



From Science to Impact

Strategic Plan
2023 – 2027



ScienceforAfricaFoundation



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Foreword



We aim to work with African scientists to create the next generation of science leaders addressing continental and global challenges, supporting evidence-based decision-making, engaging the public, industry and private sector and increasing Africa's scientific outputs.

The Science for Africa Foundation (SFA Foundation) Board and management are delighted to share this five-year strategy which provides a blueprint for how the SFA Foundation will operate and serve the African research ecosystem from 2023-2027.

The SFA Foundation is a pan-African, non-profit and public charity organisation that supports, strengthens, and promotes science and innovation in Africa. The Foundation was established in 2021 and is committed to designing and managing science, technology and innovation programmes that catalyse major change in the African science ecosystem. Since its establishment, the Foundation has worked hard to develop good governance and operational systems for the organisation. These have included the appointment of a Board of directors and management team who have experience and technical capabilities in leading science for development projects globally. The Foundation has also convened scientific leaders for research prioritisation, building operational capacity, grant management and other systems for strengthened governance and oversight of science programmes. This strategy charts the pathway From Science to Impact as the overarching value proposition of the Foundation. Our ambition is to leapfrog science in Africa, and we see this as a bold and achievable goal. We believe supporting the best science ideas and fortifying Africa's science ecosystem will contribute towards improve lives and

transformed economies.

The SFA Foundation exists to respond to the development challenges and opportunities in Africa. Our belief is that science, technology and innovation can provide knowledge to solve these challenges. The strategy is focused on supporting early career researchers and science leaders, supporting innovation, translation and entrepreneurship, mobilising science funding and strengthening Africa's academic institutions. Harnessing science requires that we strengthen the ecosystem to create enabling environments for African scientists with a strong focus on gender parity, equity, inclusivity and diversity and to conduct the best research in Africa.

Driven by the core values of respect, excellence, accountability, and DEI (diversity, equity, and inclusion), this strategy's primary beneficiaries are the African scientists and innovators for whom we aim to mobilise 250 million dollars over the next five years to design – with input from stakeholders – and manage programmes in health, agricultural and climate R&D. The largest disease burden of infectious and non-communicable diseases continue to weigh down heavily on life spans, livelihoods, and economic productivity with systemic societal, economic and development impact. The health R&D priorities are interconnected with climate change and scarcity of food for millions of Africans. The international climate meetings by the United Nations (UN) Conference of the Parties (COP), have

brought to the fore the implications of the worldwide climate emergency we all face. Climate change impacts are heavily felt at the various levels cutting across health and agriculture systems with crop yields decreasing, torrential rainfall resulting in disease outbreaks such as cholera and loss of plant and animal biodiversity that will likely compromise our ability to meet the African Union's Agenda 2063 aspirations specifically the Science Technology and Innovation Strategy for Africa (STISA 2024) and the UN's Sustainable Development Goals (SDGs 20230). These thematic areas are urgent priorities for the continent and world.

Our science programmes are specifically designed to address these priority areas across the entire research value chain of discovery, translational, and implementation through policy. We aim to work with African and global scientists to create the next generation of science leaders addressing continental and global challenges, supporting evidence-based decision-making, engaging the public, industry and private sector and increasing Africa's scientific outputs, such as publications and patents. The scientists we engage currently work in discovery sciences. This strategy, developed through a consultative process with staff, scientists, the Board of Directors and funding

partners, aims to expand our scope to translational and implementation sciences.

Ultimately the goal is that through its science and innovation programmes, SFA Foundation will contribute to advancing economic growth in Africa through the creation of high value jobs, attracting foreign direct investment and promoting healthy and liveable habitats for productive economic growth.

The road ahead is long, and may sometimes be arduous, but it is one that we intend to travel to positively impact lives worldwide as we contribute to elevating the African science landscape. The SFA Foundation strategy is a commitment to ensuring that we provide an enabling environment for African scientists who know best the continent's challenges and are able to provide local solutions which are applicable globally. We will not embark on this journey alone and so we invite you too, to journey with us. We trust that as you engage with this strategy, you will resonate with activities and focus areas that are aligned to your organisation and therefore call on you to reach out and join us in building strategic partnerships and co-production of quality science knowledge resources for the future.

Board Chair and Executive Director



Prof Alinah Segobye
(Board Chairperson)
Chief Executive Officer
Human Resource
Development Council,
Botswana



Prof Thomas Kariuki
Secretary of the Board/
Ex-Officio Member and
Executive Director, Science
for Africa Foundation

Executive Summary

Science for Africa (SFA) Foundation is a pan-African, non-profit, public charitable organisation created to support, strengthen, and promote science and innovation in Africa. We believe science and innovation will be central to delivering sustainable development for our continent. This strategic plan outlines how we will contribute towards a strengthened African science and innovation ecosystem for the period 2023–2027.

Despite an abundance of natural resources, Africa still lags in investments in transformative science and innovation. The continent is challenged by high disease burden, climate shocks and millions suffering from food insecurity. The SFA Foundation's strategic direction is driven by the premise that science and innovation provide the tools to tackle these major societal challenges. As a pan-African organization, we have drawn lessons from our external environment to influence how we organize internally in alignment with the African Union's Science, Technology and Innovation Strategy for Africa (STISA 2024), the African Union's (AU) Agenda 2063 and the United Nations Sustainable Development Goals (SDGs).

Our goal is: to strengthen pan-African-defined science priorities, to support globally competitive research, to enable dignified and sustainable science careers on the Continent, to strengthen high-quality research environments, to support scientific innovation, and to promote actionable scientific excellence in the policy, knowledge and practice arenas. SFA Foundation serves Africa's science and innovation ecosystem through the design, funding and oversight of world-class science and innovation programmes implemented through a well-established grant making scheme. SFA Foundation recognizes the power of collective effort and is intentional and proactive in the development, main-

tenance and growth of equitable strategic partnerships and networks. We aim to co-create solutions via dialogue and prioritize long-term ownership and sustainability.

Guided by our assessment of Africa's science landscape, we commit over the next five years to focus on three key interrelated priority areas of science: Health; Agricultural; and Climate and Environmental Science. The SFA Foundation will support researchers and innovators developing impactful solutions across discovery, translational and implementation sciences. Our programmes will be structured around three priorities: science leadership and careers; science innovation and translation; and science ecosystem strengthening. We are committed to ensuring that our impact is felt across the continent, spanning all five regions in Africa as defined by the AU including the diaspora. We are dedicated to integrating diversity, equity, and inclusion into all our programmes, projects, operations, and interactions with our stakeholders.

SFA Foundation is represented by a robust governance, management and programme team drawn from across the continent and with decades of experience in designing and managing science and innovation programmes to catalyse major change in African science. The team is committed to a shared vision of success and is prioritizing strong capabilities in science communication, knowledge management, finance and grant making, partnerships, fundraising and performance management. To drive our core business and secure our sustainability, we shall pursue equitable strategic partnerships in the funding landscape; explore innovative financing models; implement cost recovery principles; and ensure core funding. To complement these initiatives, we intend to adopt and implement a robust risk management framework.



1

Introduction



we commit over the next five years to focus on three key interrelated priority areas of science: Health; Agricultural; and Climate and Environmental Science

Science for Africa Foundation (SFA Foundation) is a pan-African, non-profit, public charitable organisation created to support, strengthen, and promote science and innovation in Africa. This strategic plan presents our vision for the period 2023–2027. The strategic goals respond to and are aligned with The African Union Science, Technology and Innovation Strategy for Africa (STISA 2024) and the AU Agenda 2063 that highlight the role of STI for Africa's socio-economic development and growth. This strategy articulates the Foundation's vision for how and with whom we engage, amplifies our priority areas and why we need to focus on them.

The Strategic Plan Development Process

This strategic plan was developed through a process of consultation with key stakeholders. An internal and external environment scan was done. Extensive consultations were conducted at individual and executive management level to match emerging themes with conditions in the environment. SWOT analyses and strategic responses were generated at special Executive Management Team (EMT) meetings, followed by consultations with the Board, grantees/African scientists/researchers and funding partners. Finally, key informants were consulted, and a framework was developed to interpret and synthesize all the content generated into a coherent summarised action plan.

Highlights



198

Number of African researchers per million people compared to 428 in Chile and over 4,000 in the UK and USA; and has low participation of women in science at below 20%, despite making up more than 50% of the continent's population.



0.4%

Average amount African countries dedicate to finance research and development from national budget allocation compared to global averages of between 1.4%–1.7%.

2 Strategic Environment

2.1 The External Environment

The African continent is home to about 1.3 billion people, representing 18% of the global population. The population is projected to reach 2.5 billion people by 2050, half of whom will be under 25 years of age – the youngest population of any continent.

In addition to its young population, the continent has a wealth of resources including 60% of the world's arable lands and 30% of the world's mineral reserves. Despite an abundance of natural resources, Africa still lags in investments in transformative science and innovation. The continent contributes just 2% of the world research output, accounts for only 1.3% of research spending and has only 0.1% of the world's patents. Africa has 198 researchers per million people compared to 428 in Chile and over 4,000 in the UK and USA; and has low participation of women in science at below 20%, despite making up more than 50% of the continent's population. Funding remains the greatest challenge with countries in Africa dedicating on average 0.4% of their national budget to finance research and development compared to global averages of between 1.4%–1.7%.

There is a growing recognition of the role science and technology can play towards achieving national development goals and transforming Africa's economic growth story. Forward looking development blueprints such as the African Union's Agenda 2063, the African Union Strategy for Africa 2024 (STISA-2024) and the UN's Sustainable Development Goals (SDGs 2030) have identified key Science Technology and Innovation (STI) areas that are envisioned to have the highest and most significant impact. These include Health, Agriculture, Space Science and Technologies, Environmental Sciences including Clean Energy, Climate Change and Conservation and Biodiversity.

To date, health and agriculture have been Africa's most prominent fields in terms of national priorities, global funding and volume of publi-

cations. Fields such as Information Communication Technology (ICT), energy, and climate change are also gaining traction as key focus areas for Africa.

2.2 The Internal Environment

As a pan-African organization committed to driving positive change across Africa's science and innovation landscape, we have drawn lessons from our external environment to influence how we organize internally. SFA Foundation places emphasis on African-led priorities and solutions, development of holistic conducive science environments, broad multi-stakeholder engagement, equitable partnerships and collaborations and the promotion of actionable scientific excellence in policy, knowledge, and practice arenas.

We are dedicated to integrating diversity, equity, and inclusion into all our programmes, projects, operations, and interactions with our stakeholders. We embrace all persons who approach the Foundation with ideas irrespective of race, nationality, age, language, disability, gender, sexual orientation, or religion, and we are committed to eradicating any obstacles that individuals may encounter while participating in our work.

SFA Foundation is represented by a board, management and programme team drawn from across the continent and with decades of experience in designing and managing science and innovation programmes to catalyse transformative science in Africa. Under the auspices of a platform originally created in 2015, the SFA Foundation team has a proven track record of raising resources to fund science and innovation programmes in Africa. In addition to direct funding for research, the team continues to drive initiatives in leadership and scientific citizenship; research management and training; grant-making; science-driven innovation and entrepreneurship; community, policy and public engagement; science communication; open publishing and financial governance.

3

SFA Foundation's Guiding Aspirations

3.1 Vision and Mission



Vision:

SFA Foundation to be the leader in strengthening African science for a better future in a global world.



Mission:

To catalyse and strengthen Africa's science and innovation ecosystems to respond to Africa's sustainable development challenges and positively impact lives.

3.2 Values



Respect

We embody respect as a fundamental principle. We commit to uphold the dignity of all our constituents, their qualities and achievements and their right to apply their abilities to supporting science and innovation in Africa. We strive to be empathetic in our dealings with our colleagues and others and recognise that each individual role is important.



Excellence

We strive for excellence, from quality science outputs to best governance practices; we push ourselves and our partners to aim for the highest standards in everything we are doing.



Diversity, Equity, and Inclusion

We embody diversity, equity and inclusion in everything we do by bringing everyone along the journey. We are committed to mainstreaming diversity, equity, and inclusion and cascading this to all the institutions that take part in our programmes. We ensure a level playing field and empowerment for all organisations and individuals engaging with SFA Foundation and in all our external interactions.



Accountability

We are answerable for our individual and collective actions to our grantees, partners, and beneficiaries of our investments. We take responsibility and ownership towards clearly defined goals. We uphold high levels of integrity and will strive to ensure that we remain accountable to all.



We are mindful of, and driven by the impact that investments in science and innovation have in improving the lives of the African population.

3.3 Value proposition

The goal of SFA Foundation is to support African scientists in addressing the continent's most pressing developmental needs by generating knowledge that solves problems, informs decision-making and enables effective interdisciplinary collaboration among scientists.

SFA Foundation serves the African research ecosystem by designing, funding and managing programmes that support excellent science and innovation; and that build and reinforce environments that are conducive for scientists to thrive and produce quality research that impacts development.

We are mindful of, and driven by the impact that investments in science and innovation have in improving the lives of the African population.



4

SFA Foundation's Strategic Response to Africa's Priorities

We believe science and innovation will be central to delivering sustainable development for the continent. Our goal is to strengthen pan-African-defined science priorities, globally competitive research, scientific innovation and to enable dignified and sustainable science careers on the Continent.

We are committed to impact the quality of life for all people in Africa and leverage our deep relationships across and beyond the continent to collaboratively identify African priorities. We will empower Africans to lead the science agenda and make real change. We will bring to funding partners innovative ideas that combine the best

mix of talent to grow science leaders, create conducive R&D infrastructure and environments and sustainably address gaps in the science ecosystem.

As a pan African organisation, we aim to ensure that our impact is felt across the continent. We aim to increase our footprint in all five regions in Africa, as defined by the AU and including the contribution by the African Diaspora and partners. We will achieve this directly through grant making and indirectly through development of broad partnerships and networks.



4.1 Science Focus Areas

4.1.1 The Research Landscape

Recognizing the linkages and dependencies across the different levels of research and development, the SFA Foundation will support scientists and innovators working across the research landscape. We aim to optimize a cohesive approach to impactful solutions across discovery, translational and implementation sciences.

Areas of focus



Discovery sciences: The continent lags behind in creating early-stage contributions to science that are aligned with local priorities for economic progress. We will be intentional in supporting centers for scientific discovery.



Translational sciences: We will invest in research that converts discovery research into direct benefits for people, locally and globally. SFA Foundation will support scientists as they focus on the route that early phase products proceed through to applied research. We will engage in the requisite phases of trials or field testing and support innovations' transition to scale and roll out to communities.



Implementation sciences: We will support research to understand the optimal, acceptable, impactful, relevant and sustainable strategies to deliver interventions emerging from discovery and translational science. We will leverage social science, quality datasets, technology and non-science actors to craft evidence-based delivery systems that build into country policies, guidelines, national programmes and sector, regional and global best practices.



4.1.2 Thematic Focus Areas

Guided by our assessment of Africa's science and innovation landscape, we will in the next five years focus on three key interrelated areas of science: Health, Agricultural and Climate and Environmental Science.

These areas are in strong alignment with the African Union's Agenda 2063 and the United Nations Sustainable Development Goals (SDGs) 2030.

To surmount the complex disease, food and nutrition and climate change challenges facing Africa, SFA Foundation will drive change through supporting a robust science ecosystem focused on developing context specific interventions. We will maximise value by working with scientists, innovators, policy makers and communities adopting interdisciplinary approaches to translate ideas and knowledge into solutions for the public good across our three principal areas of science focus. We will also promote transdisciplinarity to ensure that social sciences, humanities and arts also inform our work and ethos. We will prioritize inclusivity across our work, especially from a gender and youth lens.

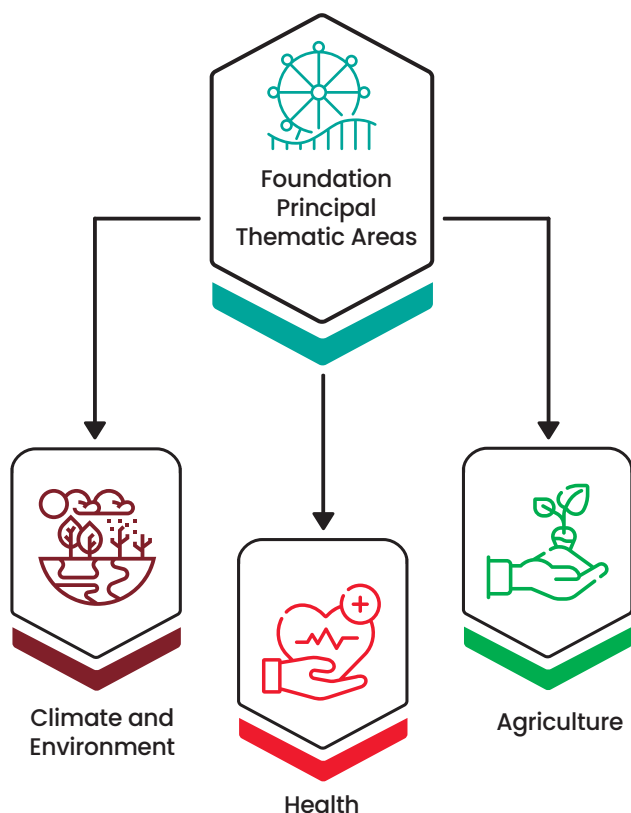


Figure 1: SFA Foundation Principal Thematic Areas

Thematic Areas



Health: The African continent has a triple burden of infectious diseases, communicable and non-communicable diseases, emerging diseases and pandemics. We will build and support programs aiming to reduce the health burden, to promote transdisciplinary research on the nexus of health and food and nutrition, energy, climate change, environment, political economy and public policy. Driven by emerging priorities on the continent, our work will span pandemic sciences, communicable and non-communicable diseases, genomics, clinical research and trials.



Climate and Environment: we will promote African scientific leadership in climate and environmental science. We will bring the best of Africa's science together to collate and assess the evidence for regional governments to support informed decisions with a vision to have Africa's climate change science represented in global discussions on priority actions for the continent.



Agriculture: Africa faces a rising demand for food, fuelled by rapidly growing populations. Shocks and stressors due to environmental degradation and the effects of climate change present major threats to Africa's agricultural systems. The overall agricultural productivity lags behind the rest of the world, with a majority of the continent's food produced by small holder farmers. We will leverage science and innovation by supporting researchers to uncover innovative pathways, interventions and techniques that optimize agricultural output while enhancing resilience and adaptation. We will advocate approaches enhancing resilience of agrifood systems to climate related shocks and scale-up climate smart innovations for agriculture, while promoting the use of data science to boost understanding of successes and challenges for food security and nutrition in Africa.

4.1.3 Target Beneficiaries

We believe that scientists and innovators are key actors in driving interventions to improve health, wellbeing, climate-smart innovations, food security and economic prosperity in Africa. We therefore aim to become trusted partners, providing holistic support to African scientists, innovators and their institutions on the journey to addressing the continent's most pressing challenges through science.

4.2 SFA Foundation's Core Business

SFA Foundation's core business is: to design, fund and provide oversight for world class science and innovation programmes; and to convene science and innovation partnerships and networks.

4.2.1 Design, Funding and Oversight of Programmes

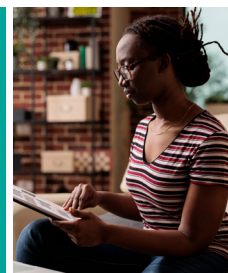
The SFA Foundation's strategic direction is driven by the premise that science and innovation provide the tools to tackle major societal challenges in Africa. We are committed to strengthening Africa's science and innovation ecosystem

through the design, funding and management oversight of world-class science and innovation programmes implemented through a well-established grant making scheme. Our approach places emphasis on African-led priorities and solutions, development of high-quality science environments, broad multi-stakeholder engagement, equitable partnerships and collaborations and the promotion of actionable scientific excellence in policy, knowledge and practice arenas.

Key areas for Funding and Oversight of Programmes



Programme Design: SFA Foundation will continuously monitor Africa's challenges and priorities and will remain responsive to addressing gaps identified. Each of our programmes is designed to address a critical gap in the science ecosystem, in line with our strategic priority areas. Our pan-African scale and contextual knowledge of the continent enables us to ensure that solutions are driven by Africans and remain locally rooted, relevant, and sustainable. We are able to pursue global partnerships and collaborations with actors aligned with African priorities.



Programme Funding: Africa has limited resources for science; to respond to this, we have developed robust approaches to costing key aspects of science programmes including what it takes to run research institutions and to support scientists from early career to global leadership. We leverage this understanding with ability in grant making which harnesses global funding sources for African science and the public good. To strengthen sustainability, we will continue to develop innovative financing initiatives to diversify, expand and maximize on current and traditional programmatic funding.



Programme Oversight: The programmes we invest in across the continent are guided by principles and standards that are designed to address critical gaps in science programme implementation and strengthen Africa's research ecosystems and institutional governance set-up and practices. This considers the different levels of maturity of research, science and innovation ecosystems on the continent and their associated contextual realities. These principles and standards include good grants practice, research management standards, accountability and learning indicators, and value for money. In all our programmes we will emphasise balancing equity with excellence, community and public engagement, gender and inclusion and safeguarding the wellbeing of all.



4.2.2 Convening – Partnerships and Networks



We aim to co-create solutions via dialogue and prioritize long-term ownership and sustainability.

SFA Foundation recognizes the power of collective effort and is intentional and proactive in the development, maintenance and growth of strategic partnerships and networks. We understand that different actors have deep, varied experience and significant contributions to offer. We aim to co-create solutions via dialogue and prioritize long-term ownership and sustainability.

We believe that science can drive economic transformation. Through our partnerships and networks, we aim to create knowledge that will inform key aspects of Africa's development.

High quality data and evidence will be used to place science at the centre of economic frameworks leading to impact. We aim to drive conversations that influence key decisions around high value jobs, innovation and entrepreneurship, healthy and productive populations.

We will strategically grow and leverage partnerships and networks of scientists, funders and policy-makers across Africa to strengthen our impact and to ensure that we have “a seat at the table” during influential scientific discussions and decision-making forums in Africa and globally.

4.2.3 From Science to Impact – Our Strategic Objectives

The SFA Foundation programmes reflect our priorities and will be structured around three objectives: science leadership, science innovation and entrepreneurship, and science ecosystem strengthening. In line with the identified priorities,

we will mobilize funding, identify promising scientific work areas, design programmes around them, and select outstanding research grant recipients to deliver timely, quality results as envisioned jointly with African and Global partners.

Strategic Objectives



Science Leadership and Careers: SFA Foundation's support to Africa's scientists and innovators will be driven by a dual aim: to improve the quality and productivity of science on the continent and to develop globally competitive science leaders. We will support research training and practice, including career pathways for early-stage researchers. We will also support the development of African science leaders through the development of key 'soft skills'. We will aim to grow the volume of critical thinkers on the continent, able to bridge the discovery, translational and implementation research pathways and to produce world class science outputs for demonstrable impact.



Science Innovation, Translation and Entrepreneurship: Leveraging innovation across Africa and recognizing the critical role of government and private sector actors in driving a robust STI sector, SFA Foundation is keen to support the creation of products that respond to the challenges within African communities. We will support innovative citizen science and will aim to strengthen the pathway from the science bench to the marketplace. We will support the development of robust innovation ecosystems, incentivizing the private sector to complement existing state and non-state actors by creating win-win platforms for a vibrant and creative science ecosystem. We will engage governments as key players in several innovation pathways: as creators and funders of national innovation platforms with the mandate to escalate their own science and innovation agendas; as enablers who will de-risk their local investment policies and ecosystems that can then attract more private sector investments into science and innovation programmes; as early adopters who will promote emerging innovations into scaled general purpose innovations for wider applications.



Strengthening the Science Ecosystem: We will support initiatives that directly influence the quantity, quality, and impact of research, but are not part of specific research projects. Our objective is to encourage more science actors to embrace research focus and/or intensive work that generates solutions to Africa's development challenges. This science ecosystem includes knowledge systems and shared resources, equitable research access and partnerships, standards, ethics and regulatory affairs, research culture and capacities, research impact and research utilisation beyond academia.

4.3 Measuring the Strategic Output

We are committed to improving the lives of local and global communities through science. We will track our progress along five Impact Areas that are closely linked to our core business: people, places, policies, products, and partnerships.

Impact Area	Measurement Aspect (based on SFA Foundation efforts)
People	Emerging talent and established science and innovation leaders
Places	Conducive environments that facilitate quality science and innovation outcomes
Policies	Best practices embraced within the science and innovation ecosystem and across government and communities
Products	Translation of science findings into innovations that have utility for African communities
Partnerships	Collaboration and cross-learning among local and global science stakeholders and partners

Figure 2: SFA Foundation Impact Areas and Measurement Aspects



4.4 Strategic Capabilities to Support Implementation

We will work diligently and with consistency to build trust and clarity of purpose amongst SFA Foundation's stakeholders. We will empower our people at all levels towards a shared vision of success and the necessary investments to be made for organisational agility. To achieve this, we will need strong underpinning capabilities in science communication, knowledge management, finance and grant making, partnerships, fundraising and performance management.

4.4.1 Governance



SFA Foundation's Board

The SFA Foundation is governed by a multi-specialised Board of Directors consisting of scientists and management professionals drawn from across and outside Africa. The Board of Directors provide strategic leadership and oversight, guided by the SFA Foundation's by-laws.



SFA Foundation's Management

SFA Foundation operations are led by a management and programme team with decades of experience in designing and managing science and innovation programmes across Africa. The diverse team is composed of African executive leaders and staff who provide a deep understanding and connection to the realities, people and communities we serve.

4.4.2 High performing Team

SFA Foundation will build a committed, and empowered team to realise the Foundation's vision. We will develop a value driven leadership and management approach underpinned by dynamic people strategies and bolstered by people analytics and external benchmarking on emerging best practices. The SFA Foundation team is proudly African-led and centred with an agile focus on African priorities that are relevant to a fast-changing world.

4.4.3 Fund Management

SFA Foundation's approach to financial and grant management operations will be guided by principles of prudence, transparency, value for money and accountability to our funding partners and stakeholders. We shall evaluate our investments based on impact, infrastructure and risk management capacities of the research institutions, researchers and innovators we partner with. Overall, we shall ensure an optimal business model that consistently builds on SFA Foundation's sustainability.

4.4.4 Science Communication and Engagement

SFA Foundation will establish and communicate a compelling 'Identity' as an African and global leader in the funding

and promotion of science and innovation space. This will be driven by strategic positioning and proactive sharing of outputs, outcomes and experiences from the grantees and other stakeholders on the impact SFA Foundation efforts are yielding.

4.4.5 Knowledge Management

SFA will develop a framework to help map, create, distribute, scale and optimize the Foundation's knowledge and knowledge resources. The knowledge platforms developed will power the development of thought leadership and drive policy engagement to realise evidence-informed policy making across the continent and globally through knowledge exchange and communities of best practice.

4.4.6 ICT Infrastructure

SFA foundation will build quality and comprehensive technology infrastructure that will empower our internal operations and transform our programmatic engagement with our community of grantees, institutions and stakeholders. We will be agile in creating robust and secure technology systems that support on-demand information access and add value to the organization. Our overall aim will be to leverage ICT as an enabler to transform how we work and move from science to impact.



4.5 Leadership

4.5.1 SFA Foundation's Organisational Structure

SFA Foundation is led by a Chief Executive Officer who reports to the Board of Directors. The core operations are broadly categorized into the delivery of science programmes under leadership of the Chief Scientific Officer and delivery of cross-cutting professional services under the leadership of the Chief Operations Officer.

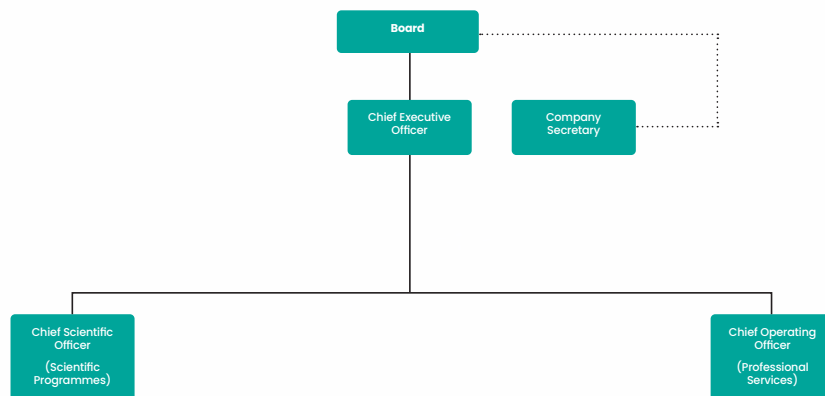


Figure 5: SFA Foundation Functional Structure



5

Funding the Strategy



\$250M

we aim to raise at least USD 250 million in funding to drive our core business and secure our sustainability

Over the next five years, we'll aim to raise at least USD 250 million in funding to drive our core business and secure our sustainability. We will support our people, systems and programmes. To achieve this, SFA Foundation has developed a resource mobilization strategy that outlines the priority financing pathways. We shall put mechanisms in place that ensure that the organization remains sustainable by: pursuing equitable strategic partnerships in the funding landscape; exploring innovative financing models; implementing cost recovery principles; and, building sustainable core funding.



6

Strategic Risk Management

SFA Foundation acknowledges that risk management is an essential element of good corporate governance practices. Utilizing a high-medium-low matrix and taking into consideration both the impact and likelihood of risks, SFA Foundation has outlined six categories of strategic risks to track over the next five years: (1) governance, (2) planning and resource allocation, (3) market / environment dynamics, (4) financial

planning and monitoring, (5) programme delivery (research and development) and (6) communication risks.

In line with best practice, we have developed a strategic risk management framework to monitor and mitigate against these six strategic risk areas. The ownership and process of monitoring these strategic risks has been detailed in the strategic risk management framework.

Governance Risks	Planning and resource allocation Risks	Environment Dynamics	Financial planning & Monitoring	Programme Delivery (Research & Development)	Communication
Board Performance	Organizational structure	Sociopolitical factors	Planning and execution	Discovery and the research value chain	Adverse media coverage
Role modelling from Board and Management	Forecasting and budgeting	Partnerships and Alliances	Measurement and monitoring	Innovation and productivity	Communications to the Board
Reputation	Change management	Due diligence		Market responsiveness	Communication with employees
Mission Creep	Resource allocation				Communication with grantees
Nascent stage of SFA Foundation	Operations planning				Management reporting and communications
	Third-party relationships				Social media strategy
					Crisis communications

Figure 4: Summary of key strategic risks

7

Reference Documents

7.1 Supporting Resources to the Strategic Plan

Document	Description
Full-Detail Strategic Plan	Contains a detailed description of SFA Foundation's goals and objectives which we will focus to operationalize on over the strategic period, as well as our value proposition to our beneficiaries.
Organisation Structure	The organisation structure outlines how SFA will be organised in terms of roles to achieve the strategic plan.
Theory of Change	The Theory of Change describes how a given set of interventions leads to a specific desired developmental change.
Corporate Balanced Score Card and Implementation Plan	<p>The Balanced Score Card is an integrated strategic planning and performance management systems that communicates with clarity an organisation's vision, mission, and strategy to employees and other stakeholders and aligns day-to-day work to vision and strategy.</p> <p>Implementation Plan brings the strategy to life by providing a schedule of the key initiatives and activities that are needed to achieve the strategy.</p>
Financial Projections	The objective of the financial model is to reflect the outcomes of the fund mobilization strategy into the key financial statements: Income and Expenditure, Cashflow, Balance Sheet. The financial model provides an overview of the source and use of funds for SFA Foundation during the next 5 years and seeks to ensure sustainable and sufficient funding to fulfil our strategic objectives.
Stakeholder Map	Maps the different categories of SFA Stakeholders and defines the stakeholder engagement process.
Resource Mobilisation Strategy	The Resource Mobilisation Strategy is to ensure sustainable and sufficient funding for SFA Foundation.
Risk Management Framework	The Framework assigns defined responsibilities and reporting requirements relating to risk management, as well as outlining the risk management process for the SFA Foundation Strategy.
Program Design and Management plan	SFA Foundation's Program Design and Management Plan is a key document that defines how SFA programs will be set up, in terms of their scope, schedule, organisation, governance and processes. This plan exists to guide the analysis, planning, management, execution and reporting of all programs at SFA Foundation, to ensure that we continue to deliver on our value proposition as world class program management providers.
White Paper on Science Thematic Areas	SFA Foundation's call to action on our three science thematic areas of health, agriculture, and climate and environment. The document is domiciled as: Kariuki T., Omumbo J., Ciugu K., Marincola E. (2022). The interconnected global emergencies of climate change, food security and health: a call to action by the Science for Africa Foundation. Open Research Africa, In Press.

From Science to Impact

Strategic Plan
2023 – 2027



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