to become a powerful driver of policy influence in Africa, propelled BY Africa.

ReNAPRI's distinctive value

ReNAPRI's distinct values are seen in the network's ability to generate sustainable and high-quality research and undertake outreach and capacity development that promotes national and regional agricultural policy objectives as well as knowledge management and learning. To achieve this objective the network seeks to strengthen collaboration amongst national agricultural policy institutes in Africa, to provide relevant and timely national and regional policy support and guidance to stakeholders such as national governments, other African institutions, and key stakeholder groups. Ultimately, ReNAPRI aims to contribute effectively to policy influence for the purposes of achieving agriculture sector-led development, food and nutrition security, poverty reduction and improved livelihoods in the continent. ReNAPRI further recognizes the need to strengthen the visibility and effective participation of women and youth in developing Africa's agriculture sector.

ReNAPRI recognizes that the agricultural sector is comprehensive in nature and that one institution cannot deliver services under every thematic area. For this reason, the network is therefore deliberate in its selection of thematic areas that inform its broad research agenda. Currently, these areas include agricultural transformation; climate change and resilience; the economics of fertilizer and related inputs; agribusiness and value chain development; regional markets, trade. This will include a focus on the African Continental Free Trade Area (AfCFTA), as well as the production of national and regional agricultural outlooks.

Some recent initiatives credited to the ReNAPRI network include : Co-Chair of the Task Force on Food and Nutrition Security Data and Hunger Hotspots during COVID-19 - hosted by the Alliance for a Green Revolution in Africa (AGRA) under the Regional Food Trade Coalition; Member of the Governance Steering Committee of the Regional Food Trade Coalition; Leadership in the technical work leading to Africa's Second Fertilizer Summit (Abuja II Fertilizer Summit); Eight (8) Annual ReNAPRI Stakeholders' Conferences held in (Zambia [2014], Mozambique [2015], Kenya [2016], South Africa [2017], Tanzania [2018], Uganda [2019], Malawi [2020]), Ghana [2021]; Participation in, and contributions to, partners' events (e.g. Africa Green Revolution Forum (AGRF), Norman Borlaug World Food Prize etc); Memorandums of Understanding (MoUs) with a number of African institutions (COMESA, EAGC, CCARDESA, ReSAKSS etc). Research outputs include: policy briefs; regional food outlook reports; Comprehensive evidence synthesis of the impacts of policy responses to the COVID-19 pandemic on food systems and food and nutrition security in sub-Saharan Africa , Modelling wheat and sugar markets in Eastern and Southern Africa , selected to contribute to AGRA's Africa Agriculture Status Report (AASR) Report for 2021, and others.



ReNAPRI's Core Values



Acts as a regional platform that brings together highly qualified local researchers (Masters, PhD levels) from several African countries.

Collaborates for the purposes of sharing data and jointly solving problems affecting their countries, regions, and the continent.

Comprises network members that are either affiliates of recognized national universities or institutes that are reliable, by their national governments.

Is a network of recognized African institutes, guiding, and proving evidence-based solutions to familiar African problems?

Collaborates with a wide range of African and international partners that have an interest in the continent's agricultural development.

Possesses strong leadership in agricultural policy research, knowledge management, capacity building and outreach. Is guided by a five-year research agenda with annual themes.

Has a plethora of unique research tools?

The ReNAPRI 5-year strategic planning activity was initially planned to take place in Lilongwe, Malawi from 13-14 March 2020, in collaboration with the Policy Influence Capacity Advancement (PICA) processes implemented under PRCI. However, due to the COVID-19 pandemic, the strategic planning processes were undertaken using virtual applications. Facilitated by the Secretariat, the virtual strategic planning modules were developed and later launched in May 2020. Several online and offline activities were held over a period of three and a half months with participation from ReNAPRI network members including Board Members and Research Directors, who provided rich and insightful contributions. The processes included a review of the vision, mission, and objectives of the ReNAPRI network, an analysis of the internal and external environment as well as existing partnerships and key stakeholders. ReNAPRI members also appraised the existing internal and external communication strategy.

This 5-year Strategic Plan 2021 – 2026 is designed to build on the fundamental strengths and opportunities of the network to address any existing challenges facing the organisation. It is also meant to transform ReNAPRI from being recognized only

for its strong policy research analysis, to becoming equally noted as an agent of policy influence in the African continent. ReNAPRI seeks to influence policy by diversifying its funding sources to promote objective research and deliver cost effective and demand driven research/evidence generation as a service. ReNAPRI will further develop the capacities of its members to become centers of excellence in the continent. In addition, the network will engage in outreach through strong communication and information sharing, while creating and nurturing stronger regional collaboration among network members through joint regional work planning. The network will primarily focus on the following policy research areas: Support to the Abuja II Fertilizer Summit; operationalization of the African Continental Free Trade Area (AfCFTA); and support to regional value chain upgrading, enhancing livelihoods and resilience, and the status of food security at national and regional levels. ReNAPRI's success will be evaluated by the number of policy recommendations that will be applied and the impact of those policies at national, regional, and continental levels, respectively. ReNAPRI will work closely with all its partners to deliver on its mission.

Policy Research for Agricultural Development: The Context

Agriculture is the mainstay of Africa's economies. It is viewed as the potential driver for economic development, poverty reduction, as well as food and nutrition security. In its multi-sectoral and multidisciplinary nature, the agricultural sector represents a veritable engine capable of propelling the continent towards meaningful and impactful development. The agricultural sector employs 65 percent of Africa's labour force and accounts for 32 per cent of the continent's gross domestic product (GDP). The sector has, over the years, transformed from being considered as crude and rudimentary to being viewed as one that is currently driven by innovation, technology and backed by evidence-based research,

generated by African researchers, with support from their strategic continental and international partners. Furthermore, there is a growing demand for African-led solutions to some of the issues that are critically plaguing the sector. These range from human and naturally induced disasters such as the impact of climate change, wars, and disease. Other challenges include low public and private investment in the sector, lack of evidence-based policies and weak institutional capacities. Despite having immense opportunities due to its vast untapped natural resources including arable land, a huge labour force, and a market of 1.3 billion people, the African continent still faces several hurdles.



We are a diverse network of agricultural policy research institutes seeking wider coverage at the African continental level. – ReNAPRI Network Members 2020



It is further noted that African governments spend approximately one eighth (1/8) when compared to Asia's total expenditure on Research and Development (R&D) despite its significance to enhancing African agricultural development and food systems. While government departments and ministries responsible for driving research and development exist at national level, the knowledge gap remains significant. Furthermore, there is limited capacity on the part of these institutions to effectively and efficiently provide the required timely, evidence-based support and guidance required by policy makers, development partners and stakeholders in the African agricultural sector.

The COVID-19 era has, along with other issues, further revealed the necessity for real time data generation to support effective and efficient policy making. This unprecedented disease has threatened the strength and positive trajectory of Africa's agriculture development, which was noted during the decade 2000-2019. COVID 19 has also brought about the need for increased innovation and, further underscored the significance of robust and resilient food systems that are able to function under extreme circumstances. These systems need to ensure that Africa's citizens have access to sufficient supplies of affordable and nutritious food. In addition, regional food trade in Africa should be given high priority, in view of the current restrictions that have been placed on the movement of persons and generally, on logistics across borders.

These above limitations and challenges require well organized and capacitated research centers that generate high-quality evidence to provide effective recommendations to those in decision making positions. This requires increased funding for research and development, capacity building, and collaboration among national research centers to ensure innovative and sustainable solutions. It is noted further that policy decisions are more effective when informed by available evidence that is backed by rational, rigorous, and systematic analyses. Rigorous evidence-based policy produces better results and impact, than policy that is not supported by data or equally, that which is ideologically driven.

It is for this reason that the Heads of State and Government of the African Union endorsed the 2003 Comprehensive Africa Agriculture Development Programme (CAADP), which highlights the importance of enhancing research and technology dissemination and adoption, in its Pillar IV, while the issue of policy is seen as an important cross cutting issue among all the CAADP intervention areas. To further strengthen their resolve, African Leaders later endorsed the 2014 Malabo Declaration which, among other commitments, underscores the need to increase and sustain funding for agriculture research and development. African institutions such as the African Union Commission (AUC) and Regional Economic Communities (RECs), therefore, support the use of evidence-based agricultural research as the foundation for informing national, regional, and continental policy for the purposes of building resilient agriculture and food systems.

The 2014 Malabo Declaration encourages member states to allocate at least a total 1% of agriculture GDP to agricultural research. During the recent 2019 Malabo Biennial Review Reporting, it was noted that only 13 out of 55 African countries had spent the full 1 % of their agricultural GDP on research. Some member states were not too far from the 1%, while others fell far below the threshold of 1%. Funding of research is a core public good, and this cannot be overemphasized. However, despite this necessity, the share of expenditure on research for development in the continent remains extremely low. This is despite the availability of agricultural research centers in several African countries – most of them struggling to access funding for research purposes.

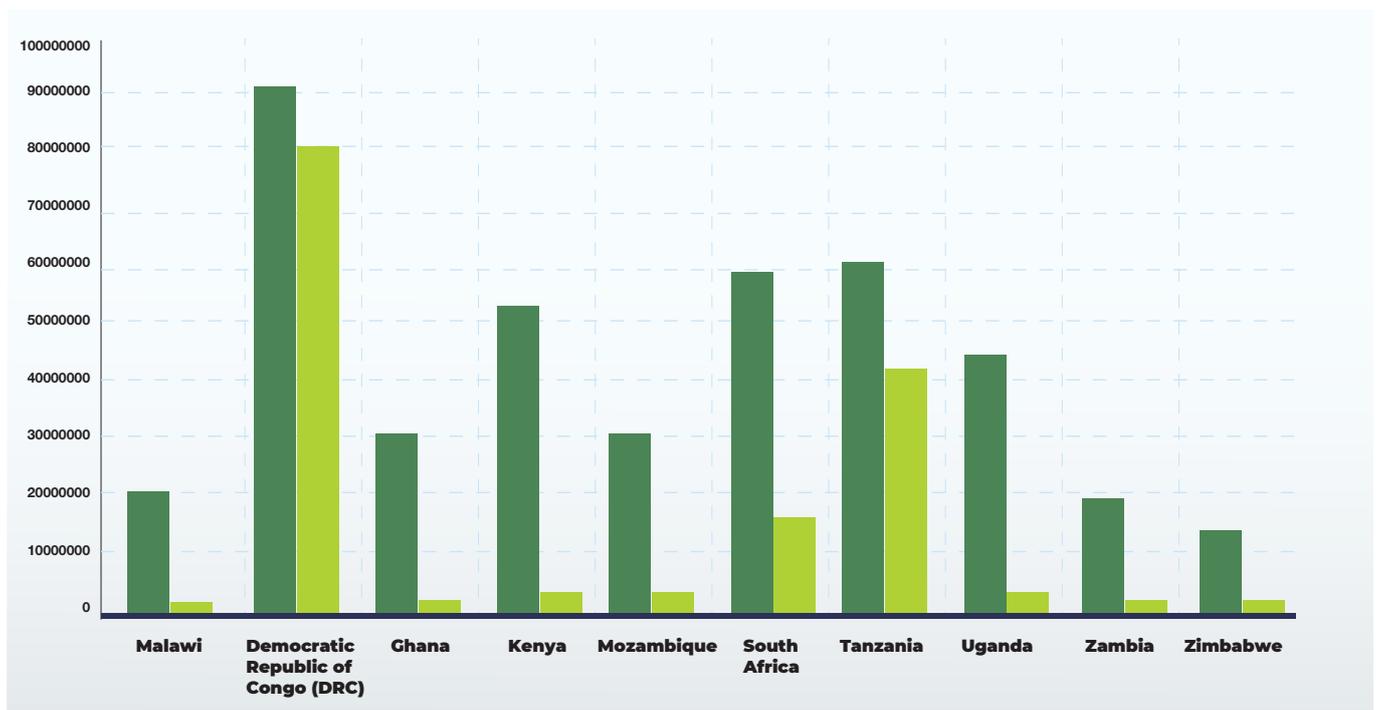
Despite the above challenges, some gains have been noted in the continent in evidence-based policy reform. Progress is noted in areas such as livelihoods adaptation to climate variability and change, notwithstanding the challenges associated with this subject. This includes successes in climate smart agriculture and conservation agriculture as well as agriculture water development. Some gains are also noted in the arena of land policy, including matters relating to large-scale land-based investment. Regional seed policy harmonization, energy policy, and regional free trade areas have advanced. Technological development and potential for innovation is noted for Africa and this presents several opportunities. In the face of wars, famine and poverty Africa has made major strides in its living standards, with a new generation that provides promise for the transformation of the continent⁸



ReNAPRI Members by Population and Arable Land

Measure Names

- Arable Land (ha)
- Population



ReNAPRI Members by Population and Arable Land

- Sum of Population
- Sum of Arable Land (ha)

Rationale and Planning Process for the ReNAPRI 5-year Strategic Plan

Increased demand for ReNAPRI’s high-quality research by several stakeholders in the continent, coupled with the organization’s pan-African aspirations and broad alliances, encouraged the network to alter its original design (i.e., initially focused on serving central and ESA) to include other regions of Africa. Membership of the ReNAPRI network has since expanded from the initial seven (7) to ten (10) countries. ReNAPRI will continue to expand, overtime, into other member countries of the African Union. To effectively deliver on its objectives, a clear strategic direction was necessary. This would be achieved through a detailed long-term plan, coupled with annual action plans and a monitoring and evaluation (M&E) component.

During the 14th ReNAPRI Board Meeting held in May 2020, members highlighted a need for the network to review its vision and mission statement to align effectively with their current thinking which includes expansion into other regions of Africa, and stronger engagement with regional and continental institutions, and policy frameworks such as the AfCFTA, CAADP (2003), Malabo (2014) and Abuja (2006) Declarations. A select number of ReNAPRI members met in June 2020 to explore the information that was generated during the strategic planning sessions. These members took time to revise a new vision and mission statement and revisit the strategic goals of the network. These were later validated by the rest of the network members.

Development of this strategic plan involved several activities, with clear objectives (including offline, and live online sessions that were scheduled for 3 hours per week) as shown in Table 1 below:

Table 1: Schedule of the Strategic Planning Processes 2020

Date(s)	Activity	Objective
January to February 2020	Initial conversations between ReNAPRI and PICA Team	To establish the content and delivery structure for the face-to-face strategic planning sessions
February to March 2020	Planning for the Malawi Strategic Planning Sessions (ReNAPRI and PICA Team)	To prepare adequately for the Malawi Strategic Planning Sessions scheduled for 13th to 14th March 2020
March 2020	Cancellation of the Malawi Strategic Planning Sessions because of the COVID-19 pandemic	
1 st May 2020	ExCo endorses a virtual strategic planning process	To enable the facilitation team to prepare modules for a virtual strategic planning process
April to May 2020	Development of Online Modules for the Strategic Planning (ReNAPRI and PICA Team)	To ensure readiness of the facilitation team

January to February 2020	Initial conversations between ReNAPRI and PICA Team	To establish the content and delivery structure for the face-to-face strategic planning sessions
21st May 2020	Official Launch of the virtual strategic planning processes	<ul style="list-style-type: none"> ■ To launch the ReNAPRI strategic planning processes. ■ To enable strategic planners (i.e., ReNAPRI network members) to recapitulate the history of ReNAPRI. ■ To provide relevant information required by the strategic planners over the scheduled planning weeks.
28th May 2020	1st Live Online Session	Envision the ideal policy system and establish ReNAPRI's role in it.
4th June 2020	2nd Live Online Session	Understand the policy system and strategic priorities by region.
11th June 2020	3rd Live Online Session	<ul style="list-style-type: none"> ■ Understand ReNAPRI's strengths and opportunities. ■ Strategically position ReNAPRI's partners
18th June 2020	3rd Live Online Session	Elucidate and develop a process for addressing the barriers to effective internal coordination and inform modalities for better communication within the network.
Week of 22nd and 29th June 2020	Break from Live Online Sessions to allow the facilitators and a few ReNAPRI members to explore and organize the information received into strategic goals and intervention areas	Collate and organize information received during the live online strategic planning sessions held from 28th May 2020 to 18th June 2020, referring to other related ReNAPRI information with a view to: <ol style="list-style-type: none"> 1. Establish 5- year Strategic Goals. 2. Develop a 1-year Action Plan.
9th and 16th July 2020	ReNAPRI Research Agenda Setting	To agree on themes to guide ReNAPRI research agenda for the year

23rd July 2020	5th Live Online Session Strategic and Action Planning	To present the organized information as well as the vision and mission statement to the ExCo
August 2020	6th Live Online Session Presentation of the Draft Strategic Plan Outline	To present a Draft Strategic Plan Outline as well as the vision and mission statement to the Network members for endorsement
August to November 2020	Drafting of Strategic Plan and 1-year Action Plan	To Draft the Action Plan and 1-year Action Plan
April 2021	Launch of Strategic Plan	To launch the implementation of the Plan

Focus of the ReNAPRI Strategic Plan: Mission and Vision

The growing demand for ReNAPRI's services in the continent has compelled the network to rethink its initial objectives, and to include a focus on widening its pan-African mandate by strengthening its presence in other regions of the continent. During the strategic planning sessions and following engagements with several African institutions, network members agreed that the existing Vision and Mission Statement needed to be reviewed to reflect the future of ReNAPRI. Network members recommended some modifications to the Vision and Mission Statement. The new ReNAPRI Vision therefore reads as follows:

"To be a dynamic Pan-African network of universally recognized national agricultural policy research institutes that generate relevant and high-quality evidence, to guide and inform effective policy decisions that promote sustainable solutions across the continent". This vision coincides with the aspirations of the common African agricultural policy and investment framework - the Comprehensive African Agriculture Development Programme (CAADP) - and the African Union (AU) 2014 Malabo Declaration, AU Agenda 2063, the Global Sustainable Development Goals (SDGs), and several other regional frameworks.

ReNAPRI Vision: "To be a dynamic Pan-African network of universally recognized national agricultural policy research institutes that generate relevant and high-quality evidence, to guide and inform effective policy decisions that promote sustainable solutions across the continent"

To attain the above captioned Vision, the network members formulated the following revised ReNAPRI Mission Statement to guide their efforts:

ReNAPRI Mission: "To play an active role in transforming Africa's agricultural sector by developing the capacity of national agricultural policy research Institutes in Africa and, strengthening and nurturing dynamic collaboration toward providing objective and innovative policy advice to national, regional and continental level stakeholders, through effective outreach".

The new Vision and Mission Statements define ReNAPRI's priority intervention areas (PIAs) or Pillars, as contained in this 5 - year ReNAPRI Strategic Plan (2021-2026). ReNAPRI's core values include teamwork, integrity, professionalism, respect, and relevance.

Analysis of ReNAPRI's Internal and External Environment

Organizations face several key challenges and opportunities in their operations, and these could be both internal and external to an entity. For this reason, ReNAPRI member institutes took time to analyze the network's internal and external environment during the strategic planning processes. This activity was intended to contribute to the development of a robust plan, aimed at addressing the network's challenges, by effectively applying the fundamental strengths and opportunities at its disposal, while also addressing the fundamental threats and weakness. It must be noted that the network seeks to support the use of evidence by policy makers at national, regional, and continental levels, while ensuring that users of ReNAPRI's research outcomes and policy recommendations are also involved in identifying some of the key policy issues to define the demand for policy analysis. ReNAPRI will also collaborate with the private sector and other Non-State Actors (NSAs) that play an advocacy role towards influencing policy.

As part of the strategic planning process, the ReNAPRI members undertook a systems' map of the African policy environment, which in turn led to an analysis of the network's current position vis a vis their policy environment. Below is the elaboration of an analysis of ReNAPRI's internal and external environment based on its objective of producing high-quality evidence, undertaking outreach and capacity building for policy influence.



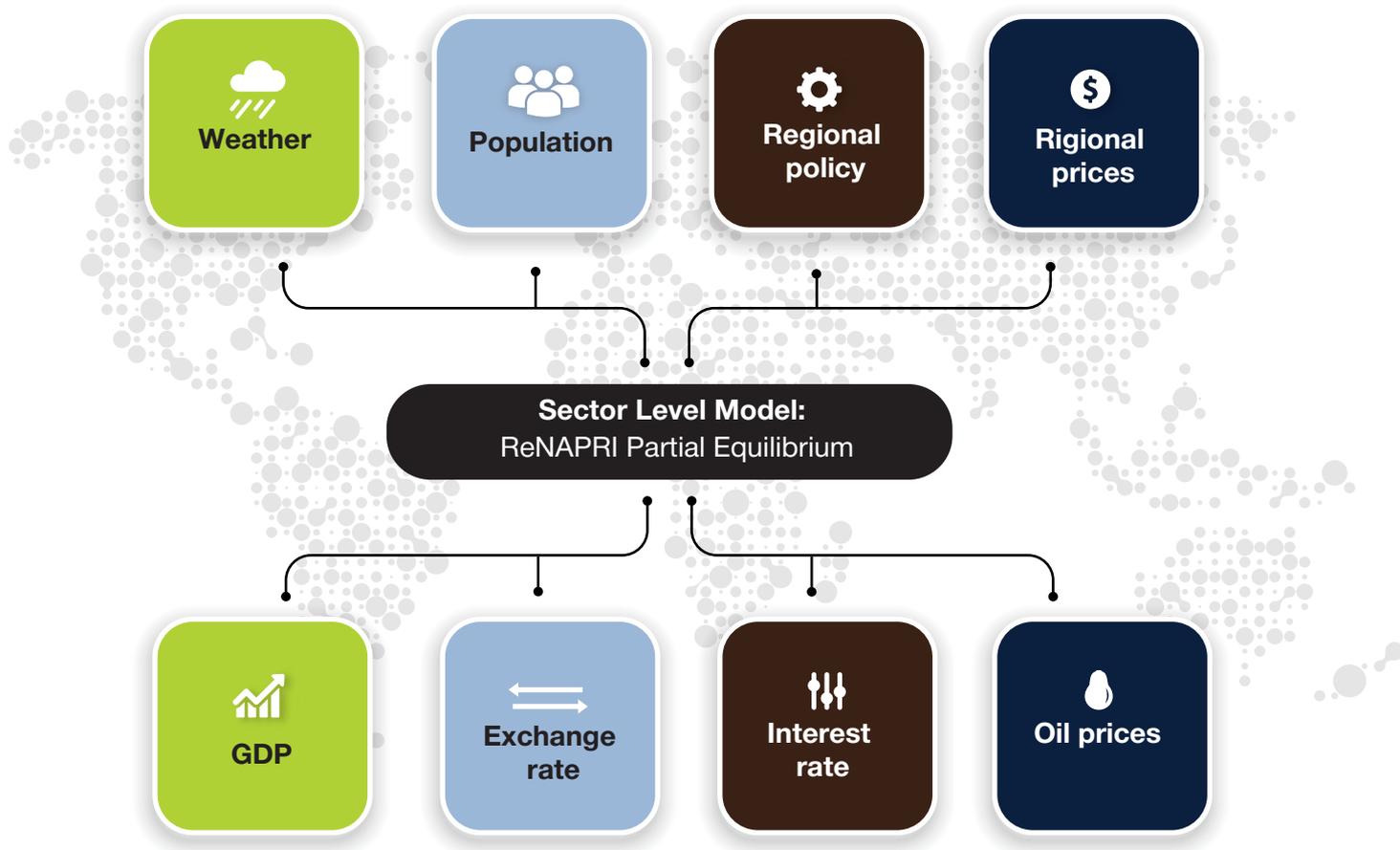
**We have a strong platform that can potentially influence policy on the continent.
ReNAPRI Network Members (2020)**

The Internal Environment

ReNAPRI's internal environment is represented by its strengths and weaknesses as follows:

- A diverse network of policy research institutes ensuring wider coverage at regional and Africa-wide levels.
- A diverse skilled, experienced, committed and highly qualified team of professionals who undertake expert analyses and sharing of crucial data and know-how.
- A committed Secretariat to support advancement of the ReNAPRI agenda in a coordinated and coherent manner.
- Value for each network member, good team ethics, a common understanding and philosophy, similar training and schools of thought concerning policy issues.
- Some member institutions are recognized for the following attributes:
 - Strong national reputations
 - Strong technical capacity – including ex-ante and ex-post policy analysis.
 - Strong institutional capacity
 - Strong national networks among public, private, and civil society groups
 - Strong national communication channels/platforms
 - Good funding
 - Effective databases
- Effective research tools such as the ReNAPRI Partial Equilibrium Model (PEM), as well as policy modelling teams and A good data base

ReNAPRI's Modeling Framework



- A virtual network that does not require brick and mortar structures to function.
- Grounded partner institutions with strong research output, and significant research track records, globally
- Potential influence in Pan-African organizations, policy makers and legislators (e.g., Pan-African Parliament)
- Annual ReNAPRI Stakeholders' Conference and successful stakeholder engagements
- Effective network platform that allows for institutional collaboration
- Responds to agriculture and food systems questions in a coordinated manner - critical to African countries, with potential to give ReNAPRI a competitive edge.
- Strong in agriculture policy
- Respected and consulted by policy makers at national level

The Network's weaknesses include:

- Currently, varying modus operandi per ReNAPRI research institute
- Academic depts vs. independent/semi-autonomous institutes.
- Decision making is quicker for some institutions than for others.
- There is a risk of institutions focusing on national issues as opposed to regional related issues that bring out the pan-African interests of the network.
- Need to build capacities and competencies of the different ReNAPRI network members under the following categories, also referred to as 'THICK':
 - Technological resources (T)
 - Human resources and capacity (H)
 - Institutional and infrastructure resources (I)
 - Collaboration & communication resources (C)
 - Knowledge resources (K)
- Relatively limited resources and operating budgets
- Unclear technical coordination and procedure for sharing data.
- Weak communications strategy and/or platforms.
- Inadequate visibility of the network at national level (within members' countries)
- Weak engagement among network members
- Need to strengthen capacity of the (lean) Secretariat.

The External Environment

ReNAPRI's opportunities are identified as follows:

- There is no African-based policy network that is currently active in the continent – local presence is an added advantage.
- There is a push for an African renaissance and a search for real-time data and policy solutions by African governments.
- Agriculture is the mainstay of most countries in Africa (and this is ReNAPRI's focus)
- There is a high demand for evidence-based decision making in Africa.
- ReNAPRI is already recognized by national governments, regional and pan-African bodies, and other key stakeholders.
- There is high demand for membership into ReNAPRI from other non-member countries.
- ReNAPRI has individual and collective linkages (networks) with continental and global entities and can leverage on projects led by network members.
- North-South connections with universities and centers of higher learning, which provide opportunity to access learning and research materials.
- Rapidly changing landscapes provide potential for insightful research to be impactful and to attract external funding.
- Emerging issues such as the current COVID-19 pandemic provides opportunity to undertake and present regional analyses on the effect of several policy options on the region's economic performance.
- A pool of various outreach capacity in member countries of ReNAPRI
- Ability to participate in regional and continental activities.
- ReNAPRI has global visibility and support from development partners.
- There is opportunity to expand the network into other countries in the continent - more member countries will ensure greater presence in the continent.
- There is a push for an African renaissance and a search for policy solutions by African governments.
- Growing globalization, increasing integration of African economies - creates need for regional policies.

ReNAPRI's threats were noted as follows:

- Presence of other similar policy research entities and international based organizations
- Changes in political will or instability in the continent of Africa, may negatively affect ReNAPRI's influence
- Emerging issues such as COVID-19 pandemic generally require innovative research approaches and alterations in operational procedures for ReNAPRI
- Perspectives of ReNAPRI from outsiders – how do stakeholders rate the products generated, and services provided, by ReNAPRI
- Low and unsustainable funding creates challenges in the network's capacity to deliver on its mandate
- Low interest from policy makers for research related products and services
- Divergent objectives within the network members, and with international partners
- Availability of time resources to support the activities of the network.

Managing challenges through effective application of opportunities

Considering this environment, this 5 – year Strategic Plan 2021 – 2026 is designed to address the challenges of the network to enable attainment of its vision and mission as well as delivery of its objectives. In this case ReNAPRI will apply its strengths and opportunities to overcome its challenges in the following ways:

Turning Strengths into Opportunities (SOs)	Using Strengths to address/overcome Threats (STs)
<ul style="list-style-type: none"> ➤ Promote exchange visits among members institutions. ➤ Use Annual ReNAPRI Stakeholders Conferences to present current, demanded, interesting and competitive work. ➤ Strengthen virtual engagements, taking advantage of the technological influences resulting from the COVID -19 pandemic. ➤ Mobilize individual capacities from the centers to work on aligned objectives. ➤ Increase demand for evidence. ➤ Take stock of existing skills in ReNAPRI. ➤ Strengthen value for one another and recruit new members. ➤ Develop a robust communication tool to enable access by policy makers. ➤ Strengthen cross-fertilization of capacities. 	<ul style="list-style-type: none"> ➤ Encourage joint projects among centers to deal with inward looking activities. ➤ Effect inter-institutional capacity building ➤ Launch a skill sharing platform. ➤ Use of unique modelling tools such as PEM to project all relevant value chains and market ReNAPRI as a leader in this area) ➤ Develop direct relationships with researchers. ➤ Establish national and regional focal points. ➤ Emphasize the uniquely African nature of ReNAPRI. ➤ Strengthen partnerships with the private sector. ➤ Establish strong linkages with another research organizations.
Weaknesses are addressed by Opportunities (WOs)	Addressing Weaknesses and Threats (WTs)
<ul style="list-style-type: none"> ➤ Consider subscription fees, given the high demand for membership into ReNAPRI. ➤ Encourage joint research projects among centers. ➤ Exchange visits to member institutions. ➤ Link websites of centers to the ReNAPRI website ➤ Develop a common research agenda for regional and continental purposes. 	<ul style="list-style-type: none"> ➤ Enhance human resources capacity at the ReNAPRI Secretariat. ➤ Develop an interactive website with linkages to centers. ➤ Develop clearly delineated annual action plans.

Table 2: Matrix of Threats Opportunities Weaknesses and Strengths (TOWS-Matrix)

Weaknesses are addressed by Opportunities (WOs)

- Engage policy makers to disseminate outcomes of research and create demand for analysis.
- Market ReNAPRI widely
- Seek more sustainable sources of funding and diversify funding sources

Addressing Weaknesses and Threats (WTs)



Stakeholder Analysis

Stakeholder Analysis

As part of the effort to build the strategic plan, ReNAPRI undertook a stakeholder analysis. Considering that ReNAPRI works with various stakeholders within the policy cycle, network members applied the Kaleidoscope Model (KM) to analyze the policy process and map various key stakeholders along each policy segment (see table 3 below). The KM is a practical and holistic framework for exploring policy processes in developing country contexts. According to Resnick et al., the framework draws on actual episodes of policy change from the public administration, political science, and international development experiences to inductively derive a set of variables likely to prove important across multiple policy arenas and country settings .

During this process, it was also noted that some specific stakeholders may have similar policy interests as ReNAPRI, while ReNAPRI equally pays particular attention to the mandate of certain stakeholder groups. It is also recognized that ReNAPRI's strongest segment along the policy cycle relates to 'policy agenda setting, while its weakest segment is witnessed under the 'policy implementation' segment. Moreover, ReNAPRI also notes that, while there are areas of potential collaboration with stakeholders, there is also the likely possibility of conflict.

Against this backdrop, ReNAPRI will work with stakeholders that are aligned to its existing research focus, during the next 5 years, as well as those that support the network's mission and ultimately, its vision. ReNAPRI will also identify and engage with policy advocates and stakeholders that have potential to influence policy at national, regional, and continental levels.

The analysis below shows ReNAPRI's stakeholders by region within the policy cycle as represented by the Kaleidoscope Model. For each of the segments of the Kaleidoscope Model – policy agenda setting, policy design, policy adoption, policy implementation, and policy evaluation and reform – key actors are listed by region. The purpose of this exercise it to understand with whom to engage when working on the several components of the policy system. For example, if seeking to get an important issue on the policy agenda in East Africa, ReNAPRI and its constituent institutes would consult the key actors in that segment of the policy cycle in that region. In this way, ReNAPRI and its constituent institutes can be more intentional in targeting their actions to have the greatest impact in the policy environment.

In the same vein, ReNAPRI members also initiated the process of identifying some key partners, along the policy cycle, with interest in the use of ReNAPRI's outputs; interest in partnering with ReNAPRI; potential to advocate for policy reform; potential to provide resources in support of the network's research agenda and related activities.

Key Stakeholders in the Agricultural and Food Security Policy Research System by Region (Central, East, West, and Southern Africa) along the policy cycle

Segment of the Policy Cycle	Stakeholders	Brief Description
Policy Agenda Setting (Identified as the strongest segment in the Region)	Southern Africa Development Community (SADC)	SADC will reach out to other institutions that are working at different stages of the policy cycle. SADC remains at high political level
	Common Market for Eastern and Southern Africa (COMESA)	Influences trade policies
	Southern African Confederation of Agricultural Unions (SACAU)	
	Alliance for a Green Revolution in Africa (AGRA)	Present in several countries e.g Malawi, Mozambique, Kenya. Active on the ground, doing some aspects of policy but not sure to what extent they are influencing regional policy. Noted that may not be in all southern African countries, but their influence in countries where they exist can often overflow into other policy realms/regions. Provides funding
	3 Rome based organizations (Food and Agriculture Organization [FAO], World Food Programme [WFP], International Fund for Agricultural Development [IFAD])	Work in every aspect of agricultural policies
	African Union Inter-African Bureau for Animal Resources (AU-IBAR)	Works in the livestock space and influences policies
	African Union Commission (AUC)	
	East African Grain Council (EAGC)	
	Regional Network of Agricultural Policy Research Institutes (ReNAPRI) Centers - (at national level)	Involved in agenda setting, lobbying, policy influence.
	Food Agriculture and Natural Resources Policy Analysis Network (FANRPAN)	
	Bureau of Food and Agriculture Policy (BFAP)	Involved in recognizing relevant problems
Policy Design	SADC COMESA SACAU AGRA CCARDESA AUDA-NEPAD AU-IBAR	Provides funding for relevant issues. This then feeds into informing national government policy.

Table 3: Stakeholders along the Policy Cycle

<p>Policy Design</p>	<p>BFAP</p>	<p>Serves as a knowledge hub and undertaking research. Engages in cost-benefit analysis</p>
<p>Policy Adoption</p>	<p>SADC COMESA SACAU CCARDESA National Governments</p>	
<p>Policy Implementation</p> <p>(Identified as the weakest segment)</p>	<p>SADC COMESA National Governments</p> <p>BFAP</p>	<p>Supporting the development of institutional capacity</p>
<p>Policy Evaluation and Reform</p>	<p>SADC COMESA SACAU ReSAKSS ReNAPRI AGRA</p> <p>EAGC National Governments BFAP</p>	<p>Evaluates proposals.</p> <p>Private sector, involved in food security to some extent Participating in the actions of changing information and beliefs</p>



ReNAPRI's 5 Year Strategic Goals

The final step in the strategic planning process involved a course of distilling from, and organizing, the information generated through the network's own analysis of the policy system in Africa and a consideration of its thoughts on how to manage ReNAPRI's challenges through effective application of its opportunities and strengths. The result of this process was a total of 25 strategic goals which have been organized below under the five pillars of organizational management.

For each one of the 25 goals, action plans will be developed which include starting dates, length of task, due date, and person responsible. This process will also include indicators to ensure that progress toward these goals can be measured in terms of specific indicators associated with specific tasks. It is essential to note that several themes such as research, capacity development and training, and communication, will cut across several of the 5 Pillars. ReNAPRI's work will be three pronged in those interventions will be focused on either national, regional, and/or continental levels.

The goals, as stated by members of the ReNAPRI network, are illustrated as follows:

Pillar I: Project Management (PM)	Pillar II: Knowledge Management (KM)	Pillar III: Public Relations & Outreach Management	Pillar IV: Process Management	Pillar V: Resources Management
<p>Each ReNAPRI center will: have a designated liaison for the network.</p> <p>Spearhead one Pan-African issue annually ReNAPRI has a designated regional ReNAPRI focal point to represent ReNAPRI in each region.</p> <p>ReNAPRI will host at least 1 research project sponsored per year.</p>	<p>Each ReNAPRI center will submit a resources inventory to ReNAPRI annually (e.g., short courses etc)</p> <p>Each ReNAPRI center will organize at least one ReNAPRI related event/discussion (at the Center) on a bi-monthly basis (e.g., bi-monthly virtual ReNAPRI research seminar)</p> <p>Each ReNAPRI center will participate in at least one joint research activity annually (either regionally or Africa-wide)</p> <p>ReNAPRI promotes research done within the network in 3 ways.</p> <p>Each region has a side meeting at the ReNAPRI annual stakeholders' conference and one other semi-annual meeting in the region to discuss joint research.</p> <p>Establishment of ReNAPRI Seminar Series to be held quarterly.</p> <p>ReNAPRI provides training and resources to meet standards for research and organizational quality.</p>	<p>The Board is highly active and recognized across the continent for its leadership and service to the ReNAPRI network.</p> <p>Each ReNAPRI center submits news items and research results with the regional committee and the Secretariat on a regular basis.</p> <p>ReNAPRI has a formal relationship with continent-wide public institutions (define/list)</p> <p>In 5 years, at least 2 centers added to ReNAPRI Network. ReNAPRI builds and/or nurtures relationship with the top 5 donors on the African continent.</p> <p>At least one article /ReNAPRI's policy recommendations published annually via an African-wide press service (e.g., All Africa)</p> <p>ReNAPRI is highly visible as an agricultural policy network with global recognition</p>	<p>ReNAPRI has well-defined governance and accountability.</p> <p>Each ReNAPRI center will work together with ReNAPRI Secretariat to meet the minimum quality standard set by ReNAPRI.</p> <p>Each ReNAPRI center representative will participate in regional meetings and the Annual ReNAPRI Stakeholders' Conference/ meetings.</p> <p>ReNAPRI has an M&E Framework (Secretariat, Network)</p>	<p>The ReNAPRI Board buys out the professional time of regional representation to support active membership.</p> <p>ReNAPRI has a diversified funding base.</p> <p>ReNAPRI has a full-time, paid Secretariat.</p>

Table 4: ReNAPRI's Strategic Goals

Pillar I: Project Management (PM)

This area will focus on ReNAPRI's collaboration in the context of research and capacity development, which is fundamental to the daily activities of the network. ReNAPRI will seek to set stronger institutions with institutions that require their capacity built and conduct relevant training. Interventions under this pillar will include following:

- Research agenda setting which will be done jointly by the ReNAPRI centers.
 - Network members will meet to discuss the research agenda and, also reach out to stakeholders for their perspectives and needs, within the context of identifying research themes.
 - Facilitate Annual ReNAPRI Stakeholders' Conference
 - Engage with stakeholders and share research findings with decision makers.
 - Increase its engagement with the private sector and advocacy groups to also effectively support a demand driven approach to research agenda and to seek modalities for policy influence.
 - ReNAPRI will also strengthen its gender lens to ensure that relevant groups are covered in the policy research outputs.
- Capacity development and training, including Africa to Africa learning and training of trainers.
- Each center will designate a ReNAPRI liaison person who will be the contact point and the link between the Secretariat and network members.
- ReNAPRI will explore emerging issues in the continent and take lead in at least one Pan-African issue annually, while working closely with key ReNAPRI partners to achieve this.
- ReNAPRI will work to make itself present/visible in all regions of sub-Saharan Africa.
- At the regional level therefore, ReNAPRI will establish focal points whose role it will be, to represent the network in their specific regions.
- ReNAPRI will identify and host at least 1 sponsored common research project per year that is regional in nature.

Pillar II: Knowledge Management (KM)

This area will focus on strengthening ReNAPRI's knowledge management capacities, as well as its foresight and ability to anticipate issues. Research outputs, capacity development and training material and the Network's Electronic Records Management will be crucial for ReNAPRI's strategic knowledge management function. Interventions under this pillar are expected to promote agricultural policy research, capacity, influence, and technological advancement.

Activities will be undertaken as follows:

- Each ReNAPRI center will submit a resources inventory (availability, needs or gaps) to the Secretariat annually (e.g., short courses etc) to enable other members to have access to relevant and useful information, or vice versa, to enable the network to channel required capacity building activities where Centers may have gaps. This will include pairing of stronger institutions with institutions that require their capacity built and training delivered to them.
- Each ReNAPRI center will organize at least one ReNAPRI related event/discussion (at the Center) on a bi-monthly basis (e.g., bi-monthly virtual ReNAPRI research seminar) and invite key ReNAPRI stakeholders to participate in the events.
- Each ReNAPRI center will participate in at least one joint research activity annually. This will be either regionally or Africa-wide. (See Pillar I [7] above)
- ReNAPRI will promote its research outputs within the network in several ways including the following:
 - Each region will facilitate a session/side meeting at the annual ReNAPRI stakeholders' conference and one other semi-annual meeting in the region to discuss/disseminate joint research.

- ReNAPRI will establish a ReNAPRI Seminar Series to be held quarterly.
- ReNAPRI will mobilize/provide training and resources to ensure that its network members meet high-quality standards for research and organizational quality.
- Facilitate Annual ReNAPRI Stakeholders' Conference and other means for engaging stakeholders and sharing research findings.
- Development of Policy Briefs
- Develop an interactive website.
- Strengthen capacity of the ReNAPRI Secretariat to file electronic records.

Pillar III: Public Relations & Outreach Management

This area will focus on increasing ReNAPRI's visibility in the continent and beyond as a go to think tank for policy research, capacity, and influence. ReNAPRI will strengthen its communications strategy, build, and nurture strategic partnerships and use effective tools and modes to disseminate its research outputs and stories. Interventions under this pillar will include:

- Strengthen the ReNAPRI Board's capacity to be highly active and recognized across the continent for its leadership, relevance, and service to the network.
- Each ReNAPRI center will submit news items and research results through their regional committees and the Secretariat on a regular basis.
- ReNAPRI will build and strengthen formal relationships with regional and continental public institutions including (e.g., AUC and its African Union Development Agency (AUDA) – NEPAD, RECs, Donors, UN Agencies etc.)
- At least 2 centers added to the ReNAPRI Network.
- ReNAPRI will build and/or nurture relations with, at least, the top five (5 development agencies) in the African continent.
- ReNAPRI will publish at least one article on ReNAPRI's policy recommendations annually via an African-wide press service (e. g. All Africa)
- ReNAPRI will sign and implement targeted and action-oriented Memorandums of Understanding (MoUs) with African institutions and actively participate in partners' events with a view to being highly visible as an agricultural policy network with global recognition (e.g., contribute to steering committees, Webinars, Conferences, high-level regional and continental public policy organ meetings etc)
- ReNAPRI will design and implement a Communications Strategy aligned to its mission, with a view to attaining its long-term vision.
- ReNAPRI will reach out to its stakeholders by hosting the Annual ReNAPRI Stakeholders' Conference, engage with, and share research findings, with decision makers.
- ReNAPRI will develop and disseminate Policy Briefs.
- ReNAPRI will engage with stakeholders involved in advocacy to share policy recommendations for onward delivery to decision makers.

Pillar IV: Process Management

Regarding process management, ReNAPRI will strengthen the governance and institutional capacity of the network and generate an enabling environment for effective engagement. To achieve this ReNAPRI will undertake the following:

- **Strengthen the functions of the:**
 - **Board of Directors**
 - **Executive Committee**
 - **Technical Committees**
 - **Regional Focal Points**
 - **Centers Focal Points**
 - **Secretariat: ReNAPRI will strive to sustain and expand a full-time, paid Secretariat**
- **Schedule meetings as follows with facilitation support from the Secretariat:**
 - **Two (2) full Board Meetings per annum (and ad-hoc meeting when required)**
 - **Four (4) ExCo Meetings per year (and ad-hoc meeting when required)**
 - **Four (4) Technical Committee Meetings per year (and ad-hoc meeting when required)**
- **Strengthen ReNAPRI's governance and accountability, by ensuring well-defined tools and procedures (Operational Manual, Standard Operating Procedures etc)**
- **Each ReNAPRI center will work together with the Secretariat to meet the minimum contribution and quality standard set by the network.**
- **Each ReNAPRI center representative will participate in regional meetings and the ReNAPRI annual stakeholders' conference/ meetings.**
- **ReNAPRI implement an internal and external M&E Framework tracking progress made in the context of the Secretariat, Network and Global levels.**

Pillar V: Resources Management and Strategic Partnerships Building

Under this Pillar, ReNAPRI will seek to develop and nurture strategic partnerships, while mobilizing technical, financial, and organizational resources to support the network's objectives. This will be achieved as follows:

- **ReNAPRI will buy out professional time from the centers to support their active membership and contributions to joint action plans.**
- **ReNAPRI will seek to diversify its funding sources to include public sector, private sector, donors, and other strategic partners. This activity will include among others:**
 - **Paid services**
 - **Grant/proposal writing**
 - **Joint research and outreach activities with partners**
 - **Seek private sector (and other) resources for research.**
 - **Seek to maintain a full paid Secretariat and facilitate other process management activities.**

ReNAPRI's Theory of Change

During the period of this Strategic Plan (2021-2026), ReNAPRI aims to expand its visibility and effectiveness in the African continent. With reference to the theory of change outlined in Figure 2 below, ReNAPRI will build on its comparative strength, and its past successes to provide support and guidance to national governments, regional and continental institutions, and other stakeholders through generation of high-quality research aimed at effectively contributing to policy influence.

ReNAPRI Mission Statement:

To play an active role in transforming Africa's agricultural sector by developing the capacity of national agricultural policy research Institutes in the continent and, strengthening and nurturing dynamic collaboration, toward providing objective and innovative policy advice to national, regional, and continental level stakeholders

ReNAPRI will achieve this through the following:

- Research and Policy Influence
- Diversify funding sources for the promotion of objective research.
- Deliver cost effective and demand driven research/evidence generation as a service.
- Build capacity of ReNAPRI network members to become centers of excellence in the continent.
- Engage in outreach through implementation of strong communication and information sharing tools.
- Create and nurture stronger regional collaboration.
- Enhance institutional efficiency and internal communication among network members through regular engagement and joint regional work planning.

ReNAPRI hopes that the above key strategies will lead to a well-coordinated policy research system, well-functioning governance and network structures, and effective engagement with policy makers and other relevant key stakeholders, leading to evidenced-based strategies and policy influence. Through the above interventions ReNAPRI will be able to generate relevant high-quality evidence, to guide and inform effective policy decisions that promote sustainable solutions across the Africa continent as spelt out in its Vision and Theory of Change (**see Fig 2**)

ReNAPRI's recognizes that there is a need to accelerate the transformation of African agriculture, reduce poverty, and strengthen resilience of livelihoods in the continent, through evidence-based policy reform/decision making. ReNAPRI's long term goal is to contribute to enhanced agricultural-led development and better livelihoods across the African continent because of the production of evidence-based sustainable solutions. ReNAPRI's interventions over the next 5 years will seek to contribute to policy influence in the African continent because of its strengthened capacities

To achieve this, the network will specifically strengthen the following key intervention areas:

- Inclusive Policy Research Agenda Setting
- Knowledge Management, Monitoring and Evaluation
- Strategic Partnerships Building
- Communication and Information Sharing
- Institutional Strengthening and Technical Capacity Building

These interventions are expected to generate the following outputs:

- Enhanced Strategic Partnerships and Diversified Funding Sources
- Increased capacity of network members to deliver high quality research.
- Cost effective demand driven, high quality research.
- Strong outreach and policy engagements with decision makers and, another relevant key stakeholders (e.g., advocacy groups)
- Enhanced institutional efficiency and internal communication.

Theory of Change (TOC)

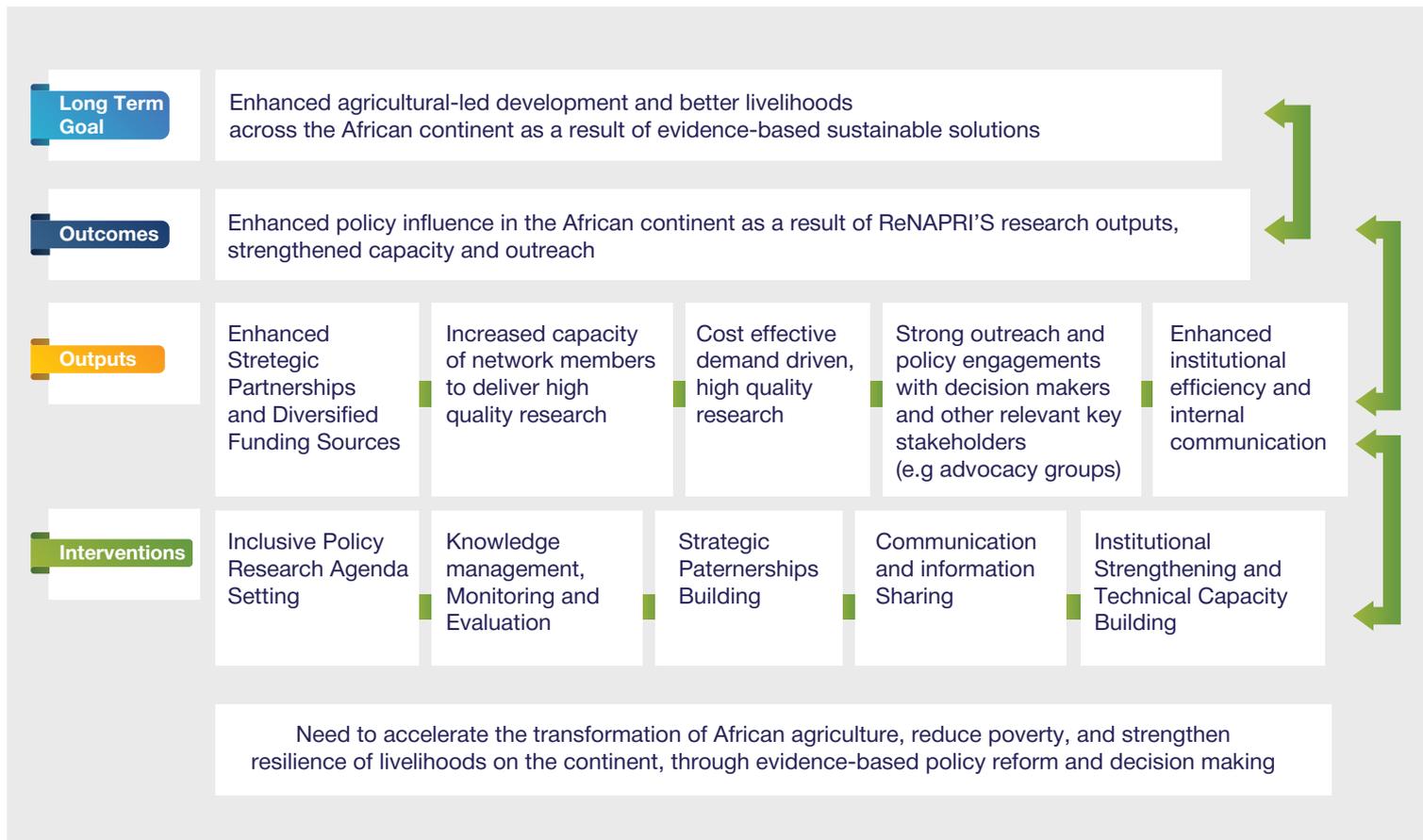


Fig 2: Theory of Change

ReNAPRI's 5-year Strategic Plan

ReNAPRI recognizes that the transformation of African agriculture requires a concerted effort. For this reason, ReNAPRI will work closely with its partners and other key stakeholders to contribute effectively to the agricultural research policy needs of the continent and further seek to influence policy through several intervention areas/pillars.

With reference to its ToC, ReNAPRI's interventions over the next five years (2021 – 2026) will focus on supporting select thematic areas of to the 2014 AU Malabo Declaration on Accelerated Agricultural Transformation for shared prosperity and improved livelihoods, in support of Agenda 2063. These actions will be carried out at national, regional, and continental levels. This is in addition to the network's core objectives that include generation of high-quality research, outreach, and communication for political engagement, as well as resources mobilization and partnerships, capacity development and policy influence for transformation and development.

ReNAPRI's 5-year Strategic Plan is guided by the five (5) Pillars highlighted in section 5 and informed by the Theory of Change in section 6 above, as well as the strategic goals identified by ReNAPRI members during the strategic planning sessions. These together inform the various activities that will be undertaken by ReNAPRI year on year and provide key information about the network's desires for its future partnerships.

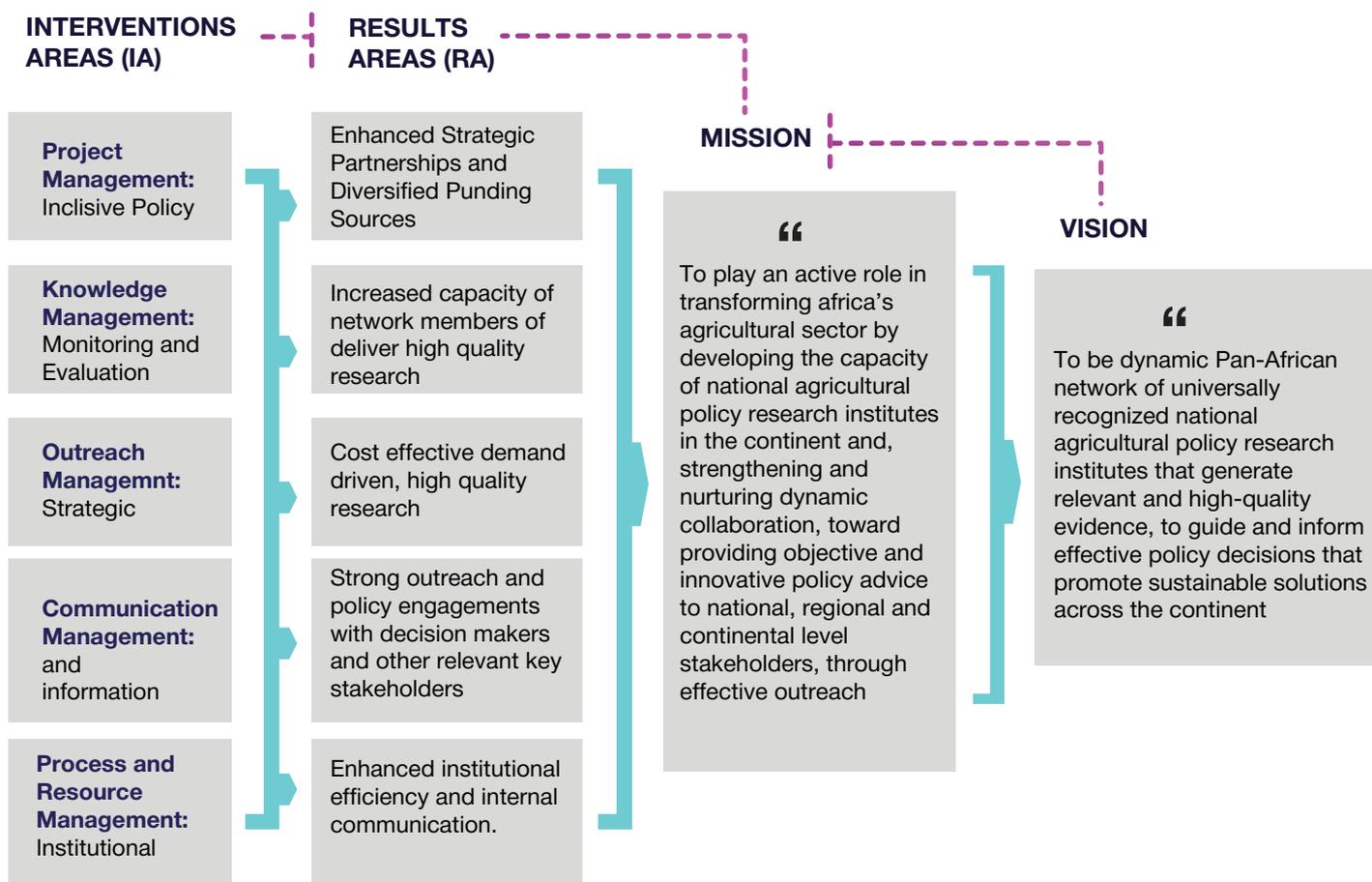


Figure 3: Overview of Strategic Plan

Moreover, ReNAPRI will also work closely with several key strategic multisectoral and multidisciplinary stakeholders to achieve its goals. ReNAPRI will facilitate both its own research agenda setting, while also pursuing a demand driven and inclusive research approach in its delivery of evidence-based analyses. Specifically, ReNAPRI’s interventions and actions in each of the result areas are as summarized below:

Result Area 1: Enhanced Strategic Partnerships and Diversified Funding Sources

Under this result area, ReNAPRI will focus on the following:

- Building new, and nurturing existing, relations with identified partners.
- Grant and proposal writing for research and operations.
- Signature of Memorandums of Understanding (MOUs) and implementation thereof, including joint resources mobilization and participation in, and contribution to partners’ events.



Result Area 2: Increased capacity of network members to deliver high quality research.

ReNAPRI recognizes that evidence-based research is the cornerstone of development policy and related regulatory frameworks.

Under this result area, ReNAPRI will focus on the following:

- Knowledge Management
- Capacity building, through training, mentoring, coaching of existing and emerging experts in agricultural policy research towards generating, enhancing, and developing capacity that can train others, supervising research, and designing programs.



Result Area 3: Cost effective demand driven, high quality research.

ReNAPRI will utilize its expertise to establish itself as a go-to network for knowledge, policy research analysis, and engagement for policy influence.

Under this result area, ReNAPRI will focus on the following:

- Problem identification
- Agenda setting
- Policy Research and Analysis
- Policy Research Translation
- Policy Engagement and Research Dissemination using various channels.
- Policy Monitoring and Evaluation
- Learning and Documenting
- Policy influence – engage more with those involved in advocacy and social dialogue on agriculture development policy matters.

3

Result Area 4: Strong outreach and policy engagements with decision makers and other relevant key stakeholders

Under this result area, ReNAPRI will focus on the following:

- Knowledge Management as well as collaboration and information sharing with policy makers and other key stakeholder groups in and beyond the continent.
- Information sharing, networking and collaboration including development of various communication tools.
- Enhance the ReNAPRI website, policy briefs, Webinars, and increased use of other social media outlets.
- Improve data storage and management.

4

Result Area 5: Enhanced institutional efficiency and internal communication

Under this result area, ReNAPRI will focus on the following:

- For effective management and coordination of the network, ReNAPRI will design and fill appropriate new staff positions at the Secretariat.
- Capacity will be built at the Secretariat, and among network members.
 - Network members will be paired for the sake of shared learning.
 - New network members will be endorsed.
- Organizational manuals and operations tools will be developed.
- ReNAPRI will facilitate knowledge dissemination activities, training, mentoring, and coaching.

5

ReNAPRI Core Functions and Governance

ReNAPRI is governed by an Executive Board of Directors, supported by the ReNAPRI Secretariat whose role is to facilitate the day-to-day activities of the network. The current Board of Directors and Secretariat are represented in figure 4, below:

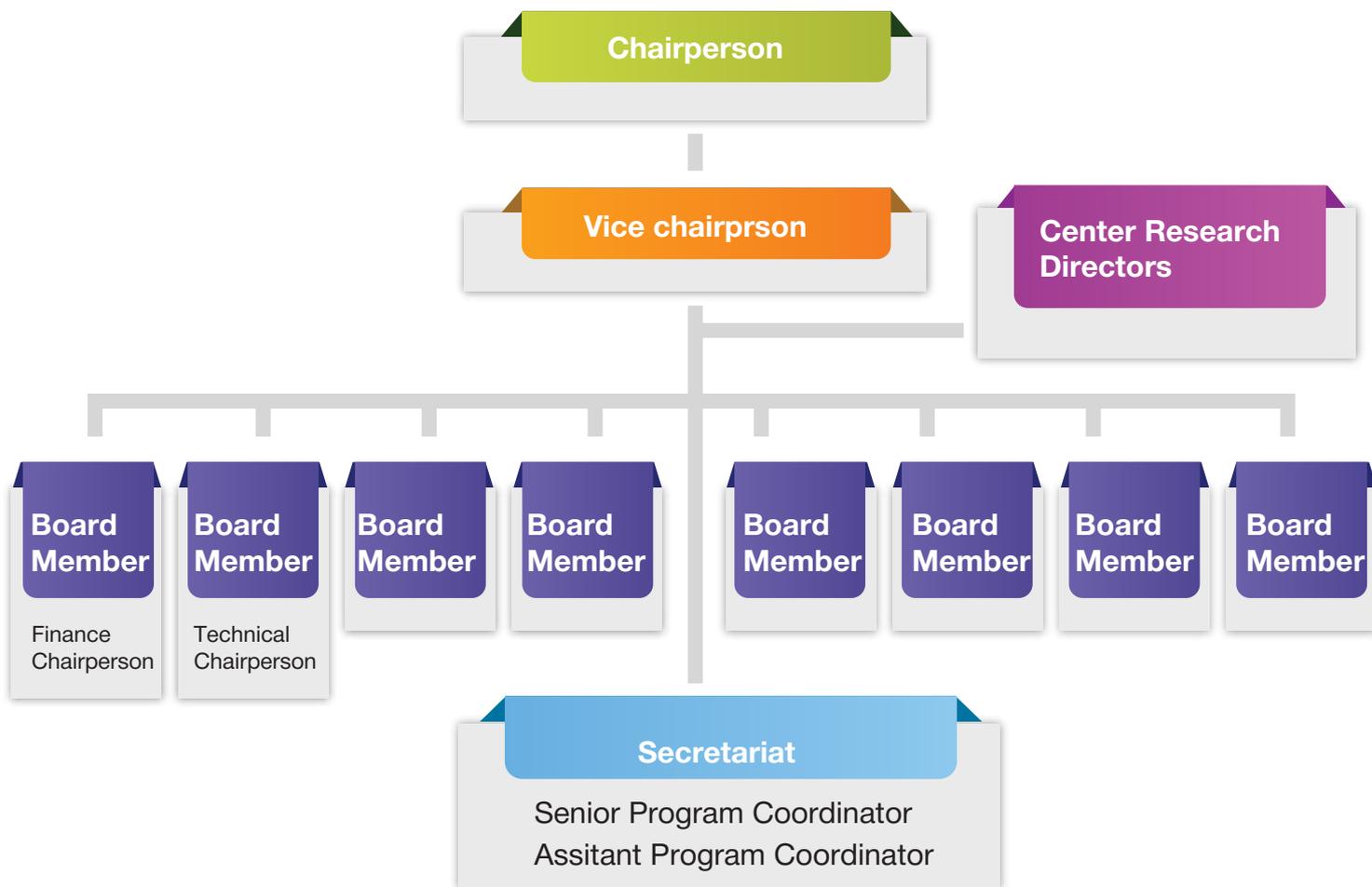


Figure 4: Current Governance Organogram

The ReNAPRI Board comprises Executive Directors from ReNAPRI member institutions. In addition, the Executive Committee (ExCo) is made up of the Board Chairperson, Vice-Chairperson, Finance Chairperson, and the Technical Chairperson. A Technical Committee led by the Technical Chair meets to set the research agenda for ReNAPRI. The Finance Chair is responsible for the network’s finances. Each Board Member is supported by a Research Director from the member institutes.

The current Secretariat is led by a Senior Program Coordinator who is supported by an Assistant Program Coordinator. Furthermore, ReNAPRI draws on the support of its African and non-African experts to ensure that is delivers effectively on its mandate.

ReNAPRI is keen to continue its trajectory towards becoming more visible and relevant through the production of high-quality research. To accomplish the Pillars mentioned above, ReNAPRI will need to strengthen its functions and governance at various levels. This includes the Board of Directors, the various committees, the center and regional representatives, and operations of the Secretariat. This will ensure quality, continuity, and stability of ReNAPRI services and programs.

The network wishes to extend its investment in people and processes to scale up its contributions to decision making through strong outreach and regular communication, capacity, knowledge management, and quality control.

Over the next 5 years, ReNAPRI intends to adopt the following corporate structure (see fig 5), with roles and responsibilities as highlighted below. The Network will be governed by a Board of Directors, supported by the ReNAPRI center Research Directors. The functions of the Board of Directors are contained in the ReNAPRI Governance Guidelines. The ReNAPRI Secretariat, led by a Chief Executive Officer/Executive Director, will be supported by 4 strategic areas: Administration, Finance and Operations; IT, Communications, and Information Sharing; Policy Research, Knowledge Management and Monitoring and Evaluation; as well as Partnerships and Resources Mobilization. The functions will be supported as follows:

Board of Directors

The Board of Directors will discharge their duties as executive directors. They will therefore be involved in the executive functions under management and administration of ReNAPRI (see ReNAPRI Governance Guidelines for more information on the Board)

Chief Executive Officer/Executive Director

The Chief Executive Officer/Executive Director will report regularly to the Board of Directors. S/he will manage the overall day-to-day operations of the organisation, its staff, and resources. S/he will develop and implement the strategy approved by the Board of Directors and ensure that ReNAPRI’s structure and processes meet the strategic and cultural needs of the organisation as well as its partners and stakeholders. S/he will be responsible for the smooth operations of the ReNAPRI network and, assemble and maintain a productive workforce. S/he will work to position ReNAPRI as a go-to Think Tank in the continent among national, regional, and pan-African institutions. S/he will help to promote funding of local institutions by their governments, while also engaging with pan-African institutions and other technical and financial partners to secure resources for ReNAPRI research. S/he will pursue the signature of Memorandums of Understanding between ReNAPRI and relevant pan-African institutions, and monitor ReNAPRI project budgets and progress, ensuring future grant/funding proposals reflect actual costs and realistic project plans. S/he will explore potential partnerships for ReNAPRI and, build and nurture strategic partnerships.

In addition, s/he will coordinate and monitor project deliverables and budgets, and support institutional linkages, while having oversight and management of the Policy Impact Capacity Advancement (PICA) processes as well as other partners obligations of ReNAPRI. S/he will also coordinate all necessary project trainings in support of relevant ReNAPRI projects, while supervising and delegating appropriate roles and responsibilities to relevant staff of the Secretariat.

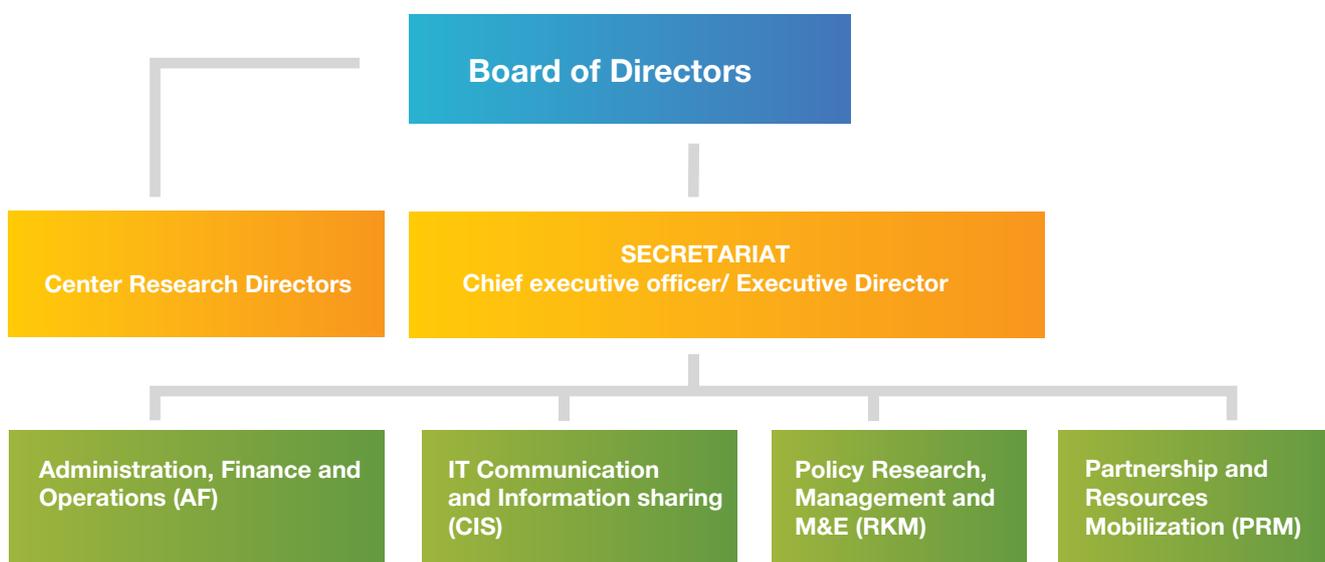


Figure 5: Proposed New ReNAPRI Organogram



Administration, Finance and Operations (AF)

This function will be responsible for the day to day administrative, finance and operational matters including, but not limited to:

- Organization of meetings, receipt and drafting of letters, reports, minutes.
- Oversight on banking and finance matters
 - Work closely with the accounts service provider.
 - Gather, analyze, and interpret relevant financial data.
 - Evaluate and optimize financial controls and procedures.
 - Update daily transaction records and assist with payroll administration.
 - Manage accounts receivable and payable, as well as expenses.
 - Invoicing and other budget management.
- Designing policies, oversee services and implement technology solutions.
- In-charge of logistics travel logistics; monitoring of project deliverables; supervisory role of satellite administration at each member institution
- Organisation of the Annual ReNAPRI Conferences
- Monitor compliance of projects to Articles of Association (AoA), Financial Policy and Practices (FP&P) documents, and Governance Guidelines.
- Review/update or draft Standard Operating Procedures (SOPs) and Working Practice (WP) documents in compliance with AoA, FP&P and governance guidelines, ensuring consistent, effective, and efficient execution of projects.
- Procurement
- Provide financial management of technical projects and ensure that costs incurred are monitored against plans, and that they potentially realize benefits as planned.

IT, Communication, and Information Sharing (CIS)

This function will be responsible for, but not limited to, the following:

- Monitoring of social media and website maintenance.
- Outreach and regular communication of ReNAPRI activities and outputs
- Application on various software in support of operations
- Building and nurture a network of media outlets.
- Implementation of the ReNAPRI Communications Strategy

Policy Research, Knowledge Management and M&E (RKM)

This function will be responsible for, but not limited to, the following:

- Facilitate the annual research agenda setting and participate in organisation of Annual ReNAPRI Conferences.
- Monitor all joint institutional research projects, prepare policy briefs, and disseminate accordingly (various channels).
- Support capacity building of centers through Africa-to-Africa Learning
- Develop necessary technical trainings for relevant ReNAPRI projects.
- Support the processes of grant/proposal writing.
- Aid local institutions with the process of writing and preparing research findings for publications (local, continental, and international journals).
- Other Reporting
- Develop and implement a ReNAPRI M&E Framework to capture appropriate project indicators.

Partnerships and Resource Mobilization (PRM)

This function will be responsible for, but not limited to, the following:

- Explore potential partnerships for ReNAPRI.
- Build and nurture strategic partnerships.
- Facilitate engagements with partners and participate in meetings.
- Reporting.
- Responsible for grant/proposal writing and developing funding streams from various sources (governments, donors, private sector, philanthropies etc)
- Draft a Resources Mobilization Strategy for validation and implementation.

Overall costs for Secretariat staffing and operational costs for ReNAPRI activities over the next 5 years (including remuneration, training, communication, logistics, equipment) will be US\$ 8,505,000.

Projected Budget (to be adjusted as new projects are launched)

	5-Year Budget (US\$)	Year 1 (UD\$)
Budget for the ReNAPRI Secretariat		
Staff	2,000,000	121,050.00
Consultants	200,000	0
Program costs (meetings, travel, communication, equipment etc)	500,000	44,043.30
Operating/overhead costs (including capacity building and training)	30,000	5,139.75
Annual Conference costs	500,000	8,500
TOTAL 01	3,230,000	178,733.05
Budget for ReNAPRI Governance and Centers		
Costs per person (Board members and Research Directors)	765,000	153,208.40
Costs per person (Focal Points)	500,000	
Technical		
Program costs (meetings, travel, communication etc)	500,000	44,043.3
Operating/overhead costs (including capacity building and training)	30,000	5,139.75
TOTAL 02	1,795,000	202,391.15
ReNAPRI In-kind Contributions Centers Contributions	250,000	
Grand Total	8,505,000	559,857.60

Table 5: Projected Budget

ReNAPRI will need to invest at least a total of US\$ 8,505,000 over the next 5 years (to be adjusted as new projects are launched) to build a robust and effective organisation that will become the go-to think tank in the African continent delivering high-quality research analyses and policy influence, while building the capacity of local institutes to become centers of excellence.

As indicated under ReNAPRI's 5-year strategic goals, the network seeks to diversify its funding sources to implement its activities. A blend of funding sources will be considered over the next 5 years to include public sector, private sector, donors, and other strategic partners. ReNAPRI will seek a minimum fee from its members per annum and provide some paid services. Resources will include:

- Member contributions: ReNAPRI currently has 10 member institutions. The network seeks to bring on board at least two more members over the next 5 years. Each new member will pay a one-off registration fee, while all members be expected to make an annual membership contribution. The above fees will be determined by the 16th ReNAPRI Board Meeting (March 2020).
- In-kind contributions: Members will continue to provide in-kind contributions through their institutions.
- Fees from services provided by the network: ReNAPRI will provide paid services to some of its key stakeholders.
- Overhead costs and support for research activities: Portions of this budget will be raised through donors and national government support, as well as grants, joint activities, and from partnerships with/sponsorship from the private sector.

Operationalization of the ReNAPRI 5-year Strategic Plan

To operationalize this 5 -year strategic plan, ReNAPRI will develop annual action plans that are aligned to the 5 Pillars mentioned above, as well as its theory of change and the 25 strategic objectives developed by the network. The action plan for year one has already been generated via an interactive project management tool called Smartsheets (see screenshots below). The interactive ReNAPRI Smartsheets will provide an overview of the Year 1 Action Plan in one snapshot and will be used as a daily tool for the Secretariat and ReNAPRI members. It will also be used to prepare progress reports on how the Strategic Plan is being implemented.

Each of the 25 strategic objectives is included in the ReNAPRI Action Plan Smartsheets with:

- Detailed activities under each strategic objective aligned to the 5 Pillars and Results Areas (Ras)
- Start Date and End Date for each activity.
- Duration (in days) for each activity
- Responsible person
- Indicators for each activity
- A Gantt charts
- Several functions including:
 - Live conversations with the Project Team members who have permission to access the Smartsheets (Secretariat, ReNAPRI Centers)
 - Ability to narrow down/filter activities by date, to update the status of activities or to identify actions that are lagging in execution etc.
- Each ReNAPRI center will nominate a dedicated person to have access to the Smartsheets and act as liaison between the Project Manager (Senior Program Coordinator) and the network.

ReNAPRI Smartsheets – Level 2 Activity Page (Screenshot)

This next level in white below highlights some sub-activities and responsible persons. Their email addresses are attached to the ReNAPRI Smartsheet to enable instant communication, comments, and reminders if the activity is overdue and not marked as completed.

Task Name	Duration	Start	Finish	Predecessors
- The Board is highly active and recognized across the continent for its leadership and service to the ReNAPRI network	529d	05/11/20	10/21/21	
- Approve action plan	72d	09/10/20	11/20/20	
Finalize details on action plan	2d	09/10/20	09/11/20	
Send action plan to Ex Comm	6d	09/10/20	09/15/20	
Include action plan on agenda and relevant documents for Ex Comm meeting #0	21d	09/10/20	09/30/20	
Send out agenda and relevant documents for Ex Comm meeting #0	1d	09/11/20	09/11/20	
Hold meeting	1d	09/30/20	09/30/20	
Approve action plan	17d	09/30/20	10/16/20	
• Draft narrative plan	47d	09/15/20	10/31/20	
Submit to Ex Comm for review	1d	11/01/20	11/01/20	9
Present plan to Board	2d	11/19/20	11/20/20	
Board approves plan	2d	11/19/20	11/20/20	
- Plan 4 ExCom meetings	386d	10/01/20	10/21/21	
• Prepare and send out an annual calendar of regularly scheduled meetings	57d	10/01/20	11/26/20	
Put item on the agenda for the Board Meeting	37d	10/01/20	11/06/20	
Get approval for Ex Com calendar	1d	11/19/20	11/19/20	
Send out schedule to Ex Com and Centers	7d	11/20/20	11/26/20	23
• Send out agenda one week before meetings	287d	01/08/21	10/21/21	
- Plan 2 board meetings for year 1	365d	10/09/20	10/08/21	
Prepare and send out an annual calendar of regularly scheduled meetings	365d	10/09/20	10/08/21	

Figure 8: Smartsheets Level 2 Activity Page



Conclusion

This 5-year strategic plan is the result of weeks of virtual interactions among ReNAPRI Board Members and Research Directors, facilitated by the Secretariat in collaboration with the Policy Influence Capacity Advancement (PICA) processes implemented under the Innovation Lab for Food Security Policy, Research, Capacity, and Influence (PRCI) at Michigan State University. Following open and objective discussions the network generated information leading to the design of this document. This 5-year plan has been validated by the network members. It will be accompanied by annual action plans that will be illustrated via an interactive live project tool called Smartsheets. (See previous section on Operationalization of the ReNAPRI 5-year Strategic Plan). The plan is expected to be resourced through several channels to ensure diversified support. Implementation of the plan will be evaluated and reviewed every year during the ReNAPRI Conference, against an M&E framework available in Smart sheers, to ensure that it is in line with the context at the time and able to deliver on relevant thematic areas and needs of the continent.

Annexes

Annex 1: ReNAPRI Network Members

Country	Institution
DRC	Institute of Social and Economic Research (IRES) at University of Kinshasa
Ghana	Institute of Statistical, Social and Economic Research (ISSER) at University of Ghana
Kenya	Tegemeo Institute of Agricultural Policy and Development at Egerton University
Malawi	Centre for Agricultural Research and Development (CARD) at Lilongwe University of Agriculture and Natural Resources (LUANAR)
Mozambique	The Research Center for Agricultural and Food Policies and Programmes (CEPPAG) at Eduardo Mondlane University
Namibia	Agricultural Trade Policy Institute (ATPI) at Namibia University of Science and Technology
South Africa	Bureau for Food and Agricultural Policy (BFAP)
Tanzania	School of Agricultural Economics and Business Studies (SAEBS) at Sokoine University of Agriculture (SUA)
Uganda	Department of Agribusiness and Natural Resource Economics (DANRE) at Makerere University
Zambia	Indaba Agriculture Policy Research Institute (IAPRI)
Zimbabwe	University of Zimbabwe (UZ)

Annex 2: ReNAPRI Partner Organizations

African Regional and Continental Institutions	African Union Commission Common Market for Eastern and Southern Africa (COMESA) AUDA NEPAD
Governments	DRC Ghana Kenya Malawi Mozambique Namibia South Africa Tanzania Uganda Zambia Zimbabwe

<p>International Organizations</p>	<p> USAID BMGF DfID CGIAR centers IFPRI AAP UN Agencies IFDC FAO UNECA USAID BMGF DfID CGIAR centers IFPRI AAP UN Agencies IFDC FAO UNECA IFAD AfBD AGRA CCARDESA FARA World Bank CASA </p>
<p>Farmers' Organizations</p>	<p> PAFO SACAU EAFF </p>
<p>Private Sector</p>	<p> EAGC ETG </p>
<p>Universities/Think Tanks</p>	<p> MSU University of Washington MwAPATA </p>
<p>Civil Society Organizations</p>	<p> FANRPAN AKADEMIYA2063 RESAKSS </p>

