



The SFA Foundation Programmes Matrix

INTRODUCTION

As a core process of cascading our strategy to enhance implementation, we have developed the SFA Foundation programmes matrix. The programmes matrix exists to guide work within our science programmes function as headed by the Chief Scientific Officer (CSO). The programmes matrix has been developed primarily to systematize how we: *prioritize* challenges and gaps that are solvable through research and innovation; *design* interventions for optimum delivery and impact; successfully solicit *funding* from partners that share in our vision; and, remain accountable through strong *oversight* metrics.

The programmes matrix is embedded within the overarching organizational strategy. All work will be done within the parameters of our strategic thematic areas of health; climate and environment; and, agriculture. Similarly, interventions to advance science will be guided by our strategic programme pillars of: science leadership and careers; science innovation, translation and entrepreneurship; and strengthening the R&D ecosystem. Across all our work we will continue to track progress across five defined impact areas: people; places; policies; products and partnerships.

In line with the above, we have introduced three interconnected levels to guide our work approach within the science programmes function.

1. Broad Science and Ecosystem Support Areas:

Broad science areas refer to interdisciplinary areas of sciences, scientific fields or research and development (R&D) disciplines. Broad science areas are commonly divided into three major groups: *a)* formal sciences - which use an a priori, as opposed to empirical methodology; *b)* natural sciences - the study of natural phenomena with two branches of physical sciences and life sciences; and, *c)* social sciences which focus on human behavior in its social and cultural aspects.

Our science support areas are positioned to strengthen the African science and innovation ecosystem to increase the impact of research and development. We are positioning our ecosystem support areas as a means to delivering holistic, integrated science interventions that bring together core stakeholders and align and respond to their realities. In this way, we aim to enhance suitability, acceptability, and sustainability of science-focussed programmatic offering.

2. Programmes

Programmes are a set of related measures with a plan of action designed to achieve long term goals as guided by the overall vision of the SFA Foundation. Programmes will be aligned to relevant broad science areas. A programme at SFA Foundation is intended to exist for as long as the challenge driven by science and innovation R&D remains a concern. A programme will deliver outcomes and impacts driven by African realities and agendas. Its existence is not pegged on funding availability or dictated by global



partners; instead, it represents an area of science and innovation that is of importance to SFA Foundation and is reflective of African priorities and strategies.

3. Initiatives

An Initiative is a time-bound, collaborative project that is anchored in a programme which in turn is situated within a broad science area. An initiative is designed to lapse after its carefully planned aims are achieved. Its existence is significantly driven by the availability of resources, expertise and programme level sub-strategies. An initiative, therefore, is a temporary, unique, and/or progressive endeavour designed to produce results that bring us closer to achieving impact as defined in the organizational strategy.

A summary of the conceptual approach to developing the programmes matrix is outlined in the diagram below.

Figure 1: Programmes Matrix Summary



SFA FOUNDATION PROGRAMMES MATRIX

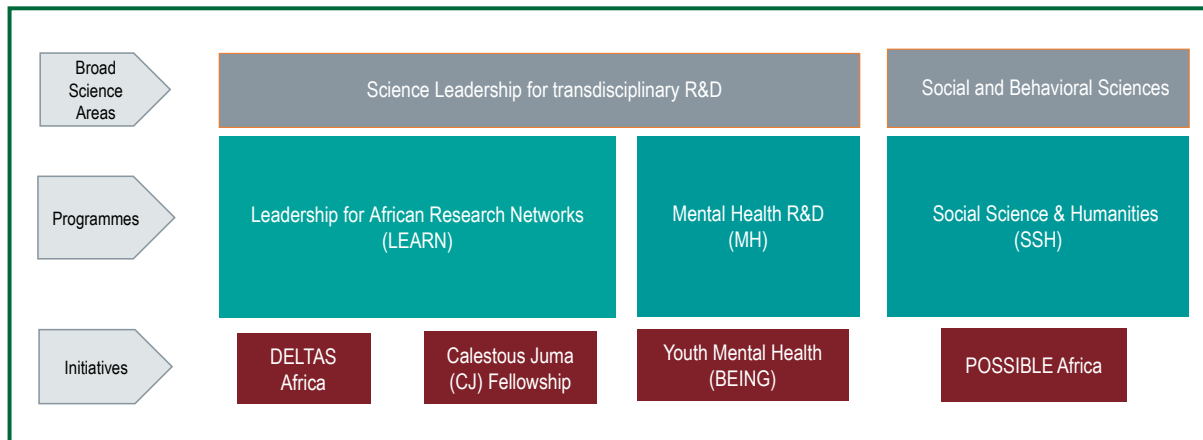
In alignment with our strategy, we have identified 8 broad science and ecosystem support areas, 10 programmes and 24 initiatives. These have been organized across 4 portfolios to enhance implementation. The details of our portfolios are discussed below.

Portfolio 1: Leadership and Excellence in Science

The work in this portfolio contributes to the dual aim of: a) developing global science leaders recognized for their contributions to addressing emerging challenges and opportunities in their communities; and b) supporting the production of excellent science outputs. The portfolio currently covers two broad science areas, three programmes, and four initiatives as detailed below.



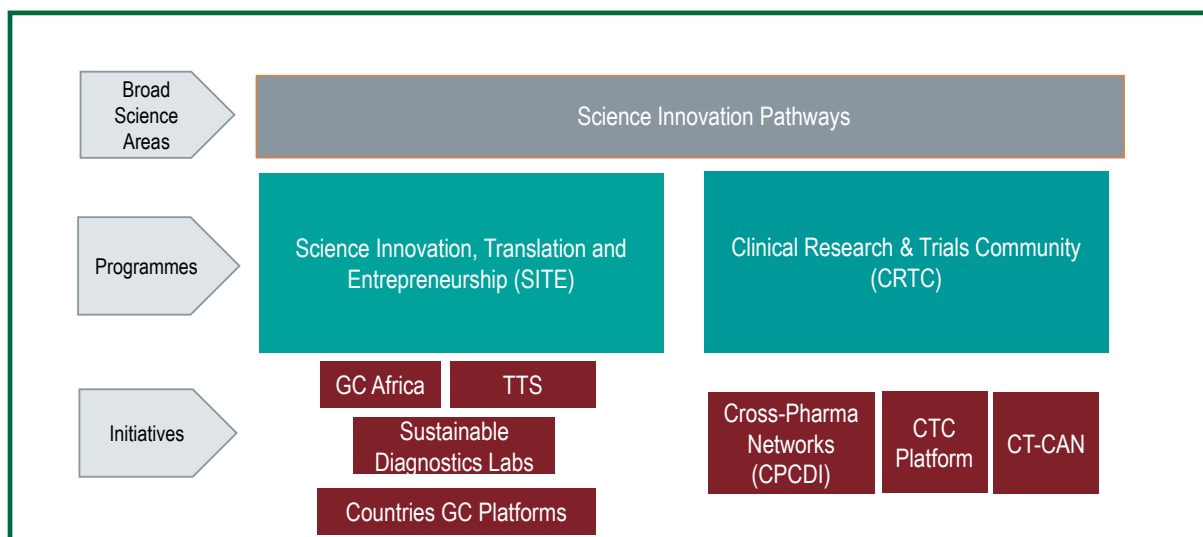
Figure 2: Portfolio 1 - Leadership and Excellence in Science



Portfolio 2: Science-based Products

The work in this portfolio incorporates outputs that contribute to moving early phase discoveries through the entire research value chain, from proof of concept to translation, and eventually making products available to policy-makers and practitioners in order to save lives and support the livelihoods of communities. The portfolio currently includes one broad science area, two programmes, and seven initiatives as shown below.

Figure 3: Portfolio 2 - Science Based Products



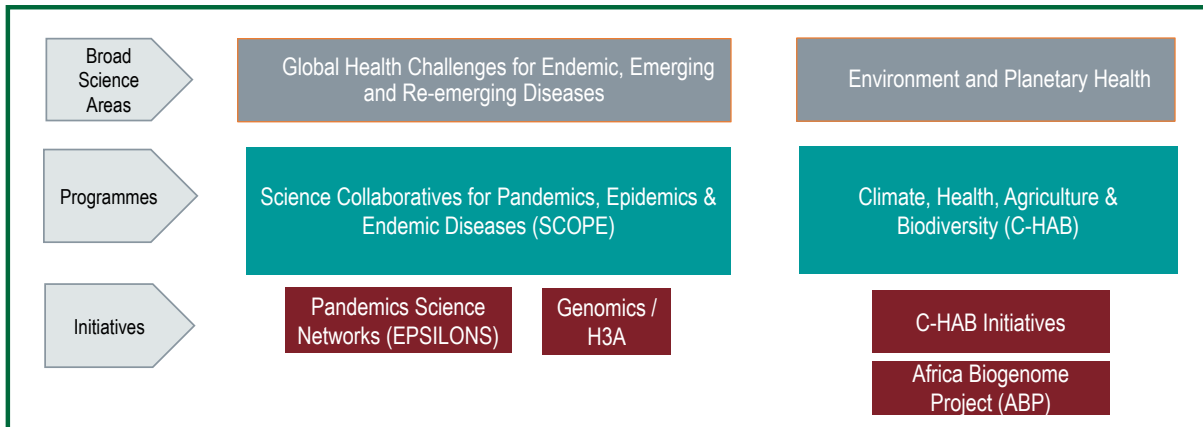
Portfolio 3: Science Solutions for Emerging Global Priorities

The work in this portfolio focuses on developing robust strategies to address emerging science priorities that are critical beyond just Africa. It will require the exploration, definition and design of impactful research-centric interventions that will effectively drive progress in the identified priority areas, and



position SFA Foundation as a key global player. Currently, the portfolio includes two broad science areas, two programmes, and four initiatives.

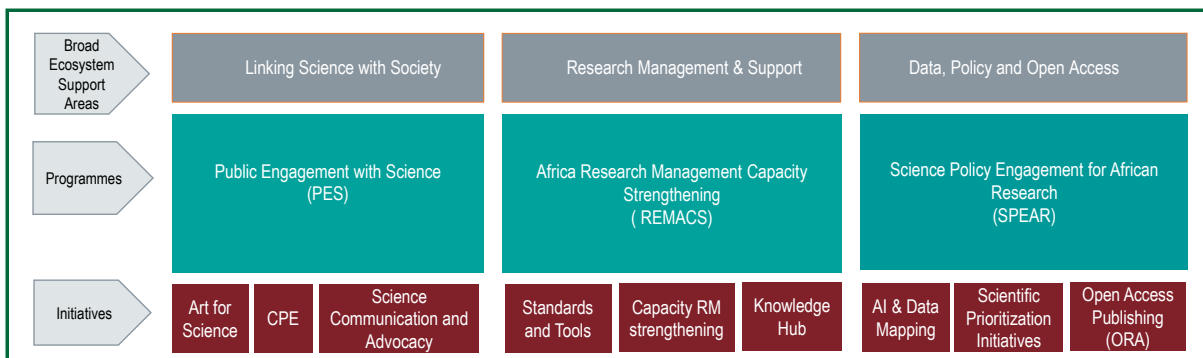
Figure 4: Portfolio 3 - Science Solutions for Emerging Global Priorities



Portfolio 4: Science Knowledge in Society

The work in this portfolio is about making knowledge widely available through the interaction / engagement of science and society in order to optimize for impact. It is focused on positively influencing science institutions and stakeholders that are not part of core research projects but play a key role in strengthening research environments and in the uptake of science knowledge, products and policies. This work includes engaging non-science publics in shaping the science agenda by considering and incorporating local, national and regional priorities into every stage of the research and innovation process. The portfolio currently covers three broad ecosystem support areas, three programmes, and nine initiatives as detailed below.

Figure 5: Portfolio 4 - Science Knowledge in Society



OPERATIONALIZING THE SFA FOUNDATION MATRIX

To operationalize the SFA Foundation matrix, each portfolio will be headed by a Head of Programmes (HoP), reporting directly to the Chief Scientific Officer. HoPs will lead teams consisting of programme



managers / leads, senior programme officers and programme officers with cross-cutting support from the Programme Support Office.

The portfolios will work as a cohesive unit to drive progress within parameters outlined in the organizational strategy. HoPs will be mandated to define portfolio strategies and implementation plans, provide leadership in building teams and managing talent, drive coordinated, results-driven and high-quality implementation of programmes, and prioritize sustainability through resource mobilization and relationship building.

CONCLUSION

The introduction of the SFA Programmes Matrix has been informed by our overarching 5-year strategic objectives and the need to position ourselves to deliver impact. The strategy cascade process has unveiled palpable excitement as we consider SFA Foundation's future. Through our science and innovation programmes, we commit to ***boldly shape Africa's future***. Similarly, our professional teams have pledged to ***go above and beyond to make science delivery in Africa easy***.

We anticipate scaling even greater heights in the coming years of strategy implementation. The programmes matrix will be the framework that catapults our collective motivation, commitment, focus and efforts into lasting success.

A handwritten signature in black ink, appearing to read "Tom Kariuki", written in a cursive style.

Signed:
Tom Kariuki
SFA Foundation CEO
16 November 2023