

Forum for Sustainable
Agriculture in Africa
Agriculture powered by innovation

Forum for Sustainable Agriculture in Africa 2013/2014-2017/2018 Operational Plan I

Forum for Sustainable Agriculture in Africa
C/o School of Agricultural Sciences-Makerere University
P.O.Box 7062, Kampala, Uganda
Tel: +256 712 734525; +256 701 147688; +256 712 988105
E-mail: fosaa.innovations@gmail.com,
Website: <http://sustainableagricultureafrica.webs.com>

Table of Contents

Executive Summary	iv
Abbreviations and Acronyms	v
1.0 Introduction.....	1
1.1 Objectives	1
1.2 Mission.....	1
1.3 Keys to Success.....	2
2.0 Organisation Summary	2
2.1 Start-up Summary	2
2.1.1 Market appraisal, value chain mapping and other analyses to inform annual work planning ³	
2.1.2 Human resources, facilities, equipment and partners put in place for programme implementation	4
2.1.3 Finance and administration systems implemented and audited.....	4
2.2 Legal Status	4
3.0 Services.....	4
4.0 Market Analysis Summary	5
4.1 Market Segmentation	5
4.2 Target Market Segment Strategy.....	6
5.0 Fundraising Strategy and Implementation Strategy.....	6
5.1 Fundraising Strategy	6
5.1.1 Funding Forecast.....	7
5.2 Marketing Strategy	7
6.0 Management Summary	8
6.1 Personnel Plan.....	8
7.0 Financial Plan.....	8
7.1 Important assumptions	9
8.0 FOSAA Business Model (Integrated Growth Strategy)	9
9.0 FOSAA Experience and Inspiration	10
10.0 Synopsis of Risks and Risk Mitigation Strategy.....	10
<i>Appendix 1: Detailed Financial Information.....</i>	<i>12</i>
<i>Appendix 2: Personnel Qualification and Job Description</i>	<i>15</i>
<i>Appendix 3: FOSAA Administrative Structure</i>	<i>17</i>
<i>Appendix 4: Draft Logical framework for the FOSAA Agribusiness incubation programme (2013-2018).....</i>	<i>18</i>

Executive Summary

Forum for Sustainable Agriculture in Africa (FOSAA) is an organisation with a mandate of promoting empowerment of local farmers to become actors in the agricultural sector's value chains (especially apiary, mushroom, and rice and maize value chains). FOSAA is committed to develop human potential for self empowerment of farmers through day-to-day applied Agribusiness Innovations/Technologies, Advocacy, Research, and promotion of Human Rights and better agricultural methods for social, economic and educational developments. The organisation is dedicated to mobilising funds for; agribusiness innovation/technology incubations and out-scaling, capacity building in agricultural research, policy improvement and fighting the AIDS epidemic that has greatly affected the agriculture labour force. The welfare of these farmers was further weakened by the economic liberalisation in which they cannot advantageously position themselves but rather vulnerable to exploitation by the traders. In order to bring these marginalised farmer categories into the national/regional economic mainstream, the founders formed an organisation to promote best agricultural practices for increased production and value addition for poverty eradication and sustainable livelihoods in rural and urban communities. In general, practitioners, policy makers, private sector and academia in the agricultural sector are increasingly facing complex changes making it necessary to be innovative in our thinking and practice. How do stakeholders in the agricultural sector adapt to the call for climate mitigation measures, globalisation of agricultural markets, and demand for democratisation of agricultural resources management just to mention a few triggers of change. The agency "Forum for Sustainable Agriculture in Africa" offers stakeholders, knowledge and skills to design and facilitate adaptation management processes built on participation, facilitation, joint learning and inter-disciplinary approaches. Learning in adaptive agricultural management is particularly formulated in experiential learning/doing methodologies which form an integral part of FOSAA.

This Operational Plan builds upon an underlying theme "Enhancing integrated growth for the Apiary, Mushroom, and Rice and Maize value chains". This Operational Plan covers a period of five years (2013-2018). The total cost of implementing the Operational Plan is estimated at US\$20,534,040 which will be solicited as a grant from donor communities. In the event of a serious funding shortfall, a balanced reduction that protects the core of FOSAA to rebuild in alternative directions will be prepared with the guidance of the Board and the International Advisory Council.

Mr. Senkosi Kenneth
Co-Founder/ Chief Executive Officer
FOSAA

Abbreviations and Acronyms

ADB	-	African Development Bank
AR4D:	-	Agricultural Research for Development
AU	-	African Union
BDS	-	Business Development Services
EAC	-	East African Community
FAO	-	Food and Agricultural Organisation of the United Nations
FOSAA	-	Forum for Sustainable Agriculture in Africa
M&E	-	Monitoring and Evaluation
NGO	-	Non-Government Organisation
SRO	-	Sub-Regional Organisations
USAID	-	United States Agency for International Development

1.0 Introduction

The slow rate of agricultural development in Africa can largely be blamed on lack of functional relationships between technology/innovation generation centers (sources), local farming communities, financial institutions and markets. The result has been low penetration of promising innovations/technologies thus, low adoption levels, low production and limited or no access to markets and financial services by farmers. In general, most of the innovation/technologies developed have not been extensively out-scaled some of which are not even packaged in user friendly formats. Therefore, FOSAA intends to establish and manage innovation/technology incubation centers in collaboration with knowledge institutions (Universities/ colleges; research institutions), farmer organisations and the private sector as a mechanism for enhancing agricultural intensification. In addition, FOSSA will liaise with other stakeholders to reduce agricultural production and price risks caused by climatic changes and market distortions, respectively. Further, these incubation centers will also act as agribusiness training/resource centers where a multi-structured programme that includes farm enterprise selection, resource mobilisation and utilisation, routine market assessment and business negotiation skills, record keeping and financial management, risk prediction and management, value addition, carbon foot- printing and team building will be managed.

1.1 Objectives

FOSAA is being established to provide mentoring and innovation/technology incubation services to farmers in the greater East Africa. The Forum for Sustainable Agriculture in Africa (FOSAA) has five strategic objectives which are to:

1. develop and strengthen strategic innovation/technology incubation facilities to efficiently and effectively perform impact oriented agribusiness incubation for the nation and region;
2. develop and strengthen collaborative research and mentorship centers and capacities for enhanced economies of scope and scale;
3. enhance productivity, value addition and improved access to national, regional and global markets for apiary, mushrooms, rice and maize products;
4. improve participation of women and youth in research, production and marketing across all agricultural sector's value chains;
5. create a dynamic national/regional platform for policy advocacy, coordination, and resource mobilisation for advanced adaptive learning/doing.

1.2 Mission

FOSAA's Mission statement: Enhancing agricultural sustainability through capacity building, innovation, research and development initiatives.

The mission for FOSAA is the pursuit of the following principles:

- **Commitment:** transparently FOSAA is committed to inspire pro-social agricultural management, strong interpersonal skills, and to instill a great sense of hope in the future of the agricultural sector with strong emphasis on mindset change;
- **Responsibility:** The focus of FOSAA is to empower farmers in establishing goals and managing decisions that enhance their welfare;

- Diversification: FOSAA wants to expand the perspectives of farmers to make them aware of farming possibilities; and
- Support: An individual is dramatically influenced by their support system. FOSAA wants to surround farmers with a sustainable mentoring learning environment.

1.3 Keys to Success

- Establishing a strong network with local farmer groups and farming communities; local and international development agencies; central and local governments; and local and international research/ knowledge institutions;
- Launching a series of fundraising activities that will successfully fund the expansion of the programme;
- Establishing an effective training programme for mentors/ agri-business incubators that will increase their ability to be successful facilitators for enhanced technologies/innovations adoption;
- Establishing an effective monitoring system to protect both the farmers and agribusiness mentors/incubators.

2.0 Organisation Summary

FOSAA is a non-profit making NGO providing mentoring and innovation/technology incubation programmes for farmers in the areas of apiary, mushroom, and rice and maize value chains in the greater East Africa region. The organisation will form partnerships with various stakeholders. These will include but not limited to the following: local farmer groups and farming communities; local and international development agencies; local governments as well as local and international research/knowledge institutions. Farmers are linked to agri-business incubators/mentors that are trained to focus on positive reinforcement, ‘hope-building’ and the achievement of goals by encouraging face to face mentoring sessions and group farm visits. Ongoing training and innovation/technology incubation will continue with mentors/incubators for a period of two years. In addition, FOSAA will have quarterly mentor support meetings for purposes of reflection and strategic planning and backstopping.

2.1 Start-up Summary

The Start-up phase of the programme will lay the groundwork for programme implementation, leading to the strategy development for targeted value chains/production systems and the first annual work plan. It will also result in the setting up of the programme implementation offices and systems. The Start-up phase will be launched at the start of the programme and be completed by twelve months of programme implementation. The start-up phase will centre mainly on the following three outputs:

1. Market appraisal, value chain mapping and other analyses to inform annual work planning;
2. Putting in place human resources, appropriate facilities, equipment and partners for project implementation;
3. Having Finance and Administration systems implemented and audited.

2.1.1 Market appraisal, value chain mapping and other analyses to inform annual work planning

The start-up team will undertake a rapid market appraisal and value chain analysis and mapping, leveraging existing data and previous reports where applicable and then using a value chain framework to conduct analyses for the four commodities and their related production systems: apiary, mushrooms, maize and rice. Each map will include a full range of enterprises, producers, processors, packaging enterprises, marketers, buyers, sellers, and other agribusinesses. An important aspect of these value chain maps will be identification of business development services (BDS), development partners and other important stakeholders that will be involved in addressing bottlenecks in the value chain. The ultimate goal is to organise and link producers to the markets both local/regional and international.

The starting point will be the analysis of end-markets at local, national, regional and international agribusiness levels, together with analysis of the marketing channels and requirements for quantity, quality and variety. Furthermore, each value chain analysis will explore both tangible relationships between actors – such as the weak market signals and poor distribution channels; and intangible factors – the lack of trust and cooperation between producers and processors that impedes them from matching products with markets in win-win relationships. The market and value chain analyses will also identify public works and post-harvest and market access infrastructure that will support market development and productivity increases in each of the production systems.

An analysis of the political economy of each of the value chains will be undertaken once they have been mapped out and precautions/mitigation measures established. The studies will also look at issues such as gender, youth, and environment pertaining to each of the cropping systems or business enterprise by mapping the inputs and returns to labour across gender and age-groups among the analyses. These issues will be mainstreamed into all programme activities ensuring that equitable access to resources, decision-making and economic returns are promoted across gender and age-groups. Program activities will be designed specifically so that all family members are involved in all food security and income generating activities including planning, farming and marketing. Additionally, all programme activities and their impacts will be designed to be environmentally sustainable.

At critical stages in the process, these studies will be validated with industry actors, programme partners and beneficiaries. During this process, bottlenecks will be verified and prioritised by participants, culminating in development of the value chain implementation strategy for each commodity, thereby creating ownership of the process and agreement on resolution of constraints. The value chain studies and stakeholder validation will lay the groundwork for incubation/mentorship center development.

Following the rapid market appraisal and value chain analysis and mapping, the programme's logical framework, objectives and outputs will be updated, activities revised for each production system, and programme baselines established. This in turn will be used to establish a monitoring and evaluation framework. A communications plan and programme sustainability strategy will also be developed as part of the work plan. Finally, the start-up phase will also inform the selection of the initial public works to be undertaken, as well as development of the grant funds manuals and application materials.

2.1.2 Human resources, facilities, equipment and partners put in place for programme implementation

At inception phase, the Chairperson together with FOSAA's Interim Board of Directors and start-up team will complete recruitment of all technical and administrative positions, as well as secure office space, office equipment and vehicles. A senior manager will be recruited among the programme staff. Recruitment will take into serious consideration gender balance.

Working modalities with programme partners including institutions and implementing organisations identified during the value chain mapping exercise and selected during the start-up phase will be established. Additionally, an assessment will be undertaken of all BDS and those deemed capable will be selected to participate in the programme. A skills training programme will be used to upgrade the skills of BDS and programme partners where gaps in geographic coverage or technical areas are identified.

2.1.3 Finance and administration systems implemented and audited

The programme will implement financial and administrative systems including human resource and procurement systems and procedures based on FOSAA best practices and consistent with the requirements of Donors. An external audit will be undertaken by a professional auditing firm on behalf of Donors at the end of the Start-up phase.

2.2 Legal Status

FOSAA is a registered tax-exempt not-for-profit (S. 5914/9657); mentoring and agri-business incubation NGO that integrates agricultural professionals with at-risk farming communities.

3.0 Services

FOSAA offers farmers that have already been identified as at-risk, an opportunity to work with agri-business incubators/ mentors to improve their ability to a positive attitude towards their farm future. The long-term goal of FOSAA is to empower farmers to break the unsustainable agricultural habits. FOSAA operates the following programmes in line with Millennium Development Goal one (eradicating extreme hunger and poverty) and seven (ensuring environmental sustainability):

Agribusiness Incubation and Mentorship: This is the core programme where at-risk farmers are matched with trained mentors through a structured programme of support and agribusiness innovation/technology incubation using the Farmer Field School Methodology/ and or Participatory/Experiential (vertical and horizontal) learning/ doing. Innovations/technologies for incubation include: improved seed, improved storage or shelf-life enhancement facilities, modern hives and harvesting technologies, soil fertility management packages and value addition facilities. Farmers and their mentors participate in farm visits (for inspiration and mindset change) followed by a two weeks structured programme that covers: farm enterprise selection, resource mobilisation and utilisation, market assessment and business negotiation skills, record

keeping and financial management, risk assessment and management, value addition, carbon foot-printing and team building. The programme ends with a graduation (offering of start-up capital) but the incubatees and the incubator remain in close contact for the next five years but backstopping continues in perpetuity.

M.Sc. and Ph.D. research scholarship Fund. This is geared towards improving the sector's human resources capital and the capacity for innovative adaptive agricultural management through applied research (integrating both indigenous and technical knowledge). This will cover all vital areas of the agricultural discipline (agronomy, soils sciences, agribusiness management and economics, animal sciences, biotechnology, pathology, integrated watershed management and agricultural extension management).

Water for Production Development Fund: In order to help reduce on the regions heavy reliance on rain agriculture, FOSAA is committed to forming partnerships with development partners to help build water points especially in dry farming communities for purposes of providing water for production as well as home use.

4.0 Market Analysis Summary

FOSAA is a programme that is in direct response to the growing number of farmers failing to achieve their farm expectations or have already given up with agriculture for other destructive ventures such as charcoal burning. FOSAA offers at-risk farmers the opportunity to make a dramatic change in their farm lives and incomes. The programme is positioned to be most assessable to resource poor farmers who otherwise would be swept into unsustainable farm/environmental practices. The goal of the programme is to identify small scale (subsistence) farmers who are going through a turbulent transition to commercial farming and offer positive support system to avoid the pitfalls that can derail their growth.

4.1 Market Segmentation

FOSAA has a number of market focuses that are key to the programme's success.

- Farmers who are overcoming stressors in their farm lives such as poverty, discrimination, unstable produce prices, cheating middlemen, declining soil productivity; are the primary marketing focus for FOSAA. Agribusiness incubation/ mentoring programmes foster positive change through goal setting, technology/innovation adoption, enterprise selection criteria, financial analysis and networking;
- Agri-business incubators are also a marketing focus when mentors are able to help farmers work on solutions for their community stressors and provide an objective innovation platform. As a result, many farmers and farming communities report improved agro-economic environment, communities buy into the benefit from our agrobusiness incubation programme, a 24 month series of custom-designed information and discussion groups; and innovation/technology testing (incubation) that enrich agro-enterprise planning and implementation effectiveness, especially in the areas of innovation/technology adoption, enterprise selection, resource allocation and project impact assessment associated with agro-enterprise management practices.

Table 1: Market analysis

		Year 1	Year 2	Year 3	Year 4	Year 5	
Potential Customer Growth							CAGR
Farmer groups	20%	20	24	29	35	42	20%
Farmer associations	8%	20	22	24	26	28	8%
Research agencies	10%	2	2	2	2	3	10%
Academic institutions	5%	4	4	4	4	5	5%
Total	15.5%						15.5%

4.2 Target Market Segment Strategy

The target markets for FOSAA are young scientists; and resource poor farmers (especially women and youths) with acreage not exceeding 20 acres. FOSAA has created a series of mentoring programmes that integrate farmers and trained mentors who will assist them in developing and implementing timely interventions and innovations that will lead to success and sustainability in their respective agri-business value chains. FOSAA is also committed to mobilising and soliciting funds for young scientists interested in M.Sc. and Ph.D. fellowships at partnering Universities within and without the region.

5.0 Fundraising Strategy and Implementation Strategy

There are three focuses for FOSAA programme implementation

- First is the creation of a network of contacts with farmers, farmers groups and associations, markets, research institutions and universities;
- Second is the recruiting and training of mentors/ agri-business incubators;
- The third is development of fundraising strategies.

5.1 Fundraising Strategy

FOSAA's funding sources include membership/subscription fees, private donations, state contracts, grants from private/development foundations and businesses. The programme's fundraising coordinator has established a number of contribution options that a supporter can select from.

- Cash donations of any amount;
- Gift of appreciated stock: a gift of appreciated stock, bonds, or mutual funds can both support the programme and provide tax saving to the donor;
- Legacy gifts: a planned gift in a will, trust or other state plan;
- Corporate Giving and Sponsorship: Business can provide cash or grants;

- Research and development grants: Research/project proposals developed by FOSAA and submitted for consideration to state agencies or private/development foundations.

5.1.1 Funding Forecast

FOSAA forecast of revenues for 2013 is \$3,736,000. The stable core funding is from private foundations, international development agencies and businesses. Yet anticipated growth from these funding sources is estimated to be only 5% over the next three years. FOSAA will focus on rapidly increasing funding from sources where the percentage growth is projected to be higher. The target is private foundations and international development agencies. By 2017, estimated revenue should be in excess of \$4,400,000.

Table 2: Funding Forecast

Funding	Year 1	Year 2	Year 3	Years 4	Year 5
Private Donations	\$1,000	\$1,050	\$1,102	\$1,102	\$1,102
State contracts	\$3,000	\$3,150	\$3,308	\$3,308	\$3,308
Private Foundations	310,000	\$325,500	\$341,775	\$341,775	\$341,775
Business sponsorships	\$2,000	\$2,100	\$2,205	\$2,205	\$2,205
International Development agencies	\$3,420,000	\$3,670,000	\$3,846,400	\$3,885,000	\$4,031,000
Total Funding	\$3,736,000	4,001,800	\$4,194,790	\$4,233,390	\$4,379,390

5.2 Marketing Strategy

FOSAA believes in the goal of leaving no farmer behind. The goal is to raise the visibility of the programme to ensure that:

- At- risk Farmers will use the service;
- Funding sources will support the programme;
- Some mentors will be willing to volunteer.

The marketing strategy will be to successfully sell this new resource to the farming community. This will be accomplished by a Farmer Mobilisation and Agribusiness Development Coordinator who will create and maintain a network of contacts that will serve as the referral source of the programme.

Brochures will be developed to sell the benefits of the programme to both potential clientele and stakeholders. The Mobilisation and Agribusiness Development Coordinator will provide progress reports for referring programme, farming community or agency. The goal will be to build an effective marketing programme on the success of the mentoring relationships. A marketing effort will also be implemented to attract and retain quality mentors of the programme. The core of the marketing will be creation of the programme's Board of Directors who will be chartered with the responsibility of selling the benefits of the programme to the community.

6.0 Management Summary

FOSAA's management team will consist of the Board of Directors and the programme's Executive Director and two deputies. A team of professional programme and fundraising managers will be assembled to manage and grow the programme.

6.1 Personnel Plan

FOSAA will have the following staff

- Executive Director;
- Technical Assistants (Finance, Programmes);
- Deputy Executive Director (Finance and Administration);
- Management Accountant;
- Administrative Assistant;
- Deputy Executive Director (Grants and Networking);
- Programme assistant (Grants and Networking);
- Research, Training and Quality Assurance Coordinator;
- Programme Assistant (Research);
- 2 Programme Assistants (Training and Quality Assurance);
- Farmer Mobilisation and Agribusiness Development Coordinator;
- Programme Assistant (Farmer Mobilisation and Extension services);
- Programme Assistant (Agribusiness Development Services);
- ICT Manager;
- Programme Assistant (ICT);
- Office Assistant;
- Cleaner;
- Drivers; and
- Security Guard

The personnel expenditures are detailed in the detailed FOSAA Budget (Appendix 1); qualifications and job descriptions are detailed in appendix 2; and the administrative structure is detailed in appendix 3.

7.0 Financial Plan

FOSAA will build funding support from private foundations and development agencies in the global community at an aggressive rate of growth. Yet it will take five years before funding from these sources becomes strong enough to roll out the programme to the entire East African Region. The primary expenditure for the programme is the training and managing of mentors and the programmed activities for both farmers and mentors. Therefore, it is essential that due diligence is accorded to fund allocation for the critical programme responsibilities. An effective communication system will be established to report fiscal data to the Board of Directors so that adjustments can be made expeditiously to assure the health of the programme. We are also assuming commencing the start-up phase on March 1st, 2013.

7.1 Important assumptions

The financial plan depends on the important assumptions, most of which are shown below. The key underlying assumptions are:

- We assume a slow-growth economy with no major recessions;
- We assume that there are no unforeseen changes in development foundations' funding availability;
- We assume a continued need for services by at-risk farmers;
- We assume a global community support for agri-business incubation/ mentoring and applied agricultural research.

8.0 FOSAA Business Model (Integrated Growth Strategy)



Figure 1: FOSAA Integrated Growth Strategy

Within this Integrated Growth Strategy, FOSAA will play a coordination role for the benefit of all stakeholders in the bee, mushroom, rice and maize value chains. FOSAA will enhance the bargaining power of farmers through market sourcing and meeting market demand through bulk marketing of value-added honey, mushroom, rice and maize products, a process that will be cushioned by other service providers like smart agricultural risk insurance for business security and banks for credit. Besides, FOSAA will be a center for market information to boost farmers' decision-making for enhanced and sustained production.

FOSAA will also gather indigenous knowledge from farming communities across the EAC in order to validate their reliability and sensitivity in collaboration with knowledge institutions. This will go a long way in enhancing integration of indigenous and technical knowledge for

improved bee, mushroom, rice and maize production through enhancing the ability of stakeholders to engage in timely implementation of productivity improvement interventions. The validated knowledge will be out-scaled for adoption by the farming communities by employing the Farmer Field School Methodology. In-built within this process, will be a great consideration for gender issues and participatory learning.

9.0 FOSAA Experience and Inspiration

FOSAA is a registered NGO which has helped farmers to establish apiary enterprises in Wabbale village, Nakasongola District and is working on modalities to link them to markets and a specialised queen rearing private firm. These farmers have been encouraged to diversify their apiary projects with piggery projects. FOSAA is emphatic on youth because for agriculture to become sustainable, tomorrow's generation should be at the forefront of the process; FOSAA views herself as having comparative advantage in mentoring youth to join and practice farming as a life career as it is being promoted and managed by youths. Also, the promoters behind FOSAA have worked with a number of projects from which they drew inspiration. In 2011, Mr. Senkosi Kenneth worked as a research assistant for a research project entitled "Farming as a business in Uganda, experiences, models and good practices" funded by Agri-ProFocus and implemented by Makerere University, Wageningen University, National Union of Coffee Agribusiness and Farm Enterprises and Ssemwanga Center with backstopping from Agriterra. This study revealed that lack of functional relationships between farmers, knowledge institutions, financial service providers and markets was the key bottleneck to agricultural intensification in Uganda. Mr. Ssenyonga Peter participated in the development of a Soil Test Kit; a simple and cheap innovative technology for monitoring soil fertility under the Department of Agricultural Production, Makerere University with funding from Rockefeller Foundation. To this date, this technology is slowly gaining popularity to Ugandan farmers confirming the findings of the study above. Therefore, FOSAA was formed to facilitate formation of reliable and operational networks between all agribusiness actors in the apiary, mushroom, rice and maize value chains.

10.0 Synopsis of Risks and Risk Mitigation Strategy

FOSAA is aware of the fact that realising this Operational Plan would be laden with a number of risks, for which a practical management plan has been put in place. These risks relate to uncertainties and external influence from the agribusiness incubation "market place" and related investment scenarios; operational risks; staffing risks including retention and attrition; financing risks including liabilities, donor interest and financial flows; and managerial risks including uncertain board or investor dynamics and other venture risks.

As part of FOSAA internal plans, detailed risk management plans will be put in place to inform risk identification, assessment and control. The plans as will be detailed in the financial management manual and M&E strategy also include methods and procedures to limit liabilities; build reserve funds (e.g. use of overheads and start up of an endowment fund) as well as strategies for continuity of operations plan. Some of these risks, their level and mitigation strategies are summarised below.

Table 3: Selected risks and mitigation strategies

Risk and Consequence	Level and Description of Risk	Mitigation Strategy
Fund Raising: Cannot raise sufficient core funds to support this business model	High probability with serious impact for FOSAA's growth and sustainability	Core and complementary activities need to be compatible. Complementary funding opportunities need to support core mission or be redesigned to do so.
Management Efficiency: Inability to achieve a level of management capacity that ensures financial sustainability	Medium probability with acute consequences to FOSAA's health and well-being	Internal management structure and senior management team to be created to implement integrated growth. Exploratory programmes outside of core that outstretch staff and for which FOSAA has no comparative advantage will be phased out or delegated to designated Partners (Universities/ Research organisations/ NGOs)
Strategic Focus: Unclear strategy leads to inefficient opportunism and loss of brand value	Medium probability if the Operational Plan is not carefully monitored to avoid snowballing, inefficiency and missed opportunities for maximising growth and impacts	Operational plan lays out integrated growth paths with structural mechanisms to deal with major (new) initiatives
Quality: FOSAA unable to attract sufficiently qualified and gender sensitive staff	Medium probability as regional universities produce high calibre graduates	Operational Plan encompasses efforts to address gender and skills gaps.

Appendix 1: Detailed Financial Information

	2013/2014 Mar-Feb (US\$)	2014/2015 Mar-Feb (US\$)	2015/2016 Mar-Feb (US\$)	2016/2017 Mar-Feb (US\$)	2017/2018 Mar-Feb (US\$)	Total 2013-2018 (US\$)
Monitoring and Evaluation Programme	574,340	664,708	756,508	561,155	640,079	3,196,790
<i>Operating costs</i>	<i>89,340</i>	<i>99,708</i>	<i>96,508</i>	<i>101,005</i>	<i>101,929</i>	<i>490,489</i>
National staff salaries	43,240	47,907	48,749	49,616	50,509	240,021
Other operating/running costs	48,100	51,801	47,759	51,389	51,420	250,468
<i>Programme activities</i>	<i>485,000</i>	<i>565,000</i>	<i>660,000</i>	<i>460,150</i>	<i>540,150</i>	<i>2,710,300</i>
Develop and maintain M&E system and conduct various M&E activities	135,000	165,000	225,000	175,000	225,000	925,000
Dissemination and Advocacy	140,000	140,000	175,000	175,000	205,000	835,000
Develop M&E capacity	210,000	260,000	260,000	110,150	110,150	950,300
Information and Communication Technology (ICT) Programme	620,049	643,536	627,190	583,476	566,224	3,040,475
<i>Operating costs</i>	<i>197,549</i>	<i>207,636</i>	<i>206,190</i>	<i>212,476</i>	<i>215,224</i>	<i>1,039,075</i>
National staff salaries	43,240	47,907	48,749	49,616	50,509	240,021
Other operating/running costs	154,309	159,729	157,441	162,860	164,715	799,053
<i>Programme activities</i>	<i>422,500</i>	<i>435,900</i>	<i>421,000</i>	<i>371,000</i>	<i>351,000</i>	<i>2,001,400</i>
Develop and maintain FOSSA's Website	132,500	86,000	86,000	86,000	86,000	476,500
Build the Secretariat's capacity to manage the information needs of FOSAA	40,000	85,000	110,000	60,000	40,000	335,000
Develop FOSAA network's capacity to create and use open agricultural (educational) resources	250,000	264,900	225,000	225,000	225,000	1,189,900
Research, Training and Quality Assurance Programme	631,280	661,486	635,862	747,439	742,438	3,418,505
<i>Operating costs</i>	<i>101,280</i>	<i>109,486</i>	<i>109,662</i>	<i>117,519</i>	<i>121,786</i>	<i>559,733</i>
National staff salaries	56,480	57,514	58,262	59,019	59,786	261,061
Other operating costs	44,800	51,972	51,400	58,500	62,000	268,672
<i>Programme activities</i>	<i>530,000</i>	<i>552,000</i>	<i>526,200</i>	<i>629,920</i>	<i>620,652</i>	<i>2,858,772</i>
M.Sc. students in regional programmes	10,000	10,000	10,000	10,000	10,000	50,000
Ph.D. students in regional programmes	0	0	0	77,100	38,550	115,650

Establishment and maintenance of four Agribusiness Incubation and Training/ Resource Centers	140,000	154,000	169,400	186,340	204,974	854,714
Establishment and maintenance of Farmer Field Schools	100,000	100,000	100,000	100,000	100,000	500,000
Skills enhancement for staff	100,000	100,000	50,000	50,000	50,000	350,000
Monitoring and evaluation of training programmes	100,000	100,000	100,000	100,000	100,000	500,000
Quality assurance for graduate training in Universities and farmers at the Agribusiness Training Centers	80,000	88,000	96,800	106,480	117,128	488,408
Farmer Mobilisation and Business Development Programme	336,480	307,514	318,262	329,019	289,786	1,581,061
<i>Operating costs</i>	<i>206,480</i>	<i>177,514</i>	<i>188,262</i>	<i>199,019</i>	<i>159,786</i>	<i>931,061</i>
Nationally recruited staff	56,480	57,514	58,262	59,019	59,786	261,061
Other operating costs	150,000	120,000	130,000	100,000	140,000	640,000
<i>Programme activities</i>	<i>130,000</i>	<i>130,000</i>	<i>130,000</i>	<i>130,000</i>	<i>130,000</i>	<i>650,000</i>
Farmer group formation	100,000	100,000	100,000	100,000	100,000	500,000
Dissemination and Advocacy	10,000	10,000	10,000	10,000	10,000	50,000
Enhancing contractual farming and product quality (Market linkages)	20,000	20,000	20,000	20,000	20,000	50,000
Deputy Executive Director (Finance and Administration) Unit	231,360	249,831	268,522	283,501	297,842	1,331,056
<i>Operating costs</i>	<i>145,860</i>	<i>151,581</i>	<i>157,847</i>	<i>164,658</i>	<i>170,015</i>	<i>789,988</i>
National staff salaries	116,060	118,281	120,547	122,858	125,215	602,961
Other operating costs	29,800	33,300	37,300	41,800	44,800	187,000
<i>Unit activities</i>	<i>85,500</i>	<i>98,250</i>	<i>110,675</i>	<i>118,843</i>	<i>127,827</i>	<i>541,095</i>
Annual Audit	10,000	11,000	12,100	13,310	14,641	61,051
Purchase and maintenance of Finance Management System	25,000	27,500	30,250	33,275	36,603	152,628
Staff professional development and training	20,000	22,000	24,200	26,620	29,282	122,102
Hiring of casuals	2,500	2,750	3,025	3,328	3,660	15,263
Capacity building for all other units	10,000	11,000	12,100	13,310	14,641	61,051
Meeting of procurement communities	15,000	20,000	25,000	25,000	25,000	110,000
Programme documents and reports	4,000	4,000	4,000	4,000	4,000	20,000

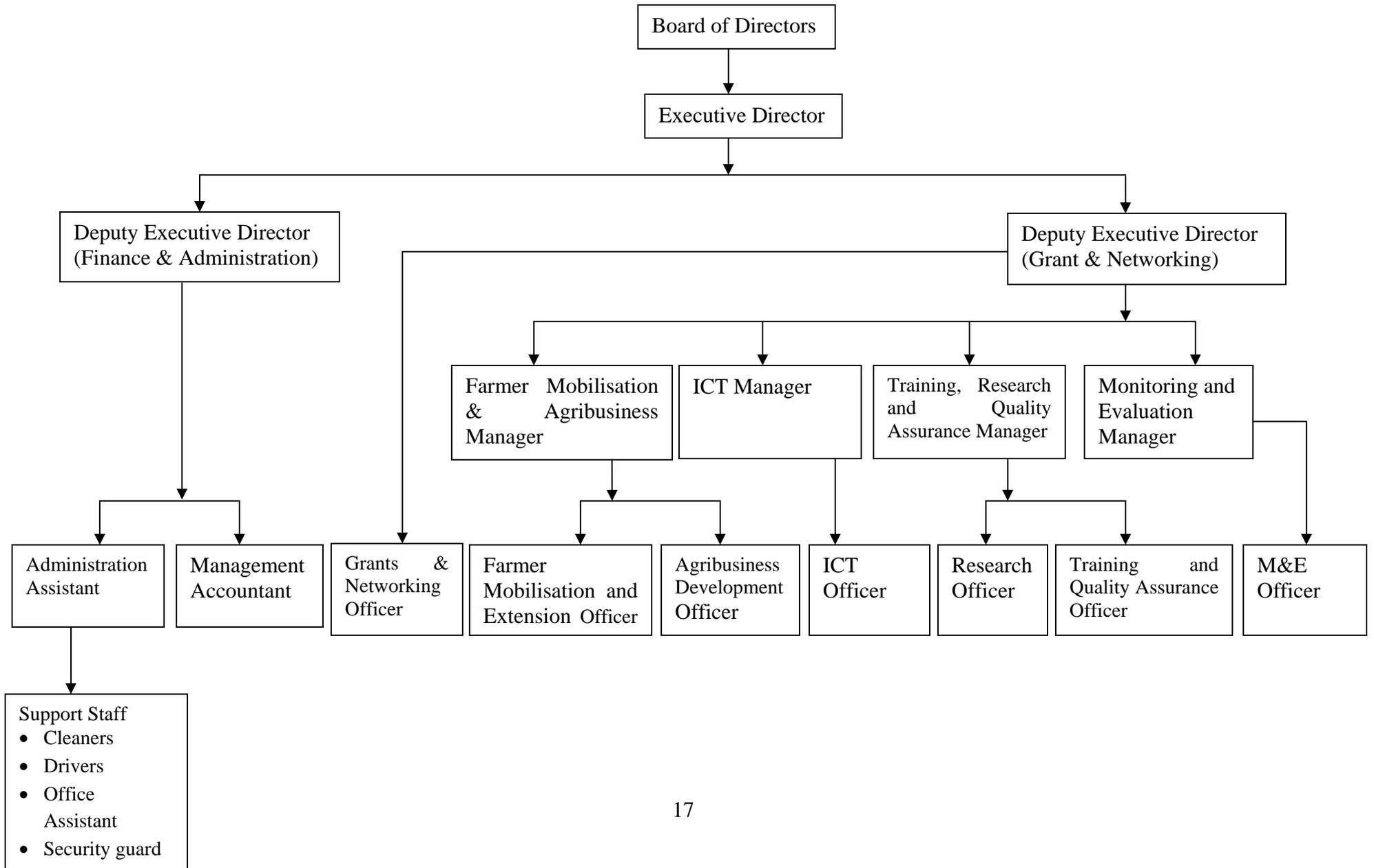
Deputy executive Director (Networking and Grants Programme)	927,810	1,058,066	1,217,142	1,335,349	1,499,686	6,038,053
<i>Operational costs</i>	84,810	95,066	89,142	89,149	89,966	448,133
Nationally recruited staff	56,480	57,514	58,262	59,019	59,786	261,061
Other operating costs	28,330	37,552	30,880	30,130	30,180	157,072
<i>Programme activities</i>	843,000	963,000	1,128,000	1,246,200	1,409,720	5,589,920
Graduate research grants	200,000	320,000	452,000	597,200	756,920	2,326,120
Water for Production Development Fund	500,000	500,000	500,000	500,000	500,000	2,500,000
Field attachments	0	0	30,000	33,000	36,300	99,300
Dissemination and Advocacy	95,000	70,000	70,000	40,000	40,000	315,000
Meeting of technical committee	20,000	45,000	45,000	45,000	45,000	200,000
Monitoring and Evaluation	25,000	25,000	25,000	25,000	25,000	125,000
Programme documents and reports	2,000	2,000	4,000	4,000	4,000	16,000
<i>Capital costs</i>	1,000	1,000	2,000	2,000	2,500	8,500
Executive Director Office	406,000	415,000	371,010	393,030	343,060	1,928,100
<i>Operating costs</i>	196,000	190,000	196,010	188,030	188,060	958,100
Regional staff	100,000	101,000	102,010	103,030	104,060	510,100
National Technical assistants (Consultants)	4,000	4,000	4,000	4,000	4,000	20,000
Other operating costs	92,000	85,000	90,000	81,000	80,000	428,000
<i>Secretariat Governance Activities</i>	210,000	225,000	175,000	205,000	155,000	970,000
Support functioning of the FOSAA Board	10,000	10,000	10,000	10,000	10,000	50,000
Annual meeting of the FOSSA Technical committee	20,000	20,000	20,000	20,000	20,000	100,000
Support establishment, meetings and operations of the International Advisory Council	40,000	35,000	35,000	35,000	35,000	180,000
Support operations and meetings of audit and finance sub-committee of the Board	10,000	10,000	10,000	10,000	10,000	50,000
Operational planning for expansion to entire East Africa	0	0	0	50,000	0	50,000
Travel by Secretariat staff	50,000	70,000	20,000	0	0	140,000
Resource Mobilisation	70,000	70,000	70,000	70,000	70,000	350,000
Advocacy Costs	10,000	10,000	10,000	10,000	10,000	50,000
Grand Total	3,727,319	4,000,141	4,194,496	4,232,969	4,379,115	20,534,040

Appendix 2: Personnel Qualification and Job Description

Job Title	Preferred Qualification	Key Roles
Executive Director	Masters training in any Agricultural Sciences	<ul style="list-style-type: none"> • Provide strategic guidance to the Board of Directors; • Ensure that deliverables meet the contractual obligations between FOSAA and the donors; • Oversee proper implementation of technology/ innovation incubation and mentorship development programmes; and • Initiation and coordination of agribusiness incubation policy issues on matters related to the enabling environment
Deputy Executive Director (Finance and Administration); assisted by a Management accountant and an Administrative Assistant	Master of Business Administration (Finance and Administration) or M.Sc. Agribusiness Management	<ul style="list-style-type: none"> • Ensure proper financial and as well as roles' accountability by all FOSAA staff; and • In charge of all administrative issues including Human Resources and equipment and facilities
Deputy Executive Director (Grants and Networking); assisted by a Programme Officer (Grants and Networking)	Masters Training in any Agricultural Sciences	<ul style="list-style-type: none"> • Development of a grant making and management systems that is consistent with FOSAA and donors; and • Monitoring grant implementation from award to utilisation and closing (Evaluation)
Research, Training and Quality Assurance Coordinator; assisted by two training officers and a research officer	Ph.D. in any Agricultural Sciences	<ul style="list-style-type: none"> • Ensure overall program quality and supporting the field teams; • Initiating research projects aimed at integrating indigenous and technical knowledge or generating demand-driven technologies/ innovations • Oversee establishment and management of agribusiness technologies/innovations incubation centers; and • Oversee establishment and management of agribusiness training programmes and resource centers
Farmer Mobilisation and Agribusiness Development Coordinator; assisted by a Farmer Mobilisation AND Extension Services Officer and	M.Sc. Agricultural Extension and Innovations or M.Sc. Agribusiness Management	<ul style="list-style-type: none"> • Organisation of collaborating farmers into farmer groups; • Development and management of Farmer Field Schools; • Identification of financial service providers and work with them to develop financial instruments for the various actors;

an Agribusiness Development Services Officer		<ul style="list-style-type: none"> • Translating value chain opportunities into viable business opportunities for the actors involved; • Fostering contacts between farmers/ farmer groups and markets; and • Agro-input development, usage and access at farmer group level
Monitoring and Evaluation Manager assisted by a Programme officer (M&E)	Master of Business Administration (Monitoring and Evaluation) Or M.Sc. Agricultural Extension and Innovations	<ul style="list-style-type: none"> • Development and implementation of a healthy monitoring and evaluation system; and • Implementation of grants from award to utilisation and closing/evaluation together with the Deputy Executive Director (Grants and Networking),
Information and Technology Manager; assisted by a Programme Officer (ICT)	M.Sc. Computer Sciences	<ul style="list-style-type: none"> • Oversee development of FOSAA network's capacity to create and use open agricultural resources • Strategic communication planning and delivery in conjunction with other units
<p>Required Skills for all FOSAA Staff</p> <ul style="list-style-type: none"> • Well-versed with the AR4D processes especially agribusiness technology/innovation incubation and mentorship; • Capable of managing professional relationships and working in a complex, intercultural and highly dynamic working environment; • Excellent communication and writing skills in English and able to write clearly and concisely for a wide range of audiences; • Pragmatic in finding solutions, and demonstrate initiative in establishing systems and processes to enable the effective management of the programme; and • Facilitation skills are mandatory 		

Appendix 3: FOSAA Administrative Structure



Appendix 4: Draft Logical framework for the FOSAA Agribusiness incubation programme (2013-2018)

Objective statement	Verifiable indicators	Sources of verification	Assumptions
<p>Goal: Enhanced Utilisation of technologies/innovations for sustainable productivity of crops, apiary, poultry and livestock value chains in East Africa</p>	<p>1 Per cent annual increase in GDP from agriculture sector</p> <p>2 Percent increase in people living on more than US\$1 per day</p> <p>3 Per cent change in stakeholders with improved apiary, mushrooms, rice and maize productivity</p> <p>4 Per cent of stakeholders marketing crops, apiary, poultry and livestock processed products</p> <p>5 Percent change in international trade of crops, apiary, poultry and livestock products</p> <p>6 Level of stakeholder satisfaction with crops, apiary, poultry and livestock incubated technologies/innovations</p>	<ul style="list-style-type: none"> • Government statistics • USAID, FOA and World Bank, AU, ADB, EAC and other SRO reports • FOSAA-commissioned studies 	<ul style="list-style-type: none"> • Researchers, managers, producers and processors are able to support new technologies/innovations incubation • Researchers, managers, producers and processors are able to adopt new technologies/innovations • Government and non-governmental, regional and national organisations operate effectively at appropriate levels • Governments and Development Agencies continue to prioritise support to agriculture and poverty reduction • Regional and national policies effectively implemented
<p>Output 1: Enhanced availability of knowledge and information on technologies/innovations for the crops, apiary, poultry and livestock value chains;</p>	<p>1.1 Number of information packages for apiary, mushroom, rice and maize disseminated</p> <p>1.2 Number of stakeholders accessing information on generated technologies/innovations</p> <p>1.3 Level of stakeholder satisfaction with the information packages</p>	<ul style="list-style-type: none"> • FOSAA annual reports • Project partners' reports and their annual reports • Agribusiness incubation programme report 	<ul style="list-style-type: none"> • External trade and market conditions do not compromise gains • Government and non-governmental, regional and national organisations operate effectively at appropriate levels • Adequate agricultural inputs exist • Socio-cultural environment in the target areas conducive for incubation and adoption of generated technologies/innovations
<p>Output 2: Enhanced uptake/adoption of demand-driven technologies/innovations</p>	<p>2.1 Number of gender responsive demand-driven technologies/innovations adopted</p> <p>2.2 Per cent change in the value of post-harvest apiary, mushroom, rice and maize products</p> <p>2.3 Number of stakeholders accessing apiary, mushrooms, rice and maize</p>	<ul style="list-style-type: none"> • FOSAA annual reports • Project partners' reports and their annual reports • Agribusiness incubation programme report 	<ul style="list-style-type: none"> • Effective and efficient international and national agricultural support services exist • Effective mechanisms of technology/innovations incubation and uptake are achievable • External trade and market conditions do not compromise gains

	technologies/innovations		<ul style="list-style-type: none"> Government and non-governmental, regional and national organisations operate effectively at appropriate levels
Output 3: Strengthened capacity to implement applied research aimed at integrating indigenous and technical knowledge within the crops, apiary, poultry and livestock value chains;	4.1 Number of demand-driven technologies/innovations generated 4.2 Number of demand-driven technologies/innovations made available for incubation	<ul style="list-style-type: none"> FOSAA annual reports Project partners' reports and their annual reports Agribusiness incubation programme report 	<ul style="list-style-type: none"> Effective and efficient international and national agricultural support services exist Effective mechanisms of technology/innovations incubation and uptake are achievable External trade and market conditions do not compromise gains Government and non-governmental, regional and national organisations operate effectively at appropriate levels
Output 4: Shortened supply chain (eliminating middlemen) and enhanced quality, production, productivity, profitability and sustainability aspects in the crop, poultry, apiary and livestock value chains;	4.1 Number of farmer groups linked to markets on a contractual basis 4.2 Per cent change in the value of post-harvest apiary, mushrooms, rice and maize products 4.2 Per cent change in the yield level of apiary, mushrooms, rice and maize value chains 4.3 Per cent change in the marginal returns to agricultural investments 4.4 Life span of farmer groups' agribusiness enterprises beyond the project life	<ul style="list-style-type: none"> FOSAA annual reports Project partners' reports and their annual reports Agribusiness incubation programme report 	<ul style="list-style-type: none"> Effective and efficient international and national agricultural support services exist Technology/innovations uptake enhances adaptation to changes in the agribusiness environment External trade and market conditions do not compromise gains Government and non-governmental, regional and national organisations operate effectively at appropriate levels
Output 5: Reduced reliance of the nation/region on rain-fed agriculture	5.1 Number of irrigation schemes established 5.2 Number of farmers adopting rain-water harvesting technologies/innovations 5.3 Number of water for production water points constructed	<ul style="list-style-type: none"> FOSAA annual reports Project partners' reports and their annual reports Agribusiness incubation programme report 	<ul style="list-style-type: none"> Government and non-governmental, regional and national organisations operate effectively at appropriate levels External trade and market conditions do not compromise gains